



YCH's Journey

Towards a Sustainable Future

Our 2025 Sustainability Progress & Performance

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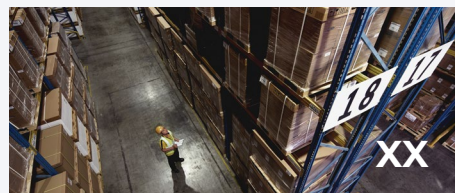
The Story Behind Our Cover

Our 2025 Sustainability Report cover features a mural painted in July 2017 by YCHees alongside students and teachers from neighbouring Corporation Primary School during a community outreach activity. The artwork depicts YCH's journey and evolution from 1955 to the present day. At its centre is a handshake.

For YCH, a handshake has always carried deep meaning: it reflects the belief that our word matters, that relationships are at the heart of what we do, and that reputation is built over time through trust and promises honoured.

Sustainable development is grounded in that same principle. It is a promise to grow responsibly and sustainably, and to create shared value for our people, our supply chain partners, and the communities we serve.

As we mark our 70th anniversary in 2025, this image feels especially fitting for our Sustainability Report. This cover is a tribute to how far we have come and a reflection of the future we are working to build by keeping the promises we have made.



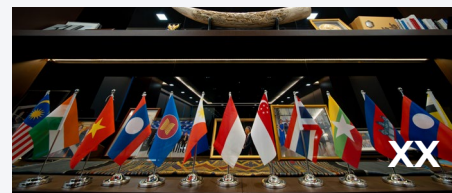
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Executive Summary

Our purpose is to forge sustainable supply chain and logistics ecosystems to improve regional connectivity and build a “Logistics Superhighway” integrating physical, information, and financial flows in the supply chain.

We do this through a comprehensive range of end-to-end supply chain and logistics solutions that support the diverse needs of our customers, serving as their trusted logistics arm. We complement these solutions with purpose-built, modern, sustainable logistics facilities developed under our “Asset-Right” strategy, as well as education and training programmes as part of our “LEARN” ecosystem to nurture future-ready talent for the industry.

Our commitment to sustainable development is rooted in our responsibility to grow responsibly and sustainably, for today and for generations to come. Guided by our vision to inspire positive change across all three pillars of sustainability – environmental, social, and governance – we pursue this through environmental stewardship, advocacy for social progress, and strong corporate governance.

This report documents how we turn this commitment into action, outlining the ESG priorities we aim to address and the targets we have set, the plans we have put in place to remain financially viable and create shared value for our people, supply chain partners, and the communities we serve, and progress we have made against those targets.

Impact in 2025

Sustainability Strategy

Sustainability Vision

The strategy is guided by our sustainability vision.

Our sustainability vision is to inspire positive change across all three pillars of sustainability – environmental, social, and governance – through environmental stewardship, advocacy for social progress, and strong corporate governance. By championing sustainability both within and beyond YCH, we seek to stay financially viable and create shared value for our people, our supply chain partners, and the communities we serve, today and for generations to come.

ESG Dimensions

Our sustainability strategy is implemented through three ESG dimensions.

Environment



Commitment:

To be stewards of the environment by taking accountability for the environmental impacts arising from our operations, reducing our carbon footprint in a manner consistent with our long-term climate strategy, and safeguarding natural resources for future generations through efficient energy use, adoption of circularity principles, and sustainable water management.

Focus Areas:

- Climate Change Mitigation
- Energy Management
- Waste and Circularity

Social



Commitment:

To use our position as a supply chain and logistics leader to advocate for social progress for all individuals connected to our business by protecting and respecting internationally recognised human rights and dignity, upholding health, safety, and well-being, creating pathways for learning and development, and reducing the risk of bias, discrimination, or unequal treatment in all that we do.

Focus Areas:

- Human Rights
- Health, Safety, and Well-being
- Learning and Development
- Waste and Circularity

Governance



Commitment:

To uphold the highest standards of integrity and ethical business conduct through sound policies and procedures that allow YCH to effectively manage risks, make informed decisions and preserve financial viability, long-term business resilience, and the ability to create value.

Focus Areas:

- Corporate Governance
- Supply Chain Management

UN SDGs

Contributing to the achievement of the United Nations Sustainable Development Goals ("SDGs") in every country where we operate is of great importance to YCH. We have selected the SDGs most relevant to our operations, operating environment, and areas of social and environmental impact to focus our sustainability efforts. These priority SDGs are the main areas where we aim to contribute and inspire positive change through our sustainability strategy



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Environment



Decarbonising to Net Zero



Net-Zero Scope 1 and
Scope 2 emissions by
2040



Net Zero Scope 1,
Scope 2, and Scope 3
emissions by 2050

2,000
tCO₂e

Green Transition Plan

emissions avoided through renewable
energy and low-emission vehicle
initiatives

Renewable Energy

7.1 MWp

of installed solar
photovoltaic
capacity with 3
self-built solar
energy projects
in Asia

3,000 MWh

of renewable
electricity
generated and
consumed from our
on-site rooftop solar
installations



10%

of total
electricity
consumption
sourced from
renewable
energy

2

Low-emission Vehicles

low-emission vehicle projects
in Singapore and China

10

Energy Efficiency

facilities built to meet
international green building
standards

Waste Management



3.5 kt

of waste recycled

Social



Human Rights

0

human rights
complaints
reported
in own
operations

0

severe human
rights impacts or
incidents in own
operations

100%

of employees have
access to grievance
and whistleblowing
mechanisms to raise
concerns and access
remedy

Diversity and Inclusion



1: 2.33
female-to-male
ratio



More than
13
nationalities
represented

Health, Safety, and Wellbeing

ZERO
fatalities

100%

of directly employed
employees are covered by
YCH's occupational health and
safety management system

Learning and Development

1,000

learning
hours
recorded at
Group level

63

employees
participated
in internal
employee
development
programmes

100%

of permanent
employees
underwent
annual
performance
reviews

Governance



Board Diversity

67%

female representation
on Board of Directors

Ethical Business Conduct

100%

of employees completed
anti-bribery and anti-
corruption training

Regulatory Compliance

0

cases of non-
compliance
with laws and
regulations

0

confirmed
incidents of
bribery or
corruption

Data Protection and Cybersecurity

0

significant
data privacy
breaches

0

significant
cybersecurity
incidents

Supply Chain Management

0

suppliers were identified or terminated due to
material environmental or social issues



The Foundations for Our Future

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Letter from Executive Chairman



Dear Stakeholders,

It is my privilege to present YCH's second annual Sustainability Report. Following the release of our inaugural report in November 2025, we voluntarily chose to continue this reporting journey as part of our commitment to greater accountability and transparency to our stakeholders.

Since the founding of YCH more than 70 years ago, we have grown from a local business into one of Asia-Pacific's leading supply chain and logistics companies, guided by a single vision and anchored by our core values of RISE (Reliability, Integrity, Sincerity and Enterprise). Last year marked an important milestone as we celebrated YCH's 70th anniversary. It was a proud moment for the Group, not only because of how far we have come, but because of the relationships we have built, the opportunities we have created, and the shared experiences that have guided YCH's growth over the decades.

Throughout our history, YCH has played a pivotal role as the trusted supply chain and logistics partner for many of our long-term customers. At the same time, we have created socio-economic opportunities for our employees, many of whom have dedicated decades of service to the company, and built strong relationships with governments, communities, educational institutions, and industry associations in the countries where we operate. These partnerships have shaped YCH into what it is today. As we look ahead, I ask an important question: how do we continue building a company that remains resilient for the next 70 years and beyond?

Sustainable development is fundamental to that future. Long before sustainability became a mainstream business priority, YCH had already begun integrating environmentally conscious practices into our operations. We were among the first adopters of green building developments in markets such as China and India, even before such certifications became widely established in the region. We sensed the urgency of the green transition early, particularly because of the sector we operate in and the responsibility we carry as a regional supply chain and logistics leader. We understood that the future of our industry would depend on balancing growth with environmental stewardship and social progress.

We are proud of the work we have done so far. In 2025, we achieved several important sustainability milestones. The opening of YCH New DistriPark at Tuas, Singapore, marked another step in the expansion of our regional network of green buildings developed to internationally recognised sustainability standards, with integrated rooftop solar energy systems. We also expanded the adoption of low-emission vehicles within our operations as part of our long-term low-emission fleet transition strategy. Most significantly, we completed the development of YCH's Green Transition Plan, which will guide decarbonisation in the years ahead. We also continued engaging closely with our customers and supply chain partners to develop sustainable supply chain ecosystems and improve regional connectivity. We believe sustainable development cannot be achieved alone. It requires collective action throughout industries, markets, and supply chains.

Our commitment remains clear: to grow responsibly and sustainably, and to create shared value for our people, our supply chain partners, and the communities we serve — not only for today, but for generations to come. In 2026, we look forward to building on this momentum as we accelerate the implementation of our sustainability initiatives, stay on track to meet our targets, and continue working towards a more sustainable future. We are excited to share more of these developments in the year ahead.

I extend my sincere gratitude to our employees, YCHees, supply chain partners, customers, and other stakeholders who share this vision and continue to join us on this journey. Your trust continues to be the driving force behind our continued growth and success.

Dr Robert Yap
Executive Chairman
YCH Group



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Letter from Heads of Strategy, Sustainability, and Communication 2-22



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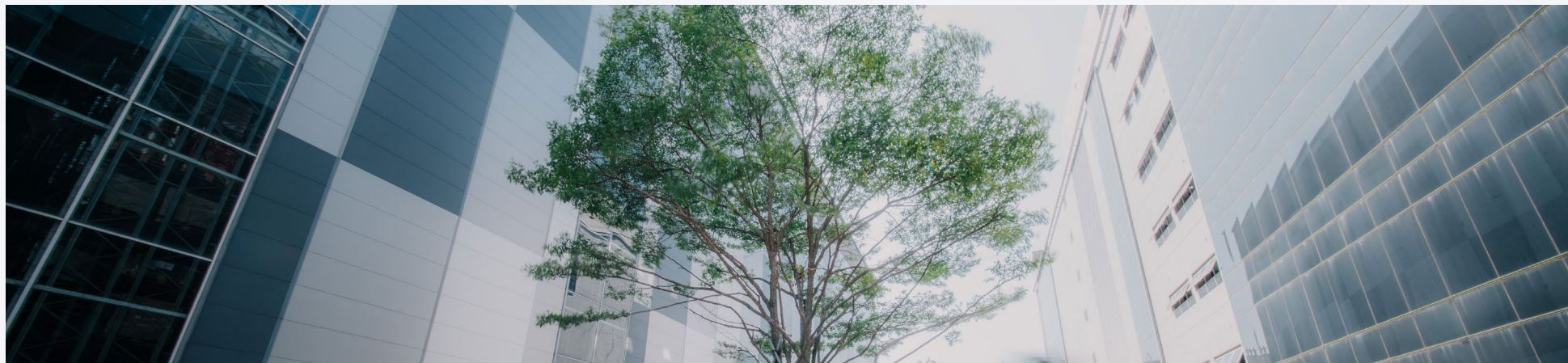
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As we reflect on our second year of sustainability reporting, we are proud of the progress we have made. This report captures our efforts during the year and presents how we have managed our environmental impacts, uplifted our people, improved corporate governance processes, and pursued responsible and sustainable growth with long-term financial resilience.

Our progress would not have been possible without the commitment, collaboration, and participation of our employees. First and foremost, we would like to express our sincere gratitude to our Group leaders, the Group Sustainability team, and the many departments around the region whose efforts shaped the progress made during the year. Together, we are creating shared value for our people, supply chain partners, and the communities we serve, both today and for generations to come.

As climate-related risks continue to unfold, customer expectations grow, and regulatory requirements become more stringent, sustainability considerations are becoming increasingly important to long-term growth. In 2025, our focus was to respond to these changes and prepare the Group for a seamless transition to a low-emission economy, building the capabilities required to realise our sustainability goals and positioning our business to meet future market expectations.

A major focus area during the year was YCH's decarbonisation strategy and long-term Net Zero transition plan. In 2025, the Group finalised its Green Transition Plan, establishing country-specific decarbonisation roadmaps to guide emissions reduction efforts towards our target of achieving Net-Zero Scope 1 and Scope 2 emissions by 2040. Significant effort was dedicated to evaluating operational realities, analysing solutions suitable for different operating environments, and charting pathways for the Group and each country.

We also implemented initiatives to reduce Scope 1 and Scope 2 emissions. Group Infrastructure and Facilities Management expanded renewable energy capacity within selected facilities, and operations teams introduced additional low-emission vehicles into transport operations. In 2026, we plan to build on this progress and share further updates on these initiatives.

Another area of focus during the year was raising sustainability awareness and knowledge among employees. Progress towards our sustainability goals will depend on the commitment, collaboration, and participation of our colleagues, and that begins with understanding the importance of sustainable development. The Group Sustainability team conducted training sessions and circulated internal newsletters on environmental, social, and governance topics relevant to our business. Employees have gained a clearer



understanding of the Group's sustainability priorities, the ESG impacts most closely linked to our operations, and the role employees play in YCH's sustainability journey.

These efforts also build on the Group's long-standing emphasis on employee learning and development. Programmes led by Group Human Resources have equipped employees with the competencies required to adapt to changing operational requirements, emerging technologies, and broader shifts within the supply chain and logistics industry. They also create opportunities for personal and professional growth. We are proud to share that many long-serving employees have progressed into increased responsibilities and leadership positions through our culture of continuous learning, hands-on training, mentorship, and internal career progression opportunities

Each team plays a defined role in managing sustainability issues within the organisation and throughout our supply chain. A strong tone from the top, with sustainability positioned as a key area of focus within the Group's strategic agenda, has created clear accountability throughout the organisation.

during their time with the Group. In this year's report, we share the experiences of some of our YCHees who have grown with the Group over the years.

The Group Environment, Health and Safety team also safeguarded the health, safety, and wellbeing of our employees. Every employee deserves to return home safely at the end of the workday, particularly in an industry where operational activities may involve hazards in physically demanding environments. Through regular site inspections, workplace risk assessments, safety reviews, and corrective actions, we continue to maintain a safe work environment.

Strong corporate governance is essential to the long-term growth of our company. The Group believes sustainability commitments carry little value without clear corporate governance processes guiding decision-making throughout the organisation. We have put in place the structure required for effective management of environmental, social, and governance issues that are integral to YCH's long-term, resilient growth. These governance structures also allow the Group to respond more effectively to sustainability-related impacts, risks, and opportunities, as well as stakeholder expectations. Each team plays a defined role in managing sustainability issues within the organisation and throughout our supply chain. A strong tone from the top, with sustainability positioned as a key area of focus within the Group's strategic agenda, has created clear accountability throughout the organisation. During the year, Group Human Resources reviewed and updated internal policies and procedures. The Group will continue reinforcing the importance of good corporate governance and taking proactive steps to uphold high standards of integrity and ethical business conduct in its operations.

The journey towards a more sustainable future is not simple. The operating landscape is continuously and rapidly evolving. Although we are proud of our performance and progress during the year, we acknowledge that significant challenges persist. However, with every challenge comes an opportunity for greater collaboration, innovation, and long-term value creation. As we navigate this uncertain future, YCH is steadfast in its commitment to responsible and sustainable growth, guided by our sustainability vision and the collective efforts of our employees and stakeholders. Thank you all for being part of this journey.

We invite all stakeholders to read this report, engage with us, and share feedback as we continue on our sustainability journey together.

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



Company Profile 2-1

YCH Group Pte Ltd ("YCH" or the "Group") was founded in 1955 and is a wholly owned private enterprise operating in the supply chain and logistics sector. It is incorporated as a limited liability company in the Republic of Singapore. We are Singapore's largest homegrown supply chain and logistics solutions company.

YCH's regional headquarters is located in Singapore at Supply Chain City, Asia's nexus for supply chain excellence. The Group has established a strong presence across Singapore, China, Hong Kong, India, Indonesia, Japan, Macau, Malaysia, the Philippines, South Korea, Taiwan, Thailand, and Vietnam and operates in more than 100 cities, with current expansion plans in Cambodia and Laos.

YCH delivers end-to-end supply chain and logistics solutions through its 7PL¹ model, to serve a diverse customer base across various industries, including Chemicals, Pharmaceuticals and Healthcare, Food, Consumer Retail, Electronics and Technology, and E-commerce.

YCH's service offerings span warehousing and distribution, bonded and free-trade zone logistics, freight management, and last-mile delivery. These operations are powered by Y3 Technologies, YCH's award-winning technology partner, which provides proprietary supply chain solutions and data-driven visibility across logistics networks. In addition, YCH delivers strategic advisory services through Y-Consult. YCH offers e-commerce and fulfilment solutions through Y-Singapore ("YSG"), as well as specialised temperature-controlled logistics services through Igloo Cold Chain for food, pharmaceutical, and perishable products.

In the last 70 years, the Group has evolved into one of Asia Pacific's leading regional supply chain and logistics solutions partner to many of the world's top brands across Asia Pacific, supporting complex, multi-market supply chains with scale and reliability, through its integrated business ecosystem of services.

Group Business Ecosystem

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Businesses require more than a logistics provider. They need a strategic partner that integrates infrastructure, technology, and data. Each specialised entity works in perfect harmony to transform supply chains into a competitive, strategic asset.



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Modern Sustainable Logistics Facilities



Supply Chain City

Asia's Nexus for Supply Chain Excellence, an integrated network of state-of-the-art sustainable logistics facilities across Asia Pacific built to international green building standards and powered by renewable energy, combining advanced warehousing and automation solutions to support our customers' evolving supply chain needs.



SuperPorts

Next-generation multimodal logistics hubs integrating air, sea, road, and rail combine dry port capabilities such as Inland Container Depots (ICDs), bonded warehousing, and off-airport cargo terminals to function as crucial trade nodes within integrated, smart, and sustainable supply chain networks that strengthen trade resilience.

End-to-End Supply Chain and Logistics Operations



Y3 Technologies | *The Digital Nervous System*

Award-winning technology arm, providing proprietary logistics solutions to help businesses optimise operations, grow efficiently, and stay ahead in an increasingly complex logistics environment.



YSG | *The E-commerce Enabler*

A key player in Southeast Asia's e-commerce market, serving as a one-stop e-commerce enabler that supports small businesses in scaling within the digital economy through fulfilment, warehousing, and digital marketing services across major e-commerce marketplaces.



Y-Own! | *The Financial Catalyst*

Trading and global e-procurement affiliate, facilitating high-value and high-volume transactions by leveraging Singapore's advanced IT, logistics, and financial infrastructure and integrating the physical, information, and financial flows of the supply chain through its applications, solutions, and technology network.



Y-Consult | *The Strategic Architect*

YCH's specialised advisory arm, offering end-to-end supply chain consulting services as part of its 7PL service, designing best-in-class solutions that combine deep industry expertise with leading systems, tools, and methodologies, helping customers navigate Industry 4.0, optimise regional networks, and design resilient frameworks built for the future.



Igloo Supply Chain | *The Cold Chain Specialist*

Provider of temperature-controlled warehousing services to ensure the safe and compliant handling of pharmaceutical, food, and perishable products across Asia Pacific.

Future-Ready Talent and Innovation



Supply Chain and Logistics Academy (SCALA) | *Lifelong Learning*

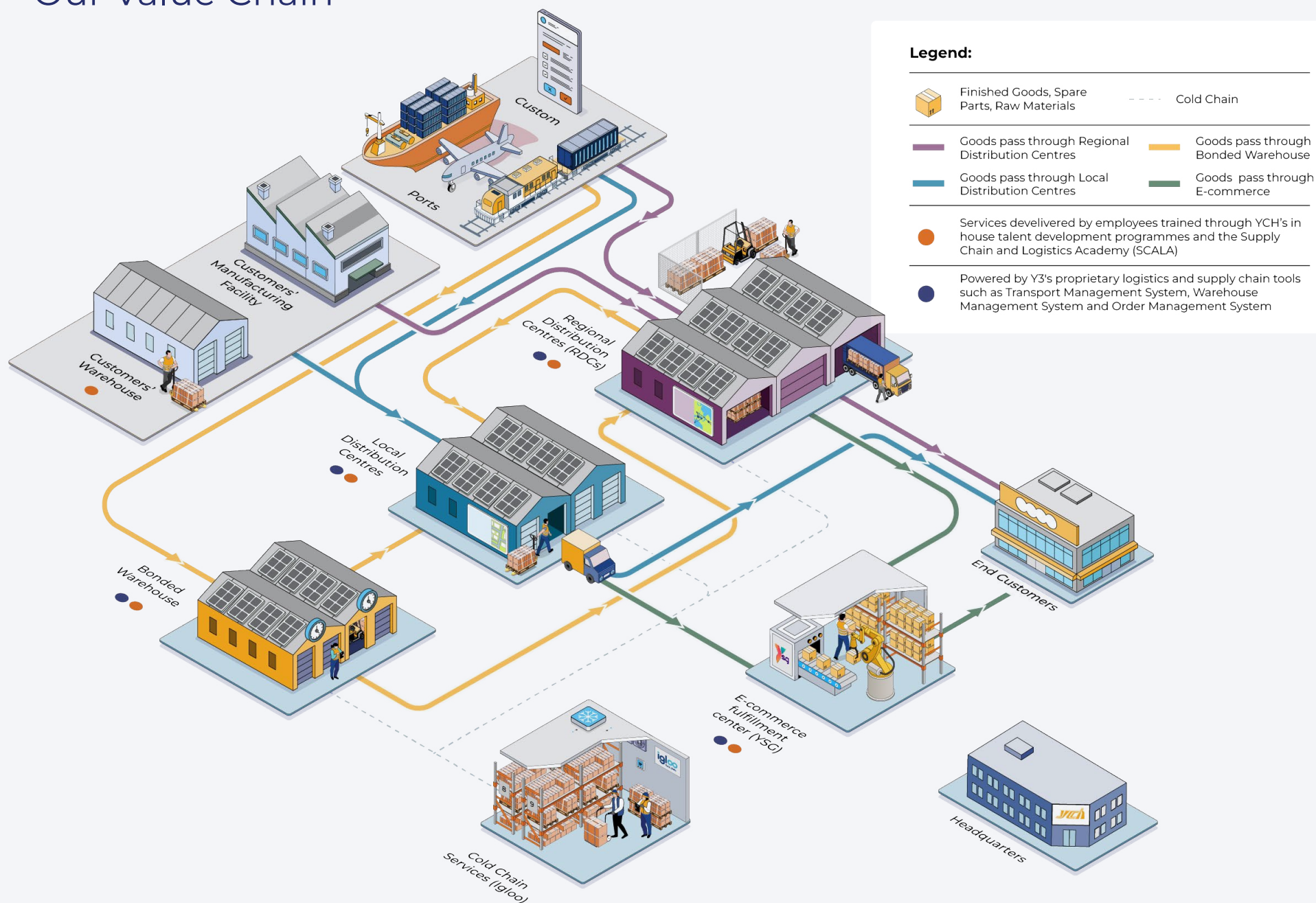
Training academy providing experiential workplace learning through industry-relevant programmes in supply chain leadership, technology, and sustainability to develop future-ready supply chain and logistics professionals in Asia Pacific.



Supply Chain Angels | *Investing in the Future*

Corporate venture arm of YCH Group, supported by Y3 Technologies, with the mission of "Nurturing Innovative Disruptors", investing in start-ups pioneering practical and sustainable supply chain solutions to address real-world challenges in Southeast Asia's logistics sector.

Our Value Chain



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Our Business Footprint

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Global Headquarters

Operations
across

15

Countries

>100

Warehouses in
our network

Close to

1 million m²

of owned and operational space

~400 owned and
managed vehicles
in key cities

XXXXX

Total
Employees

Our Vision, Mission, and Brand Values



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Our Vision, Mission, and Brand Values define the fundamental principles that guide YCH's long-term, resilient growth. These principles reflect our commitment to deliver with certainty and rise to every challenge, driving us to be precise, to move with agility, and to act with sincerity.

Efficient, scalable, and purpose-driven – our approach goes beyond the movement of goods to create meaningful momentum across supply chains. Supported by deep regional roots and a strong network, we deliver smart, sustainable solutions that help our customers and the markets where we operate in to “grow without growing pains.”

Every action represents a promise made to our people, our supply chain partners, and the communities we serve – because at YCH, a promise made is a promise delivered. This promise forms the foundation of our identity and the reason behind the trusted YCH name.



Vision

To be Asia's most trusted and transformative logistics partner - building the Logistics Superhighway™ that connects the world to a borderless world, integrating physical, digital, and financial flows through an intelligent and sustainable supply chain ecosystem.



Mission

To be the leading supply chain solutions partner of choice, leveraging on our network and depth across the Asia Pacific.



Brand Values

The YCH brand values are founded on a philosophy of overcoming challenges, embodied in the Chinese character 升 (Sheng), which means “to RISE”. This philosophy defines our purpose: to grow our people, to lift our supply chain partners higher, and to move communities forward.



Reliability

**We do what we promised.
Every delivery, every time.**

Our proven reliability reflects our consistent performance and commitment to professionalism.



Integrity

We build trust through honesty, transparency, and accountability.

We uphold uncompromising integrity in all business dealings, earning trust through ethical business conduct.



Sincerity

We care deeply about our people, our partners, and the communities we serve.

We show genuine care for our people and our supply chain partners – placing relationships at the heart of what we do.



Enterprise

We lead and innovate with purpose - from trucks to SuperPorts, from logistics to smart ecosystems.

Our dynamic spirit and bold innovation drive us to meet new challenges and achieve our corporate goals.



Our Approach to Sustainable Growth

About This Report

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We are proud to present YCH's second Sustainability Report ("Report"), following the publication of our inaugural report in November 2025. Issued in May 2026¹, this Report reflects our ongoing commitment to annual reporting, maintaining transparency with our stakeholders, and remaining accountable for our sustainability performance.

Report Frequency: Published on an annual basis.

This Report presents a fair, balanced, and accurate account of the Group's sustainability performance and how the company is creating long-term value for its stakeholders in line with its sustainability vision. It sets out the progress made against the sustainability priorities identified as most material to the business through our materiality assessment, which was informed by stakeholder expectations, and regulatory requirements. This Report explains the issues that matter most to our stakeholders, how YCH is addressing them, and the targets we have put in place to direct our progress over time.

It also presents the tangible outcomes of our sustainability initiatives over the past year – progress made possible through the collective efforts of various teams across the Group – including our efforts to manage environmental impacts, uplift our people, strengthen corporate governance processes, and pursue responsible and sustainable growth with financial resilience.

As our reporting capabilities continue to mature, the Group will improve the completeness and relevance of its disclosures in response to emerging regulatory requirements and evolving expectations of our stakeholders. This year, we have included new material topics in this Report as part of the continuous improvement of our reporting processes.

Reporting Period

This Report covers the Group's sustainability performance for the reporting year ("RY") 2025, from 1 January to 31 December 2025. Additionally, we have included information from prior years and, where appropriate, up to the date of publication of this Report to support the overall narrative of our sustainability journey.

Report Boundary and Scope

The reporting boundary is primarily centred around YCH's main business in supply chain and logistics. It also takes into account performance of companies within the Group ecosystem that enable the effective functioning of these core operations, including SuperPort, Igloo Cold Chain, Y3 Technologies, Y-SG, Y-Own, Y-Consult, Supply Chain and Logistics Academy (SCALA), and Supply Chain Angels. The Report covers the Group's operations in Singapore, China, Hong Kong, India, Indonesia, Japan, Macau, Malaysia, the Philippines, South Korea, Taiwan, Thailand, and Vietnam. The entities operating out of these various locations represent the majority of YCH's business footprint.

This Report aims to cover all operations within the defined reporting boundary, which together account for approximately 100% of the Group's total operating revenue. However, given the complexity and scale of the company's business footprint, it has not always been practicable to address, monitor, and report every disclosure at the same level of detail at every operation. In these instances, YCH has defined significant locations of operations. These locations refer to owned facilities assessed to be material to the Group based on factors such as level of business activity, strategic importance, and relevance to the Group's ESG impacts. For certain material topics, disclosures are focused on these significant locations of operations only, where this has been considered the most manageable and practicable. Where this applies, it is clearly stated in the section.

All operations:

All business activities within the defined reporting boundary.

Significant locations of operations:

Owned locations or facilities assessed to be material to the Group.

Basis of Preparation

YCH has prepared this Report using a structured and methodical approach, with the aim of producing disclosures that are fair, balanced, and accurate, aligned with prevailing industry practice and peer reporting. In preparing this Report, YCH has, on a best-effort basis, taken into account sustainability reporting requirements issued by regulatory bodies in the countries where the Group operates, as well as the internationally recognised standards, frameworks, and guidelines:



Global Reporting Initiative ("GRI")



CDP



United Nations
Sustainable Development Goals ("SDGs")



EcoVadis



United Nations Global Compact
("UNGC") Principles



International Financial
Reporting Standards ("IFRS")
Sustainability Disclosure Standards S1 and S2

These standards and frameworks informed our approach to identifying, managing, and disclosing material ESG impacts, risks, and opportunities. In addition, YCH has taken into consideration the GRI Reporting Principles of Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability in the preparation of this Report. These principles have guided the Group's approach to presenting information in a manner that is most useful to our stakeholders.

Limitations & Exclusions

YCH seeks to report all-encompassing information about our ESG performance that is as accurate, complete, and relevant as reasonably possible. However, given the complexity and scale of the Group's operations, there have been limitations in data availability for certain material topics.

The information presented in this Report has been drawn from a range of internal and external data. It was collected directly from various corporate functions and local teams in the countries where YCH operates, which have taken reasonable steps and exercised due diligence to ascertain the accuracy of the data provided. Where primary data was not available, we relied on secondary data from public-domain sources and sources beyond the Group's direct operational control, as well as the best available estimates and assumptions. Where limitations, assumptions, or estimation methodologies have been applied, these are disclosed within those sections of the Report to provide appropriate context for readers.

We acknowledge that gaps may remain in this Report. YCH is continuing to strengthen its data tracking and collection systems to close existing gaps, resolve these issues, and prepare a more complete sustainability report in the future.

Forward-Looking Statements

This Report may contain forward-looking statements, including statements relating to YCH's targets, plans, and predictions. These statements are based on current assumptions, estimates, and information available to the Group at the time of preparation. YCH believes these assumptions are reasonable at the time they are made, but forward-looking statements are inherently subject to changing circumstances, many of which may be beyond the Group's control. Actual outcomes, performance, or achievements may therefore differ materially from those expressed or implied in these statements. We advise readers to exercise appropriate judgement when interpreting and evaluating forward-looking statements in this Report, and to recognise that such statements should not be regarded as guarantees of future performance.

Responsibility for Sustainability Reporting

The Executive Chairman holds chief responsibility for the review and approval of the Report. The Executive Chairman reviews the Report – with the Head of SSC – to assure that it presents a fair, balanced, and accurate account of the Group's sustainability performance. He approves the Report prior to its public release.

External Assurance

YCH recognises the importance of external assurance in strengthening the completeness, accuracy, and credibility of sustainability disclosures, and in building stakeholder confidence in the information reported. At the time of publication, this Report has not yet undergone external assurance. However, selected disclosures relating to the Group's greenhouse gas ("GHG") emissions for RY 2025 are currently being verified by an independent third-party assurance provider. As YCH's data tracking and collection systems and reporting processes continue to mature, the Group intends to progressively expand the scope and improve the timeliness of external assurance in future reporting cycles.

Feedback

The Report, YCH's Journey Towards a Sustainable Future: Our 2025 Sustainability Progress & Performance, can be downloaded from YCH's corporate website at www.ych.com. In the spirit of our longstanding commitment to transparency and accountability, YCH welcomes any feedback or questions regarding the contents of this Report. All correspondence may be directed to:

YCH Strategy, Sustainability, and Communications Division



YCH Group
Supply Chain City, 8 Bulim Avenue,
#08-01, Singapore 648166



Email
sustainability@ych.com

The Report is structured into three main sections, and each describes how YCH addresses its most material ESG topics. Preceding these sections, the Report also provides an overview of YCH's operations and business footprint to contextualise our sustainability performance.



The Environment section covers:



The Social section focuses on:



The Governance section outlines:

Sustainability Statement

Sustainability is not a new direction for YCH, but a natural extension of how we have always operated and grown. Our decisions have consistently been guided by a commitment to resilient, long-term growth, and today, that growth is further directed by a clear sustainability vision.

Our sustainability vision is to inspire positive change across all three pillars of sustainability – environmental, social, and governance – through environmental stewardship, advocacy for social progress, and strong corporate governance. By championing sustainability both within and beyond YCH, we seek to stay financially viable and create shared value for our people, our supply chain partners, and the communities we serve, today and for generations to come. It is a promise to grow responsibly and sustainably. It reflects our belief that our word matters, that relationships are at the heart of what we do, and that a promise made is a promise delivered.

This vision is guided by the Triple Bottom Line, which refers to People, Planet, and Profit, and defines what success looks like for a sustainable business. It makes clear that a business should not be assessed only by its financial performance, but also by how it contributes to people and the planet. A truly sustainable business creates shared value economically, socially, and environmentally for its people, its supply chain partners, and the communities it serves. In this way, the Triple Bottom Line recognises that long-term performance depends on balancing financial viability with social responsibility and environmental stewardship, rather than prioritising profit alone.



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**Planet**

Reducing our environmental footprint and safeguarding natural resources for future generations

**People**

Protecting well-being and safety, creating opportunities for inclusive growth, and upholding human rights and dignity for our people, supply chain partners, and the communities we serve

“People” reflects our responsibility to treat employees fairly, cultivate a safe business environment by prioritising the health, safety, and well-being of our people, and contribute positively to the well-being and quality of life of the communities connected to our operations. This responsibility also extends throughout our supply chain, where we work with partners that respect internationally recognised human rights, including workers’ rights, protect the environment and public health and safety, and operate in accordance with principles of good corporate governance and the highest standards of integrity and ethical business conduct.



“Planet” represents our commitment to act as an environmental steward by managing the environmental impacts of our operations and growth. As a supply chain and logistics company, we recognise that our activities depend on resource-intensive systems that can place pressure on the environment. Environmental stewardship therefore goes beyond compliance. We are committed to act responsibly to protect and preserve the natural environment, reduce unnecessary impacts, manage energy use, greenhouse gas emissions, waste, water, and other natural resources carefully, and contribute to a more responsible and sustainable supply chain ecosystem.

**Profit**

Upholding strong corporate governance and improving operational efficiency to support long-term, resilient growth

“Profit” remains essential, but not as a standalone goal. It is the foundation that allows the Group to remain financially viable and able to invest in long-term value creation. It also reflects the importance of strong corporate governance, sound policies and procedures, and appropriate decision-making in maintaining stakeholders’ trust for long-term, resilient growth.

People, Planet, and Profit are all considered together in how we define and pursue sustainable success.

If the Triple Bottom Line defines the outcomes of a sustainable business, ESG – Environmental, Social, and Governance—provides the framework that guides how those outcomes are achieved in practice. The ESG framework helps YCH identify, assess, and respond to sustainability-related risks, impacts, and opportunities – both within the company and outside the company – and track our progress over time. Through this framework, we are better able to understand both the risks the business faces because of the environment and society in which it operates, and the impacts our operations have on the environment and society. It also helps us identify opportunities for more responsible and sustainable business practices.

YCH therefore relies on both the Triple Bottom Line and ESG to operate sustainably. The Triple Bottom Line defines what sustainable success looks like by making clear that People, Planet, and Profit must all be considered and balanced. ESG provides the structure for how that success is pursued, managed, and reported. These frameworks guide YCH’s sustainable development strategy.

Membership and Associations

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SDGs addressed

7 | 7.2 17 | 17.6, 17.1

Materiality Topic Area

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YCH actively engages in industry forums and collaborative initiatives organised by customers, supply chain partners, government agencies, and other stakeholders, particularly in areas relating to supply chain resilience, logistics innovation, and sustainability. YCH values these opportunities to share its operational expertise and contribute to the development of industry best practices.

YCH actively participates in international sustainability platforms, industry benchmarking and disclosure initiatives, and supplier assessment programmes to improve the transparency of its sustainability disclosures. By using these platforms, the Group improves its readiness to respond to stakeholder expectations and keep pace with evolving sustainability disclosure requirements. It also allows YCH to benchmark its performance against peers and identifies areas for continuous improvement in its operations and supply chain activities.

	RE100 is the world's leading corporate renewable electricity initiative, led by Climate Group, bringing together companies committed to sourcing 100 per cent renewable electricity.	CDP is an independent global environmental disclosure system used by companies, capital markets, cities, states, and regions to measure and manage environmental impacts related to climate change, water security, forests, plastics, and biodiversity.	EcoVadis is a globally trusted provider of business sustainability ratings that assess companies across four areas: environmental impact, labour and human rights, ethics, and sustainable procurement practices.	IntegrityNext is a digital platform that supports supplier sustainability monitoring by screening supply chains across a range of ESG topics against sustainability-related regulations, international standards, and voluntary commitments.	Sedex is a global platform that enables organisations to manage and share responsible sourcing data, supporting transparency in ESG and business practices within complex global supply chains.
What we do	YCH is transitioning towards renewable electricity throughout its operations through its Green Transition Plan, deploying a diversified mix of renewable energy solutions available in each market.	YCH discloses climate-related data to CDP annually, including emissions, governance structures, risk management practices, and decarbonisation initiatives. These disclosures also support the Group's broader climate commitments, including fulfilling RE100 requirements.	YCH undergoes EcoVadis assessments annually and uses assessment feedback and corrective action plans to strengthen ESG policies and procedures and improve performance across key sustainability themes.	YCH completes IntegrityNext assessments as part of customer-led supplier sustainability programmes, responding to regulatory screening, assessments, and due diligence questionnaires related to environmental performance, labour practices, ethics, and compliance.	YCH participates in Sedex to share information on environmental practices, labour standards, health and safety, ethics, and business conduct, satisfying customers' responsible sourcing and supplier transparency requirements.
Why we do it	Electricity use is an emissions hotspot for YCH, even with energy-efficient buildings, machinery, and operating practices. Joining RE100 provides a credible framework for aligning with global best practices and signals our commitment to future-proofing energy use.	Our stakeholders rely on CDP disclosures for comparable environmental data. Participation strengthens transparency, improves market credibility, and positions YCH ahead of incoming regulatory expectations and market demands.	Many of our supply chain partners, specifically customers, rely on these ratings to assess supply chain partners. These ratings determine a partner's tender performance and inform customers' procurement decisions. It also supports the continuous monitoring of sustainability performance throughout the contract period.	Participation supports customer requirements for responsible sourcing and strengthens transparency across global supply chains. Aligning with these expectations helps maintain trusted partnerships and ensures YCH remains competitive in tender processes.	YCH aims to demonstrate responsible ESG practices to global buyers, effectively manage ethical and social risks, build greater confidence among our customers through our transparent disclosures.
How to find us	Progress in the clean energy transition is disclosed and referenced in this Report.	YCH submits annual disclosures through the CDP platform. Detailed responses are available to customers and supply chain partners upon request.	YCH's EcoVadis profile is accessible to all customers and supply chain partners under EVID TC55945.	YCH participates on the IntegrityNext platform as a supplier organisation .	Our information is available to customers and supply chain partners upon request through the Sedex platform.



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Our Sustainability Journey



Introduction

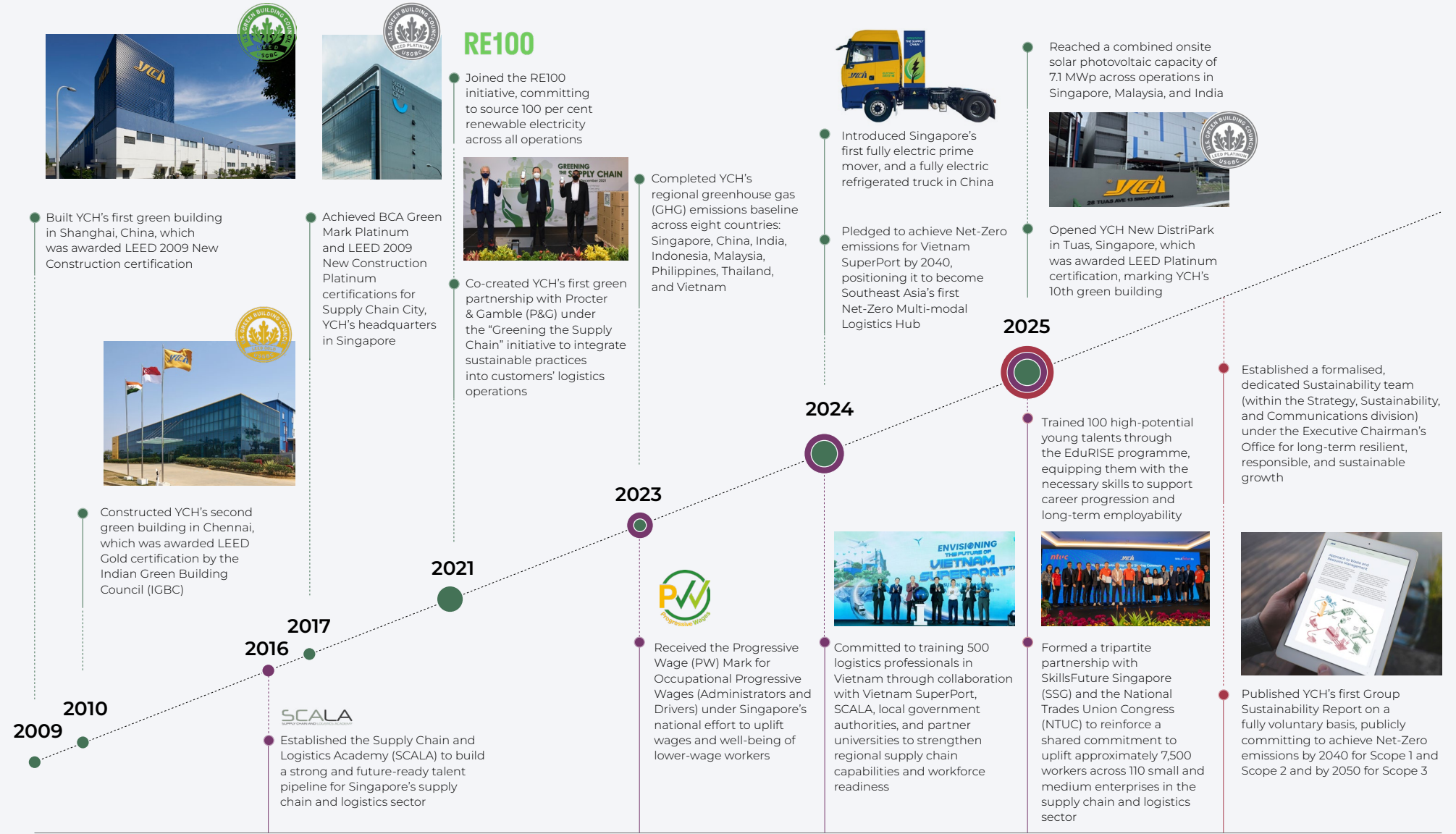
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Approach to Stakeholder Engagement

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Defining Our Stakeholders

YCH recognises stakeholders as persons, groups of individuals, or entities that have an interest in how our business is conducted, have influence over our business outcomes, may raise concerns regarding our operations or are most affected by the existence and activities of our operations – positively or negatively, directly or indirectly.

These actors help us discern which ESG topics are most material to the long-term, resilient growth of YCH. The material topics shape our decision-making processes so as not to impede the Group's ability to create value for our people, our supply chain partners, and the communities we serve.

Identification of Stakeholder Categories

YCH identified stakeholders based on the nature and degree of relationship with YCH, the extent to which YCH's operations may impact them, or conversely, the extent to which they may influence YCH's financial viability and growth, value-creation ability, or risk profile.

This process considers both direct stakeholders – such as those with formal, contractual, or operational relationships with the Group – and indirect stakeholders, including actors who may not exert influence over YCH's decisions but may nonetheless be affected by our existence and activities in the communities in which we operate. The purpose of this identification exercise is to determine and take into consideration the economic (including governance), environmental, and social interests and concerns of each stakeholder.



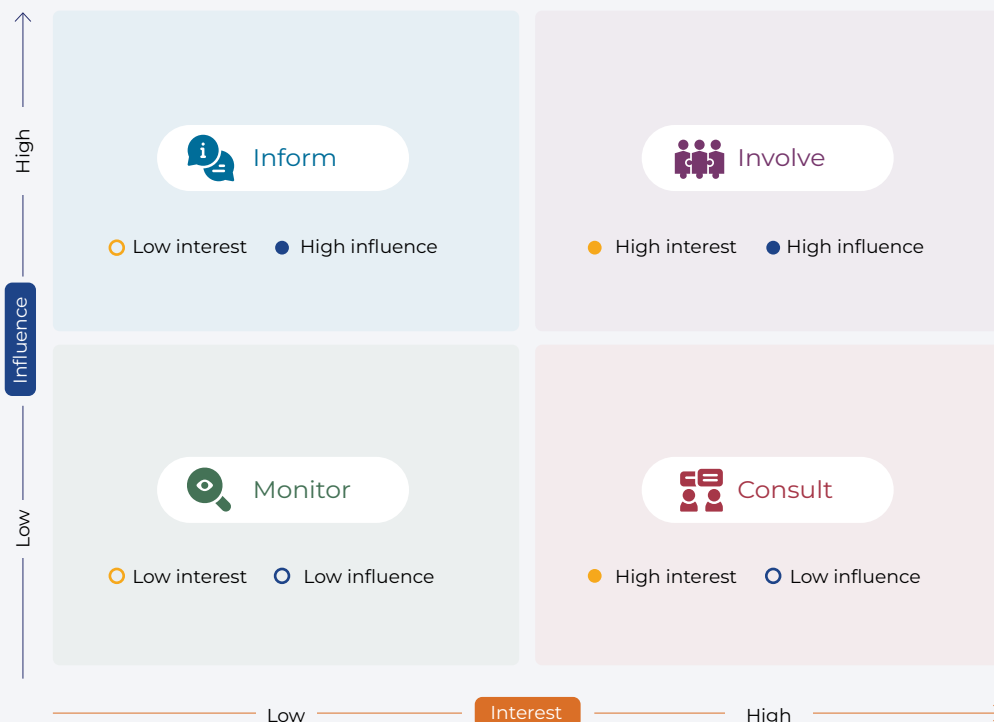
YCH's list of stakeholders presented in this table reflects the key internal and external actors associated with our operations.

Table X: Stakeholder Identification

Stakeholders	Interest in ops	Influence over our ops	Impacts on stakeholders	Types of Impacts		
				Economic	Environmental	Social
Primary						
Employees	High	High	High			
Customers	High	High	Medium			
Local Communities (incl. Vulnerable Groups and Community Leaders)	Medium	Medium	High			
Business Partners	High	High	High			
Trade Unions	High	Medium	Medium			
Governments and Local Authorities	Medium	High	Medium			
Secondary						
Third-party Transport and Warehousing providers	High	Low	Medium			
Other Supply Chain Partners	Low	Low	Low			
Non-Governmental Organisations (NGOs)	Low	Low	Low			

Stakeholders are further prioritised based on the level of interest in and influence over our operations. We have then split these stakeholders into four groups to reflect the different ways we engage with each stakeholder group.

Table X: Stakeholder Engagement Matrix



Inform
Third-party Transport and Warehousing providers, Other Supply Chain Partners

Monitor
Non-Governmental Organisations (NGOs)

Involve
Employees, Customers

Consult
Local Communities, Business Partners, Trade Unions, and Governments and Local Authorities

YCH has historically engaged with many of its stakeholders. As the Group continues to grow, we are taking steps to adopt a more structured and systematic approach to stakeholder engagement, guided by this stakeholder engagement matrix. Moving forward, the Group will better prioritise engagement efforts, allocate resources more efficiently, and tailor engagement approaches according to each stakeholder group.

Stakeholder engagement may range from ongoing dialogue and regular consultations to periodic or annual disclosures and structured review processes. For stakeholders positioned at higher levels of the matrix, YCH will strengthen engagement through more frequent and ongoing communication, such as direct meetings, dedicated engagement channels like feedback mechanisms, and industry events. Stakeholders at lower levels of the matrix are primarily engaged through periodic disclosures, including the annual sustainability report, corporate communication channels, and selected social media updates. Through these engagements, stakeholder interests and concerns are addressed in a timely and constructive manner. Insights gathered through these interactions inform YCH's material topics, sustainability priorities, and decision-making processes.

Maintaining meaningful engagement with our stakeholders is fundamental to building trust, strengthening YCH's ability to operate responsibly and sustainably, and creating shared value across every facet of our business and in every country where we operate. YCH is committed to engaging stakeholders in good faith and taking their interests and concerns into account. We seek to engage key stakeholders at appropriate stages, such that relevant feedback is recorded, considered, and integrated – where feasible – into decision-making. We acknowledge that it may not always be possible to fully satisfy all stakeholders, but we will continue to be transparent, thoughtful, and fair in managing trade-offs to support long-term, resilient growth.

This exercise represents YCH's first step towards formalising a structured and systematic stakeholder engagement approach to support more purposeful dialogue, stronger risk management, greater value creation, and informed decision-making as the Group grows and advances on its sustainability journey.



Table X: Stakeholder Interests and Concerns

Stakeholders	Interests and Concerns			Engagement Mode and Frequency
	Environment	Social	Governance	
 Employees	Workforce engagement in environmental awareness and sustainability training initiatives	- Rights at work - Prohibition of discrimination and equal opportunity - Added protection of vulnerable workers - Equitable compensation and monetary or non-monetary benefits - Employee health and safety - Employee talent development (upskilling and reskilling opportunities) - Long-term employability - Climate transition managed without disproportionate workforce impact	- Ethical business conduct and strong corporate governance - Transparent HR policies - Accessible grievance mechanisms and structured dispute resolution processes - Fair performance evaluation and promotion systems - Clear communication of organisational changes	- Ongoing engagement through Townhalls, Feedback surveys, and Internal communications - Quarterly to Annually
 Customers	- High environmental standards - Climate mitigation and adaptation strategy - Responsible management of waste including hazardous materials - Control of pollution (air, water, noise) - Availability of low-emission transport and warehousing solutions - Workforce engagement in environmental awareness and sustainability training initiatives	- Employee health and safety - Employee talent development (service competency) - Climate transition managed without disproportionate workforce impact	- Compliance with local regulations - Ethical business conduct and strong corporate governance - Privacy and data protection policies - Efficient, timely, and competitively priced services - Operational reliability and business continuity - Disclosure of accurate and up-to-date business information - Accountability in sustainability information - Supply chain due diligence and responsible sourcing	- Direct meetings, Feedback surveys i.e., customer satisfaction surveys, Corporate communication channels, Industry events - Quarterly to Annually
 Local Communities (incl. vulnerable groups)	- High environmental standards - Responsible management of waste including hazardous materials - Control of pollution (air, water, noise) - Avoidance of community exposure to operational hazards	- Protection against involuntary displacement - Access to local employment - Investment in local education and vocational training - Cultural sensitivity and respect for local customs and traditions - Long-term support beyond short-term philanthropy	- Ethical business conduct and strong corporate governance - Accessible grievance mechanisms and structured dispute resolution processes	- CSR initiatives, Feedback surveys, Corporate communication channels - As and when required to Annually

Table X: Stakeholder Interests and Concerns

Stakeholders	Interests and Concerns			Engagement Mode and Frequency
	Environment	Social	Governance	
 Business Partners (JVs)	• High environmental standards • Climate mitigation and adaptation strategy • Responsible management of waste including hazardous materials • Control of pollution (air, water, noise) • Workforce engagement in environmental awareness and sustainability training initiatives	• Rights at work • Prohibition of discrimination and equal opportunity • Employee health and safety • Employee talent development (service competency) • Climate transition managed without disproportionate workforce impact	• Compliance with local regulations • Ethical business conduct and strong corporate governance • Privacy and data protection policies • Operational reliability and business continuity • Disclosure of accurate and up-to-date business information • Accountability in sustainability information • Supply chain due diligence and responsible sourcing • Clear communication of organisational changes	• Direct meetings • Quarterly to Annually
 Trade Unions	• High environmental standards	• Alignment with national social compact objectives • Rights at work • Prohibition of discrimination and equal opportunity • Added protection of vulnerable workers • Equitable compensation and monetary or non-monetary benefits • Employee health and safety • Employee talent development (upskilling and reskilling opportunities) • Climate transition managed without disproportionate workforce impact • Long-term employability	• Compliance with local regulations • Ethical business conduct and strong corporate governance • Accessible grievance mechanisms and structured dispute resolution processes • Fair performance evaluation and promotion systems • Clear communication of organisational changes	• Direct meetings, Industry events • Quarterly to Annually

Table X: Stakeholder Interests and Concerns

Stakeholders	Interests and Concerns			Engagement Mode and Frequency
	Environment	Social	Governance	
 Government-affiliated Entities & Regulatory Bodies	- Alignment with national environmental and climate objectives - High environmental standards - Climate mitigation and adaptation strategy - Responsible management of waste including hazardous materials - Control of pollution (air, water, noise) - Workforce engagement in environmental awareness and sustainability training initiatives - Avoidance of community exposure to operational hazards	- Alignment with national social compact objectives - Protection against involuntary displacement - Access to local employment - Investment in local education and vocational training - Cultural sensitivity and respect for local customs and traditions - Long-term support beyond short-term philanthropy - Prohibition of discrimination and equal opportunity - Added protection of vulnerable workers - Employee health and safety - Long-term employability - Climate transition managed without disproportionate workforce impact	- Compliance with local regulations - Ethical business conduct and strong corporate governance - Accessible grievance mechanisms and structured dispute resolution processes - Operational reliability and business continuity - Disclosure of accurate and up-to-date business information - Accountability in sustainability information - Clear communication of organisational changes	- Direct meetings, Industry events, Corporate communication channels - As and when required to Annually
 Third-party Transport, Warehousing Providers & Other Supply Chain Partners	- High environmental standards - Climate mitigation and adaptation strategy - Alignment with environmental performance standards		- Compliance with local regulations - Ethical business conduct and strong corporate governance - Privacy and data protection policies - Efficient, timely, and competitively priced services - Operational reliability and business continuity - Disclosure of accurate and up-to-date business information - Accountability in sustainability information - Supply chain due diligence and responsible sourcing - Clear communication of organisational changes	- Surveys, Industry events, Corporate communication channels - Annually

Table X: Stakeholder Interests and Concerns

Stakeholders	Interests and Concerns			Engagement Mode and Frequency
	Environment	Social	Governance	
 Non-Governmental Organisations (NGOs)	• High environmental standards • Climate mitigation and adaptation strategy • Responsible management of waste including hazardous materials • Control of pollution (air, water, noise) • Workforce engagement in environmental awareness and sustainability training initiatives • Avoidance of community exposure to operational hazards	• Alignment with national social compact objectives • Protection against involuntary displacement • Access to local employment • Investment in local education and vocational training • Cultural sensitivity and respect for local traditions • Long-term support beyond short-term philanthropy • Prohibition of discrimination and equal opportunity • Added protection of vulnerable workers • Employee health and safety • Employee talent development (upskilling and reskilling opportunities) • Long-term employability • Climate transition managed without disproportionate workforce impact	• Compliance with local regulations • Ethical business conduct and strong corporate governance • Privacy and data protection policies • Disclosure of accurate and up-to-date business information • Accountability in sustainability information • Supply chain due diligence and responsible sourcing	• Corporate communication channels, Selected social media updates, Industry events • As and when required





Policies And Procedures

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Conducting business in accordance with our Vision, Mission, and Core Values of “RISE” – Reliability, Integrity, Sincerity, and Enterprise – is of utmost importance to YCH. We believe that operating in line with these fundamental principles is critical to pursuing responsible and sustainable growth, maintaining financial resilience, and creating shared value for our people, our supply chain partners, and the communities we serve, both today and for generations to come. Good corporate governance forms the foundation of long-term value creation.

YCH has established a structured governance hierarchy comprising the Board of Directors (“Board”), Core Leadership, and Senior Management. YCH’s highest governance body is the Board. The Board is responsible for overseeing the Group’s strategy, financial performance, corporate governance, and sustainability direction. The Executive Chairman – who chairs the highest governance body – leads the Board, sets the strategic agenda, and guides Board deliberations.

The Executive Directors, who each have oversight over other functions, have been appointed based on their experience, leadership capabilities, and ability to steward

the Group’s long-term, resilient growth. Collectively, the Board is competent in various aspects related to the supply chain and logistics industry.

The Core Leadership team reports to the Board and leads the Group in line with the direction set by the Board. These leaders are responsible for overseeing corporate functions and countries of operation, and help manage operational matters by providing guidance, sharing best practices, and contributing their expertise.

The Senior Management team works closely with, and where applicable reports to, the Core Leadership team and the Board. The team is in charge of the day-to-day operations of the Group’s corporate functions and leading employees within those functions. Acting within the direction set by the Board and fulfilling the priorities set by Core Leadership, the Senior Management team implements operational strategies to achieve the Group’s goals.





The Board comprises three Executive members:

Robert Yap
Executive Chairman

Catherine Yap
Executive Director

Margaret Toh
Executive Director



The Core Leadership team includes:

Yap Kwong Weng
Chief Executive Officer,
Vietnam SuperPort and
Head of Group Strategy,
Sustainability, and
Communications

Shia Yew Peck
Chief Financial Officer

Sardar Ahmed
Chief Commercial Officer

Khoo Ngiap Seng
Chief of Operations

Navin Bhatnagar
Chief Technical Officer



The Senior Management team comprises:

Annie Lam
Head, Group Human Resources

Ryan Yap
Head of Cambodia, Laos, Malaysia
and Vietnam, and Head of Growth
and Partnerships

Sunil Nambiar
Head of Operations, Group
Strategy, Sustainability, and
Communications

Hayden Lin
Head, Group Procurement

Henry Chua
Head, Group Infrastructure &
Facilities Management

Hon Jia Min
Head, Group Legal

Noormah Othman
Head, Group Risk
Management and Insurance

Isaac Chua
Head, Corporate Investments

Patrick Woo
Head, Group Quality Assurance



Group Business Ecosystem Leaders

Yap Kwong Weng
Chief Executive Officer,
Vietnam SuperPort

Allan Maristela
Igloo Supply Chain

Daren Kang²
Director of Academy, SCALA

Navin Bhatnagar
Chief Executive Officer,
Y3 Technologies

Ian Chua
Head of Digital
Commerce, YCH Group
General Manager, YSG

Country General Managers

 **Khoo Ngiap Seng**
Singapore

 **Wayne Liu**
Taiwan

  **SJ Lee**
North Asia
(South Korea/ Japan)

 **Allan Maristela**
Philippines

 **Ryan Yap**
Malaysia

 **Vega Susatyo Adi**
Indonesia

 **Nguyen Nguyen Hai**
Vietnam (YCH-Protrade)

 **John Queng**
Philippines

 **Terence Ang (acting)¹**
Greater China

 **Siroj Bhothidhong**
Thailand

 **Josy Sebastian**
India

Board Profile 2-11

Dr Robert Yap

Executive Chairman, YCH



Dr Robert Yap is the Executive Chairman of YCH and has approximately 50 years of experience in the supply chain and logistics industry.

Under his leadership, YCH has evolved into one of Asia Pacific's leading regional supply chain and logistics player in more than 100 locations across 15 countries and a workforce of over 4,000 employees. He is widely recognised for pioneering YCH's Asset Right Strategy, which has guided the development of world-class logistics hubs, including DistriPark, FUSIONARIS, and Supply Chain City.

A strong advocate of resilient, technology-driven logistics networks, Dr Yap has played a pivotal role in shaping Asia-Pacific's trade landscape and economic policies.

As the ASEAN-Business Advisory Council ("ASEAN-BAC") Chair in 2007, he launched the ASEAN Business Awards ("ABA") to recognise outstanding enterprises across the region. In 2018, he also introduced SGConnect, a legacy project aimed at strengthening ASEAN's logistics capabilities

and cross-border trade, which contributed to the development of landmark initiatives such as Vietnam SuperPort.

He is a recipient of multiple business accolades, including The ASEAN Outstanding Logistics Entrepreneur Excellence Award (2025), The Distinguished Service (Star) Award at the NTUC May Day Awards (2025), Businessman of the Year at the Singapore Business Awards (2016), the NUS Eminent Business Alumni Award (2014), and EY Entrepreneur of the Year (2007).

Dr Robert Yap holds a Bachelor of Business Administration from the National University of Singapore and is an alumnus of the Harvard Business School Owner/President Management programme. He was also conferred a Doctor of Philosophy (Ph.D.), honoris causa, in Business Administration by Wisconsin International University.

Ms Catherine Yap

Executive Director, YCH



Ms Catherine Yap serves as the Executive Director of YCH and has approximately three decades of experience in the supply chain and logistics industry.

She supports the Group's continued growth by strengthening governance, maintaining financial discipline, and guiding key corporate functions that are critical to business continuity.

She oversees Infrastructure & Facilities, Human Resources, Legal, Risk Management, and Corporate Investments. Her expertise in navigating complex, multi-country regulatory environments and supporting disciplined financial planning has proved invaluable to the Group's strong financial performance.

Ms Catherine Yap graduated from the London School of Accountancy and is a Fellow of the Chartered Association of Certified Accountants (UK).

Ms Margaret Toh

Executive Director, YCH



Ms Margaret Toh serves as the Executive Director of YCH and has approximately 25 years of experience in the supply chain and logistics industry.

In her career with the Group, she has led operations across Malaysia, India, Thailand, Indonesia, and the Philippines, bringing with her broad cross-functional experience spanning human resource development, business development, new market start-ups, and country leadership.

In her current role, she directly oversees Procurement and brings together strong business acumen with deep human capital expertise.

Ms Toh holds a Bachelor of Economics from Memorial University of Newfoundland, Canada, and a Master of Business Administration from the National University of Singapore.

Ms Margaret Toh has assumed a new role as Senior Advisor to the Group from 1 May 2026.

Performance:

YCH recognises that a diverse Board composition is an important aspect of good corporate governance and sound decision-making at the highest level of the organisation.

In 2025:

Percentage of female Board members:

67%

Percentage of male Board members:

33%

Remuneration of Governance Bodies

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Remuneration for the Group's leaders is determined based on performance, market benchmarking, and industry practices. Depending on role and employment terms, remuneration may comprise fixed and variable components, such as salary and performance-based incentives. Retirement benefits are provided in accordance with employment terms and regulatory requirements. The Group's remuneration policies are reviewed periodically and may be adjusted where necessary to remain competitive, aligned with market conditions, and consistent with industry standards.

Performance

YCH also does not disclose the annual total compensation ratio of its highest-paid individual to the median annual total compensation of all employees, nor the related ratio of annual percentage increase in compensation, due to confidentiality considerations. The Group will continue to assess the feasibility of reporting such disclosures in future reporting cycles.



Sustainability Corporate Governance

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Stakeholders increasingly expect strong oversight of sustainability issues at the highest levels of the organisation. Therefore, YCH has put in place a robust sustainability governance structure that allows for the effective management of environmental, social, and governance issues that are integral to YCH's long-term, resilient growth.

This structure was established in 2024 and became effective in 2025. It incorporates sustainability considerations into the Group's strategic agenda, setting a strong tone from the top and aligning our actions with our sustainability vision. Our leaders work to make sure that every step the company takes is a move closer to a more sustainable future, creating shared value for our people, our supply chain partners, and the communities we serve, both today and for generations to come. It also reinforces the promise we have made to our stakeholders that we will continue to address their interests and concerns in a timely manner, remain financially resilient, and grow with due consideration for sustainability issues.

Oversight over sustainability is exercised directly by the Executive Chairman¹. Ultimate accountability for environmental, social, and governance matters rests with the Executive Chairman who, along with the Board, sets the Group's direction on sustainability. He reviews the Group's sustainability priorities, targets, plans, and progress regularly.

The Head of Group Strategy, Sustainability, and Communications integrates sustainability considerations into the Group's strategic agenda in ways that boost

stakeholder confidence, generate strong financial performance, and strengthen brand differentiation. He is responsible for overseeing the process for identifying and assessing material sustainability topics, determining the priorities for immediate action, and shaping the Group's direction on sustainability. He also provides recommendations to the Executive Chairman pertaining to sustainability issues.

The responsibility of addressing these priorities and leading the day-to-day execution of sustainability initiatives rests with the Head of Operations, SSC. This provides a clear distinction between shaping and setting the sustainability direction at the leadership level and implementation at the operational level. YCH's sustainability leaders work in unison to steer the Group's growth in a way that remains aligned with its sustainability vision.

The Head of Operations, SSC, who leads the Sustainability team, conducts quarterly and annual reviews of sustainability performance. Emerging sustainability issues, progress on addressing the identified priorities, and implementation status of new initiatives, are reported quarterly by the Head of Operations, SSC, to the Board, the Core Leadership team, and the Senior Management team, with more frequent updates shared with the Executive Chairman as needed. He also provides guidance on sustainability-related operational decisions and serves as a point of reference for the Core Leadership and Senior Management teams seeking advice on sustainability issues.

¹ YCH does not currently have a Board-level sustainability committee; oversight of sustainability matters is exercised directly by the Executive Chairman, with the support of Head of Group Strategy, Sustainability, and Communications.



The Sustainability team, which reports to the Head of Operations, SSC and Head of SSC, champions the integration of sustainability into organisational culture and employee behaviour throughout the length and breadth of the Group.

The team keeps abreast of ESG impacts, risks, and opportunities relevant to YCH, develops sustainability targets in line with the Group's strategic sustainability direction, and formulates plans to achieve these targets. The team also tracks and consolidates sustainability data for the regular monitoring of sustainability performance and prepares the annual sustainability report.

We take a collaborative approach to managing sustainability issues within the organisation and throughout our value chain. Each corporate function has clear roles and responsibilities in helping the Company achieve its sustainability targets. The Head of Operations, SSC works in close collaboration with the Senior Management who lead Group Human Resources, Group Infrastructure & Facilities Management, Group Procurement, Group Quality Assurance, as well as the Country General Managers. These leaders effectively perform the role of a cross-functional Sustainability Committee.

This sustainability governance structure reflects a strong tone from the top, with sustainability positioned as a key area of focus within the Group's strategic agenda. It is further reinforced throughout the organisation by the Group Sustainability team's role in championing sustainability and the clear roles and responsibilities of the different corporate functions in carrying out plans to address the Group's sustainability priorities. The Group's top-down and bottom-up governance approach is designed to align actions at every level of the organisation with its sustainability vision.



Stakeholder engagement on sustainability issues is delegated to the SSC Division and is led by the Head of Operations, SSC. The division leads communications, represents the company at industry events, and organises discussions with stakeholders to gather feedback. Stakeholder interests and concerns are communicated the Group's leaders in a timely manner and are also taken into account by the Executive Chairman and the Board in setting the Group's strategic direction on sustainability. More information on YCH's engagement approach is provided in the [Approach to Stakeholder Engagement](#) topic.

Responsibility for Sustainability Reporting

The Sustainability team is responsible for preparing the Report. The team works closely with Senior Management and their respective teams to collect, check, and verify sustainability data. The Head of Operations, SSC supervises this process and oversees multiple rounds of internal assessment to evaluate the completeness and relevance of the Report before it is shared with the Head of SSC.

The Head of SSC assesses whether the Report appropriately reflects the Group's sustainability priorities, targets, plans, and performance during the reporting period. Together with the Executive Chairman, he confirms that the Report presents a fair, balanced, and accurate account of the Group's sustainability performance and progress.

The Executive Chairman approves the Report prior to its public release. Following approval, the Head of SSC and Head of Operations, SSC oversee the timely dissemination of the Report to stakeholders.

Roles and Responsibilities



Executive Chairman

- Holds ultimate accountability for ESG matters
- Sets the Group's strategic direction on sustainability
- Oversees sustainability performance and endorses the sustainability priorities, targets, plans, and progress to be shared with all stakeholders
- Responsible for the review and approval of the Sustainability Report prior to public release



Head, SSC

- Leads the integration of sustainability into the Group's strategic agenda
- Shapes the Group's strategic direction on sustainability
- Determines sustainability priorities for action
- Oversees the process of identification and assessment of material topics
- Advises the Executive Chairman on sustainability issues



Head of Operations, SSC

- Leads the day-to-day implementation of sustainability plans
- Provides updates to the Senior Management team, Core Leadership team and the Board
- Coordinates cross-functional execution of sustainability initiatives
- Supports the preparation of the annual sustainability report
- Leads engagement with stakeholders on sustainability issues



Sustainability Team

- Serves as the Group's centre of sustainability expertise
- Champions sustainability throughout the Group
- Monitors emerging ESG impacts, risks, and opportunities
- Develops sustainability targets and formulates plans to achieve those targets
- Prepares the annual sustainability report



Corporate Functions

- Support the implementation of sustainability plans
- Contribute function-specific expertise to achieve sustainability targets
- Provide data for internal monitoring and external reporting
- Ensures compliance with international standards, regulations, and stakeholder expectations

Sustainability Leaders' Profiles

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Dr Yap Kwong Weng

Chief Executive Officer,
Vietnam SuperPort and
Head of Group Strategy,
Sustainability, and
Communications

Dr Yap Kwong Weng is the CEO of Vietnam SuperPort, a joint venture between YCH and Vietnamese conglomerate T&T Group. Dr Yap also leads the Strategy, Sustainability, and Communications Division at YCH.

He was previously the Head of Transformation at Sembcorp Industries, a leading renewables player and an established industrial and urban solutions provider in Asia. He led the development of Sembcorp's urban business, focusing on its industrial park strategy and sustainable development.

Prior to joining Sembcorp, Dr Yap held business consulting roles in KPMG and Ernst & Young as an Executive Director and set up the KPMG-A*STAR joint lab, a first in professional services. He also held management positions in Southeast Asia, co-founded a tech/crypto travel start-up in Vietnam and led the development of a strategic seaport in Myanmar when the country first opened up.

Dr Yap was named a Young Global Leader by the World Economic Forum and awarded the Rotary Peace Fellowship (Chulalongkorn University) in 2012. He served as a council member of the Singapore Red Cross, and was a board member of the Singapore Nanjing Eco High-tech Island.

He received his PhD from the University of Glasgow, as well as master's degrees from the University of Cambridge, the University of Manchester, and the Lee Kuan Yew School of Public Policy.



Mr Sunil Nambiar

Head of Operations, Group
Strategy, Sustainability,
and Communications

Sunil Nambiar is the Head of Operations, Group Strategy, Sustainability, and Communications at YCH.

He operationalises the Group's agenda across long-term business strategy, regional expansion, corporate communications, and environmental, social and governance initiatives.

Prior to joining YCH, he was a management consultant at EY-Parthenon, where he advised multinational corporations on revenue growth, post-merger integration, and go-to-market strategy. Before entering the private sector, he served as a policy officer in the Government of Singapore, leading initiatives to support economic growth and enhance Singapore's standing as a hub for commercial dispute resolution.

Together with Dr Yap Kwong Weng, he is the co-author of the Straits Times-bestseller *Grow Without Growing Pains: How Robert Yap Built a Singapore Logistics Giant*, and his writings have appeared in *The Diplomat*, *TODAY*, *Vietnam Economic Times*, as well as the peer-reviewed journal *Water*. He is also an active contributor to regional forums on trade, logistics, and sustainability. He holds a master's degree from the University of Cambridge.

Culture of Good Corporate Governance

YCH's corporate governance structure is upheld by formal policies and procedures. The structure establishes the overall roles of and relationships between the three governing bodies, whereas the Group's policies and procedures further define their respective responsibilities in relation to specific corporate governance matter. These support a clear separation of powers, allow decision-making authority to be exercised appropriately at each level of the organisation, and accountability for outcomes that support responsible and sustainable growth.

One of the key responsibilities of the Senior Management team is to assist the Board in monitoring whether these corporate governance processes continue to be carried out effectively in practice. The team also identifies concerns relating to business conduct and escalates them through the established reporting channels, including the Quarterly Management Meetings, for review by the Core Leadership team and, where necessary, the Board. These processes are crucial in conducting day-to-day business operations with the highest standards of integrity and ethical business conduct.

YCH therefore expects all employees to carry out their duties in accordance with the Group's corporate governance policies and procedures and to uphold the highest standards of integrity and ethical business conduct. Good corporate governance begins with leadership at the highest levels of the organisation, where

leaders are expected to set the tone and lead by example. Within the organisation, however, good corporate governance depends on the effective implementation of formal corporate governance processes that guide the day-to-day actions, decisions, and conduct of employees in the course of their work.

To formalise these expectations, Group Human Resources has established the Code of Business Conduct & Ethics Policy and Procedure ("COBCE"), which sets out employees' roles, responsibilities, and expected standards of conduct in line with our Vision, Mission, and Core Values of "RISE". The COBCE is supported by an array of policies and procedures on topics such as Human Rights, Whistleblowing, and Grievance Handling, as well as the Employee Handbook. These are developed in strict accordance with regulatory requirements, international standards, and stakeholder expectations. All corporate governance processes are approved by the Board prior to implementation.

Group Human Resources is responsible for administering these policies, evaluating the effectiveness of their implementation, and updating the policies to remain relevant to the Company's operating contexts and responsive to the evolving business environment.

These are extracts from YCH's Code of Business Conduct and Ethics, which sets out employees' roles, responsibilities, and expected standards of conduct in line with the Group's Vision, Mission, and Core Values of "RISE". The full policy is made available to all employees from the point of onboarding and remains accessible at all times through shared internal folders, so that employees can easily locate and refer to them in the course of their work. The policy may also be shared with other stakeholders upon request.



Comply with local and international laws, rules and government regulations that apply to our business.



Refrain from providing or accepting any form of bribery, inducement or promise which run counter to our Core Values. This includes giving and receiving money and favours as well as illicit payments.



Ensure that all gifts and hospitalities are for legitimate business purposes and are within the limits set by the company.



Avoid taking unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other illegal trade practice.



Avoid any unauthorised use of company's funds and/or misuse of the funds for personal gain or personal benefit.



Practice integrity, mutual respect, and fairness in every aspect of dealing with other YCH employees, the public, the business community, customers, suppliers and government authorities.



The Group's Annual Compliance Refresher Programme is a formal, mandatory, annual training programme conducted for all employees. Its objective is to remind employees that good corporate governance is a shared responsibility, not only of leaders at the highest levels of the organisation, and that it must be reflected in their day-to-day actions, decisions, and conduct in the course of their work.

This self-directed online training covers the Code of Business Conduct & Ethics ("COBCE"), Personal Data Protection Awareness, Harassment and Discrimination at Workplace, and Conflict of Interest. Training is mandatory for all employees, from frontline staff to senior leadership, and leadership teams are not exempt from the requirements expected of all other employees.

All employees must complete this training regardless of prior experience or familiarity with the subject matter. The Group Human Resources team tracks completion rates closely, and non-compliance is followed up on and may result in disciplinary action.

The Group's Annual Compliance Refresher Programme comprises four components.



Code of Business Conduct & Ethics Policy and Procedure



Personal Data Protection Awareness



Harassment and Discrimination at Workplace



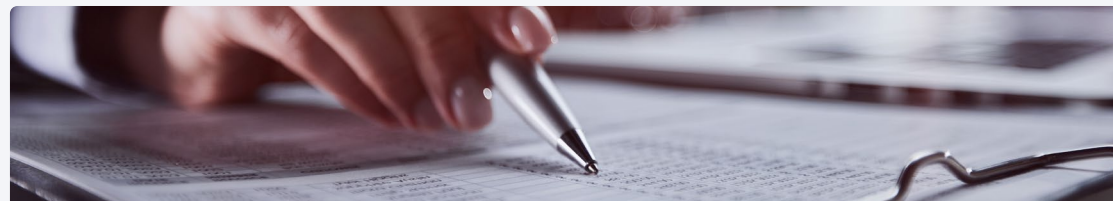
Conflict of Interest

Anti-Bribery and Anti-Corruption

205-1

205-2

205-3



Ambition:

We adopt a zero-tolerance approach to all forms of bribery and corruption to protect the Group's trusted name. We recognise that bribery and corruption risks may arise in any operating context, regardless of geography, business environment, or local regulatory stringency. We seek to mitigate these risks through the implementation of the Group's Anti-Bribery and Anti-Corruption Policy and regular formal training.

Governance:

Scope

YCH's Anti-Bribery and Anti-Corruption Policy applies to all Group operations and sets out the standards of conduct expected of employees in identifying, preventing, managing, and escalating bribery and corruption risks.

Policy Management

Group Human Resources is responsible for developing the policy, reviewing and updating it where necessary, and overseeing compliance across the Group. The policy is approved by the Executive Director, representing the Board, prior to implementation.

Target:

- Maintain 0 number of confirmed incidents of bribery and corruption
- Achieve a 100% completion rate of Anti-Bribery and Anti-Corruption training among all employees

Time Horizon:

Ongoing (applies across all timeframes)

Coverage:

All operations

Implementation

Country General Managers and local Human Resource teams are responsible for implementing and enforcing the policy within their respective operations. They are supported by Group Human Resources, which provides guidance on policy interpretation, handles compliance-related matters, and advises on appropriate actions for consistent enforcement across the Group.

Risk Assessment

Group Risk Management and Insurance leads the identification and assessment of potential bribery and corruption risks in YCH's operations, supporting the Group's broader anti-bribery and anti-corruption efforts.



YCH adopts a zero-tolerance approach to all forms of bribery and corruption. All operations are required to comply with anti-bribery and anti-corruption laws in their respective jurisdictions.

All employees are required to comply with the Group's Anti-Bribery and Anti-Corruption Policy. They must conduct their work in a manner that upholds the highest standards of integrity and ethical business conduct and are prohibited from engaging in unethical behaviour in any form, whether involving public officials or private sector counterparts.

YCH's Anti-Bribery and Anti-Corruption Policy is developed based on the standards set out in Singapore's Prevention of Corruption Act ("PCA"). This policy serves as the baseline standard for the Group's approach to preventing bribery and corruption. The policy clearly defines bribery and corruption, sets out expected standards of conduct for employees, and provides guidance on acceptable business practices. It also establishes procedures for identifying, preventing, managing, and escalating bribery and corruption related risks, including those relating to gifts and hospitality, conflicts of interest, and other situations that may compromise integrity and ethical business conduct.

These expectations also extend to individuals acting on behalf of the Group and to supply chain partners engaged in business relationships with YCH. They are communicated through the Supplier Code of Conduct and relevant contractual agreements to make YCH's expectations clear and ensure alignment with the Group's Anti-Bribery and Anti-Corruption Policy. In doing so, YCH seeks to reduce ambiguity and uphold consistent high standards of integrity and ethical business conduct in its value chain.

The Group complies with the anti-bribery and anti-corruption laws in each jurisdiction where it operates.

China

- PRC Criminal Law
- PRC Anti-Unfair Competition Law (AUCL)

Philippines

- Republic Act No. 3019 (Anti-Graft and Corrupt Practices Act)
- Revised Penal Code

Taiwan

- Anti-Corruption Act
- Criminal Code

Thailand

- Thai Criminal Code
- Organic Act on Anti-Corruption B.E. 2561 (2018)

Malaysia

- Malaysian Anti-Corruption Commission Act 2009 (MACC Act)

India

- Prevention of Corruption Act, 1988

Indonesia

- Law No. 31 of 1999 on Corruption Eradication, as amended by Law No. 20 of 2001
- Law No. 11 of 1980 on the Criminal Act of Bribery

Vietnam

- Law on Anti-Corruption (2018)
- Penal Code 2015 (as amended, effective from 2018)
- Law on Denunciations

South Korea

- Improper Solicitation and Graft Act
- Act on the Prevention of Corruption and the Establishment and Management of the Anti-Corruption and Civil Rights Commission (ACRC Act)

Education and Training

The Group communicates these expectations to all employees through the COBCE and Employee Handbook. The Group's Anti-Bribery and Anti-Corruption Policy provides the necessary foundation for preventing misconduct; however, policy alone is not sufficient. Effective mitigation of bribery and corruption risks requires clear communication of expected conduct and regular formal training.

Annual Anti-Bribery and Anti-Corruption training as part of the Group's Annual Compliance Refresher Programme equips employees to identify and prevent bribery and corruption risks, respond appropriately in accordance with the Group's policy, and escalate concerns through the appropriate reporting channels.

Training is mandatory for all employees, from frontline staff to senior leadership, and leadership teams are not exempt from the requirements expected of all other employees. All employees must complete this training regardless of prior experience or familiarity with the subject matter. The Group Human Resources team tracks completion rates closely, and non-compliance is followed up on and may result in disciplinary action.

Reporting Metrics

YCH adopts a zero-tolerance approach to all forms of bribery and corruption and is committed to uphold the highest standards of integrity and ethical business conduct. Effective mitigation of bribery and corruption risks requires clear communication of expected conduct and regular formal training.

The Group's Anti-Bribery and Anti-Corruption Policy has been communicated to all employees of the Group, defined as all personnel directly employed by the company in all countries and companies within the Group ecosystem, through the COBCE and Employee Handbook. The policy has also been communicated to governance body members. In addition, all employees and all governance body members have completed Anti-Bribery and Anti-Corruption training as part of the Group's mandatory Annual Compliance Refresher Programme.

In the Reporting Year:

100%

Percentage of governance body members to whom the Anti-Bribery and Anti-Corruption Policy was communicated



100%

Percentage of employees to whom the Anti-Bribery and Anti-Corruption Policy was communicated



100%

Percentage of governance body members who completed Anti-Bribery and Anti-Corruption Policy training



100%

Percentage of employees who completed Anti-Bribery and Anti-Corruption Policy training



Reporting Unethical Behaviour

All employees are encouraged to report any suspected misconduct or actual violations of the Group's Anti-Bribery and Anti-Corruption Policy by employees, individuals acting on behalf of the Group, or supply chain partners engaged in business relationships with YCH.

YCH has established internal controls for the early identification and escalation of unethical behaviour. All employees are able to raise concerns without fear of retaliation or reprisal. Reports may be made through immediate supervisors or Group Human Resources following the Group's Grievance Handling process. Where concerns cannot be raised through direct reporting lines, employees may make reports through the Group's Whistleblowing Channel. Other stakeholders, including individuals acting on behalf of the Group and supply chain partners, may also raise concerns through this Whistleblowing Channel where appropriate.



YCH supports – and will make every effort to protect the identity of – any individual who wishes to report in good faith and without malice any suspected misconduct or actual violations of the Group's Anti-Bribery and Anti-Corruption Policy. All reports, whether made through direct reporting lines or the Whistleblowing Channel, are treated seriously, handled confidentially, and assessed promptly and thoroughly in accordance with established procedures in an independent and unbiased manner. The Whistleblowing Committee is responsible for reviewing these reports and recommending next course of action to prevent, mitigate, and address them.

Violations of the Anti-Bribery and Anti-Corruption Policy may result in serious consequences. Depending on the nature and severity of the breach, these may include disciplinary action, including termination of employment, as well as potential civil or criminal penalties, which may include fines and imprisonment.

YCH did not carry out a formal standalone bribery- and corruption-specific risk assessment during the reporting year. However, such matters continue to be monitored throughout the Group's operations through the implementation of the Anti-Bribery and Anti-Corruption Policy, mandatory training for employees, established reporting channels, and governance oversight. The Group will consider opportunities to conduct such risk assessments over time.

Reporting Metrics

YCH takes all reports of bribery and corruption seriously and is committed to investigating these reports seriously, confidentially, promptly, and thoroughly. There were no confirmed incidents of bribery and corruption involving the Group's operations or business relationships in all countries and companies within the Group ecosystem.

In the Reporting Year:

0

Number of confirmed incidents of bribery and corruption



0

Number of confirmed incidents resulting in employee dismissal or disciplinary action



0

Number of confirmed incidents leading to termination or non-renewal of contracts with business partners due to bribery- and corruption-related violations



0

Number of public legal cases regarding bribery and corruption brought against the Group or its employees



Conflicts of Interest 2-15

Conflict of interest refers to a situation where an individual's personal or professional external obligations, commitments, relationships, interests, or responsibilities may interfere with, influence, or appear to influence their judgement, impartiality, or ability to act in the best interests of the company. These situations may be real, apparent, or potential, and all employees are expected to avoid circumstances that involve, or appear to involve, a conflict between their personal interests and those of the company.

Employees are therefore expected to exercise sound judgement and to avoid situations in which personal interests could conflict, or appear to conflict, with the interests of the Group.

To support employees in identifying, preventing, and mitigating conflicts of interest, YCH has established a Conflict of Interest policy in the COBCE, together with disclosure requirements under the Group's Annual Compliance Refresher Programme. These internal controls help maintain objectivity and uphold the highest standards of integrity and ethical business conduct in

the course of their work. Any real, apparent, or potential conflict of interest must be declared through a formal declaration submitted on an annual basis, or as soon as such situations arise. These requirements apply to all permanent and interim employees, from the Executive level to the highest levels of the organisation.

Conflicts may also arise through the acceptance of gifts beyond nominal value, excessive hospitality, loans or special treatment, unauthorised personal use of company property or services, personal business transactions involving YCH for private benefit, or the use of business opportunities identified through association with the Group for personal benefit. The Group's conflict of interest requirements extends beyond employees' direct personal interests to include situations involving close personal relationships, such as relatives, close friends, household members, or business associates, where these may influence or appear to influence business judgement.

The disclosure does not automatically mean that it constitutes a prohibited conflict of interest. Each case is considered individually to determine whether the matter

can be appropriately managed or whether it gives rise to a violation of the COBCE.

All declared conflicts are reviewed by Group Human Resources and direct reports, and Group Risk Management and Insurance and the Board, where necessary. Appropriate mitigation measures may then be implemented, including recusal from decision-making processes, independent review, or additional oversight to safeguard impartiality and accountability. Where a conflict is deemed to be not material, approval may be granted for the individual, subject to any conditions or monitoring measures considered appropriate.

Where an employee is found to have any real, apparent or potential conflict of interest but failed to declare it, the employee will be in violation of the YCH's COBCE and may be subject to disciplinary action, including termination of employment, as well as potential civil or criminal penalties, which may include fines and imprisonment.

Disclosures cover, at a minimum, the following areas:

- | | |
|--|---|
| i. external board appointments, directorships, or governance roles held outside the company; | suppliers, partners, customers, or other stakeholders; |
| ii. external employment, business activities, side jobs, part-time, freelance work, or pro bono engagements that may affect independence or objectivity; | v. interests held by close family members or relatives that may create conflicts with YCH's operations or business relationships; |
| iii. ownership interests, management roles, or beneficial ownership in external business entities; | vi. related-party relationships, transactions, or financial interests involving the YCH Group of Companies; and |
| iv. cross-directorships, cross-shareholdings, or business relationships involving the Group's | vii. any direct or indirect personal interest in business transactions connected to YCH. |

Reporting Metrics

In the Reporting Year:

0



Substantiated conflicts of interest resulting in a breach of COBCE or requiring disciplinary or disciplinary action

Compliance with Laws and Regulations

2-27 206-1

YCH recorded no substantiated or reportable cases of non-compliance with laws that resulted in administrative or judicial sanctions, fines, or penalties imposed by local, regional, or national governments, regulatory authorities, or public agencies. There were also no cases under appeal. In addition, no non-monetary sanctions were imposed on the Group. This includes, but is not limited to, restrictions on operations, withdrawal or suspension of operating or trading licences, or directives to cease, rectify, or remediate unlawful activities. YCH continues to conform to international, national, and local regulatory performance parameters, as well as relevant voluntary agreements, covenants and industry standards.

Reporting Metrics

In the Reporting Year:

0



Substantiated cases of non-compliance with laws and regulations resulting in administrative or judicial sanctions, fines, or penalties

0



Non-monetary sanctions imposed (e.g., licence withdrawal, operational restrictions)

There were no public or private legal cases pending or completed relating to anti-competitive behaviour, anti-trust, or monopoly practices in which the Group or its employees were identified as participants.

In the Reporting Year:

0

Number of legal actions pending or completed regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation



Whistleblowing Channel 2-26



Coverage: All operations

Governance:

Scope

YCH's Whistleblowing Policy and Procedures apply to all operations. It provides the framework for the reporting and investigation of improper conduct or illegal activities involving the Group's employees, individuals acting on behalf of the Group, or supply chain partners engaged in business relationships with YCH. The policy also states the protections offered to all Whistleblowers. The Whistleblowing Channel is a formal feedback mechanism accessible to both internal and external stakeholders, including employees, supply chain partners, customers, and members of the local communities, who may use it to raise concerns in good faith.

Policy Management

The Whistleblowing Committee is responsible for developing the policy, reviewing and updating it where necessary, and overseeing compliance across the Group. The committee is also responsible for operating and maintaining the Whistleblowing Channel as an accessible, confidential, and secure feedback mechanism for all intended users. The policy is approved by the Executive Director, representing the Board, prior to implementation.

Implementation

Country General Managers and local Human Resource teams are responsible for implementing and enforcing the policy within their respective operations. They are supported by the Whistleblowing Committee and Group Human Resources team, which provides guidance on policy interpretation, handles compliance-related matters, and advises on appropriate actions for consistent enforcement across the Group.

The Whistleblowing Policy and Procedures support the Group in upholding the highest standards of integrity and ethical business conduct. The process is designed to foster an environment of accountability, integrity, and openness where any party can raise concerns about unethical behaviour in the organisation's operations or business relationships in good faith, without fear of retaliation or reprisal.

The objective of the Whistleblowing Policy and Procedures is to:

- Provide an avenue for any party to raise concerns
- Inform the Whistleblowing Committee and the Group's leaders of misconduct at an early stage
- Reassure Whistleblowers that their identity will be protected and that no disciplinary action will be taken against them for raising concerns in good faith
- Foster a culture of accountability, integrity, and openness

The policy is intended to cover any concerns that may have an adverse impact on the Group, including those that may result in non-compliance with laws and give rise to reputational risks. It covers a non-exhaustive range of matters, from unethical behaviour to infringements of personal rights to improper conduct to illegal activities.

The following extracts from YCH's Whistleblowing Policy and Procedures set out examples of the types of concerns that may be reported:

- Conduct that is unlawful
- Conduct that is not in line with YCH's COBCE, including bribery, corruption, and other unethical business practices
- The deliberate concealment of serious wrongdoing or professional or ethical malpractice
- Breaches of fundamental internal controls, including those relating to information security
- Conduct that may pose dangers to the health, safety, and well-being of any individual
- Conduct that may damage or cause potential damage to the environment

YCH has established an accessible, confidential, and secure, internally operated, formal Whistleblowing Channel that employees and external stakeholders, including supply chain partners, customers, and members of the local communities, can use to report misconduct involving the Group's employees, individuals acting on behalf of the Group, or supply chain partners engaged in business relationships with YCH. Anyone is able to raise concerns – in good faith – through this Whistleblowing Channel, supporting the Group's internal controls to detect and deter unethical behaviour more effectively.



The Whistleblowing Committee – which operates and maintains the Whistleblowing Channel – will investigate all complaints confidentially, promptly, and seriously, and in an independent and unbiased manner, and will take appropriate action against wrongdoing to uphold highest standards of integrity and ethical business conduct.

The Whistleblowing Policy and Procedures document is made available to all employees from the point of onboarding and remains accessible at all times through shared internal folders, so that employees can easily locate and refer to it in the course of their work. Information on how external stakeholders can access YCH's Whistleblowing Channel is made available through the Group's website.

Reporting Channel: All reports may be submitted through YCH's Whistleblowing Channel, which is accessible only to the Whistleblowing Committee, either by completing the Whistleblowing Form or via dedicated email address. Reporting parties are encouraged to self-identify when making a report, as this supports a more effective investigation process, including fact-finding and follow-up where necessary. However, reports may also be submitted anonymously.

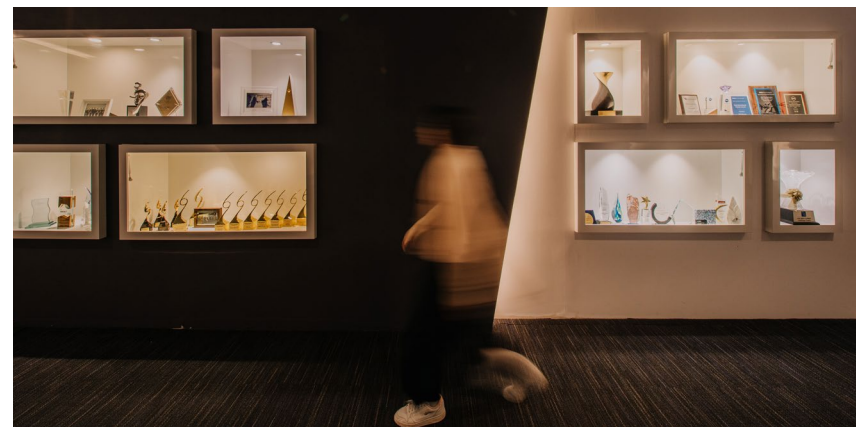


Email: whistleblowing@ych.com

Confidentiality and Non-Retaliation Guarantee

YCH is committed to respecting the human rights of individuals who use the Whistleblowing Channel. The identity of the Whistleblower will be held confidentially, with appropriate safeguards in place to protect the whistleblower's identity throughout the investigation process and, where required, after the investigation has concluded. YCH does not tolerate any form of Obstructive Action or Retaliatory Action against any person who intends to raise, is in the process of raising, or has raised a complaint in good faith. Obstructive Action includes any use or attempted use of force, authority, intimidation, threats, undue pressure, or

other behaviour intended to obstruct, influence, or otherwise interfere with a person's right to report. Retaliatory Action includes any use or attempted use of force, authority, intimidation, threats, undue pressure, or other negative or inappropriate action taken against a person for filing a complaint. Any unethical behaviour will be investigated separately, in addition to the original complaint, and disciplinary action will be taken against any individual found to have engaged in such misconduct. The Group is committed to protecting reporting parties from retaliation or reprisal through these safeguards.



Roles and Responsibilities

Whistleblowers:

Any reporting party may raise concerns about suspected or actual improper conduct or illegal activities. All Whistleblowers are expected to act in good faith. This means that reports should be made on the basis of a genuine belief that misconduct may have occurred, and not with malicious intent. Whistleblowers must not make deliberately false accusations.

Whistleblowing Committee/ Investigation Team:

Investigators are required to handle all complaints confidentially, promptly, and seriously, and in an independent and unbiased manner. They will make every effort to protect the identity of the Whistleblower throughout the investigation process as well as, where required, after the investigation has concluded.

This protection remains in place even if an investigation determines that the Whistleblower acted in good faith but was mistaken about the facts of the case.

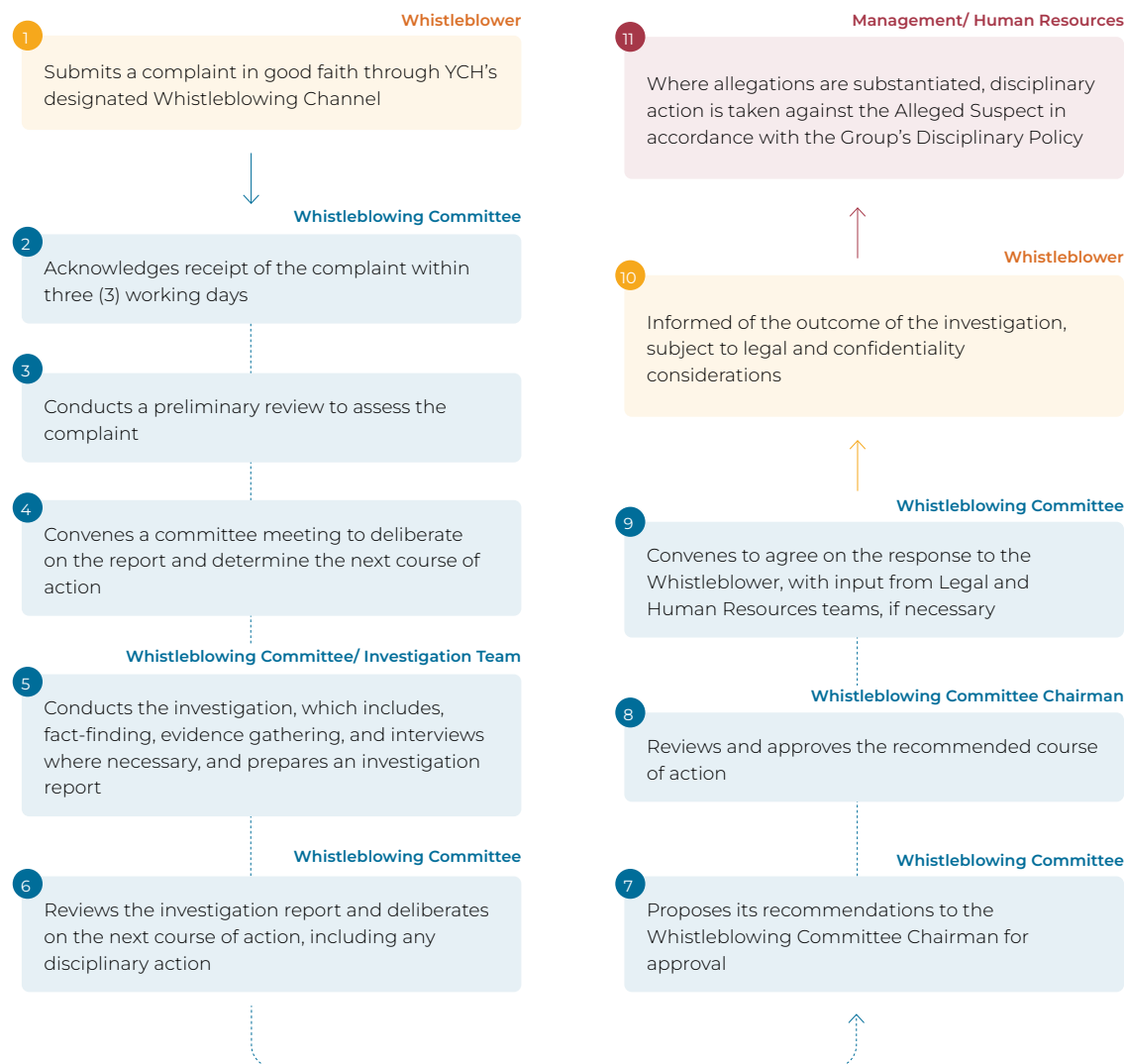
The Whistleblowing Committee is also responsible for maintaining a Complaints Register to record all reports received, including the date and nature of each report. This record may be made available to investigating authorities or other stakeholders.

Alleged Suspects:

Suspected parties must cooperate with Investigators and maintain confidentiality over their identities during the course of the investigation.

Whistleblowing Investigation Process

The complaint investigation process is set out below. Depending on the complexity, nature, and severity, and of the concern raised, certain steps may vary.



Reporting Metrics:

An accessible, confidential, and secure Whistleblowing Channel is an important component of good corporate governance. It complements the Group's internal controls by helping to detect and deter misconduct more effectively and foster a culture of accountability, integrity, and openness in which stakeholders are empowered to report unethical behaviour in good faith. All complaints will be addressed confidentially, promptly, and seriously, and in an independent and unbiased manner. The Group will continue to maintain the accessibility of the Whistleblowing Channel. The Group's Whistleblowing Policy and Procedures document has been shared with all employees of the Group, defined as all personnel directly employed by the company in all countries and companies within the Group ecosystem. The Group will continue to communicate the policy to all stakeholders to support the effective detection and deterrence of misconduct.

In the Reporting Year:

100%

Percentage of employees to whom the Whistleblowing Policy and Procedures was communicated



0

Number of Whistleblowing complaints received and addressed



Grievance Handling Process

2-25

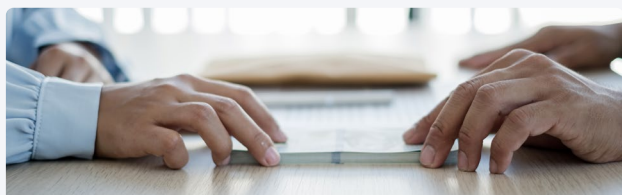
 Introduction

 Strategy

 Governance

 Environment

 Social

 Appendix


Coverage: All operations

Governance:

Scope

YCH's Grievance Handling Policy and Procedures apply to all operations. It provides the framework for a formal Grievance Handling Process through which employees may raise concerns about, and seek remedy for, actual or potential negative impacts they may experience in the course of their work.

Policy Management

The Group Human Resources team is responsible for developing the policy, reviewing and updating it where necessary, and overseeing compliance across the Group. The policy is approved by the Executive Director, representing the Board, prior to implementation.

Implementation

Country General Managers and local Human Resource teams are responsible for implementing and enforcing the policy within their respective operations. They are supported by the Group Human Resources team, which provides guidance on policy interpretation, handles compliance-related matters, and advises on appropriate actions for consistent enforcement across the Group.

Unlike the Whistleblowing Channel, which may be used by any internal or external stakeholder to report suspected misconduct in the organisation's operations or business relationships, YCH's Grievance Handling Process is intended as an internal feedback mechanism through which employees may raise concerns about, and seek remedy for, actual or potential negative impacts they may experience in the course of their work.

The key difference between the Whistleblowing Channel and the Grievance Handling Process lies in their scope and objective. The Whistleblowing Channel is available to both internal and external stakeholders to report suspected improper conduct or illegal activities, whereas the Grievance Handling Process is intended for employees only. Both mechanisms may involve concerns relating to misconduct or unethical behaviour, but the Grievance Handling Process was established to address work-related concerns experienced by employees who seek fair resolution. Where the nature, severity, and complexity of the concern raised go beyond the normal scope of grievance handling, the Group's leaders may deem it necessary to escalate the matter through the Group's internal controls and, where appropriate, refer it to the Whistleblowing Committee for a more rigorous investigation process. Where confidentiality is a particular concern, especially in relation to sensitive or human rights-related issues, employees may also use the Whistleblowing Channel.

YCH's Grievance Handling Policy and Procedures establish a formal and legitimate process through which employees can raise concerns and seek fair resolution. It spells out how the company can address these grievances amicably and promptly, remediate concerns, and ameliorate any negative impacts it has caused or contributed to. Group Human Resources has developed this internally operated Grievance Handling Process with

reference to Singapore's Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP") guidelines on managing workplace grievances.

All employees are able to raise concerns through the Grievance Handling Process without fear of retaliation or reprisal. The objective of this process is to provide a platform where employees feel heard, their concerns are taken seriously, and grievances are addressed amicably and promptly. It helps to prevent grievances from escalating, supports the maintenance of a positive and safe work environment, and contributes to employee retention. The process also provides an important mechanism for collecting feedback on the effectiveness of the Group's internal controls from those directly affected, which can in turn be used to improve policies and procedures.

Grievances may arise from a non-exhaustive range of matters, including working conditions including wages, working hours to favouritism, impacts on employees' human rights, workplace discrimination and harassment, or other forms of conduct that cause dissatisfaction or concern to the employee. The policy is intended to cover all grievances that may have an adverse impact on its employees.

The Grievance Handling Policy and Procedures document is made available to all employees from the point of onboarding and always remains accessible through shared internal folders, so that employees can easily locate and refer to it in the course of their work. Group Human Resources also aims to conduct training for the Group's leaders so that they can handle grievances effectively.

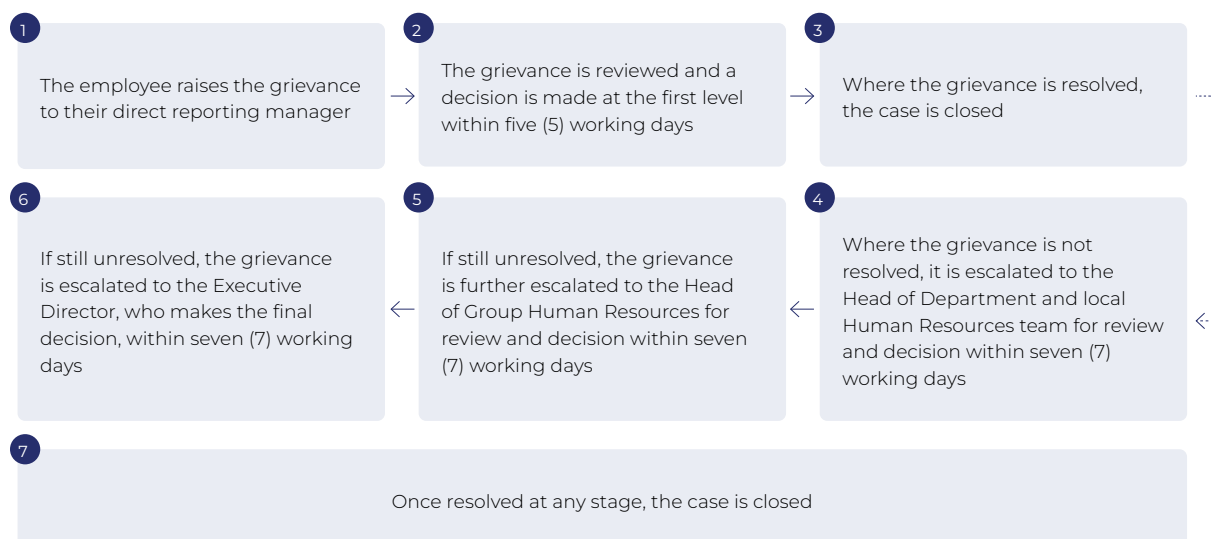
Remediation Process

The Grievance Handling Process encourages reporting parties to raise grievances as soon as possible, ideally within three (3) working days of the incident, so that concerns can be addressed while the facts remain fresh, for efficient resolution of the issue.

The Group is committed to making every effort to facilitate the resolution of grievances at the lowest practical level, and where possible, to achieve a resolution within five (5) working days. Employees are encouraged, in the first instance, to raise the matter with their direct reporting manager. Where needed, they may also involve the Human Resources team to act as a neutral party, obtain guidance on the process, or request the presence of their union representative. The Grievance Handling Process allows for these arrangements. Where a grievance can be resolved at an earlier stage, YCH encourages prompt resolution without unnecessary escalation, provided that the

matter is handled fairly and the employee is satisfied with the outcome.

However, all employees have the right to appeal or escalate a grievance where they are not satisfied with the outcome at an earlier stage. At each stage, the grievance is reviewed and a decision is made. Where the grievance is not resolved, it may be escalated to the next level. Employees may escalate their grievance progressively from their direct reporting manager to the Head of Department, the Head of Group Human Resources, and ultimately to the Executive Director, whose decision is final. This escalation pathway reflects the Group's commitment to fair resolution and employee satisfaction. The Grievance Handling Policy and Procedures further makes clear that no employee should be pressured against pursuing an appeal where they are dissatisfied with the handling or outcome of their grievance.

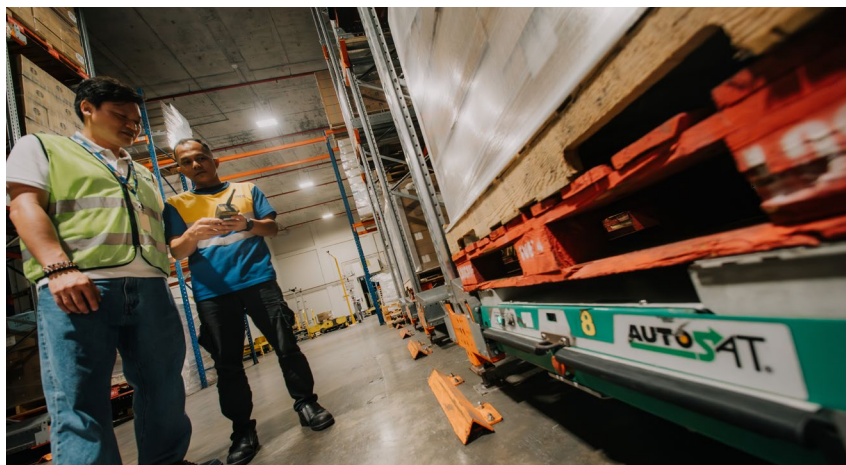


Roles and Responsibilities of Respondents

Respondents play a critical role in this process. Respondents may include any of the Group's leaders who have been approached with a grievance and are required to address it, ranging from an employee's direct reporting manager to the Executive Director. The way these respondents address grievances will influence the level of trust that employees, as reporting parties, place in the Group and its internal controls.

Respondents must respect the human rights of reporting parties. The identity of the employee raising the concern will be treated confidentially, and all meetings will be conducted in confidence. Where disclosure of the employee's identity to other parties is necessary to facilitate resolution, it will be handled with appropriate care and on a need-to-know basis.

The prompt resolution of grievances is an important indicator of the effectiveness of the Grievance Handling Process and of the Group's ability to maintain a positive and safe work environment. Where grievances are remedied, resolutions are fair, and employees are satisfied with the outcome, this can in turn encourage other employees to speak up when concerns arise, thereby allowing the Group to ameliorate any negative impacts it has caused or contributed to. This creates a self-reinforcing process that strengthens trust in the company and the policies and procedures YCH has established.



Attributes of Respondents

YCH expects all respondents to demonstrate the following attributes when addressing employee grievances:

Inclusive Communication:

Use inclusive language (e.g. “we”, “our”) to create a collaborative environment, positioning the grievance as a shared issue to resolve, and encourage open dialogue

Active Listening:

Listen attentively, seek to understand, interpret, and evaluate the employee’s concerns including feelings of dissatisfaction or distress with empathy, and keep discussions focused on the concern

Sensitivity and Tact:

Read situations carefully and respond with appropriate behaviour, tone, and body language

Attention to Detail:

Take accurate and thorough notes to support effective follow-up

Problem-solving Mindset:

Be open-minded and willing to work with employees to find fair solutions

Professional Conduct:

Remain professional at all times, even in challenging situations

All employees may raise concerns through the Grievance Handling Process without fear of retaliation or reprisal. Further information on the Group’s approach to confidentiality and non-retaliation is provided in the [Whistleblowing Channel section](#).

Reporting Metrics:

An effective and efficient formal Grievance Handling Process is an important component of good corporate governance, as it reinforces the Group’s ability to maintain a positive and safe work environment. The Group’s Grievance Handling Policy and Procedures document has been communicated to all employees of the Group, defined as all personnel directly employed by the company in all countries and companies within the Group ecosystem. The Group will continue to maintain the accessibility of the Grievance Handling Process and facilitate the fair resolution of concerns raised in a manner that supports employee satisfaction.

In the Reporting Year:



100%

Percentage of employees to whom the Grievance Handling Policy and Procedures was communicated

Open-door Culture

A workplace needs both formal and informal avenues for feedback. Formal feedback mechanisms are most effective when employees already feel able to speak up. This is why it is equally important to foster a culture of openness, accountability, and integrity.

YCH practices an “open-door” culture, where employees are encouraged to provide constructive feedback, share ideas for improvement, and obtain guidance from their direct reporting manager or other members of the leadership teams, including before deciding whether to raise a formal grievance. This tone is set from the top, beginning with the Executive Chairman, who reinforces the Group’s expectations of its leaders.

Employees are important stakeholders whose perspectives can help shape better solutions and contribute to the continued growth and success of the company. Cultivating a strong employee voice in the workplace is therefore critical, but it also requires a clear commitment from management to make sure that concerns are properly heard, taken seriously, and addressed amicably and promptly.

Where open dialogue is normalised, the Group’s leaders have more opportunities to stay attuned to operational realities and hear feedback from the ground. When employees feel empowered to speak up and see that leaders are willing to listen and take appropriate remedial action, this reinforces the effectiveness of the Group’s formal feedback mechanisms, including the Whistleblowing Channel and the Grievance Handling Process.

Supply Chain Management

204-1

308-1

308-2

414-1

414-2



Significance of Topic :

Many of the most significant environmental, social, and governance impacts on people, environment, and the economy occur outside a business's own operations. These impacts can escalate quickly when they are not properly understood or managed, and unaddressed issues may result in risks such as operational disruption, higher costs, regulatory exposure, and loss in customer trust. Effective supply chain management gives businesses greater visibility over supply chain-related impacts, risks, and opportunities. It allows them to influence better decision-making among supply chain partners and encourage higher environmental, social, and governance standards in their operations.

Governance Process:

Supply Chain Management is overseen by Group Procurement, with support from Country General Managers and local Procurement teams. The Group Procurement team reports to the Executive Director. Its role in supply chain management involves communicating the Group's expectations to all supply chain partners, selecting suitable suppliers based on established procurement requirements that consider business needs and sustainability considerations, as well as managing any follow-ups for the duration of the business relationship. The Group Sustainability team liaises with Group Procurement to incorporate additional ESG considerations into the supplier lifecycle. The team also engages with them on material sustainability topics and collects data from these partners for the Group's sustainability report.

Approach

As regulatory requirements become more stringent, stakeholder expectations on holistic ESG performance continue to rise, and we continue on our own journey towards a more sustainable future, effective supply chain management has become a prerequisite for continued growth and success. The Group is already taking steps to manage material ESG issues within its own operations, as demonstrated by the performance and progress outlined in this report. However, managing internal operations alone is not sufficient as many of the most significant environmental, social, and governance impacts extend outside the business.

Responsible and sustainable supply chain management allows hidden vulnerabilities to be uncovered earlier and emerging issues to be addressed before they develop into more significant operational, financial, regulatory, or reputational risks. Changing how we manage our supply chain improves traceability, transparency, and visibility, placing YCH in a stronger position to gain deeper insight into related impacts, risks, and opportunities.

The Group also recognises the need to align procurement processes more closely with its sustainability ambition and external expectations. Traditional procurement considerations such as compliance obligations, financial stability, operational capability, service quality, and pricing remain important. However, these considerations alone no longer offer a complete picture of suppliers' suitability. Sustainability performance is equally important and must be included more systematically in procurement-

related activities. Therefore, YCH is incorporating sustainability considerations into every stage of the procurement process from how suppliers are assessed and selected to how they are engaged, monitored, and managed throughout the business relationship.

As a supply chain and logistics leader, YCH recognises that its purchasing decisions carry influence. By establishing higher ESG standards at the point of assessment and reinforcing them throughout the supplier lifecycle, the Group can encourage more responsible and sustainable business practices within supplier operations. Suppliers will see the business need to adapt the way they operate to meet these requirements and maintain long-term business relationships with the Group.

Apart from leveraging its influence, this approach obliges YCH to take greater responsibility not only for who it chooses to work with, but also for the impacts connected to these suppliers. Over the course of the business relationship, continuous improvement in supplier ESG performance can reduce environmental impacts connected to our supply chain activities and create more positive social outcomes for the people involved.

YCH's approach to creating more sustainable outcomes externally is to lead by example. Expectations placed on suppliers are consistent with the standards the Group holds itself accountable to. By managing ESG impacts and risks within its own operations, YCH uses its own practices to set the benchmark for supply chain partners, encourage alignment with its sustainability goals and vision, and inspire positive change.



SDGs addressed

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Materiality Topic Area

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Introduction



Strategy



Governance



Environment



Social

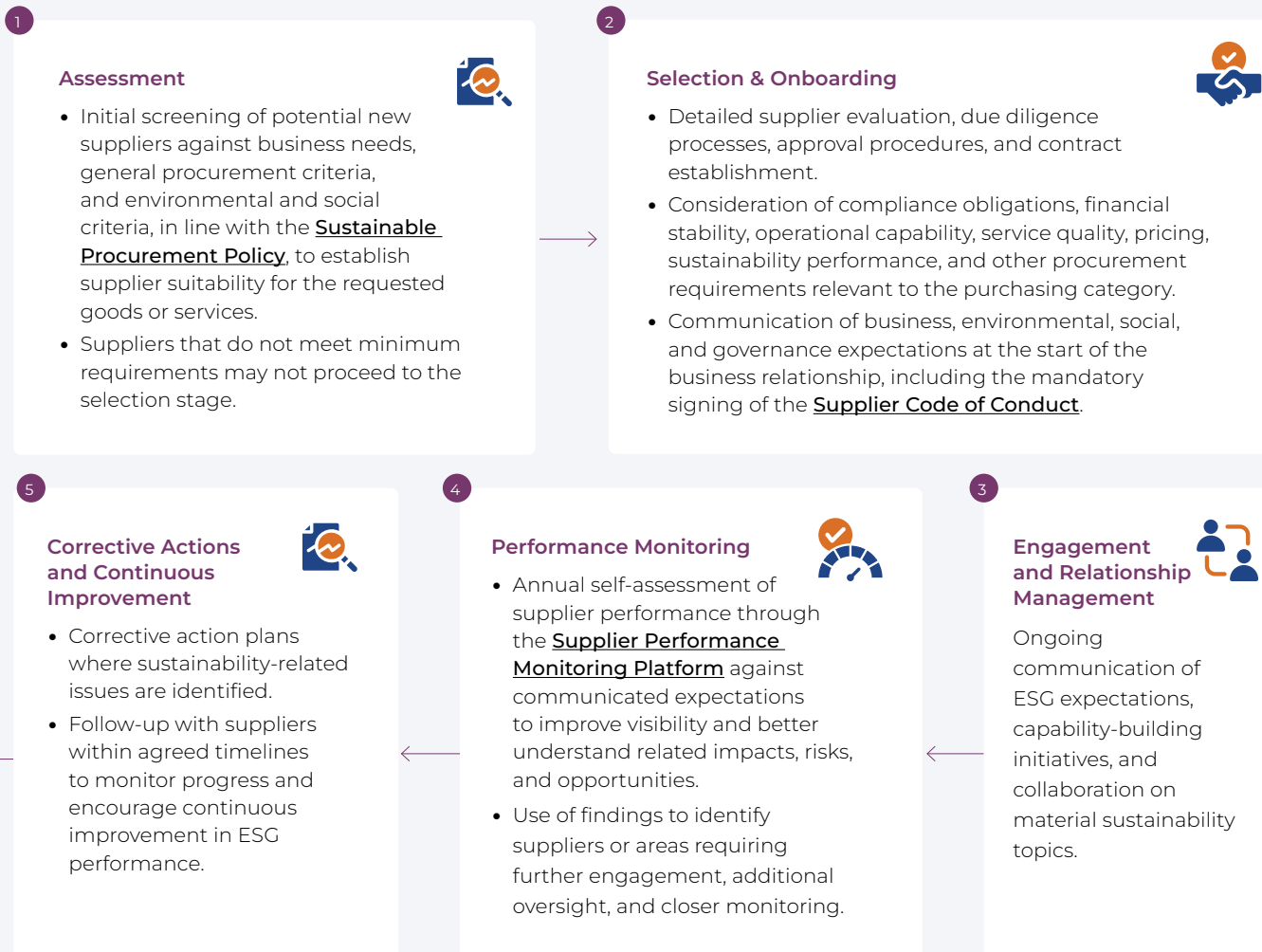


Appendix



YCH's responsible and sustainable supply chain management strategy begins from the assessment stage and continues throughout the business relationship. This is applicable to both new and existing suppliers. The supplier lifecycle below outlines how environmental, social, and governance considerations are progressively incorporated into supplier management activities up until eventual offboarding.

Supplier Lifecycle Management



YCH's Supply Chain Management strategy to create more sustainable outcomes throughout the supply chain is centred on three elements: the Supplier Code of Conduct ("SCoC"), Sustainable Procurement Policy, and Supplier Performance Monitoring Platform.

The SCoC establishes the Group's expectations for suppliers, the Sustainable Procurement Policy guides how YCH incorporates sustainability considerations into procurement and supplier management processes internally, and the Supplier Performance Monitoring Platform improves traceability, transparency, and visibility over supplier performance throughout the business relationship. The strategy will be implemented over the next five years to improve YCH's holistic ESG performance by refining procurement processes to match its sustainability ambition, raising ESG expectations throughout the supplier lifecycle, and working closely with suppliers to improve their ESG performance through further engagement, additional oversight, and closer monitoring.



The roadmap below outlines YCH's plans to implement its Supply Chain Management strategy over the next five years.

YCH's Supply Chain Management Strategy Roadmap



Supply Chain Network

The Group relies on a large network of suppliers throughout its value chain. Effective supply chain management therefore begins with taking ownership of the environmental and social footprint connected to our business. Mapping our supply chain network gives a better understanding of who we work with, how supply chain partners operate, and the environmental, social, and governance impacts and risks that may arise through these business relationships.

YCH's supply chain consists of multiple suppliers. Tier 1 suppliers comprise suppliers from purchasing categories with whom YCH has direct contractual relationships for goods and services required to support business activities. These suppliers are most closely connected to YCH's operations, and we have greater visibility and influence at this level of the supply chain compared to suppliers operating further upstream.

Tier 2 and Tier 3 suppliers operate further upstream and may include raw material producers, manufacturers, and providers of finished or semi-finished goods and services that indirectly supply YCH through Tier 1 suppliers. In manufacturing-intensive

industries, raw material sourcing and upstream production activities may be more pertinent to sustainability performance of the end-product. As YCH does not manufacture finished products and we mainly conduct supply chain and logistics services, Tier 2 and Tier 3 suppliers are currently less relevant to our operations. Therefore, we currently prioritise supplier engagement efforts with Tier 1 suppliers as it is the most feasible starting point for responsible and sustainable supply chain management. The Group may consider expanding its visibility over Tier 2 and Tier 3 suppliers through engagement with Tier 1 suppliers in the future, or where it becomes relevant.

Supplier Tiers





Within YCH's Tier 1 supply chain network, suppliers fall into four (4) purchasing categories that differ in the services rendered to the Group and the extent to which they affect YCH's business continuity, ESG performance, and long-term resilience.

The Group conducted a high-level supply chain risk assessment in 2025 to determine which purchasing categories should be prioritised in our Supply Chain Management strategy. The assessment considered the extent to which suppliers are indispensable to YCH's core business activities and their degree of integration with the Group's day-to-day operations. It also evaluated actual and potential impacts on YCH and its stakeholders if regulatory non-compliance, misconduct or unethical behaviour, or operational failures were to occur within supplier operations.

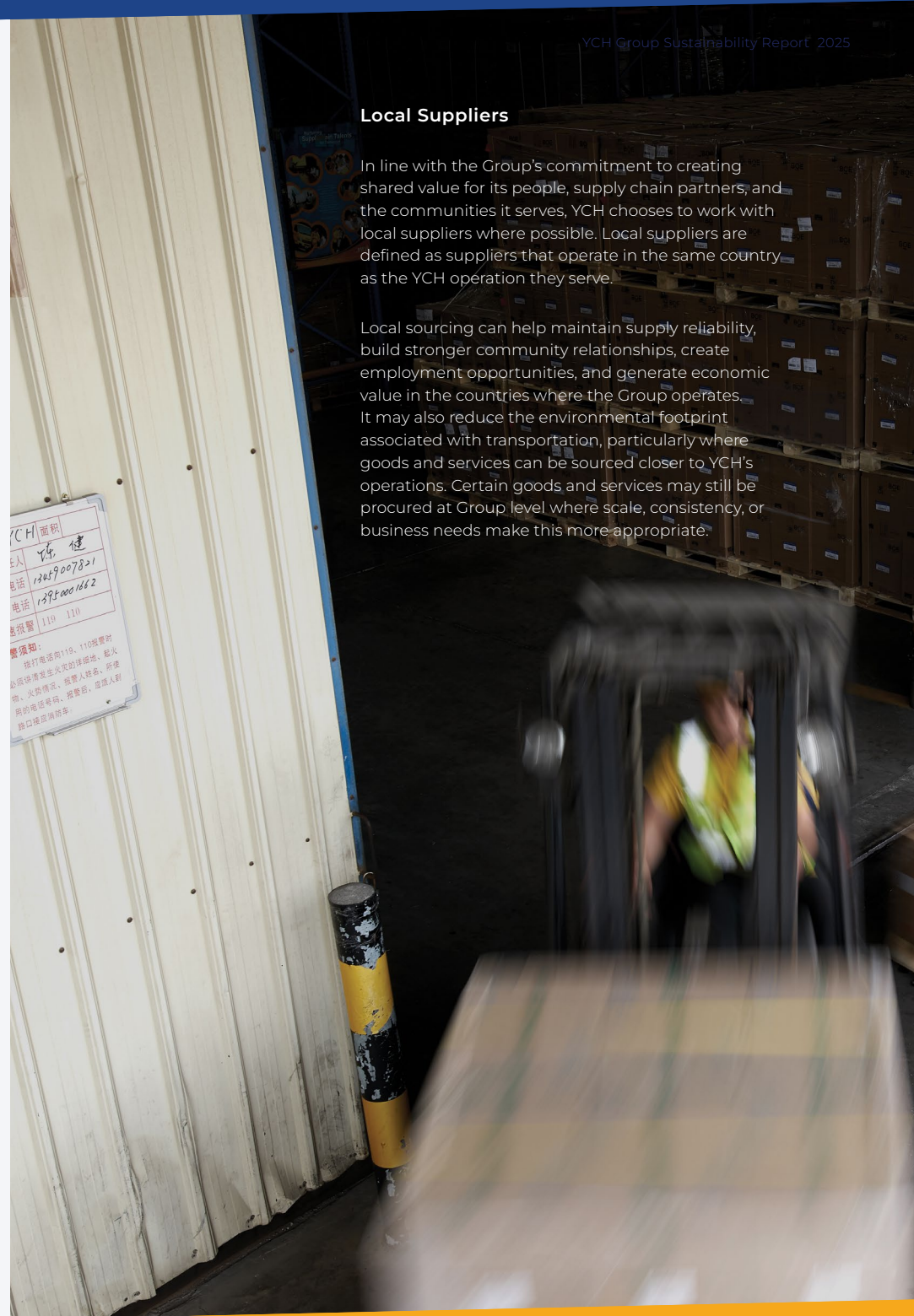
Environmental and social considerations were included in the assessment process. The Group considered actual and potential impacts on people and the environment arising from supplier business practices, together with opportunities for collaboration on material sustainability topics. These opportunities are important where YCH and its supply chain partners can work together to address shared sustainability priorities, improve ESG performance, and create better sustainability outcomes.

As resources should be directed where they can have the greatest impact, findings from the assessment allow YCH to prioritise Tier 1 suppliers within the high-priority purchasing categories that require further engagement, additional oversight, and closer monitoring.

Local Suppliers

In line with the Group's commitment to creating shared value for its people, supply chain partners, and the communities it serves, YCH chooses to work with local suppliers where possible. Local suppliers are defined as suppliers that operate in the same country as the YCH operation they serve.

Local sourcing can help maintain supply reliability, build stronger community relationships, create employment opportunities, and generate economic value in the countries where the Group operates. It may also reduce the environmental footprint associated with transportation, particularly where goods and services can be sourced closer to YCH's operations. Certain goods and services may still be procured at Group level where scale, consistency, or business needs make this more appropriate.





The supply chain risk assessment considered four assessment areas: operational dependency, impacts, risks, and opportunities. These areas were assessed against selected environmental, social, and governance topics considered most relevant to YCH's operations and supplier relationships.

The table outlines the assessment areas and ESG topics used to determine which Tier 1 purchasing categories require further engagement, additional oversight, and closer monitoring.

Assessment Area	Description
Operational Dependency	Extent to which YCH relies on the supplier category for business continuity and service delivery, including how difficult it would be to replace these suppliers within a reasonable timeframe without disrupting operations.
Impact	Actual or potential positive and negative ESG impacts on people, the environment, and YCH's operations arising from supplier business practices.
Risks	Severity and likelihood of ESG risks arising from supplier operations, including risks that may affect the supplier's own operations and create potential consequences for YCH's business continuity, ESG performance, and long-term resilience.
Opportunities	Possibility for YCH and its suppliers to work together on material sustainability topics.

Topics Considered



Environment

- GHG emissions
- Energy use
- Fuel consumption
- Waste generation
- Pollution



Social

- Human and Labour Rights
- Workplace Health and Safety
- Employment Practices

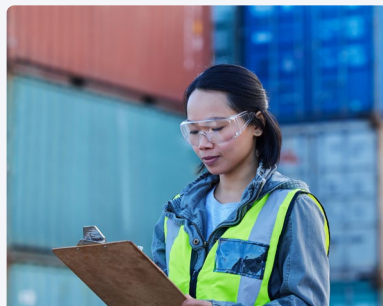


Governance

- Regulatory Compliance
- Ethical Business Conduct
- Corporate Governance Policies and Procedures



We have categorised YCH's Tier 1 suppliers into four purchasing categories based on their role in the Group's operations, the nature of goods and services provided, and their relevance to business continuity, ESG performance, and long-term business resilience. Scope 3 linkages are included as additional context to show how each category may relate to YCH's carbon footprint.



Supply Chain and Logistics Service Providers

Third-party transport and warehousing providers subcontracted by YCH to carry out supply chain and logistics activities on behalf of the Group. These partners are directly involved in service delivery, including the transportation, storage, handling, and distribution of goods required to meet customer requirements. As their activities are closely integrated with YCH's daily operations, their operational and ESG performance can have a more significant impact on YCH.



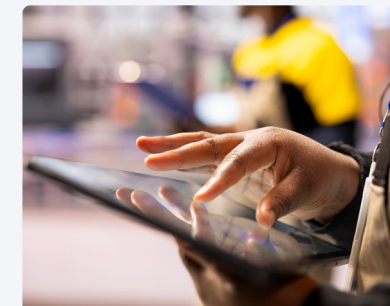
Infrastructure, Equipment, and Resource Partners

Companies engaged by YCH to provide essential inputs required for transport, warehouse, and office operations. These partners provide assets and infrastructure for facilities or supply equipment, materials, utilities, and resources, including vehicles, original equipment manufacturer ("OEM") products, material handling equipment, warehouse infrastructure, fuel, and packaging materials. These engagements may be one-off or recurring. Although these partners do not directly perform supply chain and logistics services, the quality, reliability, and efficiency of the inputs they provide can affect how effectively YCH functions.



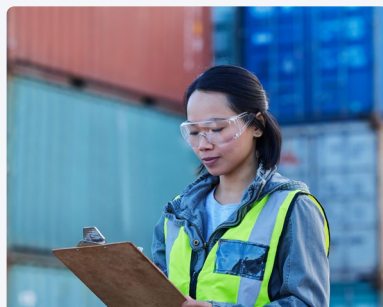
Business Support Service Providers

External service providers retained by YCH to maintain the smooth functioning of our business. These partners include technology and software providers, consultants, facility management and maintenance contractors, waste management companies, security service providers, and administrative service providers. These partners are typically engaged through ongoing service arrangements. They do not directly undertake supply chain and logistics activities but help keep workplaces functional, systems running, and daily operations organised so that core business activities can continue without unnecessary disruption.



General Goods and Services Partners

Partners engaged by YCH to provide general goods and services for workplace needs, employee welfare, and internal operations. This category covers a wide range of miscellaneous goods and services, including employee transport, catering and pantry supplies, office consumables, travel-related services, and other general workplace support services. These goods and services have limited direct impact on supply chain and logistics activities and are generally easier to replace.



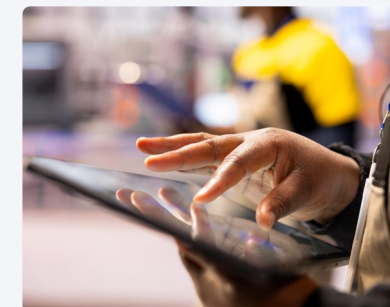
Supply Chain and Logistics Service Providers



Infrastructure, Equipment, and Resource Partners



Business Support Service Providers



General Goods and Services Partners

Scope 3 Linkages by Purchasing Category

Each purchasing category has links to Scope 3 emissions sources. Understanding these connections allows YCH to identify where emissions hotspots lie and direct responsible and sustainable supply chain management efforts towards areas where environmental impacts may be most significant.

Category 4:
Upstream Transportation and Distribution

Category 1:
Purchased Goods and Services

Category 2:
Capital Goods

Category 3:
Fuel- and Energy-Related Activities

Category 8:
Upstream Leased Assets

Category 1:
Purchased Goods and Services

Category 5:
Waste Generated in Operations

Category 1:
Purchased Goods and Services

Category 6: Business Travel

Category 7:
Employee Commuting

Operational Dependency

High

High

Medium

Low

Relative ESG Impact and Risk Exposure

High

Medium

Medium

Low

Opportunities for Collaboration

High

Medium

Medium

Low

Findings from the risk assessment indicate that purchasing categories differ substantially in operational dependency, ESG impact and risk exposure, and opportunities for collaboration. Supply Chain and Logistics Service Providers as well as Infrastructure, Equipment, and Resource Partners were identified as purchasing categories requiring greater attention due to their closer operational integration with YCH's business activities and stronger connection to business continuity and ESG performance. Purchasing categories assessed as having greater operational dependency or higher ESG exposure may receive additional engagement, closer monitoring, and stronger oversight.

Supplier Code of Conduct

In 2025, YCH began the process of revising its Supplier Code of Conduct. The document sets out the environmental, social, governance, and business conduct standards that suppliers are expected to uphold when conducting business with YCH. These expectations are being updated to align more closely with the Group's sustainability ambition, external expectations, and efforts to improve holistic ESG performance.

The updated SCoC will be published in 2026. All suppliers, particularly Tier 1 suppliers within high-priority purchasing categories, will be required to sign and comply with the updated SCoC at the time of onboarding. By acknowledging the SCoC, suppliers confirm that they have read, understood, and agree to uphold the requirements outlined in the SCoC. Where suppliers are not yet able to meet certain expectations, they are instead committing to continuous improvement in their ESG performance, to meet YCH's expectations as laid out in the SCoC, over the course of the business relationship. The document will also serve as a guide for such supply chain partners that may be unsure how to incorporate more responsible and sustainable business practices into their operations.

YCH's Expectations for Suppliers

The SCoC establishes clear expectations relating to responsible and sustainable business practices, with a focus on environmental, social, and governance priorities considered most material to YCH's own operations and supply chain. The SCoC outlines YCH's expectations across five categories: Ethical Business Practices, Human Rights, Labour, Health and Safety, and Environment.

The SCoC has been developed with reference to internationally recognised frameworks, including the United Nations Global Compact ("UNGC"), the Universal Declaration of Human Rights ("UDHR"), the United Nations Guiding Principles on Business and Human Rights ("UNGP"), and the International Labour Organization ("ILO") Conventions. YCH expects all supply chain partners to abide by the local laws of the countries where they operate. Where YCH's expectations exceed local legal requirements, suppliers are expected to work towards meeting the higher standard. The expectations placed on suppliers are consistent with the standards the Group holds itself accountable to.

Suppliers are also encouraged to communicate these expectations to their own suppliers. This allows more consistent ESG expectations to extend further into the supply chain, including to YCH's Tier 2 and Tier 3 suppliers. As more suppliers within our supply chain network adopt responsible and sustainable business practices, this can improve the management of ESG impacts and risks beyond YCH's direct supplier relationships, reduce potential effects on business continuity, ESG performance, and long-term resilience, and create better sustainability outcomes throughout the wider supply chain.

The sections summarise selected expectations outlined within the SCoC across Environmental, Social, and Governance dimensions.

The full SCoC provides additional guidance and detailed requirements expected from supply chain partners conducting business with YCH.

Environment



Environmental Stewardship

SCoC Expectations

- Suppliers are expected to manage their environmental impacts through an environmental management system, such as one aligned with ISO 14001.
- Suppliers should monitor environmental indicators, including Scope 1 and Scope 2 GHG emissions, energy consumption, waste generation, water use, and pollution, and maintain environmental performance records.
- Suppliers are expected to reduce waste, use resources efficiently, and implement energy-efficient practices.
- Suppliers should establish processes to record and report significant environmental incidents or regulatory breaches.
- Suppliers should establish an emissions baseline, account for emissions annually, and set emissions reduction targets, including Net Zero targets, where appropriate.
- Suppliers are encouraged to prepare climate change mitigation plans aligned with internationally recognised climate ambitions, including the goals of the Paris Agreement, to reduce greenhouse gas emissions and environmental impacts over time.
- Suppliers should provide regular sustainability training to improve environmental awareness among their employees.

Emphasis on: Environment

Social



Advocacy for Social Progress

SCoC Expectations

- Suppliers are expected to respect all internationally recognised human rights by maintaining workplaces free from child labour, forced or involuntary labour, workplace discrimination, harassment, inhumane treatment, and abuse of migrant or vulnerable workers.
- Suppliers should respect workers' rights to freedom of association, in accordance with local laws.
- Suppliers should uphold fair and ethical working conditions and practices, including fair wages, legally mandated benefits, and reasonable working hours.
- Suppliers should prevent unequal treatment throughout the employee lifecycle, including hiring, retention, learning and development, performance reviews, and employment-related decisions.
- Suppliers should adopt an occupational health and safety management system aligned with recognised standards such as ISO 45001, and maintain appropriate controls, emergency response procedures, injury reporting systems, and safe workplace conditions.
- Suppliers are encouraged to provide regular workplace health and safety training and professional development opportunities for their employees.
- Suppliers should respect the rights of communities that may be affected by their activities and take steps to prevent adverse impacts arising from their operations.

Emphasis on:
Human rights
Labour
Health and Safety

Governance



Strong Corporate Governance

SCoC Expectations

- Suppliers should maintain governance structures, policies and procedures including business continuity plans, and internal controls appropriate to the size and nature of their business.
- Suppliers are expected to conduct business with the highest standards of integrity and ethical business conduct, including compliance with law and tax obligations.
- Suppliers must prevent bribery, corruption, fraud, conflicts of interest, anti-competitive behaviour, and other forms of misconduct and unethical behaviour.
- Suppliers should implement cybersecurity controls and protect confidential information, intellectual property, and personal data.
- Suppliers are required to provide confidential avenues for employees and external stakeholders to raise concerns in good faith without fear of retaliation or reprisal. Suppliers must review complaints appropriately and take corrective action where wrongdoing is identified.
- Suppliers should maintain accurate records, cooperate with reasonable due diligence activities, complete assessments on the Supplier Performance Monitoring Platform where required to verify compliance with the Supplier Code of Conduct, and comply with contractual requirements.
- Suppliers are encouraged to provide periodic training on ethical business conduct, compliance, anti-bribery, and anti-corruption practices for all employees.

Emphasis on: Ethical Business Practices

Integrate sustainability-related clauses into contracts

Businesses can use contractual agreements to formally communicate expectations to suppliers. YCH plans to integrate sustainability-related clauses into contracts for selected suppliers within high-priority purchasing categories to improve supplier accountability and clarify the standards expected throughout the business relationship. Where relevant, the Group may extend this practice to supply chain partners in other purchasing categories. These clauses may cover

expectations relating to Ethical Business Practices, Human Rights, Labour, Health and Safety, and Environment. They may also include requirements on providing relevant sustainability-related data for the Group's annual sustainability report, cooperating during supplier self-assessments, and implementing corrective action plans where necessary.

Sustainable Procurement Policy

YCH follows an ethical and transparent procurement process when selecting suppliers. Supplier selection is guided by the principles of fair competition, equal treatment, and non-discrimination of bidders. Procurement decisions are based on a balanced assessment of supplier performance with regard to compliance obligations, financial stability, operational capability, service quality, and pricing. Through this approach, the Group has been able to select suppliers that best meet its business needs thus far.

Building on this approach, YCH is currently developing a Sustainable Procurement Policy to formalise how suppliers are assessed, selected, engaged, monitored, and managed against environmental, social, and governance considerations throughout the supplier lifecycle. In essence, the policy is centred around the Group's commitment to responsible and sustainable supply chain management and guides how ESG impacts and risks associated with our purchasing practices are managed.

Sustainability considerations have already been incorporated into procurement-related activities, but the policy will give clearer direction for procurement employees and guide how these considerations are incorporated within procurement and supplier management processes.

The policy will improve how the Group manages supply chain-related impacts, risks, and opportunities. Greater emphasis on sustainability considerations during supplier assessment and selection can reduce the likelihood of concerns arising later in the business relationship.

Where sustainability-related concerns or risks are identified during the business relationship, the policy will guide employees on how these issues should be reported and escalated to Group Procurement, the Sustainability team, or Senior Management, depending on the severity of the issue. It will also guide how concerns should



be discussed with suppliers and addressed through corrective action plans where necessary. By creating a more consistent process for preventing, detecting, and responding to supplier-related issues, YCH will be better positioned to reduce potential adverse impacts on business continuity, ESG performance, and long-term resilience.

The policy will be used alongside the SCoC, with both documents complementing one another. The SCoC communicates the ESG standards expected from

Training for Employees

Procurement employees will need strong foundational sustainability knowledge and greater familiarity with responsible and sustainable sourcing practices to understand and implement the Sustainable Procurement Policy effectively. Prior to implementation, training will also allow procurement employees to contribute to the policy's development, as they are best placed to share practical insights from their experience, including supplier engagement challenges, feedback on existing procurement processes, and operational considerations. Their input will help YCH shape a policy that can be applied effectively in practice.

supply chain partners, whereas the Sustainable Procurement Policy guides how these expectations are applied internally.

Development of the policy is targeted for completion in 2028. Sustainability considerations will continue to be progressively incorporated into procurement activities before formal publication, allowing YCH to test and improve its responsible and sustainable supply chain management strategy.

Training will focus on environmental and social issues that may arise within the supply chain, with emphasis on the five broad categories covered under the SCoC: Ethical Business Practices, Human Rights, Labour, Health and Safety, and Environment. Employees will also receive guidance on identifying sustainability-related impacts and risks, reviewing supplier self-assessment responses through the Supplier Performance Monitoring Platform, and conducting follow-up actions where concerns are identified. Clear internal processes and employee capability building provide the foundation for more effective supply chain management.

Supplier Performance Monitoring Platform

YCH plans to progressively standardise and digitise supplier management processes through the launch of its Supplier Performance Monitoring Platform. Used as a central system for supplier assessment, selection, engagement, monitoring, and management, the platform will give the Group greater traceability, transparency, and visibility over its Tier 1 supply chain network and how suppliers are managed throughout the business relationship. It will give YCH a more comprehensive end-to-end view of supplier performance and allow the Group to efficiently collect sustainability-related data for the annual sustainability report.

As part of ongoing relationship management, supply chain partners, particularly those within high-priority purchasing categories, will be requested to complete supplier self-assessment questionnaires at least once annually. These assessments will be aligned with expectations laid out in the SCoC and used to evaluate supplier ESG practices, review whether risk mitigation measures are in place, and determine whether actual or potential adverse impacts have been prevented, addressed, or require further action. It can also distinguish suppliers demonstrating stronger sustainability practices from those requiring additional support, especially those

that have not met the minimum threshold set by the Group.

Beyond monitoring supplier performance, the results of the self-assessment give YCH deeper insight into suppliers' understanding of ESG issues. The Group's long-term objective is for supply chain partners to become increasingly self-driven in adopting responsible and sustainable business practices. For suppliers, the self-assessment questionnaires and reports create an opportunity to review their sustainability practices more objectively and navigate their sustainability journeys more effectively. Reports generated through the system may assist them in determining sustainability priorities, setting targets, and preparing improvement plans to raise their ESG performance.

Where actual or potential negative impacts, risks, or areas of concern are found, YCH will work with suppliers on corrective action plans to be completed within agreed timelines. Where suppliers are unable or unwilling to address significant concerns after repeated engagement and follow-up efforts, the Group may reassess the business relationship, including potential contract termination where necessary.

Raising Concerns

YCH is committed to building better relationships with its suppliers by being accountable to the same standards it expects from them. The Group invites supply chain partners to share feedback, identify areas for improvement in its operations, and raise concerns where they observe conduct that falls short of these standards. Feedback received may be considered in how suppliers are assessed, selected, engaged, monitored, and managed throughout the supplier lifecycle.

Suppliers are also encouraged to raise concerns in good faith, without fear of retaliation or reprisal, either through their point of contact at YCH or through the Group's Whistleblowing Channel. All concerns will be reviewed appropriately so that corrective action can be taken where wrongdoing is identified. More information on how external stakeholders can raise concerns relating to YCH is provided in the Whistleblowing Channel topic.



Supporting Our Suppliers

Our journey towards a sustainable future must be inclusive and equitable. This means making sure that no one is left behind as we pursue sustainable development. As the Group raises sustainability expectations within its supply chain, it also recognises the need to strike a careful balance between achieving its sustainability goals and the challenges faced by suppliers.

Supply chain partners may be at different stages of ESG maturity. Some suppliers may already have established sustainability practices, whereas others may require more time, guidance, and capability building. The Group does not expect immediate compliance. Instead, YCH expects suppliers to demonstrate a clear commitment to continuous improvement and to close gaps gradually.

Where suppliers require further guidance, YCH's approach is to work with them to raise capabilities and close gaps over time, rather than exclude them prematurely. The Group plans to conduct knowledge-sharing sessions and training initiatives, and provide guidance materials to help suppliers build ESG capabilities over time.

In 2026, YCH will begin selected supplier capability-building activities in Singapore through the Queen Bee programme. Progress from these activities will be shared in future reporting cycles.

Performance

YCH did not carry out a formal standalone sustainability-specific monitoring exercise for individual supply chain partners during the reporting year. However, supplier-related matters continued to be monitored through existing procurement processes and oversight by the Group Procurement team. Where supply chain-related concerns or incidents are identified, they are followed up, reviewed, and addressed through the appropriate channels. As the Group refines its responsible and sustainable supply chain management strategy, it continues to stay vigilant of actual and potential negative social and environmental impacts connected to its supply chain partners.

In 2025:

0

suppliers were identified as having caused adverse environmental or social impacts or risks requiring termination of the business relationship.



Moving Forward

Given the complexity of YCH's supply chain network spread across multiple countries, deploying its responsible and sustainable supply chain management strategy will require phased implementation and continuous refinement to achieve the intended outcome of improving holistic ESG performance.

The Group's immediate priority is to roll out the updated Supplier Code of Conduct and obtain acknowledgement of the updated expectations, beginning with Tier 1 suppliers within high-priority purchasing categories in Singapore and before progressively extending implementation to other countries where YCH operates.

As the Group's responsible and sustainable supply chain management strategy matures, YCH aims to formalise targets and performance indicators relating to supplier assessment, selection, engagement, and monitoring. Progress, on both setting targets and strategy outcomes, will be shared in future reporting cycles.



Planet



Green Transition Plan

102-1 102-4 102-10



Significance of Topic :

A coherent climate change mitigation plan is necessary to reduce emissions through structural transformation of our business practices. Failure to reduce emissions may worsen the physical effects of climate change that are already affecting operations. Delayed climate action may also require significantly greater financial resources in the future to respond to escalating climate impacts. It may also expose businesses to higher compliance costs, through carbon taxes, mandatory climate disclosure requirements, and stricter environmental regulations. Growing customer expectations for low-emission solutions may also place pressure on businesses with emission-intensive operations, reducing competitiveness, weakening customer relationships, and affecting long-term, resilient growth. Whereas effective climate action creates an opportunity to work more closely with stakeholders on their own sustainability journeys through knowledge-sharing and the co-creation of solutions to reduce emissions at scale.



Materiality Topic Area
Lorem ipsum dolor

Governance Process:

The Group Sustainability team develops and implements the Green Transition Plan. The team is led by the Head of SSC and the Head of Operations, SSC, and reports directly to the Executive Chairman. The sustainability leaders oversee the climate change mitigation plan. The Group Sustainability team regularly reviews and refines the Green Transition Plan to keep the Group on track towards its Net-Zero targets. To execute the Green Transition Plan, the Group Sustainability team works closely with corporate functions, Country General Managers, and local teams in all countries of operation. Local teams are responsible for implementing the plan and monitoring performance, with progress consolidated by the Group Sustainability team and reported to the Board, Core Leadership team, and Senior Management team.

Approach

Climate change is a global emergency that requires coordinated action from governments, businesses, civil society, and individuals in every part of the world. The 2015 Paris Agreement established the direction for global climate action and reinforced the shared responsibility of all to address climate change.

Net Zero forms part of this ambition. Net-Zero emissions are achieved when anthropogenic GHG emissions released into the atmosphere are balanced by an equivalent amount of greenhouse gas removals over a specified period. Reaching this point of equilibrium can limit further long-term increases in global temperatures. This calls for every emitter to reduce their emissions.

Even though our carbon footprint may be lower than that of many larger companies in the supply chain and logistics industry, we are conscious of the need to be part of global efforts to limit rising temperatures and reduce the environmental, social, and economic risks associated with climate change.

In line with our sustainability vision, we began by accounting for and reporting our emissions, and in 2024, the Board approved YCH's target of achieving Net-Zero Scope 1, Scope 2, and Scope 3 emissions by 2050. With these targets in place, we are conducting our business in a manner consistent with our long-term climate strategy.

This direction is consistent with the Paris Agreement's objective of limiting global warming to well below 2°C above pre-industrial levels, with efforts to limit warming to 1.5°C. It is also aligned with, and in some cases progresses ahead of, the national targets of Singapore and other countries where YCH operates.

Targets

Our long-term climate strategy is to achieve Net Zero Scope 1, Scope 2, and Scope 3 emissions by 2050, with an additional target to achieve Net Zero Scope 1 and Scope 2 emissions by 2040. We will work toward this target by avoiding, reducing, and replacing emissions-intensive activities before neutralising residual hard-to-abate emissions through high-quality carbon credits.

Net-Zero Targets



2040

Net-Zero Scope 1 and
Scope 2 emissions from
a 2023 baseline



2050

Net-Zero Scope 1,
Scope 2, and Scope 3
emissions from a 2023
baseline

The earlier 2040 target for Scope 1 and Scope 2 reflects the Group's greater operational control over emissions from its own operations.

Our targets have not yet undergone independent external validation. However, they were formulated with guidance from external consultants and with reference to the Science Based Targets initiative ("SBTi") framework, with the aim of being ambitious and generally aligned with climate science. We recognise that SBTi validation can increase the credibility of our targets and plan to pursue this in the future.

Other Supporting and Interim Targets

Achieving Net Zero requires more than long-term emissions reduction targets alone. YCH has also established supporting and interim targets covering emissions reduction, renewable energy adoption, fleet transition, and employee capacity-building to track progress towards our Net-Zero target.

2028



Provide sustainability training to all employees directly employed by the Group

2035



Reduce combined Scopes 1 and 2 emissions by 63 per cent

2036 - 2038



Power all owned and long-term leased operations with 100 per cent renewable energy

2040



Transition 100 per cent of owned and long-term leased vehicles to low-emission vehicles

2040



Attain international green building certification for all newly owned facilities and upgrade 100 per cent of existing buildings with energy efficiency improvements

Climate Change Mitigation Plan

The Green Transition Plan is YCH's Group-level climate change mitigation plan for long-term decarbonisation. As the effects of climate change become more evident, businesses must reduce emissions and prepare for a future defined by climate risks. YCH has prepared this forward-looking plan in response to the urgency of the climate transition, insulating the business from identified risks and safeguarding long-term business resilience.

Our climate change mitigation plan has three objectives: moving away from fossil fuels, increasing resource efficiency, and changing operational practices.



Moving Away from Fossil Fuels:

Fossil fuels are the largest source of energy GHG emissions globally. We rely on diesel, petrol, and grid electricity generated from coal and natural gas to power our transport and warehousing operations. As our business grows under a business-as-usual ("BAU") scenario, our dependence on fossil fuels as the main source of energy is expected to increase, consequently resulting in higher GHG emissions. Instead, we strive to decouple emissions from future growth by procuring renewable or low-emission energy sources to keep emissions low. The Group will begin increasing the use of alternative energy sources in our operations now, so that business growth does not result in a corresponding increase in GHG emissions.

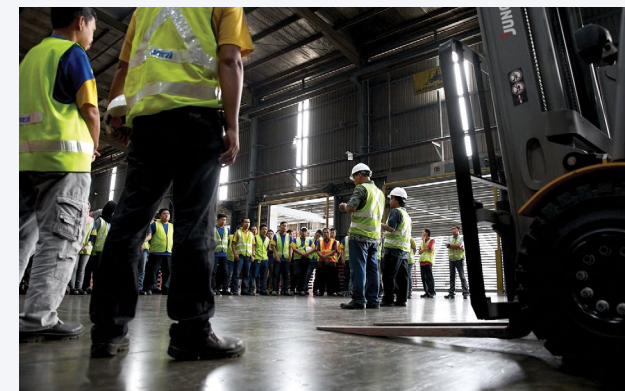


Improving resource efficiency:

Being efficient is necessary in order to minimise our environmental impact. Resource efficiency focuses on using less electricity, fuel, and material input to perform the same activity, or to achieve higher productivity with fewer resources. This includes reducing electricity consumption in facilities, lowering fuel use in vehicles, minimising material wastage, and making better use of existing infrastructure so that YCH can maintain or improve productivity with fewer resource inputs. It is among the fastest and most cost-effective approaches to decarbonisation, as efficiency measures can often be implemented without large-scale infrastructure investments or major operational changes.

Scope 3 Reduction Strategy

YCH announced its Scope 3 emissions reduction target as part of our Net-Zero ambition. A significant portion of Scope 3 emissions comes from supply chain partners, making reduction efforts more complex. In the short term, YCH is concentrating on efforts to improve Scope 3 data quality by collecting supplier-specific emissions data. YCH will share more details on its Scope 3 reduction strategy in future reporting cycles.



Changing Operational Practices:

GHG emissions may be disproportionately produced by the way operations are carried out, not only by the type of energy used. Under the Green Transition Plan, future expansion is envisioned to be less emissions-intensive. Achieving this requires YCH to review existing workflows and standard operating procedures, replacing emissions-intensive practices with more responsible and sustainable ways of working. Changing how we operate necessitates a long-term structural transformation of our business practices, rather than a one-off decarbonisation initiative.

Developing the Green Transition Plan

Step 1



Emissions Baseline:

We began with a detailed assessment of our baseline emissions profile to understand how GHG emissions are produced within our operations. This allowed us to determine the Group's emissions hotspots and pinpoint where decarbonisation efforts can achieve the greatest impact.

Step 2



BAU Projection:

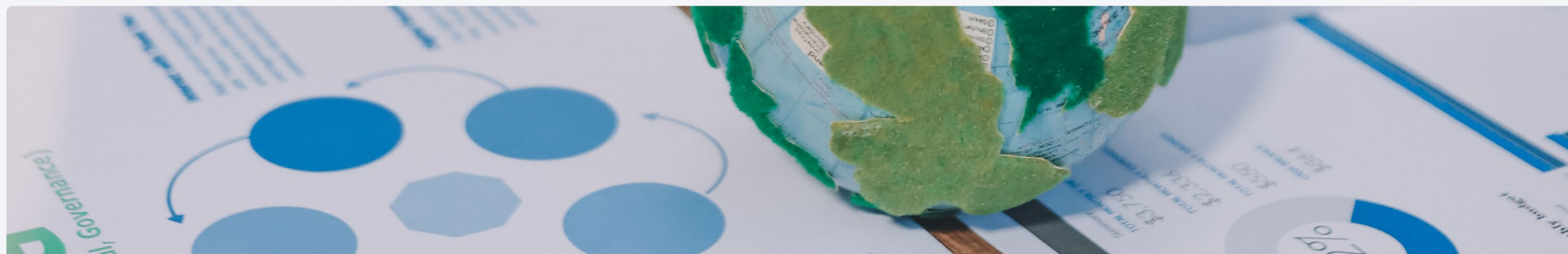
We projected emissions under a business-as-usual scenario to estimate how emissions could increase through to 2040 if YCH continued to grow without additional decarbonisation measures. This gave us a clearer understanding of the scale of emissions reductions required to meet our Net-Zero target.

Step 3



Decarbonisation Levers and Pathway:

Based on the emissions baseline and BAU projection, YCH identified the decarbonisation levers with the greatest emissions reduction potential. The Group then mapped a phased pathway outlining how emissions reductions are expected to be achieved through to 2040.



Absolute GHG emissions (in tCO₂e):

2023

Emissions Baseline:

35

ktCO₂e

Scope 1 Scope 2



2040

BAU Growth:

102

ktCO₂e

Scope 1

Scope 2



Introduction



Strategy



Governance



Environment



Social

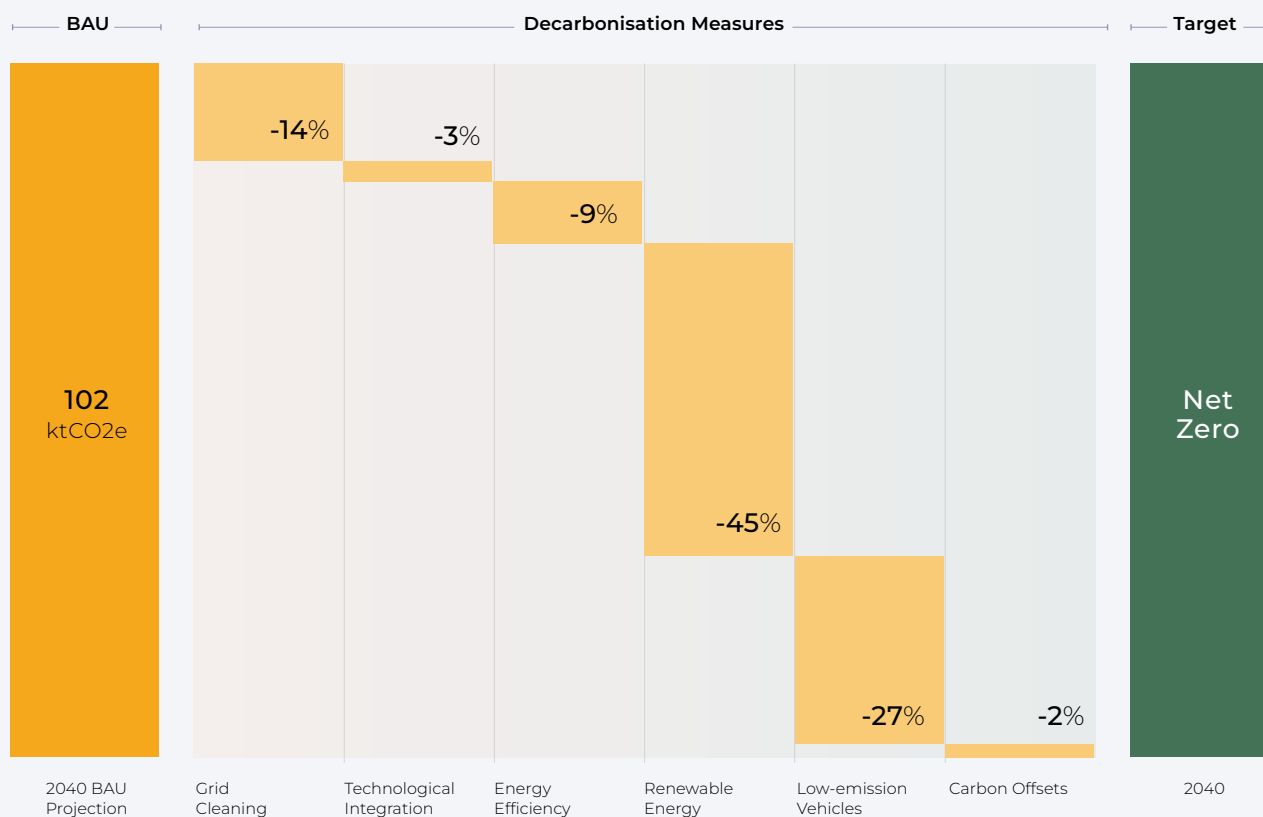


Appendix

Decarbonisation Levers

To hit Net Zero, YCH has identified four (4) decarbonisation levers – Renewable Energy Adoption, Low-emission Vehicle Transition, Energy Efficiency Improvements, and Technology Integration and Operational Optimisation – that address the Group's emissions sources, especially its emissions hotspots. As part of this exercise, YCH determined the decarbonisation measures under each lever that can result in the largest emissions reductions and then estimated the emissions reduction potential of each lever.

The chart illustrates the estimated contribution of each decarbonisation lever towards reducing Scope 1 and Scope 2 emissions under YCH's Net-Zero Pathway to 2040. Reduction potentials were estimated based on assumptions, available technologies, climate policies, market conditions, and infrastructure maturity at the time of assessment.





Renewable Energy Adoption



Definition:

Renewable Energy refers to energy derived from naturally replenished resources, such as sunlight, wind, water, geothermal energy, and biomass, that generate low to zero greenhouse gases during generation. Using renewable energy to power our facilities reduces dependence on electricity generated from fossil fuels, lowers exposure to risks associated with fossil fuel dependency, and reduces Scope 2 emissions.

Estimated Decarbonisation Potential:

~45%

- Impact on Emission Reduction: High
- Impact on Emissions Avoided: High

Emissions Addressed:

Hotspots –

- Scope 2: Electricity purchased and consumed at facilities (offices and warehouses) owned or controlled by YCH

Strategy:

YCH will adopt a diversified renewable energy sourcing strategy, including onsite generation through rooftop solar installations at warehouses and facilities; offsite renewable projects, such as potential co-development or long-term participation in renewable assets; and long-term power purchase agreements ("PPAs") and green retail contracts with utility providers or energy companies. Additionally, YCH aims to build new renewable energy capacity in every country where we operate to power as much of our operations as possible through energy that we generate. Investing in renewable energy also aligns with the broader energy transition ambitions of our host countries and reinforces YCH's commitment to long-term, resilient growth that creates value for our people, supply chain partners, and the communities we serve.

Low-emission Vehicle Transition



Definition:

YCH classifies low-emission vehicles as vehicles that emit significantly lower GHG emissions during operation compared to internal combustion engine ("ICE") vehicles. This includes two broad types of vehicles: vehicles that eliminate the use of fossil fuels entirely through alternative technologies, such as battery electric or hydrogen fuel cell vehicles; and ICE vehicles that use lower-emission alternatives in place of conventional fuels. Transitioning away from fossil-fuel-powered vehicles lowers Scope 1 emissions produced from transport operations.

Estimated Decarbonisation Potential:

~27%

- Impact on Emission Reduction: High
- Impact on Emissions Avoided: Medium

Emissions Addressed:

Hotspots –

- Scope 1: Mobile combustion in company-owned and long-term leased road vehicles

Strategy:

YCH adopts a market-specific fleet transition strategy that prioritises early adoption of electric fleets in mature markets. The Group is investing in necessary infrastructure, such as onsite charging stations, to prepare for long-term electrification in these countries. In emerging markets where EV infrastructure is still maturing, YCH will pilot alternative low-emission fuels and pursue interim energy efficiency measures to reduce emissions in the short term. Electric mobility plays a key role in our fleet transition. However, YCH does not plan to rely on a single technology, given the different climate policies, market conditions, and infrastructure maturity of our regional operations. A diversified fleet transition strategy will reduce the risk of early technology lock-in and allow the Group to remain agile in responding to regulatory developments as well as continuously evaluating emerging solutions to determine the most effective low-emission vehicle strategy for each country.

Energy Efficiency Improvements



Definition:

Energy efficiency refers to using less energy to perform the same activity and achieve the same outcome, or in some cases achieve better performance. In facilities, energy efficiency can be achieved through resource-efficient building design, energy-efficient equipment, and replacement of inefficient systems. In transport operations, fuel efficiency can be raised through better route planning and energy-efficient driving practices. Energy efficiency also involves raising employee awareness about energy wastage and encouraging behavioural change. Training can encourage more responsible energy use and make saving energy part of YCH's organisational culture. Reducing electricity and fuel consumption lowers both Scope 1 emissions from fuel consumption and Scope 2 emissions from purchased electricity.

Estimated Decarbonisation Potential:

~9%

- Impact on Emission Reduction: Medium
- Impact on Emissions Avoided: Low

Emissions Addressed:

Hotspots –

Scope 1: Mobile combustion in company-owned and long-term leased road vehicles

Scope 2: Electricity purchased and consumed at facilities (offices and warehouses) owned or controlled by YCH

Other sources of emissions –

Scope 1: Stationary Combustion: Diesel consumed by backup generators used to maintain service continuity during power disruptions

Scope 1: Fugitive Emissions: Refrigerant leakage from air-conditioning systems, refrigeration equipment, and cold chain operations



Technology Integration and Operational Optimisation

Definition:

Technology Integration refers to the strategic adoption and integration of automation and advanced data analytics technologies, such as artificial intelligence, predictive analytics, multi-system integration, and real-time monitoring, into day-to-day operations. These technologies can be used to optimise workflows, through better planning, higher asset utilisation, and stronger coordination. By reducing energy consumption, process inefficiencies, and unnecessary movements, this decarbonisation lever reduces GHG emissions.

Estimated Decarbonisation Potential: ~3%

- Impact on Emission Reduction: Low
- Impact on Emissions Avoided: Medium

Emissions Addressed:

Hotspots –

- Scope 1: Mobile combustion in company-owned and long-term leased road vehicles
- Scope 2: Electricity purchased and consumed at facilities (offices and warehouses) owned or controlled by YCH

Legend:

Emissions Reduction:

Actual Scope 1 and Scope 2 emissions that have already been reduced from existing operations through decarbonisation measures. These reductions are measurable and reflected in reported Scope 1 and Scope 2 emissions.

Emissions Avoided:

GHG emissions that would have occurred under a BAU scenario but were prevented because low-emission solutions or more responsible and sustainable business practices were adopted instead. These avoided emissions represent future emissions that did not occur due to proactive decarbonisation decisions.

Decarbonisation Measures

Scope 1



Electric Vehicles



Alternative Fuels



Fuel & Route Optimisation

Scope 2



Green Buildings



Solar Rooftops



Renewable Energy



Energy-efficient Equipment



Smart Energy Monitoring

Scope 1 & Scope 2



Employee Training



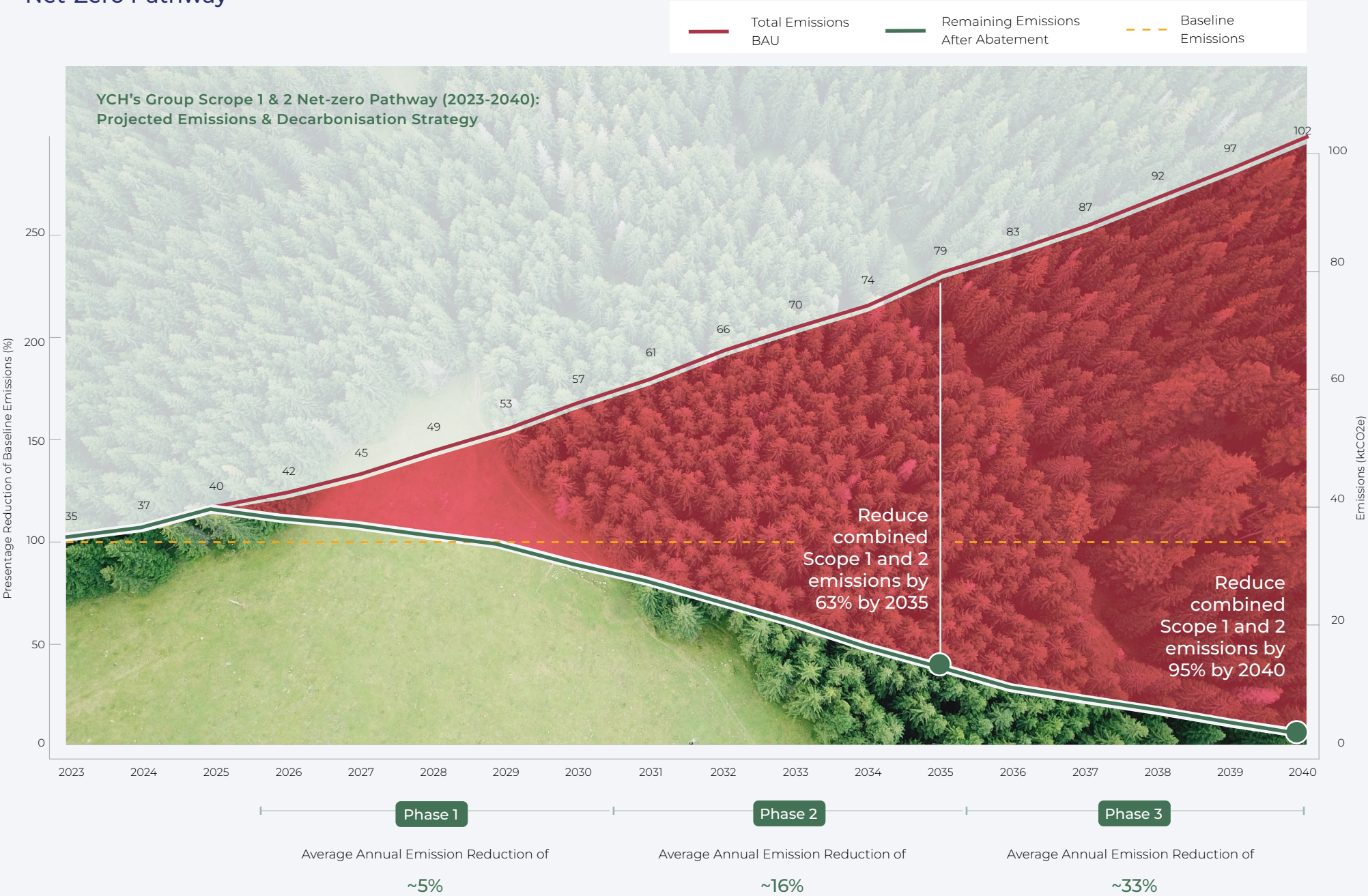
Operational Optimisation



Funding the Green Transition Plan

YCH has conducted a preliminary financial assessment to estimate the total expenditure required to implement the Green Transition Plan. We assessed the expected costs associated with implementing each decarbonisation lever, taking into account available sustainable financing options and government incentives where applicable. It was important to determine the financial resources required to carry out the transition plan such that these considerations can be taken account during the Group's long-term planning and investment discussions. Funding requirements will continue to be reviewed and refined every year to account for changes in available technologies, climate policies, market conditions, and infrastructure maturity.

Net-Zero Pathway





Phase 1

Laying the Foundation

- Short-term: 2026-2030
- Share of total emissions reductions achieved during the phase: 26%
- 5% Average annual reduction/ year

The first phase focuses on determining which decarbonisation measures, under the four (4) decarbonisation levers, are most effective for YCH and preparing the organisation for accelerated climate action in subsequent phases.

During this phase, YCH will pilot low-emission solutions in selected countries to evaluate operational feasibility, scalability, and suitability under different market conditions. Singapore will be the central test bed, with trials also carried out in other countries where YCH operates. Observations, implementation challenges, and lessons learned will be well documented and shared regionally. This will assist YCH in directing financial resources towards decarbonisation measures with the greatest emissions reduction potential, shortening learning curves during future scale-up, and accelerating implementation.

Our employees play an important role in this transition, as their buy-in is necessary for YCH to make real changes to how we operate. During this phase, the Group will conduct training so employees have a better understanding of sustainability concepts and the Group's Net-Zero strategy. Employees working on the ground can think critically about operational inefficiencies and areas for improvement. With the right knowledge and skillsets, they will be encouraged to participate and share ideas that improve sustainability performance. This is how YCH will move away from business-as-usual practices, prioritise sustainable decision-making within its organisational culture, and encourage positive changes in employee behaviour.

Throughout these changes, YCH will maintain open lines of communication so employees understand the reasons behind the transition and the role they play in this journey. Clear communication and capacity building during this phase will also reassure employees that YCH is committed to a just transition as the organisation progresses towards a low-emission future.

Phase 2

Scale and accelerate

- Medium-term: 2031-2035
- Share of total emissions reductions achieved during the phase: 40%
- 16% Average annual reduction/ year

This phase focuses on decoupling emissions from growth. As YCH expands, new facilities and infrastructure projects, such as SuperPorts, will be planned with lower-emission operations from the outset.

After 2030, YCH expects greater opportunities to reduce emissions as climate policies mature, low-emission solutions become more commercially viable, and market conditions improve. These developments are expected to create a stronger business case for adopting low-emission solutions. YCH will continue monitoring policy and market developments to assess their implications for the Group's Green Transition Plan. Through industry discussions and stakeholder engagement, the Group will also exchange perspectives and participate in broader conversations on the climate transition.

Employee participation will continue to be important during this phase. YCH will maintain open communication with employees, encourage knowledge-sharing between countries, and create avenues for teams to share suggestions, lessons learned, and setbacks encountered during implementation. Feedback sessions and focus groups may be used to gather insights from employees on the ground as the Group reviews and refines its Green Transition Plan.

YCH will also work with customers, supply chain partners, and technology providers on material sustainability topics of common priority. Through the "Greening the Supply Chain" initiative and YCH's Green Premium Services, the Group will accelerate its own adoption of low-emission solutions and work with customers to do the same across the region.

Phase 3

Final Push to Net Zero

- Long-term: 2036-2040
- Share of total emissions reductions achieved during the phase: 34%
- 33% Average annual reduction/ year

By this stage, the Group expects the four (4) decarbonisation levers to be implemented at scale in every country. Therefore, YCH will focus on reducing Scope 1 and Scope 2 emissions as close as possible to zero in the final phase.

YCH will identify any gaps, operational inefficiencies, and additional decarbonisation measures that may further reduce emissions. The Group will also continue monitoring developments in low-emission solutions that may create additional opportunities for decarbonisation.

At this stage, the Group expects remaining emissions to arise where operational constraints prevent full decarbonisation. Residual emissions will be addressed through high-quality carbon credits.

YCH will continue engaging employees, customers, supply chain partners, technology providers, and other stakeholders throughout this phase.

Country-Specific Net-Zero Roadmaps

YCH has generated country-specific roadmaps covering the period from 2025 to 2040. These roadmaps set out the near-term, mid-term, and long-term actions required to reduce Scope 1 and Scope 2 emissions and achieve Net Zero by 2040.

The roadmaps serve as a reference for the local teams in each country, detailing annual priorities and key milestones for each five-year phase. Subsequent to the identification of four (4) decarbonisation levers that will spur YCH's Net-Zero transition, we assessed each country's climate policies, market conditions, infrastructure maturity, and YCH's operations in that country. This allowed us to determine the most appropriate sequence of actions for each market, taking into account cost-effectiveness and operational feasibility.

These country-level roadmaps feed into the Group's Net-Zero Pathway and were used to determine the share of total emissions reductions in each phase.

The milestones presented below represent the target years for adopting 100 per cent renewable energy and transitioning to 100 per cent low-emission vehicles. "Approaching Zero" refers to the point at which emissions have been reduced as far as practicable, with only residual hard-to-abate emissions remaining.

Country-Specific Milestones	100% RE	100% LEV	Approaching Zero
 Singapore	2036	2035	2037
 China	2038	2035	2039
 India	2036	2039	2037
 Indonesia	2038	2039	2040
 Malaysia	2038	2039	2040
 Philippines	2038	No owned or long-term leased vehicles currently in operation in the Philippines	2039
 Thailand	2038	2039	2040
 Vietnam	2038	2036	2037

Operations in South Korea, Taiwan, Japan, Hong Kong, and Macau fall within the scope of YCH's Net-Zero target. However, their current emissions contribution is limited and/or primarily falls under Scope 3. Should emissions materiality increase or operational boundaries change, country-specific roadmaps will be prepared accordingly.

Addressing Residual Emissions

YCH does not plan to rely on carbon offsets as a primary decarbonisation lever over the next fifteen (15) years. The Group will not purchase carbon credits or undertake offsetting activities as a substitute for real emissions reductions.

Organisations should take responsibility for the environmental impacts arising from their operations. YCH believes climate action should be centred on making real changes to how businesses operate, not only on compensating for emissions after they occur. This means moving away from business-as-usual practices, prioritising sustainable decision-making within our organisational culture, and encouraging positive changes in employee behaviour. Reducing emissions directly within our operations demonstrates accountability for our impacts and creates the conditions for long-term, resilient growth aligned with our sustainability vision to act as stewards for the environment.

The Group prioritises reducing absolute GHG emissions at source through our decarbonisation levers, including energy efficiency initiatives, renewable energy adoption, low-emission vehicle transition, technology integration and operational optimisation. The Group aims to reduce at least 95 per cent of absolute Scope 1 and Scope 2 emissions by 2040 from a 2023 baseline year. Residual emissions are expected to constitute no more than 5 per cent of baseline Scope 1 and Scope 2 emissions. These emissions arise primarily from hard-to-abate emissions where operational constraints limit full decarbonisation.

YCH will neutralise residual emissions through the use of high-quality carbon credits that result in permanent emission removals outside our value chain. Any carbon credits used will be externally verified and assessed against recognised integrity principles, including additionality, permanence, exclusivity, and appropriate environmental and social safeguards.

Green Premium Services

All companies, regardless of sector, face growing pressure to reduce emissions from their own operations and supply chains. Against this backdrop, YCH has seen rising customer demand for supply chain and logistics solutions that improve holistic ESG performance and reduce the environmental impact of value chain operations, without compromising operational reliability.

Scope 3 emissions are often the most complex to address because they sit within the supply chain, where the reporting company has far less direct control over the actions needed to achieve real emissions reductions. This can become a bottleneck for decarbonisation efforts. As a supply chain and logistics partner, YCH plays an important role in helping customers achieve their emission reduction targets by offering credible, lower-emission alternatives to conventional transport and warehousing solutions. This creates opportunities for customers to reduce Scope 3 emissions associated with subcontracted transport and warehousing, as we reduce emissions within our own operations.

In 2021, we introduced the “Greening the Supply Chain” initiative to encourage more sustainable practices within the supply chain and logistics ecosystem. By forging partnerships with our customers on material sustainability topics of common priority, we can amplify positive sustainability outcomes through our joint efforts. Building on these efforts,

YCH’s Green Premium Services turn our climate action into a service offering for customers. These services leverage YCH’s responsible and sustainable business practices to create shared value by helping customers reduce the environmental impact of their supply chains in line with their decarbonisation targets.

In 2025, YCH began collaborating with customers in Singapore to explore and design low-emission solutions. These include low-emission warehousing, low-emission vehicle deployment for transport operations, as well as data-sharing services that give customers better-quality emissions data for sustainability-driven decision-making, accounting, and reporting. As YCH continues to adopt more responsible and sustainable business practices, we will be able to pilot and scale credible solutions for our customers.

Through the Green Premium Services, we aim to be a trusted logistics partner not only in the traditional operational sense, but also as an environmentally responsible partner for customers navigating their own sustainability journeys. We will continue building this service offering within Singapore and in other countries of operations, and share more details in future reporting cycles.





Partnerships for Low-Emission Vehicle Transition

In July 2024, YCH introduced Singapore's first fully electric prime mover ("EV prime mover"), in addition to electric vans and trucks already operating in Singapore and China. This was the Group's first step in electrifying heavy commercial vehicles to reduce Scope 1 emissions.

Electric mobility presents a distinct set of challenges. Limited access to charging infrastructure continues to be an industry-wide barrier to electric vehicle uptake, and wider charging availability will underpin mass adoption of electric vehicles. To address this, YCH has installed, and plans to install, EV charging stations at newly built warehouses. Onsite charging allows vehicles to recharge during off-peak hours or planned operational downtime within YCH's own premises. This creates operational advantages by giving the Group greater control over vehicle charging activities and schedules.

However, onsite charging also increases electricity demand at our facilities. This has been carefully considered in infrastructure planning as YCH prepares for fleet electrification. Charging often takes place in the evening or overnight, when solar generation is unavailable. As a result, greater reliance on grid electricity may occur, which could require additional investment in complementary solutions such as battery energy storage systems to support low-emission charging.

Public charging infrastructure may also be used to supplement onsite charging. However, reliance on public charging can require drivers to wait for extended periods, and these delays may occur outside working hours and at locations far from workers' homes or company facilities, placing added strain on driver welfare and affecting operational efficiency.



Marking the launch of Singapore's first battery charge and swap station with Khoo Ngai Seng, YCH Regional General Manager for Singapore and George Ang, General Manager of ECOSWIFT.

We have been exploring alternative charging options that can reduce downtime, alleviate infrastructure constraints, and sustain the long-term scalability of electric mobility without placing additional burden on our drivers or existing infrastructure.

YCH is participating in a battery charge and swap trial led by ECOSWIFT, an electric commercial vehicle distributor in Singapore. The battery charge and swap station – the first of its kind in Singapore – was launched in August 2025 with support from the Land Transport Authority ("LTA").

The service is provided by ECOSWIFT on a paid, per-use basis. Its fully automated system enables a depleted battery to be replaced with a fully charged one in under five minutes, a substantial reduction in downtime compared to conventional charging, which can take up to four hours per session and is even faster than refuelling a diesel truck. At full charge, the EV prime mover can achieve a driving range of up to 240 kilometres, reducing range-related anxiety. The station is currently able to perform one battery swap at a time, which may constrain availability during peak periods if multiple vehicles are present; however, the short swap duration helps to

mitigate concerns over waiting times. Although located off YCH premises, the battery charge and swap station is situated along routes frequented by drivers as part of daily operations, allowing the service to be seamlessly integrated into existing work schedules.

The battery swap solution, jointly developed by ECOSWIFT and SANY, has expanded YCH's charging options and increased utilisation of our EV prime mover. By reducing barriers related to charging infrastructure, options of this nature can make electric vehicle deployment easier to scale.

Scaling electric mobility in heavy commercial transport requires close collaboration among industry players, technology providers, and regulators. Given the early stage of heavy vehicle electrification in Asia Pacific, no single stakeholder can address the technical, infrastructure, and operational challenges alone. Through participation in this early-stage trial, YCH is also contributing to local efforts to better understand the technical and operational requirements of battery charge and swap technology, including its potential inclusion in future reviews of national charging standards. These efforts may contribute to expanding available charging options and increasing the uptake of low-emission heavy vehicles.



Launch of ECOSWIFT's battery charge and swap station in Tuas, Singapore – the country's first public facility for electric heavy commercial vehicles on 1 August 2025.

Water Management

303-1 303-3 303-4 303-5



SDGs addressed

6 | 6.4, 6.5 12 | 12.2, 12.5

Materiality Topic Area

Lorem ipsum dolor



Introduction



Strategy



Governance



Environment



Social



Appendix

Ambition:

We recognise that many countries in which we operate may face extremely high-water stress in the future. We will continue to align with national and international efforts for sustainable water management. We aim to use water more efficiently within our own operations. We will take a combination of measures to reduce our use and implement water conservation technologies and reuse practices where possible.

Target:

- Establish a baseline for water use covering 100% of all significant locations of operations to determine water efficiency and reduction targets by 2033.
- Progressively disclose more extensive water use metrics in future reporting cycles.

Time Horizon:

Mid-term

Coverage:

Significant Locations of Operations

Governance:

YCH's water use is managed by the Group Infrastructure & Facilities Management, with support from Country General Managers and local Infrastructure & Facilities Management teams. These teams are responsible for monitoring water use at site level and implementing water efficiency measures where appropriate. Water-related performance is reviewed annually by the Group Sustainability Team as part of the Group's sustainability reporting process.

Water is a finite resource that is in growing demand. As the world's population continues to increase and nations push for stronger economic development, water scarcity is intensifying. It has become imperative for businesses to prioritise water efficiency and embrace sustainable water management practices.

YCH acknowledges the challenges posed by water scarcity in the countries in which we operate in and for our own business, with the impacts expected to become more far-reaching in the years to come, particularly when coupled with the effects of climate change. We recognise water as a shared resource and aim to minimise any potential impact resulting from our operations on local water resources and communities.

YCH is committed to conserving water within our own operations so as not to exacerbate the problem. We adhere strictly to local water use regulations. All compliance requirements are met and reported to the relevant authorities where required. We strive to reduce water use where possible by encouraging the responsible use of water through employee communications and upgrades to our equipment.

None of our operations are water intensive. Water is primarily used for sanitation, human consumption, and other facility maintenance purposes, rather than for operational or industrial processes. We do not withdraw or consume substantial amounts of water, nor do our operations produce significant amounts of effluents or involve the treatment or discharge of process water. YCH primarily uses water supplied by municipal water networks or other third-party water providers, and in some facilities, we also use harvested rainwater (surface water). Wastewater from sanitation and facility use is typically discharged through municipal sewage systems

in accordance with local regulations. Given the nature of our operations, YCH has not identified material impacts on local water availability or water quality.

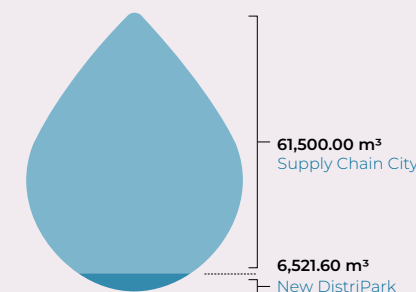
Reporting Metrics

Water Withdrawal

YCH primarily uses water supplied by municipal water networks or other third-party water providers, and in some operations, we also use harvested rainwater. Water is primarily used for sanitation, human consumption, and other facility maintenance purposes, rather than for operational or industrial processes. At present, quantitative water data is available for selected facilities only, and YCH will progressively expand disclosure coverage in future reporting cycles.

In the Reporting Year:

68,021.60 m³



Yearly water withdrawal from municipal water network at significant locations of operations in Singapore



YCH has already taken steps to reduce water use through practical water efficiency measures.

Water Efficiency Measures

In line with Singapore's broader water conservation efforts, YCH is strengthening water efficiency at our facilities through the use of low-flow taps, motion-sensor taps, and other flow-control measures where feasible to reduce unnecessary water use. We also monitor water use, look out for potential leaks, and upgrade equipment where appropriate to improve water efficiency across our operations.



Rooftop rainwater harvesting tank at New DistriPark, Singapore, used to collect and store rainwater for non-potable use.

Rainwater Harvesting

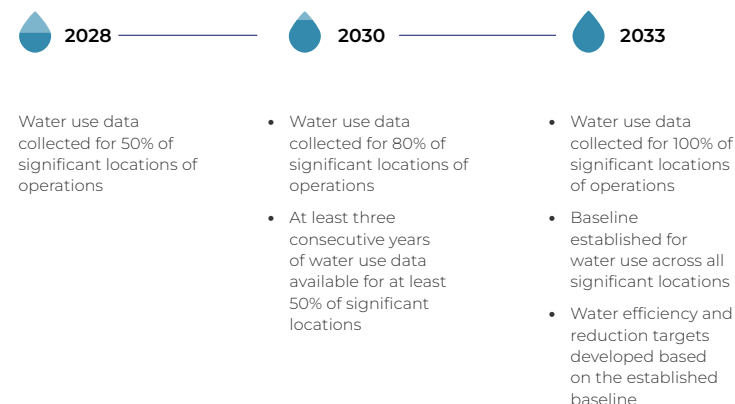
Rainwater can be collected and stored in a tank and made available for non-potable uses within our premises, such as irrigation, for which we would otherwise depend on conventional water sources. We have implemented rainwater harvesting at Supply Chain City, Singapore. The system has the capacity to collect up to 300 cubic metres of rainwater per year, depending on annual rainfall levels. Following this, we have also implemented rainwater harvesting at New DistriPark, Singapore. This system is expected to reduce the facility's potable water use by up to 50 per cent annually. We are currently evaluating the efficiency and savings from this system and will disclose further information in due course.

Value Chain Water Management

Water use and water-related impacts have not yet been assessed within our value chain. However, based on initial observations, certain supply chain partners – especially those involved in upstream activities such as the manufacturing of vehicles and equipment or the production of construction materials that we depend on for the functioning of our operations – may use significant amounts of water. Our current focus is on managing water use within our own operations; however, we recognise the growing importance of addressing water-related impacts across our value chain and will progressively assess and monitor these as part of our long-term sustainability efforts.

Moving forward

For effective water management within our operations, we intend to expand our water use monitoring and reduction efforts in the coming years. We will roll out plans - through a phased approach – to collect data on water use from significant locations of operations, determine a baseline, and track the effectiveness of our conservation efforts. As part of this process, we will also continue to assess potential water-related impacts and risks in our operations.



Land Use and Biodiversity 101



SDGs addressed
15 | 15.4

Materiality Topic Area
Lorem ipsum dolor



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YCH recognises the need to reduce or reverse the drivers of biodiversity loss and to implement practices that conserve and support the sustainable use of biodiversity. Accordingly, YCH assessed both its potential impacts on biodiversity and biodiversity-related risks to the business as part of its materiality assessment process. This included consideration of factors such as exposure to areas of higher biodiversity sensitivity, land degradation, soil health, and threatened species. Based on this assessment, biodiversity has not been identified as a material topic for our direct operations at this time. Biodiversity-related impacts and risks within our value chain have not been assessed.

On a best-effort basis, YCH conducted a screening of its significant locations of operations using publicly available biodiversity datasets, including the International Union for Conservation of Nature (IUCN) Key Biodiversity Area (KBA) database. Based on this review, YCH's owned facilities do not appear to be located within recognised Key Biodiversity Areas or other protected landscapes of high biodiversity importance. These facilities are primarily situated within established industrial estates, logistics parks, and urbanised zones, which are generally designated for such activities rather than for conservation or biodiversity protection. YCH developed these sites in accordance with local land acquisition policies and government requirements, following established approval processes to support safe and responsible land use and development.

Although biodiversity is not currently considered a material topic for YCH's direct operations, we recognise that our activities may still give rise to certain indirect impacts on biodiversity over time. These include environmental externalities associated with GHG

emissions, energy consumption, and waste generation, which can affect ecosystems even where our facilities are not located near or within areas of significant biodiversity value. YCH is actively managing and minimising these impacts through our environmental strategy, including our Green Transition Plan.

YCH will continue to monitor both our impacts on biodiversity and biodiversity-related risks to the business, taking into account local environmental conditions, stakeholder interests and concerns, evolving regulatory requirements, and any future infrastructure developments or expansion projects. We will also seek to limit development in areas of higher biodiversity sensitivity wherever feasible.

Should our impacts on biodiversity, or biodiversity-related risks to the business increase in significance, this materiality rating will be reassessed through future reviews, and YCH will take appropriate mitigation actions to reduce potential harm to biodiversity.



People



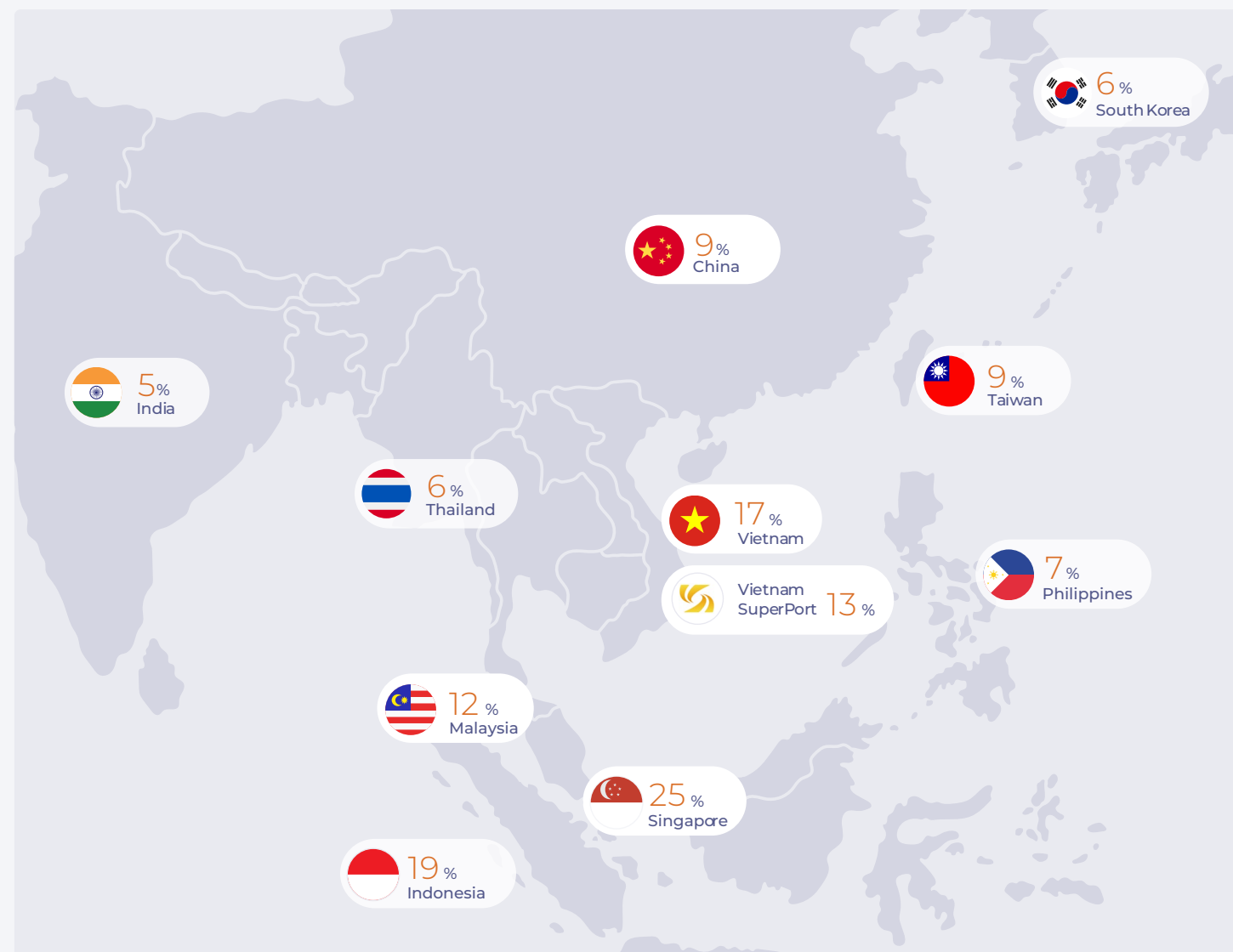
Our Workforce

2-7 2-8 202-2

Approach

The workforce composition presented here covers all employees directly hired by the Group across all countries and companies within the Group's reporting boundary. YCH is committed to maintaining an inclusive, positive, and safe work environment where all employees are treated with dignity, fairness, and respect. We take reasonable measures to reduce the risk of bias, discrimination, or unequal treatment throughout the employee lifecycle, including recruitment, retention, learning and development, performance reviews, and decisions that may affect our employees.

Employee Distribution by Country (in %)



Total Headcount

4000



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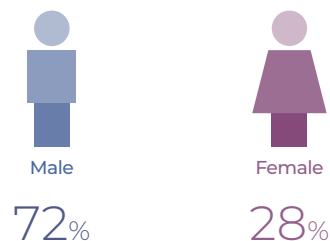


Social



Appendix

Employee Distribution by Gender (in %)

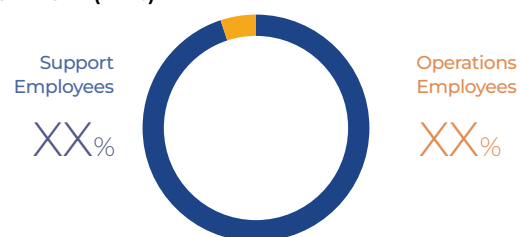


Employee Distribution by Age (in %)

Age Group (Years)



Employee Distribution by Nature of Work (in %)

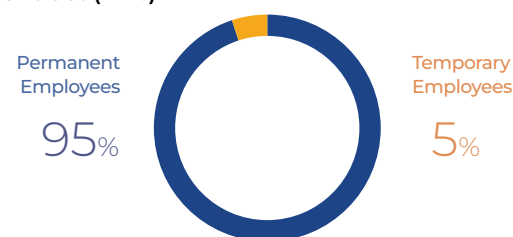


Definitions:

Support Functions refer to roles where the primary responsibilities are professional, administrative, or corporate in nature. Their expertise is necessary to keep supply chain and logistics operations running effectively. Examples of these functions are Admin, Management, Finance, Facilities Management, Human Resources, IT, Procurement, Quality Assurance, and Business Development.

Operations Employees are directly involved in operational, manual, or site-based activities relating to the day-to-day movement, storage, handling, and delivery of goods. These functions encompass Warehouse, Transport, Freight, Operations, and Project Implementation.

Employee Distribution by Employment Contract (in %)

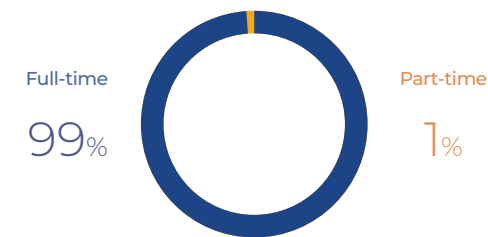


Definitions:

Permanent Employees are hired on an employment contract with no fixed end date.

Temporary Employees are employed on a fixed-term employment contract with a clearly defined start and end date, including contracts for a seasonal activity or a specific project.

Employee Distribution by Working Hours (in %)



Definitions:

Full-time Employees work the standard working hours applicable to their role as stipulated in local labour laws and their employment contract.

Part-time Employees work fewer hours than their full-time counterparts, as defined under their employment contract. This may include flexible work arrangements for employees who request reduced working hours or working hours deemed sufficient to meet business needs.

Employees may be classified as either full-time or part-time regardless of whether they are employed on a permanent or temporary basis.

Employee Distribution by Nationality

In addition to the workforce indicators presented in this Report, YCH also tracks employee nationality internally. In each country where we operate, the majority of employees are citizens of that country, with a smaller proportion comprising employees of other nationalities. This reflects our preference to hire locally, allowing our workforce to respond more closely to the needs of the communities we serve.

At present, nationality data is not presented as a performance indicator because there is no meaningful basis for comparison across countries. The size of YCH's operations varies significantly between markets, and larger operations would naturally account for higher numbers of employees of that nationality.

Local expertise has been critical to maintaining YCH's operational excellence, as our employees possess a deep understanding of local business environments, customs, cultural nuances, customer expectations, and market realities. In our hiring process, we also consider a broad and diverse pool of candidates within each country, attracting potential employees from a range of cultural backgrounds, as diverse perspectives bring new ideas and enrich the way teams work and solve problems.

This localisation approach is also reflected at the leadership level, where 90% of YCH Group's Country General Manager positions for its core supply chain and logistics business activities are held by local nationals. Country General Managers are the most senior representatives in each market and report directly below the Board of Directors. For this disclosure, "local" is defined as citizens of the country of employment, regardless of ethnic background.

Our workforce comprises employees from more than 13 nationalities, with Malaysians, Indonesians, and Vietnamese representing the largest nationality groups within the Group. Nationality alone, however, does not fully capture the diversity of our workforce, as each country in which we operate comprises individuals from a variety of ethnic and cultural backgrounds.

Moving Forward

All employee headcount is reported as of 31 December 2025 in this Report, providing a point-in-time snapshot of our workforce at the end of the reporting period. In future reporting cycles, we aim to report average employee numbers across the year, which will better capture workforce fluctuations and improve the accuracy and comparability of our disclosures.

Workers Who Are Not Employees

Approach

YCH relies on workers who are not directly employed by the Group, but who contribute to the functioning of our operations. These workers are not included in the employee figures reported in the disclosure above.

Examples of non-employee workers engaged by the Group include:

- Third-party transport and warehousing providers such as contracted truck drivers and fleet and warehouse operators
- Security personnel deployed at YCH-managed facilities
- Cleaning and facility management and maintenance contractors performing work at our premises

These workers are employed by external companies with whom YCH has commercial service agreements. In certain arrangements, YCH directs the work performed, such as security or cleaning services at our facilities, or exercises operational oversight in accordance with contractual terms, such as outsourced transport and warehousing services. They operate within facilities owned or controlled by YCH or may indirectly represent YCH in service delivery to end-customers. The engagement of these workers varies between countries and facilities.

Moving Forward

Due to variations in subcontracting arrangements and the decentralised nature of contractor engagement across markets, it is currently difficult to account for the total number of non-employee workers at Group level. However, we recognise the need to better understand the wider social footprint connected to our business by including workers who contribute to our operations through third-party service arrangements. As part of our Supply Chain Management Strategy, we plan to review how consolidated Group-level data on non-employee workers can be collected and disclosed in future reporting cycles.



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Appendix

Talent Attraction

401-1



SDGs addressed

5 | XX 8 | XX 10 | XX

Materiality Topic Area

Lorem ipsum dolor



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Significance of Topic :

Turnover is expected in any organisation, and changing business needs mean companies must continue hiring new employees. Without a concrete strategy to attract talent, the company could face talent shortages and struggle to meet workforce demands in a timely manner. Existing employees will then need to take on heavier workloads, increasing the risk of burnout, disengagement, and lower productivity. Unfilled roles can also lead to the loss of institutional knowledge and weaker succession planning. Talent attraction is therefore essential to operational efficiency, business continuity, and long-term growth.

Approach

A company is only as strong as its people. YCH is constantly on the lookout for talented individuals to join our growing family. The modern hiring landscape has become increasingly competitive, with competition for high-potential talent expected to intensify further.

As part of managing and investing in our human capital, YCH has established a deliberate and well-rounded talent attraction strategy that sets the Group apart from other companies and attracts high-potential candidates. Employing the right talent attraction strategy also has a positive ripple effect on retention, as employees who are well-matched to the organisation are more likely to stay and grow with the company, allowing YCH to build a capable, competent, and committed workforce for our continued growth and success.

YCH's talent attraction strategy is designed to reach a broad and diverse pool of candidates, rather than limiting opportunities to a narrow group of applicants, through inclusive hiring practices, early engagement with students and graduates, partnerships with educational institutions, and outreach efforts that connect the Group

with prospective candidates at different stages of their careers. As an advocate for social progress, diversity is also an important consideration in talent attraction. The Group aims to attract candidates from different genders, races, educational backgrounds, and professional experiences, recognising that diverse perspectives bring new ideas and enrich the way teams work as well as solve problems.

The Group uses various channels to publicise job vacancies. YCH draws on its industry presence to attract prospective candidates. In every country where the Group operates, YCH participates in industry events and career fairs. Opportunities are also publicised through LinkedIn and other government-affiliated job search portals. The Group works closely with local educational institutions to widen its search and encourages employee referrals, as employees are familiar with the organisational culture and are well placed to recommend like-minded qualified professionals who share our core values and may be a good fit.

Recruitment decisions are guided by a merit-based approach. The Group evaluates candidates based on the core competencies required for each role, educational qualifications, and relevant past experience, with care

In 2025:



New hires employed



taken to reduce the risk of bias, discrimination, or unequal treatment. Equally important in the assessment process is whether candidates embody the Group's Core Values. Functional and soft skills can be built over time through learning opportunities, including on-the-job training after coming on board. However, personal values determine whether employees can positively add value to the team – how well employees can work with their colleagues, serve customers with professionalism, and carry themselves confidently as part of the organisation. In hiring, YCH looks beyond what candidates can offer today and considers whether they have the right attitude, character, and values to grow with the Group.

The Group tracks the effectiveness of this talent attraction strategy through recruitment outcomes, programme participation, and employee feedback. These efforts have helped YCH attract high-potential candidates and build a workforce that is better prepared to meet the Group's current and future business needs.

Performance

Internship Programmes

Coverage: All Countries

Internships are one of the ways YCH attracts high-potential talent. The supply chain and logistics industry is multifaceted, spanning on-the-ground transport and warehousing operations, information technology, business development, strategy, sustainability, communications, and a wide range of other corporate functions. This breadth attracts students from diverse academic disciplines enrolled in post-secondary institutions, Institutes of Higher Learning (“IHLs”), and universities who may be interested in pursuing a career in the industry.

Many educational institutions today incorporate industrial attachments into their course curriculum to improve students’ career readiness. Internships have become an important bridge between education and employment, giving students soon to be entering the workforce entry-level exposure to their industry of choice.

Companies like YCH play an important role in the success of these programmes and in students’ transition into the workforce by offering up internship opportunities and investing time, effort, and resources to nurture students, equip them with industry-relevant functional skills, and give them a head start in their careers.

Internships also serve as a means of early talent conversion, allowing YCH to identify capable talent early as part of future workforce planning. Through these programmes, YCH has been able to build strong, long-term relationships with institutions, educators, students, and alumni. These partnerships increase brand awareness and visibility, position YCH as an employer of choice, and make the Group more attractive to future generations of students and graduates. The value is mutually beneficial:

students garner valuable industry experience, teams benefit from the fresh perspectives that interns bring, and companies can identify capable students who may be interested in full-time roles in the future.

YCH welcomes students who are required to complete internships as part of their course curriculum, as well as those who join out of interest in the sector. These placements typically last between three and six months, depending on academic requirements and business needs. The Group also extends openings to fresh graduates through traineeship programmes.

Internships are designed to provide a well-rounded experience, honing both functional and soft skills that prepare students for their future careers, particularly where this may be their first introduction to the professional work setting. Interns undergo onboarding before beginning their attachment. They are also given defined objectives, so that their contributions have a clear purpose rather than being limited to ad hoc tasks. Depending on the role, interns may take the lead on selected assignments, participate in larger projects for key customers, or collaborate with different corporate functions.

All interns are assigned a supervisor who guides them throughout the internship period and plays an active role in mentoring them. Supervisors regularly check in with interns, review their performance to keep them on track towards achieving their goals, and highlight areas for improvement. This close guidance keeps interns focused and maximises their learning potential.

These internships also offer junior-level employees at YCH the opportunity to mentor interns, giving them the chance to begin building leadership, communication, and people management capabilities earlier in their careers. These competencies take time to cultivate, so early introduction allows for employees to gain experience and gradually prepare themselves for greater

management responsibilities in the future. For employees with aspirations for career progression, mentoring interns creates opportunities to take on additional responsibilities and reinforces employee’s confidence that the company values their contributions and recognises their potential. Greater ownership over responsibilities can increase job satisfaction, and employees who feel engaged are often more motivated to stay with the company.

Interns likewise benefit from guidance provided by younger supervisors who can often relate more closely to their experiences, having been in similar positions not long ago. Strong working relationships frequently form during the internship period, with supervisors imparting their knowledge and skills, sharing insights from their own professional experiences and time within the organisation. This gives interns a more well-rounded internship experience that builds technical competencies, confidence, and valuable industry knowledge.

By the end of the attachment, students leave with industry-relevant functional skills and a better understanding of how academic learning connects with the real world. Exposure to professional environments often gives students greater clarity on their career aspirations and equips them to make more informed decisions regarding future career pathways.

Interns who have positive experiences and feel aligned with YCH’s organisational culture may eventually return as future employees, becoming part of the capable, committed, and high-performing workforce built by the Group.

In 2025:

XXX
Interns hired



Wong An Wen

December 2025 to April 2026



Sustainability Intern, Strategy, Sustainability, and Communications Division, YCH Group



Currently Year 3 student at Singapore Management University



I'm a penultimate student from Singapore Management University pursuing Psychology and Sustainability. As someone looking to work in a sustainability-related field in the future, I figured that understanding supply chain sustainability would be a good starting point for me. Although this internship was not part of my curriculum requirements, I actively sought it out as it was an exciting opportunity to gain practical experience.

In class, I learned about the different international standards and frameworks such as ISO and the United Nations Sustainable Development Goals, but that was limited to applying them in my examinations and individual assignments. But, this internship gave me opportunities to expand this theoretical knowledge to real-world projects such as calculating our carbon emissions to ensuring that our operations met the appropriate environmental regulations.

I also gained a deeper understanding of how professional work environments operate, particularly as this was my first experience in a corporate setting, and of what is expected of me both as an individual employee and as a member of the team. While group projects and assignments in SMU have taught me the importance of teamwork, collaboration, and upholding professionalism, its context remains limited to an academic setting with no real-world implications. In contrast, my time at YCH broadened this scope through numerous opportunities where I had to liaise with different regional contacts for data collection.

As someone who enjoys challenging the process, I was never afraid to voice out my opinions and thoughts to my supervisor, from sharing my ideas to clarifying my doubts. These instances fostered meaningful and conducive discussions. I really appreciated the safe space cultivated by my supervisor and team that allowed me to remain comfortable while posing these questions, and I really felt valued as an intern at YCH.

Ritzwan

October 2025 to May 2026



IT Support, End User Computing ("EUC") Team, Y3 Technologies



Year 3 student at ITE College West



I'm studying IT Applications Development, so this internship is very closely related to what I'm learning in school, which makes it exciting to gain the hands-on learning to complement the theoretical knowledge.

My internship is in IT Support under the EUC team, which is basically the team that takes care of users' devices and daily IT needs. My role involves helping colleagues with troubleshooting devices, user support, and other day-to-day IT matters. This is my first internship, so it has really helped me understand what working in an office is like. Here I got to see how tasks are managed, also understand the importance of following proper processes.

I am tasked with IT onboarding for new colleagues that join YCH. I meet with each employee, issue them their laptops and guide them through the software they need to know how to use. I really enjoyed this, as I got to meet and connect with new people from all the different departments. It has also been my biggest takeaway from the internship, and this has helped me become more confident. Every time I help someone new, I learn how to communicate better, and I can feel myself improving each time.



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Appendix



Darren Lee

October 2025 to May 2026



Cybersecurity and Networking
Intern, Network and Security, Y3
Technologies



Year 3 student at ITE College West



As a Cybersecurity and Networking Intern, I help with network monitoring, troubleshooting, and basic security tasks to keep YCH's operations running smoothly. I have been interested in cybersecurity for some time. That interest began when I was 14 years old in secondary school, after attending Computer Application classes, and it continued to grow during my time in ITE. This internship has been very interesting for me because I was able to see how it works and how important it is in a large corporate setting.

This internship has given me a chance to work in a real IT environment and prepared me for the working life in the future. Over the last few months, I improved my technical skills by working on different cases with my team. I tried to be proactive and take on new tasks. I also realised that I need to keep myself updated since so much is always changing and there is so much to know. I hope that I was a reliable team member, one that my team and YCH could count on.

Bernard Chua Rui Feng

October 2025 to April 2026



Cybersecurity and Networking
Intern, Network and Security, Y3
Technologies



Year 3 student at ITE College West



My studies sparked my passion for understanding how IT infrastructure supports business operations and how security plays a role in protecting digital assets. I chose YCH because it is a reputable company in the logistics industry with a strong operational backbone supported by technology.

My job scope included assisting with daily IT operations, supporting system-related tasks, and troubleshooting basic technical issues. I had the chance to handle many real-life situations, where a lot of things could be unpredictable and the solution was not always obvious right away. I had to learn on-the-job how to approach issues logically, troubleshoot step by step, and adapt to different situations. The technical knowledge from school did help, but in the workplace, the issues are not always exactly the same as what we learn in class. I also understood how teamwork and communication are essential for smooth and efficient operations. I also worked a lot on my time management skills by learning how to prioritise my work properly, especially when other people were waiting for the issue to be resolved. I think this is a skill that will benefit me when I transition into a full-time role in the IT industry.



Nabilah Rafi



Senior Support Engineer, EUC, Y3 Technologies



I am currently a Senior Support Engineer with the EUC team. I have been with YCH for seven years, starting out as an Officer, and over that time I have grown in my role and taken on more responsibilities within the team.

In the past year, I was given the opportunity to guide Ritzwan as a first-time supervisor. My supervisorship style is more of a friend, mentor approach. I do not believe there is a need to be overly controlling for a team to work well. For me, it is more important to have open communication. So, instead of only “telling” him what needs to be done, I focus on helping him understand the task and giving him the chance to ask as many questions as he needs to complete the work with confidence.

As I took on this mentoring role, I found myself connecting strongly with YCH's Core Value of Sincerity. I believe that heartwork will produce sincere hard work and that kind of mindset will benefit YCH in the long run. Seeing my intern put in the work also encouraged me too – to guide him as well as I can. Mentoring others is also part of career growth, so I am really looking forward to having more opportunities to mentor others and see how my style continues to evolve in the future.

Chang Ping Yen



Network Engineer, Y3 Technologies



I joined YCH as an EduRISE trainee in 2023. During my time as a trainee, I had the chance to learn from different supervisors who mentored me. After completing the programme, I was given the opportunity to take on a permanent role with YCH Singapore, and I am now working as a Network Engineer at Y3 Technologies. I have been in this role for over two years. In 2025, I was also given the opportunity to take on a new responsibility in supervising our interns.

When supervising Bernard and Darren, I tried to be hands-on while encouraging independence. When assigning tasks, I would provide clear instructions at the start, then allow them to take ownership of the work, stepping in to guide them whenever needed. I enjoyed seeing them become more confident over time. It was nice to see them complete tasks with minimal supervision after gaining more experience.

As someone who also started as a trainee, I could relate to their experience. As a supervisor, I was able to develop stronger people management and mentoring skills by learning to communicate more effectively, be patient, and adapt to different learning needs. This experience reminded me of the importance of giving young employees the space to learn, just as I had experienced through the EduRISE Programme.

Singapore-Industry Scholarship



Coverage: Singapore

The Singapore-Industry Scholarship ("SgIS") is a multi-industry scholarship offered to Singaporean citizens pursuing tertiary or university education. It targets young adults who are keen to contribute to Singapore's strategic sectors. This prestigious scholarship, offered by the Ministry of Education ("MOE"), is awarded to individuals with outstanding academic results, strong leadership, active co-curricular involvement, and a genuine interest in their chosen industry.

YCH is one of the 146 sponsoring organisations that has committed to grooming the next generation of the nation's talent since 2015, the programme's inception. The Group targets students pursuing studies in business and accountancy, engineering, or supply chain management.

Shortlisted scholars who are sponsored by YCH receive full or partial tuition fee funding, a monthly living allowance, and guaranteed employment upon graduation. Scholars

undergo internships, mentorship programmes, and other activities under the SgIS Scholars' Development and Engagement Programme. These initiatives give them the opportunity to find out more about the sector, and interact closely with YCH leaders, including potential future reporting managers. Over time, scholars develop industry-relevant functional skills, along with greater confidence in navigating the workplace. Upon graduation, scholars take on full-time roles at YCH, with roles assigned based on business needs, the individual's demonstrated strengths during internship, and career interests.

Having spent time with the organisation during their studies, these graduates are able to assimilate quickly into the workforce and contribute effectively to the business. Through the programme, YCH is able to consistently engage high-potential young talent early and develop them into capable employees with the competencies, confidence, and valuable industry knowledge to excel in their roles, making it a worthwhile investment in the Group's human capital.

Since programme inception:

XXX

SgIS scholars sponsored by YCH



XX%

of SgIS scholars have transitioned into full-time roles at YCH upon graduation



YCH also recognises students through education-related awards, including book prizes and scholarship awards. These awards recognise students with strong academic performance, particularly in supply chain and logistics-related fields, and encourage the next generation of talent to pursue careers in the industry.



Jonathan Gan

2025 Graduate



Executive, Operations



2025 SgIS Mid-Term Scholar

“ Being part of the SgIS programme gave me early exposure to the realities of the supply chain and logistics industry and helped me better understand the scale and complexity behind daily operations.

During my internships at YCH, I was exposed to both operational and project-based work. I was attached to inbound operations for a period of time, where I was involved in receiving, put away, location transfers, and resolving inventory discrepancies. I also supported process improvement initiatives and was involved in a rack replacement project within a live automated warehouse environment. These experiences gave me insight into how closely operational execution, system accuracy, and coordination are linked in logistics operations. It also gave me a realistic understanding of the pace, operational demands, and adaptability required within the industry.

As a full-time employee today, I believe SgIS helped me transition from student to working professional because I was already familiar with the operational environment and expectations within the company. After graduation, I was entrusted with a brand-new operation, overseeing inbound and inventory-related operations, which required me to take ownership of coordination and problem-solving. Being given this opportunity at an early stage of my career allowed me to apply the skills and knowledge I had developed through my experience as an SgIS scholar, and gave me a strong sense of pride in the trust placed in me.

The exposure from the programme helped me adapt more quickly, communicate confidently with different types of stakeholders like customers, service providers, colleagues, and handle responsibilities independently while working in a fast-paced environment. Overall, the programme played an important role in boosting my confidence, shaping my professional journey, and understanding the supply chain and logistics industry.

Chan Shao Yang

2023 Graduate



Senior Executive, Business Development



2023 SgIS Mid-Term Scholar

“ As an SgIS scholar, my early exposure to YCH gave me a practical understanding of the supply chain and logistics industry beyond what I learnt in school. During my internship, I facilitated a goods-to-person warehouse automation project implementation and later assisted with inventory management for the same account. Watching operations, IT, vendors, and warehouse teams work through real issues together taught me that supply chain is as much about people and execution as it is about systems.

That grounding still shapes how I work today in business development, where I connect floor-level realities with customer needs and commercial considerations. Working across YCH's regional footprint has further deepened that learning, as differences in process, culture, and customs between markets have sharpened how I think about execution. My hands-on experience has made me more attentive to operational details and more conscious of how solutions must be responsive to each customer's context.

Looking back, SgIS did not just support my studies; it gave me exposure, guidance, and a strong foundation to keep learning. I am now able to contribute meaningfully to YCH, and value-add to our customers and the wider supply chain and logistics industry.



Noon Teo

2015 Graduate



Head of Group Operations
Excellence



2015 SgIS Full-Term Scholar



In today's geopolitical climate, supply chain management has become central to corporate strategy rather than an afterthought. Working alongside colleagues to address customer needs and deliver solutions has made this journey both purposeful and meaningful.

My journey with YCH began during my university days. Through SgIS, I was able to gain early exposure to the industry through internships and company events during my university years. These experiences offered valuable insights into the supply chain and logistics sector, as well as YCH's culture. Having a secured career path also allowed me to fully immerse myself in the university experience, exploring interests beyond academics.

After I graduated, I began my career as a Transport Operations Executive, focusing on improving processes for colleagues and drivers through human-centric workflow redesign and the integration of new technologies. Early opportunities for regional exposure broadened my perspective beyond Singapore, deepening my appreciation of the industry's complexities and interdependencies. Rotations across different functions further strengthened my understanding of the end-to-end supply chain, building a solid foundation. These experiences underscored the importance of thinking globally while acting locally, adapting to diverse requirements and cultures.

As I progressed in my career, I pivoted to corporate operations, solutions design, and project implementation. The foundation built through early exposure, hands-on experience, and hard work allowed me to take on increasingly complex responsibilities. Today, after ten years with YCH and as Head of Group Operations Excellence, I continue to focus on improving processes with the same commitment, curiosity, and passion that I had when I first started my journey.

Culture of Continuous Learning

404-2



SDGs addressed

4 | XX 13 | XX

Materiality Topic Area

Lorem ipsum dolor



Introduction



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Appendix

Approach

The operational environment for supply chain and logistics is changing quickly, with employees and businesses having to grapple with new variables related to the climate transition, regulatory developments, and shifting customer expectations. Our employees need to stay agile, adaptable, and continue growing alongside the changes around them.

Building employee capabilities requires more than formal training. It calls for an organisational culture that encourages curiosity, openness and learning mindset, and a shared understanding of the importance of continuous self-improvement. This begins with creating a psychologically safe environment in the workplace where employees feel comfortable asking questions, exploring new areas of interest, and sharing knowledge with their colleagues. As an employer, YCH's role is to make knowledge more accessible as well as make learning part of everyday work, and we have continued to do so through our various initiatives.

This culture of continuous learning plays an important role in YCH's Human Capital Development and Management strategy and forms the foundation upon which the Group's formal learning and development initiatives are built.

Performance

YCH Daily News Summary

Curated by the Group Communications team



Coverage: All Countries

Delivered daily to employees' inboxes and designed as a quick five-minute read, the news summary features carefully selected topics relevant to YCH, its customers, and its supply chain partners. Led by the Group Communications team, the YCH Daily News Summary is an internal initiative that keeps employees informed of issues affecting the supply chain and logistics industry, covering global and regional industry developments, national policies, market trends, and environmental issues that may affect the Group. It keeps employees connected to the industry and abreast of the latest news, especially when they may not have time to actively search for such information themselves. Taking a few minutes each day to read the daily news summary is one way our employees make learning a simple and consistent part of their day.

In 2025:

202

Total Daily News
Summary publications
circulated across the
Group



12

Number of countries
which received these
publications



Sofia Yowendra



Assistant Manager, Group
Communications, YCH Singapore

I have been part of the Communications team for the past two years, and throughout this time, I have been involved in preparing the Daily News Summaries. This initiative was prioritised by our Executive Chairman, with the aim of strengthening knowledge-sharing and news awareness across the organisation. It is designed to deliver bite-sized, easy-to-read updates for employees balancing busy schedules, and my goal is to make staying informed feel accessible rather than overwhelming. By presenting relevant news and industry developments in a concise and digestible format, employees can quickly absorb key insights, spark conversations, and think more critically about the evolving business landscape. It warms my heart whenever I receive feedback from my colleagues sharing that the day's news selection was insightful or informative, because it reminds me that even small communication initiatives can create meaningful impact on our workplace.



Do You Know Series

Designed by Group Human Resources, Learning and Development

DO YOU KNOW?

DYKS December 2025

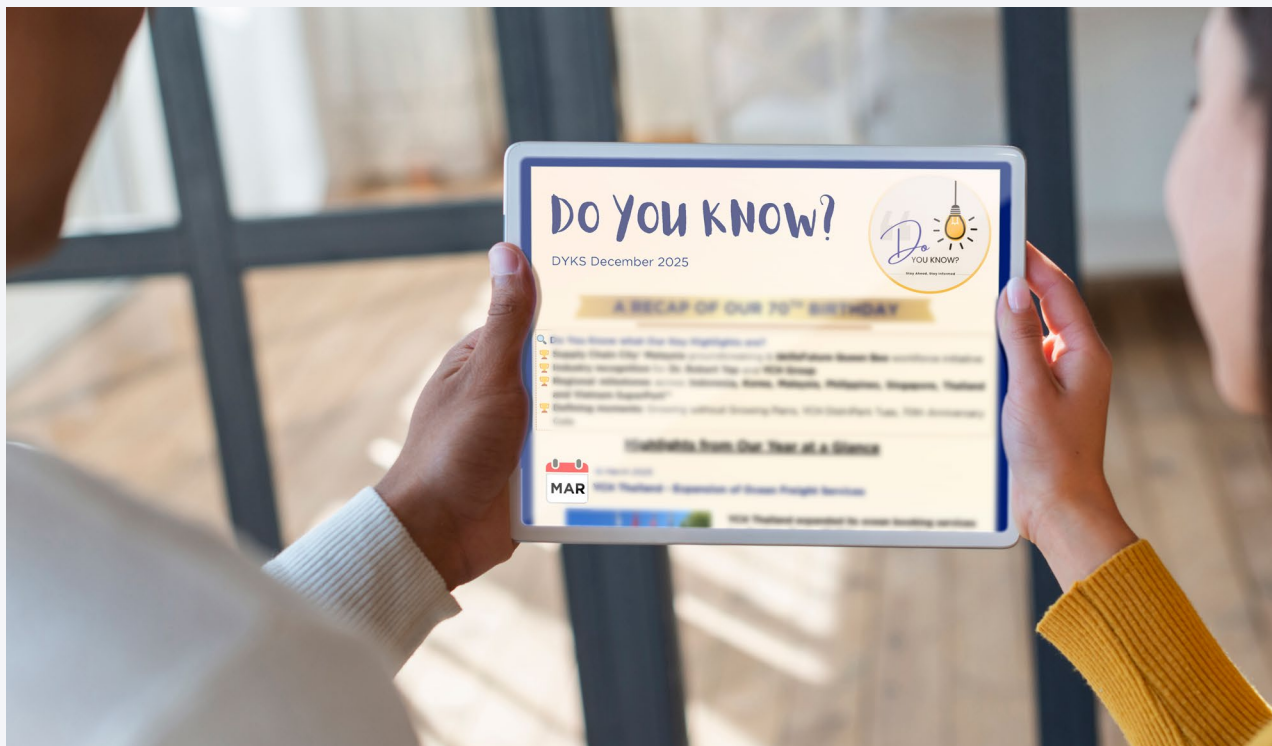


Coverage: All Countries

Since 2024, the “Do You Know” Series has encouraged employees to revisit familiar concepts and learn more about new topics through the simple prompt, “Do you know...?”. The initiative reminds employees of key concepts they may already have encountered and prompts them to learn about new developments within the organisation and industry.

In 2025, topics ranged from certifications, awards, and accolades to initiatives organised within the organisation, including successful customer projects, corporate social responsibility activities, and employee talent development programmes such as EduRISE. The series also highlighted employees who have excelled in their roles, recognising individual contributions as well as celebrating the Group's achievements.

Each edition simplifies and summarises complex information into one- to two-page, easy-to-understand insights, making content easier for all employees to follow. In addition to digital communications, selected topics were reinforced through face-to-face learning sessions to encourage dialogue, deeper reflection, and practical application.



In 2025:

12



Total “Do You Know” Series editions shared across the Group

12



Number of countries which received these publications

3



Total face-to-face “Do You Know” Series sessions conducted in Singapore

Jeanne Ng



Executive, Learning & Development Human Resources, YCH Singapore



The “Do You Know” Series was conceptualised by our Head, Group HR, Ms Annie Lam, as a way to keep employees informed and connected to developments across the organisation and the industry.

In designing the monthly circulars, my thought process was centred on making complex topics concise, engaging, and easy to understand for employees across different roles and locations.

I enjoyed curating content that not only informed employees about key initiatives, certifications, and achievements, but also highlighted meaningful stories and employee contributions within the Group. One of my favourite topics was showcasing the EduRISE programme. I had the opportunity to speak with the trainees and hear about their experiences in the programme, including how fulfilling it was for them. Hearing their reflections made the story more personal. As I curated the newsletter, I felt excited to share their experiences with our colleagues, because it showed how YCH's talent development efforts were making a real difference to employees' learning, confidence, and career growth.

Over the course of the year, I received positive feedback from colleagues, with many sharing that the newsletters were informative, visually engaging, and helpful in keeping them updated on organisational developments.



Coverage: Singapore

Duration: 1 hour

Audience: 60 participants

A brown bag session was organised as part of YCH's “Do You Know” Series to introduce corporate sustainability across environmental, social, and governance dimensions. The session was designed for both warehouse-based and office-based employees, recognising that sustainability knowledge is relevant to every function and employee.

The Group Sustainability team introduced the concept of sustainable development from international and national perspectives, before diving deeper into topics most significant to YCH's supply chain and logistics operations. These included energy efficiency, renewable energy, and low-emission vehicle technologies. Simple learning activities were incorporated to reinforce key concepts and help employees retain knowledge more effectively.

The team also spoke about YCH's sustainability journey and the progress made in Singapore and other countries of operation. This was especially important. When employees see that the company is taking substantive steps to improve its environmental and social performance, they are more likely to feel part of, and connected to, that journey. We do not want our colleagues to see sustainability as a distant corporate agenda or solely the responsibility of the Group Sustainability team, but as a shared responsibility that requires the active involvement of all employees in the organisation. The session brought sustainability closer to employees and made the topic more relevant to them. At the end of the session, employees left with a better grasp of sustainability, how the Group is responding to change, and what their roles are as part of this journey.



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Sustainability Awareness Plan

Created by the Group Sustainability team and Communications team

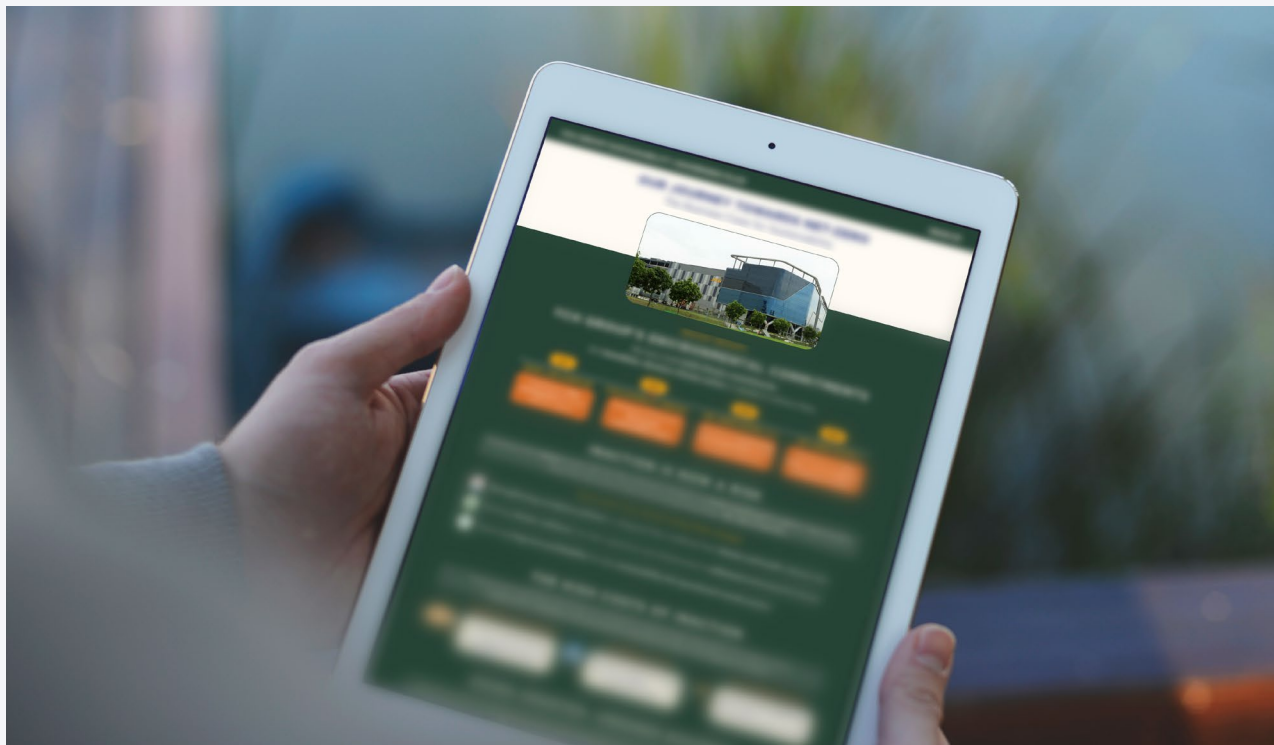
Coverage: All operations

In 2025, YCH launched the Sustainability Awareness Plan to build foundational knowledge on sustainability. As sustainability became increasingly important to our customers and supply chain partners, the team sought a way to raise awareness of sustainability topics among employees.

We created and circulated one-page newsletters to all employees, introducing concepts such as sustainable development, Net Zero, climate action, and ESG, as well as regulatory requirements and industry and customer expectations related to sustainability. The newsletters were designed to be concise and impactful, allowing employees to focus on the most essential information without feeling overwhelmed by technical details. By breaking down these topics, employees could approach these new sustainability concepts more easily.



Our awareness initiatives also extended beyond the organisation. We published sustainability-related content under the label "Greening the Supply Chain" through YCH's corporate communication channels. By sharing insights from our sustainability journey, including the initiatives we had implemented and the challenges encountered, we were able to engage our stakeholders on shared sustainability priorities and inspire our partners to adopt more responsible and sustainable business practices just as we have.



In 2025:

4



Total Sustainability Awareness newsletters shared across the Group

12



Number of countries which received these publications

4



Total "Greening the Supply Chain" posts shared on the Group's LinkedIn Page



Abirami Singaravadivelan



Assistant Manager, Group Sustainability, YCH Singapore



I am very passionate about sustainability, and these initiatives gave me the chance to share that with my colleagues. My team and I knew that some of the sustainability concepts could be quite technical. So, a big part of our roles was figuring out what our employees really needed to know and how we could make the content interesting.

I felt a strong sense of responsibility to get it right. I spent time doing additional research, especially to find ways to present complex concepts in a simpler way so that colleagues unfamiliar with the topics could understand them more easily. After each session, I spent time reflecting on what clicked and what needed to be explained more clearly, making the whole process one of continuous learning and improvement for myself.

What I enjoyed most was the chance to connect with colleagues from different corporate functions through these sessions and activities. Some of the most fulfilling moments happened afterwards, when colleagues came up to ask questions, offer their feedback, or continue the conversation. I felt especially pleased when they started to understand the concepts. It felt like we were beginning to speak the same language. I am excited to build on these initiatives and continue these conversations with my colleagues across the Group in the upcoming years.



Coverage: Singapore

Duration: 20 mins

As part of efforts to make sustainability part of YCH's organisational culture, the Group introduced a mandatory sustainability orientation for all new employees in Singapore in 2025. The Group Sustainability team led the session, which was geared at giving employees an understanding of what sustainability means, why it matters to the company, and how we are embracing sustainability in our daily decisions and operations.

Each session began with the Group's sustainability vision before covering YCH's priorities, targets, plans, and progress under the three ESG dimensions, with greater emphasis on environmental topics in line with YCH's Net-Zero commitment. Employees were also introduced to the Group's sustainability governance structure, including the defined roles

and responsibilities of different corporate functions in managing sustainability issues.

By sharing the emphasis YCH places on sustainable development early, the session gave new employees the impetus to see themselves as participants in the company's sustainability journey. It prompted them to consider the role of sustainable decision-making in their own roles and encouraged them to put forward ideas that could move the Group closer to its sustainability targets.

Employee Engagement



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Significance of Topic :

Engaged employees are more enthusiastic, present, and connected to the company. When employees feel disconnected at work, organisations may experience higher burnout, lower productivity, and increased turnover. Such issues can create financial impacts through higher recruitment and training expenses, as well as disruption to daily operations. Poor engagement may also affect the company's reputation as an employer of choice, making it harder to attract and retain talent.

Approach

In each country, YCH regularly organises events that bring employees together, such as annual dinners, festive events, and national celebrations. These occasions play an important role in employee engagement, creating opportunities for employees from different functions and job levels to interact. They are thoughtfully planned to resonate with employees, taking into account local preferences and cultural contexts. Country teams also exchange ideas and draw inspiration from events held in other parts of the Group.

Employees often look forward to these events as opportunities to have fun, celebrate with colleagues, and take a break from work. These occasions also give them the chance to connect with colleagues outside the teams they typically collaborate with in the normal course of work. Such informal interactions boost employee morale, deepen employees' sense of belonging within the company, and create better organisational synergy. These events also give the Group's leaders an opportunity to express appreciation for employees, highlight recent successes, and motivate employees for the year ahead.

Performance

These are some of the ways YCH engaged with our employees in 2025:

YCH Singapore Family Day 2025

YCH Singapore Family Day is an annual event that brings employees, families, and loved ones together through fun, food, and games. Recognising that employees balance work with personal responsibilities and family commitments, the event creates an opportunity to welcome families into the workplace. It gives families a closer look at employees' daily work and allows colleagues to connect with the families behind the people they work with every day.

A prominent moment at the Family Day 2025 was the unveiling of a Mosaic Wall made up of 2,450 employee photographs, put together throughout the day by over 400 participants as a tribute to the people who have shaped it. The participants learned about YCH's journey through a Time Tunnel displaying key milestones in the last seventy (70) years. For the day of celebration, YCH Singapore also engaged the Mobile Massage Team from the Singapore Association of the Visually Handicapped, an association that helps visually impaired persons build careers. Four professionally trained visually impaired therapists provided massage services that were appreciated by employees and participants.



Employees and their families adding photographs to the YCH 70 Years Mosaic Wall during Family Day 2025



Employees taking part in games and activities during YCH Singapore Family Day 2025

YCH Penang Health and Safety Day 2025

YCH Malaysia held its annual Health and Safety Day in July in collaboration with various public and private organisations in the locality. The objective of the event was to promote the health, safety, and well-being of its employees. More than 120 YCH employees participated, with all employees given the chance to sign up for health screening by KPJ Penang Specialist Hospital. The results of these assessments and tests gave employees greater visibility over their health and well-being as well as encouraged earlier attention to potential medical issues.



Employees attending talks during YCH Penang Health and Safety Day 2025

Employees also had the opportunity to donate blood during the event, with forty-five (45) bags donated to Hospital Seberang Jaya over the course of the day. The programme also focused on reinforcing workplace safety. Talks led by SOCSO Malaysia, a social security agency established to protect workers against workplace accidents, reminded employees of the importance of workplace safety and the protections available to them in relation to workplace accidents.

YCH Malaysia also invited various organisations to participate in an extensive line-up of exhibitions by public and private organisations, including the Department



Employees taking part in the blood donation drive held during YCH Penang Health and Safety Day 2025

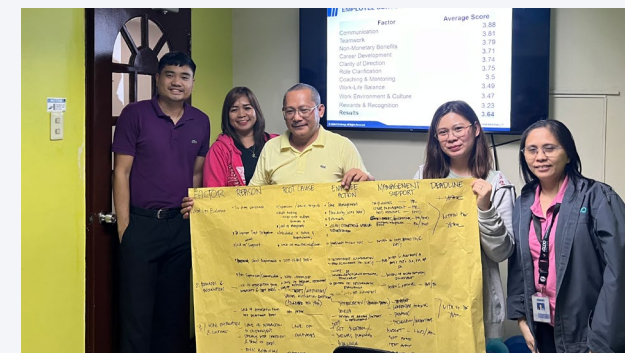
of Occupational Safety and Health, which focused on building safe habits at the workplace. The activities organised were highly informative, and our employees gained useful knowledge to make more informed decisions at work and in their daily lives.

YCH Philippines Employee Engagement Survey

In June 2025, YCH Philippines conducted an Employee Engagement Survey: engage ("Employee Needs, Growth, Appreciation, Guidance, and Empowerment") as a way of hearing directly from employees on their overall experience at work. The survey was designed to capture both positive and negative feedback on matters such as remuneration, work-life balance, career development, communication, and overall workplace culture.

The survey provided an additional opportunity for employees to share feedback, including concerns they may not have raised during the year, as well as suggestions on how the work environment could be improved. The survey achieved a participation rate of close to 60% and recorded an average engagement score of 3.69 out of 5.

Following the survey, YCH Philippines also conducted a focus group discussion on the survey results, where representatives from different departments came together to review the findings and identify priority areas for improvement, including actions for employees and the defining role of management in addressing these issues. During these discussions, participants put forward practical ideas to strengthen rewards and recognition, career development, non-monetary benefits, and workplace culture. These insights help guide continuous improvement in the overall employee experience, with the aim of improving engagement outcomes in the next survey, so that employees feel more connected to the company.



Employees participating in the Focus Group Discussion held following the Employee Engagement Survey to review findings and identify areas for improvement

Noemi Angeles



Human Resources



YCH Philippines

“ The primary reason I initiated this survey was to establish a platform where employees across all levels could openly share their perspectives on key engagement drivers such as rewards and recognition, communication, leadership, work environment, and career development. The goal was also to help management make more informed decisions. By capturing employee sentiment in a structured manner, we are able to better recognise strengths that should be sustained and gaps that require attention. One of my key learnings from organising this initiative was the importance of careful survey design. The questions had to be clear, neutral, and relevant so that employees could respond honestly without confusion. I also learned that employee engagement is multi-dimensional, and the survey needed to capture a balanced view of different workplace experiences. Another important learning was the value of communication and trust. This highlighted the importance of not only collecting data, but also clearly communicating the purpose of the survey and following through with visible follow-up actions after the results are gathered. Overall, organising this initiative helped me understand that an employee engagement survey is not just an HR-led initiative, but a strategic, organisation-wide tool for continuous improvement and for building a stronger organisational culture.”



Team Bonding Activities

Coverage: Singapore

Team bonding activities create space for genuine connections to form between employees. Apart from routine work interactions, recreational activities and shared meals give employees opportunities to understand one another better. To encourage this, YCH allocates a formal yearly budget for team bonding activities as an intentional strategy to improve employee engagement. Managers are expected to organise these activities for their teams at least twice a year. These activities allow managers to build rapport with their direct reports, encourage colleagues to interact regardless of job level or work scope, and reduce perceived hierarchy within teams. Stronger team dynamics lead to better communication, more effective collaboration, and improved problem-solving at work – all characteristics of high-performing teams. Through this small investment in employee engagement, YCH has been able to reap the benefits of a more inclusive, positive, and safe work environment where employees can thrive.

Employee Recognition



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Significance of Topic :

Employee recognition directly affects employee engagement, productivity, and retention. Giving employees credit where it is due helps to create an inclusive, positive, and safe work environment where morale is high, teams are engaged, and employees feel motivated to stay with the company. When employees are acknowledged for their efforts, they are more likely to continue producing high-quality work consistently. Poor employee recognition may become a risk by increasing turnover and the associated recruitment costs, reducing workplace productivity with more time spent on training new employees, and damaging the company's reputation as an employer of choice. Getting employee appreciation right also creates an opportunity to retain high-potential employees to build a capable, competent, and committed workforce for the continued growth and success of the company.

Approach

Employee retention depends on getting recognition right. Employees who are acknowledged for their efforts and valued for their contributions are more likely to feel connected to the company and less likely to leave.

Employee recognition must be consistent, personalised, and timely to be effective. At YCH, recognition forms part of organisational culture, whether through constructive feedback in the normal course of work, praise for good performance after project completion, or purposeful, sincere dialogue during performance reviews. By recognising good work consistently, managers help make employee appreciation part of everyday team interactions at the workplace.

Formal recognition is equally important. Through its Employee Recognition Awards, the Group commends employees for their hard work and contributions. The Group RISE Award honours standout employees who demonstrate strong performance and embody YCH's core values each year. These awards give employees a sense of achievement, motivate others to perform well, and reinforce employees' trust that the company values their contributions. The Group also honours employee dedication and loyalty to the company through Long Service Awards.

Group RISE Award

The RISE Award is a special recognition presented directly by the Group's leaders to employees who embody YCH's core values of Reliability, Integrity, Sincerity, and Enterprise, both individually and as members of a team.

The award recognises employees who have consistently performed above expectations in their annual performance reviews and made outstanding contributions over the years that go above and beyond their defined roles and responsibilities. Within their teams and the workplace, these employees also encourage others to uphold YCH's core values. They set a benchmark for what employee success looks like at YCH. More than rewarding performance alone, this values-based award celebrates the attitudes and mindsets of employees that position YCH for continued growth and success.

At the end of each calendar year, Country Human Resources begins the nomination process for the Employee of the Year. The highest-performing employee from each country is then selected to represent their country as a finalist for the Group RISE Award. All permanent employees with at least three years of service with the company are eligible for consideration. Local teams complete a detailed nomination form in

support of their representative, outlining the nominee's achievements, records of learning and development from the past year, relevant awards received, and endorsements from the Country General Manager and other Department Heads. Group Human Resources then arranges a confidential voting session for the Award Committee to evaluate the nominees and select the Group RISE Award winner. The Award Committee consists of the Group's leaders, namely Executive Chairman, Executive Directors, Chief Financial Officer, Country General Managers, and Head of Group Human Resources.

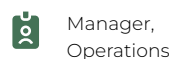
All finalists are invited to Singapore, where the award is presented during the annual Dinner and Dance. During the event, the achievements and contributions of the finalists are shared with all attendees, creating an opportunity for colleagues to recognise and celebrate one another's accomplishments. The winner and finalists are also presented with commemorative awards and prizes to mark this achievement.

Performance

In 2025, there were five finalists from across the region, with Ng Joo Kang from YCH Singapore emerging as the Group RISE Award winner.

Muhammad Aminudin

Finalist



Manager,
Operations



YCH Indonesia

Having worked at YCH for over two decades, Aminudin has supported operations for multiple customers across sectors, including electronics and FMCG.

These years of experience have enriched his knowledge and skill set, not only in his own work but also in other areas of operations. He has gone the extra mile to understand the full spectrum of YCH's operations, from inbound to outbound logistics, inventory management, transportation, billing systems, and the initiation of new projects. Today, he possesses a unique set of skills that allows him to approach problems from different angles, applying insights gained from various operations to address new challenges and fully embodying the enterprising spirit. With a firm grasp of the complete operations process, he has built a reputation as a reliable professional who serves customers and contributes to the overall success of the company.

But to Aminudin, that alone is not enough. He believes that "our workplace is akin to a field we must nurture; it is up to us to decide what to plant and how to cultivate it for a fruitful outcome." For him, working with sincerity and honesty is most essential, and he continues to uphold these values in his work every day.

Gao Chun Rong

Finalist



Senior Manager,
Operations



YCH China

Chun Rong joined YCH in 2008 and is a long-serving employee with close to 18 years of experience. Functioning as the Site Manager, he works closely with the Country GM and oversees daily activities at the hub. His responsibilities are varied, spanning business development activities to coordination with local government departments on matters such as government-mandated inspections.

He stands out for his enterprising spirit and his ability to identify practical solutions to fulfil customer needs. With a keen eye for operational improvements, he has proactively and enthusiastically spearheaded initiatives to optimise workflows and improve ground operations, leading to better outcomes such as reduced lead times and cost savings for both YCH and its customers alike. A testament to his strong leadership and managerial capabilities, he leverages the strengths of his team and delegates tasks accordingly, creating opportunities for his team members to excel while improving the effectiveness of the team as a whole.

As he puts it: "星光不问赶路人，时光不负有心人 - keep solving real problems for customers; your dedication will shine when the time is right" This reflects his belief in the value of sincerity, that genuine hard work will ultimately be recognised.

Kevin Wong Soon Keat

Finalist



Manager,
Operations



YCH Malaysia

Kevin has more than 20 years of experience in the industry. He began his career at YCH focusing on warehouse management, building on this past experience in transport operations. Today, he works closely with his team to manage customer relationships and align service delivery plans with customer needs.

He is constantly looking for ways to better himself so that he can produce consistent results and continue to serve with reliability, for his team, YCH, and our customers. He is not afraid to take on tough challenges, even if they are outside his comfort zone. As a manager, he prioritises open communication, discussing doubts to gain perspective and learning from others while allowing the team to benefit from a range of perspectives. He takes setbacks in stride and diligently puts in the work needed to overcome these challenges.

His sincerity towards his work and commitment to personal growth have built his confidence and this is reflected in how he approaches his work today – more assured in his abilities and more assertive at the workplace. This mindset is something he also hopes to inculcate in others.



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Viki Kim

Finalist



Section Manager,
Freight Forwarding



YCH South Korea

Viki has over 20 years of experience in international logistics, specialising in global freight forwarding. Throughout her career, she has built strong expertise in managing special containers and bulk shipments, facilitating the smooth delivery of complex international cargo movements.

In her role, Viki oversees logistics operations that require careful planning, extensive coordination, and quick responsiveness to customer needs. Customers value her professionalism, kindness, and amicable nature. Known for going the extra mile, she provides prompt and thorough responses, builds strong working relationships, and upholds the trusted YCH brand name through dependable service. Viki has also continued to refine her professional capabilities, particularly by improving her language skills to communicate more effectively with international clients.

Ng Joo Kang

Winner



Manager,
Operations



YCH Singapore

Joo Kang joined YCH five years ago and has since grown into his current role as Operations Manager, where he oversees daily warehouse operations, manages his team, and drives process improvements to raise productivity. He is in charge of key customer accounts, serving local and global fulfilment needs for customers in sectors such as food, medical, and fashion apparel.

Working in the fast-paced supply chain and logistics industry has shaped his resilience and improved his ability to navigate unexpected challenges. His can-do attitude and positive energy define his leadership as he oversees multiple employees and operations. Even when faced with challenges, he leads with calm, composure, and a smile, helping his team stay focused and ensuring operations run smoothly so that YCH continues to be a trusted and reliable partner to our customers.

As a leader, Joo Kang prioritises his team's well-being and morale. He believes that a good leader should always communicate clearly. He is sincere in his care for his team and committed to their growth. Under his guidance, the team stays agile in responding to operational demands. Integrity is also central to his leadership style, as he takes full accountability for team outcomes and sets a strong example for those around him.

“

This award does not just reflect my individual effort, but the strong teamwork and collaboration within my team. I have really enjoyed working alongside supportive colleagues (and bosses!) who are always willing to go the extra mile. What I value most is the opportunity to learn, grow, and contribute to different customer accounts and YCH's success. Being part of this journey has been very rewarding, and I'm thankful for the trust, guidance, and encouragement I have received along the way.”

— Ng Joo Kang

Human Rights

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Significance of Topic :

Respecting and protecting human rights is a basic responsibility of doing business in a morally acceptable way. The way a business operates, makes decisions, and conducts itself through its relationships can create positive outcomes or adverse impacts for different stakeholders, with some groups affected more severely than others. Where human rights considerations are overlooked, harm may arise, undermining people's rights and dignity and negating any value that a business aims to create. A company must therefore consider how its actions, conduct, and decisions affect its stakeholders, both positively and negatively. This is essential to conducting business with the highest standards of integrity and ethical conduct, maintaining stakeholder trust, protecting the company's reputation, and securing the continued growth and success of the company.

Policy Commitment

Scope

The Human Rights Policy applies to all Group operations, in all countries and companies within the Group ecosystem, and sets out the conduct expected of employees in protecting and respecting all internationally recognised human rights.

Policy Management

Group Human Resources is responsible for developing the policy, reviewing and updating it where necessary and overseeing compliance across the Group. The policy is approved by the Executive Director, representing the Board, prior to implementation.

Implementation

All Country General Managers and local Human Resource teams are responsible for implementing and enforcing the policy within their respective operations. All employees are expected to uphold the policy and apply its principles through their actions, conduct, and decisions.

Approach



Human Rights

Human rights are the fundamental, universal, and inalienable rights and freedoms that every individual, regardless of race, sex, nationality, ethnicity, language, religion, or any other status, possesses. Everyone is entitled to these rights without discrimination.

These rights include, but are not limited to, the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work, and the right to education. They also include the right of every individual to be treated with dignity, fairness, and respect, without discrimination. Labour rights are also human rights. They relate to the rights and protections afforded to workers within the relationship between employers and employees and are central to how businesses treat the people they depend on.

Human Rights Commitment

YCH is committed to protecting and respecting all internationally recognised human rights, including labour rights, throughout our operations, supply chain, and business relationships. Upholding human and labour rights is integral to our organisational culture at YCH.

Through the different roles that we assume, that of an employer, business and supply chain partner, and a member of the communities that we serve, our actions, conduct, and decisions have great potential to directly and indirectly affect many stakeholders. When human rights considerations are overlooked in our operations or through our procurement decisions, supplier or business relationships, or other business-related activities, these may create harm to the many stakeholders involved and make YCH inadvertently complicit in human rights abuses or violations.

Thus, this dedication extends to all stakeholders connected to our business, starting with our people – employees directly employed by the Group. In our own operations, we strive to create an inclusive, positive, and safe work environment where every employee is treated with dignity, fairness, and respect, without discrimination. Such a workplace reinforces employees' trust that the company values them and their contributions, strengthens individual morale, and creates better organisational synergy. We apply these same principles in how we conduct business externally, including how we engage with stakeholders such as individuals employed by our supply chain and business partners, and communities that may be affected by our activities.

Our respect for human rights begins with this awareness, but it does not stop there. YCH is moving from simply respecting human rights to actively protecting them by putting in place policies, risk assessments, due diligence processes, mitigation measures, corrective actions, and remedy mechanisms. These measures allow human rights considerations to be applied uniformly through

our actions, conduct, and decisions, so that our impact on people's lives is as positive as possible. We stay alert to risks in our own operations, supply chain, and business relationships, account for all actual and potential human rights impacts arising from them, and take proactive action to identify, prevent, mitigate, and remediate adverse impacts.

Protecting and respecting human rights is an essential part of upholding the highest standards of integrity and ethical business conduct. Operating with due regard for the human rights impacts and risks that YCH may be associated with is necessary to safeguard our reputation as a socially responsible company, fortify stakeholders' trust in us, and allow us to effectively advocate for social progress through our work.



Human Rights Policy

To steer our commitment to protecting and respecting human rights, YCH has issued a Human Rights Policy. The policy articulates a structured approach for applying human rights considerations throughout our operations, in every country and company within the Group ecosystem. The policy also communicates our stance on human rights externally to stakeholders, including supply chain and business partners. Human rights expectations are further communicated to supply chain and business partners through supplier engagement processes and the Supplier Code of Conduct.

The policy sets out the behaviour that all employees must uphold through their actions, conduct, and decisions. The responsibility for protecting and respecting human rights does not sit solely with the Group's leaders; every employee, at every level of the workforce, shares accountability and responsibility for upholding our human rights commitment.

It aligns with internationally recognised human rights and labour frameworks, including the United Nations Guiding Principles on Business and Human Rights ("UNGPs"), the International Bill of Human Rights, comprising the Universal Declaration of Human Rights ("UDHR"), the International Covenant on Civil and Political Rights ("ICCPR"), and the International Covenant on Economic, Social and Cultural Rights ("ICESCR"), as well as the International Labour Organization ("ILO") Declaration on Fundamental Principles and Rights at Work. YCH has also aligned the policy with human rights and labour regulations in every country where we operate. Where local laws offer lower levels of protection, we seek to uphold the higher standard where reasonably practicable.



Human Rights in Practice

The Human Rights Policy forms the basis upon which the Group's policies, procedures, and internal controls are designed. The policy reinforces our responsibility to protect and respect the rights of all stakeholders connected to our business. It underlines how human rights considerations are applied within the organisation, from YCH's organisational culture and the safeguarding of employee health, safety, and wellbeing, to how we attract, retain, and nurture talent, engage local communities, including vulnerable groups, and advocate for social progress.

Respecting human rights also means recognising that stakeholders must have accessible avenues to raise concerns when they believe their rights may have been affected. Access to remedy is itself a core human rights principle, as rights have little meaning if affected individuals cannot speak up, have their concerns heard, and receive remedial action where harm has occurred. The Human Rights Policy therefore forms the basis for reporting avenues such as the Whistleblowing Channel and Grievance Mechanism, through which employees and stakeholders may raise concerns, including those relating to human rights issues, in good faith and without fear of retaliation or reprisal. YCH also protects and respects the human rights of individuals who raise concerns throughout the investigation process and after its conclusion, in line with the Human Rights Policy.

Human Rights Principles



Prohibition of Child Labour:

We only hire individuals of legal working age for roles within the Group. We prohibit the employment of individuals below the minimum working age, as defined by local laws in the countries where we operate, and do not permit the exploitation of children in our workforce or through business activities and relationships.



Ethical Recruitment:

We do not permit charging workers recruitment fees, improper payments, or exchanges of benefits or favours to secure employment or employment-related advantages that may place workers at risk of exploitation or financial hardship.



Non-Discrimination:

We have zero tolerance for workplace discrimination. We take every reasonable measure to reduce the risk of bias, discrimination, or unequal treatment throughout the employee lifecycle, including hiring, retention, learning and development, performance reviews, and decisions that may affect our employees.



Prohibition of Forced Labour:

We reject forced labour, human trafficking, and all forms of coercion or labour exploitation that impede voluntary work, including deceptive recruitment practices, retention of identity documents, and withholding of wages, as these practices infringe upon workers' rights and wellbeing.



Respect and Dignity:

We treat every individual with dignity, fairness, and respect, without discrimination, regardless of their position within the organisation. We do not tolerate conduct that intimidates, demeans, or undermines an individual's dignity.



Freedom from Harassment and Inhumane Treatment:

We maintain an inclusive, positive, and safe work environment where all employees are protected from abuse, harassment, and all forms of degrading, harsh, or inhumane treatment, misconduct, and unethical behaviour.

Human Rights Principles (cont'd)



Fair and Equal Wages:

We maintain wages and working conditions, including working hours, overtime arrangements, rest periods, and leave entitlements, in compliance with local laws. Wages are fair, commensurate with the work performed, and not influenced by protected characteristics such as age, marital status, pregnancy status, race, religion, sex, caregiving responsibilities, disability, or mental health conditions.



Freedom of Association:

We respect employees' rights to freedom of association, including the right to join organisations or trade unions of their choosing and to engage in collective bargaining without fear of retaliation or reprisal, in accordance with local laws.



Safe Workplace:

We create a physically safe work environment and comply with health and safety laws in the countries where we operate. We work to prevent workplace injuries through systems of risk controls, training, and incident reporting. We protect the health, safety, and wellbeing of employees through healthcare coverage, insurance, and welfare benefits.



Access to Remedy:

We maintain accessible reporting avenues through which employees and stakeholders may raise concerns. Concerns are investigated objectively, with appropriate corrective action taken where wrongdoing is identified and access to remedial action made available to affected individuals. We encourage concerns to be raised in good faith without fear of retaliation or reprisal, and we do not tolerate obstructive action or retaliatory action against individuals who report concerns or participate in investigations.



Privacy and Personal Data:

We respect the privacy and personal data of employees and stakeholders and handle information in a manner that protects individual dignity and human rights.



Community Rights:

We safeguard the rights, interests, and wellbeing of communities that may be affected by our activities. We work to prevent adverse impacts on community health, safety, and wellbeing, livelihoods, access to shared resources, and overall quality of life.

Applying Human Rights Principles

These principles shape how YCH manages actual and potential human rights impacts in our own operations, supply chain, and business relationships. In applying these principles, YCH will:

- Avoid causing or worsening adverse human rights impacts through our actions, conduct, and decisions in our own operations.
- Identify, prevent, and mitigate human rights risks linked to our supply chain, including risks connected to procurement decisions, supplier relationships, business relationships, or other business-related activities.
- Address adverse impacts where they occur in our own operations, supply chain, and business relationships through appropriate corrective action and access to remedy, including impacts that YCH has not directly caused or contributed to, but may be linked to through our business relationships.
- Expect all business and supply chain partners to respect human rights and apply principles that are consistent with our commitment to human rights.
- Conduct business in a way that does not leave our employees, partners, or communities worse off as a result of our activities.
- Refrain from human rights abuses or violations wherever and however we conduct business.

Human Rights Due Diligence

In tandem with the Human Rights Commitment and Policy, YCH has put in place a Human Rights Due Diligence (“HRDD”) process grounded in the UN Guiding Principles on Business and Human Rights. HRDD is a structured approach to systematically assess actual and potential human rights impacts arising from our operations, supply chain, and business relationships.

By carrying out due diligence on a regular basis, YCH can better understand where actual and potential human rights impacts may arise, who may be affected, and what actions are required to identify, prevent, mitigate, or remediate them. Without conducting human rights due diligence regularly, human rights issues may otherwise remain unrecognised and unaddressed, potentially escalating into serious human rights abuses or violations, resulting in harm to our stakeholders and related financial, legal, operational, and reputational risks for the Group.

The process accounts for actual and potential adverse human rights impacts that YCH may cause, contribute to, or be directly linked to through our operations, procurement decisions, supplier or business relationships, or other business-related activities. Where adverse impacts occur or are identified, YCH will account for, address, and participate or cooperate in remediation. This includes maintaining reporting avenues for affected stakeholders to raise concerns, implementing corrective actions, monitoring the effectiveness of those responses, and reviewing whether remediation measures adequately address impacts on affected stakeholders.

The due diligence process underscores the Group’s proactive approach to respecting and protecting human rights. It is an ongoing process rather than a one-time assessment, allowing YCH to review emerging risks, close potential gaps, and refine our approach to protecting and respecting human rights over time.



YCH’s HRDD process comprises five core components.

Salient Human Rights Risk Assessment

In 2025, YCH conducted its first human rights risk assessment to determine its salient human rights issues. Salient human rights issues are those at risk of the most severe negative impact through a company's operations, procurement decisions, supplier relationships, business relationships, or other business-related activities. We conducted this assessment in line with the UN Guiding Principles on Business and Human Rights and the UN Guiding Principles Reporting Framework.

Our responsibility is to protect and respect all internationally recognised human rights. However, certain human rights may face greater exposure to abuses or violations because of the characteristics of our industry, business contexts, or work environments. This assessment was not conducted to narrow our responsibility. Rather, it was carried out to determine which human rights issues require heightened attention, more active management, and prioritisation of resources, based on the severity of impacts to stakeholders closely connected to our business and to the business itself. The risk assessment plays an important role in YCH's human rights due diligence process by clarifying which issues should be prioritised.

As human rights risks may evolve over time, YCH will review the human rights risk assessment periodically to determine whether the identified salient human rights issues remain relevant or whether changes in operating contexts warrant changes in prioritisation.

Risk Assessment Steps

Step 1 Define the human rights reference base –

Reviewed internationally recognised human rights standards, including the UDHR, ICCPR, ICESCR, ILO Declaration on Fundamental Principles and Rights at Work, and other standards relevant to our business to consolidate the full range of human rights to be considered within the risk assessment.

Step 2 Map YCH's spheres of influence –

Reviewed YCH's business activities and relationships to identify where human rights impacts could arise.

Step 3 Identify all potentially affected stakeholders –

Determined the stakeholders that may experience significant human rights impacts.

YCH prioritised the following stakeholder groups based on their relationship to our business and potential exposure to human rights impacts arising from our operations, supply chain, and business relationships.

Stakeholder Groups	Why are they considered?
Priority 1: Employees	Employees are directly employed by YCH and are closely connected to our business and day-to-day operations. As the stakeholder group falling most closely within YCH's responsibility, employees are considered the highest priority in the assessment.
Priority 2: Supply Chain and Other Workers	These workers may not be directly employed by YCH, but they contribute to the functioning of our operations and service delivery. They may be negatively affected where human rights expectations are not applied consistently through supply chain and business relationships, particularly in relation to working conditions, recruitment practices, wages, working hours, health and safety, and access to remedy.
Priority 3: Migrant Workers	Migrant workers may be directly employed by YCH or contracted by our supply chain and business partners. They may face higher exposure to human rights impacts due to recruitment arrangements, language barriers, dependency on employers or intermediaries, and limited access to remedy. These circumstances may increase vulnerability to labour rights abuses or bias, discrimination, or unequal treatment.
Priority 4: Local Communities, including Vulnerable Groups	Local communities may be directly or indirectly affected by YCH's operations, procurement decisions, supplier or business relationships, or other business-related activities. Potential impacts may relate to community health, safety, and wellbeing, livelihoods, access to shared resources, and overall quality of life. Vulnerable groups within these communities may face greater barriers in participating in decisions that may affect them, raising concerns, or accessing remedy where adversely affected.
Priority 5: Children and Youth	Children and youth may face higher vulnerability to exploitation due to age, lower awareness of human and labour rights, and limited ability to raise concerns or protect their own interests. Children and youth may face higher vulnerability to exploitation due to age, lower awareness of human and labour rights, and limited ability to raise concerns or protect their own interests.

Risk Assessment Steps (cont'd)

Step 4 Identify potential impacts to human rights –

Examined how YCH's activities, operations, procurement decisions, supplier relationships, business relationships, or other business-related activities could potentially affect people's enjoyment of specific human rights.

Step 5 Assess severity and likelihood –

Reviewed potential impacts based on severity, using scale, scope, and remediability as the key criteria, as established under the UN Guiding Principles. Likelihood was also considered to understand where risks may arise.

Criteria	Description
Scale	How grave the impact could be on an individual's enjoyment of their human rights.
Scope	The number of individuals or different stakeholder groups who are or could potentially be affected.
Remediability	How difficult it would be to restore affected persons to the position they were in before the harm occurred.

Step 6 Determine salient human rights issues –

Prioritised the human rights issues with the greatest potential for severe negative impacts on our stakeholders, based on the results of the severity and likelihood review.

YCH identified the following salient human rights issues as requiring heightened attention, more active management, and prioritisation of resources due to their potential for severe negative impacts on stakeholders through our operations, procurement decisions, supplier relationships, business relationships, or other business-related activities.

Salient Human Rights Issue	Human Rights Considered	Key Reference Standards	Influence and Impact
Workplace Health, Safety and Well-being	- Safe and healthy working environment - Right to health	- ILO Declaration on Fundamental Principles and Rights at Work - ICESCR Arts. 7, 12	- Own Operations, Supply Chain - Employees, Supply Chain and Other Workers
Employment and Labour Rights	- Freedom from slavery, forced or compulsory labour - Abolition of child labour - Right to work - Freedom to choose and accept work - Right to just and favourable conditions at work, including fair wages, reasonable working hours, rest and leave - Freedom of association and collective bargaining	- ILO Declaration on Fundamental Principles and Rights at Work - ICCPR Art. 8 - ICESCR Arts. 6, 7, 8 - UDHR Arts. 4, 20, 23, 24	- Own Operations, Supply Chain, Business Relationships - Employees, Supply Chain and Other Workers, Migrant Workers, Children and Youth
Equality and Non-Discrimination	- Freedom from discrimination - Right to equality between men and women - Rights of minorities - Elimination of discrimination in employment and occupation	- ILO Declaration on Fundamental Principles and Rights at Work - ICCPR Arts. 2, 3, 26, 27 - ICESCR Arts. 2, 3 - UDHR Art. 2	- Own Operations, Supply Chain, Business Relationships - Employees, Supply Chain and Other Workers, Migrant Workers, Local Communities, including Vulnerable Groups
Access to Remedy	Right to effective remedy for rights violations	- ICCPR Arts. 2 - UDHR Arts. 8	- Own Operations, Supply Chain, Local Communities - Employees, Supply Chain and Other Workers, Migrant Workers, Local Communities, including Vulnerable Groups, Children and Youth

Performance

Incidents of Discrimination and Harassment

YCH has zero tolerance for workplace discrimination and harassment. Every individual has the right to be treated with dignity, fairness, and respect, without discrimination. YCH does not tolerate discrimination on any grounds including age, marital status, pregnancy status, race, religion, sex, caregiving responsibilities, disability, or mental health conditions, or any other protected characteristic or status.

We take every reasonable measure to reduce the risk of bias, discrimination, harassment, or unequal treatment throughout the employee lifecycle, including hiring, retention, learning and development, performance reviews, and decisions that may affect our employees. This is integral to YCH's organisational culture and to maintaining an inclusive, positive, and safe work environment that is free from misconduct and unethical behaviour.

The Group takes all formal complaints relating to discrimination and harassment seriously and investigates concerns objectively. There were no identified incidents of discrimination or harassment, formal complaints, or legal actions relating to discrimination or harassment against employees in any country or company within the Group ecosystem.

In 2025:

0

incidents of discrimination against employees



Child Labour and Forced Labour

YCH does not permit the exploitation of children in our workforce. We reject forced labour, human trafficking, and all forms of coercion or labour exploitation that impede voluntary work. These expectations apply to our own operations, supply chain, and business relationships. The Group has assessed its own operations for risks relating to child labour and forced or compulsory labour. We have thoroughly ascertained that no operations employed child labour or forced labour.

In 2025:

100%

of own operations assessed for child labour and forced labour risks



0

operations found to have employed child labour



0

operations found to have employed forced labour



Human Rights Complaints and Incidents

YCH does not permit the exploitation of children in our YCH is committed to protecting and respecting all internationally recognised human rights. The Group maintains accessible reporting avenues through which employees and stakeholders, including supply chain partners, customers, and members of local communities, may raise human rights concerns. There were no reported human rights complaints and no confirmed severe human rights impacts or incidents involving the Group's own operations. YCH will continue to maintain accessible reporting avenues and treat all concerns seriously, confidentially, and promptly.

In 2025:

0

reported human rights complaints in own operations



0

confirmed severe human rights impacts or incidents in own operations





Moving Forward

In the short term, YCH will conduct HRDD assessments within our own operations, with the target of achieving 100 per cent assessment coverage at all sites, in all countries and companies within the Group ecosystem. Beyond our own operations, human rights considerations will also form part of how suppliers are assessed, selected, engaged, monitored, and managed. YCH will then expand the assessment scope to Tier 1 suppliers, starting with suppliers within high-priority purchasing categories.

Findings from these ongoing assessments will be used to identify human rights risk areas in our operations and supply chain, review whether the Group's salient human rights issues remain relevant, inform targeted action plans, and close potential gaps in our approach to protecting and respecting human rights. These short-term actions will form the basis for YCH's longer-term human rights due diligence approach, allowing the Group to progressively expand assessment coverage, refine salient human rights priorities, and improve how human rights risks are managed throughout our operations, supply chain, and business relationships.

YCH aims to conduct human rights training progressively over the next five years. In the coming year, the Group will introduce selected training sessions to raise awareness of human rights, labour rights, and the Human Rights Policy. The training will clarify the role employees play in upholding YCH's human rights commitment through their actions, conduct, and decisions. It will also reinforce our shared accountability and responsibility in creating an inclusive, positive, and safe work environment where every employee is treated with dignity, fairness, and respect, without discrimination. YCH will finalise training targets and disclose them in future reporting cycles.

This underscores YCH's proactive approach to protecting and respecting human rights by identifying potential risks before they result in adverse impacts and augmenting how human rights considerations are applied throughout our business activities and relationships.

Community Engagement



SDGs addressed

8 | 8.2 9 | 9.1, 9.a 11 | 11.3, 11.a

Materiality Topic Area

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411-1 413-1 413-2 203-1 203-2

We recognise that the Group's responsibilities extend beyond our own workforce to include our supply chain partners and the communities in and around the areas where we operate. We believe it is our responsibility to contribute to social progress in the communities that host our operations by showing genuine care for those around us and placing relationships at the heart of what we do. This is how we create shared value, not only through the economic contributions of our operations, but also through positive contributions to society. We therefore strive to build trust, strengthen relationships, and conduct our operations responsibly, with sensitivity to local customs and traditions.

In our day-to-day operations, we are committed to acting respectfully towards the people living alongside us, and with due regard for local contexts, cultural sensitivities, and social norms. This approach is strengthened by our local leadership model, where operations in each country are led by in-country leaders with a strong understanding of the environments in which YCH operates. Through this model, the Group has been able to engage local communities more thoughtfully and manage relationships more effectively – and in a manner that is contextually appropriate.

We remain mindful of any actual and potential adverse impacts our activities may have on neighbouring communities, and seek to minimise disruption, respond to concerns in a timely manner, and ease potential tensions where they arise. The Group will continue to engage with communities, including vulnerable groups, in order to better understand their interests and concerns, and address them through relevant, inclusive, and sustainable initiatives.

Safeguarding the Rights and Interests of the Local Community



This is a continuation of YCH's broader approach to stakeholder engagement. More information on YCH's engagement approach is provided in the [Approach to Stakeholder Engagement](#) section.

YCH contributes to positive socio-economic outcomes in the host countries where it operates. Our operations support local employment, improve access to logistics services, strengthen supply chain connectivity, and contribute to broader economic development.

At the same time, the Group recognises that large infrastructure developments and expansion projects may affect the surrounding communities if not carefully planned and managed. They include vulnerable groups or those with longstanding socio-economic ties to the land, even where they are not formally recognised as Indigenous Peoples.

Construction, operations, and maintenance activities may increase potential exposure to environmental, health, and safety risks in the community in and around where we operate. These may include broader public health considerations, changes in access to natural resources, heightened climate-related hazards, or societal impacts arising from increased movement of people and goods. YCH acknowledges that managing such risks requires

careful planning, responsible infrastructure design, and ongoing risk management throughout the operational lifecycle to effectively address potential adverse impacts alongside the benefits delivered.

YCH remains committed to minimising disruption to surrounding communities, supporting safe and responsible land use, sustainable infrastructure development, and safeguarding the rights of – and addressing the interests and concerns of – all stakeholders.

Before commencing any activities, the Group secures all necessary regulatory clearances and follows established approval processes in accordance with local land acquisition policies and government requirements for safe and responsible land use and development. In addition, YCH has begun already integrating land acquisition impact assessments and resettlement considerations into Environmental and Social Impact Assessments ("ESIAs") prior to construction in its SuperPort projects.



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Social impact assessments include consultations with key stakeholder interest groups so that project planning addresses the interests and concerns of potentially affected communities and helps to alleviate potential negative impacts. These assessments also help to establish lines of communication between the company and the local communities, allowing community-related risks to be identified early and mitigation measures to be incorporated into project planning in a timely manner.

YCH strives to act based on recognised international best practices, including alignment with the International Finance Corporation (“IFC”) Performance Standards (“PS”). The IFC PS guides the Group in identifying, managing, and mitigating environmental and social risks associated with land acquisition, development, and operational expansion.

Through early engagement and transparent consultation processes – including in contexts where formal Free, Prior and Informed Consent (“FPIC”) requirements may not apply – YCH seeks to build trust, foster community support, and promote sustainable development aligned with the Group’s sustainability vision. Moving forward, particular attention will be given to projects involving land-dependent or resource-based activities, where community relationships with land and natural resources may be more sensitive.

Where our activities may result in physical or economic displacement, YCH endeavours to avoid or minimise the negative impacts through early stakeholder engagement and responsible project management. Where displacement risks cannot be fully avoided, the Group may develop Resettlement Action Plans (“RAPs”) or Livelihood Restoration Programmes (“LRPs”), informed by prior stakeholder engagement, to safeguard human rights, dignity, and livelihoods. These measures are intended to mitigate risks and support long-term inclusive sustainable development.



Reporting Metrics:

Based on available information and current business footprint, YCH has not identified any formally recognised Indigenous Peoples residing within or in close proximity to its significant locations of operation. Nevertheless, the Group remains mindful that communities may have longstanding ties to the land and natural resources, and that these relationships should be considered carefully in project planning and stakeholder engagement.

In the Reporting Year:

0

Incidents of rights violations against Indigenous Peoples in the communities or areas where our facilities are located



The Group has not received any material complaints or feedback relating to land acquisition, displacement, or community rights concerns in connection with its significant development projects. YCH remains committed to strengthening and formalising its approach to community engagement and grievance tracking as part of its broader risk management processes.

In the Reporting Year:

0

Material complaints or feedback relating to land acquisition, displacement, or community rights concerns in connection with significant development projects





In constructing the Vietnam SuperPort ("VSP"), a RAP and a LRP have been developed to support all households impacted by land acquisition and resulting displacement associated with the project. These plans have been prepared to align with the principles of IFC PS5, which requires companies to avoid involuntary resettlement wherever possible and to minimise adverse impacts on displaced persons through mitigation measures such as fair compensation and improvements to living conditions through active community engagement. The RAP and LRP are also aligned with the land acquisition and resettlement policies of the Government of Vietnam and the policies and regulations approved by the Vinh Phuc Provincial People's Committee ("PPC") governing compensation, assistance, and resettlement in Vinh Phuc province (now known as Phu Tho province).

In developing these plans, YCH has recognised both formal land ownership rights and broader land-use relationships, including informal, traditional, and recognisable usage rights, as well as communal property rights. Vulnerable groups within the local

communities – including households headed by single women with dependents, persons with disabilities, elderly individuals without adequate support, and policy beneficiary households – were also represented in the planning process.

The proposed LRP includes a range of support measures, such as crop cultivation and livestock rearing programmes, vocational training, job placement assistance, access to credit, and employment opportunities linked to the SuperPort project. These activities were identified in consultation with affected persons, taking into consideration their aspirations, health conditions, existing skills, and long-term economic needs, to ensure that initiatives are meaningful, practical, and capable of delivering sustainable development outcomes.

These activities are planned to be implemented over a three-year period. Implementation progress is jointly monitored by VSP and an independent monitoring consultant engaged by VSP, in coordination with relevant local authorities.

In the Reporting Year:

100%

As of the end of 2025, 100% of affected persons have received compensation for agricultural land and on-land assets, including crops and trees. Compensation payments for a small number of residential plots are currently being finalised.



Corporate Social Responsibility

We take a proactive role in uplifting community well-being through various Corporate Social Responsibility ("CSR") initiatives. At the heart of these efforts is our belief that YCH and the communities should coexist harmoniously. By serving them in genuine, locally relevant, and sustained ways, we aim to bridge the gap between our business and those in and around the areas where we operate.

In 2025, YCH both organised and participated in a range of CSR initiatives, including those led by local community organisations and leaders. Many of these initiatives involved the active participation of YCH employees, with some spearheaded directly by our leaders and teams on the ground. These initiatives took different forms, guided by the Group's CSR themes.

Through these efforts, YCH was able to create a positive and lasting impact beyond our core business activities during the year – providing long-term support beyond short-term philanthropy – addressing immediate needs of the community and uplifting the well-being and quality of life of the communities connected to our operations.

Going forward, we will continue to forge strong, long-term relationships with local communities, secure our social licence to operate, and uphold our reputation as a socially responsible company.



YCH CSR Strategy

YCH's CSR Strategy reflects our sustainability vision and our belief that the initiatives we organise or participate in should serve local communities and contribute to social progress. The Group's CSR Strategy comprises three SDG-aligned themes that help direct our efforts towards environmental stewardship, humanitarian support, and inclusive social progress for the greatest impact.

SDG-aligned CSR Theme 1



Strategic Priorities

Climate Action and Environmental Conservation

Initiatives that promote environmental stewardship, climate awareness, and practical climate mitigation and adaptation action in line with national environmental priorities for a more sustainable future.

SDG-aligned CSR Theme 2



Strategic Priorities

Disaster Relief and Humanitarian Support

Initiatives that provide crucial and timely support to communities affected by crises through emergency relief efforts and other forms of practical humanitarian assistance.

SDG-aligned CSR Theme 3



Strategic Priorities

Community Well-being, Livelihoods, and Inclusive Growth

Initiatives that advocate for social progress through support for good health and well-being, quality education, and improved livelihood opportunities, with due consideration for underserved and vulnerable groups.



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Theme 1 Bangkok, Thailand | June 2025

Environmental Stewardship, One Tree at a Time

On 18 June 2025, employees gathered for a tree-planting activity at our facility in Bangkok, Thailand, bringing together 60 staff – from junior executives to department heads – as part of YCH's commitment to environmental stewardship.

Led by Country General Manager Siroj Bhothidhong, the team planted more than 50 local, fruit-bearing tree species, including mango, banana, lemon, jackfruit, starfruit, sapodilla, santol, papaya, and other native varieties. Undeterred by the heat, employees worked side by side, turning the activity into an opportunity for cross-team bonding. Each department took ownership of specific trees, creating a visible and lasting reminder of their environmental stewardship efforts and fostering a sense of responsibility for their care in the years ahead.

The initiative transformed an unutilised plot of land, with an approximate area of 12,900 square metres, into an urban green space that creates a more climate-resilient ecosystem. Carefully selected for their suitability to local conditions, the newly planted trees are expected to provide shade, create local wildlife habitats, and yield fruit over time for future generations of employees and the local community.

This effort aligns with Thailand's National Biodiversity Action Plan 2023–2027. In particular, this initiative is aligned with national priorities to reduce threats to biodiversity arising from climate change and pollution, expand urban green spaces, and restore ecosystem services beyond designated conservation areas. By incorporating nature into the workplace,

YCH demonstrates how businesses can complement government efforts through practical, site-level action.

Beyond environmental outcomes, the green space is also expected to improve employee health and well-being. Access to natural environments can have restorative effects, helping to alleviate stress and creating opportunities for our people to reconnect with nature during the workday. Sustainable development is driven by small but deliberate actions, and initiatives such as this raise environmental awareness among employees and positively impact the communities in which we operate.



YCH Thailand employees posing at the start of the tree-planting activity organised at the Group's Bangkok facility, where over 50 fruit-bearing trees were planted that day.



Each department taking ownership of a designated tree as a lasting reminder of its environmental stewardship and an opportunity to enjoy the future fruits of its labour.

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Theme 2 Seoul, South Korea | July 2025

Meal Distribution for Vulnerable Communities in South Korea

On 18 July 2025, employees from the Logistics, Freight, and Finance departments of YCH South Korea joined a meal distribution activity in Seoul in collaboration with a local church and its volunteer group.

The team joined a community effort already underway, after learning that this was an area where support was needed. YCH believes in working with trusted local organisations that understand on-the-ground realities, have already built trust within the community, and are better placed to identify where assistance can be most beneficial. In this case, YCH partnered in an ongoing local initiative, with employees helping to distribute freshly prepared meals to more than 120 individuals experiencing homelessness and assisting with the setup of tables and chairs so beneficiaries could sit and eat more comfortably.

Homelessness remains an ongoing social challenge in South Korea, particularly in the Seoul area. The city continues to broaden social assistance for these groups through more inclusive policies and outreach programmes. Corporates can also play a part in furthering these efforts by stepping in where help is needed and contributing to the well-being of marginalised communities in tangible ways.

Although modest in scale, the activity allowed the YCH Korea team to lay the foundation for possible future collaboration. For employees, this CSR initiative was an avenue to contribute beyond their day-to-day work responsibilities and allowed them to represent YCH positively.



Theme 3 Pasig, Philippines | July 2025

Blood Donation Drive in Pasig

Igloo Supply Chain Philippines organised a Blood Donation Drive in coordination with the Philippine Red Cross on 25 July 2025 at our Pasig facility. The drive created an opportunity for individual acts of compassion to become life-saving contributions, with employees stepping forward voluntarily as blood donation heroes to help those in need. A total of 46 YCH employees registered to take part in the initiative. Of these, 23 successfully passed the health screening and were able to donate blood, including several first-time donors.

This initiative responded to a real, immediate need of the community. In the Philippines, blood donation remains an important form of community support, where hospitals rely on voluntary donors to help maintain a stable blood supply for patients requiring emergency treatment, routine medical care, and ongoing care for existing medical conditions. In recent years, there have also been periods of low blood supply in the country, with demand rising in certain situations, including dengue cases.

By partnering with the Philippine Red Cross, a trusted local organisation that plays a leading role in blood donation efforts around the country, Igloo Supply Chain Philippines was able to make sure that employee contributions were properly channelled to reach those who need them most. The strong voluntary response from employees also reflected a genuine care and willingness to contribute for the local communities.

This initiative demonstrates how corporate citizenship can play a crucial role in responding to local needs and

supporting good health and well-being. Encouraged by the number of employees who stepped forward to participate, the Group hopes to continue such efforts in future and create more opportunities for our employees to contribute to causes that matter to the communities we serve.



Employees of Igloo Supply Chain Philippines posing with volunteers from the Philippine Red Cross at the Pasig facility after giving blood.

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Theme 3 Haryana, India | March 2025

Advocating for Quality Education for Children in India

In 2025, Y3 Technologies supported Aravindam India, a non-profit organisation based in Gurugram, Haryana. The organisation works with underprivileged communities – particularly young women, children from tribal and least-supported backgrounds, and residents of urban slums – to improve access to quality education and employment opportunities that can lead to stronger financial prospects.

The name “Aravindam”, meaning lotus in Sanskrit, beautifully reflects the organisation’s aspiration to help children and young people rise above adversity and realise their potential as future leaders and thinkers. Through its free after-school learning and development programmes, Aravindam provides academic support and skills-building opportunities in areas such as communication, entrepreneurship, Indian heritage arts, and sustainable agriculture.

Aravindam India offers far more than lessons and activities; it creates inspiring and nurturing learning spaces where children can grow. Here, they are encouraged to imagine a brighter future, build confidence in themselves, discover their talents, and develop the skills needed to pursue their aspirations with hope and possibility. This approach is closely aligned with broader national priorities in India, including the emphasis placed equipping beneficiaries with the right education, skills, and mindset so that they can flourish in the future.

In 2025, employees of Y3 Technologies came together to donate a total of ₹40,000, which went towards furthering Aravindam India’s work and arranging meals for more than 150 children in March. Later in the year, Dr. Navin Bhatnagar, Chief Executive Officer of Y3 Technologies, personally funded a one-time meal for approximately 170 to 200 children.

This entire initiative was catalysed by the longstanding involvement of Dr. Navin Bhatnagar, whose personal conviction inspired the Y3 Technologies’ support for Aravindam India. For Dr. Bhatnagar, the organisation holds special meaning. He began contributing to the organisation several years ago, moved by its commitment to empowering the leaders of tomorrow. Over time, that personal connection bloomed into wider corporate action within Y3 Technologies.

This also exemplifies how we want our leaders to lead – not focusing only on business performance, but also staying true to our core values, showing genuine care for those around us, and placing relationships at the heart of what we do.



At Y3 Technologies, we believe true leadership goes beyond achieving business results. It is also about using our success, resources, and collective strength to create meaningful change in the communities around us. Our support for Aravindam India reflects this belief. The organisation’s dedication to empowering children and young people through education, creativity, and self-development is deeply inspiring. We are especially proud that our staff came together to contribute to this effort, showing that compassion is strongest when shared. When we invest in young lives and help open doors to opportunity, we are contributing to a more hopeful, inclusive, and resilient future for all. ”

— Dr Navin Bhatnagar, CEO, Y3 Technologies | CTO, YCH Group

Theme 3 Chennai, India | September 2025

Empowering Women Through Skills Training in India

On 20 September 2025, YCH India worked with Nanganallur Skill Advancement Institute (NANSI) to provide free vocational training programmes for women in the local community. NANSI is a Chennai-based, local, on-the-ground non-governmental organisation dedicated to empowering women through vocational training, skills development, and self-reliance initiatives. NGOs are among YCH's identified stakeholders, and partnerships with trusted local organisations such as NANSI help the Group better understand community needs. Engaging with NGOs helps YCH identify where it can step in to add value, maximise the impact of existing efforts, and contribute more effectively to local social progress.

YCH India – led by the country's Chief Finance Officer, Debasish Mohanty, alongside the Country's Corporate Social Responsibility Team – sponsored 10 sewing machines for NANSI to conduct hands-on training in sewing and tailoring. This cohort comprised over 20 enthusiastic women from Chennai. The equipment was necessary to run the 6-month programme exclusively for women interested in tailoring to pick up a new skill or strengthen their existing competencies for future jobs. Apart from equipping them with job-related skills that could improve access to long-term employment and greater financial independence, the programme also created a conducive learning environment where these women gained a valuable opportunity to take time for themselves, connect with participants who shared similar lived experiences or came from comparable circumstances, building confidence and a sense of shared purpose. The programme ran successfully, with an impressive over 90% average attendance rate that reflected the dedication of both

the trainers and participants. Its strong outcome has already paved the way for subsequent batches, allowing more women to benefit from the programme over time.

Empowering women within our company has long been an important part of how YCH operates, and we are now extending this commitment beyond the physical boundaries of our organisation and into the local community. NANSI's vision resonates strongly with YCH's values and with the country's broader women's empowerment agenda, such as Mission Shakti, led by the Ministry of Women and Child Development. This government-led initiative has been spearheading efforts to strengthen women's safety, security, and overall well-being. In this context, corporate involvement can play a critical role by reinforcing local efforts, showing up where help is needed, and contributing to the community in tangible ways.

YCH is proud to participate in initiatives that promote social mobility among underserved communities. Going forward, YCH will continue to partner with trusted local organisations such as NANSI, directing our efforts towards marginalised groups in the communities we serve in genuine, locally relevant, and sustained ways and advocating for social progress through long-term community engagement.

Over the course of the year, the YCH India team proactively organised a range of CSR initiatives that reflected its ongoing commitment to advancing social progress by responding to diverse social needs across different segments of the community. These



Women participants during the first free vocational training session on tailoring sponsored by YCH India in Chennai.

efforts sought to strengthen engagement with local communities and make a tangible – and positive – impact through our presence in the areas where we operate.

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Theme 3 Chennai, India | September 2025



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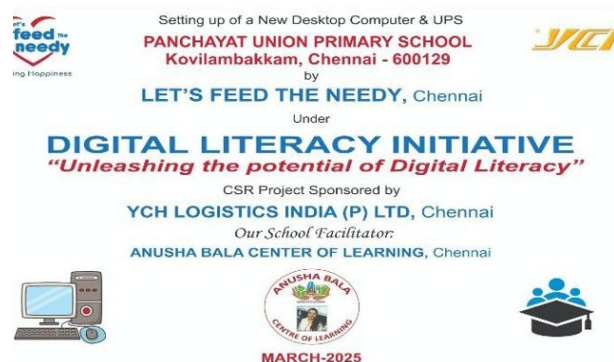


Appendix

In March 2025, YCH India supported Let's Feed The Needy's Digital Literacy Initiative at Panchayat Union Primary School in Kovilambakkam, Chennai, through the donation of an all-in-one PC and backup power supply system for reliable access to digital learning tools.

Founded from a grassroots effort to assist people in need, Let's Feed The Needy has grown into a non-profit organisation dedicated to creating a fairer society and improving lives through a broad range of relief, education, and community support initiatives. Its work is guided by four mission pillars – Zero Hunger, Education for All, Critical Medical Support, and Serve Happiness – reflecting a commitment to addressing immediate needs and improving longer-term well-being.

The Digital Literacy Initiative aims to improve access to digital learning tools in schools with at least 100 students and has steadily expanded its reach across different schools. At Panchayat Union Primary School, which serves 624 students across Grades 1 to 5, YCH's contribution helped make access to technology more inclusive and strengthened the development of foundational digital literacy skills from an early stage of these students' education.



Certificate of appreciation for the Digital Literacy Initiative supported by YCH India at Panchayat Union Primary School, Chennai.



Group photo of students, school staff, representatives from Digital Literacy Initiative partner Let's Feed The Needy during the presentation of a PC to Panchayat Union Primary School, Chennai.

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Theme 1 Chennai, India | September 2025

YCH India also organised a clean-up and tree-planting campaign in Sirumangadu Village, Sriperumbudur, near its Chennai operations, reflecting its commitment to environmental stewardship at the community level. Climate action is a key theme of YCH's CSR approach, guiding initiatives that help shape greener, more sustainable communities in and around the areas where we operate.

As part of this self-organised initiative, employees came together to remove litter from public areas for a cleaner local environment. On the same day, the team also carried out a tree-planting initiative, with native saplings such as Badam (Indian Almond) planted to increase green cover in the locality. Such actions are aligned with broader national and state-level priorities in India and Tamil Nadu, including efforts under the Swachh Bharat Mission to improve public cleanliness and waste management, and the Green Tamil Nadu Mission to expand green cover through native planting and community participation.



YCH India employees participating in a clean-up and tree-planting initiative organised by the company in Sirumangadu Village, Sriperumbudur, near Chennai.

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Appendix

From Dialogue to Direction



SDGs addressed

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A thought leader is recognised as a subject matter expert whose insights and experience are actively sought out and relied upon, both within the organisation and beyond. By consistently sharing informed perspectives, practical knowledge, and forward-looking ideas, thought leadership strengthens influence, shapes conversations, and catalyses systemic change across the industry.

In 2025, YCH actively participated in industry forums and events that brought together supply chain leaders, innovators, and decision-makers. These events encouraged dialogue on a range of sustainability-related topics, from emerging green technologies to workforce upskilling, which proved valuable in supporting our efforts to grow sustainably.

By taking advantage of these opportunities, we aim to strengthen YCH's role as a forward-looking supply chain and logistics partner that delivers on its sustainability commitments and contributes responsibly to the wider ecosystem. This reflects our effort to support long-term value creation for our people, partners, and the communities we operate in, while balancing commercial priorities with environmental stewardship and future-ready operations.

However, sustainable development cannot be achieved alone by any single company; it requires the coordinated and committed action of multiple collaborators, from employees and supply chain partners to industry bodies, governments, and global institutions. This is why our participation at such events have been crucial in our continued efforts toward sustainable development.

Each forum offered unique perspectives that are difficult to replicate elsewhere. These exchanges provided insights beyond those available through internal discussions alone. YCH benefited from the depth of thinking shared by peers: gaining early visibility into emerging trends, anticipating potential disruptions, and drawing inspiration from the experiences of others.

Through these engagements, YCH was able to collaborate with supply chain partners and new technology providers, benchmark its current capabilities, and refine its strategies accordingly to accelerate sustainable outcomes. These exchanges fostered mutual learning - allowing us to learn from others - just as we hope to support our peers on their own sustainability journeys. These events provided opportunities to showcase our existing initiatives, openly reflect on the progress we have made, and be candid about where challenges remain.

These engagements also support YCH's broader approach to stakeholder engagement on sustainability-related matters, providing a channel through which external perspectives and stakeholder feedback can inform the Group's strategic priorities on sustainability.

This openness is central to maintaining credibility in our sustainability journey. Just as we share our progress through this report, we continue these conversations throughout the year through various engagements and events. By sharing both successes and lessons learned, we strengthen our own approach towards responsible and sustainable growth and support others navigating their sustainability journeys.

Asia Supply Chain Summit

Singapore | 6 August 2025



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Appendix

YCH hosted its inaugural Asia Supply Chain Summit in 2025 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 current geopolitical tensions and worsening climate-related risks and impacts – have reshaped global supply chains and created transformative opportunities for innovation, regional collaboration, and sustainability-led transformation.

The summit was conceived as a strategic platform to facilitate knowledge exchange, and cross-sector collaboration among supply chain leaders, policymakers, technology innovators, and sustainability practitioners. By bringing together diverse perspectives, participants explored emerging trends, share practical insights, and identify new opportunities to build more sustainable supply chains across the region.

Over 20 distinguished speakers and panellists, across five panel sessions and individual speeches, offered participants practical insights into how supply chain and

logistics operations must evolve. Sessions explored how geopolitical volatility, digitalisation, artificial intelligence, convergent commerce, talent transformation, and humanitarian logistics are reshaping the sector. By convening these conversations, we aim to contribute to the collective understanding of emerging challenges and support the development of practical solutions that strengthen the long-term resilience of global supply chains.

The location of the summit carried symbolic significance. Supply Chain City, YCH's headquarters in Singapore, was designed with operational efficiency and environmental stewardship in mind, both in form and in function. It offered participants a view of how YCH is integrating renewable energy, low-emission vehicles, and energy-efficient systems into our daily operations. It stands as a physical example of how sustainable infrastructure can reduce emissions at the source. During the summit, YCH showcased its sustainability journey, from past achievements and lessons learned to future plans. The event became a space for idea creation and dialogue,



Dr Yap Kwong Weng delivering the opening presentation on advancing resilient and future-ready supply chains in a fragmented and climate-challenged world at the Asia Supply Chain Summit 2025.

where participants exchanged valuable insights on how supply chain and logistics companies, like YCH – which stand at the centre of climate change – can accelerate climate action.



At the Asia Supply Chain Summit 2025, YCH was appointed as a SkillsFuture Queen Bee to mentor SMEs, accelerate digitalisation, and champion best practices to uplift the entire supply chain and logistics ecosystem.

Sustainability is not only about environmental stewardship but also about social progress. 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. 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 our role 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.

SWITCH 2025

Singapore | 29 October 2025



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Appendix

Singapore Week of Innovation and Technology (SWITCH) 2025 is organised annually by Enterprise Singapore and supported by the National Research Foundation Singapore (NRF) under the Prime Minister's Office. It is an Asia-wide innovation festival that unites global innovators, emerging entrepreneurs, and industry leaders to exchange ideas, explore the latest technological innovations, and forge meaningful partnerships. It also serves as a platform for the industry's foremost leaders and innovators to showcase their most impactful ideas in the world of technology.

At SWITCH 2025, Sunil Nambiar, Head of Operations for Group Strategy, Sustainability and Communications, spoke on the panel titled Decarbonisation in Motion: Reinventing Logistics for a Low-Carbon Future, moderated by the National Climate Change Secretariat, the Singapore Government's central agency responsible for developing and implementing domestic and international climate strategies to combat climate change. The panel brought together industry practitioners, including YCH's partner Ecoswift, a leading green fleet specialist in Singapore, to discuss current corporate decarbonisation efforts and reflect on progress in sustainability and operational resilience in this increasingly volatile operating environment. Recent global challenges, including the increasing frequency and severity of natural disasters, have transformed the supply chain and logistics industry into a highly volatile one, prone to disruptions on many fronts. Remaining financially viable demands adaptability.

During the discussion, Sunil highlighted key initiatives that YCH has spearheaded such as establishing India's first green warehouse in 2010, to launching Singapore's first electric prime mover in 2024, a major milestone

under YCH's Green Transition. He emphasised that sustainability is integral to YCH; it is not pursued simply to capture new markets or promote unique value propositions for customers. Rather, as a privately owned, family-led business, sustainable development equips YCH in future-proofing its operations.

Sunil also stressed the importance of workforce development, sharing how training and upskilling employees – from building foundational sustainability awareness to equipping teams with the skills required to operate new low-emission technologies – has been a priority for YCH. Employees are not only among the primary stakeholders affected by environmental and social challenges, but also essential drivers of change across the organisation.

Employees are not only among the primary stakeholders affected by environmental and social challenges, but also essential drivers of change across the organisation.



Sunil Nambiar joined a panel on the future of low-carbon logistics at the Singapore Week of Innovation and Technology (SWITCH) 2025, sharing YCH's decarbonisation progress and plans to build a more resilient supply chain.

Tuas Power Accelerates Singapore's Low-Carbon Future, Pioneering the Nation's Largest Biomass Facility

Singapore | 30 October 2025

YCH works with several industry experts, each supporting different levers of our Green Transition Plan – from renewable energy to low-emission vehicles. YCH's partnership with Tuas Power is one of several collaborations with industry experts and like-minded stakeholders who share a common sustainability vision and support our journey towards Net Zero.

YCH has been a long-standing customer and partner of Tuas Power, a leading power generation company in Singapore, for electricity supply at our headquarters and other facilities in Singapore. Tuas Power is one of the few electricity retailers offering low-emission grid power options, and since 2024, YCH has been purchasing biomass-derived renewable energy on a monthly basis under an energy retail contract.



Sunil Nambiar with fellow panellists at Tuas Power's media briefing.

In late 2025, Tuas Power announced its intention to transition its 133-megawatt (MW) power plant to operate fully on biomass by 2028, positioning it as Singapore's largest green steam and power cogeneration facility. This represents a major milestone in Singapore's energy transition, aligning with national objectives under the Singapore Green Plan to strengthen energy security, grid stability, and affordability, while delivering broader benefits for electricity consumers nationwide.

The plant currently operates on a coal-biomass co-firing model, with a fuel mix of approximately 70% coal and 30% biomass. Under the planned transition, Tuas Power will progressively phase out coal and ramp up renewable biomass capacity to maintain grid stability and reliable electricity supply. Given that the plant accounts for around one-fifth of Singapore's electricity demand, this transition approach guarantees operational continuity for all customers, including YCH, without compromising electricity supply at our energy-intensive facilities.

This transition is supported by the use of renewable biomass fuels, including imported wood pellets and palm kernel shells (PKS) from Southeast Asian countries such as Indonesia and Malaysia, alongside domestic wood waste in the form of locally sourced wood chips derived from horticultural activities and pallets in Singapore. Through its procurement approach, Tuas Power is supporting the development of a more sustainable, circular model for sourcing biomass fuels used in energy generation. For YCH, this provides greater confidence in the sustainability values of our partner, extending beyond Scope 2 to Scope 3 GHG emissions considerations to support broader ecological outcomes, responsible resource use, and long-term resilience across the energy value chain.

Responsible and sustainable growth is not an individual endeavour; it requires the close collaboration of multiple stakeholders. This announcement came at a critical time for businesses like YCH seeking to incorporate a greater share of renewable energy into their energy mix – particularly options that do not require significant capital expenditure.

The media briefing also served as an opportune platform for YCH to demonstrate its support for credible actions to reduce emissions, reinforce its decarbonisation goals, and engage in dialogue with peers across a wide range

of sectors, from telecommunications to infrastructure. The panel featured speakers from companies such as StarHub, ABB Singapore, and Digital Realty. The company representatives exchanged ideas, shared experiences, and collectively explored practical strategies to achieve sustainable operational excellence.

In particular, Sunil highlighted how Tuas Power continues to support YCH in staying on track towards its Net Zero goals, sharing how the partnership paved the way for an accessible renewable energy source early in YCH's sustainability journey and how Tuas Power's ongoing transition will continue to provide YCH with a scalable renewable energy solution that supports long-term decarbonisation while maintaining service reliability.

Renewable energy remains one of YCH's key decarbonisation levers under its Green Transition Plan towards achieving Net Zero. Partners such as Tuas Power play a vital role in supporting this transition, and YCH is proud to support its commitment to transitioning to 100% renewable energy generation.

The media briefing also served as an opportune platform for YCH to demonstrate its support for credible actions to reduce emissions, reinforce its decarbonisation goals, and engage in dialogue with peers across a wide range of sectors, from telecommunications to infrastructure.

Connected Industry – Transforming Transport, Logistics, and Supply Chains with AI and Emerging Technology

Singapore | 26 November 2025

YCH was invited to speak at AMIX Singapore 2025, a global platform that brings together key leaders across the Artificial Intelligence (AI) space, including innovators, researchers, industry practitioners, and policymakers. The forum provides a space for cross-sector dialogue on how AI is reshaping industries, with discussions focused on the role of AI in improving operational efficiency, innovation, and sustainable development – topics of growing relevance in today's rapidly evolving and volatile operating environment, where the ability to adapt to new information in real time is increasingly becoming a key differentiator for organisations.

At AMIX Singapore 2025, Sunil represented YCH alongside industry leaders such as A*STAR, Singapore's leading public sector agency for mission-oriented research, and Geopost, a global parcel delivery and e-commerce logistics player. The session explored how AI-driven solutions are being deployed across various sectors in Asia Pacific to augment existing technologies and well-established processes and build the business' resilience in an era of risk turbulence and broader disruptions.

During the session, Sunil shared how YCH has been adopting AI as part of its broader business strategy to

Sunil also underscored that AI adoption does not equate to replacing people. Instead, its effective use depends on recognising the nuanced and context-dependent nature of human behaviour, where human judgement, experience, and ethical considerations remain critical complements to technology.



Sunil Nambiar at AiMX Singapore 2025, sharing how AI is being integrated to improve performance and build resilient, future-ready supply chains.

drive performance improvement and build long-term resilience. He highlighted both the opportunities and challenges associated with implementing AI at scale, including the need to manage workforce readiness, ensure personal data protection, and responsible governance – maintaining security and compliance – as organisations become increasingly reliant on technology for decision-making. He emphasised that unlocking AI's full potential requires effective change management and sustained investment in the right skills, particularly through training employees to work alongside AI systems. Sunil also underscored that AI adoption does not equate to replacing people. Instead, its effective use depends on recognising the nuanced and context-dependent nature of human behaviour, where human judgement, experience, and ethical considerations remain critical complements to technology.

Sunil also provided practical insights into how AI has been integrated at Vietnam SuperPort, where AI-enabled systems have been deployed at the newly operational

Off-Airport Cargo Terminal (OACT) to streamline customs clearance and cargo scanning processes to improve accuracy. These systems automate routine and repetitive tasks, reducing reliance on manual labour, and significantly shortening processing times. By freeing up manpower from more mundane activities, teams will be able to focus on complex operational issues, contributing to faster, more efficient cargo flows.

Sunil and fellow panellists highlighted that many organisations are already recognising the transformative potential of AI and other emerging technologies to optimise supply chain activities, enhance decision-making, and strengthen operational resilience. YCH has been proactively adapting to these shifts by leveraging AI to augment existing human expertise. This commitment to continuous improvement and innovation reinforces YCH's position as a forward-looking regional supply chain and logistics player.



YCH also participated in other industry events across the region, including the International Conference on Circular Economy and New Technology for Sustainable Logistics in the Asia-Pacific Region held in Ho Chi Minh City, Vietnam. The conference provided a platform for YCH to share its journey towards achieving Net Zero by supporting sustainable development goals, particularly within developing economies. During the session, Sunil shared insights from Vietnam SuperPort, where YCH is integrating new technologies from an early stage for operational efficiency, smoother cargo flows, and reduced environmental impact. These initiatives demonstrate how sustainability, productivity, and economic growth can be advanced in tandem when technology adoption is carefully planned and thoughtfully implemented.

The session underscored an important reality for the logistics sector: achieving sustainable development alongside economic growth will become increasingly complex as supply chains expand into new and emerging markets. As YCH continues to grow and expand its operations in new countries, it recognises the need to balance profitability with operational efficiency and sustainability.

YCH was invited to speak at the ASEAN Green Jobs Forum in Malaysia in recognition of its leadership in workforce

These initiatives demonstrate how sustainability, productivity, and economic growth can be advanced in tandem when technology adoption is carefully planned and thoughtfully implemented.

development. It was hosted by Malaysia's Ministry of Human Resources, supported by the ASEAN Secretariat, and convened over 450 senior officials from labour, environment, and education sectors.

During the session, Sunil shared how YCH is creating quality job opportunities and supporting workforce transformation across its operations. He reinforced YCH's view that sustainability extends beyond environmental considerations to include social progress – particularly its role in furthering meaningful employment, skills development, and inclusive growth for its people. By recognising the interconnected roles of businesses, governments, and communities, YCH believes that a holistic, people-centred approach is essential is how truly sustainable outcomes can be achieved.

Later in the year, Sunil represented YCH at the 30th Confederation of Indian Industry (CII) Partnership Summit, where he spoke on how climate risks are reshaping supply chains across Asia. During the session attended by participants from over 60 countries and representatives from 11 overseas ministries, the importance of sustainability was reinforced repeatedly, with emphasis on the need for flexibility in approaches to sustainable development. Discussions highlighted that progress requires a willingness to adopt diverse strategies ranging from the development of green buildings to experimenting with a mix of renewable energy sources – which collectively compound to deliver meaningful sustainability impact. The session also surfaced a shared perspective that climate resilience must be institutionalised as a core consideration in operational planning. YCH has adopted this mindset to provide customers with greater assurance by reducing exposure to climate-related risks and strengthening long-term resilience in a volatile operating environment.

YCH believes that a holistic, people-centred approach is essential is how truly sustainable outcomes can be achieved.

Together, these engagements continue to cement YCH's role as a thought leader within the supply chain and logistics sector. As industry challenges continue to evolve, platforms for open dialogue and collaboration will become increasingly essential. YCH seeks to play an active role in these conversations to help shape the direction of sustainable supply chains across the region.

Together, through these engagement, YCH continues to cement its role as a thought leader within the supply chain and logistics sector. As industry challenges continue to evolve, platforms for open dialogue and collaboration will become essential. YCH wants to play an active role in these conversations, to help shape the direction of sustainable supply chains across the region.



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