

CR3 GROUP

ESSG REPORT 2024



NET ZERO BY 2050



ENERGY | ENGINEERING | SOLUTIONS



Good governance is essential for maintaining the trust of our stakeholders. We are firmly committed to ethical business practices, transparency, and accountability. We have established governance structures that promote responsible decision-making and oversight.

We believe that prioritising ESSG practices can create long-term value for our stakeholders and contribute to a more sustainable future. We will continue to assess and improve our ESSG practices to ensure we meet our commitments and deliver on our promises.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read 'Robo B', written over a white background.

Roberto Beneventi
Chief Executive Officer

Dear valued stakeholders,

At CR3, we are committed to Environmental, Social, Safety, and Governance (ESSG) practices. As a responsible corporate citizen, we take seriously our business's impact on the environment and society. By actively promoting good governance practices, we build trust and empower stakeholders through transparency, ultimately driving long-term sustainability in all our endeavours.

Sustainability is one of our main priorities, and we are committed to reducing our carbon footprint and minimising our impact on the environment by implementing sustainable practices across all our operations. We have set ambitious targets to reduce greenhouse gas emissions, conserve water, and minimise waste. We are also actively exploring clean energy sources to power our operations.

Social responsibility is another important aspect of our ESSG strategy. We are committed to fostering an inclusive and diverse workplace that values all individuals, regardless of background or identity. We prioritise the health and safety of our employees and invest in programs that support their well-being. We also engage in philanthropic initiatives that benefit the communities where we operate.

SCOPE & BOUNDARY

This report outlines CR3's yearly sustainability performance concerning the essential ESG (Environmental, Social, including Safety and Governance) factors impacting our business operations. It encompasses the time frame from 1st April 2020 to 31st March 2021, designated as "FY2021."

REPORTING FRAMEWORK

This report adheres to the GRI Standards: Core Option, ensuring compliance with sustainability reporting guidelines. It aligns with the sustainability reporting requirements stated in Rules 711(A) and 711(B) of the Singapore Exchange Securities Trading Limited ("SGX-ST"). Henceforth, this report will be compiled on an annual basis.

ASSURANCE & FEEDBACK

We have not sought independent assurance for the information presented in this report. However, as our reporting processes continue to evolve, we may consider obtaining such assurance in the future. We value transparency and welcome your feedback on this ESG report. You can contact us at cocom@cr3.group.



SUSTAINABILITY POLICY

We fully support the aims of the Paris Agreement to pursue efforts to limit the global temperature increase to 1.5°C relative to pre-industrial levels. Achieving this climate goal is expected to require net emissions of carbon dioxide and other greenhouse gases to be reduced to zero.

With this in mind, we will reduce our emissions as soon practicable, using the best available economically viable techniques, and endeavour to achieve net zero emissions of carbon dioxide and other greenhouse gases from our operations by 2050.

We aim to do this by proactively exploring several initiatives including, but not limited to, using clean energy to power our offices and workshops, transitioning to cleaner fuels for our machines, continuing to invest in the most energy-efficient equipment, and incorporating digital solutions to streamline our business operations and reduce the need for travel.

Our Innovation Program and the support of our growing network of technical partners will enhance our ability to develop suitable technologies and processes to achieve this transition to net zero emissions at the required pace. If necessary, we will explore ways to reduce our carbon footprint faster through reforestation efforts and other natural carbon sinks.

We will develop realistic emission targets and report progress against these each year at the same time as our audited financial accounts. The management team will take responsibility for meeting these emission reductions, which will be independently verified and link key performance indicators and subsequent compensation rewards for all managers to achieve our environmental and sustainability objectives successfully.

We commit to providing our staff with the necessary training to cope with and adapt to the challenges ahead and be able to seize upon the opportunities that this transition will present.






We have updated our Code of Conduct with this pledge and will review our strategy every three years in line with our standard business planning cycle.

STAKEHOLDER ENGAGEMENT & MECHANISM

Stakeholders are defined as groups of individuals or entities who are directly or indirectly impacted by our business operations and outcomes, or who have the potential to exert significant influence on our businesses.

Feedback from our key stakeholder groups forms a crucial part of our strategic and business planning. At CR3, we uphold their feedback as valuable insight for continuously improving our sustainability performance and commitment.

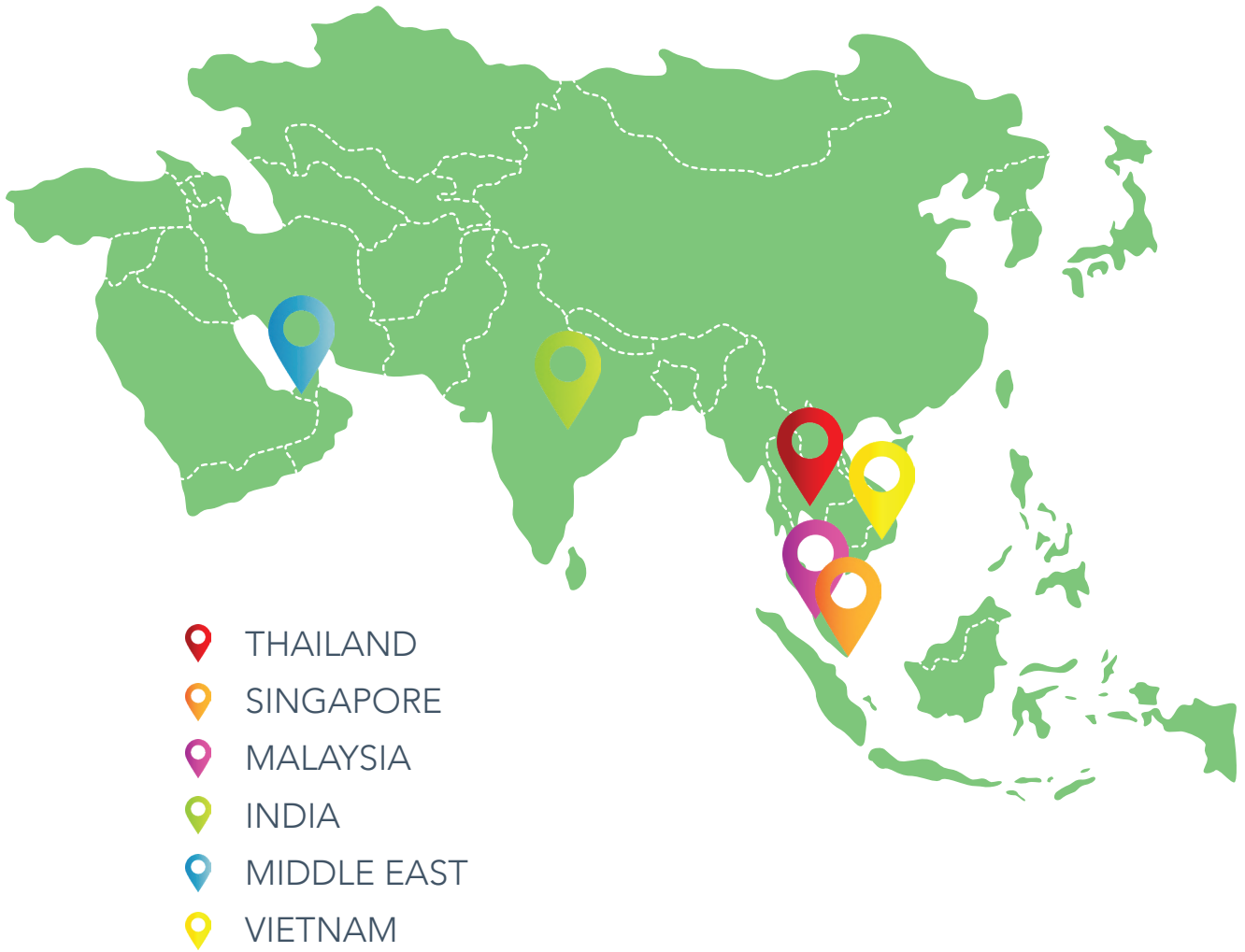
Understanding the stakeholders’ concerns and expectations is essential to our sustainability approach. We aim to develop a symbiotic relationship with our stakeholders through regular formal and informal engagements.

STAKEHOLDERS	KEY TOPIC/CONCERNS	ENGAGEMENT MECHANISM & RESPONSE
<p>Customers</p> 	<p>Product Health & Safety Quality & Reliability Environmental Compliance</p>	<ul style="list-style-type: none"> Customer feedback is gathered through direct contact with sales representatives.
<p>Employees</p> 	<p>Personal Development Career Advancement Occupational Health & Safety Welfare & Benefits</p>	<ul style="list-style-type: none"> Orientation conducted for new employees to familiarise them with our management team and policies. Heads of Departments hold monthly sessions with employees for staff reviews and feedback. Implementation of effective BCP and safety pandemic measures. Exit interviews for leavers to understand the reasons for leaving. Internal and external instructors conduct mandatory training to prepare employees better and ensure adherence to safety practices, fostering a safe environment.
<p>Suppliers</p> 	<p>Safety & Compliance Product/Material Quality & Price Social & Environmental Considerations</p>	<ul style="list-style-type: none"> Annual review of suppliers to evaluate their performance and feedback accordingly. Conduct supplier assessment, which was updated to include compliance declaration forms for suppliers.
<p>Shareholders & Investors</p> 	<p>Economic & Industry Trends Group Performance</p>	<ul style="list-style-type: none"> Shareholders are informed of our significant developments through social media, press releases, and annual reports. Annual General Meetings and investor gatherings are organised to facilitate two-way communications with our shareholders and investors.
<p>Government & Regulators</p> 	<p>Environmental Compliance Health & Safety Listing Compliance Requirements</p>	<ul style="list-style-type: none"> Stay informed about new policies, regulations, and COVID-19-related guidelines introduced and implemented by government authorities and regulators. Comply and improve the effectiveness of our Quality, Environment, and Occupational Health & Safety Management System to satisfy all standard requirements of ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018, or any relevant regulatory body.

SCOPE & BOUNDARIES PLAN



GLOBAL PRESENCE



Founded in 1991, CR3 has provided a multitude of energy engineering services and solutions to clients across the globe.

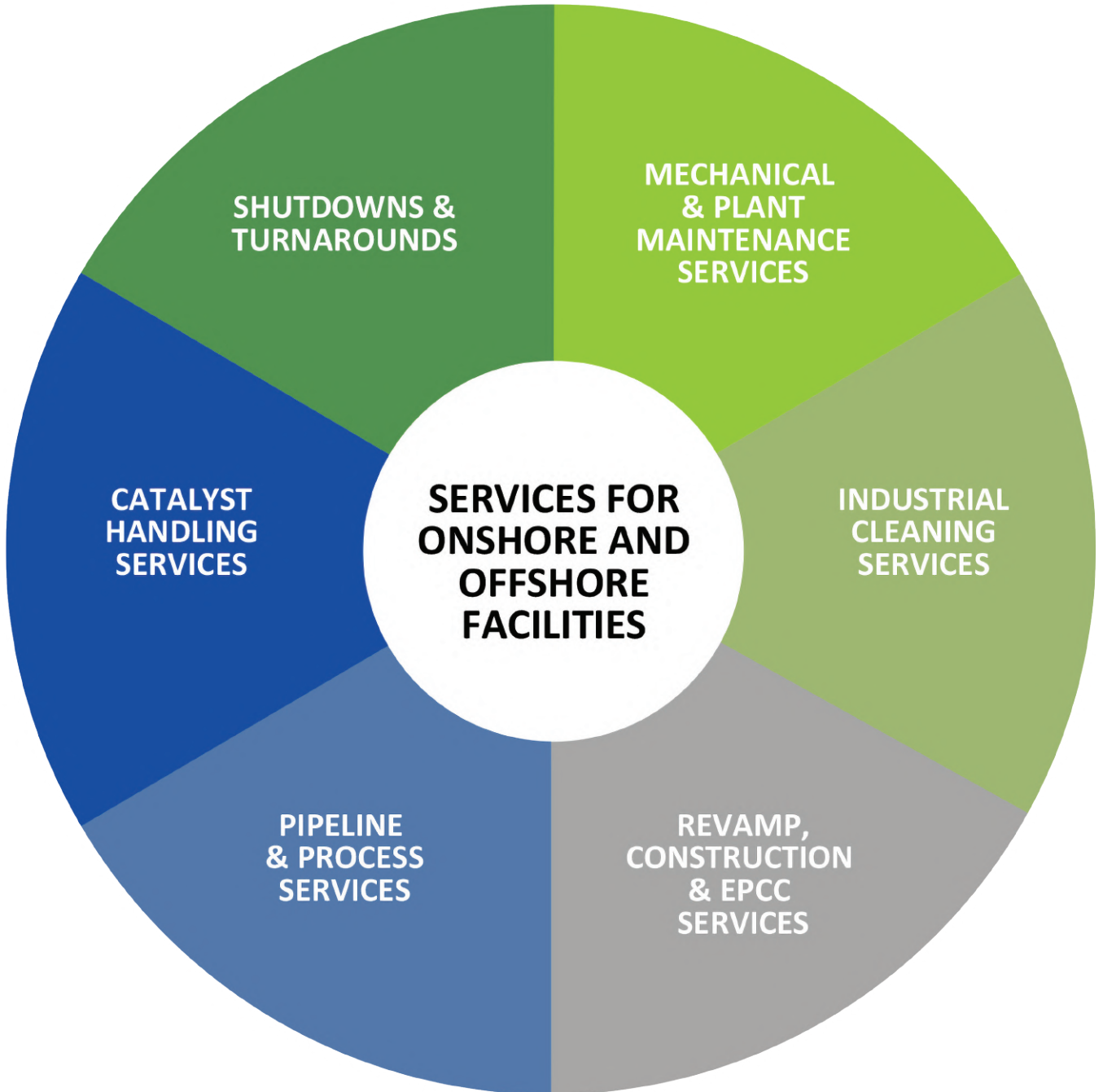
With facilities and operations in Thailand, India, Singapore, Malaysia, Middle East and Vietnam, CR3 staffs over 6,000 full-time employees and is a trusted partner in energy production, chemical processing, renewables and the power industries.

CR3 offers a comprehensive portfolio of industrial maintenance, plant revamps, shutdown services, and onshore and offshore capabilities.

CR3 MILESTONE TIMELINE



OUR PORTFOLIO



CR3 SERVICES



MECHANICAL & PLANT MAINTENANCE SERVICES

Our investment in training, equipment and SMART systems and our focus on safety and rigorous planning, preparation and execution of work underpins our track record as a leading mechanical and plant maintenance service provider.

RELATED SERVICES

- Static & Rotating Equipment Maintenance
- Specialist Cutting Services
- Online Leak Sealing
- Controlled Bolting
- Reactor Repairs & Maintenance
- Plant Change & Piping Modification
- In-situ Flange Facing & Machining
- Industrial Scaffolding
- Insulation Services
- Valve Maintenance
- Continuous Plant Maintenance
- Storage Tank Cleaning & Maintenance



INDUSTRIAL CLEANING SERVICES

Our extensive portfolio of cleaning services sets the technical, environmental and safety standards benchmark.

RELATED SERVICES

- Chemical Cleaning Services
- Mercury Management Services
- Fin Fan Optimisation
- Hydro Jetting Services
- CR3 Decoking Technology (CDT)
- Decontamination Services
- Waste Handling



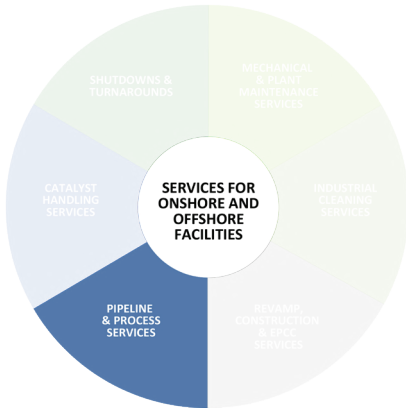
REVAMP, CONSTRUCTION & EPCC SERVICES

We deliver projects safely, on time and on budget by ensuring control through our multi-disciplinary approach and project management capability.

RELATED SERVICES

- Revamps, Rejuvenations & Retrofits
- Construction & Constructability Reviews
- Engineering, Procurement & Commissioning
- Operations & Maintenance
- Dismantle & Removal of Equipment
- Fabrication of structural, Carbon Steels & Pipe Systems
- Fabrication of Stainless Steel & Special Alloys
- Installation of Large Equipment & Pipe Systems
- Welding
- Hot & Cold Cutting
- Scaffolding & Insulation

CR3 SERVICES



PIPELINE & PROCESS SERVICES

We clean and inspect all plant vessels, columns, drums and piping systems, both onshore and offshore, with services that can be tailored to requirements.

RELATED SERVICES

- Pre-Commissioning & Commissioning Services
- Nitrogen Services
- Pipeline Cleaning (Chemical & Mechanical)
- Pipeline Flooding
- Pressure Testing
- Dewatering
- Drying
- Purging



CATALYST HANDLING SERVICES

We meet your demands for shorter change-outs, leaner project teams and superior quality standards for all reactor types with end-to-end solutions that reduce downtime and increase profitability.

RELATED SERVICES

- Catalyst and Adsorbent Handling Services
- Tubular Reactor Services
- Dense Loading
- Blind to Blind Mechanical Services
- Reactor Internals Replacement & Repairs
- Nitrogen Services
- Waste Handling



SHUTDOWNS & TURNAROUNDS

Our complete blind-to-blind solution ensures more streamlined and efficient projects as we maintain direct, single-source control of all critical path elements. We cater to projects of varying scope and complexity and can deliver multiple shutdowns concurrently.

RELATED SERVICES

- Static & Rotating Equipment Maintenance
- Industrial Scaffolding
- Mechanical Services
- Column Modifications & Repairs
- Total Heat Exchanger Maintenance
- Flare Tip Replacements & Repairs
- Cleaning & Decontamination Services
- Mercury Management Services
- Catalyst Handling Services
- Nitrogen Services
- Waste Handling
- Decommissioning Services
- Insulation Services
- Valve Maintenance
- Storage Tank Cleaning & Maintenance

KEY CUSTOMERS



KEY PARTNERS



CLEAN AIR INITIATIVE

CR3 is committed to reducing its environmental impact and contributing to a healthier future. Our Clean Air Initiative is a significant step towards this goal, a comprehensive program to replace the high-emission diesel-powered engines in our equipment with cleaner alternatives by 2030.

The Program:

- **Phase-out of Existing Engines:** We will systematically retire our existing high-emission diesel engines across all our operations by 2030.
- **Evaluation & Investment:** Each diesel asset will be assessed to determine the most suitable replacement.

Options include:

- **Low-Emission Diesel:** For equipment where electric alternatives are impractical, CR3 will invest in newer diesel models equipped with advanced emission control technologies (e.g., Diesel Particulate Filters, Selective Catalytic Reduction) that meet the latest Euro 4.5 standards.
- **Electric Equipment:** CR3 will prioritise electric vehicles and machinery whenever possible. This includes electric forklifts for warehouses, electric vehicles, and electric-powered construction tools.
- **Biodiesel Blends:** In some cases, CR3 may explore using biodiesel blends in existing diesel equipment as a transitional step towards full electrification. Biodiesel is a renewable fuel derived from plant or animal fats that can significantly reduce greenhouse gas emissions.

The Benefits:

Cleaner Air: The Clean Air Initiative will significantly reduce CR3's contribution to air pollution, leading to cleaner air and improved public health in our communities.

Reduced Emissions: By transitioning away from diesel and towards cleaner technologies, CR3 will minimise emissions of harmful pollutants like particulate matter, nitrogen oxides, and greenhouse gases.

Sustainability: Electric equipment powered by clean energy sources reduces reliance on fossil fuels and promotes a sustainable future.

Cost Savings: While new engines and equipment will require an upfront investment, CR3 anticipates long-term cost savings through lower fuel consumption and reduced maintenance needs of electric and newer, low-emission diesel models.

In FY2023, we successfully repowered four assets with new engines, all of which adhered to the Euro 4.5 emission standard. This aligns with our forecasted projections to meet our target of replacing or scrapping older high-emission engines by 2030.

Together, through the Clean Air Initiative, CR3 is taking a proactive step towards a cleaner, healthier future for our planet and communities.

CLEAN ENERGY SOLUTIONS

CR3 is actively growing its clean energy business, which will account for 25% of Group revenues by the end of 2027. This will involve CR3 acquiring more clean energy customers that produce energy using renewable sources like wind, solar, biomass, geothermal, and tidal and exploring alternate entry strategies through partnering with existing players with complementary experience and acquisition.

We are pursuing green projects in biofuels, green hydrogen, and plastics recycling to support our customers in transitioning to a clean energy future. Biofuels can be converted into energy feedstocks to launch us into a more sustainable tomorrow.

At the same time, green hydrogen enables us to combine energy production with storage and transmission systems that could power countries with secure and independent access to clean energy.

Plastic recycling offers a twofold benefit; the first is it tackles one of the most challenging environmental issues plaguing our planet – plastic waste – by turning it into something useful, and the second is providing renewable raw materials that can be used in chemical processes to produce more clean energy.

We believe that our three core skills of energy efficiency, engineering excellence, and sustainable solutions can be of great value in the following clean energy sources.



CLEAN ENERGY SOLUTIONS

HYDROGEN



Hydrogen energy is an increasingly viable energy source for the future. Hydrogen has a high energy density, is non-toxic, and can be generated from renewable sources, making it an excellent way to secure affordable energy supplies.

Unlike brown or grey hydrogen produced from coal or natural gas, respectively, blue and green forms of hydrogen ensure that emissions are kept to a minimum.

Blue hydrogen combines well proven hydrogen production techniques from natural gas with carbon capture, utilization, and storage (CCUS) to prevent the release of the carbon dioxide generated. Green hydrogen uses clean energy to electrolyse water, which can then be used to replace grey hydrogen in industrial applications, as a substitute for natural gas for residential heating or converted into a liquid energy carrier to store and transport the hydrogen to where it is needed.

Hydrogen storage and transportation challenges have been overcome by converting the hydrogen to ammonia, methanol or other liquid carriers to transport the hydrogen safely over long distances. Overall, the potential of green hydrogen and establishing hydrogen hubs could provide significant economic benefits while helping combat climate change through zero-emission fuels. CR3 has extensive experience in maintaining, revamping, and repairing hydrogen, ammonia, and methanol plants to increase throughput, reduce energy consumption, and maximize yield.

WIND

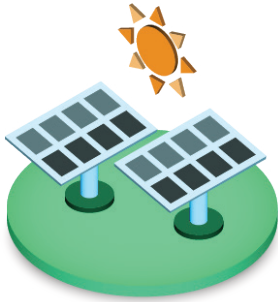


Wind farms are one of the most popular forms of clean energy, harnessing wind power to produce electricity that can be stored and used whenever needed. However, regular maintenance is required to ensure these wind turbines run at peak efficiency.

This is where CR3's rotating maintenance solutions, combined with our rope access technicians for applying protective coatings and repairing defects caused by corrosion or bird strikes, ensure that wind turbines stay in the best possible condition over time.

Our consultants can assist wind farms in meeting their maintenance strategy goals through regular maintenance services and audits. If equipment breakdown occurs, our detailed failure analysis techniques will identify the root cause and provide the recommendations needed to enhance the reliability of the rotary equipment.

CLEAN ENERGY SOLUTIONS



SOLAR

Solar power has become a go-to energy source for households, businesses, and cities in many parts of the world. Renewable, clean, and inexpensive compared to traditional fossil fuels, solar energy can provide a viable alternative to electricity from non-renewable sources.

With its development taking off in sunny regions of the globe, solar energy is becoming an increasingly attractive option for those looking for a cleaner energy supply.

Nevertheless, it is classed as an intermittent source of energy due to fluctuations caused by the availability of sunlight during daylight hours or aspects such as storms that can diminish production levels. Therefore, solar power can be used most effectively as a backup source or alongside other forms of clean energy, such as wind.

CR3 is perfectly positioned to provide construction and maintenance solutions to solar farms by using drones and automated cleaning robots to maximise the efficiency of installed panels.

BIOFUELS



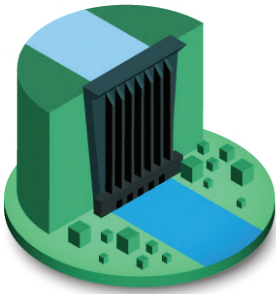
Biofuels are one of the most effective forms of green energy, as they are created from animal fats, waste oils, and plant-based materials such as soybeans or palm oil. However, traditional biodiesel has drawbacks; it still emits carbon dioxide and other pollutants.

Advances in biofuel technology now make Renewable and Sustainable Aviation Fuel (SAF) a viable option for powering planes. The Finnish company Neste Corporation recently launched their production of Renewable HVO (Hydrotreated Vegetable Oil) in Singapore.

Shell has plans for a 550,000 t/yr SAF HVO and renewable chemicals plant in Singapore and others are planning to add capacity in Thailand and Malaysia. Together, these projects signify that clean energy sources, such as HVO-based fuels, can play a critical role in reducing aviation emissions. Once again, CR3’s array of catalyst handling, plant maintenance, and pipeline and process services can benefit biofuel manufacturers.

Our network of operations across Asia and the Middle East allows us not only to be able to deliver tailored solutions to existing plants but also to support new projects with project management, engineering, pre-commissioning, plus operations and maintenance (O&M) solutions.

CLEAN ENERGY SOLUTIONS



HYDROELECTRICITY

Unlike solar power, clean energy sources such as hydroelectric power provide a consistent, reliable source of clean energy that is better for the environment. This is because dams use large amounts of water to generate electricity by forcing it through turbines connected to generators.

CR3's rotating equipment solutions are ideal for providing preventive maintenance solutions on behalf of large turbine manufacturers. In addition, owners of such facilities welcome CR3's plant maintenance, industrial cleaning, and full turnaround capabilities. Our use of advanced equipment and multi-skilled personnel helps to minimise downtime and maximise returns.

CONCLUSION

Although we are still far from an entirely green energy ecosystem, clean energy is critical to driving a cleaner future. Leading energy-producing countries and organisations are actively researching, innovating, and implementing clean energy solutions. Hence, governments must incentivise investments in cleaner alternatives and encourage industries to continue developing larger, more efficient, and more economical processes.

While a mix of energy sources will be around for some time, CR3's three decades of expertise, innovation, and growth in the energy industry make it ideal for supporting cleaner, clean energy projects. We look forward to seeing powerful results from our commitment to green energy and invite you to join us in embracing a cleaner and greener energy future.

ESSG ROADMAP

APPROACH & ACHIEVEMENTS



ENVIRONMENT

WASTE MANAGEMENT

Our unwavering commitment to sustainability is evident through the ongoing implementation of CR3 Group's Minimal Usage of Plastic Policy. This policy advocates responsible resource consumption and management, emphasising the 'reduce, reuse, and recycle' principles in all our waste streams and procurement practices. As part of our ongoing efforts to ensure safety and environmental responsibility, we store our hazardous waste and report within our scope.

PERFORMANCE

We have partnered with an Authorised Waste Management company, an external waste collector with expertise in the proper handling and disposal of waste. This collaboration includes strategically placing segregated bins with defined categories across our warehouses. The waste is disposed of periodically following established protocols.

ENERGY & EMISSIONS

CR3 recognises the significance of energy concerning emissions. We strategically work towards reducing dependence by developing sustainable energy solutions, such as introducing solar panels on the rooftop of our business location.

PERFORMANCE

This strategic initiative reinforces our commitment to sustainability by utilising clean solar energy. The solar panels will partially fulfil our energy requirements during daylight hours.

CARBON NEUTRAL PROGRAM

At CR3, we view the reduction of our carbon footprint as a continuous journey. While we endeavour to decrease our emissions, we acknowledge that specific unavoidable emissions may lie beyond our immediate reduction capabilities. To address this, we actively participate in the Carbon Neutral Program. Through this program, we purchase carbon offsets to compensate for our emissions, contributing to the support of clean energy generation projects.

CLEAN ENERGY

As part of this partnership, Urban Renewables will also oversee the installation of two electric vehicle (EV) charging stations at our headquarters.

PERFORMANCE

Support in implementing additional energy efficiency enhancements.

EFFICIENT TECHNOLOGIES

Through this collaborative effort, we have outlined a comprehensive 36-month plan to drive our key sustainability strategies. This plan encompasses elevating our overall energy efficiency, increasing the share of renewables in our energy supply, and actively procuring more green power to offset our unavoidable carbon emissions. The initial phase of our plan commenced with the successful installation of solar panels on our building rooftops, and we will now focus on introducing energy-efficient modifications throughout our headquarters. Moreover, we are developing a building management system incorporating smart technology to enhance energy efficiency further.

PERFORMANCE

- Implement motion sensor lights in stairways and toilets to ensure energy-efficient illumination by activating only when needed.
- Utilise energy-saving bulbs across our facilities to reduce energy consumption and promote sustainability.
- Optimise fleet routes through efficient planning to minimise fuel usage and emissions.
- Conduct regular efficiency checks on chillers throughout the year, optimising their performance and reducing energy waste.

SOCIAL

CORPORATE SOCIAL RESPONSIBILITY

CR3 Group proactively supports numerous charities, causes and socially beneficial projects in our regions of operation.

PERFORMANCE

Activities conducted are wide-ranging and include, but are not limited to:

- Motorcycle helmets for both adults and children
- Building school classrooms for underprivileged children
- Free dental care for residents of slum areas
- Fundraising for HIV orphans and mothers
- Beach and roadside clean-ups and recycling of collected debris/plastics
- Swimming lessons for children of local families
- Food distribution to families in need
- Tree planting as part of the reforestation projects
- Annual blood donations
- Provision of teaching materials to local schools
- Fundraising golf events
- Annual sports day and charity marathon participation
- Donation of fire extinguishers to schools
- Recycling of old company calendars to create Braille books for the blind
- Clothing donations to welfare centre for underprivileged children
- Provided drinking water for a charity football tournament
- Donated solar kits to schools in the remote areas of Northern Thailand
- Provided free confined spaces training for 66 firefighters
- Supported the Red Cross Fair 2023 organised by the Department of Labour Protection and Welfare
- Donated three tons of rice to the Maephim Dog Rescue Foundation and Shelter

FAMILY INVOLVEMENT

Ensuring our employees' welfare and medical benefits is an essential priority at CR3. We take great care in providing comprehensive insurance coverage for all our staff members. To promote proactive health management, we facilitate annual health screenings for our senior management and elderly employees. In response to the pandemic, we distributed hand sanitisers and masks to our employees to prioritise their safety and well-being.

PERFORMANCE

In FY2023, we celebrated the festive season with thoughtful gestures. Each staff member received a Christmas pudding to share with their families. During the Chinese New Year, we hosted a lucky draw, presenting Chinese New Year-themed hampers to the winners. The mooncake festival was marked by distributing mooncakes to all our staff in Singapore, fostering a sense of unity and inclusion. Recognising the importance of work-life balance, we introduced "Flexi Working Hours" in FY2023, allowing our staff to determine their work location in coordination with their department heads.

SAFETY

SAFETY

At CR3, we remain dedicated to adhering to government regulations ensuring the safety and welfare of all our employees. Their well-being and satisfaction continue to be integral to the success and growth of our organisation. The safety of our employees is paramount in all our endeavours. No task is deemed so crucial that a member of the CR3 family should not return home safely at the end of the day. The company conducts a wide range of training, education, and campaigns to enhance the safety awareness of personnel across all divisions and locations.

PERFORMANCE

Examples of our initiatives include:

- Behavioural safety training
- Fire-fighting training and evacuations
- Working at height and confined space training
- Use of breathing apparatus training
- Introduction of automated equipment which removes the operator from hazardous areas
- Recognition for outstanding safety performance
- Health campaigns and annual check-ups
- HSE onboarding process for all new employees
- Safety committee with business diagonal representation
- Active participation in the cave rescue operation in Northern Thailand

SAFETY

HSEQ COMMITMENT AND GUIDING PRINCIPLES

We are committed to Health, Safety, Environment and Quality, (HSEQ) continuously improving processes and making business decisions based on data-driven insights. We value our people and prioritise their safety and well-being by providing safe working conditions, eliminating hazards, reducing risks, and equipping them with the necessary training and resources. We actively seek consultation and participation to learn from their insights and experiences.

CR3 has released the HSEQ Manual with content conforming to the ISO 9001, 14001 and 45001 Standards.

PERFORMANCE

We aim for overall performance enhancement by continually improving the effectiveness of our HSEQ Integrated Management System in compliance with legal and industry requirements.

We respect our partnerships and aim to enhance customer satisfaction by identifying and addressing risks and opportunities, ensuring conformity of products and services. We monitor customer perceptions to understand their needs better and to improve communication.

We embrace our responsibility as global citizens, addressing our and the industry's impact on the planet. We commit to reducing waste, carbon footprint, and pollution while seeking sustainable solutions. We actively support the energy transition by adapting existing services, developing future-facing technologies, and embracing sustainable practices.

We recognise the criticality of situational awareness and competence among individuals, particularly those in safety-critical roles. It enables them to identify risks in their activities and implement appropriate measures to control and manage those risks.

We foster a genuine management/workforce partnership beyond the legal minimum standard. This partnership is based on trust, respect, and cooperation, encouraging the involvement of our workforce in health and safety matters. We value open communication, shared concerns, ideas, and solutions.

We have established monitoring and auditing processes that extend beyond problem identification. They help us appreciate and understand the root causes of issues and guide us in implementing necessary changes to address them effectively.

These commitments and principles form the foundation of our HSEQ practices, driving us to continuously improve, protect the well-being of our employees, satisfy our customers, and contribute to a sustainable future.

In our industry, safety is paramount due to the numerous health and safety risks. At CR3, we prioritise the well-being of our employees and workers and do not compromise on their safety.

Operational health and safety are managed comprehensively across all departments, with department heads being accountable for the safety of their respective employees. We empower all staff to halt any activity that poses a threat to their safety.

To ensure the effective management of HSEQ aspects, we have created a dedicated department. This department promotes, administers, and oversees health and safety directives and organisational performance.

Newly hired employees undergo an induction program led by the HSEQ department to understand their basic health and safety responsibilities. The department collaborates with HR to identify relevant courses to develop employees' operational safety supervision and management competencies. It also engages with all departments regularly to monitor and enhance their health and safety performance.

GOVERNANCE

ETHICAL PRACTICES, EQUAL OPPORTUNITIES, AND ANTI-CORRUPTION MEASURES

At CR3, we uphold a steadfast dedication to maintaining fair, equitable, and high-quality employment practices throughout our global recruitment process. We aim to attract, nurture, and retain a talented, innovative, flexible, and motivated workforce in every country we operate.

PERFORMANCE

We revamped our employee code of conduct, HR Handbook, key performance indicators (KPIs), and appraisal processes, aligning them with our FY2023 targets. To ensure clear communication of these policies, we conducted informative sessions for all employees, which received positive feedback. We upheld transparency in our employment practices, providing all employees with clear and comprehensive employment contracts outlining explicit terms and conditions. Ensuring equal employment opportunities is paramount, and these principles are prominently explained in the CR3 employee handbook.

We have implemented policies, internal controls, systems, and processes to mitigate corruption and bribery. Our employees are expected to comply with our Code of Conduct and all relevant laws in the countries where we operate. Our Code of Conduct provides ethical guidelines, while our Anti-Corruption Policy offers further clarification and assistance in applying these principles in our day-to-day activities. If employees need guidance, they can seek help and advice from the compliance department, whose contact details are provided within policy documents and on our web portal. CR3 strongly emphasises reducing the risk of corruption in all our business operations.

TRAINING & DEVELOPMENT

We firmly believe in providing our employees with the necessary skills and knowledge to enhance their performance, preparing them for a more successful future. Unleashing the potential of our employees, enabling their personal growth and career advancement benefits both CR3 and their individual professional development. Furthermore, it enhances operational efficiency and productivity, optimising our organisational performance.

PERFORMANCE

At CR3, we have implemented a Training and Competency Matrix System. This ensures that all employee skills and training needs are documented and assessed, facilitating the preparation of the training calendar. Based on the Competency Matrix and training calendar, our programs are strategically tailored to strengthen our employees' job skills and knowledge, ensuring they possess the expertise to excel in their roles.

We prioritise our employees' professional development by enrolling them in mandatory courses. These courses are re-certifications, ensuring our workforce remains up-to-date with critical safety protocols. We have established an in-house training centre and internal training calendar. We conduct training through Industry experts and also by our skilled internal trainers; these programs focus on equipping our employees with skills concerning their daily roles.

GOVERNANCE

EMPLOYEE ENGAGEMENT, WELFARE AND RETENTION

At CR3, we continuously strive to enhance our practices to ensure a fair and transparent system for employee rewards. We understand the significance of valuing our employees based on their abilities, performance, contributions, and experience. We firmly believe attracting and retaining talent is pivotal to our business growth, effective succession planning, and overall organisational morale.

PERFORMANCE

At CR3, we place a significant emphasis on employee engagement and effective grievance management. For our labour-intensive industry, the welfare of our employees is of utmost significance to our operations. We prioritise employee welfare and retention, implement fair employment practices, offer attractive employment benefits, recognise and reward exceptional performance, and nurture a diverse and inclusive culture.

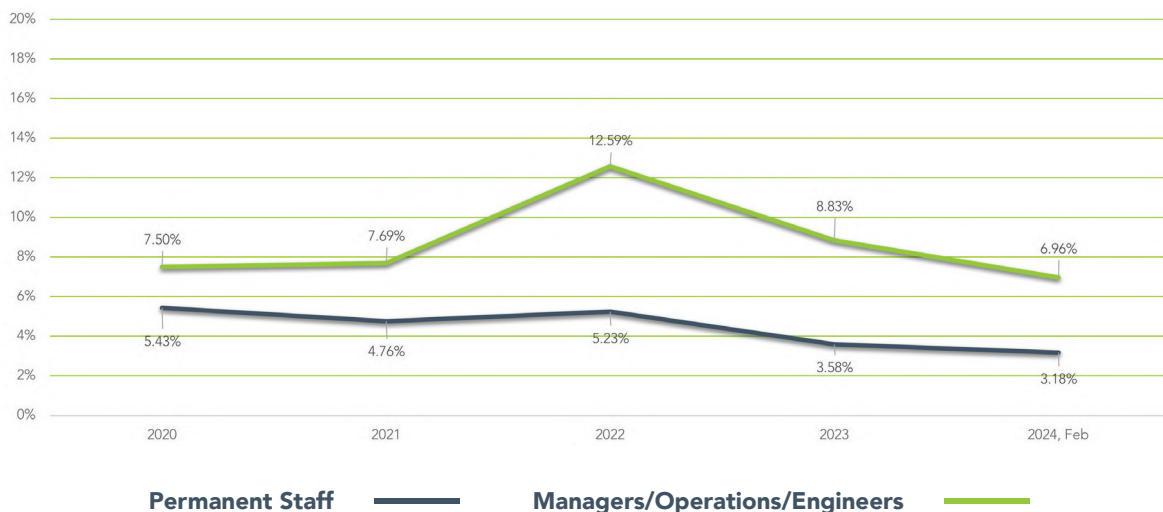
ROLLING YTD TURNOVER RATE ALL PERMANENT STAFF

	CR3 TH	CR3 SG	CR3 MY	CR3 IN	CR3 ME	Total
Feb 2024	5.35%	24.56%	9.08%	2.58%	0.00%	3.18%
2023	6.45%	23.21%	16.27%	2.77%		3.58%
2022	6.82%	23.41%	46.39%	3.90%		5.23%
2021	3.95%	31.03%	16.79%	3.76%		4.76%
2020	6.04%	17.01%	14.43%	3.92%		5.43%

ROLLING YTD TURNOVER RATE KEY PERMANENT STAFF (MANAGERS/OPERATIONS/ENGINEERS)

	CR3 TH	CR3 SG	CR3 MY	CR3 IN	CR3 ME	Total
Feb 2024	5.46%	29.75%	8.74%	6.90%	0.00%	6.96%
2023	6.70%	25.10%	24.12%	8.63%		8.83%
2022	6.71%	48.87%	43.29%	12.42%		12.59%
2021	2.37%	39.02%	17.12%	8.81%		7.69%
2020	2.43%	27.27%	11.97%	9.98%		7.50%

CR3 - EMPLOYEE ROLLING YTD TURNOVER RATE



GOVERNANCE

DIVERSITY & INCLUSION

Embracing diversity and inclusion, we uphold fair and equitable employment practices throughout our recruitment process. Embracing these fundamental values, we foster an inclusive and supportive work environment that celebrates diversity and promotes professional growth. Through these practices, we endeavour to build a thriving and cohesive workforce, driving the success and innovation of CR3 on a global scale.

We strictly adhere to the principle of equal opportunity in all employment decisions, ensuring that candidates are evaluated based solely on their qualifications and suitability for the position. We welcome and encourage diversity in our workforce, valuing individuals from various races, age groups, skill sets, experiences, and genders. Our assessment of candidates and employees is based solely on merit, without bias or discrimination.

PERFORMANCE

Diversity, inclusivity and social responsibility are integral to our CR3 training programs, and focusing on these aspects to foster a diverse and inclusive workplace culture. We educate employees on equity, diversity, fair labour practices, and community engagement.

This knowledge cultivates empathy, sensitivity, and a deeper understanding of social issues, enabling us to enact positive social change. For the information of all concerned, we have released an HR Handbook detailing the steps.

EMPLOYEE DEMOGRAPHICS

REGION	EMPLOYEE CATEGORY	No. Of Employees	
		Male	Female
THAILAND	Permanent Employees	577	104
	Temporary Employees	822	203
	Female Senior Management		10
	Employees with Disabilities	4	3
INDIA	Permanent Employees	5700	17
	Temporary Employees	3893	0
	Female Senior Management		3
	Employees with Disabilities	0	0
SINGAPORE	Permanent Employees	54	7
	Temporary Employees	0	0
	Female Senior Management		3
	Employees with Disabilities	0	0
MALAYSIA	Permanent Employees	72	20
	Temporary Employees	157	14
	Female Senior Management		7
	Employees with Disabilities	0	0
MIDDLE EAST	Permanent Employees	14	0
	Temporary Employees	1	0
	Female Senior Management		0
	Employees with Disabilities	0	0
GROUP	Permanent Employees	6417	148
	Temporary Employees	4873	217
	Female Senior Management		23
	Employees with Disabilities	4	3

GOVERNANCE

PDPA (DATA PRIVACY)

As required through regulatory and legal norms, the PDPA committee oversees the adherence to rules.

PERFORMANCE

Data privacy is of utmost importance at CR3, and we are committed to respecting the privacy of our clients, partners, employees, and all individuals we engage with in our business operations. We handle all personal information with the greatest care, ensuring compliance with data privacy laws across all our locations. Our dedication to protecting personal data extends to all our employees, who must adhere to our comprehensive data privacy policies.

We have established stringent cybersecurity protocols to protect the personal information entrusted to us. These measures safeguard our networks, computers, programs, and data from potential threats, attacks, damage, or unauthorised access.

At CR3, we view data privacy as an integral part of our company-wide compliance program. It is a cornerstone in fostering trust and confidentiality in all our interactions. By strictly adhering to data privacy laws and maintaining robust security measures, we aim to demonstrate our commitment to safeguarding sensitive information and upholding the highest ethical standards in our business practices.

RISK MANAGEMENT

Annually, we conduct a company-level risk assessment involving inputs from company leaders across all Businesses and functions and members of our board of directors. This collaborative effort yields a targeted listing of risks, fostering a common understanding of how these risks may affect our strategic goals. The assessment process considers internal and external factors to ascertain the risks with the highest potential impact on our business.

PERFORMANCE

To identify the key risks impacting our strategic objectives, we employ a multi-step approach. We have implemented a Risk Management System through our ISO standard requirement which is effectively monitored.

TAX AFFAIRS

CR3's tax department oversees and manages all tax matters globally. A team of Tax Managers in regional offices worldwide handles tax compliance and reporting.

PERFORMANCE

We also engage external professional service companies to provide specialised technical support. The tax department falls under the Finance Organisation and is overseen by the Director of Tax, who reports to the Chief Financial Officer (CFO). The Director of Tax and the CFO are accountable to the Board of Directors, who oversee CR3's tax affairs. We have established transparent compliance processes to ensure timely and accurate tax return filings and payments in accordance with relevant laws.

Global policies and procedures are in place to ensure robust, accurate, and supportable tax compliance. We have a low tolerance for tax risk and do not engage in transactions solely for tax planning purposes. We carefully evaluate tax matters, considering the level of risk, ease of implementation, and available tax relief or opportunities within the applicable country's tax legislation. We prioritise substance when interpreting laws and generally avoid transfers of value to low-tax jurisdictions. CR3 does not utilise secrecy jurisdictions or "tax havens" for tax avoidance purposes.

GOVERNANCE

AUDIT COMMITTEE

At CR3, we have established a dedicated function for the Internal Audit Team.

PERFORMANCE

The Audit Committee is critical in overseeing, reviewing, and reporting to the company's Board on various auditing and accounting matters. Its responsibilities include:

Scope of Annual Audits: The Audit Committee determines the scope of the company's annual audits, defining the areas and processes to be thoroughly examined.

Performance Evaluation: The committee evaluates the performance of the company's independent accountants and assesses their effectiveness in carrying out their duties.

Accounting Practices: The Audit Committee monitors and assesses the company's accounting practices, ensuring they adhere to established standards and best practices.

Compliance Programs: Oversight of the company's compliance programs related to legal and regulatory requirements falls under the committee's purview. They ensure that the company fully complies with applicable laws and regulations.

Internal Controls: The committee oversees the company's system of internal controls, which are designed to mitigate risks associated with financial reporting, legal compliance, and accounting practices.

Risk Management: The committee also addresses risks related to financial reporting, legal and regulatory compliance, and accounting, ensuring the company adopts appropriate measures to mitigate potential risks.

In summary, the Audit Committee is crucial in safeguarding the integrity of the company's financial reporting, compliance with legal and regulatory requirements, and overall risk management. Its diligent oversight ensures that the company maintains the highest standards of accountability and transparency in its operations.

ESSG COMMITTEE

At CR3, we have a Nominated ESSG Committee, reflecting the board's heightened focus on Environmental, Social, Safety and Governance (ESSG) matters.

PERFORMANCE

The ESSG Committee oversees various initiatives, including climate and human capital-related risks, safety initiatives, enterprise risk management, and assessments of enterprise, fraud, strategic, and cybersecurity risks. CR3 emphasises ESSG considerations in selecting new Board members, utilising established criteria agreed upon with the committee.

The selection process considers desired skills, experience, and diversity, incorporating multiple perspectives, professional backgrounds, education, and other individual qualities, including gender, race, ethnicity, and age. The company values a diverse Board and recognises the importance of gender representation, aiming for the participation of members who are women. Moreover, the company's diversity policy encompasses a broad understanding of diversity, encompassing diverse perspectives, personal and professional experiences, geographical backgrounds, gender, race, and ethnicity.

GOVERNANCE

SERVICES, SAFETY, QUALITY

In the increasingly competitive energy engineering solutions market, the trust and reliance of our customers on our brands are paramount to us. At CR3, we recognise the value of differentiation by delivering services that exemplify excellence in safety, quality, value and reliability. Our unwavering commitment to these principles allows us to surpass our customers' expectations and nurture long-term relationships with them.

PERFORMANCE

We prioritise adherence to international standards to maintain the quality and safety of our products and services. Regular assessments are conducted and evaluated to analyse the health and safety impacts of our services. This approach enables us to identify, assess, and effectively address any quality and safety-related risks associated with our business activities and services in a responsible manner.

At CR3 we procure the highest quality safety gazettes related to Personal Protective Equipment (PPE). Recognising the paramount importance of the safety of our employees, we diligently check the functionality and required certifications before using. Our commitment lies in meeting and exceeding the expectations of PPE use that align with our requirements and industry standards. To achieve this, we ensure that our PPE and equipment are tested and accredited by testing bodies, acquiring the necessary certifications that validate our compliance with the established standards.

Throughout FY2021-24, we are pleased to report that we fully complied with all regulations and voluntary codes pertaining to the health and safety impacts of our products and services. No incidents of non-compliance were identified within the reporting period, affirming our commitment to upholding the highest standards in this critical aspect of our operations.

Our primary objective is to uphold rigorous risk assessments and hazard identification for our services. In the coming year, we are committed to maintaining a record of zero reportable non-compliance incidents related to our services health and safety impact. This commitment reflects our determination to prioritise our customers' and stakeholders' well-being and satisfaction.

WHISTLEBLOWER

Effective corporate governance is fundamental to establishing a trustworthy and enduring corporate entity. It is pivotal in fostering transparency, safeguarding the company, and fortifying stakeholder relationships. By prioritising integrity and nurturing trust across all stakeholders, we recognise the detrimental consequences that may arise from any lapses in compliance. Our commitment to sound corporate governance remains unwavering as we uphold the highest ethical conduct and accountability standards.

PERFORMANCE

Honesty, integrity, and accountability are expected from every individual at CR3. To ensure the highest standards of governance and fraud prevention, CR3 has established robust internal controls.

The Board and the Management firmly believe that an effective whistle-blowing arrangement is a powerful deterrent to malpractice and wrongdoing. It fosters an environment of openness, transparency, and risk management throughout CR3, bolstering our business practices and enhancing our reputation. We conduct a yearly internal audit to ensure compliance, and any instances of non-compliance are promptly reported directly to our Audit Committee.

To encourage an environment of trust and accountability, we extend the opportunity for employees, suppliers, customers, and other stakeholders to communicate directly with our Audit Committee. Individuals can raise concerns or report cases of fraud or irregularities through a dedicated channel. All reported cases are thoroughly investigated, and the necessary actions are diligently undertaken to address any identified issues. CR3 has released the policy outlining the system and procedure to address the cases.

GOVERNANCE

CYBERSECURITY RISK

To mitigate cybersecurity risk, CR3 has implemented several key actions.

PERFORMANCE

Dedicated Cybersecurity Team: We have established a specialised team of cybersecurity experts responsible for continually monitoring, detecting, and responding to potential threats. This team stays abreast of the latest security trends and employs industry-standard practices to safeguard our systems and data.

Robust Processes: We have implemented rigorous processes and protocols to protect our digital infrastructure. These include regular vulnerability assessments, threat intelligence sharing, and incident response plans to swiftly address any breaches or security incidents.

Employee Awareness and Training: We recognise that employees play a crucial role in maintaining a secure environment. Therefore, we conduct regular cybersecurity training and awareness programs to educate our workforce about best practices and potential risks.

Partnerships and Collaboration: We collaborate closely with our customers and partners to ensure that cybersecurity is a shared priority. By aligning our efforts, we can collectively enhance the security posture across our operations and supply chain.

Continuous Improvement: Cybersecurity threats are ever-evolving, and we are committed to continuously improving our security measures. We regularly review and update our cybersecurity policies and practices to stay ahead of emerging threats.

By adopting these measures, CR3 aims to significantly reduce cybersecurity risks both within our organisation and throughout the oilfield. We remain dedicated to safeguarding our operations, data, and the interests of our valued stakeholders.

FRAMEWORK

At CR3, we have established a robust information security program aligned with the Centre for Internet Security Critical Security Controls. Our program encompasses a comprehensive set of measures designed to ensure the highest level of cybersecurity across our organisation. Key components of our information security program include:

System Monitoring: We conduct both internal and external monitoring of our systems to detect and respond to any potential security threats promptly.

Vulnerability Assessments: Continuous vulnerability assessments are conducted to identify and address potential weaknesses in our networks and systems.

Credential Management: Rigorous management of credentials is implemented to control access to sensitive data and critical systems.

Multi-Factor Authentication: We employ multi-factor authentication mechanisms to enhance the security of our authentication processes.

Penetration Testing: Annually, we conduct penetration testing to assess the effectiveness of our security controls and identify any vulnerabilities that require attention.

Data Security Audit: Our data security programs undergo regular audits to ensure compliance with industry standards and best practices.

ENVIRONMENTAL FOOTPRINTS

SCOPE & ASSESSMENT

The scope of the greenhouse gas inventory assessment was set by organisational and operational boundaries defined by The Greenhouse Gas Protocol and the identified business operations and emission sources from CR3 operations.

To monitor and compare the company's environmental performance over time, the calendar year 2019 was selected as the base year for the greenhouse gas inventory. SCS determined the base year greenhouse gas inventory for CR3's operations. This report is intended for CR3 and focuses on summarising its greenhouse gas inventory. It is in accordance with ISO 14064-1 [2018]. Contents of this report are confidential and will only be provided to external audiences at the discretion of CR3.

The base year greenhouse gas inventory was evaluated for January 1, 2019 – December 31, 2019, according to the organisational and operational boundaries specified by The Greenhouse Gas Protocol. The greenhouse gas emissions from CR3 operations were calculated and converted to CO₂ equivalents using the Global Warming Potential (GWP100) metric, evaluated over a 100-year time horizon. GHG removals, also known as GHG sinks, for CR3 from vegetation or soils on site are minimal and were not quantified for this GHG inventory. This report summarises the greenhouse gas inventory and is in accordance with ISO 14064-1.

Note: In the years 2020 and 2021, operations were not uniform due to the COVID-19 pandemic.

ENVIRONMENTAL FOOTPRINTS

SCOPE & ASSESSMENT

CR3 Sources of greenhouse gases (GHG) are classified into Scopes 1, 2, and 3.

SCOPE 1

Scope 1 includes greenhouse gas emissions from on-site combustion of diesel (fuel) from Equipment and Vehicles. Refrigerant recharge is also included in this scope. There is no natural Gas Consumption.

$$\text{Emissions} = \text{diesel consumption (gal)} \times \text{diesel combustions emissions} \left(\frac{\text{kg CO}_2\text{e}}{\text{gal}} \right)$$

$$\text{Emissions} = \text{refrigerant recharge (lbs)} \times \text{GWP100 of refrigerant} \left(\frac{\text{kg CO}_2\text{e}}{\text{lbs}} \right)$$

SCOPE 2

Scope 2 emissions arise with the generation of purchased electricity required for lighting, air-conditioning, and use of appliances. Considering that CR3 has only seven facilities across India, Thailand, Malaysia, Singapore and the Middle East, it is reasonable to expect Scope 2 emissions to be low relative to other sources of GHG emissions.

$$\text{Emissions for electricity use (kg CO}_2\text{e)} = \sum \text{kWh consumed by owned facilities} * \frac{\text{kg CO}_2\text{e}}{\text{kWh}}$$

SCOPE 3

Scope 3 emissions encompass indirect emissions linked throughout the value chain. From the 15 categories, three were specifically chosen for CR3's foundational greenhouse gas (GHG) inventory based on their relevance and data accessibility. These selected categories comprise fuel and energy-related activities, business travel, and downstream transportation.

Emissions (kg CO₂e)

= Spend by category (\$) x emission factor for equivalent USEEIO category (kg CO₂e/\$)

Emissions for business travel (kg CO₂e)

$$\begin{aligned} &= \sum \$ \text{Spent on hotel stay} \times \text{emission factor of hotel stay} \left(\frac{\text{kg CO}_2\text{e}}{\$} \right) \\ &+ \$ \text{Spent on vehicle rental} \times \text{emission factor of vehicle rental} \left(\frac{\text{kg CO}_2\text{e}}{\$} \right) \\ &+ \$ \text{Spent on air travel} \times \text{emission factor of air travel} \left(\frac{\text{kg CO}_2\text{e}}{\$} \right) \end{aligned}$$

Fuel and Energy Related Activities account for all upstream fuel extraction, production, and transportation emissions. Plus, there are transmission and distribution losses that come from electricity. This category is directly related to the number of fuels consumed in Scope 1 and electricity purchased in Scope 2.

Since CR3 does not have any manufacturing or transportation of finished goods, several Scope 3 categories were deemed not relevant to the corporate footprint. These are the following: Processing of Sold Products, Use of Sold Products, End-of-Life of Sold Products, Franchises, and Investments.

Relevant Scope 3 categories excluded from the 2019 GHG inventory due to time and budget constraints and limited data availability were Purchased Goods and Services, Capital Goods, Upstream Transportation and Employee Commuting. SCS encourages CR3 to re-evaluate the materiality of these categories in future GHG inventory calculations.

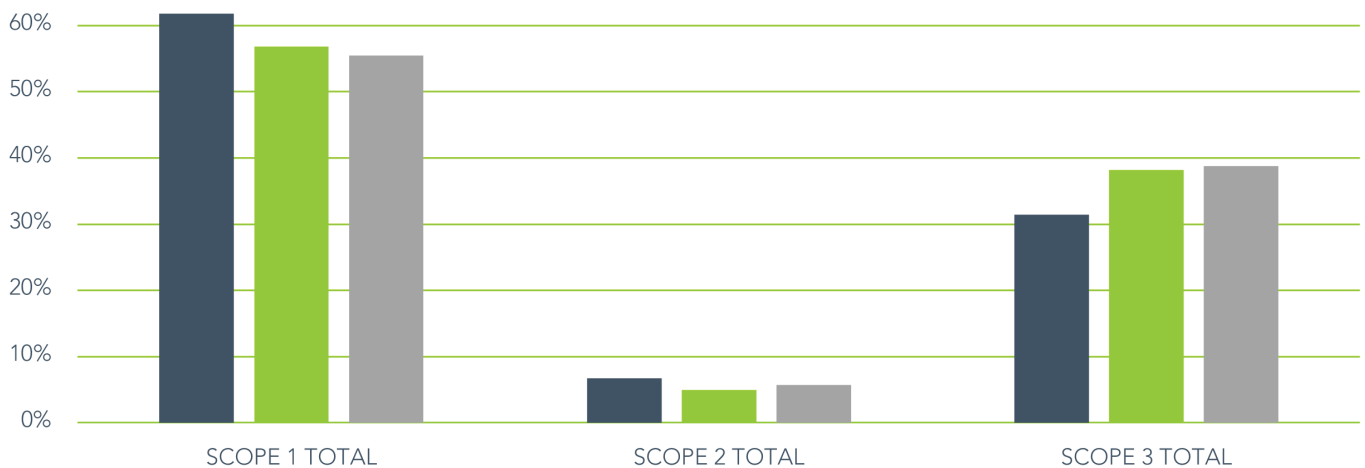
ENVIRONMENTAL FOOTPRINTS

SCOPE & ASSESSMENT

CR3 EMISSIONS BREAKDOWN

Category of Source	Subcategory	2019				2022				2023			
		MT CO ₂ e	MT CO ₂	MT CH ₄	MT N ₂ O	MT CO ₂ e	MT CO ₂	MT CH ₄	MT N ₂ O	MT CO ₂ e	MT CO ₂	MT CH ₄	MT N ₂ O
SCOPE 1	Mobile Sources	1,117.0	1,114.5	0.01	0.01	1,008.4	1,006.1	0.01	0.01	556.4	555.1	0.0	0.00
	Stationary Sources	5,700.8	5,628.7	0.1	0.3	5,443.0	5,374.1	0.1	0.2	5,685.7	5,613.8	0.1	0.3
	Refrigeration	192.2	-	-	-	30.8	-	-	-	-	-	-	-
	SCOPE 1 TOTAL	7,010.0	6,743.2	0.1	0.3	6,482.2	6,380.2	0.1	0.3	6,242.1	6,168.9	0.1	0.3
SCOPE 2	Purchased Electricity	758.7	758.7	-	-	562.6	562.6	-	-	645.5	645.5	-	-
	SCOPE 2 TOTAL	758.7	758.7	-	-	562.6	562.6	-	-	645.5	645.5	-	-
SCOPE 3	Fuel and Energy Related Activities	1,702.6	1,702.6	-	-	1,597.4	1,597.4	-	-	1,570.0	1,570.0	-	-
	Business Travel	1,242.5	1,095.5	5.0	-	1,518.7	1,261.5	8.7	-	2,095.5	1,773.6	10.8	-
	Downstream Transportation	622.9	619.5	0.05	0.01	1,239.9	1,232.1	0.1	0.02	1,029.6	1,024.1	0.1	0.01
	SCOPE 3 TOTAL	3,567.9	3,417.6	5.1	0.0	4,356.0	4,091.0	8.8	0.0	4,695.1	4,367.7	10.9	0.0
TOTAL Scope 1 + Scope 2 + Scope 3		11,336.7	10,919.5	5.2	0.3	11,400.8	11,033.8	8.9	0.3	11,582.7	11,182.1	11.1	0.3

GHG BY SCOPE %



SUMMARY

EMISSIONS

The base year GHG inventory was established for the calendar year 2019 for CR3. Results of the GHG inventory are shown in the Table and segregated by Scope 1, Scope 2, and Scope 3 emissions.

TABLE SUMMARY OF GHG EMISSIONS FOR CR3 IN 2023

EMISSIONS CATEGORY	SCOPE	GREENHOUSE GAS INVENTORY (Metric ton CO ₂ e)
Direct Emissions	Scope 1	6,242.11
Indirect GHG Emissions from imported energy	Scope 2	645.48
Indirect GHG Emissions from all other sources	Scope 3	4,695.11
Total GHG emissions	(Scope 1 + Scope 2 + Scope 3)	11,582.71

Scope 1 emissions primarily arise from diesel consumption, accounting for 54% of the entire footprint. Scope 2 emissions come from all purchased electricity and represent 6% of the footprint. Scope 3 emissions account for 40% of the total greenhouse gas inventory.

Based on the results from this GHG inventory, it warrants CR3 to focus its data collection and efforts in consecutive years towards Scope 1 diesel consumption and downstream transportation. After this, business travel should also be closely monitored.

These categories appear to be the most material for CR3's operations, and CR3 should prioritise obtaining the highest quality data possible for each of them so that emissions reduction efforts can be codified and prioritised in coming years.

Including additional Scope 3 categories that do not contribute significantly (e.g., Fuel and Energy related Activities) exemplifies CR3's commitment to the challenging and commendable undertaking of establishing its corporate footprint.

CR3 can continue monitoring these categories using the GHG Tool provided by SCS for internal reporting and documentation, acknowledging that they are unlikely to contribute significantly to the overall footprint.

SCS also encourages CR3 to engage in efforts to understand the environmental impact of its purchased goods and services, capital goods, waste generated, and employee commuting in future GHG inventories. Given the scale of CR3, this will be a substantial and complex undertaking but should be equally prioritised.

Though measuring a company's carbon footprint is only the first step in an ongoing path towards emissions reductions, CR3 is now uniquely equipped with a complete GHG inventory, positioning it as a leader in the energy and industrial maintenance industry. CR3 can use this quantitative analysis base year inventory to guide purchasing and operational decisions towards decreasing our carbon footprint in the future.

CORPORATE SOCIAL RESPONSIBILITY

ACTIVITIES

CR3, as a Group of Companies, aims for a social strategy that builds a healthier, more resilient society by supporting those in need and focusing on addressing broader unmet needs. We have an integrated approach within the CR3 business, committed to providing necessities.

OUR COMMITMENT SUMMARY

Figures shown are in USD \$

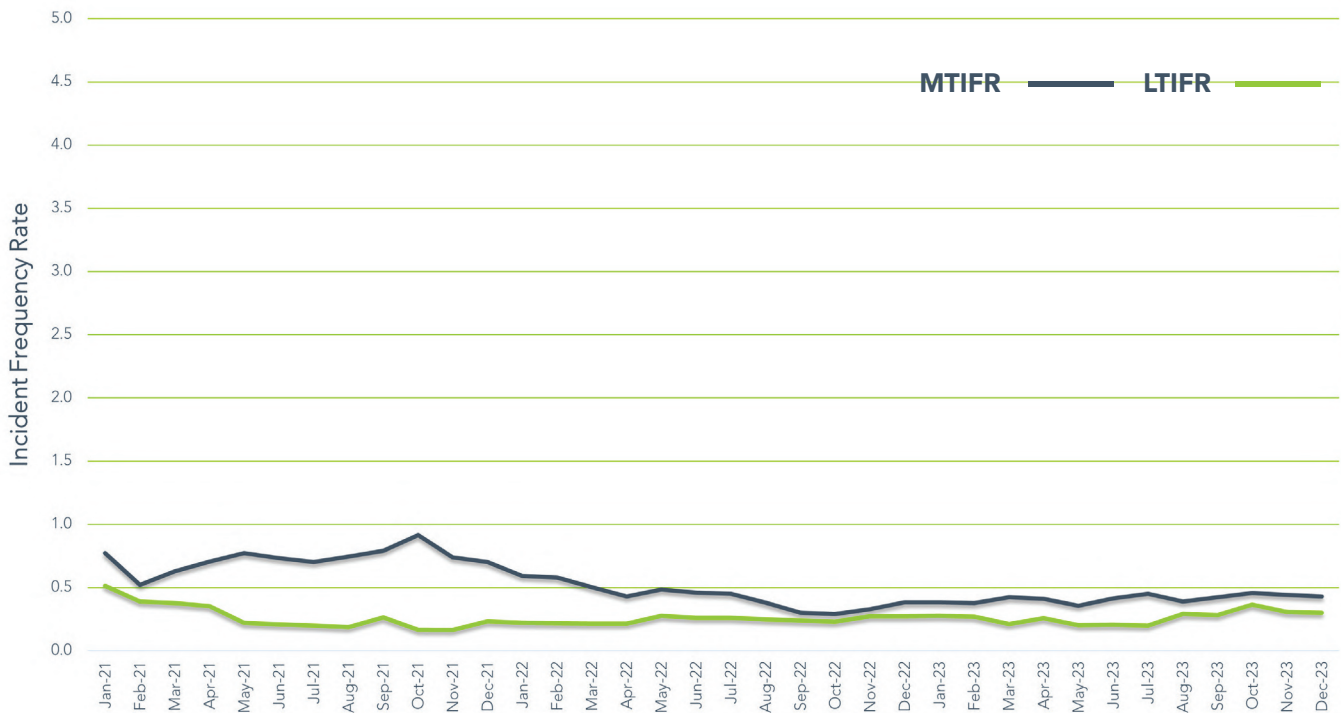
Company	Year	Budget Planned \$	Actual Expenditure \$		Activity Details
CR3 India	2023	\$18,000	\$4,800	1	Children of God Foundation (Mumbai) - Providing financial aid for the year-round residential schooling of 32 children.
			\$3,600	2	Snehasadan Charitable Trust (Mangalore) - Proposal to sustain and enhance education and nutrition initiatives for children with HIV.
			\$3,600	3	Saanidhya Group of Institutions (Mangalore) - Financial support for the construction of "Skill Development Classrooms" for adults with disabilities.
			\$6,000	4	Manasa Rehabilitation and Training Centre (Mangalore) - Provided financial aid for the installation of solar energy systems and a 20 KV generator.
CR3 Thailand	2023	\$8,200	\$2,800	1	Annual Charity Golf Tournament held to provide scholarships to children of CR3 employees who have demonstrated academic excellence.
			\$2,300	2	Several merit-making activities throughout the year, including food donations, environmental clean-ups, and New Year awards ceremonies.
			\$1,200	3	Donations were made to several schools to support Children's Day, scholarships, air conditioning, solar cell kits, and drinking water.
			\$1,900	4	Other CSR activities included charity sports events, drug awareness campaign, quality of life for the elderly and other welfare-related initiatives.

SAFETY ACHIEVEMENTS

Incident Frequency Rate in million man-hours.

- **LTIFR:** Lost Time Injury Frequency Rate
- **MTIFR:** Medical Treatment Injury Frequency Rate

CR3 SAFETY PERFORMANCE 2021 - 2023



GOVERNANCE BENCHMARK

Effective governance is the bedrock of sustainable business practices. Governance emphasises transparency, accountability, and ethical decision-making. Employees gain insights into regulatory compliance, risk management, and upholding high ethical standards. We ensure that governance practices align with ESSG criteria, fostering stakeholder trust.

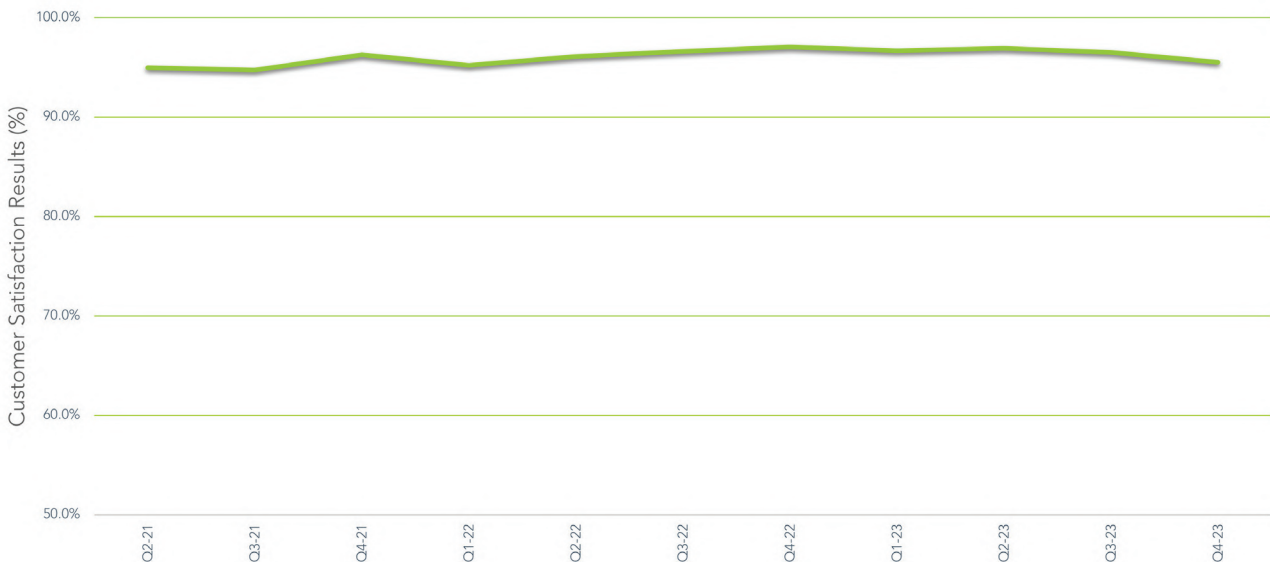
THE TRAINING IMPERATIVE

Training serves as the cornerstone for driving meaningful change within organisations. By investing in comprehensive training programs, companies empower their workforce with the necessary tools, knowledge, and mindset to align with ESSG goals. These initiatives transcend mere compliance; they cultivate a culture that inherently values sustainability, social responsibility, and ethical governance.

CR3 examples of governance training:

- Risk management training
- ISO 9001, 14001, 45001 training
- Internal controls training
- Leadership and management training
- PDPA and data privacy training

CUSTOMER SATISFACTION RESULTS 2020 - 2023



GOVERNANCE BENCHMARK

Each of CR3’s companies holds separate accreditations to ISO standards, guaranteeing strict adherence to benchmarks for Occupational Safety (ISO 45001:2018), Quality (ISO 9001:2015), and Environmental practices (ISO 14001:2015). Our commitment to excellence is further bolstered by implementing robust systems through our web portals, such as PADS (Procedure and Document System) and SIMS (Safety Incident Management System), which provide comprehensive support across our operations.

These systems strengthen our capacity to uphold elevated safety standards and consistently deliver exceptional services.

EXTERNAL CERTIFICATIONS
ISO 9001:2015 - Quality Management System
ISO 14001:2015 - Environmental Management System
ISO 45001:2018 - Occupational Health & Safety Management System

SKILLS & TRAINING COMPETENCY
CSR-DIW Continuous
Green Industry (Level4)
ECO Factory Plus SV
National Occupational Safety and Health
Licensed training provider for Safety Officer and HSE committee
Licensed training provider for Basic Fire Fighting and Evacuation Drill
Licensed training provider for Confined Space Entry
Licensed training provider for ECITB



"We don't have to engage in grand, heroic actions to participate in change. Small acts, when multiplied by millions of people, can transform the world."

- Howard Zinn

CR3

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