

YCH's Journey

Towards a Sustainable Future

Our 2024
Sustainability
Progress &
Performance



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Report Highlights

This inaugural Sustainability Report marks an important milestone in YCH's sustainability journey. Published entirely on a voluntary basis, it reflects our commitment to transparency and accountability in pursuit of our sustainability vision. Our culture of innovation and continuous improvement has long differentiated YCH, and we are now applying the same mindset to sustainability.

It is more than just a guiding principle; it is now built into the way we operate daily.

Vision

Our sustainability vision is to inspire positive change across all three pillars of sustainability through environmental stewardship, advocating for social progress, and strong corporate governance by championing sustainability both within, and beyond, YCH.



Planet

Group Emissions Inventory

YCH's Scopes 1 and 2 emissions for RY2024 (1 January to 31 December 2024) cover logistics and supply chain operations at our owned and long-term leased facilities under YCH's operational control in Singapore, China, India, Indonesia, Malaysia, the Philippines, Thailand, and Vietnam, in accordance with the GHG Protocol. YCH's total emissions were 37 ktCO₂e

in RY2024, with 12 ktCO₂e attributed to Scope 1 and 25 ktCO₂e from Scope 2. Our Scope 2 emissions exceed Scope 1 due to our heavy reliance on electricity for energy-intensive operations, making Scope 2 a major contributor to our overall emissions footprint and where we will concentrate our decarbonisation efforts.

Scope 1 + 2

37

ktCO₂e
(Market-based)

Targets

YCH's Net Zero targets and supporting targets are designed to be ambitious and aligned with climate science. In this year's report, we introduce these goals as the foundation for future performance tracking. Progress will be monitored and disclosed in subsequent reporting cycles. We are committed to maintaining transparency in our ESG disclosures and demonstrating the measurable and tangible outcomes of our sustainability initiatives.



Supporting Targets for Net Zero

By 2040

Net-Zero emissions for Scopes 1 and 2

By 2050

Net-Zero emissions for Scope 3



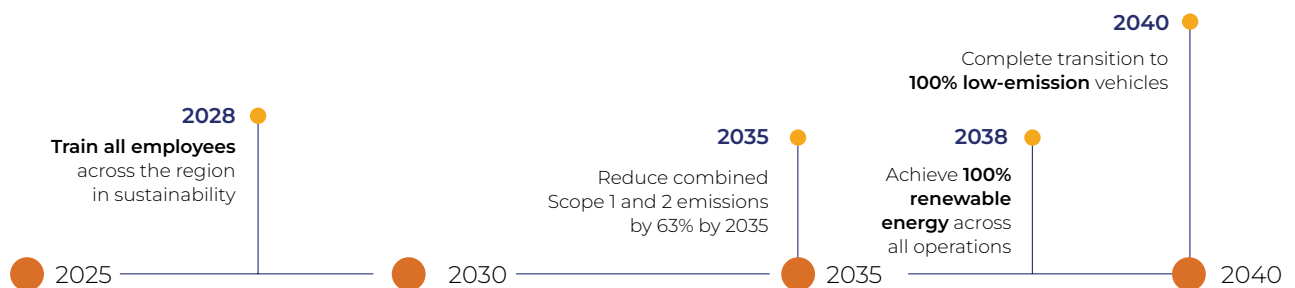
Attain green building certification for all newly owned facilities and upgrade 100% of existing buildings with energy efficiency improvements by 2040.



Power all owned and long-term leased operations with 100% renewable electricity by 2036–2038



Transition 100% of all owned and long-term leased road vehicles to low-emission vehicles by 2040



Laying the Foundation

Build core capabilities to enable long-term decarbonisation, including improving sustainability governance structures, workforce training, and pilot projects in renewable energy and low-emission technologies, to de-risk the net zero journey.



Scale and Accelerate

Rapidly expand low-carbon solutions and technologies by **leveraging post-2030 regulatory incentives**, sustainable finance mechanisms, and improved internal capabilities on sustainability.



Final Push to Net zero

Address performance gaps and **reduce residual emissions** to fully decarbonise Scopes 1 and 2 emissions, while **preparing for Scope 3 reduction across our value chain**.

People

YCH adopts a people-centred approach to social sustainability, recognising that our regional workforce is the foundation of our operational excellence. With over 4,000 employees across several countries, we continue to strengthen human capital through fair labour practices, diversity and inclusion, robust health and safety measures, and long-term talent development. Beyond our internal workforce, YCH actively uplifts communities and advances positive social outcomes across our supplier network and regional partners.

Key Figures

4,000+
Employees across Asia

28% Female representation
across the Group

13 Nationalities
represented

0 Fatal accidents recorded
across the Group

Key Social Targets

35%
Female
representation
by 2030

Maintain LTIFR
< 2.0
annually

ZERO
serious accidents /
fatalities year-on-year

100% of employees trained in
sustainability by 2028

Governance

YCH maintains a strong governance framework grounded in transparency, accountability, and ethical conduct across our operations and supply chain. A dedicated Sustainability Team, established in 2024 under the SSC Division, formalises Group-wide ESG oversight and supports structured reporting, regular reviews, and cross-functional integration. Ethical business conduct, zero-tolerance anti-corruption standards, cybersecurity safeguards, and responsible procurement practices are key pillars that underpin our long-term resilience and stakeholder trust.

Key Features

- ★ Dedicated Sustainability Team formed in 2024 under SSC Division
- ★ 100% completion of Code of Business Conduct & Ethics (COBCE) training in 2024
- ★ Supplier Code of Conduct requiring fair labour, safety, anti-corruption, and environmental compliance
- ★ ZERO tolerance for corruption, bribery, and misconduct

Key Governance Targets

- 🎯 Annual publication of ESG Reports starting 2025
- 🎯 Independent assurance of ESG disclosures in the near future
- 🎯 0% significant security incidents caused by internal negligence or malicious actions
- 🎯 Prevent 100% of external cyber-attacks from resulting in major breaches or critical system downtime



The Foundations for Our Future

Letter from Executive Chairman

As we reflect on YCH Group's 70-year journey, I am mindful of the responsibility we bear as a leader in the logistics and supply chain industry. Our role extends beyond the movement of goods, we are enablers of sustainable trade and growth across Asia.

In 2024, we advanced our sustainability journey and strengthened the foundations of our long-term growth. It is my privilege to present our inaugural Sustainability Report, a culmination of the collective efforts of our people and partners.

Our sustainability objectives are clear: to be Net Zero across our regional operations, to increase the renewable energy capacity, to accelerate the transition to low-emission vehicles, and to prioritise the health, safety, and inclusive growth of all employees and supply chain partners.

We made great strides in embedding sustainability into our operations and governance in 2024. We established the Strategy, Sustainability and Communications (SSC) division to formalise and coordinate our group's sustainability efforts. In Singapore, we introduced the nation's first fully electric prime mover, a milestone in decarbonising transportation emissions. Our SuperPort in Vietnam also committed to becoming Southeast Asia's first Net-Zero multimodal logistics hub by 2040, by integrating clean energy, sustainable materials, and advanced technologies, contributing to national climate goals while enabling regional trade. Together, these actions demonstrate how YCH is translating sustainability aspirations into action.

In 2025, we build on this momentum. The ground-breaking of the Supply Chain City in Bukit Bandar Raja, Malaysia and the opening of YCH New Distripark at Tuas, Singapore, form part of our ongoing expansion of green buildings across the region, reinforcing our sustainable infrastructure network. We are advancing our low-emission fleet transition and scaling up renewable energy deployment. We are also raising standards across our value chain through stronger supply chain responsibility, including improving our Supplier Code of Conduct, expecting higher Environmental, Social, and Governance (ESG) standards from our supply chain partners.

Sustainability is also about people. We believe in *"teaching a man how to fish rather than giving a man a fish,"* and our 3E philosophy – Education, Engagement, and Environment – embodies this belief. For our YCHees, this means opportunities to develop the skills needed to lead in a low-carbon economy and embrace sustainability in daily operations. For our supply chain partners, it means collaborating closely - "greening" the supply chain - through dedicated programmes and partnerships with our customers to share best practices, leverage each other's strengths, and deliver meaningful sustainable impact.

True progress lies in uniting economic growth with environmental stewardship and social progress. As we navigate the complexities of a rapidly changing world, I call on all YCHees, supply chain partners, and customers to join us in building smarter, greener, and more resilient supply chains in Asia-Pacific and to leave the planet better for future generations.

Sustainability is the future of logistics. We understand this, and we are acting on it. I am deeply grateful to our YCHees and stakeholders who share this vision and stand with us on this journey.

Thank you for your trust and support.

Regards,
Dr Robert Yap
Executive Chairman
YCH Group



Our Next Chapter of Growth, Learning, and Leadership in Sustainability

Note from Strategy, Sustainability and Communications Division

On 1 January 2025, we established the Strategy, Sustainability and Communications (SSC) division, a dedicated team whose role includes coordinating sustainability initiatives across all geographies where YCH operates. This restructuring has not only strengthened long-term organisational planning but also enhanced YCH's competitive positioning by ensuring sustainability is placed at the forefront of decision-making. More importantly, it has brought together a highly committed team that is driving change and improvements from within the company, supporting YCH's long-term growth.

Our sustainability journey has not been without its challenges. Building data capabilities, updating processes, and aligning diverse stakeholder expectations require both time and persistence. But these challenges have also created opportunities – to adopt international frameworks, to learn from industry best practices, and to build on the experience of those who helmed early sustainability projects before the SSC division was established. The foundation we have today is built on the hard work of colleagues across EHS, Facilities Management, Human Resources, Procurement, Quality Assurance, and other departments, whose collective efforts enabled our team to transform those early efforts into a structured, group-wide sustainability strategy.

Climate change, shifting regulations, and rising customer expectations will continue to challenge us, but they also provide the opportunity to lead by example. In 2025, we will deepen our data-driven approach to ESG reporting, grow our network of green buildings, and scale up renewable energy deployment while accelerating the transition to low-emission vehicles. We will place a strong focus on empowering our employees with the skills to lead in a low-carbon economy, ensuring no one is left behind, while engaging our supply chain partners to uphold the same high standards of supply chain responsibility that we have. By sharing our

perspectives at regional forums and platforms, we will amplify our voice and help shape the standards that will define our industry's future. Our role is not only to meet the requirements of today but to anticipate the needs of tomorrow.

With the continued support of our employees and key stakeholders, we are confident that YCH will continue to lead in sustainability, shaping a future where smarter, greener, and more resilient supply chains define both our business and our legacy.



Yap Kwong Weng

CEO of Vietnam SuperPort
Head of Group Strategy,
Sustainability and
Communications, YCH Group



Sunil Nambiar

Head of Operations for Group
Strategy, Sustainability and
Communications, YCH Group

Ian Liew | Abirami Singaravadivelan | Windsor Lim

Sustainability Team, Group Strategy, Sustainability
and Communications, YCH Group



Becoming Asia's Leading Logistics and Supply Chain Partner

YCH Group ("YCH"), a wholly owned private enterprise, is Singapore's largest home-grown logistics and supply chain solutions provider and trusted partner to many of the world's leading brands. With a far-reaching network across the Asia-Pacific, operating in over 100 cities, we have been delivering supply chain excellence for 70 years.

Founded in 1955 by the late Mr Yap Chwee Hock as a passenger transport company, YCH pivoted into cargo logistics in 1977 under the leadership of Dr Robert Yap, our Executive Chairman. In the 1980s, YCH evolved into a pioneering provider of integrated, IT-enabled logistics and warehousing solutions, supported by our technology arm, Y3 Technologies.

Today, YCH offers end-to-end services, known as "7PL logistics", spanning warehousing, bonded logistics,

freight management, and last-mile delivery, powered by Y3 Technologies' proprietary digital systems, with expertise across Chemicals, Pharmaceuticals and Healthcare, Food, Consumer Retail, Electronics and Technology, and E-Commerce, operated through YSG, the Group's e-commerce and fulfilment arm.

With Igloo Supply Chain services, Southeast Asia's cold chain specialists, YCH complements its logistics offerings with state-of-the-art multi-temperature-controlled facilities, serving a wide range of customers. Through Supply Chain Angels (SCAngels), YCH propels innovation and entrepreneurship in the sector, operating as a corporate incubator and venture arm, that backs, invests in, and operationalises practical start-ups that address real-world challenges.

Our culture of innovation and continuous improvement is YCH's strategic differentiator – designing forward-looking, IT-enabled solutions tailored for our customers – positioning us ahead of our competitors, in a rapidly evolving global supply chain landscape.

Beyond logistics services, YCH has invested in talent development initiatives and sustainable infrastructure assets across Asia-Pacific. We established the Supply Chain and Logistics Academy (SCALA) in Singapore to strengthen industry capabilities through workplace learning in supply chain leadership, technology and sustainability, particularly targeting mid-career professionals. Similarly, we launched EduRISE, a regional talent development programme to equip high-potential young adults with practical skills in logistics and supply chain management.

From launching some of Asia's first green buildings in China and India in the early 2000s to unveiling our flagship headquarters, Supply Chain City, certified Platinum under BCA Green Mark and LEED in 2017, YCH has spent over two decades leading the transformation of sustainable logistics and supply chain infrastructure. In 2024, we set a new benchmark for green buildings with the Vietnam SuperPort, a multimodal logistics hub that integrates physical and digital infrastructure for improved regional connectivity and trade flows across the ASEAN-China region, and which aims to be Net Zero by 2040.

YCH is a builder of sustainable business ecosystems: advancing regional connectivity through purpose-built, strategic infrastructure, the “*Logistics Superhighway*”, nurturing future-ready talent for the logistics and supply chain industry, and sustaining innovation as a catalyst for our growth across the region.

Acting as the logistics arm of our customers and staying true to our motto, “*Going Where You Want To Be*,” we will continue to be Asia's leading logistics and supply chain partner, and create shared economic, social and environmental value for the region, our employees, and the communities living where we operate.



Driven by our Vision, Guided by Our Values



From our humble beginnings in Singapore to our expansive presence across Asia Pacific today, our strategic direction has always been shaped by the belief that logistics is more than just the movement of goods – it is the backbone of regional integration and economic growth.

Our operational excellence is driven by our long-term vision “to build the Logistics Superhighway in a borderless world,” guided by our mission to be “the leading supply chain solutions partner of choice,” leveraging our wide, deeply interconnected network and expertise across the region.

At the heart of everything we do is a strong commitment to our core values, embodied in the Chinese character 升(shēng), meaning to “to RISE above,” to overcome all challenges, and strive for excellence. RISE, which stands for **R**eliability, **I**ntegrity, **S**incerity, and **E**nterprise, defines our purpose: to grow our people, move communities forward together, and lift our supply chain partners higher. With this meaningful momentum, we will continue to grow responsibly and sustainably in pursuit of our vision.

Read more about our Vision, Mission, and Values.

Group Business Ecosystem

YCH operates a diversified ecosystem of specialised companies that complement and strengthen our core logistics and supply chain operations.

Sustainable Infrastructure



Supply Chain City

State-of-the-art sustainable logistics facilities across APAC, meeting international green building standards, and adopting renewable energy, automation, and state-of-the-art warehousing solutions.



SuperPorts

Next-generation multimodal logistics hub in Vietnam and Cambodia integrating air, sea, road, and rail, designed for ASEAN-China trade resilience.

Technology & Digital Solutions



Y3 Technologies

Omni-channel supply chain software (WMS, TMS, OMS, DMS) provider, driving data visibility, automation, and operational efficiency across Asia-Pacific.



YSG

One-stop e-commerce enabler supporting small businesses to grow with integrated fulfilment, warehousing, and digital marketing across major e-commerce marketplaces.

Logistics Specialisation



Igloo Cold Chain

Specialist in temperature-controlled logistics, ensuring safe and compliant handling of pharmaceuticals, perishables, and other temperature-sensitive goods.



Supply Chain and Logistics Academy (SCALA)

Industry-led training academy delivering experiential workplace learning in supply chain leadership, technology, and sustainability.

Talent Development

Research & Development



ASEAN Applied Research Centre (AARC)

Applied research centre bringing together ASEAN governments, businesses, and academia to translate science and technology into practical business solutions.



Supply Chain Angels

Corporate venture arm investing in start-ups pioneering practical and sustainable supply chain solutions that address real-world challenges in the sector.

Consultancy & Trade Solutions



Y-Own!

Supply chain financing and trade platform integrating physical, financial, and digital flows to strengthen global trade.



Y-Consult

Advisory unit providing end-to-end supply chain consultancy.

YCH's Business at a Glance

70 Years of supply chain excellence

80+ Warehouses, distribution centres, and offices in integrated network

Number of world's leading brands being served **100+**

Approximate number of dedicated professionals supporting logistics **4000**

Operating across Southeast Asia, East Asia, and South Asia **100+ CITIES**

9 Green buildings across the Asia-Pacific region, with more under development.

China

YCH Kunshan DistriPark
YCH-XIAMEN Port Warehouse
YCH Shanghai Lingang Logistics Center

Thailand

YCH Ladkrabang

Vietnam

Vietnam SuperPort
YCH-Protrade DistriPark

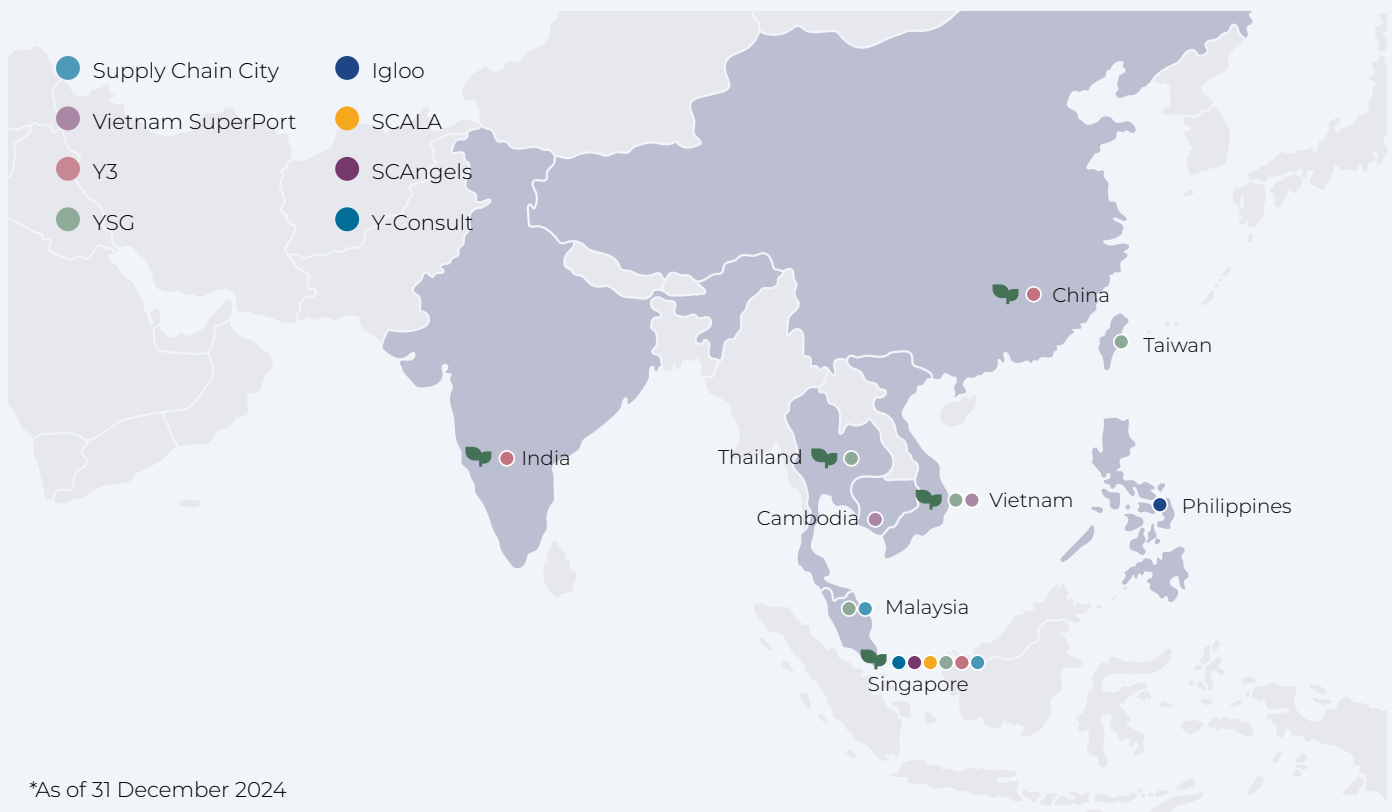
Singapore

Supply Chain City
YCH New DistriPark

India

YCH DistriPark

Meeting international green building standards (BCA Green Mark, EDGE, or LEED)



*As of 31 December 2024

Proven Supply Chain Excellence Across Asia

Certifications, Memberships, and Recognitions

ISO Certifications

- **ISO 9001:2015**
Quality Management System
- **ISO 45001:2018**
Occupational Health and Safety Management System
- **ISO 14001:2015**
Environmental Management System
- **IEC/ISO 27001:2022**
Information Security Management System
- **ISO 28000: 2022**
Supply Chain Security Management System

Workplace Safety Certifications

- bizSAFE STAR and bizSAFE Partner
- Work Safe and Health (WSH) Advocates

ESG Disclosure Platforms

- EcoVadis
- IntegrityNext
- Sedex
- CDP

Environment

- R2v3
Responsible Recycling and E-Waste Management
- BCA Green Mark
Building and Construction Authority (BCA), Singapore
- Leadership in Energy and Environmental Design (LEED) U.S. Green Building Council (USGBC)
- Excellence in Design for Greater Efficiencies (EDGE) International Finance Corporation (IFC)

Memberships for Sustainability

RE100
Commitment to source 100% renewable electricity across all regional operations

Employment Practices

- Data Protection Trustmark (DPTM) Certification
Infocomm Media Development Authority (IMDA), Singapore
- Progressive Wage (PW) Mark
Ministry of Manpower (MOM), Singapore
- Human Capital Partner
Ministry of Manpower (MOM), Singapore

Warehousing Operations

- Secure Trade Partnership (STP)-Plus
Singapore Customs
- TradeFIRST Platinum
Singapore Customs
- Good Distribution Practice (GDP)
Health Sciences Authority (HSA), Singapore

Unions

Supply Chain Employees' Union (SCEU) ,
An NTUC (National Trades Union Congress)
affiliated union

Selected Awards

- Singapore Business Review – Business National Award Logistics Category 2025, 2024
- Supply Chain Asia Awards – Warehouse Automation Innovator Award 2024
- Pioneers in Digital Transformation for Logistics – International Prime Awards 2024

Introducing Our New
Sustainable Infrastructure Asset:

YCH New DistriPark



YCH New DistriPark

A supply chain is an interconnected network of companies, logistics providers, facilities, and activities involved in developing, manufacturing, and delivering products to end customers. In this context, Regional Distribution Centres (RDCs), are the central nodes of supply chain operations, where cargo is consolidated, stocked, or redistributed. YCH's RDCs are designed to exceed traditional warehouse standards, bringing multiple operational advantages, from improved energy efficiency to cost savings, alongside more sustainable outcomes.



Operational Overview



The YCH New DistriPark (NDP) is a four-storey, high-specification logistics centre located in Tuas, Singapore. It is a multi-temperature warehouse with a site area of over 26,000 square metres that can store approximately 35,000 pallets. It was purpose-built to serve customers in the food, nutrition, healthcare, and technology industries. The NDP refines the existing DistriPark model, a testament to our culture of innovation and continuous improvement, by elevating it to higher standards of efficiency, sustainable design and construction, and building energy performance.

This project is YCH's latest initiative, as part of our *Energy Efficiency* decarbonisation lever, to build and operate out of green buildings. These assets bring our sustainability vision to life, greening our buildings in support of our Net-Zero target.

It also forms part of YCH's "Asset Right" strategy, to develop strategically located top-tier, sustainable logistics assets in every country where we operate, guided by best-in-class design and deep understanding of operational requirements.

For YCH, how we build our facilities is just as crucial as where we build them.

Operationally, this new facility supports our growing operations and customer demands. It adds to our growing regional network of sustainable infrastructure assets, bringing the total count of green buildings across the region to 10 in 2025. It also supports our customers' sustainability ambitions with cleaner, more efficient operations, reducing the environmental impact to the local environment and community.



Greening our buildings

The facility has achieved LEED Platinum certification (LEED v4 BD+C: Warehouses and Distribution Centres), the highest rating a building can achieve under this scheme. This recognition places the NDP among the top-rated logistics facilities in Singapore and the region, reinforcing YCH's leadership in green buildings, following landmark projects such as Supply Chain City (SCC) and Vietnam SuperPort (VSP).

Building modern, innovative warehouses with smart design features that improve productivity and support sustainable development is at the top of YCH's operational and sustainability agenda. However, that does not mean existing, structurally sound buildings need to be torn down.

Older buildings can often be given new life – extending their lifespan to meet the needs of the modern logistics, without incurring the environmental costs of demolition and rebuilding, especially when the existing structure is stable.



Understanding Embodied Carbon

Demolition and reconstruction come with a heavy environmental cost, that can be measured in embodied carbon. Embodied carbon refers to the environmental footprint of materials procured and construction processes throughout the whole lifecycle of a building. It accounts for emissions from the material manufacturing, transportation, building construction, operational use and end-of-life phases of all built assets.

If embodied carbon is not appropriately addressed before the design stage, it is possible that building owners may lose the "carbon savings", and there may be no way to reclaim this once the building is constructed. During demolition, the embodied carbon of the concrete and steel in the existing building may be lost; new raw materials need to be manufactured, transported, and installed for reconstruction, producing more emissions and more construction waste. When we include pollution, air, and noise, the environmental and social cost compound further.

For this project, YCH retained the original 17,000 square metre, four-storey building structure and façade of the former YCH DistriCentre, converting it into a "terrace" design, that allows vehicles to access all floors directly. A new two-storey main warehouse was then built and connected to the retained structure through half ramp-up access.

This design and construction strategy demonstrates how circular economy principles can be applied effectively in logistics infrastructure. Through adaptive re-use, YCH avoided approximately 3,000 tonnes of embodied carbon emissions from construction materials, estimated through a life cycle assessment (LCA), by keeping carbon-intensive resources in use for longer, reducing construction waste sent to landfill, and lowering the demand for new construction materials.

Embodied carbon is an environmental cost that can be easily overlooked as it *can't be seen*, unlike operational use emissions, that can be avoided and systematically reduced over time. However, it should be brought to the front of construction decisions, with the same level of commitment to reduce the operational emissions through energy efficiency measures.

Adaptive re-use involves improving existing buildings, blending the old with the new to meet modern logistics needs, and making them more sustainable and energy-efficient, without any unnecessary demolition. This approach also results in less operational downtime compared to the lengthy timelines of demolition and reconstruction.

Adaptive re-use may not always be a viable option, and therefore, where possible, YCH seeks to pursue this approach as we construct more sustainable infrastructure assets across the region.

CASE STUDY



Efficient Use of Water and Energy

The NDP also addresses efficiency beyond the construction stage. To reduce our use of water, we have adopted a rainwater harvesting system. These collect and store rainwater for non-potable use within our premises, such as for landscaping and toilet flushing. This practical, cost-effective strategy can reduce the facility's potable water consumption by up to 50 per cent annually.

Championing such sustainability efforts aligns with those of the Singapore government for water security. Businesses also have a role to play in sharing responsibility, and YCH is committed to supporting the nation's water resource management efforts, even on a smaller scale.

We have also employed energy efficiency initiatives to reduce operational use emissions. Energy loads from air-conditioning are significant in multi-temperature warehouses. To manage this, a well-designed building envelope was constructed.

The building envelope refers to the physical separation between a building's air-conditioned interior and the outdoor environment – encompassing walls, windows, roofs, and other structural elements – and plays a critical role in thermal regulation and structural support. Its

performance has a direct bearing on energy consumption and emissions.

We have selected windows and walls with low U-values (i.e., low thermal transmittance) and glazing with a low Solar Heat Gain Coefficient (SHGC) (i.e., Shading Coefficient) for the office spaces, together with well-insulated panel systems and roof insulation systems, to limit solar heat gains. In Singapore's tropical climate, this approach significantly reduces peak cooling loads, and total cooling energy consumption. It helps reduce Scope 2 emissions associated with energy demand from cooling and maintain comfortable indoor temperatures for our employees.

Apart from air conditioning, energy use for lighting was also optimised. For this project, we worked with a leading brand in lighting to install occupancy sensors controlling the LED lights in offices, warehouses, and ramps. We expect to reduce electricity consumption by 50 per cent annually.

Along with our advanced Building Management system (BMS), these interventions collectively enhance thermal stability, reduce energy intensity, and lower carbon emissions. These energy efficiency measures will be key to reducing our annual emissions in pursuit of Net Zero.



Operating with Clean energy

This is an energy-intensive building with freezer, chiller, air-conditioned, and ambient warehouse spaces, each suited to hold different products. To offset this increased energy load, we have installed a 2.4-megawatt peak (MWp) rooftop solar photovoltaic (PV) system, which is expected to fulfil a significant portion of the facility's total energy needs. Initial estimates indicate that the clean energy system can meet approximately 100 per cent of the facility's energy demand during the day. By powering new energy demand with solar energy instead of emission-intensive grid electricity, the system helps decouple business growth from emissions.

YCH adopted an Engineering, Procurement, and Construction (EPC) model, under which the solar energy system is fully owned and

maintained by YCH – a new venture for the company in Singapore, as we have done in Malaysia and India. YCH retains full control over the system, including 100 per cent of the energy generated with all Renewable Energy Certificates (RECs) retired under our name. This way all environmental benefits of renewable generation and consumption are transparently reflected in our sustainability reporting.

As of October 2025, a total of 6.2 MWp of installed solar capacity exists in Singapore on our rooftops: 3.8 MWp installation at SCC and 2.4 MWp at NDP. Regionally, it brings the total to 7.1 MWp.

CASE STUDY



Improving Logistics Efficiency

Modern logistics problems require dynamic, automated, and well-designed warehouses. The NDP was designed to maximise throughput, storage density, and reliability and minimise energy demand. The warehouse layout and warehouse storage solution must be engineered to complement one another, for greater space utilisation and automation.

At SCC, we have adopted a Rack Supported automated storage and retrieval system (ASRS) as part of our Fusionaris solution, which is a fusion of an ASRS and a five-storey ramp-up warehouse solution. At our new facility, we are adopting a 4-way shuttle system, a new generation pallet shuttle system, that is able to hold up to 15,000 pallets at any one time, that best fits the odd-sized building space.

As the name states, the “4-way” system allows the shuttles to move in four directions: forward, backward, left, and right, optimising horizontal and vertical storage areas. It can improve storage density, allow for greater flexibility in accessing and storing goods, and increase productivity to meet the needs of customers, where speed is always critical.

The shuttles, or vehicles, automatically move throughout the system at a speed of 1 m/s using the rails, allowing them to store and retrieve pallets accurately, precisely, and rapidly. To keep up with high-volume operations, the system is designed for a throughput of 100 pallets per hour. This transformative material-handling solution at our new facility will be completed by the end of the third quarter of 2026.

The system also reduces the need for manual operations. At a height of 16 metres, pallet handling typically requires experienced and highly skilled Material Handling Equipment (MHE) drivers. By automating this process, we reduce the risk of accidents and promote a safer work environment.

Identifying the right solution that fits within the warehouse space, meets customer requirements, and supports continuous business operations is challenging. Both the ASRS and the 4-way shuttle system are distinct warehouse automation solutions that YCH relies on for our diverse business needs. Just as the ASRS defined SCC, the 4-way shuttle system is set to become a key asset for our operations at NDP.



We are building green buildings in every country where we operate such that every new YCH-owned facility is built to meet international green building standards. We are even upgrading our existing buildings to meet business and environmental demands, and our sustainability goals.

Warehouses are no longer just a space for our operations but a lever to support long-term decarbonisation through deliberate design and calculated operational choices. With our sustainability vision guiding our long-term business growth, we aim to transform sustainability ambitions into lasting impact – where every square metre of YCH warehouses is built with climate consciousness at its core.

Our Approach to Sustainable Growth



Group Sustainability Statement

This Sustainability Statement is a formal declaration of YCH's commitment to responsible and sustainable business practices. It forms the basis of our sustainability reporting, outlining the rationale behind our approach, and the oversight mechanisms in place that will guide our sustainability journey.

Why Sustainability Matters to YCH

As a leading logistics and supply chain solutions company in Asia Pacific, YCH recognises both the responsibility and opportunity to inspire positive change across all three pillars of sustainability through environmental stewardship, advocating for social progress, and strong corporate governance.

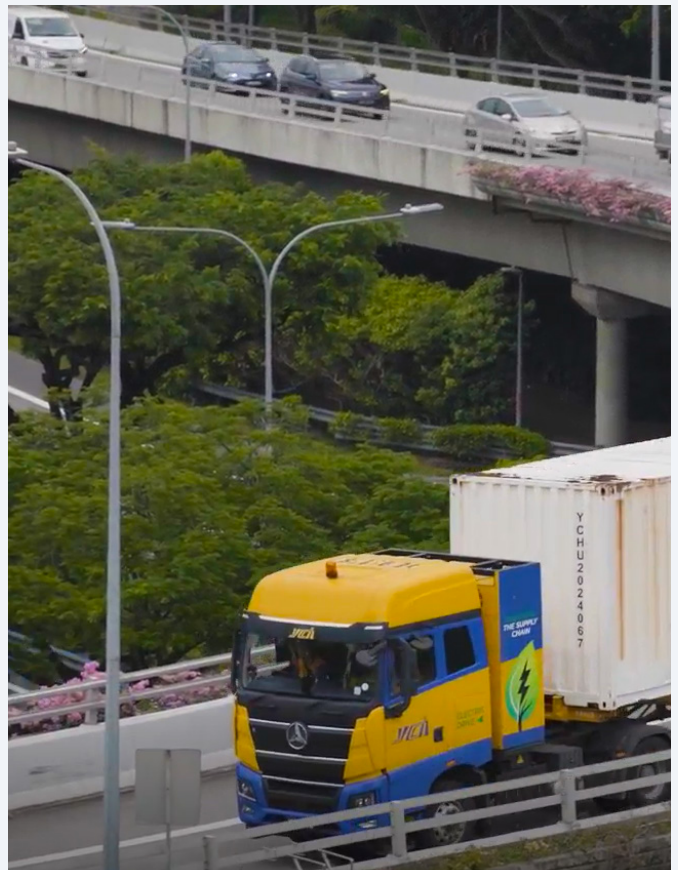
The logistics and supply chain sector is one of the largest contributors to the world's most pressing environmental and social issues. Processes powered by advanced technology and digital systems are energy-intensive; transport fleets running on fossil fuels are emissions-intensive; and the industry as a whole is resource-intensive, drawing on vast amounts of materials for infrastructure, consuming significant natural resources to produce warehouse packaging, and generating substantial waste in daily operations. **The sector stands at the centre of climate change, experiencing increasing pressure to decarbonise, at every stage of the value chain.**

At the same time, logistics is a people-dependent industry. The sector relies on the skills of a diverse workforce of thousands for seamless operations. Many work in operationally demanding environments – from warehouses to cross-docks to long-haul transport routes – where they are exposed to a range of safety and health hazards. This reality has heightened the need for more comprehensive and stringent safety measures. With the rise of automation and as the world transitions to a low-carbon economy, these shifts in the industry demand continued, considerable investment in talent development to equip the workforce with future-ready skills.

In the wake of high-profile governance failures, corporate scandals, and the tightening of global reporting standards and regulatory frameworks, corporate governance policies and procedures are drawing increasing scrutiny. Complex supply chains are now commonplace – with many moving parts spanning multiple transport modes, vast

geographies, numerous business partners. This complexity heightens risks related to ethical business conduct, human rights, and labour standards. Regulators, employees, and customers now expect greater transparency and accountability, requiring companies not only to comply with minimum legal standards but also to go further – holding themselves to the highest levels of ethical business conduct across their operations and value chains.

As we, and the rest of the world, navigate these accelerating technological, environmental, and societal changes, we remain steadfast in our commitment to growing responsibly and sustainably.



Balancing People, Planet, and Profit for Long-Term Growth

We believe sustainability is not a trade-off with profitability, but long-term business growth is contingent on our ability to create value for all stakeholders.

True growth means securing progress today without compromising future generations' ability to meet their own needs. To guide sustainable operations, we have adopted the Triple Bottom Line (TBL) framework – also known as the 3P approach: People, Planet, and Profit. It represents a holistic and balanced integration of environmental, social, and economic dimensions into business operations, where none dominate but each contribute equally in pursuit of our sustainability goals.

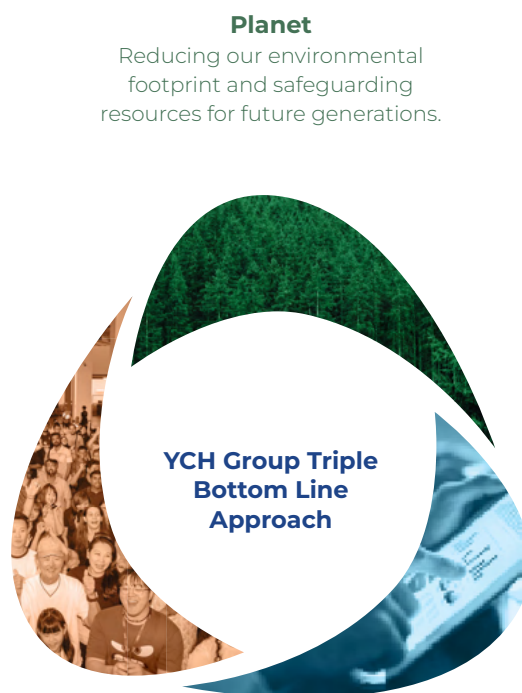
This means protecting our planet, fostering an inclusive environment for our employees, uplifting the communities living where we operate, and ensuring that our business remains financially viable.

Adopting the TBL framework comes from the recognition that we are responsible for the ESG impacts – whether direct or indirect, intended or

unintended – of our operations and value chain, and accordingly measure our performance not only by profit, but also by the social and environmental value we create, under a more sustainable business model.

Our sustainability vision is to inspire positive change across all three pillars of sustainability through environmental stewardship, advocating for social progress, and strong corporate governance by championing sustainability both within, and beyond, YCH.

In practice, this means taking an in-depth look at how we can continuously improve our operations for more environmentally efficient outcomes, strengthen corporate social responsibility, deepen engagement with our supply chain partners to advance shared sustainability goals, and remain responsive to the changing regulatory landscape. These efforts position YCH to stand out as an industry leader, in sustainability and operations alike, and remain profitable in a climate-constrained world.



Our Responsibility in a Changing World

Sustainability is not a new direction for us, but a natural extension of how we have always operated. Short-term gains have never taken precedence over the past 70 years; our decisions have consistently been guided by long-term, resilient growth, and they will continue to be.

YCH is defined by foresight and resilience, from our beginnings as a family business to our position today as a regional logistics and supply chain leader. Our commitment to sustainability is not a response to external pressures, but a reflection of who we are and what we stand for: a company that understands the importance of innovation and continuous improvement, delivers efficient forward-looking supply chain solutions for our customers, empowers our employees to lead in the low-carbon economy, and uplifts the communities living where we operate.

As we continue this journey and reimagine a more sustainable industry for generations to come, we aim to create shared value for our customers, employees, and the local communities.



Determining Our Most Material Topics

YCH's sustainability reporting is guided by a structured materiality assessment that identifies the ESG topics, the associated risks and opportunities, most relevant to our business and stakeholders. It was developed through a review of global sustainability frameworks, industry benchmarks, and best practices in the logistics and supply chain sector.

The process involved identifying and prioritising ESG topics that reflect both global sustainability trends and the operational realities of YCH's operations. Each topic was classified based on its significance to YCH and its stakeholders, with those rated as "High" considered most material and addressed in this report. These topics guide our sustainability strategy going forward and the risks are managed in our daily operations.



The table represents the preliminary outcome of YCH's first materiality assessment. The results have been reviewed internally and endorsed before its publication. Moving forward, YCH plans to refine and update its materiality assessments regularly, expanding engagement with relevant external stakeholders. The list of material topics will continue to change, grow to reflect evolving regulatory landscape and rising stakeholder expectations on ESG matters.



Environment

Topic Area	Relevant UN SDGs	Materiality
Scopes 1 and 2 emissions	  	High
Value Chain Emissions (Scope 3)	   	Medium-High
Climate Resilience and Adaptation (Climate-related Risks)	   	Medium-High
Sustainable Infrastructure and Built Environment Projects	    	High
Renewable Energy and Low-emission technologies	   	Medium-High
Waste and Resource Management	    	Medium
Water Use and Conservation	    	Low-Medium
Pollution Control (Air and Water)	     	Low
Biodiversity and Land-use	  	Low



Social

Topic Area	Relevant UN SDGs	Materiality
Human rights		High
Occupational Health and Safety		High
Employee Well-being		Medium-High
Diversity and Inclusion		Medium-High
Talent Development		Medium-High
Talent Attraction and Retention		Medium
Fair Labour and Employment Practices		Medium
Just Transition		Medium
Community and Social Progress		Medium



Governance

Topic Area	Relevant UN SDGs	Materiality
Regulatory Compliance		High
Ethical Business Conduct		High
Sustainability Governance and Oversight		High
Data Privacy and Cybersecurity		High
Risk Management and Business Continuity		High
Responsible and Sustainable Procurement		Medium-High

Sustainability Governance and Oversight

In 2024, YCH established a dedicated sustainability function under the direction of the Executive Chairman, Dr Robert Yap. Housed within the Group Strategy, Sustainability and Communications (SSC) Division, this team formalises and implements our Group-wide ESG efforts, building on more than a decade of commitment to sustainability and the earlier initiatives that laid the foundation of YCH's sustainability journey.

Ultimate accountability over ESG matters rests with the Executive Chairman; oversight of sustainability initiatives is led by Dr Yap Kwong Weng, Head of Group Strategy, Sustainability and Communications. This structure defines clear lines of responsibility and facilitates efficient, effective decision-making on material sustainability issues.

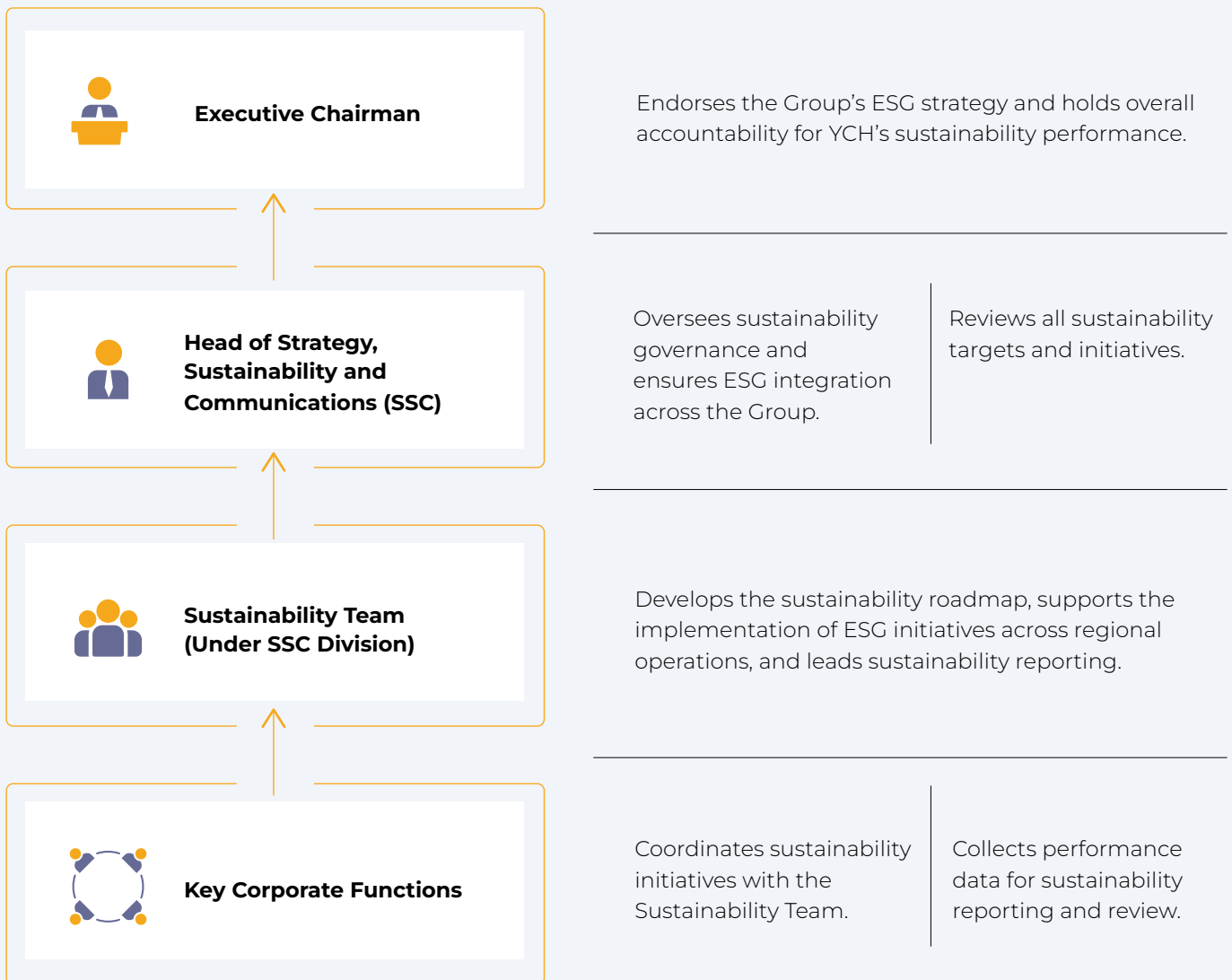
The Sustainability Team acts as the Group's centre of sustainability expertise, shaping strategic direction, charting the sustainability roadmap, and preparing the annual sustainability report. The team also works closely with regional offices to design and deliver impactful programmes that advance our sustainability vision.

All major sustainability-related plans and proposals – covering targets, initiatives, and sustainability-related investments – are prepared by the Sustainability Team and reviewed and approved by both the Head of SSC and the Executive Chairman to ensure alignment with our long-term business strategy.

Progress on sustainability targets and outcomes of ESG initiatives is reviewed regularly, together with the relevant corporate functions, and updates are presented during quarterly management meetings to senior management and the Board.

YCH is cultivating a culture where sustainability is prioritised in the business agenda, anchored in business strategy, and championed across the organisation. YCH's effective governance fortifies steady progress towards our sustainability goals, reinforces accountability and oversight at the highest levels of the organisation, and results in responsible decision-making across all levels. Our sustainability governance and oversight mechanisms position YCH to live up to the rising stakeholder expectations on range of sustainability matters, including climate action, employee talent development and wellbeing, corporate social responsibility, and sustainable procurement practices.

Governing the Group Sustainability Strategy



Sustainability:

A Shared Responsibility Across YCH

The strong foundation of sustainability was built through the early efforts of key corporate functions – including EHS, Facilities Management, Human Resources, Procurement, Quality Assurance, and other departments. Today, the Sustainability Team plays an integrative role, bringing the work of these functions together and transforming individual, fragmented initiatives into a cohesive, Group-wide strategy that actualises our sustainability vision. Each function remains instrumental in driving this collective effort:

- **EHS** safeguards workplace health and safety across all office and warehouse operations.
- **Facilities Management** oversees the design, construction, and maintenance of warehouses and offices to maintain operational readiness and efficiency.
- **Human Resources** enforces ethical business conduct and manages all aspects of talent development, from hiring and training to retaining top-tier talent.
- **Procurement** holds our suppliers accountable to the same high ethical and sustainability standards that guide our own operations.
- **Quality Assurance** maintains compliance with environmental, labour, and business laws, regulations, and certifications.

These departments have made considerable progress towards our sustainability goals, demonstrating strong commitment and steady momentum in championing positive change across the organisation. They play an integral role in strengthening YCH's formal sustainability governance and oversight mechanisms. Together, these functions incorporate sustainability considerations into daily business practices, providing the rigour needed to maintain compliance with both external regulations and internal standards.

YCH adopts a whole-of-department approach to achieve its sustainability goals, with teams continuing to lead in their respective areas of expertise and the Sustainability Team working alongside them. Collaborative efforts such as these allow the Group to address complex ESG challenges effectively, execute concrete, cross-functional initiatives, and thrive in a low-carbon economy.



From Aspirations to Action

Highlights of Our Sustainability Journey

YCH has made significant progress on our ongoing journey towards a sustainable future. These milestones trace our achievements, from our early successes in the last decade to key highlights in 2025.



Environment



Sustainable Infrastructure Projects



Shanghai, China

YCH Shanghai Lingang Logistics Centre | 2009

Completed construction of YCH's first green facility, the first warehouse in China to achieve the LEED 2009 New Construction Certification by the USGBC. This achievement marked YCH's early leadership and commitment to investing in sustainable logistics infrastructure.



Singapore

Supply Chain City | 2017

Inaugurated YCH's headquarters in Singapore, the Supply Chain City (SCC), envisioned to be Asia's premier supply chain nerve centre. It was awarded BCA Green Mark Platinum and LEED 2009 New Construction Platinum Certification for its eco-friendly architectural design, sustainable construction methods, and advanced energy efficiency solutions. Conceived as a next-generation model for modern logistics needs, SCC enhances operations through YCH's smart distribution centre, Fusionaris, a seamless integration of an Automated Storage and Retrieval System (ASRS) and ramp-up warehouse solution. The SCC model serves as the blueprint for regional expansion, beginning with Supply Chain City at Bukit Bandar Raja, Malaysia, in 2025.



Vietnam

SuperPort | 2020

Commenced development of the Vietnam SuperPort, Southeast Asia's first Net-Zero multimodal logistics hub, targeting Net-Zero emissions (Scopes 1, 2, and 3) by 2040. The project represents YCH's expansion into multimodal logistics, with strategic infrastructure projects that facilitate smoother intra-ASEAN trade and streamline cross-border logistics and international connections. SuperPorts form part of YCH's visionary initiative to establish Smart Growth Centres throughout ASEAN to support the ASEAN Connectivity Master Plan 2025, under the SGConnect initiative of the ASEAN Smart Logistics Network (ASLN), the fifth legacy project of the ASEAN Business Advisory Council (ASEAN-BAC).



India

YCH DistriPark India | 2010

Developed India's first green logistics facility in Chennai, which was awarded Gold status under the LEED certification framework by the Indian Green Building Council (IGBC) in 2010.

Low-Emission Fleet



Singapore, China

Driving Low-emission Fleet Transition | 2024

Piloted electric vehicles in Singapore and China: Singapore's first fully electric prime mover, light-duty electric vans in Singapore, and a fully electric refrigerated truck in China. YCH will continue to explore new low-emission mobility solutions to accelerate fleet decarbonisation across its regional operations.

Expanding Clean Energy Capacity



Singapore, Malaysia, India

Milestone in Renewable Energy | 2024

Reached a combined onsite solar capacity of 4.78 MWp, including 3.8 MWp solar energy rooftop system at SCC, 0.63 MWp at YCH DistriPark Penang, Malaysia, and 0.35 MWp at YCH DistriPark Chennai, India, supplemented by 100 MWh of biomass-derived renewable electricity procured monthly at SCC, Singapore.

Driving Collective Climate Action



Singapore

Joined RE100, led by Climate Group | 2021

Demonstrated climate leadership by joining the RE100 initiative and committing to source 100 per cent renewable electricity across all regional operations, advancing the transition towards zero-carbon power systems and sustainable energy grids.

Greening the Supply Chain Partnership with Procter & Gamble | 2021

Co-created YCH's first green partnership with Procter & Gamble (P&G) under the "Greening the Supply Chain" initiative to integrate sustainable practices into P&G's logistics operations. The initiative aims to foster collaborative efforts in renewable energy deployment, waste reduction, workforce upskilling, and innovation to build a more resilient and responsible supply chain network across APAC. It represents the first partnership on sustainability that YCH has established with its customers in Singapore and around the Asia-Pacific region.



Social



Empowering the Workforce of the Future



Singapore

Supply Chain and Logistics Academy | 2016

Established the Supply Chain and Logistics Academy (SCALA), an industry-level training institution specialising in experiential workplace learning focused on supply chain leadership, technology, and sustainability. The academy was created to build a strong and future-ready talent pipeline for Singapore's logistics sector.

Progressive Wage (PW) Mark Accreditation | 2023

Achieved Progressive Wage (PW) Mark for Occupational PWs (Administrators and Drivers) under Singapore's national effort to uplift the wages and well-being of lower-wage workers. The certification reflects YCH's active role in strengthening Singapore's social compact and recognises the company as a firm supporter of workforce equity and responsible, inclusive employment practices.

EduRISE Programme | 2024

Trained 83 high-potential young talents from eight countries through a nine-month rotational programme hosted in Singapore, with total participation expected to reach 100 by the end of 2025. The programme cultivates the next generation of sustainable supply chain leaders by developing cross-functional capabilities and providing regional industry exposure.

Tripartite Partnership with SkillsFuture Singapore and NTUC | 2025

Formed a tripartite partnership between YCH, SkillsFuture Singapore, and NTUC to reinforce a shared commitment to uplifting small and medium-sized enterprises (SMEs), strengthening workforce capabilities, and driving transformation across the logistics and supply chain sector, with YCH serving as an anchor enterprise.

Community Support and Humanitarian Relief



Vietnam

SG Community Cares Initiative | 2024

Pledged VND 1.5 billion in partnership with the Singapore Embassy in Vietnam and other Singapore companies to support relief and recovery efforts for communities affected by Typhoon Yagi in Northern Vietnam. This is part of the SG Community Cares initiative to help the communities it serves in times of crisis.



Singapore

Community Giving | 2025

Hosted the YCH Charity Golf Classic 2025 supporting the Singapore Red Cross, continuing the company's long-standing tradition of giving back to the community. YCH's past philanthropic efforts include contributing S\$200,000 to the Community Chest in aid of educational programmes for the needy and topping up the NUS Endowment Fund to S\$500,000 for scholarships in Logistics and Supply Chain Management, as well as organising the 2015 60th Anniversary Charity Golf that raised over S\$400,000, with government matching, for the ITE Endowment Fund to provide financial assistance for students, alongside other community initiatives across YCH's regional operations.



Governance



Singapore

Formation of the Sustainability Team | 2025

Established YCH's Sustainability Team under the Strategy, Sustainability and Communications (SSC) division, led by Dr Yap Kwong Weng. The formation of this dedicated team formalised the company's sustainability governance structure to oversee the development of the Group's sustainability roadmap, planning and implementation of ESG initiatives across regional operations, and lead sustainability reporting.

Inaugural Sustainability Report | 2025

Published YCH's inaugural Group Sustainability Report, an important milestone in the company's sustainability journey. The report was produced on a voluntary basis, reflecting YCH's proactive commitment to transparency, accountability, and responsible, sustainable growth, even in the absence of mandatory reporting requirements.

First Step in a Long Journey

This inaugural Sustainability Report marks YCH's first step in communicating our ESG goals and progress to both internal and external stakeholders. It provides clarity on how YCH is addressing its most material ESG risks and opportunities and how we intend to lead by example in sustainability, just as we have done operationally.

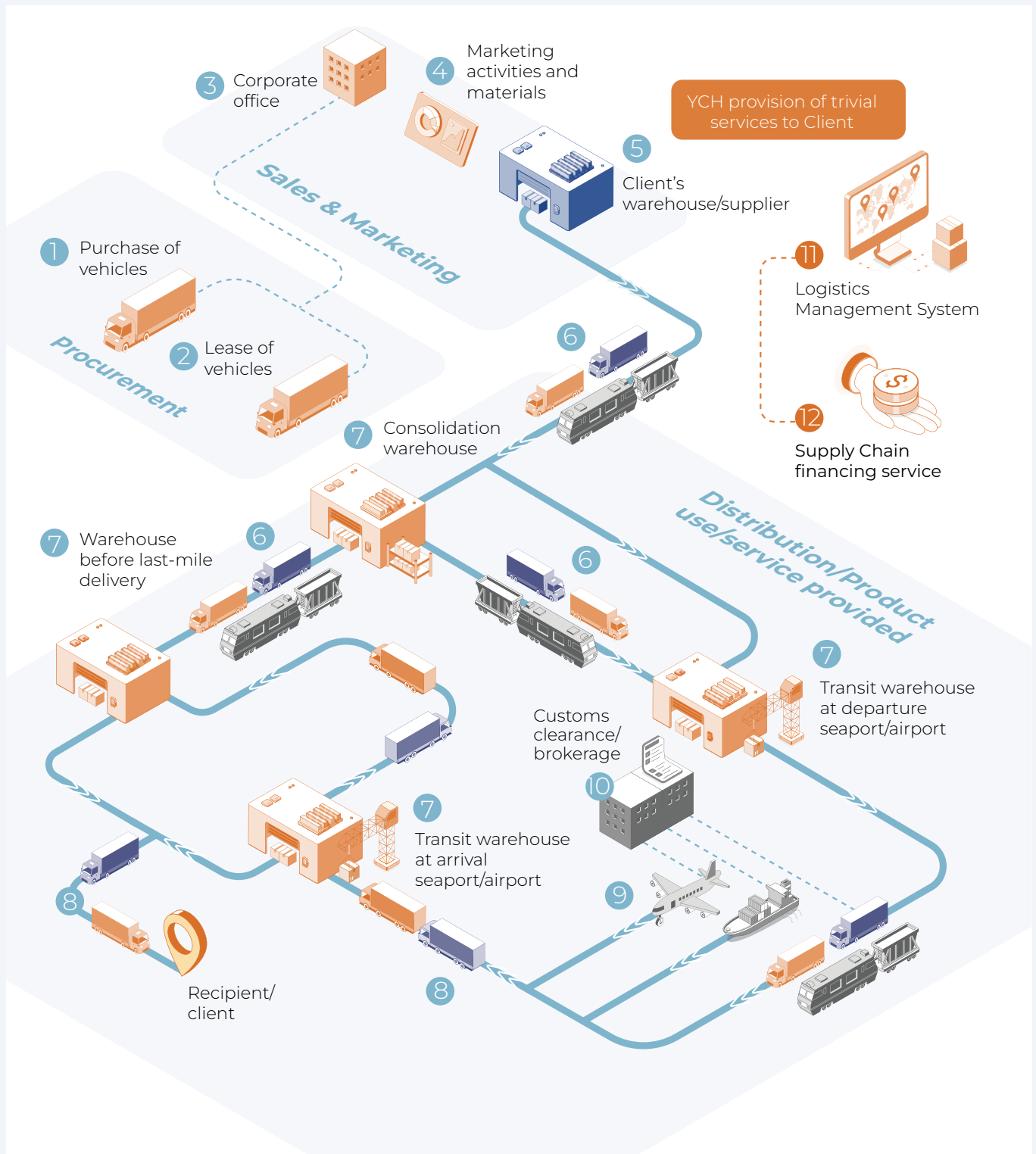
This report covers YCH's ESG performance for the reporting year (RY) 2024, from 1 January to 31 December 2024, covering data from our operations in Singapore, China, India, Indonesia, Malaysia, the Philippines, Thailand, and Vietnam, which together represent the majority of our business footprint. Information disclosed in this report relates to YCH's Group-level logistics and supply chain operations and associated sustainability activities, unless otherwise stated. Other entities within our broader business ecosystem are currently excluded at this stage.

It was prepared with reference to the Global Reporting Initiative (GRI) Standards and drew guidance from internationally recognised frameworks, including the GHG Protocol Corporate Accounting and Reporting Standard, IFRS Sustainability Disclosure Standards (IFRS S1 and S2), the United Nations Sustainable Development Goals (UN SDGs), the United Nations Global Compact (UNGC) Principles, the Paris Agreement, as well as relevant national regulations and sectoral guidelines, where applicable and possible.

We also adapt our practices to the growing sustainability requirements of our supply chain partners and customers. As the reporting landscape evolves, we remain committed to keeping track of new requirements and expanding the scope and depth of our ESG disclosures in the future.



YCH Value Chain



Group Sustainability Goals

These goals guide our long-term ESG strategy and are organised by ESG pillars. Each goal is accompanied by measurable Key Performance Indicators (KPIs) to track progress.



Environment	Goal	KPI
GHG Emissions Reduction	Reduce combined Scopes 1 and 2 emissions by 63% by 2035 and achieve Net-Zero emissions by 2040, using 2023 as the baseline year.	- Percentage reduction in combined Scope 1 and 2 emissions from 2023 baseline year - Annual Scope 1 and 2 emissions (ktCO₂e)
Renewable Energy	Power all owned and long-term leased operations with 100% renewable electricity by 2036-2038 ¹ .	Percentage of total electricity consumption sourced from renewable energy
Low-Emission Vehicles	Transition 100% of all owned and long-term leased road vehicles to low-emission vehicles by 2040.	Percentage of fleet transitioned to low-emission vehicles
Energy Efficiency	Attain international green building certification for all newly owned facilities and upgrade 100% of existing buildings with energy efficiency improvements by 2040.	- Number of green buildings - Percentage of facilities upgraded with energy efficiency measures



Social	Goal	KPI
Diversity and Inclusion	Achieve 35% female representation across YCH's total workforce by 2030.	Percentage of female employees in total workforce
Health and Safety	Maintain a Lost Time Injury Frequency Rate (LTIFR) of below 2.0 year-on-year.	Annual LTIFR (per million hours worked)
	Achieve a Serious Accident / Fatality Rate of 0 year-on-year.	Number of serious accidents or fatalities recorded annually
Sustainability Education	Ensure 100% of all employees across all levels and regions receive sustainability training by 2028, through orientation programme for new hires, targeted training for existing staff, and dissemination of internal sustainability materials and resources.	- Percentage of employees completing sustainability training annually - Number of training sessions delivered per year - Average employee sustainability literacy score from post-training assessments (in percentage)



Governance	Goal	KPI
ESG Reporting	Publish annual ESG reports, starting from 2025.	- Publication of ESG report each year - Percentage of ESG disclosures assured by an independent third party
Sustainability Oversight	Maintain clear governance structure for decision-making on key ESG issues and sustainability goals.	Frequency of sustainability reviews per year, in addition to Quarterly Management Meetings
Cybersecurity	Achieve a 0% rate of significant security incidents caused by internal negligence or malicious action.	Percentage of significant security incidents caused by internal negligence or malicious action
	Prevent 100% of external cyber-attacks from resulting in a major breach involving data exfiltration or critical system downtime.	Percentage of external cyber-attacks resulting in a major breach or critical system downtime

ESG Goals and Progress Tracking

The goals outlined above represent the priorities identified through our materiality assessment to date. As we advance on this journey, we will remain responsive to the evolving regulatory landscape, engage with customers to broaden our goals and address additional areas of impact.

Sustainability KPIs are essential in keeping us on track and accountable to our commitments. In this year's report, we introduce our goals and KPIs as the foundation for future performance tracking. Progress will be monitored and disclosed in subsequent reporting cycles. We are committed to maintaining transparency in our ESG disclosures and demonstrating the measurable and tangible outcomes of our sustainability initiatives.

¹ Target year range of 2036–2038 reflects expected variability in national energy market conditions across APAC. We expect different countries to reach 100% renewable electricity availability at different times due to varying infrastructure maturity, grid readiness, and policy support. This range allows us to align with local market conditions.

Planet



Confronting Climate Risks and Realities in Asia-Pacific

Climate change is a defining challenge of our time. From rising global temperatures and extreme weather events to supply chain disruptions, the environmental, social, and economic consequences of climate change are rapidly growing. In 2024, the world experienced unprecedented exposure to climate extremes, with Asia among the hardest hit.

The logistics and supply chain sector – dependent on stable infrastructure, uninterrupted continuous operations, and a healthy, reliable workforce – is particularly vulnerable to the climate crisis, which can trigger ripple effects that extend beyond individual companies, to the world economy. As a leading logistics and supply chain company, YCH is responding to this changing reality with urgency.

Troubling New Normal of Climate Extremes

Climate disasters are reshaping everyday routines, curtailing labour productivity and placing mounting pressure on public health systems. Record-breaking heatwaves and prolonged droughts in 2024 devastated livelihoods and destabilised economic activity across India, the Philippines, Cambodia, Myanmar, and Bangladesh. Cambodia recorded its highest temperature in over 170 years at 43°C; Thailand saw a sharp increase in heat-related fatalities; and in the Philippines and India, extreme heat forced nationwide school closures, shutting millions of students out of classrooms.

Emerging and developing economies, particularly South and Southeast Asia, where climate resilience remains limited due to fragile infrastructure and institutions, bear a disproportionate brunt of these environmental extremes, with the threat of previous hard-won development gains undermined. Developed countries, responsible for climate change historically, are also facing mounting losses and business closures. Rising trends in the frequency and intensity of extreme weather events illustrate a troubling new normal – one that countries, companies, and communities worldwide need to adapt to, quickly.

Confronting the Sector's Exposure to Climate Risks

Acute and chronic physical climate risks directly threaten operational reliability and workforce efficiency. Acute risks refer to event-driven hazards such as floods, typhoons, and other extreme weather events of heightened severity, and chronic risks arise from longer-term shifts in climate patterns, including sea level rise and persistent heatwaves.

As Asia's strongest typhoon, Super Typhoon Yagi, swept across the Philippines, Laos, Myanmar, Vietnam, and Thailand, it affected over 5.3 million people, damaged infrastructure, delayed freight movements, and obstructed access to essential goods and services. In Vietnam, warehouses and industrial hubs were particularly hard hit, with capital and resources

diverted toward rebuilding factories and recovering lost inventory. These effects reverberated beyond the region, affecting supply chain flows to major markets such as the United States and the European Union.

Chronic climate risks are equally disruptive, though their effects are gradually unfolding. Asia is warming faster than the global average, and sea-level rise and coastal flooding pose particular threats to low-lying port cities like Bangkok, Jakarta, and Manila. These areas, teeming with economic activity, host industrial hubs, warehouses, and large populations. About US\$13 billion (S\$16.8 billion) will be needed by 2030 to bolster Southeast Asia's resilience to flooding, as noted by a study cited in *The Straits Times*. Such measures are imperative to protect people, safeguard assets, and maintain operational continuity in the face of onset climate impacts.

The devastation caused by Super Typhoon Yagi in 2024 illustrated the logistics sector's growing exposure to the intensifying impacts of climate change. Along with

acute risks, these chronic risks reflect a dangerous, new reality where logistical continuity of cross-border trade, and workforce welfare are under escalating climate pressures. Mitigating climate risks have never been more crucial, and it begins with tackling the sector's emissions, which remain a primary driver of climate change.

Rising Regulatory Momentum Across Asia-Pacific

Based on studies conducted by the Asian Transport Observatory, Asia-Pacific accounts for nearly 40 per cent of global transport-related CO₂ emissions, with regional transport emissions growing at nearly twice the global average, fuelled by improved trade connectivity, rapid urbanisation, and e-commerce expansion. Freight demand is projected to triple across Southeast Asia by 2050 according to the International Transport Forum (ITF), with land-based freight expected to nearly double globally between





2019 and 2050 under the ITF's Current Ambition scenario. The stakes are high: without urgent targeted climate action, logistics emissions will continue to rise, undermining national and corporate goals.

Under the Paris Agreement, countries worldwide are strengthening their Nationally Determined Contributions (NDCs) to limit the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels. This commitment is compelling governments to formalise climate goals into law and translate global ambition into domestic regulations.

Across the region, this has taken different forms. Countries such as Malaysia, Indonesia, Vietnam, and China have introduced more stringent climate-related regulations, including carbon taxes, mandatory

disclosures, and emissions trading systems. In Singapore, the carbon tax rose sharply from SGD 5 per tonne of CO₂e between 2019 and 2023 to SGD 25 in 2024, with a further increase to SGD 45 scheduled for 2026-2027. These regulatory changes mark a decisive shift towards greater environmental accountability, compelling businesses to internalise environmental costs within their financial models.

These developments signal a clear message: **corporates are regulated because they have the greatest capacity to enact systemic change, placing businesses at the forefront of accelerating the transition to a low-carbon economy.**

YCH views these challenges, from the intensifying impacts of climate change to rising climate risks and complex regulations, as forces for transformation.

Environmental Disclosure



Understanding Greenhouse Gas Emissions

Humans are responsible for nearly all observed changes in the climate in recent decades, primarily due to the increased concentration of GHGs in the atmosphere. These excess GHGs, released through fossil fuel combustion in industrial processes and other anthropogenic activities such as manufacturing, electricity generation, and transportation, have caused average global temperatures to rise at an unprecedented pace, threatening environmental stability, human well-being, and economic development.

All significant emitters, whether countries or corporations like YCH, must quantify their environmental impact by developing an emissions inventory. Tracking energy consumption alone is insufficient; it must be translated into GHG emissions – the primary driver of climate change – to reveal the true impact of the company's activities, from materials used to energy consumed and waste generated. An emissions inventory allows companies to quantify their impact, identify emission hotspots, and set reduction targets to stop the worst effects of global warming and climate change.

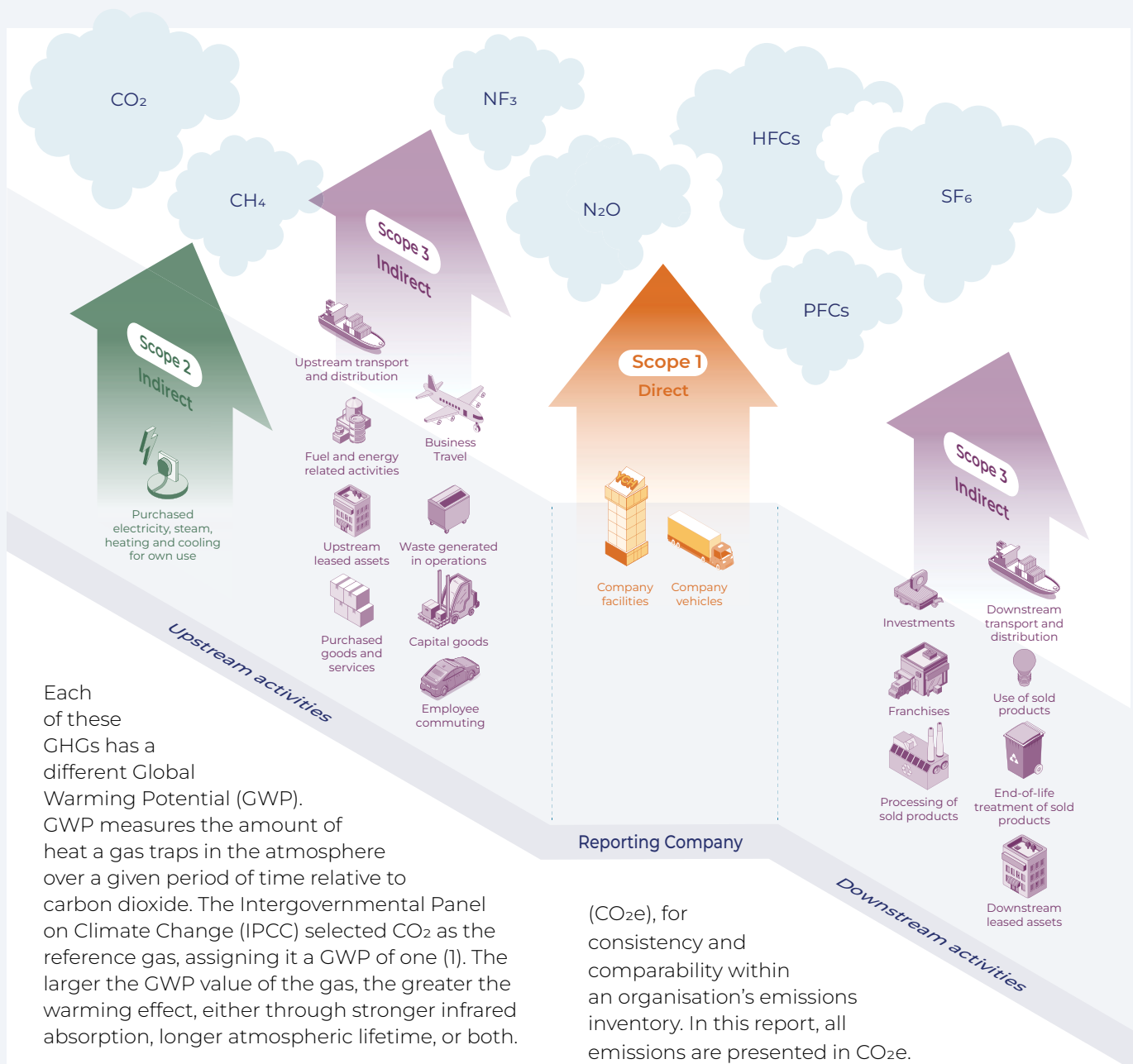
The GHG Protocol classifies emissions into three broad categories or “scopes” based on where they occur, physically and along the value chain, and who has control over the source:

Scope 1: Direct emissions from sources owned or controlled by the company (e.g., fuel used in company-owned vehicles)

Scope 2: Indirect emissions from the generation of purchased electricity, steam, heating, or cooling that is consumed by the operations owned or controlled company (e.g., electricity used in warehouses and offices)

Scope 3: All other indirect emissions across the value chain (e.g., outsourced logistics providers, employee commuting, and generated waste)

The GHG Protocol requires the inclusion of seven GHGs covered under the Kyoto Protocol, carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆), and nitrogen trifluoride (NF₃), in an emissions inventory. These gases have been identified as the most significant contributors to anthropogenic climate change and regulated globally, under the Kyoto Protocol, to reduce their concentrations in the atmosphere.

² GWP values based on IPCC Sixth Assessment Report (AR6)

Boundary Setting

YCH has adopted the **operational control approach**, reporting 100 per cent of emissions produced in 2024 from facilities where it has the authority to implement operating policies and manage day-to-day activities, regardless of equity ownership. This includes operations in Singapore, Malaysia, India, Thailand, Indonesia, Vietnam, the Philippines, and China, which together represent the majority of YCH's business and environmental footprint.

This report covers Scopes 1 and 2 emissions. Scope 1 includes direct emissions from facilities under YCH's operational control, and Scope 2 accounts for indirect emissions from the generation of purchased electricity consumed by these same facilities. Scope 3 emissions – those arising from upstream and downstream activities not directly controlled by YCH – are not included in this reporting cycle.

To ensure a consistent definition of operational control is applied across all geographies, all Country General Managers and their teams participated in the GHG accounting process. A structured set of questions,

designed with reference to the GHG Protocol, was used to determine whether operational control exists at each facility in the country. This assessment also considered contractual agreements, YCH's authority to introduce and implement operating policies, and financial accounting treatment. Clear explanations and relevant information were provided to guide the teams to answer questions accurately. The participation of the local teams – those best positioned to make nuanced judgments based on on-the-ground realities – proved crucial in developing an accurate and consistent reporting boundary.

A small number of facilities in select countries³ where operational control could not be established or where activities were deemed to have demonstrably low operational materiality, were excluded. These omissions are not expected to materially affect the overall emissions profile. Exclusions will be reviewed annually, and facilities will be included when operational control is established or materiality increases.

³ YCH has operations in South Korea, Hong Kong, Macau that are not deemed material for inclusion within the current reporting boundary.

Calculation Methodology

All emissions were calculated using established methodologies in line with the GHG Protocol Corporate Accounting and Reporting Standard and the GHG Protocol Scope 2 Guidance.



Activity Data

Activity data from each facility was collected through standardised data collection templates developed by the Sustainability Team. These templates covered all relevant emissions sources, including electricity consumption, fuel use, and refrigerants. The data was collected and submitted by local teams and then validated by the Group Sustainability and Facilities Management teams.

Data was sourced from invoices or direct billing or meter readings, reflecting YCH's priority on high-quality, measured data for emissions calculations. Where primary activity data was unavailable, YCH applied conservative estimation techniques in accordance with the GHG Protocol's data hierarchy, prioritising the use of the most reliable available information. All estimation methods have been transparently documented for each emission source.



Emissions Calculation

For Scope 1 emissions, emission factors were sourced from national authorities, Singapore Emission Factors Registry (SEFR) and the UK Department for Environment, Food and Rural Affairs (DEFRA) (2024), and the IPCC. Refrigerant emissions were calculated using IPCC AR6 100-year GWPs.

YCH accounts for both location-based and market-based emissions in accordance with the GHG Protocol Scope 2 Guidance. The location-based approach reflects the average emissions intensity of each country's national power grid, and the market-based method accounts for emissions from electricity that companies have purposefully chosen through contractual instruments i.e., purchase of renewable energy. Supplier-specific factors were applied where available; in the absence of such instruments, including residual mix data, default grid factors were applied.

In preparation of this emissions inventory, YCH adhered to the principles of the GHG Protocol – Relevance, Completeness, Consistency, Transparency, and Accuracy – with particular emphasis on completeness and transparency in the calculation methodology. Where primary activity data was not available, reasonable estimates were used to uphold completeness.

Restatement Policy

YCH will recalculate previously reported GHG emissions when changes materially affect the meaningful and consistent comparability of data. This policy applies to all emissions currently quantified and included in YCH's emissions accounting.

Recalculations will be undertaken when significant changes occur, including changes in calculation methodology, significant structural changes to the organisation (e.g., mergers, acquisitions or divestments), improvements to emission factors or errors in activity data that significantly alter results, or any other scenario deemed material.

All minor updates that do not materially affect comparability will be treated as revisions and acknowledged and explained in accompanying footnotes within the report without a restatement of the past GHG data.

Commitment to Continuous Improvement

YCH has begun preparing for more comprehensive disclosures in the next reporting cycle, including improved data collection processes and additional guidance for country teams, to increase the proportion of higher-quality data.

In addition to strengthening our Scopes 1 and 2 emissions reporting, we are laying the groundwork to progressively report on Scope 3 emissions publicly. We are committed to working closely with supply chain partners to improve data availability and ensure alignment with the GHG Protocol Corporate Value Chain (Scope 3) Standard.

External Assurance

YCH's GHG emissions inventory for RY 2024 is not externally assured. YCH recognises the importance of independent verification to strengthen data credibility and will consider pursuing third-party assurance in future reporting cycles.





Building Sustainability From the Ground Up

Building Sustainability from the Ground Up

At YCH, we believe that sustainability must be embedded from the ground up – *literally*. A green building is designed, constructed, operated, and maintained to maximise resource efficiency, minimise environmental harm, and create a healthier, more comfortable environment for its occupants.

Our commitment to constructing and operating green buildings reflects YCH's sustainability vision: to influence positive change through environmental stewardship and to advocate for social progress by reducing the environmental impact of our operations and creating workplaces that support the well-being and productivity of our people.



Meeting Global Green Building Standards

YCH adopts international green building standards to guide the design and development of sustainable facilities across Asia-Pacific. These include:

- Green Mark Certification Scheme by Building and Construction Authority (BCA) of Singapore
- LEED (Leadership in Energy and Environmental Design) by the United States Green Building Council
- EDGE (Excellence in Design for Greater Efficiencies) by International Finance Corporation

Each scheme evaluates different indicators such as energy and water consumption, material efficiency, and waste management. Together, these building standards provide a comprehensive framework for YCH's sustainable infrastructure projects. Once construction is completed, our facilities



meet rigorous environmental performance criteria, aligned with global best practices in sustainable built environments.

YCH has long been a regional pioneer in sustainable logistics infrastructure. In 2009, we built Asia's first LEED-certified logistics facility in Shanghai, China. This was followed by the development of India's first green logistics facility in Chennai, which was awarded Gold status under the LEED certification framework by the Indian Green Building Council (IGBC) in 2010. These early efforts established a strong foundation for our long-term sustainability journey.

Since then, YCH has expanded its portfolio of green buildings across several regional markets including Singapore, China, India, Thailand, and Vietnam. As of 2025, YCH operates 10 green buildings across 5 countries. Each asset representing tangible progress toward our 2040 target to achieve green building certification across all owned facilities.

CASE STUDY



Supply Chain City: Benchmark for Sustainable Design and Construction

One defining example is Supply Chain City (SCC), YCH's flagship headquarters in Singapore. Officially opened in 2017, the 2-million-square-foot facility has achieved both LEED Platinum and BCA Green Mark Platinum certifications, exemplifying excellence and innovation in sustainable logistics infrastructure.

During construction, SCC used recycled concrete aggregates to reduce embodied carbon and used materials with low U-values, alongside glass with low shading coefficients to reduce solar heat gain during operations. These measures directly improve thermal comfort for employees and reduce overall energy demand.

SCC is also equipped with energy and building management systems that monitor and optimise energy use across lighting, Heating, Ventilation, and Air Conditioning (HVAC) and other critical areas. These systems enhance operational efficiency and help maintain a low Energy Use Intensity (EUI), a key benchmarking metric that reflects both the building's design efficiency and the energy consumption patterns. These design, construction, and operational measures demonstrate how SCC integrates energy efficiency into every stage of its lifecycle.

SCC also houses a 3.8 MWp rooftop solar PV system, comprising 9,000 panels, that supplies a portion of the site's electricity needs directly, reducing dependence on emission intensive grid. Onsite solar energy complements SCC's energy-efficient construction and operations – reducing electricity demand first before offsetting the emissions with renewable energy consumption. Beyond powering YCH's operations, the system contributes to Singapore Green Plan 2030 by strengthening national efforts to expand renewable capacity by generating clean energy onsite, albeit on a modest scale. By incorporating sustainable features in the built environment today, YCH is future proofing its infrastructure for tomorrow.



Scaling Sustainable Warehouses Across the Region

SCC also exemplifies how innovation and sustainability can coexist. At the heart of SCC is Fusionaris, a warehousing solution that combines an ASRS with a traditional ramp-up warehouse. Standing among the tallest logistics facilities in Asia, SCC demonstrates how vertical automation can optimise space utilisation in land-constrained environments like Singapore. This design optimises storage density by using less physical space and achieving greater productivity and throughput without a proportional increase in energy demand or emissions. For customers, this translates to more reliable, energy-efficient logistics solutions. It also reinforces YCH's *Energy Efficiency* decarbonisation lever, where output is maximised, environmental impact is minimised, and resources are conserved.

The SCC model now serves as YCH's benchmark for sustainable logistics infrastructure, laying the groundwork for a future network of Supply Chain Cities across Asia. Our diverse business footprint requires adaptive design – be it local climates, regulatory environments, or energy contexts. For example, in markets with varying levels of renewable energy availability, YCH plans to explore off-site renewable energy solutions, particularly in locations where onsite options may not yet be viable. Yet across all contexts, our commitment remains the same: every new YCH-owned facility will be constructed to meet international green building standards and contribute directly to our Net-Zero target. This is how YCH transforms sustainability ambitions into measurable impact – by ensuring that *where* we operate is just as sustainable as *how* we operate.

CASE STUDY

SuperPorts: The Next Chapter in YCH's Sustainable Logistics Projects

YCH is extending its vision of sustainable logistics infrastructure through the development of the SuperPort. The SuperPort is a multimodal logistics hub that integrates dry port operations, an integrated terminal for cargo handling, and bonded warehouses, with seamless connectivity across the greater ASEAN region through rail, road, air, and sea networks.

It combines advanced digitalisation, automation, and green infrastructure to deliver end-to-end logistics and supply chain solutions.

This integrated model allows cargo to move efficiently between multiple transportation modes within the port, improving cargo efficiency, minimising transit delays, and promoting environmentally friendly freight options, such as inland waterways and rail. For customers, this translates to greater flexibility, increased cost savings, and better connectivity to regional and global supply chains.



Building Southeast Asia's First Net-Zero Multimodal Hub

The first development in YCH's SuperPort expansion, the Vietnam SuperPort (VSP), is currently operational in northern Vietnam's Phu Tho Province. VSP is a joint venture between YCH and Vietnam's T&T Group and represents the largest logistics infrastructure project led by a Singaporean company in Vietnam. It is designed to meet Vietnam's rapidly growing logistics demand and serve as a key gateway for trade across the wider ASEAN region.

Strategically located along the Northern Economic Corridor, VSP links more than 20 industrial parks to major seaports and airports, including Hai Phong Seaport and Noi Bai International Airport. Its position along the Kunming-Hanoi economic corridor places VSP at the heart of one of Asia's fastest-growing trade routes, facilitating efficient cross-border movement of goods between China and Southeast Asia. The site offers direct multimodal access through a network

CASE STUDY



of rail, road, inland waterway, and port linkages for swift cargo transitions between transport modes, reducing supply chain bottlenecks. It is also strategically situated near major electronics, semiconductor, and automotive manufacturing hubs in surrounding provinces, ensuring strong connectivity between Vietnam's production zones and international markets.

Sustainability is a key pillar for VSP and the larger SuperPort model. VSP is set to become Southeast Asia's first Net-Zero multimodal logistics hub, targeting Net-Zero emissions by 2040. This target closely aligns with Vietnam's commitment to achieve Net Zero by 2050. By setting our target a decade earlier, VSP demonstrates how private-sector innovation can accelerate national progress toward sustainable development.

We set out with a bold ambition from the outset – to build infrastructure that not only drives operational excellence today but is designed to meet the sustainability expectations of tomorrow. The project was conceived using green design principles from construction to material selection, using sustainable materials to minimise embodied carbon and environmental impact. In 2022, Off-Airport Cargo Terminal (OACT) facility at VSP achieved EDGE V3 certification, a globally recognised benchmark for energy, water, and material efficiency in industrial developments. The OACT recorded 36 per cent energy savings, 68 per cent water savings, and 41 per cent savings in embodied materials, translating to an estimated 62 tCO₂e avoided annually. VSP will apply these green design principles across all onsite facilities to meet EDGE and other

international green building standards. Through these efforts, VSP is setting a new standard for eco-friendly logistics hubs in the region.

Once fully operational, the 83-hectare site will maximise rooftop solar deployment, making it one of YCH's largest onsite renewable energy systems. The solar installation will generate clean electricity to power day-to-day operations sustainably, reducing reliance on Vietnam's coal-heavy, emission-intensive grid energy and lowering Scope 2 emissions. Advanced digital technologies and real-time energy management platforms will monitor energy use and emissions performance, providing valuable data to inform continuous improvement. Energy demand will be further reduced through intelligent lighting controls, energy-efficient HVAC systems, and optimised peak and off-peak equipment operations across the facility. These strategies reflect YCH's decarbonisation approach: scaling proven solutions from SCC and incorporating new innovations tailored for large-scale, multimodal operations. This model will set a new standard for Vietnam's logistics and supply chain sector, combining proven digital capabilities with environmental stewardship.

Delivering a project of this scale is not without challenges. Technological barriers, financial considerations, operational complexities, and regulatory compliance must all be carefully managed. To address these, YCH is leveraging strategic partnerships and collaborations with technology and solution providers, financial institutions, and government agencies.

CASE STUDY



Advocating for Social Progress Everywhere We Operate

VSP will create quality employment opportunities across core logistics functions as well as supportive and ancillary services for local communities of different education levels, ages, and social backgrounds.

VSP has also committed to train 500 next-generation logistics professionals in collaboration with the Supply Chain and Logistics Academy (SCALA), the local government and universities. YCH is not only creating employment opportunities but, through this collaboration, it is also equipping local talent through experiential learning with the right skills and confidence to thrive in their new jobs, supporting long-term career growth within localities and building Vietnam's pipeline of future-ready supply chain professionals. By actualising these initiatives, we aim to contribute in ways that lead to the betterment of lives, promote upward social mobility, and reduce inequalities.



VSP will further support small- and medium-sized enterprises (SMEs) in Vietnam through strategic partnerships. It has launched an integrated logistics marketplace together with Vietnam Post, supported by Visa, Techcombank and Doha Holdings International. The platform connects warehouses, customers, shipping agents, and banks, fully digitalising operational and payment processes. SMEs unlock improved financing options and participate in both domestic and international trade. This initiative reduces barriers to scale for smaller firms, providing them with affordable, digitally enabled logistics solutions and greater access to markets beyond the country.



The SuperPort model represents a new chapter of responsible and sustainable growth for YCH. By developing smarter, greener, and more resilient supply chains across Asia-Pacific, we are positioning ourselves as a trusted leader in the logistics and supply chain industry.

The SuperPort model strengthens our global competitiveness by connecting economies beyond Asia-Pacific and creating opportunities to leverage new avenues for growth. Our customers benefit from enhanced multimodal connectivity at regional and global levels, supported by YCH's trusted services and improved logistics processes.

Through sustainable design and energy-efficient systems during operations, we consume less energy, reduce our reliance on fossil fuels, mitigate regulatory risks, and minimise environmental impact on surrounding areas. YCH remains committed to advocating for social progress everywhere we operate by creating jobs, supporting the growth of local enterprises, and stimulating economies with strategic partnerships.

YCH's SuperPorts will generate long-term financial, environmental, and social value. Together, these outcomes make the SuperPort model – in Vietnam and across all upcoming SuperPorts – a clear example of how logistics infrastructure can balance growth, environmental stewardship, and social progress.

Group Emissions Inventory

This section presents and analyses YCH's Scopes 1 and 2 emissions for RY 2024 (1 January to 31 December 2024) from logistics and supply chain operations at our owned and long-term leased facilities under YCH's operational control in Singapore, China, India, Indonesia, Malaysia, the Philippines, Thailand, and Vietnam, in accordance with the GHG Protocol. All emissions are reported in kilotonnes of CO₂ equivalent (ktCO₂e), unless otherwise stated.

YCH Group GHG Emissions Overview (RY 2024)

All emissions expressed in kilotonnes of CO₂ equivalent (ktCO₂e)

Scope	Emissions Source	GHGs produced	Total Emissions	
Scope 1	Mobile Combustion	CO ₂ , CH ₄ , N ₂ O	12	ktCO ₂ e
	Stationary Combustion	CO ₂ , CH ₄ , N ₂ O		
	Refrigerants	HFCs		
Scope 2	Warehouses and Offices	CO ₂ , CH ₄ , N ₂ O	25	ktCO ₂ e (Market-based)
	Electric Vehicles	CO ₂ , CH ₄ , N ₂ O		
Scope 1 + 2			37	ktCO ₂ e (Market-based)

Emissions Source Classification Framework

YCH classifies all Scopes 1 and 2 emission sources using three dimensions: *Abatement Difficulty*, *Priority Level*, and *Emissions Contribution*.



Abatement Difficulty

Assesses the technical feasibility and financial challenges of reducing emissions. Some sources are difficult to abate due to the nature of processes being heavily reliant on fossil fuels, or the operational complexity of implementing solutions across a geographically wide network. In certain cases, low-carbon alternatives exist but require significant upfront capital expenditure or are not yet commercially viable at scale.



Priority Level

Reflects the urgency of reducing emissions informed by stakeholder expectations, regulatory requirements in the countries where we operate, and the broader environmental impacts. Where a source is difficult to abate, it may still be ranked as high priority if it poses reputational or compliance risks that YCH has identified as material.



Emissions Contribution

Refers to the proportion of emissions from each source relative to the total inventory. Sources that produce larger volumes of emissions are considered hotspots, and should be prioritised for reduction.

Scope 1

YCH's Scope 1 emissions refer to direct GHG emissions from sources owned or controlled by the company. These emissions arise from the combustion of fuels in vehicles and stationary equipment, and leakage of refrigerants from cooling systems.

Mobile Combustion



Abatement Difficulty

Hard to Abate



Priority Level

High



Emissions Contribution

Major

Definition

Refers to the release of emissions during the combustion of fuels from transportation and engine-powered mobile equipment, including automobiles, trucks, and off-road or construction vehicles used in logistics and warehouse operations that are owned or controlled by the company.

Methodology

Emissions were calculated based on actual fuel consumption data reported by local teams, supported with invoices, where available. Standardised emissions factors were applied. Where primary data was unavailable, estimates were derived based on reasonable assumptions, taking into account vehicle type, fuel economy, and operational activity levels.

Approximately 90 per cent of Scope 1 emissions arise from our owned and long-term leased fleet, including prime movers, heavy-duty trucks, and light commercial vehicles that run primarily on diesel and other emissions-intensive fuels.

Since 2024, we have operated a small number of heavy-duty and light-duty electric vehicles (EVs) in Singapore and China. These emissions are reported under Scope 2, as the vehicles draw electricity from the national grid instead of burning fossil fuels directly.

Stationary Combustion



Abatement Difficulty

Medium



Priority Level

Low



Emissions Contribution

Moderate

Definition

Refers to the release of emissions during the combustion of fuels in stationary equipment such as back-up generators, boilers, furnaces, and heaters that are owned or controlled by the company.

Methodology

Emissions were calculated using actual fuel consumption data reported by local teams. Standardised emissions factors were applied. Where primary data was unavailable, reasonable estimates were derived referencing activity data from RY 2023.

A minor but material share of Scope 1 emissions arises from stationary combustion, specifically from fuel-powered backup generators located at select facilities across the region. A diesel generator set, or genset, is a stationary unit that converts the chemical energy in fuels into electricity to power essential equipment.

These gensets are deployed for operational continuity in areas with unstable grid infrastructure and where uninterrupted electricity supply is essential to daily operations, especially for handling temperature-sensitive and perishable goods in cold chain and air-conditioned facilities. Although used infrequently, their emissions remain relevant due to the high carbon intensity of diesel.

Fugitive Emissions



Abatement Difficulty

Medium



Priority Level

High



Emissions Contribution

Minor

Definition

Refers to the intentional and unintentional releases of GHGs, such as leaks from refrigeration or air-conditioning units owned or controlled by the company.

Methodology

Emissions were estimated using data from maintenance records reported by the local teams. GHG emissions were calculated using standardised refrigerant-specific GWPs, based on AR6. Where primary data was unavailable, reasonable estimates were derived referencing activity data from RY 2023.

Fugitive emissions represent a smaller share of our Scope 1 inventory, accounting for less than 5 per cent of YCH's total emissions. These emissions arise primarily from the leakage of refrigerant gases used in air-conditioning systems and cold chain infrastructure.

Refrigerants are chemicals used in cooling systems to absorb and transfer heat, regulating temperature in air-conditioned and refrigerated environments. All cooling systems operate under high pressure, making them inherently prone to leakage over time. Refrigerant losses may occur through accidental discharge, during regular maintenance and servicing, or due to wear and tear such as physical cracks.

We currently use HFC refrigerants in some of our regional operations. Although the actual quantities released are relatively low, the climate impact is significant due to the high GWP of these refrigerants. The high climate impact per unit of refrigerant warrants classification as a high-priority emission source.

Scope 2

YCH's Scope 2 emissions refer to indirect GHG emissions from generation of purchased energy, primarily electricity, consumed across our operations. These emissions occur offsite, at the power plants operated by utility providers, but result from the energy demand within our operational boundary, and therefore, are included under Scope 2.

Emissions from electricity consumption (Stationary)



Abatement Difficulty

Medium



Priority Level

High



Emissions Contribution

Major

Definition

Refers to the release of indirect emissions from the consumption of purchased electricity in offices and warehouses.

Methodology

Emissions were calculated using data from facility-level utility bills or meter readings. Where primary data was unavailable, electricity use was estimated using YCH's internal benchmarks specific to each country and facility type.

A significant share of electricity is used to support energy-intensive operations such as air-conditioning in offices and warehouses, cold chain infrastructure, and warehouse automation solutions. Most of this electricity is sourced from national power grids, which remain heavily reliant on fossil fuels across the countries where we operate. As a result, YCH's Scope 2 emissions largely reflect the emissions intensity of these grids.

In many markets, grid electricity is expected to remain emissions-intensive in the near term, even as countries progressively decarbonise – at varying rates across the region – through the adoption of cleaner energy sources. Given this, Scope 2 is considered a high-priority emissions source and will be a central focus of our decarbonisation efforts.

Emissions from electricity consumption (Mobile)



Abatement Difficulty

Medium



Priority Level

Low



Emissions Contribution

Minor

Definition

Refers to the release of indirect emissions from the consumption of purchased electricity in owned and long-term leased EVs.

Methodology

Emissions were calculated using actual electricity consumption data based on vehicle charging invoices.

Emissions from EVs are accounted for under Scope 2, as they draw electricity from the grid rather than combusting fossil fuels directly. As EVs currently comprise only a small proportion of our total fleet, their contribution to Scope 2 emissions is minor.

EVs help reduce Scope 1 mobile combustion emissions; however, EV-related emissions are expected to grow as we continue transitioning away from Internal Combustion Engine (ICE) vehicles and adopt low-emission models, like EVs. Given the higher emissions-intensity of national power grids, emissions from EV charging may remain significant in the short term. EVs will yield more meaningful emissions reductions in the long term, as our operations are powered increasingly by clean energy and national grids continue to decarbonise.

Insights from Our Emissions Inventory

YCH's total emissions were 37 ktCO₂e in RY2024, with 12 ktCO₂e attributed to Scope 1 and 25 ktCO₂e from Scope 2. Market-based and location-based Scope 2 totals differ slightly, but both round to the same value at the kilotonne level.

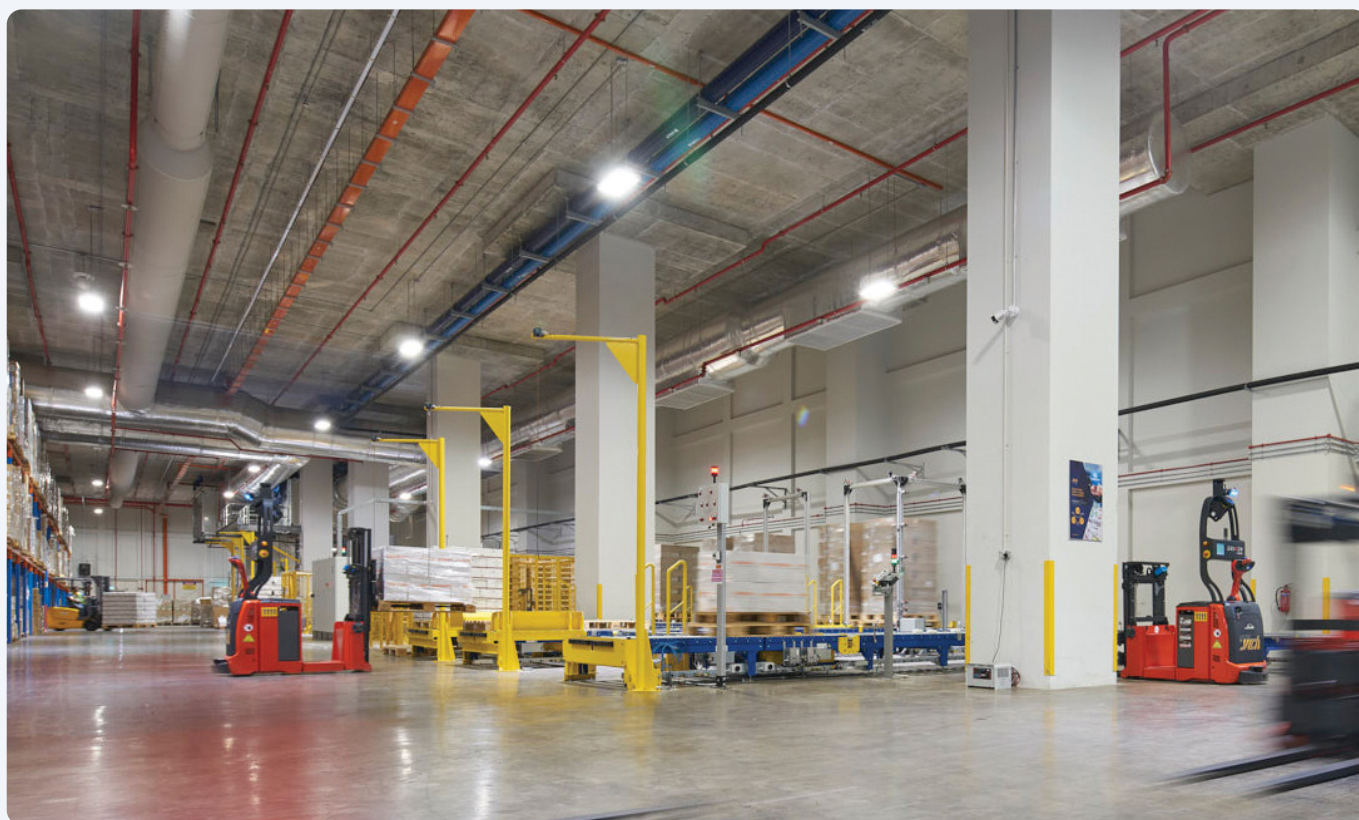
Our Scope 2 emissions exceed Scope 1 due to the our heavy reliance on electricity for energy-intensive operations. This includes automated warehousing systems, cold chain storage, and Material Handling Equipment (MHE) such as electric forklifts used in daily operations. A large proportion of the electricity we consume is drawn from emissions-intensive national grids, making Scope 2 a major contributor to our overall emissions footprint.

At present, our renewable energy adoption is limited, reflecting the varying levels of clean energy availability and infrastructure maturity in the region. We view this not as a constraint but as a strategic opportunity:

to direct investments into building new renewable energy capacity in every country where we operate.

Our Scope 2 decarbonisation strategy comprises two key levers: *Energy Efficiency* and *Renewable Energy*. Energy efficiency initiatives focus on reducing overall electricity demand through the design, construction, and operation of sustainable infrastructure. Use of renewable energy generation directly reduces the emissions intensity of our power supply by replacing grid electricity, derived from fossil fuels with clean, renewable sources such as solar. Together, these two levers – reducing demand and cleaning the supply – are essential to lowering Scope 2 emissions and advancing our broader decarbonisation goals.

Addressing Scope 1 emissions are also require concerted action. YCH is already piloting 100 per cent electric vehicles in selected markets such as Singapore and China. Our Scope 1 decarbonisation strategy focuses on *Low-Emission Vehicles* (LEVs), targeting the emissions hotspot within this Scope. These pilot projects are positioning us to accelerate adoption as available technologies and supporting infrastructure – such as charging stations for heavy-duty vehicles – continue to mature across the region.



Emissions Hotspot Analysis

Pinpointing where emissions are concentrated within our operations is critical to implementing the right decarbonisation initiatives. YCH has analysed emissions sources across our operations and prioritised these Scopes 1 and 2 hotspots with particularly high energy use or emissions intensity within our inventory. These represent areas where we have influence or strong strategic control over emissions, enabling us to implement focused and impactful decarbonisation measures. We have prioritised three such hotspots across our operations, each linked to targeted decarbonisation levers:

	Scope 2	Scope 2	Scope 1
Hotspot	Cold chain infrastructure and air-conditioned warehouses	Facilities in countries with emissions-intensive electricity grids	Fleet operations in markets, especially with limited low-emission vehicle options
Impact	Among the most energy-intensive facilities across our network due to the need for continuous electricity use to maintain temperature stability and preserve product integrity	Even at operationally efficient sites, electricity-related emissions remain high in countries where power grids are still dominated by fossil fuels	Heavy-duty diesel vehicles will continue to dominate operations in countries with limited EV infrastructure or commercially viable clean fuel options
Key Levers	Energy Efficiency Renewable Energy	Renewable Energy	Low-emission Vehicles
Targeted Geographies	China, Philippines, Singapore	India, Vietnam, Thailand, Malaysia	Indonesia, Vietnam

In Focus:

Clean Energy Rooftops Powering YCH Operations

We are currently sourcing electricity derived from renewable or low-carbon sources, including onsite solar photovoltaic (PV) systems in Singapore, Malaysia, and India, as well as biomass-derived electricity procured through an electricity retailer in Singapore.

These efforts reflect YCH's ambition to harness available opportunities to power our operations with clean energy. At YCH, we are transforming unused rooftops into clean energy hubs to lower emissions, reduce reliance on fossil fuels, and advance the transition towards zero-carbon power systems. Onsite solar is a proven solution that can be implemented across many of the markets where we operate, making it a key component of YCH's renewable energy transition. In 2024, YCH generated and consumed clean energy through onsite solar PV systems in Singapore, Malaysia, and India. These systems avoided approximately 2 ktCO₂e⁴ over the year.

PV systems harness the sun's radiation, capturing energy directly and converting it into usable electricity. Through the photovoltaic effect, PV cells generate direct current (DC), which is then converted into alternating current (AC) by inverters to power our warehouses, offices, and logistics operations. Any unused space at a facility – such as rooftops, parking lots, or other open areas – can serve as potential sites for solar installation, but must first be carefully evaluated for sunlight intensity, shading, and cloud cover to determine the most effective locations. For YCH, rooftops have so far proven to be the most suitable choice.

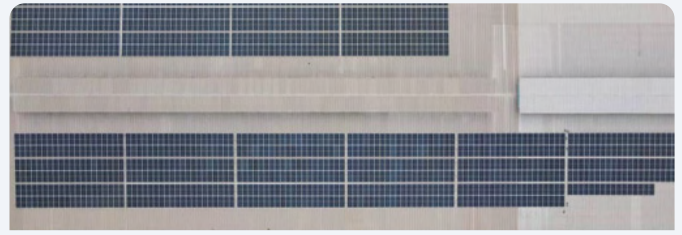
By generating electricity directly at the point of consumption, we gain greater control over our energy mix, lower long-term energy costs, and reduce transmission losses, thereby directly displacing fossil fuels in our operations.

⁴ Avoided emissions were calculated based on actual electricity consumption from on-site solar PV facilities. We estimated the equivalent emissions that would have been generated if the same amount of electricity had been drawn from the grid, using country-specific grid emission factors.



Singapore

Located near the equator, Singapore is one of the most solar-dense cities in the world. At SCC, YCH has deployed a 3.8 MWp rooftop solar PV system comprising nearly 9,000 panels across warehouse and office rooftops. This system directly offsets Scope 2 emissions by displacing emissions-intensive grid electricity. It avoids approximately 1.2 ktCO₂e annually, based on YCH's consumption – comparable to removing nearly 250 cars from the road each year.



Malaysia

YCH installed a 0.63 MWp rooftop solar PV system at our DistriPark facilities in Penang in 2022, marking the first phase of our renewable energy deployment in the country. With Malaysia's supportive renewable energy policies and strong solar potential, we see significant opportunities to expand our renewable energy capacity in the country. The upcoming SCC Bandar Bukit Raja facility in Selangor – set to become YCH's largest facility in the country – will host an even larger system. This expansion is expected to displace greater volumes of fossil fuel use in our operations and further lower Scope 2 emissions when operations commence in 2027.



India

Solar energy plays a central role in India's national climate strategy, supported by government policies and schemes aimed at expanding renewable energy capacity. As the share of renewables in the country's energy mix continues to grow, YCH joined this transition by installing a 0.35 MWp rooftop solar PV system at our Chennai facilities in 2022. Although currently the smallest of our regional installations, the system accounts for an estimated one-third of site energy consumption. Its impact is particularly significant given India's high grid emission factor, where electricity generation remains heavily dependent on coal. Every 1 kWh of renewable energy generated and consumed by our facilities avoids a larger volume of emissions compared to other countries where we operate, reducing our Scope 2 emissions and supporting India's broader grid decarbonisation.

Conclusion

By converting underutilised spaces into clean energy generation assets, we are reducing Scope 2 emissions at the source. We remain committed to scaling onsite renewable generation across our regional footprint, **transforming every facility into not only a logistics hub but also a hub for clean energy.**

Renewable Energy Certificate (REC)

A Renewable Energy Certificate (REC) is a market-based instrument that represents the environmental attributes of one megawatt-hour (MWh) of renewable electricity generated and consumed. Under the GHG Protocol Scope 2 Guidance, RECs can be used to substantiate renewable electricity claims as part of market-based accounting.

YCH does not own the solar energy facility housed at SCC, Singapore. Instead, we claim RECs from the facility owner to match a portion of our real-time electricity consumption. All RECs are retired to YCH through the APX TIGR Registry, ensuring no double counting of renewable attributes. Retirement details, including certificate serial numbers and vintage year, are documented for audit purposes in line with GHG Protocol requirements for market-based reporting.

In Malaysia and India, YCH owns rooftop solar energy facilities located on our premises. Electricity generated by these systems is consumed directly onsite and supported by contractual arrangements that demonstrate ownership and exclusive rights to the renewable attributes of the electricity produced. We are currently working to procure RECs for the clean energy generation. Registration is being evaluated in partnership with local stakeholders to align with national regulatory requirements and facilitate internationally recognised renewable energy claims. In the interim, it is still reported as "0-emission", supported by ownership rights and contracts that could meet the GHG Protocol Scope 2 Quality Criteria. Once REC issuance is implemented, YCH will update its reporting accordingly.



Driving Scope 1 Emissions Reduction

CASE STUDY



Heavy-duty vehicles are among the most emissions-intensive assets in global transport. Although they account for only about 5 per cent of the world's total vehicle fleet, they contribute nearly a quarter of global road transport emissions. Decarbonising these vehicles represents one of the greatest opportunities to reduce the logistics sector's emissions footprint.

Electrification has emerged as the most viable long-term solution to eliminate fuel consumption and cease tailpipe emissions from vehicles. All-electric vehicles (EVs) operate by storing energy in large, rechargeable batteries, that power electric motors, replacing the need for combustion engines. Significant progress has been made in the electrification of passenger cars and light-duty vehicles – supported by financial incentives, accessible charging infrastructure, and growing environmental awareness.

However, heavy-duty trucking presents a unique challenge. These vehicles require substantially more power and energy storage capacity to transport heavy loads over long distances, which in turn

necessitates larger batteries. This makes heavy-duty electrification more complex due to the added battery weight, higher costs, and limited availability of charging infrastructure for large vehicles. Questions also remain about the long-term sustainability of battery production, given that the manufacturing process requires large quantities of raw materials such as lithium, cobalt, and nickel, and the environmental considerations of end-of-life disposal. Nonetheless, advances in battery technology – across the entire lifecycle from production to disposal – are steadily paving the way for heavy-duty electric mobility.

Many electric heavy-duty vehicle models are already available in the market, but widespread adoption also hinges on user acceptance. Operators and drivers need time to adapt to new technologies, charging routines, and maintenance processes that differ significantly from conventional internal combustion engine (ICE) vehicles. Many may be inclined to stick with familiar ways of operating, so building sustainability awareness becomes essential to encourage and support this transition.

CASE STUDY



Pioneering Electric Prime Movers in Singapore

Prime movers, also known as tractor units of articulated trucks, are large and powerful vehicles designed to carry heavy loads and haul shipping containers from port terminals to warehouses. These vehicles play a critical role in the freight operations, facilitating a steady flow of goods from manufacturers to distribution centres, and ultimately to consumers. Even when journey distances are relatively distinct and shorter – movements between ports and warehouses – the sheer size, weight of these vehicles result in significant diesel consumption and a larger climate impact.



In July 2024, YCH introduced Singapore's first fully electric prime mover, to decarbonise our transportation emissions. Our calculations show that EV prime mover emits at least 30 per cent less CO₂e annually compared to a typical diesel model, in our own operations.

The electric prime mover delivers substantial operational advantages. It is more cost-effective compared to conventional ICE models, generating significant annual savings from reduced fuel use, lower maintenance requirements, and fewer mechanical components. Over its lifetime, the total cost of ownership is markedly lower – demonstrating that decarbonisation does not merely add costs but can, in fact, reduce them over time.



Expanding Electric Vehicle Pilots Across Asia

In the same year, YCH also introduced electric vans for light-duty logistics in Singapore. They are typically deployed for smaller, lighter last-mile deliveries across urban routes, unlike the prime movers.

Regionally, YCH has also expanded its electrification pilots to address specialised logistics needs. In China, the global capital of the electric vehicle industry, YCH introduced its first fully electric refrigerated truck in its operations, designed for urban logistics and cold-chain distribution, with a range of up to 300 km under standard operating conditions.

By diversifying our EV fleet to meet different customer needs, we are laying the foundation for fleet electrification across our operations. Each vehicle plays a distinct role in our decarbonisation journey, representing practical, scalable solutions that demonstrate how electrification can be applied across different logistics operations and markets. These early pilots allow YCH to assess real-world performance, charging behaviour, and operational feasibility providing valuable insights to guide wider fleet transition in the years ahead.

CASE STUDY



Building the Infrastructure to Support Clean Mobility

Fleet electrification must be accompanied by renewable energy deployment. The success of electrification ultimately depends on how *clean* the energy supply is and without renewable energy, the full environmental benefits of electric vehicles cannot be realised. Charging using “brown” energy merely shifts emissions away from the tailpipe to the power plant, albeit on a diminished scale. In contrast, using renewable energy sources can virtually eliminate all emissions.

Transitioning to electric vehicles also requires changes to infrastructure. For onsite charging, energy demand must also be carefully managed to ensure that charging is aligned with renewable energy procurement. Significant investment in charging infrastructure and clean energy generation is therefore essential to maximise the impact of fleet electrification.

These pilots mark only the beginning of YCH's journey toward low-emission freight. We will continue to expand our low-emission vehicle fleet regionally, exploring renewable fuels and new energy solutions. Together with our renewable energy deployment strategy, these efforts will drive down Scope 1 emissions and accelerate progress toward our 2040 Net-Zero target.

Scope 3

Scope 3 emissions refer to all other indirect emissions that are a consequence of a company's activities but fall outside Scopes 1 and 2. The GHG Protocol classifies Scope 3 emissions into 15 categories covering both upstream and downstream activities; however, not all are relevant to YCH.

For this reporting year, YCH focused primarily on Scopes 1 and 2, and Scope 3 has not yet been included in this report. We recognise that Scope 3 often represents the largest share of a company's total emissions and is critical for understanding the full climate impact of our operations. Therefore, we conducted a preliminary Scope 3 emissions assessment for RY 2023 using a combination of primary and proxy data. The assessment estimated approximately 69 ktCO₂e, representing about 66 per cent of YCH's total GHG inventory for that year.

Our near-term goal is to disclose all relevant Scope 3 emissions in our regular sustainability reporting, providing a more complete and transparent view of our full environmental footprint. We will measure and report these categories strategically and systematically.

For RY 2024, we have already calculated emissions across select categories that are not publicly disclosed in this report. We will progressively include emissions from material Scope 3 categories in future reporting cycles, in line with evolving regulatory requirements and rising stakeholder expectations on ESG disclosures.

Scope 3 categories for near-term disclosure include:

- Category 3
(Fuel- and energy-related activities)
- Category 4
(Upstream transportation and distribution)
- Category 8
(Upstream leased assets)

Categories with lower materiality will be addressed in subsequent reporting cycles once reporting on higher-priority categories is fully established. Any changes in materiality, will be reflected in our Scope 3 Category Prioritisation framework, we remain relevant and responsive to evolving business realities.

Measuring and Managing Scope 3 Emissions

YCH recognises that effective management of Scope 3 emissions is essential to achieving our 2050 Net-Zero target. As both a supplier to our customers and a customer to our suppliers, we are committed to supporting all partners in their transition to a low-carbon economy. Although these emissions occur outside our direct control, we acknowledge our ability to influence them through responsible procurement practices, supplier engagement on sustainability matters, and close collaboration across our value chain.

Measuring is the first step to managing. Our Scope 3 strategy is in its early stages, as we are currently focused on developing the methodologies and data-collection systems required to measure emissions accurately. Effective Scope 3 accounting depends on the active participation and data sharing of our supply chain partners. However, many of our partners are still in the early stages of their decarbonisation journey. They face barriers such as limited access to data, a lack of internal capacity or technical expertise, and the need to balance long-term sustainability goals with immediate operational demands.

Our ambition is to lead by example by sharing knowledge, applying our expertise, and introducing the systems developed for our Scopes 1 and 2 reporting to strengthen Scope 3 capabilities across our network. We will further support our suppliers through training materials, workshops, and other capacity-building initiatives aimed at improving the accuracy, completeness, and reliability of Scope 3 reporting across our value chain.

Scope 3 Category Prioritisation

To guide the phased inclusion of Scope 3 emissions in our ESG disclosures, YCH classifies all categories using two key dimensions: Relevance and Materiality. This framework is guided by the GHG Protocol Corporate Value Chain (Scope 3) Standard, allowing YCH to focus on categories most significant to our operations, stakeholders, and decarbonisation strategy.



Relevance:

Assesses whether a Scope 3 category is applicable to YCH's business model, industry context, and operational activities. A category is considered relevant if it represents a significant source of emissions for the company, arises indirectly from core operations, or presents opportunities for emissions reduction. Categories deemed "Not relevant" are those that do not occur within our value chain or have no material connection to our business activities.



Materiality:

Measures the significance of a category's emissions relative to YCH's total Scope 3 emissions. A category is considered material if its inclusion or exclusion could reasonably influence decision-making by stakeholders, customers, regulators, or other users of this disclosure. Assessments were conducted using YCH's RY 2023 Scope 3 baseline assessment, supplemented with expected growth projections. Regulatory requirements were also factored in, with high priority given to categories subject to existing or upcoming reporting obligations in markets where we operate. In addition, we conducted competitor benchmarking to identify categories consistently reported by peers or recognised as industry norms keeping YCH aligned with sector expectations.

Materiality thresholds:

High:

>5% of total Scope 3 emissions or high stakeholder visibility

Medium:

between 1% and 5% of total Scope 3 emissions or moderate visibility

Low:

≤1% of total Scope 3 emissions or low visibility

This process allows YCH to concentrate on what needs to be addressed now, plan for medium- and long-term actions, and identify areas that require further innovation or investment. It supports a cost-effective and operationally feasible transition towards our 2050 Net-Zero target.

Scope 3 Categories		Relevance	Materiality	Reporting Status
1	Purchased Goods and Services Emissions from the production of products/services acquired by YCH	Relevant	Medium	○ Not Yet Initiated
2	Capital Goods Emissions from the production of capital goods purchased by YCH for logistics services	Relevant	Medium	○ Not Yet Initiated
3	Fuel- And Energy-Related Activities Emissions from activities related to fuel and electricity consumption	Relevant	High	● In Progress
4	Upstream Transportation and Distribution Emissions from third-party providers of courier and delivery services subcontracted by YCH	Relevant	High	● Planned
5	Waste Generated in Operations Emissions from disposal of waste material	Relevant	High	● In Progress
6	Business Travel Emissions from employee business travel	Relevant	Medium	● Planned
7	Employee Commuting Emissions from fuel combustion associated with employees' commute between homes and worksites	Relevant	Medium	○ Not Yet Initiated
8	Upstream Leased Assets Emissions from short-term leased warehouses that are excluded from Scopes 1 and 2	Relevant	High	● In Progress
9	Downstream Transportation and Distribution Emissions from transportation and distribution of products by vehicles of clients (not owned or controlled by YCH)	Not Relevant	-	-
10	Processing Of Sold Goods Not applicable as YCH provides logistics services	Not Relevant	-	-
11	Use of Sold Products Emissions from the use of goods and services provided by YCH	Relevant	Low	○ Not Yet Initiated
12	End Of Life Treatment of Sold Products Not applicable as YCH provides logistics services	Not Relevant	-	-
13	Downstream Leased Assets Emissions from electricity consumed by lessees at YCH's leased warehouses	Relevant	Low	○ Not Yet Initiated
14	Franchises Not applicable as YCH does not have any franchises	Not Relevant	-	-
15	Investment Emissions from YCH's joint venture investments	Relevant ⁵	Low	○ Not Yet Initiated

Legend for Reporting Status

● In Progress

Measurement and reporting are currently underway, with primary activity data collected, calculated, or analysed in this reporting cycle.

● Planned

Data collection processes are being developed, with at least partial reporting targeted for the next reporting cycle.

○ Not Yet Initiated

No current measurement or reporting in place, and inclusion in future reporting cycles will be considered.

⁵ Emissions from our major investment, Vietnam SuperPort, are already accounted for within Scopes 1 and 2, in line with the operational control approach we have adopted for GHG accounting.

Sustainability Reporting Through Collective Action

The insights presented in this report are the result of a coordinated effort that extends beyond the Sustainability Team. A broad network of employees across countries, sites, and functions contributed by gathering primary activity data from their respective operations, in addition to their regular job responsibilities, demonstrating collective commitment to actualising our sustainability vision.

Through this centralised reporting process, ownership of activity data is assigned to those closest to operations, and the Sustainability Team maintains consistency in data treatment and calculation methodologies. By combining local operational insight with central oversight, our corporate emissions inventory is both data-driven and grounded in operational realities.

This first cycle of YCH-led internal data collection marks an important milestone in our sustainability journey, laying the foundation for more advanced reporting and accelerated decarbonisation in the years ahead. More importantly, it cultivates a culture where decarbonisation is embraced as a shared operational responsibility – across all functions, all regions of the organisation – rather than a top-down directive or the remit of a single department.



Our Net-Zero Transition

The IPCC defines Net Zero as a state where human-induced emissions are balanced by removals from the atmosphere over a specified period, resulting in zero net additions. It forms part of the internationally agreed-upon target, established under the Paris Agreement, to limit global warming.

In practice, this means emissions released through human activity are reduced to the lowest possible level, with any residual emissions neutralised through nature-based or technological removals. At this point of equilibrium, global warming stabilises.

The “net” in Net Zero is especially important: reductions and removals must be permanent, preventing more GHGs from being re-released into the atmosphere after the balance is restored. Maintaining this equilibrium will require sustained emissions reductions across all sectors of the economy, following accelerated action to reach the target.

Translating the Net-Zero ambition into reality depends on decisive, collective action at the global level. Under the Paris Agreement, member states

of the United Nations Framework Convention on Climate Change (UNFCCC) across the world – including Singapore – have pledged to limit global temperature rise to well below 2°C above pre-industrial levels, but simultaneously pursuing efforts to limit warming to 1.5°C.

Emissions must fall 43 per cent by 2030 to reach Net Zero by “the early 2050s” to keep global warming to no more than 1.5°C. However, current national climate policies, specifically NDCs, collectively fall short, resulting in only a minimal 2.6 per cent decrease in global emissions by 2030, compared to 2019 levels. The United Nations and IPCC have warned that current trajectories would result in a much larger 2.8°C of warming by the end of the century – far beyond the safe threshold – leading to dangerous and irreversible consequences for ecosystems, economies, and societies.

Yet, limiting warming to 1.5°C is still possible. YCH recognises that the responsibility for climate action also resides with businesses like ours.

Net-Zero Targets



By 2040

Net-Zero emissions for Scopes 1 and 2

By 2050

Net-Zero emissions for Scope 3

Supporting Targets for Net Zero



Attain green building certification for all newly owned facilities and upgrade 100% of existing buildings with energy efficiency improvements by 2040.



Power all owned and long-term leased operations with 100% renewable electricity by 2036–2038



Transition 100% of all owned and long-term leased road vehicles to low-emission vehicles by 2040

- Applies to all countries
- Measured against a 2023 baseline year
- Covers all relevant GHGs
- Includes Scope 1, Scope 2, and Scope 3 emissions

Target Setting Process

Our targets are not merely symbolic. Each Net-Zero and supporting target was set based on a comprehensive, data-driven process, and grounded in operational realities, developed with the expertise of external consultants.

To ensure that our targets remain relevant and achievable over time, future business expansion and growth were modelled; the technical feasibility of each decarbonisation lever was assessed across different energy markets, policy environments, and infrastructure contexts; and the abatement potential of each measure was carefully evaluated to define a realistic pathway for YCH to decarbonise to reach Net Zero in 2040, balancing ambition with operational feasibility and financial viability.

Our targets have not yet undergone third-party verification, but are designed to be sufficiently ambitious and aligned with climate science. Still, we recognise the importance of independent validation in strengthening the credibility and transparency of our commitments, and plan to pursue external verification in the future.

Aligning with Global Standards

The Science Based Targets initiative (SBTi) is the leading global framework for corporate climate action. It requires companies to set emissions reduction targets consistent with pathways designed to limit global temperature rise to well below 2°C above pre-industrial levels, while pursuing efforts to limit warming to 1.5°C. More than a thousand companies worldwide, including several of our customers, have validated their targets under the SBTi Corporate Net-Zero Standard.

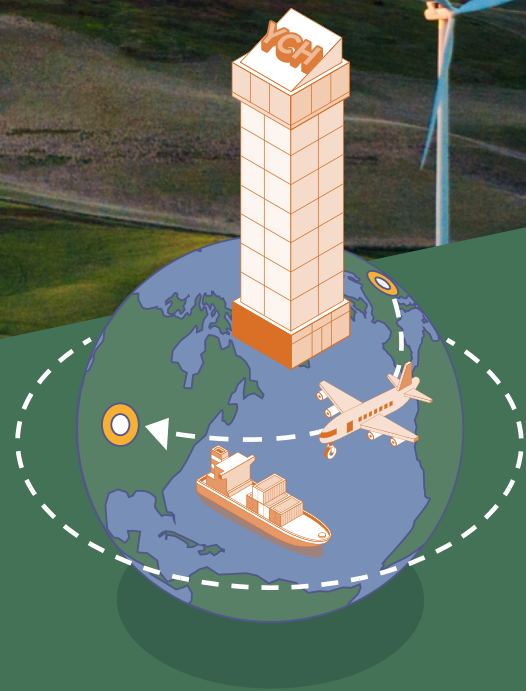
At this stage, YCH has decided not to pursue formal SBTi validation yet, but to apply its guiding principles internally. Our present focus is on laying the foundation – both internally and externally – in the short term to meet our long-term targets.

YCH recognises that decarbonisation is a shared responsibility – one that requires active participation and support of our entire value chain. Under the SBTi framework, companies are required to measure and manage Scope 3 emissions. As part of our foundation-building efforts, we are focusing

on how to address these emissions. Scope 3 is the most challenging, and the accurate accounting requires the active participation of our suppliers, who may not be ready to collect and share such data, at level of detail and accuracy required. Rather than replacing partners who face these challenges in meeting our sustainability expectations, YCH prioritises inclusive growth by working alongside them to raise their capabilities and accelerate collective progress toward a low-carbon economy. Our immediate priority is to build these capabilities.

We will formalise our targets when the time is right, and including when our supply chain partners are fully ready to account, report, and reduce emissions with confidence. By then, we will be well positioned to meet yearly expectations of SBTi through the joint effort and support of all our partners. In the meantime, we will remain accountable through our regular, transparent ESG disclosures.

The Green Transition Plan



The Green Transition Plan (GTP) is YCH's roadmap to achieving Net-Zero emissions by 2040 for Scopes 1 and 2. It sets out a clear and structured approach to decarbonisation over the next 15 years, driven by four strategic levers: **Build, Generate, Integrate, and Drive.**

Our targets extend far into the future, but successfully achieving them depends on the actions we take today, making this plan not only a blueprint for long-term transformation but also a practical guide for immediate decision-making.

The ability to thrive in a low-carbon economy will define the next generation of logistics leaders. YCH is determined to lead by example in sustainability, just as we have done operationally.

Decarbonisation Levers

YCH has identified a set of decarbonisation levers that will be progressively implemented across our operations from 2025 to 2040. These levers, informed by emissions hotspot analysis, are designed to deliver sustained and measurable emissions reductions across YCH's operations. The core levers include: Energy Efficiency Upgrades (**Build**), Renewable Energy Deployment (**Generate**), Technology Integration (**Integrate**) and Low-Emission Vehicle Transition (**Drive**).

Energy Efficiency Upgrades

Build



In support of SDGs:



Near-term



Scope 1

Scope 2

Energy efficiency

refers to the practice of using less energy to achieve the same – or even improved – performance, output, or comfort. It is achieved through resource-efficient building design, integration of targeted energy-efficient technologies and solutions, and regular education and awareness programmes that promote a culture of energy efficiency at the workplace.

Reducing energy demand forms the basis of YCH's decarbonisation strategy; it precedes and complements renewable energy deployment, another lever that supports our Net-Zero transition.

By using less energy and reducing waste from the outset, we avoid the unnecessary consumption of non-renewable resources, reducing associated emissions, operational costs, and strain on national power grids.

This approach to Net Zero reflects the way we have always operated, by valuing innovation and continuous improvement, to create better outcomes for our business and beyond. Today, we are moving away from a cost-centred view of energy use to look at it through a broader environmental lens – one that accounts for the full climate impact of our energy consumption and waste patterns. It is our responsibility to operate sustainably and responsibly across all facets of our business, and **Build** operationalises that commitment by translating aspirations into measurable outcomes.

Scope 2

Energy efficiency at YCH begins at the building design and construction stage, where decisions on building layout and orientation, as well as the materials and insulation used – among other considerations – are carefully made to optimise long-term energy performance. We apply sustainable design principles from the ground up so that every new YCH-owned facility is designed and constructed to meet international green building standards and contribute directly to our Net-Zero target by reducing energy demand and lowering lifecycle emissions.

During operations, the majority of our energy use is concentrated in a few key areas typical of warehouse and logistics environments, such as lighting and Heating, Ventilation, and Air Conditioning (HVAC) in cold chain infrastructure and air-conditioned warehouses. In addition, our proprietary digital systems and advanced, IT-enabled solutions also contribute significantly to overall energy consumption. These systems represent the most impactful areas for improvement, allowing us to direct spend where it will deliver the greatest results.

We have already implemented a range of energy-saving measures across our facilities, and moving forward, we are prioritising the adoption of intelligent energy controls that optimise consumption in real-time. **By 2040, we aim to upgrade 100 per cent of existing buildings with energy-efficiency improvements, wherever necessary, to reduce our energy demand as our operations grow.** Alongside these technological upgrades, we are organising sustainability awareness programmes to help employees better understand the environmental impact of our operations and their actions, to operate new equipment efficiently, and maximise the benefits of these measures.

Efficiency initiatives must be responsive to the unique operating conditions of each facility. Therefore, YCH will conduct regular energy assessments and audits to identify performance inefficiencies, operational hotspots, and site-specific opportunities for improvement. Insights from building energy analyses will guide targeted interventions throughout each facility's lifecycle. Through continuous evaluation and the adoption of emerging technologies, we aim to reduce energy consumption and achieve resilient long-term growth.

Scope 1

Energy-efficiency efforts to address Scope 1 emissions focus on optimising fossil fuel-based operations as an interim strategy before the full transition to low-emission fleets. To date, YCH has implemented route-planning software, telematics and transport management systems for vehicle performance monitoring, and various fuel-saving technologies. As operational contexts differ across countries, YCH continues to evaluate, adapt, and roll out these measures based on each market's specific needs and maturity levels. We plan to introduce eco-driving and driver-behaviour training programmes in the near term to further improve energy efficiency outcomes. The practices and systems we establish today will continue to deliver value post-transition, improving the performance of next-generation mobility solutions that YCH adopts.

Renewable Energy Deployment

Generate



In support of SDGs:



Long-term



Scope 2

Renewable energy

refers to energy derived from naturally replenished resources – such as sunlight, wind, water, geothermal energy, and biomass – that generate little to no emissions during operation.

YCH aims to eliminate Scope 2 emissions by using renewable energy and improving energy efficiency. No matter how small the demand, electricity generated from fossil fuels inevitably produces emissions. The intensity of these emissions depends on the fuel type – for example, coal emits significantly more than natural gas. Reducing energy demand is only the first part of the equation; the next is to clean our energy supply, reducing our reliance on fossil fuels for sustained Scope 2 emissions reduction.

Our target is to power all owned and long-term leased operations with 100 per cent renewable electricity by 2036–2038. To achieve this, YCH is adopting a diversified renewable energy sourcing strategy. It includes a combination of measures: installing onsite rooftop solar PV systems, supporting offsite renewable energy developments, and procuring renewable energy through long-term PPAs and green retail contracts. The purchase of unbundled RECs will be limited, used only as a final measure, once all other renewable generation options have been maximised.

Renewable energy potential exists across all countries where we operate, though it varies due to differences

in our operational readiness, regulatory support, and renewable energy market maturity. YCH is currently working closely with various stakeholders, including government agencies, utility providers, and energy companies, to accelerate renewable energy access, remove barriers to entry, and create favourable conditions for wider renewable adoption across the countries where we operate.

To power our operations with 100 per cent clean energy, the existing renewable supply may not be sufficient. **YCH therefore goes a step further – committing to add new renewable energy capacity in every country where we operate.** We intend to do this by investing directly, whether through onsite solar generation, offsite partnerships, or co-investment with energy retailers. Our goal is to power as much of our operations as possible with energy that we have helped to generate.

Beyond meeting our own needs, these efforts result in new clean energy capacity in each country, increasing the share of renewables in national power grids and, over time, helping to lower overall grid emission intensity – a shift that benefits households, businesses, and the nation as a whole.

We want our renewable energy investments to send a clear signal: we are here not only to create value in the short term, but to be environmental stewards and actors for social progress in the long term. Our goal to give back, create value for our host countries, by improving access to clean energy and supporting national decarbonisation efforts.

YCH's renewable energy strategy currently focuses primarily on solar power, with 7.1 MWp of installed capacity expected by 2025. In the coming years, we plan to increase this capacity through new installations in Malaysia and Vietnam, which are already in the planning and development stages.

At the same time, YCH is exploring opportunities to diversify its renewable energy portfolio, beginning with the procurement of biomass-derived energy – at a smaller scale of approximately 100 MWh per month – from a local energy retailer in Singapore.

Renewable energy deployment is not only a sustainability priority but also a strategic imperative. These investments strengthen YCH's resilience against rising carbon taxes, volatile fossil fuel prices, and long-term energy security risks. More importantly, they reflect our responsibility to operate sustainably and to create shared value for our customers, employees, and the local communities where we operate.

Technology Integration

Integrate



In support of SDGs:



Near-term

Long-term



Scope 1

Scope 2

Technology integration

refers to the adoption of digital and operational technologies that improve efficiency, reduce emissions, and enable greater transparency and control over environmental performance.

Technology is a powerful enabler of decarbonisation. To harness this potential, **YCH is piloting and assessing emerging low-emission technologies to accelerate Scopes 1 and 2 emissions reduction ahead of our 2040 Net Zero target.** We are collaborating with established solution providers and partnering with innovators seeking to test-bed new technologies. We will scale solutions that demonstrate both operational fit and measurable impact across our regional network.

In the near term, YCH is upgrading its existing digital systems to provide insights into our environmental performance. YCH has already digitised its core operations through our in-house Transport Management System (TMS) and Warehouse Management System (WMS). We are now preparing to include environmental metrics into these systems to increase the visibility and accessibility of data on sustainability performance. By connecting operational and environmental information, we improve transparency, support cross-functional use, and place sustainability at the forefront of decision-making. These upgrades directly support the development of our real-time emissions dashboard, which will draw data from these

integrated datasets to help us better understand operational patterns and make informed, data-driven decisions to support our emissions management efforts. Equipped with these systems, we can monitor outcomes more effectively and respond more quickly to performance changes. A pilot is planned in the near term, to initially test these capabilities in Singapore, with the intention to scale these systems progressively across our regional operations.

The real-time emissions dashboard represents one of many technology-driven initiatives underway. We will continue to evaluate and integrate the right technologies at the right time, such that each new solution delivers measurable impact and leverages advanced technology, automation, and data to improve operational and environmental performance.

Low-Emission Vehicle Transition

Drive



In support of SDGs:



Long-term



Scope 1

Low-Emission Vehicles

refer to vehicles that emit far fewer emissions than conventional ICE fleets, particularly during operation, by either eliminating fossil fuels entirely or replacing them with lower-emission alternatives.

Decarbonising Scope 1 emissions requires reducing reliance on fossil fuels – particularly diesel – across our transportation operations. This will be realised through a phased transition to low-emission vehicles (LEVs), a category encompassing EVs, hydrogen fuel-cell vehicles, and alternatives such as renewable diesel and hybrid trucks.

Among the available low-emission options, EVs have gained the most traction in recent years. Globally, the number of commercially available EVs, specifically for logistics operations, has grown steadily in recent years. However, widespread adoption remains constrained by several factors. Foremost being, low-emission technologies must deliver performance comparable to ICE fleets, particularly in terms of driving range, load capacity, and reliability, to meet operational requirements without disruptions. Secondly, cost competitiveness also varies by market, with adoption dependent on narrowing the total cost of ownership gap between EVs and diesel vehicles.

These challenges have limited our regional EV adoption. To date, YCH has piloted heavy-duty and light-duty EVs in Singapore and China, small yet significant projects that serve as proof of concept and demonstrate our readiness for broader fleet electrification.

In the long term, YCH will adopt a diverse and market-specific LEV deployment strategy, balancing environmental performance with operational feasibility. Electric mobility will continue to form a core part of our fleet transition, but we cannot rely on a single technology, particularly given the diversity of the countries in which we operate, each with distinct economic, infrastructural, and policy contexts.

In mature economies with established charging infrastructure, such as Singapore and China, YCH will continue to prioritise early adoption and scaling of electric fleets. YCH is also implementing the necessary infrastructure to support EV deployment over the long term. For example, we are installing onsite charging stations at our newly built warehouses, starting with

Singapore, allowing vehicles to recharge efficiently during operational downtime. Furthermore, these charging stations will be powered by clean energy to realise the full environmental benefits of electric vehicles.

In emerging markets, where EV infrastructure and national grid capacity are still developing, our focus will be on piloting alternative or hybrid fuels and implementing interim energy-efficiency measures to reduce emissions in the short term. These solutions are often simpler to deploy than full electric fleets – which require upfront capital expenditure, extensive supportive infrastructure, and changes to daily operational routines – but still deliver measurable and immediate reductions in emissions.

Over time, **YCH will achieve a complete, 100 per cent transition to low-emission vehicles by 2040.** This diversified procurement strategy provides YCH with the flexibility to adapt to evolving technologies and market conditions, reduce the risk of early lock-in as better options emerge, and continuously evaluate emerging solutions and informed decision-making to identify the most appropriate and effective solutions for each operating context. It also creates opportunities to pilot and scale new technologies progressively, building on our culture of innovation and continuous improvement, to support others in the wider industry and accelerate collective progress toward a low-carbon economy. This strategy aligns with *Integrate*, to adopt the right technologies at the right time, to maximise environmental and operational impact.

A Phased Approach to Net Zero

Achieving Net Zero requires a plan that is both strategically sequenced and financially sustainable, balancing ambition with real-world practicality. We recognise that addressing the challenges of climate change demands immediate, decisive, large-scale transformation across our operations. However, lasting change must also be achievable and sustained over time.



Balancing Profitability with Climate Action

Our three-phased approach is designed for the long term guided by the Triple Bottom Line framework. We aim to remain financially viable and create shared value responsibly and sustainably for all stakeholders. This plan is designed such that every investment in decarbonisation results in measurable reductions in

our environmental footprint, mitigates financial risk, and strengthens the resilience and competitiveness of our operations in the long term. However, we intend to be agile in our execution, stepping up our efforts wherever opportunities arise to stay ahead of our plan.

Effectively Operationalising the Levers to Net Zero

We have identified the right decarbonisation levers for our Group, the pathways that will reduce emissions where they are concentrated within our operations. Applying these levers effectively across our regional network requires a structured plan, with careful timing, the right implementation scale, and the adoption of appropriate technologies in each country based on local market conditions, financial constraints, and organisational needs.

The approach defines *when*, *where*, and *which* of these levers are applied: it is guided by the realities of each local market, followed by rigorous evaluation of emissions-reduction potential, technical feasibility, financial viability, and scalability.

The three phases – *Laying the Foundation*, *Scaling and Acceleration*, and *the Final Push to Net Zero* – provide a clear plan for the entire Group in which each phase builds progressively on the previous, minimising transition costs and managing business continuity risks. It balances

the need for near-term capacity building and workforce readiness with the gradual scaling of proven solutions, and ultimately, the reduction of residual emissions by 2040.

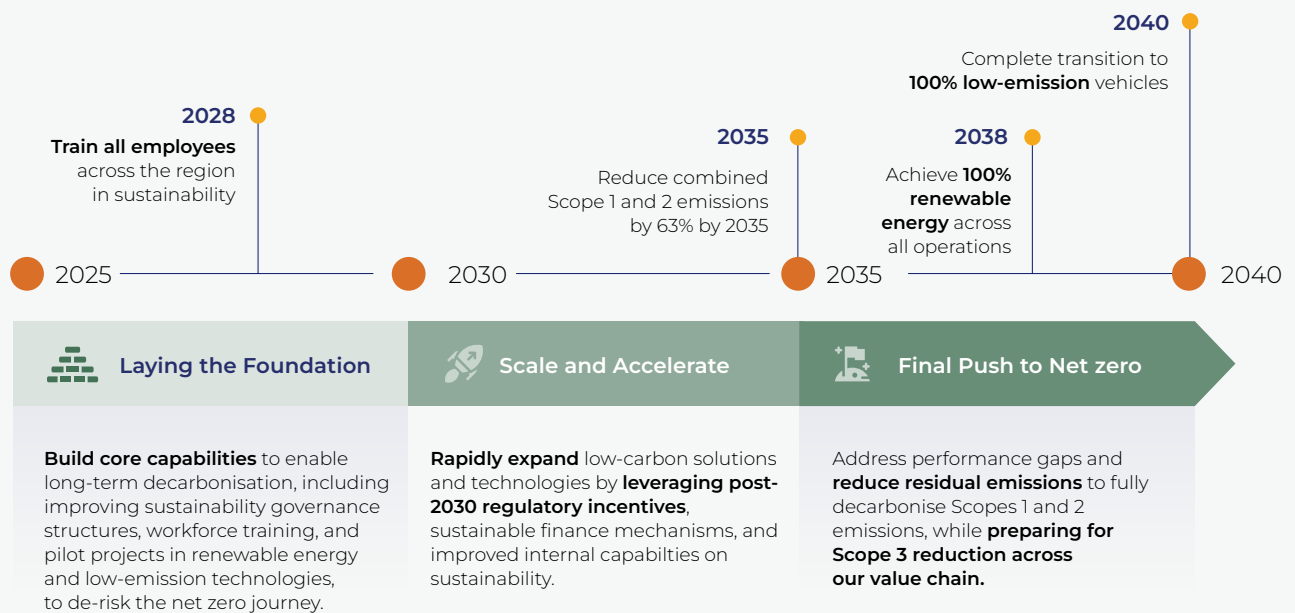
For YCH, success is not defined by being the first mover in every new climate technology, but by adopting the correct solutions at the right time that deliver substantive results for our organisation. It is built on

the recognition that mature markets may be ready for rapid adoption of renewable energy or low-emission technologies now, whereas emerging markets require more time to build supporting infrastructure and capabilities. Obtaining organisational buy-in is equally important, given the extent of change required. All employees will be actively engaged in the sustainability journey, equipped with the skills and knowledge required to operationalise these decarbonisation levers effectively within their roles, with a clear understanding of why transformation is needed and how each employee contributes to the organisation's Net-Zero target.

Transparency, Collaboration, and Collective Progress

We will track progress toward our Net-Zero target on a regular basis, quarterly through management meetings and annually through our Sustainability Report. We are committed to transparently communicating our sustainability progress and performance to stakeholders and remaining accountable to the targets we have set.

By sharing this plan publicly, YCH seeks to invite collaboration from customers and suppliers alike on shared sustainability goals that can create mutual value and measurable decarbonisation outcomes. By working closely with our partners, we aim to accelerate progress, strengthen cross-industry learning, and build the critical mass needed for industry-wide, and global, transformation toward a sustainable, low-carbon economy.



Our Multi-step Evaluation Process

Emissions-Reduction Potential:

Quantifying reduction potential using GHG Protocol and/or life-cycle assessment. Determining how much impact a option may have on our emissions baseline is critical for selecting which solutions to implement and when to implement them.

Financial Viability:

Modelling the projected investment required, including the upfront capital expenditure, total cost of ownership over the lifecycle, and return on investment over the short and long term. Each initiative is evaluated for its financial performance relative to its emissions-reduction potential. Projects are timed to leverage available government subsidies, incentives aligned with NDCs, and sustainability-linked financing.

Technical Feasibility:

Assessing the feasibility of each solution by evaluating commercial viability (market readiness, maturity, and reliability of technologies), availability of supporting infrastructure, and technical interoperability with current operations, through discussions with internal stakeholders, technology providers, and subject matter experts.

Scalability:

Evaluating the potential to expand initiatives across facilities and countries, prioritising technologies that can generate economies of scale, be replicated effectively, and generate measurable emissions reductions regardless of geography.

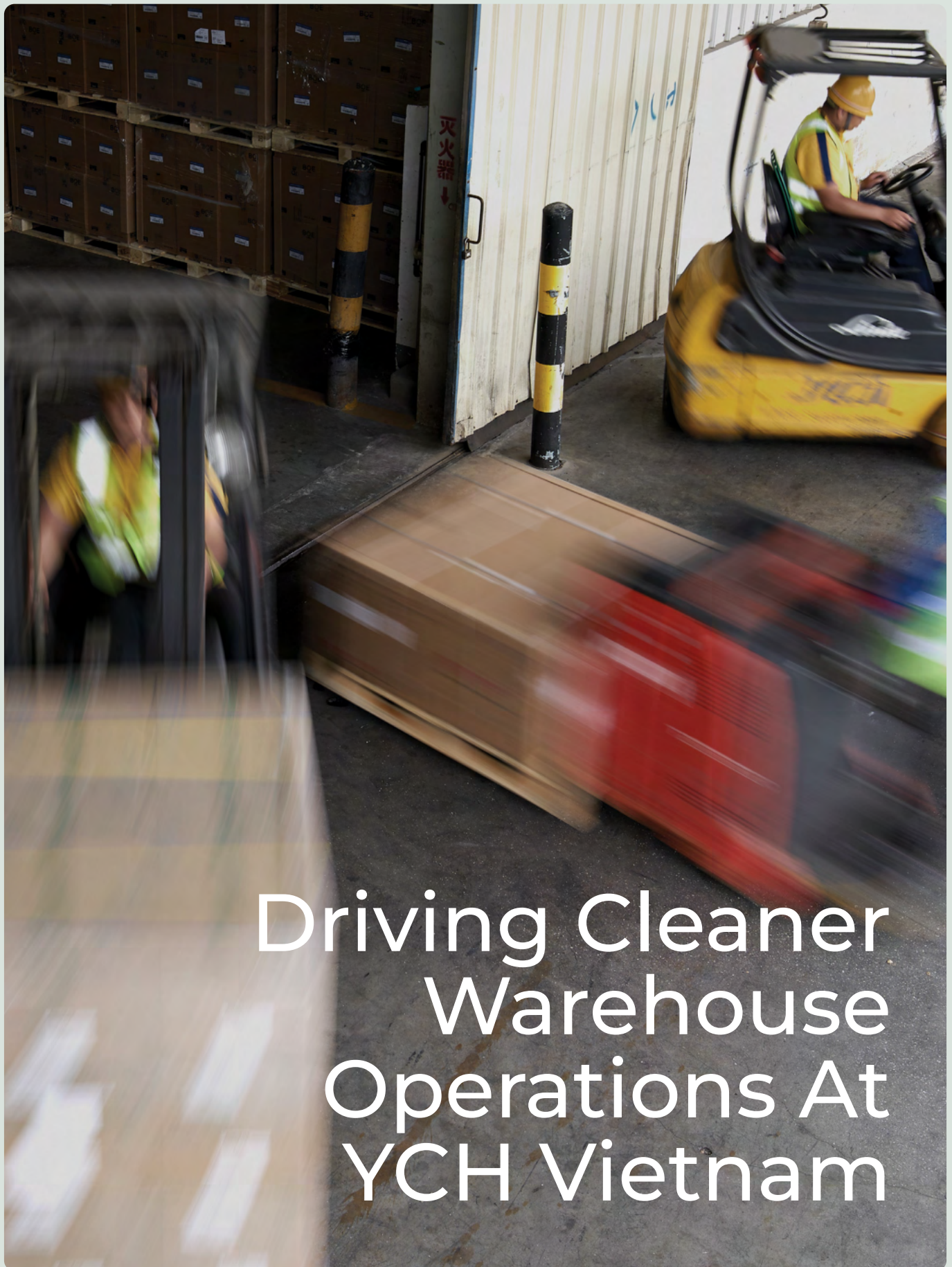


Country-Specific Roadmaps to Net Zero

A major challenge in operationalising our approach to Net Zero lies in the differing geographical applicability of decarbonisation levers. The pace of decarbonisation is not uniform across Asia Pacific: a region marked by diverse market maturity, varying regulatory requirements, and uneven infrastructure readiness for renewable energy and low-emission technologies.

Each country has its own NDCs, which are distinct in their scope, focus areas, and Net-Zero ambition. Keeping our approach in line with national climate policies is essential for maintaining credibility with local stakeholders, navigating regulatory compliance, and contributing tangibly to each country's decarbonisation goals.

Therefore, YCH is developing country-specific roadmaps that translate Group-level approach into locally relevant actions. These roadmaps will account for the unique operational realities of each market but remain fully aligned with our overarching three-phased approach.



CASE STUDY

Forklifts, or Material Handling Equipment (MHE), are indispensable to warehouse operations. MHEs can be powered by a range of energy sources, from traditional fossil fuels such as diesel and liquefied petroleum gas (LPG) to newer, more efficient, lower-emission alternatives like lithium-ion, hydrogen fuel-cell, and hybrid models.

At YCH's operations in Vietnam, forklifts have historically been powered by LPG. It burns more cleanly than diesel but still emits Greenhouse Gases (GHGs) and other indoor air pollutants. In enclosed warehouse environments, these pollutants can potentially worsen indoor air quality and take a toll on employee well-being.

Between 2023 and 2024, YCH began phasing out LPG-powered forklifts at its warehouses in Ho Chi Minh City, replacing the forklifts with new lithium-ion battery models. Prior to the switch, the LPG fleet generated an estimated 800 kg of CO₂e emissions per day. The new battery-powered fleet, which draws energy from the grid, emits zero tailpipe emissions.

The advantages of this switch extend beyond emissions reduction. The removal of combustion engines from the warehouse floor has eliminated exhaust fumes and odours and reduced excess heat and noise. Employees have shared positive feedback, reporting a noticeably more comfortable and pleasant working environment.



Continuous Improvement Mindset for Sustainable Outcomes

Operationally, lithium-ion models reduce waste by eliminating the need for engine oil and lubricants. The lower maintenance requirements throughout the lifecycle also enhance operational efficiency and result in cost savings.

This case study highlights the unique operational realities of each market. In Singapore, battery-powered forklifts have already become the norm. This preference

influenced by operational efficiency, regulatory requirements, and environmental considerations. In contrast, across the Asia-Pacific region, LPG forklifts still hold the largest market share, particularly in Vietnam, where electric models are less common. This is largely driven by the lower upfront costs of LPG forklifts, the availability of refuelling infrastructure, and familiarity among operators. Grid instability in several industrial regions caused by rapid economic growth and a

CASE STUDY

supply-demand mismatch has made LPG stand out as a reliable choice over battery-powered models.

Although forklift manufacturers continue to upgrade LPG models, enhancing fuel efficiency, reducing emissions, and improving overall performance to appeal to businesses seeking both operational efficiency and emissions reduction, the switch to battery-powered forklifts makes the most sense for YCH's operations.

YCH's decarbonisation pathway hinges upon reducing reliance on fossil fuels. Further, by capitalising on future grid decarbonisation and our own renewable energy generation, this switch represents the most sustainable solution in the long term.



Aligning with YCH's Green Transition Plan

Each country requires country-specific roadmaps that translate the Group-level approach into locally relevant actions. This case study demonstrates why a one-size-fits-all model is not effective and reinforces the need for such a tailored approach.

In Vietnam, the immediate priority was to phase out high-emission LPG-powered MHEs, but the priorities in Singapore are different, looking at renewable energy deployment or transition to low-emission vehicles. By adopting practical, locally relevant solutions, rather than prematurely adopting complex modern technologies, our efforts are focused on identifying tangible, country-specific opportunities to upgrade equipment, reduce our emissions footprint, and promote employee health and well-being.

This initiative reflects how targeted, localised actions can deliver measurable results. By replacing a small yet emission-intensive aspect of warehouse operations, our YCH Vietnam team has taken an important step toward achieving our Net-Zero target.



Approach to Waste and Resource Management

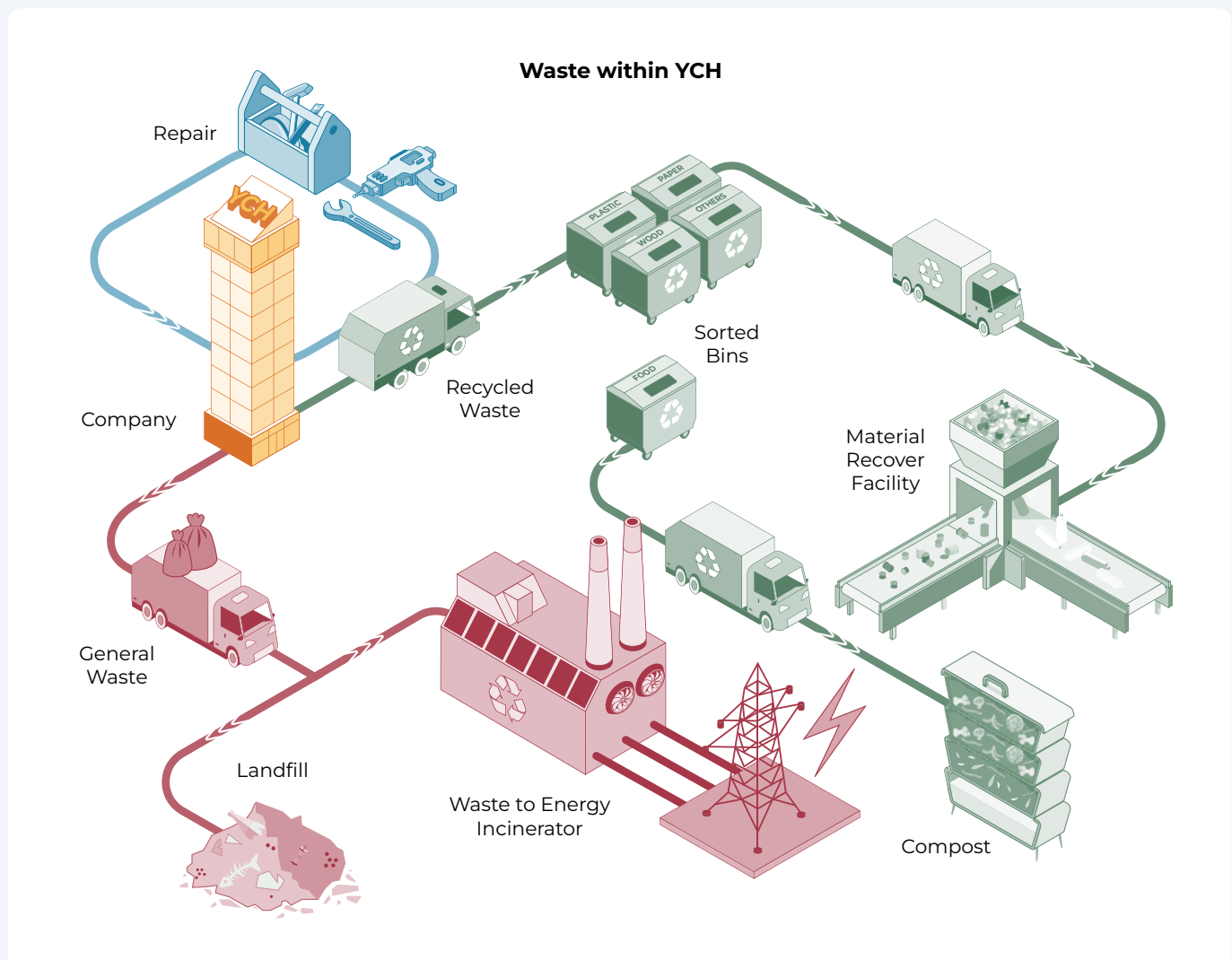
The world faces a pressing challenge from rapidly growing waste volumes. Globally, annual municipal solid waste is projected to reach 3.4 billion tonnes by 2050. To contextualise this alarming figure, it is equivalent in weight to over 23 million adult blue whales. This volume is particularly staggering when compared to the estimated global blue whale population of only 25,000.

This issue is increasingly regulated through international agreements, such as the Basel Convention which controls the transboundary movements of hazardous wastes and their

disposal, ensuring responsible management that protects human health and the environment.

Singapore government has implemented a Zero Waste Masterplan, with 2030 targets to increase non-domestic recycling rates to 80 per cent and domestic recycling rates to 30 per cent.

In response, YCH is embedding the principles of *Reduce, Reuse, Recycle, and Repair* (4Rs) into our core strategy. By championing this circular economy model internally and with our partners, we are transforming waste from an endpoint into a resource, building a more resilient and sustainable future.



At YCH, we have embedded our 4Rs principle into our operational framework. We prioritise repair and salvage items such as wooden pallets. For waste that cannot be reused, we begin with segregation at the source using a colour-coded bin system. The waste is then collected by approved and licensed partners, such as The National Environmental Agency (NEA) approved vendors in Singapore.

General waste is directed to landfills or waste-to-energy incineration plants, depending on national regulations. Non-organic recyclables are sent to a Materials Recovery Facility (MRF) for further sorting and processing into new products or raw materials, supporting circularity. Organic waste, such as food and horticultural waste, is processed via digesters or dedicated bins before being transferred to composting system, or collaborate with the local farms, turning into fertilisers.

Our waste values for the RY 2024 can be illustrated in the below table:

General Waste**	Weight (KG)
General Waste	148,582

Recycled Waste**	Weight (KG)
Wood	987,270
Paper	298,175
Plastic	68,027
Food	24,400
Metal	3,562
Others	72

**The above data excludes Malaysia and Philippines.



Concern Waste at YCH

Packaging Waste

Packaging waste constitutes a major portion of global waste, largely driven by single-use items that characterise a throwaway culture. At YCH, packaging waste made up more than 88 per cent of our recorded waste, consisting primarily of wood, paper, and plastic.

Notably, most of our wood waste is linked to wooden pallets, which are a form of tertiary packaging used for handling and transporting goods. The majority of these wooden pallets are highly recyclable and can be repaired on-site.

Electronic Waste

While categorised under "Other" waste, electronic waste (e-waste) is a significant concern for YCH. According to the World Health Organisation (WHO), e-waste is one of the world's fastest-growing solid waste streams, with an estimated 62 million tonnes generated in 2022. The improper recycling, storage, or dumping of e-waste can release harmful substances like lead, a known neurotoxin that poses serious risks to pregnant women and children.



As a leader in supply chain solutions, YCH Group recognises our responsibility extends to the end-of-life management of electronic assets. We are evolving from a traditional logistics provider to a partner that helps clients comply with international regulations like the Basel Convention, ensuring the safe and responsible handling of the technology that powers modern supply chains.

YCH's Certified E-Waste Management Solution

To meet global e-waste challenges and client obligations, YCH has established a certified process for responsible electronic asset handling. Our R2v3 certification, since 2024 validates our commitment to environmental responsibility, worker safety, and data security.

Our certified, end-to-end solution provides (i) secure data destruction, which guaranteed, irreversible data sanitization to ensure client compliance with privacy laws, (ii) downstream integrity which includes vetting and monitoring all recycling partners to ensure they meet our high standards, with full transparency and (iii) global compliance, which offers a clear pathway for clients to manage e-waste in adherence to the Basel Convention and Extended Producer Responsibility (EPR) obligations.

YCH delivers value beyond warehousing and logistics. We provide solutions provide clients with peace of mind, guaranteeing their electronic assets are managed responsibly.

Target:

- ✓ 100% data report for all country
- ✓ Achieve more than 80% recycling rate



People



People-Centred Approach for Social Progress

Social development has been a long-standing priority for the Asia-Pacific region that has gained renewed urgency in recent years as countries work toward achieving the 2030 Agenda for UN Sustainable Development Goals. The region's focus areas include eradicating poverty, expanding employment opportunities, and deepening social inclusion.

Yet inequality continues to widen, exacerbated by the lingering impacts of the COVID-19 pandemic and the ongoing cost-of-living crisis. The effects of climate change further compound these challenges, with more frequent and intense natural disasters projected to hit the region in the coming decades. Communities already facing social and economic vulnerabilities are at risk of falling further behind.

Governments across the region are already prioritising social and environmental well-being within their national sustainable development agendas. However, social progress is a shared responsibility, and the private sector can play a just as important of a role in promoting more inclusive and equitable outcomes.

Companies in the logistics and supply chain industry, in particular, have the capacity to influence far-reaching change. The sector employs millions of workers across economies with vastly different social and economic conditions, and hence, the

human dimension of supply chains cannot be overlooked. In this context, YCH recognises that we can influence positive sustainability outcomes by a people-centred approach, to social sustainability.

A people-centred approach, or “*people sustainability*” is one that values human capital alongside environmental and economic priorities. Within YCH, we are cultivating a diverse and inclusive workplace that is safe, fair, and respectful for all. We prioritise our employees by upholding dignity and fundamental human rights, safeguarding health and safety, fostering diversity and inclusion, and investing in our employees personal and professional development.

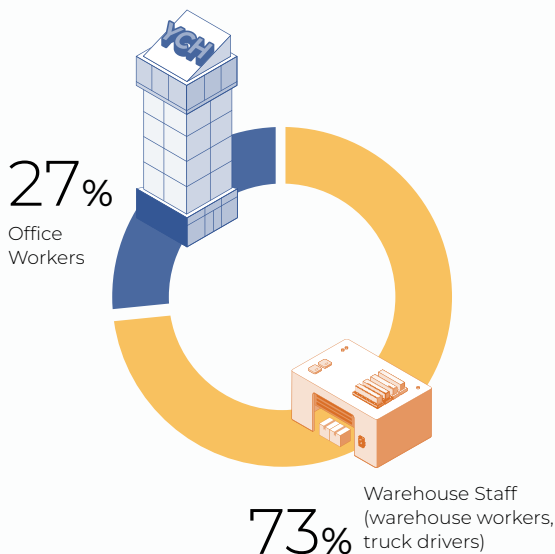
We recognise that our responsibility does not end within our own operations. YCH's advocacy for social progress extends to our broader human capital, which include the communities living where we operate, and the workers employed by our supply chain partners. We strive to create more positive outcomes: for communities, through employment, vocational training, and higher education initiatives; and for our supply chain, through responsible and sustainable procurement practices that promote fair labour and ethical business conduct.

By consciously raising social and ethical standards across our value chain and everywhere we operate, we contribute to the long-term, inclusive and resilient growth of our enterprise, our industry, and society as a whole.

Our Workforce

Our proprietary digital systems and advanced, tech-enabled solutions drive operational excellence and differentiate us from our competitors, but our business remains fundamentally people-driven. YCH offers end-to-end services: from warehousing, bonded logistics, and cold-chain management to transportation, freight management, and last-mile delivery. Every parcel stored, packed, or delivered through our operations depends on the expertise and dedication of our people. In 2024, we directly employed over 4,000 individuals across our regional operations. As we continue to grow, we expect our workforce to expand significantly.

Employees by Role



Employees by Country

Singapore		25%	China		9%
Indonesia		19%	Philippines		7%
Vietnam		17%	Thailand		6%
Malaysia		12%	India		5%

The social footprint of our business extends far beyond our immediate organisation; it encompasses the thousands of workers employed by our network of supply chain partners, who are integral to the smooth functioning of our day-to-day operations. Although these individuals are not directly employed by YCH, we regard them as part of our human capital and workforce.

YCH advocates for social progress across our value chain and is committed to advancing sustainable procurement practices that empower our partners to strengthen their own policies and procedures on ESG matters. This collective effort supports the inclusive and resilient growth of our entire network.

Fostering Diversity and Inclusion

YCH aims to be an equitable employer that acknowledges the immense potential of encouraging a diversity of opinions shaped by different backgrounds, perspectives, and experiences by cultivating an inclusive environment at the workplace.

Diversity is about the make-up of an entity, encompassing different genders, nationalities, and ethnicities. Whereas inclusion goes further to value and support all employees, with their ideas and contributions recognised at every level of the organisation. True progress comes from fostering a workplace culture where employees feel a genuine sense of belonging and the confidence to speak up.

A diverse and inclusive workforce is especially important in the countries where we operate, many of which have majority ethnic groups. In these contexts,

inclusivity begins with fair and equitable hiring and continues beyond recruitment, where every voice is heard, valued, and reflected in our workplace decisions. This way employees learn from one another, cultivate mutual respect, and grow stronger together.

At its core, diversity and inclusion is about dignity. It is simply the natural outcome of recognising that every individual, every employee, every partner has inherent human worth and intrinsic value. By drawing on a range of perspectives from younger colleagues, experienced staff, and employees from different nationalities, we strengthen our culture of innovation and continuous improvement. This exchange of ideas is directly linked to operational excellence: it improves creativity, sharpens decision-making, and strengthens our ability to serve customers effectively.



In Focus:

Championing Global Dignity Internally

Dr Yap Kwong Weng, Head of SSC, serves on the Board of Global Dignity, a role that reflects his own lifelong commitment to advocating for social progress.

Global Dignity is an international movement that emerged from the 2005 inaugural meeting of the World Economic Forum's Young Global Leaders. It operates on a framework of five simple principles: the universal right of every person to pursue purpose and meaning in life; access to education, health, income, and security; respect for life, identity, and beliefs; the responsibility to create conditions for others to fulfil their potential, strengthen the dignity of others, and protect the natural world; and standing up against injustice, intolerance, and inequality.

We continue to advocate for social progress, all of which begins with dignity. At YCH, our values, inclusive of dignity, are not just ideals, but principles that are put into practice every day. We strive to foster an environment where every employee, partner, and community member has a voice and can lead a life of dignity – where every individual is valued, respected, and empowered to reach their full potential.

Employee Diversity

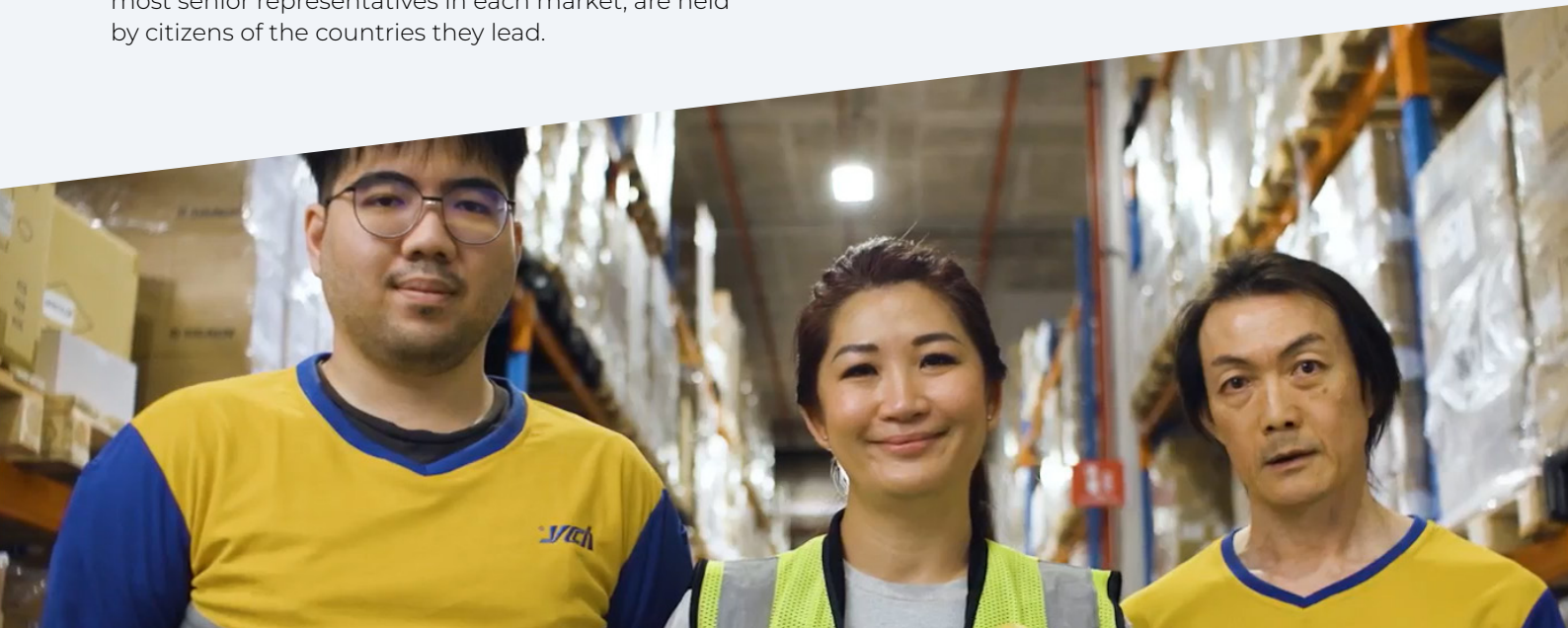
Our operations span countries across Southeast Asia, East Asia, and South Asia, and our workforce reflects this rich ethnic and cultural diversity of the region we operate in. In 2024, YCH employed staff from over 13 different nationalities, representing a wide range of cultural backgrounds, lived experiences, and perspectives.

Within each market, the majority of our workforce is hired locally to reflect and respond to the needs of the communities we serve. Our employees possess a deep understanding of local business environments – the customs, cultural nuances, and customer expectations – and market realities. This localisation approach is also reflected at the leadership level where nearly 100 per cent of the country general manager positions, the most senior representatives in each market, are held by citizens of the countries they lead.

Our local expertise has been critical to maintaining YCH's operational excellence across diverse operating contexts.

This approach is guided not only by business relevance but also by our commitment to creating meaningful employment opportunities that improve livelihoods and contribute to the broader economic development of our host countries.

In embracing diversity, YCH builds stronger teams, deeper connections with local communities, and long-term, inclusive and resilient growth of our organisation and the communities living where we operate.



Composition of employees by nationality

Malaysian	21%	Singaporean	12%	Indian	7%
Indonesian	20%	Chinese	10%	Thai	6%
Vietnamese	17%	Filipinos	7%	Others (including American, Australian, Sri Lankan, Bangladeshi, Burmese)	>1%

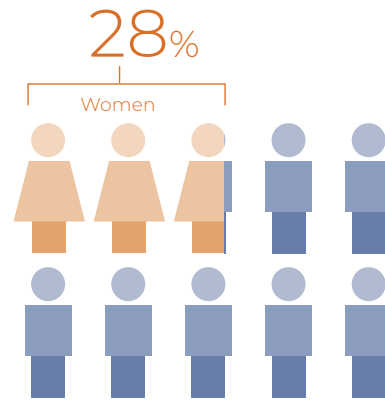
Target:

- ✓ No formal quantitative target has been set.
- ✓ YCH will continue to uphold fair and inclusive hiring practices and maintain a diverse, locally representative, and multinational workforce that reflects the communities in which we operate.

Gender Diversity

Achieving gender balance in all areas of work is a priority for YCH. In 2024, women represented 28 per cent of YCH's total regional workforce, with 73 per cent employed in warehouse operations and 27 per cent in office-based roles.

Women representation of YCH's total regional workforce in 2024



At the organisational level, women made up 21 per cent of senior management and above, 31 per cent of managers, 40 per cent of professionals, and 24 per cent of other roles, based on the gender distribution within each job category. These figures indicate stronger female participation in Executive roles, reflecting the need for greater balance in the non-PMET role.

Across our regional operations, warehouse roles tended to have lower female participation due to the traditionally male-dominated nature of the workplace and the physically demanding, laborious requirements of certain job scopes. In contrast, office-based functions generally demonstrated a more balanced gender representation.

Statistics from *Addressing Barriers to Women's Participation in Transport* released by World Bank in 2025, women constitute only 21 per cent of the workforce globally under the subsector of *warehousing and support* activities for transportation. With 28 per cent of our total workforce being women, we are outperforming the global average of women in this subsector. We remain committed to raising standards and challenging the long-standing stereotype that this industry is meant

for men alone. YCH is advancing country-specific recruitment and talent development strategies to attract and retain more women, across the board.

As a whole, YCH acknowledges that we are not yet where we aspire to be in terms of gender balance. We continue to make steady progress towards building a more inclusive workforce, where both women and men are equitably represented at all jobs levels.

Industry Average



YCH Group's workforce

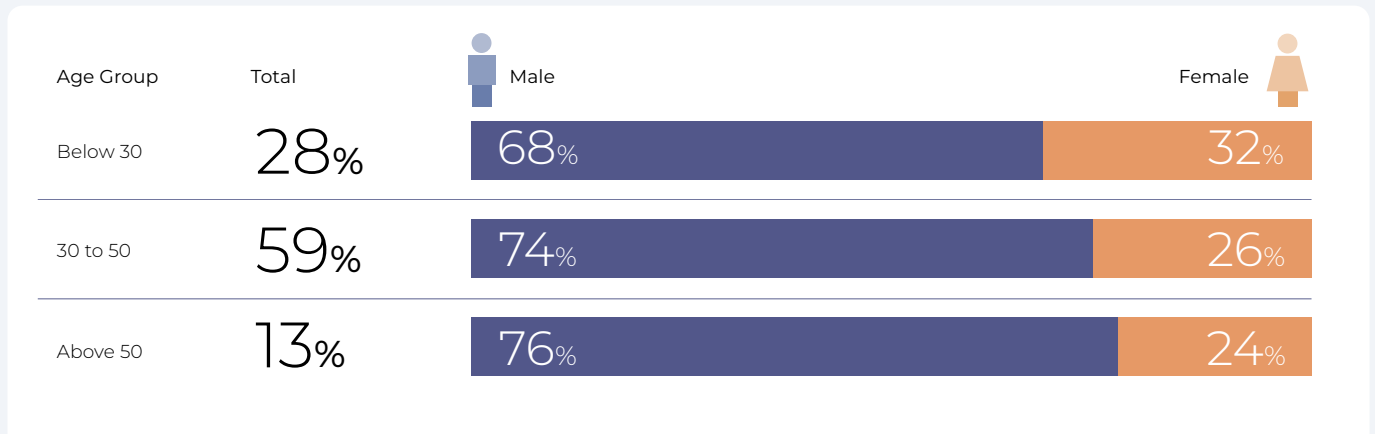


Target:

- ✓ Achieve 35% female representation across YCH's total workforce by 2030.
- ✓ YCH will continue to uphold fair and inclusive hiring practices, adapting recruitment strategies to local contexts, and strengthen gender balance across all job levels.

Age Distribution

In 2024, 59% of our employees fall within the 30 to 50 age range, 28% were under 30, and 13% were above 50. All age groups are represented in our workforce, with varying degree, with the largest share of our workforce in the 30 to 50 age range.



YCH is proud to have a multigenerational workforce, with employees spanning different generations. Engaging all generations is essential to our company's long-term, inclusive and resilient growth:

Younger employees contribute fresh perspectives and creativity, approaching challenges with curiosity and openness that come from being new to the industry, unencumbered by traditional ways of working. More experienced colleagues, on the other hand, bring decades of industry knowledge, operational insight, and leadership, guiding and mentoring the next generation.

To foster collaboration across different age groups, YCH promotes both formal and informal knowledge-sharing through onboarding and lunchtime sharing sessions, as well as structured mentorship opportunities. These initiatives help bridge generational gaps by introducing younger employees to trusted mentors they can learn from and depend on and giving experienced workers recognition for their contributions and providing opportunities to pass on their knowledge. These efforts are guided by our 3E philosophy – Education, Engagement, and Environment – where learning never ceases at YCH, and we remain true to our culture of innovation and continuous improvement that sets us apart.



In Focus:

Extending Employability, Empowering Older Workers

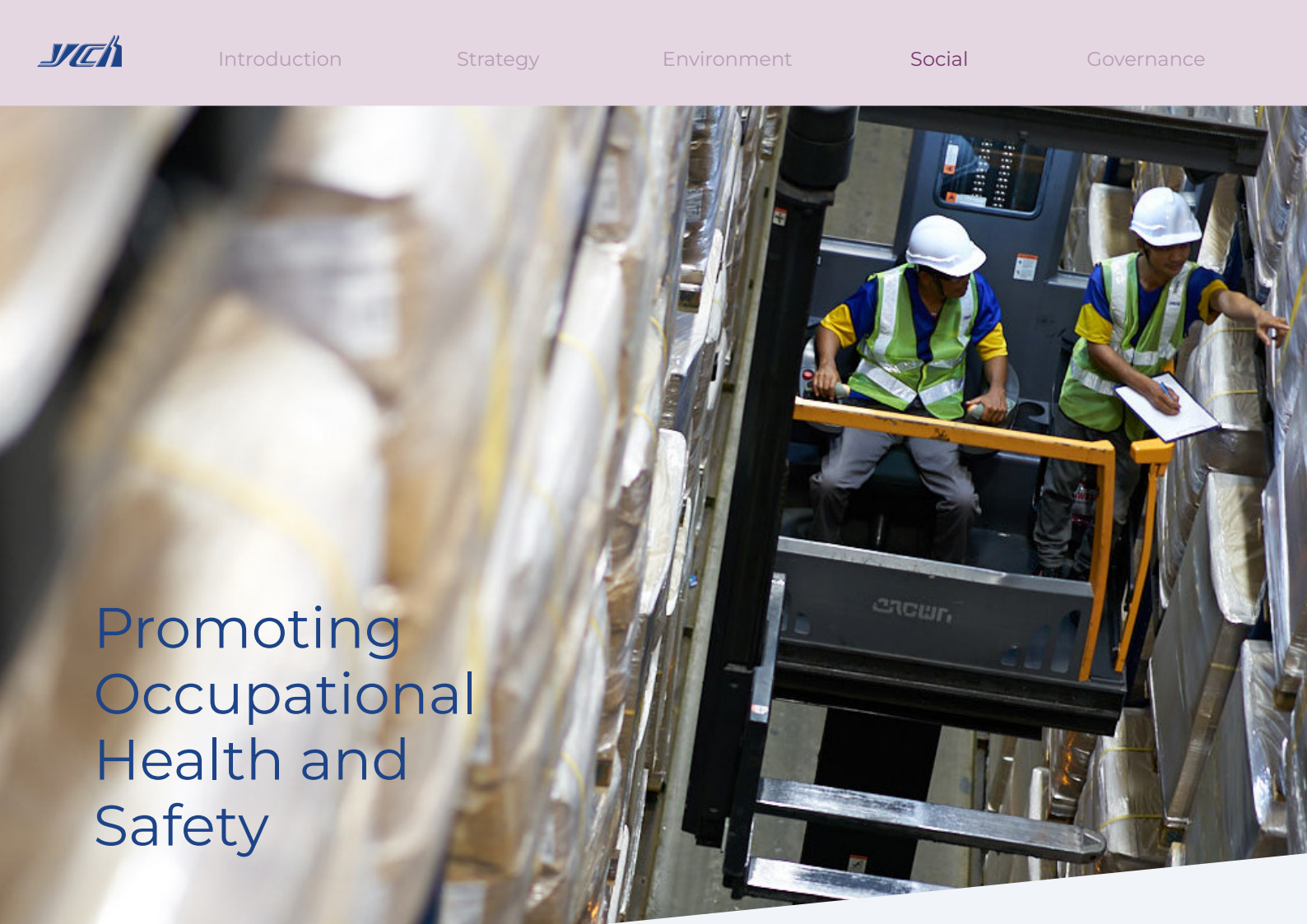
In Singapore, there has been a strong national push to help employees remain economically active and contribute beyond the statutory retirement age. Under the Retirement and Re-employment Act (RRA), employers must offer re-employment to eligible employees who reach the minimum retirement age of 63, up to the re-employment age of 68, which will be raised to 69 in 2026. YCH has long been a proactive supporter of this national agenda and one of the earliest adopters of re-employment initiatives and is ahead of the policy by implementing the re-employment between 65 and 70.

We view re-employment not as a regulatory obligation, but as an opportunity to harness the experience, expertise, and loyalty of our older employees. The company continues to renew contracts for employees well beyond the statutory retirement age. Such re-employment is made possible through supportive internal policies which include job redesign, skills matching, and workplace flexibility which enable older workers to remain productive.

For example, in labour-intensive roles at our warehouses, older workers are trained in the latest technologies that can aid in minimising the physical strain of manual work, extending their employability in a workplace environment where they are safe and supported. For PMET roles, we offer consultancy / part time roles for those above 70 to have them work with us while they take more time off for themselves. Through these efforts, our older workers continue to be recognised as valuable assets beyond their retirement age, fostering an inclusive environment for all employees.

Target:

- ✓ No formal quantitative target has been set.
- ✓ YCH will continue to engage and empower employees across all generations for a productive, age-inclusive workplace.

A photograph showing two workers in a warehouse or industrial setting. They are wearing white hard hats, high-visibility yellow and blue safety vests, and blue shirts. They are standing on a yellow forklift. One worker is holding a clipboard and pen, while the other is looking at it. The background shows large rolls of material, possibly insulation or fabric, stacked in the warehouse.

Promoting Occupational Health and Safety

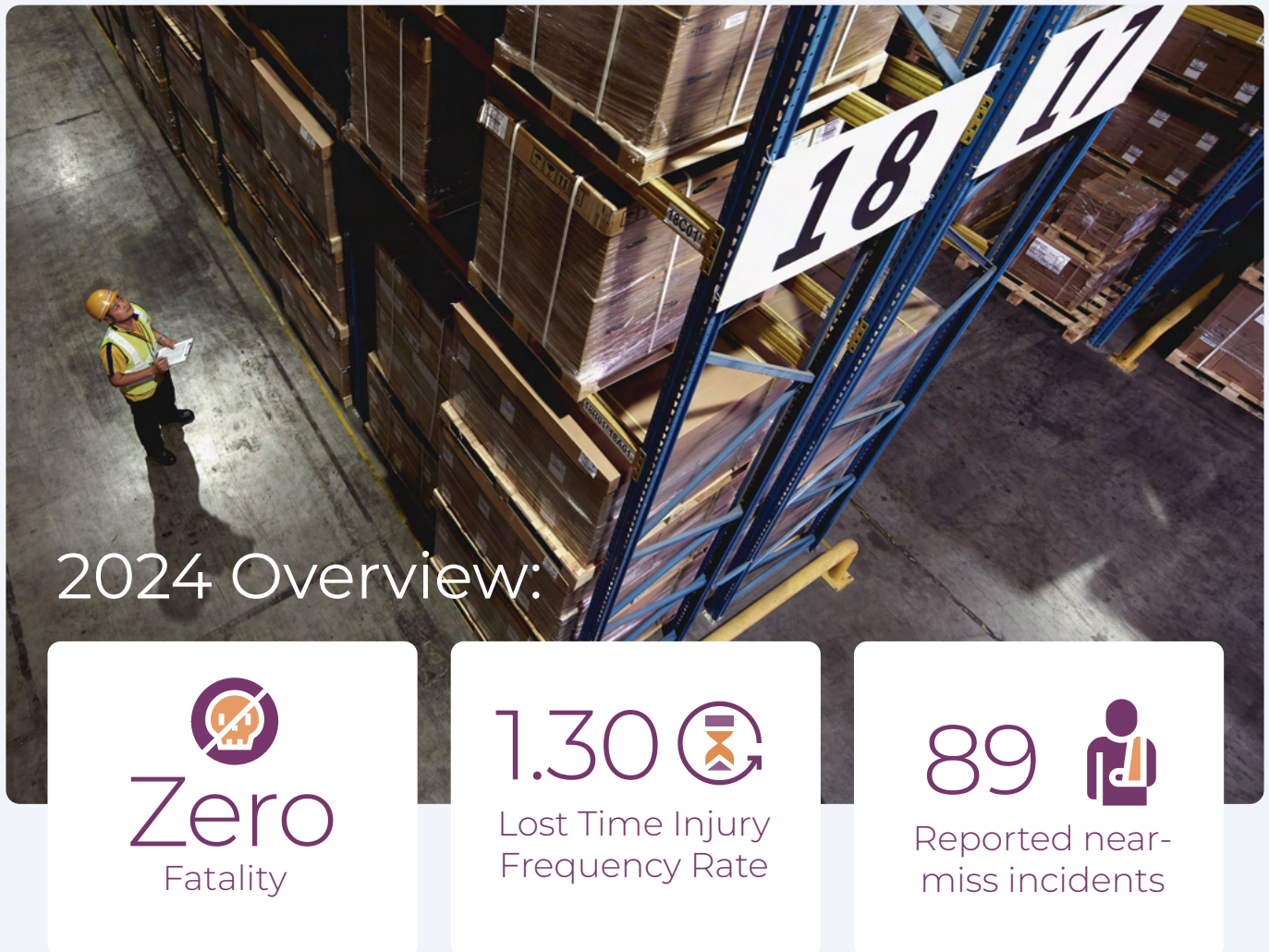
Workplace safety remains a critical global challenge, with significant human and financial costs. In the United States, the most serious workplace injuries cost employers an estimated \$58.78 billion annually, according to a *2025 Workplace Safety Index* released by Liberty Mutual Insurance. The leading causes are consistently overexertion (costing \$13.7 billion) and falls on the same level (costing \$10.5 billion) highlighting manual handling and slip/trip hazards as universal risks. These figures represent a substantial economic burden, beyond the immeasurable human toll on workers and their families.

The Asia-Pacific region presents both challenges and advancements in workplace safety. *Grand View Research* report specifically states that this region is experiencing significant growth, projected to reach close to US\$13 million by 2030

with a compound annual growth rate of 19.6% from 2025, reflecting increased investment in safety measures and technologies. This growth indicates a regional prioritisation of safety improvements, though performance varies significantly across countries and industries.

The *2025 Workplace Safety Index* shows transportation and warehousing sector face a distinct set of these universal risks. The data reveals that overexertion is the dominant cause of serious injuries, accounting for 30.1% of costs, followed by falls on the same level (14.2%), and falls to a lower level (8.5%). The injury profile underscores the critical need for robust safety protocols in logistics, warehousing and supply chain operations, with a particular focus on manual material handling, pedestrian safety, and fall prevention.

YCH Group's Safety Performance and Achievements



In 2024, YCH achieved zero fatality accidents. Even though the risk in the logistics and supply chain industry sector is much lower than in higher-risk sectors such as construction, chemicals, and manufacturing, we will continue to aim for a zero-accident workplace.

Our Lost-Time Injury Frequency Rate (LTIFR) is 1.30. LTIFR is a standard safety metric used in occupational health and safety to measure the number of lost-time injuries per 1 million hours worked. It helps evaluate the effectiveness of safety practices within an organisation and compare performance across industries and sites. The LTIFR is also used in the Global Reporting Initiative (GRI) framework. It is calculated by multiplying the number of lost-time injuries by 1,000,000 and dividing by the total hours worked.

At YCH, we actively promote the reporting of *Near Misses*, which are unplanned events that had the potential for harm but did not result in injury. By the end of 2024, we had recorded a total of 89 near-miss reports. This reporting rate indicates a proactive safety culture where our employees are engaged in identifying risks before they materialise into incidents. We track these reports not as a negative metric, but as a leading indicator of safety performance. Each report is investigated, and the insights gained are used to implement corrective actions, driving a continuous cycle of improvement that helps us achieve our target of zero serious injuries.

Building a Proactive Safety Culture: Engagement and Innovation

Our exceptional safety performance is underpinned by a deeply embedded organisational culture that prioritises prevention, awareness, and collective responsibility. Beyond implementing systematic safety protocols, we actively foster environments where safety becomes everyone's shared commitment through innovative engagement initiatives.



"Do You Know?" Series: Safety Starts With You

In November 2024, the Learning and Development team launched the "Do You Know?" (DYK) series on Safety, a collaboration with our Environment, Health & Safety (EHS) department. The session with the program's core philosophy, "Safety Starts With You", emphasises individual ownership and accountability in maintaining safe work environments. By facilitating direct dialogue between our safety experts and frontline employees, we reinforce critical safety protocols while simultaneously demonstrating organisational commitment to protecting our workforce. This initiative has proven effective in ingraining safety consciousness into daily routines and decision-making processes across all levels of our operations.

Safety Day 2025: Gotong Royong in Action

Building on this foundation, YCH launched *Safety Day 2025: Gotong Royong* in the warehouse in Singapore, embracing concept of communal cooperation and mutual assistance. This initiative mobilised cross-functional teams to collaboratively design and implement "ideal working environments" through hands-on collective action. The initiative not only produced practical safety enhancements but also strengthened interpersonal connections across departments, fostering a stronger collective commitment to our safety objectives.



Safety Certifications and Recognitions

ISO 45001:2018

YCH obtained ISO 45001:2018 Occupational Health and Safety Management System on 20 November 2023, valid through 11 October 2026. In 2024, we completed our surveillance audit with a third-party auditor company and have continuously worked on the suggested improvements.

BizSAFE

YCH has achieved the highest tier bizSAFE STAR certification, issued by the Workplace Safety and Health Council of Singapore on 27 August 2024.

This recognises our robust Workplace Safety and Health Management System, which complies with the Workplace Safety and Health (WSH) Act of Singapore and ISO 45001 Occupational Health and Safety Management System.

YCH is also a BizSAFE Partner, a certification recognising our commitment in supporting the national WSH programme and encouraging best practices among our business partners.

Work Safe and Health (WSH) Advocates

YCH has joined the Work Safe and Health Advocate under the WSH Council of Singapore. Under this programme, YCH is honoured to be recognised as one of the key industry players that help to uplift WSH capability in the industry, especially among our contractors.

Target:

- ✓ LTIFR: less than 2.0 (Year on Year)
- ✓ Serious Accident / Fatality Rate : 0 (Year on year)
- ✓ YCH will continue to uphold our Safety policy and aim for zero workplace accidents.



Supporting Employee Talent Development

At YCH Group, we embrace the philosophy of "teaching a man to fish", recognising that sustainable progress begins with empowering our people through continuous education, skills development, and equitable opportunities. To this end, we have started comprehensive sustainability awareness and training initiatives across our organisation. Our learning ecosystem not only cultivates the next generation of supply chain pioneers but also directly supports the relevant UN Sustainable Development Goals (SDGs).

On-the-Job Training (OJT)

Every new employee, whether in a warehouse or office role, undergoes OJT to become familiar with their responsibilities, the organisation, and its goals. Under the guidance of their immediate supervisor, employees learn directly in their work environment, gaining hands-on experience with the equipment and systems essential to their roles.

Over the course of three to six months, they progress from closely supervised tasks to independent work. The process highlights individual competencies, enabling supervisors to assign tasks more effectively and support professional development. OJT provides assurance that employees are trained under real operating conditions and can adapt to daily requirements by the end of their training. It also creates clearer career progression opportunities for employees and in turn, boosts employee retention across the organisation.

YCH invests in a range of training courses that build both technical expertise and soft skills of employees across the organisation. These courses take multiple forms – classroom instruction, online

modules, and workshops – and equip employees with practical skills they can apply immediately, while also preparing them for future career growth.

Many programmes include professional certification, which validates newly acquired competencies and strengthens employees' prospects for career progression. By developing these capabilities, YCH cultivates a workforce committed to continuous improvement and improving business productivity.

YCH employees are encouraged to nominate courses that they believe will support their personal and professional development. Programmes are funded by the company, and employees are granted paid time off – including examination leave – to complete their course requirements, with support from supervisors and HR teams.

Through this programme, employees are equipped with the skills and confidence to stay relevant in a fast-changing logistics landscape and YCH builds a strong talent pipeline capable of meeting future industry challenges.

Culture of Learning

Formal employee training programmes are complemented by YCH's philosophy of the 3Es – Education, Engagement, and Environment – which ensures that learning and knowledge-sharing take place continuously across all levels of the organisation.

One of the key initiatives is YCH Daily News, a daily email circulated to all employees across our regional operations. Prepared by the Communications Team at HQ, YCH Daily News curates updates on global and regional trade, supply chain and logistics developments, national policies, and environmental issues that directly affect our industry, supply chain partners, and customers.

The concise format ensures that employees stay informed and are able to adapt to upcoming changes, even when they may not have the time or access to actively seek out such information themselves. These daily insights keep staff engaged with broader industry trends and enable them to apply this knowledge in their work, giving them the confidence to engage more effectively with customers or supply chain partners.

Another initiative is the **Do You Know Series (DYKS)**, developed by the **Group Learning & Development Team**. The series provides short, accessible learning content delivered to employees, often linked to YCH's key priorities. The purpose is to remind employees of concepts they are already familiar with and new informative knowledge – such as key events, achievements, changes, and work-related topics like safety– by prompting them to reflect with the simple question, “Do you know...?”.

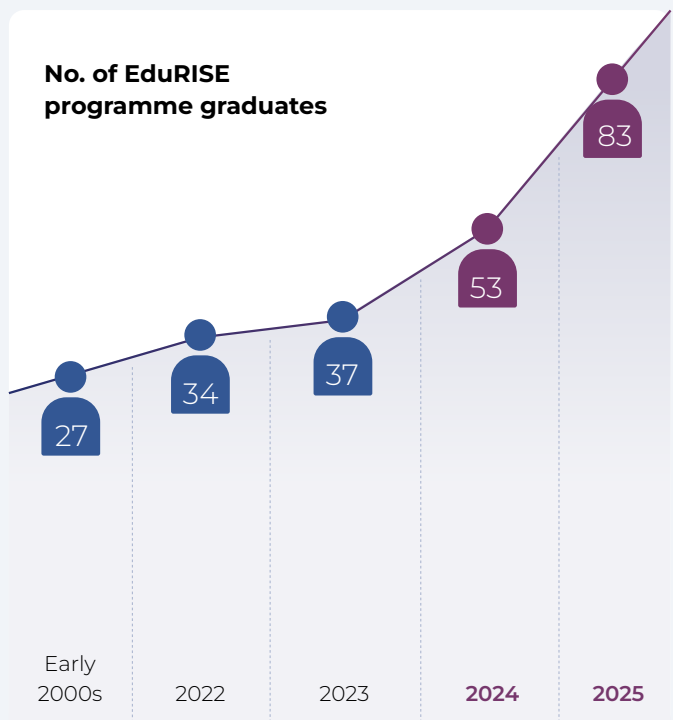
In 2024, we completed 3 face-to-face sessions in Singapore during July, September, and November. Building on this success, our goal for 2025 is to expand the program's reach to a wider internal audience through email distribution of the DYK series.

These initiatives reflect YCH's commitment to making learning part of everyday work. Employees are not only learning and engaging within their own roles, but also staying connected to the broader context of the supply chain ecosystem in which YCH operates.

Advancing Quality Education Through EduRISE

Our flagship EduRISE programme serves as one of our important educational initiatives, designed to bridge knowledge gaps and develop future-ready talent across Asia. This intensive curriculum welcomes high-potential talent from across the region for hands-on training, mentorship, and exposure to global best practices in modern logistics and supply chain management.

Through our commitment to train more logistics professionals, we are extending this initiative to empower communities through locally relevant, future-ready education that addresses specific regional needs while maintaining global standards of excellence. As of end of 2024, 53 trainees have successfully graduated from our EduRISE programme.



Embedding Sustainability in Learning Journeys

Sustainability serves as the foundational lens through which we shape all learning experiences at YCH Group. We have integrated sustainability principles as a core pillar of the EduRISE learning journey, transforming how we cultivate talent across our operations. This initiative goes beyond conventional training to instill a mindset where every employee considers the long-term consequences of their actions against the triple bottom line of people, planet, and profit.

We have curated our first sustainability-focused tour, hosting a delegation of over 20 lecturers and students from Bandung Islamic University in partnership with the National University of Singapore (NUS). We were proud to showcase our journey in getting certified in green building, our efforts in environmental sustainability, and how our corporate policies shape our commitment to social sustainability.

We share sustainability-related content on LinkedIn to educate both our employees and the wider public. Our strategy involves highlighting diverse aspects of our journey, from showcasing our green initiatives like electric vehicles and solar power to explaining our alignment with national goals such as the

Singapore Green Plan 2030. We also use this platform to participate in broader environmental conversations and community initiatives. Through this targeted content, we aim to position YCH as a transparent leader in sustainable logistics and educate a broad audience on the importance of green supply chains.



Career Development in YCH

Apart from introducing Sustainability education into different aspects of YCH's learning journeys, YCH integrates its Structured Career Planning (SCP) review with the annual performance appraisal, creating a holistic dialogue about each employee's future. This process moves beyond standard reviews to discuss an individual's career aspirations and skill development in the context of the company's evolving needs.

This commitment directly benefits our staff by:



Providing a Clear Path for Growth:

The SCP creates a transparent roadmap for advancement within YCH. Employees gain a clear understanding of the skills and experiences needed to progress, transforming career development from an uncertain goal into a structured, achievable journey with defined milestones.



Fostering Targeted Skill Development:

By aligning personal ambitions with the company's future capabilities, we ensure that the training and upskilling opportunities provided are not just generic, but highly relevant. This empowers employees to build a valuable and future-proof skill set that benefits both their career at YCH and their long-term marketability.

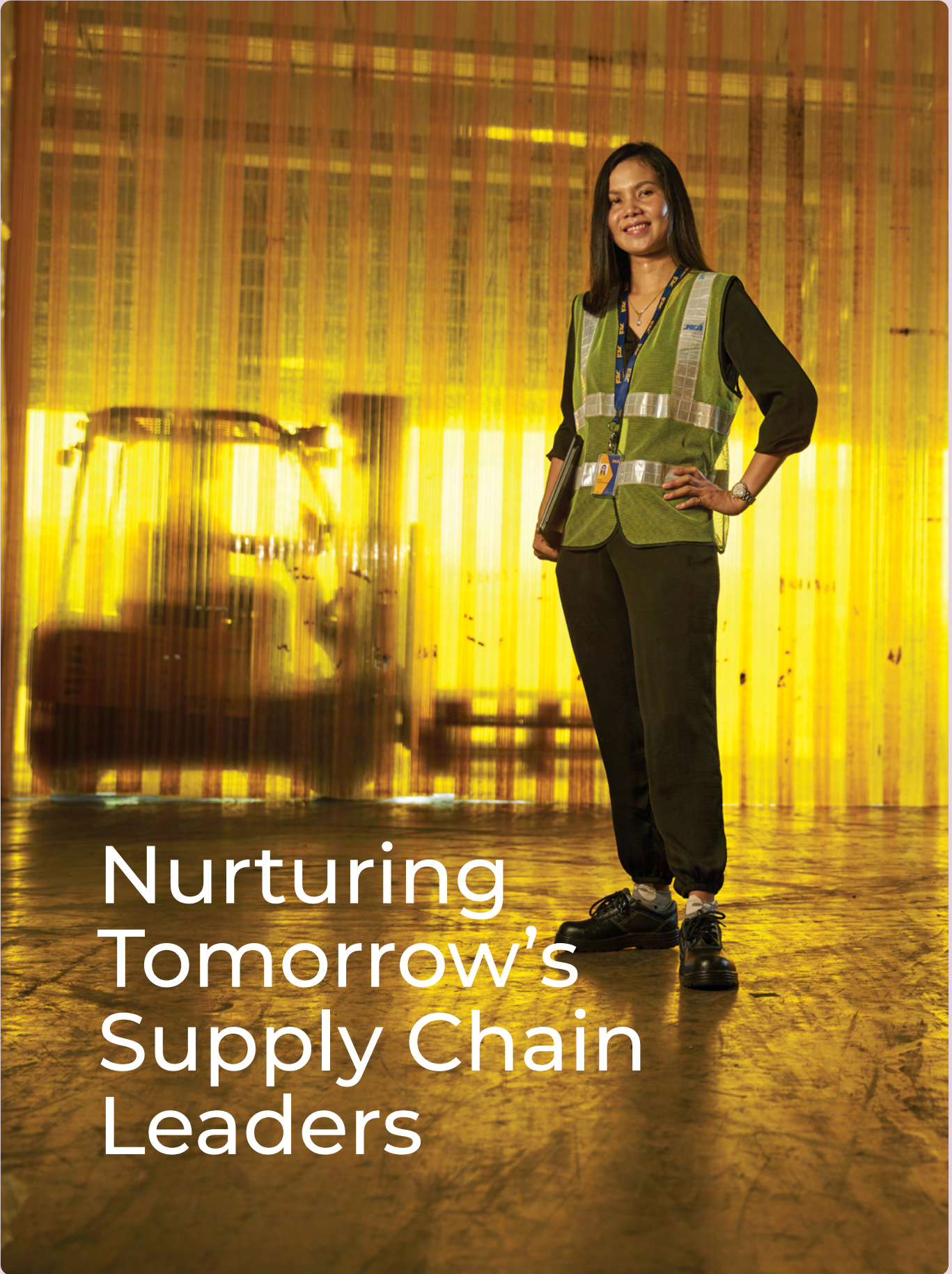


Supporting Holistic Well-being:

We recognise that career success is deeply connected to overall life satisfaction. The SCP discussion explicitly addresses how an employee's role, workload, and financial compensation can support their broader work-life balance, financial security, and personal wellness goals. This demonstrates that YCH invests in the whole person.

Target:

- ✓ Ensure 100% of all employees across all levels and regions receive sustainability training by 2028, through orientation programme for new hires, targeted training for existing staff, and dissemination of internal sustainability materials and resources



Nurturing Tomorrow's Supply Chain Leaders

Nurturing Tomorrow's Supply Chain Leaders

YCH is ramping up its talent development initiatives to support long-term business interests and attract, train, and retain high-potential talent. Quality learning opportunities are available to all employees, regardless of job level or age. The EduRISE programme is

an example of a successful and sustainable talent development initiative targeted at young professionals, delivering tangible outcomes including, career advancement, greater social mobility, and purposeful work.



Growing in a Transforming Industry

Logistics is no longer the manual, labour-intensive field it once was. Like many forward-looking logistics companies, YCH has long shifted in the direction of automation and digitalisation, transforming its operations through advanced information technologies such as robotics, data platforms, and artificial intelligence.

This industry-wide transition has changed the kind of talent that companies need: employers are now seeking individuals with essential digital and analytical skills who can thrive in high-tech supply chain environments. As much as YCH deeply values the experience and knowledge of its older employees, we are focused on developing a balanced multigenerational workforce – of both younger, new entrants and more seasoned professionals – where emerging digital skills complement deep industry expertise.



Bridging the Gap Between Theory and Practice

YCH strongly believes that the future of logistics lies in the youth of today. Although many academic institutions now offer supply chain-related degrees, there remains a gap between classroom learning and real-world application. The industry is highly dynamic, and what students learn in theory today can quickly become outdated tomorrow, making hands-on, experiential learning important.

Bridging this gap requires a structured talent development programme that integrates skills-based learning with real-world operational experience to complement academic theory and prepare young professionals for the complex, technology-driven future of logistics. And, hence, YCH launched the EduRISE Programme, to nurture the next generation of logistics professionals capable of meeting the evolving demands of the industry.



Programme Overview

EduRISE represents an intentional investment in YCH's future, identifying, training, and nurturing high-potential youth through a nine-month rotational programme hosted in Singapore. Each batch comprises 20 to 30 trainees from different countries across Asia-Pacific and is designed to equip them with in-demand technical, digital, and leadership skills.

Candidates are selected through a rigorous and holistic process that evaluates both hard and soft skills, looking beyond academic qualifications to uncover real potential. Successful candidates are brought to Singapore – fully funded by YCH – and receive a monthly internship allowance for the duration of training.

They rotate across critical functions including transport operations, warehouse management, supply chain solutions, and innovation, gaining a comprehensive understanding of how each role contributes to YCH's integrated 7PL model and larger operational ecosystem. Trainees also develop the right mindset, critical thinking and adaptability by working in different roles. Through these rotations, they discover where their strengths lie, personally and professionally, and it is this combination of personal discovery and professional development that develops capable employees who are ready to drive YCH's operational excellence.

The EduRISE Programme is designed with a structured learning and feedback framework for sustained growth and development of the trainees. Trainees maintain a weekly logbook to document their learning progress, reflections, and challenges. This practice encourages meaningful self-reflection, helps trainees actively engage with their learning, and reinforces continuous improvement.

Every quarter, they undergo reviews with the management team to assess their growth and alignment with YCH's corporate values and organisational goals. Before graduation, all participants present a capstone project to YCH's senior leadership, including the Executive Chairman, demonstrating their ability to apply critical thinking and problem-solving skills to real-world business challenges.

By the end of the programme, all participants must complete the Certified Sustainable Supply Chain Professional (CSSCP) course, accredited by the International Supply Chain Education Alliance (ISCEA). This globally recognised certification affirms their theoretical and technical expertise in sustainable logistics and reinforces YCH's commitment to nurturing future-ready talent.



CASE STUDY



Facilitating Intergenerational Knowledge Transfer

Training is conducted by YCH experts, facilitating knowledge transfer and the retention of institutional know-how built over years of practical experience. When employees of different ages, skill sets, and cultural backgrounds come together, learning occurs both ways – from mentors to trainees and from trainees back to mentors – cultivating mutual respect and active collaboration at the

workplace. Each trainee contributes a unique set of perspectives and strengths, enriching the learning experience for all. Post-graduation, they continue their careers with YCH, working closely with these mentors. This intergenerational learning culture enhances YCH's organisational agility in an era of constant change and underpins long-term, inclusive, and resilient growth.



EduRISE graduates emerge as well-rounded professionals with a deep understanding of the logistics industry and strong cross-functional expertise. The early exposure helps them discover where their strengths lie and understand how they can contribute most effectively to the business. They graduate with the right skills, and confidence, needed to navigate complex supply chain environments. Many go on to assume larger roles and responsibilities at YCH, accelerating their career progression and building our future-ready talent pipeline.

Since its inception, EduRISE has trained 83 high-potential young talents from eight countries, with total participation expected to reach 100 by the end of 2025. The programme

has become a cornerstone of YCH's talent development strategy, cultivating a new generation of supply chain professionals equipped with both technical knowledge and cross-functional experience to lead the company in the future.

It represents a talent pool of YCH-trained employees – individuals nurtured from within – equipped with the knowledge, skills, and values essential to excel in *our* business. It stands as a testament to the company's belief that investing in people is the most powerful investment for our future. As YCH continues to expand across Asia, EduRISE will remain critical in sustaining YCH's operational excellence in the long term.

Policies And Procedures



Operating Responsibly and Sustainably

The drive for strong and transparent governance is now a central goal for advanced economies, receiving increased attention as stakeholders call for greater corporate responsibility and sustainable growth.

Yet, the landscape of risk continues to evolve, adding to the complexity of global supply chains, rapid technological advancement and disruption, and escalating impacts of climate change. These challenges test the resilience of corporate frameworks, with lapses in governance posing significant threats to the financial stability, operational integrity, and reputation. Companies operating across different jurisdictions, in particular, face the critical task of navigating varied regulatory environments while upholding a single, unwavering standard of ethics.

Governments and regulatory bodies across the Asia-Pacific are advancing frameworks to mandate higher standards of corporate governance and sustainability disclosure. However, ethical stewardship is a crucial, and the private sector must proactively meet evolving compliance requirements, in building resilient and trusted enterprises. Companies in the logistics and supply chain industry, given their role as critical connectors of global trade, bear a profound responsibility. The sector's extensive operational footprint and influence over vast value chains mean that its governance structures have far-reaching consequences.

In this context, YCH recognises that our commitment to sustainability must be anchored in exemplary governance. We are committed to a model of ethical stewardship that prioritises integrity, accountability, and strategic oversight. This approach to governance is the bedrock upon which all our sustainability efforts are built. Within YCH, we cultivate a top-down culture of integrity, led by an active and diverse Board that provides robust challenge and strategic guidance. We maintain our social license to operate by prioritising transparent stakeholder engagement, rigorous risk management, and unwavering ethical business conduct across all our operations.

We recognise that our responsibility extends beyond our own corporate boundaries. YCH's commitment to sound governance permeates our entire value chain, through diligent supplier vetting, the promotion of anti-corruption practices, and the integration of ESG considerations into our procurement and partnership decisions. We strive to foster an ecosystem of trust and reliability.

By embedding leading governance practices into the core of our strategy and operations, we not only mitigate risk and protect value but also reinforce the foundation for the long-term, responsible, and resilient growth of our enterprise, our industry, and the communities we serve.

Upholding Ethical Conduct and Business Integrity



YCH Group's Code of Business Conduct & Ethics Policy and Procedure (COBCE) serves as the important governance framework, ensuring that the company operates with integrity, transparency, and accountability across all its global operations. Rooted in the YCH's core values of *Reliability, Integrity, Sincerity, and Enterprise* (RISE), sets out clear expectations for ethical conduct, regulatory compliance, and responsible business practices for all employees, directors, officers, and affiliates.

Our COBCE sets out clear expectations for all employees, directors, officers, and affiliates, reinforcing our commitment to fair and responsible business practices. It provides the framework for safeguarding

human rights, promoting diversity, equity & inclusion (DE&I), and ensuring compliance with local and international laws. To ensure these principles are understood, we mandate COBCE training for all employees, achieving 100% completion for several years, including 2024. By embedding these values into our daily operations, we strengthen trust with our customers, partners, and communities, while advancing our sustainability agenda.



Protecting People and Promoting Fair Work

YCH is committed to creating a conducive work environment where integrity, mutual respect, and fairness are upheld. We strictly prohibit forced or child labour, setting a minimum employment age of 16 or higher depending on local regulations. We ensure fair wages and benefits, uphold freedom of association, and protect employees from harassment or inhumane treatment. Our policy also prohibits unethical recruitment practices, including the payment of fees in return for employment or the withholding of identification documents.



Safeguarding Against Corruption and Misconduct

We adopt a zero-tolerance stance towards bribery, corruption, and money laundering in all forms. Every employee is responsible for upholding YCH's reputation as an ethical and trustworthy organisation. Employees and representatives are prohibited from offering or accepting illicit payments, inducements, or excessive gifts. Clear approval is required on the giving and receiving of gifts and hospitality, ensuring transparency and compliance with company policy and local regulations. Our COBCE also outlines obligations under the section of *Anti-Money Laundering/Counter-Financing of Terrorism* (AML/CFT), requiring employees to avoid assisting in money laundering, prejudicing investigations, or engaging in tipping off. All suspected cases are to be reported, regardless of the size.



Protecting Assets and Information

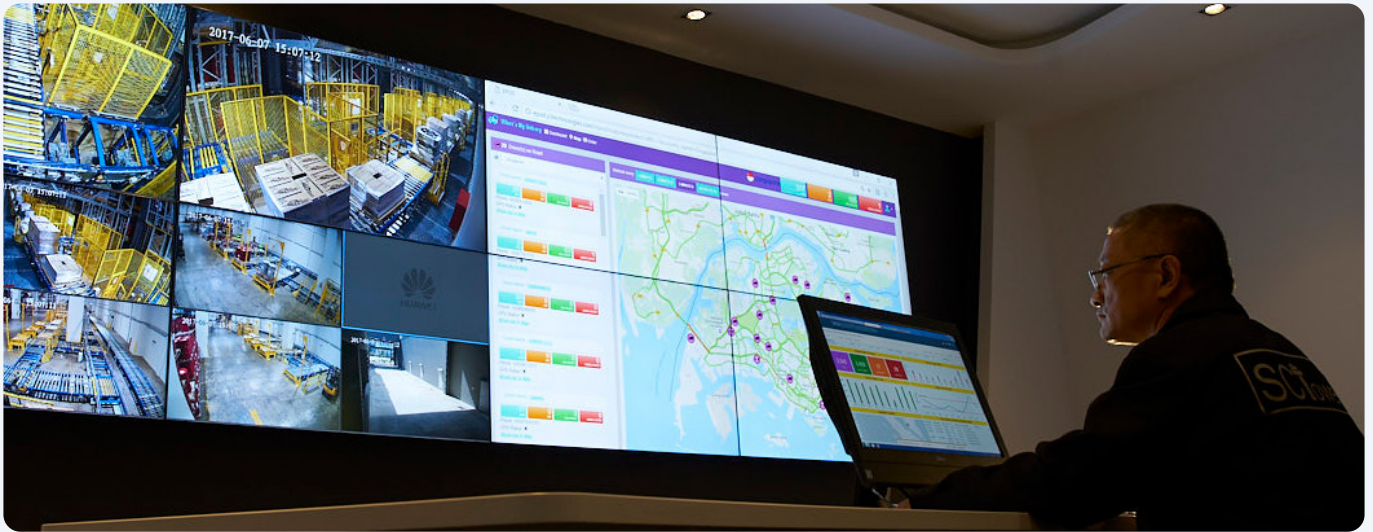
Our COBCE reinforces the importance of safeguarding YCH's assets, financial integrity, and proprietary information. Our employees are trusted to protect YCH's property from misuse or loss, respect our intellectual property rights, and maintain confidentiality of sensitive information belonging to YCH customers. These measures ensure that our operations remain secure, resilient, and aligned with international best practices.



Accountability and Enforcement

Our COBCE is administered by the Group Human Resources (HR) Department, with oversight from Executive Management. Violations are subject to disciplinary action, ranging from counselling and warnings to suspension or termination. Our employees are encouraged to seek guidance from HR or Corporate Legal, and to consult their Country General Manager or Executive Director before making decisions. Confidential reporting channels are also available to raise concerns without fear of reprisal or retaliation.

Protecting Personal Data and Privacy



We recognise that robust data governance is fundamental in maintaining the trust of our stakeholders and to upholding the integrity of our business. As part of our commitment to strong corporate governance and sustainability, YCH ensures that all personal data entrusted to us is managed with the highest standards of care, security, and transparency, in compliance with the Singapore Personal Data Protection Act (PDPA).

Our policies and processes are regularly reviewed and updated to remain aligned with evolving regulatory requirements and industry best practices. We conduct annual internal audits, data inventory reviews, and ongoing employee training to strengthen awareness and reinforce a culture of accountability and integrity in data management. Employees are required to familiarise themselves with our PDPA policies and to adhere strictly to our standards on data collection, use, retention, and disclosure. For our external stakeholders, YCH's *External Data Protection Policy* clearly outlines the purposes for which personal data is collected and how it is used, stored, and protected. We provide transparent communication channels for feedback and ensure that all third-party vendors or data intermediaries acting on our behalf are contractually bound to meet PDPA standards.

By embedding responsible data management into our governance and sustainability practices, we strengthen stakeholder confidence, protect individual rights, and build a resilient foundation for sustainable growth in a digital and interconnected world.

Cybersecurity

YCH Group recognises that strong cybersecurity is critical to protecting business continuity, operational resilience, and stakeholder confidence. Guided by the ISO/IEC 27001 Information Security Management System (ISMS), we adopt a structured and risk-based approach to identify, manage, and mitigate information security threats across our operations.

Our ISMS framework defines clear processes for access control, network protection, incident response, and continuous improvement through regular audits and reviews. Cyber awareness and training are conducted for all employees to strengthen vigilance and embed a culture of accountability.

We apply a defence-in-depth approach, combining technical safeguards such as encryption, firewalls, and continuous system monitoring with robust governance oversight. By upholding international standards and partnering with trusted service providers, YCH ensures that data and digital assets are protected, secure, and resilient — enabling sustainable growth in a digital-first future.



A Prevention-First Approach

At YCH, we have embraced a “Prevention-first” mindset toward cybersecurity awareness, through strategies focusing on end-users, the People, and back-end Processes. This means mitigating risks through employee education, while the Information Technology (IT) department strengthen our cyber defence and risk management capabilities, simultaneously.

People

YCH has formalised a comprehensive Information Security and Acceptable Use Policy (Policy). All end-users, including employees, contractors, and users, that have been otherwise authorised to use technology and information assets of the company, are required to abide by this Policy. It outlines everyone's responsibilities, privileges, and obligations across hardware, software, and cloud-based solutions.

This Policy has been prepared by senior management of Y3 Technologies, YCH's IT arm, for YCH and all Group activities.

The Policy meets all relevant national compliance requirements and conforms with ISO/IEC 27001 Information Security Management Systems. It seeks to securely store and confidentially manage all intellectual property, business data, employee data, and stakeholder information, and that access is granted only to authorised persons for approved purposes.

The IT department provides robust protection across all potential attack areas to safeguard against malware, threats, and vulnerabilities. However, it is the responsibility of all employees to adhere

to the Policy's rules and best practices to protect the organisation's information environment.

All employees are made aware of our cybersecurity policies from the time of joining the company, to throughout their duration of work. Each employee receives a copy of the Policy, which is also accessible through the company's network resources. All employees are required to participate in mandatory security awareness training on ransomware, phishing, and social engineering as part of new-employee orientation. Employees are expected to familiarise themselves with these provisions of the policy and avoid neglect when using the company's technology and information assets. Employees are obliged to report any suspected threats such as unusual system behaviour to phishing emails.

Our policy is reviewed regularly, at least once every 12 months, ensuring it remains relevant and effective amid a rapidly changing technological environment. As new and evolving security risks and new security vulnerabilities emerge, additional rules and safeguards are introduced to address them.

Back-end Process

YCH remains committed to upholding the highest standards of cybersecurity and business continuity. To maintain the integrity of our information systems, our IT department adopts a structured approach to identify, assess, manage risks. Our IT team actively monitors threats and conducts proactive risk assessments to identify possible risks and evaluate potential impacts. Where vulnerabilities in our cybersecurity framework or policy are identified, our IT team promptly integrates appropriate safeguards into our systems and revises relevant policies.

This is on top of the investments that the company has made its technological assets and to strengthen its cybersecurity. In the event our cybersecurity has been compromised, we have a comprehensive response plan to protect businesses' and stakeholders' information. This approach maintains the highest standards of data privacy and security, mitigate data privacy risks, while minimise downtime during incident response, ensuring continuity of operations, protecting the safety and security of the company, its employees, and customers.

Target:

- ✓ Achieve a 0% rate of significant security incidents caused by internal negligence or malicious action. (Internal)
- ✓ Prevent 100% of external cyber-attacks from resulting in a major breach involving data exfiltration or critical system downtime. (External)

Sustainable Procurement Practices

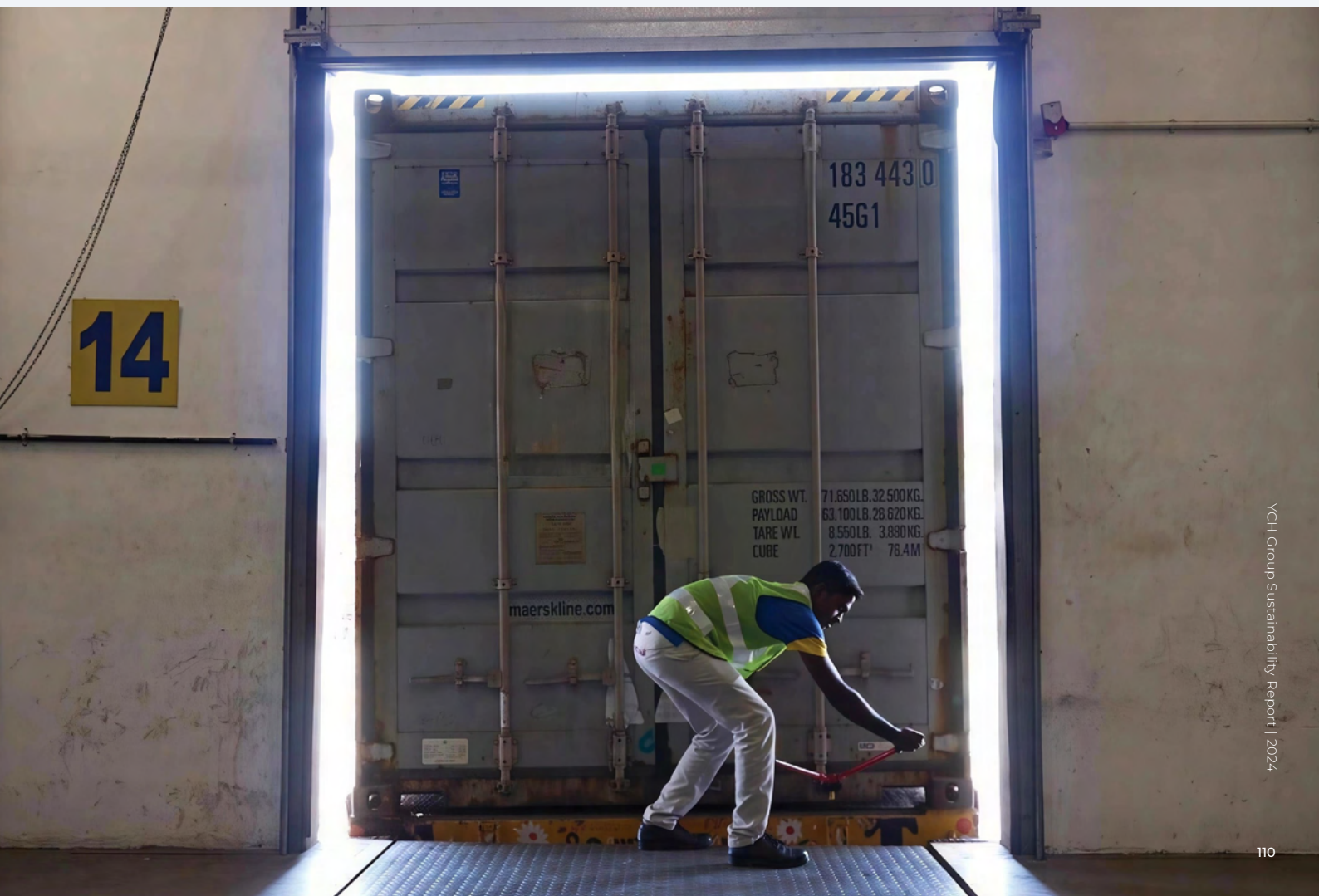
Selection of Suppliers

YCH maintains a thorough due diligence process for all new supplier partnerships, ensuring they align with our standards for operational excellence and sustainability from the outset.

The qualification process begins with a Request for Information (RFI), where potential partners must submit and provide all the comprehensive documentations. This includes proof of company registration, details of their nature of business, customer profiling, relevant industry certifications, and evidence of compliance with national regulations such as the Workplace Safety and Health Act and supported by appropriate liability insurance.

Following the RFI, our procurement team conducts a comprehensive assessment using a standardised evaluation form. Final onboarding and approval are contingent upon the supplier's formal agreement to our key governing documents, which include a Non-Disclosure Agreement, our Standard Terms and Conditions, and our Supplier Code of Conduct.

This process is fundamental to our commitment to reliability and integrity, ensuring we build a network of trusted partners who share our vision for *Greening the Supply Chain*.



Establishment of Supplier Code of Conduct

YCH expects our suppliers to follow ethical sourcing practices and to fully comply with ethical, environmental and social standards as set out in the Supplier Code of Conduct (SCoC). Aligned with international frameworks, our SCoC requires suppliers to uphold five core principles:

Ethical Business Practices:

Our suppliers must conduct business with integrity, transparency, and fairness, strictly prohibiting bribery, corruption, and anti-competitive behaviour. They are required to protect data privacy and intellectual property.

Health & Safety:

Our suppliers must provide a safe and healthy work environment by identifying hazards, providing necessary training and protective equipment, and implementing robust emergency preparedness and response procedures.

Grievance Mechanisms & Transparency:

Our suppliers must establish secure channels for workers to raise concerns in good faith without fear of retaliation. They are expected to maintain accurate records and cooperate fully with YCH's due diligence and audit processes.

Human & Labour Rights:

Our suppliers must treat all workers with dignity and respect, ensuring a discrimination-free workplace. We strictly prohibit all forms of forced, bonded, and child labour. Suppliers must pay fair wages, provide legally mandated benefits, and respect working hour regulations and the freedom of association.

Environmental Stewardship:

Our suppliers must comply with all environmental laws, obtain necessary permits, and proactively work to reduce their environmental impact. This includes improving resource efficiency, managing pollution and waste, and contributing to our collective climate action goals.



Together with our partners, we aim to embed sustainability and circularity into our operations, building resilience through long-term partnerships.



Asia Supply Chain Summit 2025:

Leading Asia's Next Era Of Future-Ready Supply Chains

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On 6 August 2025, YCH hosted its inaugural Asia Supply Chain Summit at Supply Chain City (SCC), Singapore, under the theme *"From Disruption to Opportunity: The Next Era of Asian Supply Chains."*

The unprecedented challenges of recent years – from the COVID-19 pandemic to the current geopolitical tensions and worsening climate-related impacts – have exposed critical vulnerabilities in our rapidly evolving global supply chain landscape. Yet, these same disruptions have also created transformative opportunities for innovation, regional collaboration, and sustainability-led transformation.

The Asia Supply Chain Summit was conceived as a strategic platform to facilitate such knowledge exchange, cross-sector collaboration, and future partnerships to drive that vision forward.

Over 20 distinguished speakers and panellists, across five panel sessions and individual speeches, offered participants practical insights into how logistics and supply chain operations must evolve. Sessions explored how geopolitical volatility, digitalisation, artificial intelligence, convergent commerce, talent transformation, and humanitarian logistics are reshaping the sector.

The event brought together more than

200

industry leaders, policymakers, and academia, alongside employees, supply chain partners, and customers.



CASE STUDY



Hosted in Future-ready Sustainable Infrastructure

The location of the summit carried symbolic weight. Hosting the event at SCC, YCH's headquarters in Singapore, was a deliberate choice. The logistics campus, designed for operational efficiency and environmental stewardship, in both form and function, offered participants a view of how renewable energy, low-emission vehicles, and energy-efficient systems are integrated into our daily operations. SCC stands as a physical example of how sustainable infrastructure can drive operational excellence and reduce emissions at the *source*.

Environmental sustainability was also woven throughout the summit agenda, with many speakers and panellists sharing how they are

actively exploring and adopting sustainable solutions for greener and more resilient supply chains. The Sustainability Team set up a booth showcasing YCH's sustainability journey, from past achievements and lessons learned to future plans in renewable energy, low-emission vehicles, and energy efficiency. It became a space for idea creation and dialogue, where keen, valuable insights were exchanged on how logistics companies, like YCH – which stand at the centre of climate change – can accelerate climate action and build a sustainable future for all.



Delivering Aid with Purpose

A standout moment of the summit was the session on Humanitarian Logistics, which highlighted the indispensable role supply chains play in times of crisis – from pandemics to climate disasters and geopolitical instability. The session opened with a keynote address by Mr Benjamin

William, CEO of the Singapore Red Cross, who reminded the audience that *“good logistics in humanitarian response is about delivering the right aid, to the right people, at the right time, as efficiently and ethically as possible.”*

CASE STUDY

The subsequent panel discussion brought together experts from across the region, including The Logistics Institute – Asia Pacific (NUS), the Vietnam Logistics Business Association, YCH, and the Singapore Red Cross. Together, they explored how resilient, agile supply chains can make the difference between aid delivered on time or delayed at the expense of lives.

YCH's appreciation of this reality is rooted in our own experience during the 2020 pandemic. The Group's role in maintaining flows of essential goods and vaccines, though modest, reaffirmed that logistics is more than the movement of goods; beyond regional integration and economic growth, it becomes the lifeline that sustains communities during crises. Though often operating quietly behind the scenes, *resilient* logistics and supply chains are integral to societal *resilience*.

This theme extended beyond the panel discussion. YCH organised fundraising activities during the summit in support of the Singapore Red Cross, with proceeds directed toward elderly and disability care programmes. Companies are not only operational enablers but also social actors with a responsibility to uplift communities living where they operate. By linking the humanitarian panel to tangible support for the Singapore Red Cross, we demonstrated how our advocacy for social progress is translated into meaningful action.

Sustainability is not only about environmental stewardship but also about social progress, reflecting our Triple Bottom Line approach to sustainability, where business growth is matched by advancement of the local communities.



Tripartite Partnership for Industry Transformation

Another defining highlight of the summit was the signing of a Tripartite Partnership Memorandum of Understanding (MOU) between YCH, SkillsFuture Singapore (SSG), and the National Trades Union Congress (NTUC). Through this partnership, YCH was appointed a SkillsFuture Queen Bee for the logistics and supply chain sector.

This SkillsFuture Queen Bee role is awarded only to select companies that have demonstrated

potential to influence small and medium-sized enterprises (SMEs). It recognises YCH as a leading enterprise, capable of mentoring SMEs to strengthen capability, accelerate innovation, and uplift workforce skills. YCH is rethinking the way we do business, but that alone is not enough. We need to help others in our value chain to do the same. Accepting this role as Queen Bee reflects our commitment to social progress, for our employees, the communities living where we operate, and our supply chain partners.

CASE STUDY



Extending Mentorship Across the Ecosystem

YCH will collaborate with NTUC through the cluster Company Training Committee (CTC) initiative. We will mentor and share best practices drawn from our extensive experience in digitalisation, Industry 4.0 adoption, and sustainability, helping SMEs overcome common barriers to transformation.



The partnership will leverage the combined strengths of Y3 Technologies, SCALA, and several Institutes of Higher Learning (IHLs) to identify challenges, exchange ideas, and co-develop scalable solutions. SMEs may also leverage the NTUC CTC Grant, which co-funds up to 70 per cent of qualifying costs for trainings or transformation projects tied to improvements in business capabilities, innovation, and/ or productivity. Over this three-year partnership with SSG and NTUC, **we aim to reach at least 110 SMEs and 7,500 workers across our SME supplier network.**



Building a Future-Ready Workforce

Separately, YCH has signed MOUs with five IHLs, including the Institute of Technical Education (ITE), National University of Singapore (NUS), Ngee Ann Polytechnic (NP), and Republic Polytechnic (RP). These collaborations pave the way for a stronger industry-academia partnership that enhances experiential learning and develops a pipeline of future-ready talent equipped with digital, technical, and sustainability-related skills.

Through Continuing Education and Training (CET) programmes, students will benefit from onsite visits and internship opportunities at SCC, bridging classroom learning with firsthand exposure to real-world logistics operations and innovation.

As automation, artificial intelligence, and green logistics reshape the industry, YCH remains committed to ensuring that our workforce – and those of our partners – is equipped with the skills and confidence to seize new opportunities and lead the charge.

This Tripartite Partnership builds on YCH's long history of supporting workforce development, and exemplifies how People, Planet, and Profit can progress together through strong worker representation and public-private partnership. As YCH continues to transform, our SME network will progress alongside us. YCH is helping shape a logistics sector that advances efficiency with dignity, balancing business growth with social progress, and delivering gains not only for the company but also for the people who power our supply chains every day.

The Next Step in our Journey

This inaugural Sustainability Report marks an important milestone in YCH's sustainability journey. Published entirely on a voluntary basis, it reflects our commitment to transparency and accountability in pursuit of our sustainability vision.

Our culture of innovation and continuous improvement has long been YCH's strategic differentiator, and we are now applying the same mindset to sustainability. It is more than just a guiding principle; it is now built into the way we operate daily.

The next phase of our journey focuses on operationalising our Green Transition Plan, advancing workforce well-being and development, and deepening engagement with our supply chain partners. Together, YCH aims to create shared economic, social, and environmental value for the region, our employees, and the local communities.

As part of our ongoing commitment to transparency, we will continue to share our progress through regular sustainability disclosures, reflecting on both the opportunities seized and the challenges faced. In doing so, we aim to extend YCH's culture of learning to the broader logistics and supply chain industry and beyond, inspiring every stakeholder through our progress, growing in a "green", mutually supportive way, and fostering collaboration that advances the collective goal toward global decarbonisation.

The future asks more of us all. There remains much to be done, but we are motivated by the opportunities to harness the principles of sustainable development as a catalyst for continued operational excellence and long-term growth. By continuing to build on this strong foundation, we are charting a path toward a smarter, greener, and more resilient supply chains for Asia-Pacific.



Staying Up to Date with YCH

Stay connected with the latest updates on our sustainability journey.

Feedback

For feedback on our report or inquiries regarding our sustainability strategy, data, or interested in collaborations progress in our sustainability journey, please reach out to us:

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YCH's Journey Towards a Sustainable Future