



HOSENGROUP
LTD

NOURISHING TRUST
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Fortune

Living
Forest

SINCERO

HOSEN
Quality



SUSTAINABILITY
REPORT
2025



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This sustainability report has been reviewed by the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "Exchange") and the Exchange assumes no responsibility for the contents of this sustainability report, including the correctness of any of the statements or opinions made or reports contained in this sustainability report.

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1. BOARD STATEMENT

Hosen Group Ltd. (“**Hosen**” or the “**Company**”, and together with its subsidiaries, the “**Group**” or “**We**”) reaffirm its commitment to sustainability with the publication of this sustainability report (“**Report**”) for the financial year (“**FY**”) ended 31 December 2025 (“**FY2025**” or “**Reporting Period**”). For this Report, we provide insights into the way we do business, whilst highlighting our sustainability factors under the pillars of environmental, social, governance and economic performance (collectively referred to as “**Sustainability Factors**”).

The Board of Directors (“**Board**”) of the Company, having considered the Group’s sustainability issues as part of its strategic formulation and business strategies, determined the material Sustainability Factors and overseen their management and monitoring. Amidst today’s rapid business environment, the Board is committed to supporting the management in upholding good governance and sustainability practices to achieve long-term success and value for our stakeholders.

This Report communicates our commitment towards supporting the United Nations’ Sustainable Development Goals (“**SDGs**”). We work closely with key stakeholders across our value chain, and their inputs are considered in driving our material Sustainability Factors towards the SDGs as follows:



On behalf of the Board
Daniel Lim
Executive Director and Chief Executive Officer
10 April 2026

2. SUSTAINABILITY PERFORMANCE AT A GLANCE

A summary of our key sustainability performance in FY 2025 is as follows:

Sustainability Pillar	Sustainability Metric	Sustainability Performance	
		FY2025	FY2024
Economic	House brand portfolio	16 house brands	16 house brands
	Customer review percentile ¹ (%)	98.00	98.00
	Market standards adopted ²	Relevant market standards are adopted in our operations	Relevant market standards are adopted in our operations
	Economic value generated ³ (S\$million)	70.67	73.60
	Operating costs ⁴ (S\$million)	55.97	60.38
	Employee benefits expenses	9.56	8.73
	Payments to providers of capital ⁵ (S\$million)	1.02	1.03
	Taxes to governments (S\$million)	0.33	0.68
Environmental	Water consumption intensity (Cubic metre (“ Cu M ”) / revenue S\$’000]	0.09	0.07
	General waste generated intensity (tonnes / revenue S\$’000)	<0.01	<0.01
	Aggregated greenhouse gas (“ GHG ”) emissions intensity (Scope 1 and 2) (tCO ₂ e / revenue S\$’000)	<0.01	<0.01
Social	Number of workplace fatalities	-	-
	Number of high consequence work-related injuries ⁶	-	-
	Number of recordable work-related injuries	1	1
	Number of recordable work-related ill health cases ⁷	-	-
	Employee turnover rate (%)	17.86	20.34
	Number of reported incidents of unlawful discrimination against employees	-	-
Governance	Number of reported incidents of serious offence ⁸	-	-
	Number of reported incidents of non-compliance with any applicable laws and regulations ⁹ that resulted in a significant fine or non-monetary sanction	-	-

¹ The customer review percentile is computed based on store ratings tracked from websites such as Shopee.com and Lazada.com over a range of 0.00% to 100.00%, with 0.00% and 100.00% being the lowest and highest achievable score, respectively.

² The market standards adopted and certifications attained by the Group include Food Safety System Certification (“**FSSC**”) 22000, Hazard Analysis and Critical Control Point (“**HACCP**”), Singapore Food Agency (“**SFA**”) license, Halal certification and Makanan Selamat Tanggungjawab Industri (“**MeSTI**”) Certification.

³ Economic value generated includes revenue, other income and excludes government grants, gain on disposal of subsidiary and gain on foreign exchange.

⁴ Operating costs include cost of sales, selling and distribution expenses, administrative expenses, other expenses, and excludes non-cash items and employee benefits expenses.

⁵ Payments to providers of capital include finance costs and dividends to ordinary shareholders.

⁶ A high consequence work-related injury refers to an injury from which a worker cannot recover or cannot recover fully to pre-injury health status within six (6) months.

⁷ A work-related ill health case refers to a case with negative impacts on health arising from exposure to hazards at work.

⁸ A serious offence is defined as one that involves fraud or dishonesty involving an amount not less than S\$100,000 and is punishable by imprisonment for a term of not less than two (2) years, which is being or has been committed against a company by officers or employees of the company.

⁹ An incident of non-compliance that excludes fraud or dishonesty.

3. OUR VISION, MISSION AND VALUES

Vision

Our vision is to bring the finest food and beverage products to the marketplace, catering to the needs of discerning consumers from diverse backgrounds and ethnicities, with premium quality products at affordable prices.

Mission

Our mission is to deliver the freshest agricultural goodness to satisfy the consumer's palate desire in a convenient and fuss-free way and to ensure the long-term sustainability of our business.

Values

Our core values are as follows:

- Innovation: We are committed to continuous innovation and expanding the range of products for our stakeholders;
- Responsibility and sustainability: We are committed to be responsible to our stakeholders and sustainable in our operations; and
- Integrity and transparency: We strive to be open and honest in our communications with our stakeholders.

4. OUR BUSINESS

We are principally involved in the manufacturing and distribution of fast-moving consumer goods (“**FMCG**”) with a focus in processed food products. An overview of our value chain is as follows:



Sourcing

We procure:

- raw materials such as chocolate liquor, butter, sugar, and packaging materials from our suppliers; and
- finished goods from our contract manufacturers.



Manufacturing and Distribution

We are involved in:

- producing food products in our production facilities; and
- distributing food products to local and overseas markets.



Sale of Food Products

We sell our products to:

- major supermarkets;
- convenience stores, provision shops and wholesalers;
- hotels, restaurants, hawkers, and food courts; and
- electronic Commerce (“**E-Commerce**”) platforms and export markets.

5. REPORTING PERIOD AND SCOPE

This Report covers the consolidated entities, as disclosed in our audited financial statements and Annual Report (“**AR**”), for the FY from 1 January 2025 to 31 December 2025 (“**FY2025**” or “**Reporting Period**”).

6. REPORTING FRAMEWORK

This Report is prepared in accordance with Rules 711A and 711B of the Singapore Exchange Securities Trading Limited (“SGX-ST”)’s Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”). This Report is also prepared with reference to the Global Reporting Initiative (“**GRI**”) Standards. We chose to report using the GRI framework as it is an internationally recognised sustainability reporting standard that covers a comprehensive range of sustainability disclosures. The GRI content index can be found in pages 34 to 36 of this Report.

As part of our continual efforts to align our sustainability reporting with relevant market standards, we mapped our sustainability efforts in accordance with the 2030 Agenda for Sustainable Development which is adopted by all United Nations Member States in 2015 (“**UN Sustainability Agenda**”). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which form an urgent call for action by all developed and developing countries in a global partnership.

Our climate-related disclosures are prepared based on the 11 recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”). Following the publication of the International Sustainability Standards Board (“**ISSB**”) Standards – International Financial Reporting Standards (“**IFRS**”) S1 and IFRS S2, we conducted a gap analysis against our existing TCFD reporting and are in the process of aligning our climate-related disclosures to the ISSB Standards. We are guided by the phased approach described in Practice Note 7F Sustainability Reporting Guide of the SGX-ST in aligning our climate-related disclosures with the ISSB Standards.

We relied on internal data monitoring and verification to ensure accuracy of data and information for this Report. Internal reviews on the sustainability reporting process are incorporated as part of our internal audit review cycle. We will work towards external assurance for our future sustainability reports subject to market trends and regulatory requirements.

7. FEEDBACK

We welcome our stakeholders to provide feedback on this Report and our sustainability performance as this enables us to improve our policies, systems and results. Please send your comments and suggestions to <https://www.hosengroup.com/contact.php>.

8. STAKEHOLDER ENGAGEMENT

An important starting point in our sustainability journey is to identify our stakeholders and material Sustainability Factors relevant to our business. These include entities or individuals that have an interest that is affected or could be affected by our activities.

The concerns of key stakeholders are considered when formulating corporate strategies. We adopt both formal and informal channels of communication to understand the needs of our key stakeholders and incorporate them in our corporate strategies to achieve mutually beneficial outcomes.

The table below sets out how we engage our key stakeholders:

Stakeholder	Engagement Channel	Frequency of Engagement	Key Concern Raised
Communities	<ul style="list-style-type: none"> ▪ Outreach events ▪ Sponsorships of events and donations 	Ongoing	<ul style="list-style-type: none"> ▪ Corporate social responsibilities ▪ Responsible and ethical business practices
Customers	<ul style="list-style-type: none"> ▪ Corporate website ▪ Email communications ▪ Expositions and exhibitions ▪ Face-to-face meetings ▪ Marketing collaterals ▪ Phone calls ▪ Virtual meetings via various communication channels 	Ongoing	<ul style="list-style-type: none"> ▪ Competitive pricing ▪ Customer service standards ▪ Diverse range of food products ▪ Food quality and safety ▪ Timely response to feedback and complaints
Employees	<ul style="list-style-type: none"> ▪ Induction programmes for new staff ▪ Recreational and wellness activities ▪ Regular emails and meetings ▪ Staff training and development 	Ongoing	<ul style="list-style-type: none"> ▪ Competitive remuneration and benefits ▪ Equal employment opportunities ▪ Job security ▪ Safe working environment ▪ Training and development opportunities
Regulators	<ul style="list-style-type: none"> ▪ Consultations and briefings organised by key regulatory bodies 	As and when required	<ul style="list-style-type: none"> ▪ Compliance with laws and regulations
Shareholders	<ul style="list-style-type: none"> ▪ Annual general meetings ▪ Annual reports 	Annually	<ul style="list-style-type: none"> ▪ Compliance with laws and regulations ▪ Distribution of economic value ▪ Long-term sustainable growth ▪ Sustainable profits and creation of shareholder value
	<ul style="list-style-type: none"> ▪ Results announcements 	Bi-annually	
	<ul style="list-style-type: none"> ▪ Corporate website ▪ Email communications ▪ SGXNet announcements ▪ Social media 	Ongoing	
Suppliers	<ul style="list-style-type: none"> ▪ Email communications ▪ Face-to-face meetings ▪ Phone calls ▪ Virtual meetings via various communication channels 	Ongoing	<ul style="list-style-type: none"> ▪ Fair trading terms ▪ Order volatility ▪ Timely payment

9. POLICY, PRACTICE AND PERFORMANCE REPORTING

In line with our commitment to sustainability, we established a sustainability reporting policy (“SR Policy”) covering our sustainability strategies, sustainability governance structure, materiality assessment and processes in identifying and monitoring material Sustainability Factors which serves as a point of reference in the conduct of our sustainability reporting. Under this SR Policy, we will continue to monitor, review, and update our material Sustainability Factors from time to time, considering the feedback that we receive from our engagement with our stakeholders, organisational and external developments

9.1 SUSTAINABILITY REPORTING PROCESS

Under our SR Policy, our sustainability reporting process begins with an understanding of the Group’s context. This is followed by the ongoing identification and assessment of the Group’s sustainability-related impacts. The most significant impacts are prioritised for reporting, and the result of this process is a list of material Sustainability Factors disclosed in this Report.

Processes involved are as shown below:



CONTEXT

Understand the Group's context by considering its activities, business relationships, stakeholders and sustainability context of all the entities it controls or has an interest in, including minority interests.



IDENTIFICATION

Identify actual and potential impacts on the economy, environment, people and their human rights.



RATING

Assess the pervasiveness of Sustainability Factors across the Group and cluster similar Sustainability Factors.



PRIORITISATION

Prioritise the impacts based on their significance to determine the material Sustainability Factors for reporting.



VALIDATE

Material Sustainability Factors will be internally validated by the Board and Sustainability Committee (“SC”).



REVIEW

In each reporting period, review the material Sustainability Factors from the previous reporting period to account for changes in impacts which can result from feedback received from engagement with stakeholders, organisational and external developments.

9.2 SUSTAINABILITY GOVERNANCE STRUCTURE

The Board is responsible for the oversight of the Group’s strategic direction on sustainability including, but not limited to, advising and supervising the development of sustainability strategy and performance target setting, whilst being supported by an executive level SC by virtue of delegation.

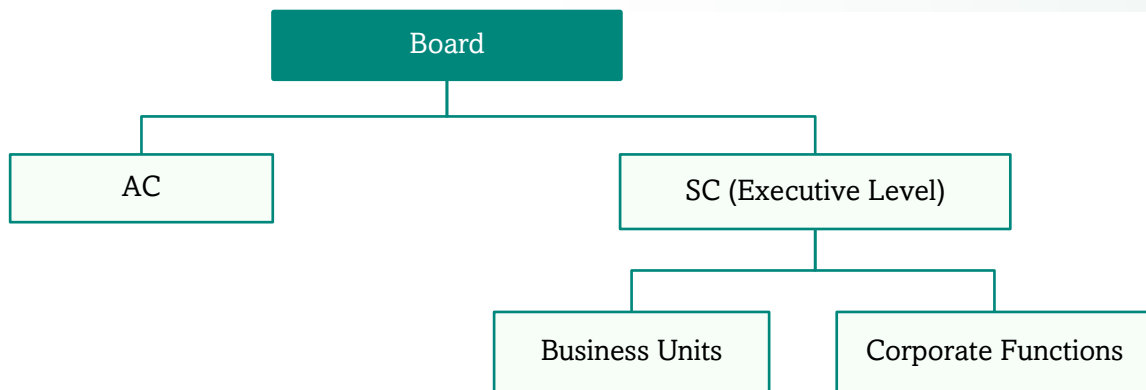
As part of our continual efforts to strengthen oversight of strategies in response to climate-related risks and opportunities, and to enhance our directors’ knowledge of sustainability reporting and in line with the requirements of Rule 720 (6) of the Catalyst Rules, we confirm that all directors of the Company attended at least one (1) of the sustainability training courses approved by the Singapore Exchange Regulation.

The Chief Executive Officer (“**CEO**”) leads the SC, and the SC comprises the Chief Financial Officer (“**CFO**”), General Manager and selected representative members from the key business units and corporate functions.

Besides the SC, the Board is supported by the Audit Committee (“**AC**”) of the Company on specific sustainability matters under its terms of reference (“**TOR**”). As we are still refining our sustainability related metrics measuring, tracking and target setting mechanism, we will link the key executives’ remuneration to sustainability performance when the mechanism is more mature and stable.

Our sustainability governance structure and the responsibilities of component parties are detailed as follows:

Sustainability Governance Structure



TOR of Component Parties

Component Party	Member	TOR
Board	Board members	<ul style="list-style-type: none"> ▪ Determine material sustainability factors of the Group ▪ Oversee the identification and evaluation of climate-related risks and opportunities ▪ Review and approve sustainability strategies and targets, policies and sustainability reports (including materiality assessment process and outcome), and consider climate-related risks and opportunities during strategy formulation ▪ Ensure the integration of sustainability and climate-related risks and opportunities within the Group’s enterprise risk management (“ERM”) framework ▪ Monitor implementation of sustainability strategies, policies and performance against targets ▪ Evaluate the composition and competencies of the SC to support effective oversight of sustainability strategy, with consideration of climate-related risks and opportunities
AC	AC members	<ul style="list-style-type: none"> ▪ Review the adequacy and effectiveness of the Group’s internal controls and risk management systems ▪ Oversee the conduct of assurance activities pertaining to the Group’s sustainability reporting processes

Component Party	Member	TOR
SC (Executive Level)	<ul style="list-style-type: none"> ▪ CEO ▪ CFO ▪ General Manager 	<ul style="list-style-type: none"> ▪ Ensure that the implementation of sustainability strategy is aligned across business segments and geographical locations ▪ Evaluate overall sustainability risks and opportunities, including a focus on climate-related risks and opportunities ▪ Perform materiality assessment, prepare sustainability reports for review and obtain approval from the Board ▪ Align the Group's practices with the organisation-wide sustainability agenda and strategies ▪ Monitor sustainability activities and performance against targets ▪ Develop sustainability strategies, policies, procedures and management plans, as well as recommend revisions to the Board, consider climate-related risks and opportunities during strategy formulation ▪ Consolidate sustainability metrics to track sustainability impact on a Group basis for reporting purposes ▪ Review sustainability-related regulatory requirements
Working Committee	<p>The committee comprises representatives from the following corporate functions:</p> <ul style="list-style-type: none"> ▪ Export and Local Sales; ▪ Procurement; ▪ Warehouse; ▪ Marketing ▪ Finance; and ▪ Human Resources. 	<ul style="list-style-type: none"> ▪ Align practices at the operational level with the organisation-wide sustainability agenda and strategy ▪ Collect and compile sustainability metrics to track sustainability impact and for reporting purposes

9.3 MATERIALITY ASSESSMENT

We constantly refine our management approach to adapt to the changing business landscape. The SC performs an annual materiality assessment to ensure that material Sustainability Factors disclosed in our sustainability reports remain material and relevant. From the assessment, we identify key areas that impact our ability to create value for our stakeholders.

Impacts, positive and negative, actual and potential, are assessed based on: (i) the likelihood of the occurrence of actual and potential negative and positive impacts; and (ii) their significance on the economy, environment, people and their human rights and contribution to sustainable development.



9.4 PERFORMANCE TRACKING AND REPORTING

We track the progress of our material Sustainability Factors by identifying, monitoring and measuring the relevant sustainability metrics. In addition, we set performance targets that are aligned with our business strategies to ensure that we remain focused on our path to sustainability. We constantly enhance our performance-monitoring processes and improve our data collection processes. A sustainability report is published annually in accordance with our SR policy.

10. MATERIAL SUSTAINABILITY FACTORS

In FY2025, the SC performed a materiality assessment to update the material Sustainability Factors, and this was followed by a stakeholder engagement session¹⁰ to understand the concerns and expectations of our key stakeholders. In this Report, we also reported on our progress in managing these factors and set related targets to improve our sustainability performance.

We incorporated the SDGs from the UN Sustainability Agenda, as a supporting framework to shape and guide our sustainability strategy where appropriate. Below are the results showing how our material Sustainability Factors relate to these SDGs:

S/N	Material Sustainability Factor	SDG	Key Stakeholder	Our Effort
Economic				
1	Total Customer Satisfaction		<ul style="list-style-type: none"> Customers Suppliers 	We deliver high-quality products, provide a diverse range of products as well as value-added services.
2	Sustainable Business Performance		<ul style="list-style-type: none"> Shareholders Regulators Shareholders Suppliers 	We contribute to economic growth through creating long-term economic value for our shareholders.
Environmental				
3	Water Conservation		<ul style="list-style-type: none"> Communities Regulators Shareholders 	We implement measures to reduce water wastage in our business operations.
4	Responsible Waste Management		<ul style="list-style-type: none"> Communities Regulators Shareholders 	We minimise waste generated in our operations and maximise resource use by reusing and recycling packaging materials.
5	Energy Conservation and GHG Emissions Reduction		<ul style="list-style-type: none"> Communities Regulators Shareholders 	We implement practices to reduce energy consumption, improve efficiency and lower the GHG emissions generated from our business operations.
Social				
6	Safe Working Environment		<ul style="list-style-type: none"> Employees Regulators 	We adopt health and safety measures at our workplace.
7	Employee Development and Retention		<ul style="list-style-type: none"> Employees 	We provide our employees with comprehensive benefits, training and development programmes.
8	Workplace Diversity and Equality		<ul style="list-style-type: none"> Employees 	We ensure that all our employees are treated with respect regardless of race, religion, gender, age or education background.
9	Investment in Communities		<ul style="list-style-type: none"> Communities 	We contribute to community projects and encourage employee involvement in volunteerism.
10	Customer Health and Safety		<ul style="list-style-type: none"> Customers Regulators 	We ensure our products adhere to the highest standards of health and safety and maintain a hygienic production environment.

¹⁰ The Company distributed an online survey to both its internal and external stakeholders of customers, employees and suppliers for the materiality assessment.

S/N	Material Sustainability Factor	SDG	Key Stakeholder	Our Effort
Governance				
11	Robust Corporate Governance Framework		<ul style="list-style-type: none"> Regulators Shareholders 	We implement policies and procedures to enforce ethical practices and maintain internal control and risk management systems to protect shareholders' interests.

The details of each material Sustainability Factor are presented below.

10.1 TOTAL CUSTOMER SATISFACTION

Commitment

We are committed to building and retaining a loyal customer base for our long-term sustainability and we strive to enhance customer satisfaction.

Approach

Diverse Range of Brands Offerings

With over five (5) decades of established record in the FMCG industry, we understand the need to constantly reassess and improve our brand portfolio and refresh our product offering. Our brands include:



Details of our key house brands are as follows:

S/N	Brand	Product Position
1	Hosen Quality	Hosen Quality focuses on a wide array of agricultural produce including fruits, vegetables and seeds.
2	Hosen Select	Hosen Select offers a diverse range of Mediterranean products featuring olives, tomatoes and gherkins.
3	Fortune	Fortune offers a premium selection of seafood products such as abalone, pacific clams and sea asparagus.
4	Fortune Tuna	Fortune Tuna offers canned tuna that is rich in Omega-3 and free of trans fats.
5	Sincero	Sincero chocolate sources the finest ingredients to craft exceptional chocolates, delivering impeccable flavour to chocolate enthusiasts.
6	Calbuco	Calbuco chocolate offers the diverse taste of the world at an accessible price point.
7	LaDiva	LaDiva olive oil is an esteemed Italian import crafted from a careful selection of finest olives, and a cherished choice amongst chefs and connoisseurs.
8	Cocoa Grande	Cocoa Grande chocolate is curated by our chocolatiers using only the most impeccable cocoa beans and ingredients.
9	Living Forest	Living Forest presents a range of clean, wholesome food options, focusing on natural ingredients whilst limiting added sugars and unhealthy fats.
10	Q'serve	Q'serve offers home essentials such as aluminium foils and food wraps.
11	Highway	Highway offers a selection of luncheon meats, corned beef and breakfast spreads.
12	Hula	Hula salted egg fish skin is a delectable snack that transcends traditional flavours with its unique and innovative range.

Extensive Distribution Channels and Outreach

From our local setups in Singapore and Malaysia, an established network of distribution channels is built across the continents of Asia, Europe, and Africa.

Through this network we built, our products are available through a wide array of channels including supermarkets, warehouse clubs, convenience stores and E-Commerce platforms. Our presence in these channels enables us to launch new products to the market swiftly, gather feedback timely from customers and respond to it by creating new products or revamping our existing products to better serve our customers.

Our food products are also distributed to customers from the food service segment including hotels, restaurants, airlines, clubs, caterers, cafes, bakeries and dessert chain stores. Our products are known for their exceptional, consistent quality, and at prices that are reasonable and accessible to all.

Value-Added Services

Building on the trust placed on us by our customers, we provide value-added services including: (i) research and development services and creation of new product types; (ii) customised packaging services including consolidation and packing, labelling and stickering; and (iii) last mile fulfilment services.

Quality Standards

We adopt market standards in our operations to ensure quality and safety in our products. Compliance with standards and continual certifications are subject to audits or reviews by the relevant agencies and bodies.

Refer to section 'Customer Health and Safety' for further details on the food quality and safety management practices.

Continuously Gather Customer Feedback

We collect customer feedback from various touchpoints, such as reviews from the sales teams, customer satisfaction surveys and online platforms through our website and online shopping platforms. Customer feedback obtained through customer satisfaction surveys and online reviews are analysed to gather valuable insights into current and future customer requirements. Insights gathered are discussed to drive product and service improvements.

Enhance Convenience for our Customers through E-Commerce

We modernised our operations and expanded our sales channels via E-Commerce, through our own website and online shopping platforms such as Shopee and Lazada. E-Commerce allows customers access to our products at any time and allows us to reach markets beyond our traditional channels. The reduced handling time on our products through E-Commerce improves our time to market, enabling our customers to enjoy new products, enhancing their satisfaction and drive increased sales and brand loyalty.

Performance

Diverse Range of Brands Offerings

During the Reporting Period, we offered a total of 16 house brands (FY2024: 16 house brands).

Quality Standards

We adopted the following industry leading and recognised food quality standards to ensure the quality of our products and that they are safe for consumption:

Entity	Standard/ Certification	Focus of Relevant Standard/ Certification
Hock Seng Food Pte Ltd	Singapore Food Agency (SFA) Licence to operate a food processing establishment	This is a food standard license for repacking of dried food.
Hosen Chocolate Sdn Bhd	Food Safety System Certification (FSSC) 22000	This is a Global Food Safety Initiative recognised certification for food safety management, standards and processes.
	Hazard Analysis Critical Control Point (HACCP)	This is a globally recognised system for managing food hygiene, reducing the risk of food safety hazard and good food safety procedures.

Entity	Standard/ Certification	Focus of Relevant Standard/ Certification
Hosen Chocolate Sdn Bhd	Halal Certification	This certification ensures that our food processing operations complied with the rules and regulations set out by Majlis Ugama Islam Singapura and Jabatan Kemajuan Islam Malaysia (“ JAKIM ”).
	MeSTI Certification	This is a food standard license issued by the Ministry of Health, Malaysia to ensure food hygiene and safety.

Enhance Convenience for our Customers through E-Commerce

During the Reporting Period, we achieved a customer review percentile of 98.00% (FY2024: 98.00%) for our E-Commerce platform shops.

10.2 SUSTAINABLE BUSINESS PERFORMANCE

Commitment

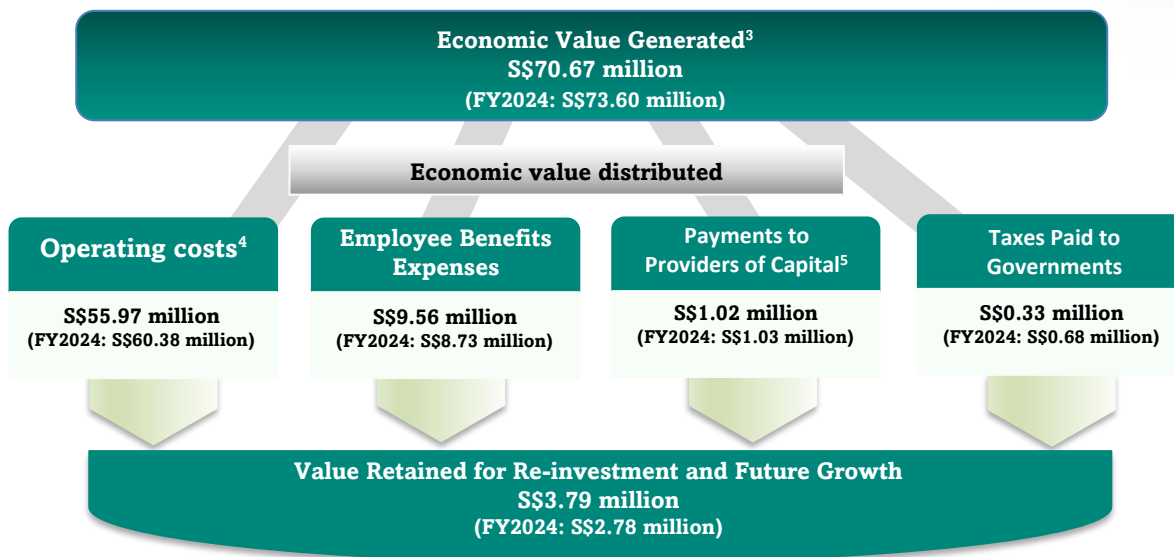
We are committed to creating long-term economic value for stakeholders by adopting responsible business practices and growing our business in a sustainable manner.

Approach

We generate and distribute economic value by executing our business strategy, which includes staying abreast with market trends, maintaining a healthy balance sheet and strong cash flow, whilst mitigating relevant business risks identified.

Performance

During the Reporting Period, economic value generated and distributed are detailed in the table below:



Please refer to the audited financial statements in our AR FY2025 for the Group’s financial performance and financial risk management disclosure on our efforts and progress in maintaining financial sustainability.

10.3 WATER CONSERVATION

Commitment

We are committed to the proper management of water consumption efficiently and effectively to avoid wastage.

Approach

Our water sources¹¹ are primarily derived from: (i) Public Utilities Board, Singapore's national water agency; and (ii) Ranhill SAJ Sdn Bhd and Pengurusan Air Selangor Sdn. Bhd., water supply services companies in Malaysia.

We rely on water resources to run our operations primarily in the following areas:

Area	Use
General office consumption	Cleaning and sanitation, employee's consumption, and landscaping
Production	Cleaning and sanitation, employee's consumption, and temperature control

To better manage water resources, we implemented the following initiatives to minimise water wastage:

- sending out frequent reminders to employees on the importance of water conservation;
- performing regular checks of water pipes and outlets to detect and fix water leakages; and
- tracking and analysing water consumption to identify abnormal consumption patterns and implement the necessary corrective actions.

Performance

Key statistics on water consumption during the Reporting Period are as follows:

Sustainability Metric	Unit of Measurement	FY2025	FY2024
Water consumption	Cu M	6,112	5,027
Water consumption intensity	Cu M/ revenue S\$'000	0.09	0.07

The increase in water consumption intensity during the Reporting Period is primarily attributed to the higher water usage within our factory from an increase in production volume. This increased operational demand outpaced the revenue, leading to a higher intensity ratio.

For the Reporting Period, there were zero incidents of non-compliance associated with water standards and regulations (FY2024: zero incidents).

10.4 RESPONSIBLE WASTE MANAGEMENT

Commitment

We are committed to environmental preservation through responsible waste management by practicing reuse, reduction and recycling, and ensuring that waste is disposed in accordance with the rules and regulations set out by the National Environment Agency (“NEA”) in Singapore and Department of Environment in Malaysia.

Approach

In line with the Singapore government's Zero Waste Nation, Malaysia's National Policy on Climate Change and prevailing waste regulations¹², we track our waste generated¹³ from our value chain and they include:

S/N	Type of Waste	Examples of Waste Generated
1	General	Paper, metal, glass and plastic waste such as corrugated boards, and plastic packaging materials
2	Food	Non-conforming cocoa liquor and butter (raw materials)

¹¹ Disclosure on water drawn from areas with water stress is not made as the Group does not significantly impact the ability of the countries where it operates, in meeting their human and ecological water demands.

¹² Prevailing waste regulations include NEA's MPR, general waste collection system, requirements of the Environmental Public Health Act, the Environment Public Health (General Waste Collection) Regulations, the General Waste Collector Conditions of License and the Environmental Quality Act of Malaysia.

¹³ We do not generate any hazardous waste from our operations.

We implemented various measures to minimise waste generated in our operations which include:

- performing checks to ensure that suppliers are approved based on NEA’s list of licensed general waste collectors, before a supplier is onboarded as the Group’s approved waste collector (“**Approved Waste Collectors**”);
- reusing residual packaging materials such as paper cartons from our warehouse by transferring them to our E-Commerce team. These packaging materials are reused as packaging materials for E-Commerce purchases, giving them a new lease of life and contributing to a circular economy; and
- recycling paper cartons that can no longer be reused by disposing them to Approved Waste Collectors.

As part of Singapore government’s Zero Waste Masterplan, the packaging materials are tracked by designated departments and business units in accordance with the NEA Mandatory Packaging Reporting (“**MPR**”) scheme. To enhance our recycling efforts, we purchase and use carton boxes that are Forest Stewardship Council-certified, which are produced from environmentally friendly materials and verified sustainable sources.

Performance

Key statistics on our waste generated during the Reporting Period are as follows:

Sustainability Metric	Unit of Measurement	FY2025	FY2024 ¹⁴
General waste generated	tonnes	27.38	22.75
General waste generated intensity	tonnes/ revenue S\$’000	<0.01	<0.01
General waste diverted from disposal	tonnes	16.74	8.31
General waste diverted from disposal	percentage	61.13	36.53

As the amount of food waste generated from our operations is immaterial, no disclosures were made for the Reporting Period. We will continue to track our food waste generated during production and make appropriate disclosures when the amount is deemed material.

10.5 ENERGY CONSERVATION AND GHG EMISSIONS REDUCTION

Commitment

We acknowledge that our energy consumption and the resultant GHG emissions contribute to climate change. Accordingly, we are committed to reducing our carbon footprint whilst open to capitalise on opportunities that may arise as we transit to become a low-carbon organisation.

Approach

We aim to reduce our carbon footprint and at the same time, establish operational resilience to deliver long-term and sustainable value to our stakeholders. We adopt a balanced approach in effectively managing the environmental impacts arising from our business operations.

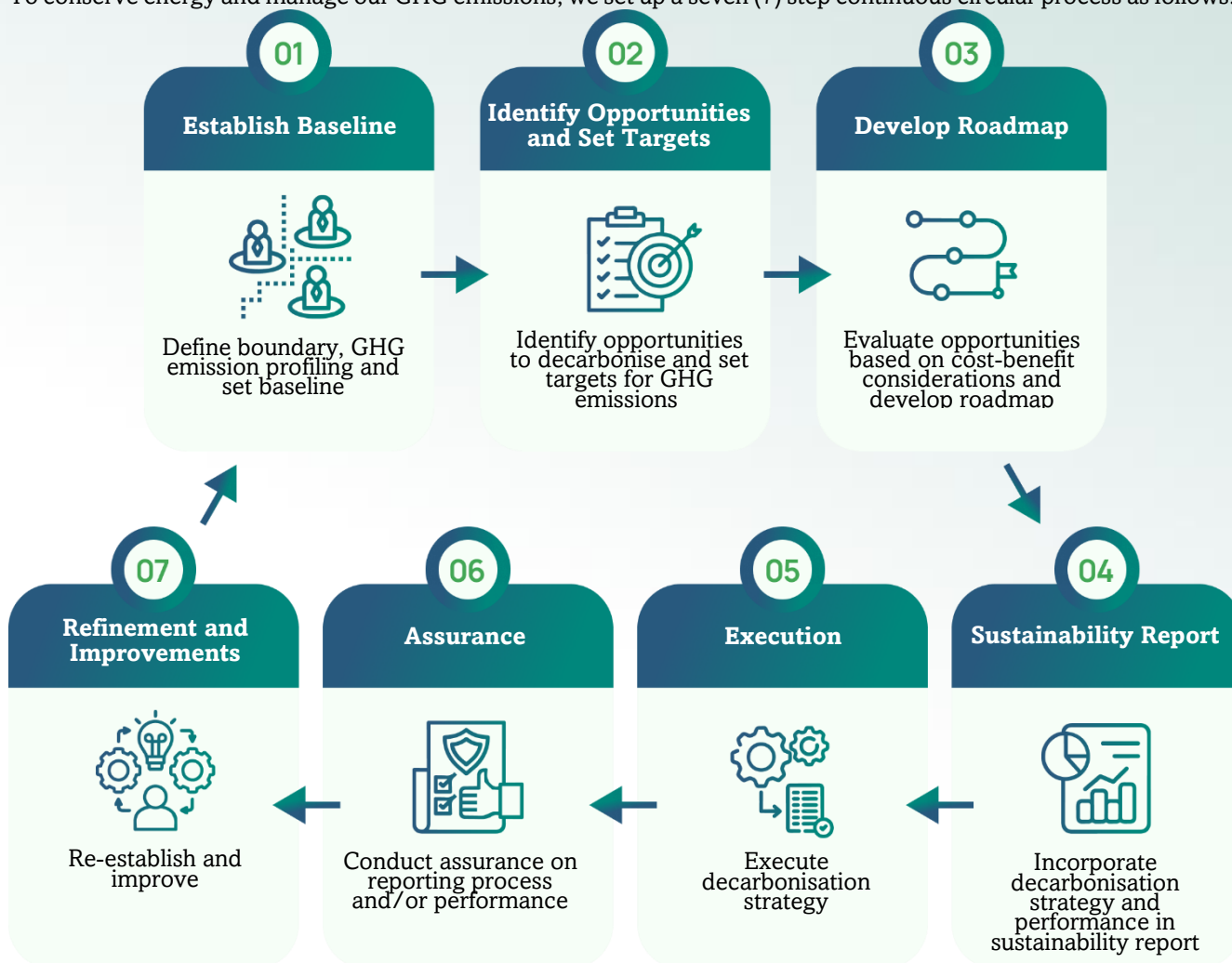
We are dependent on energy resources primarily in the following areas:

- fuels for our motor vehicles;
- town gas for our factory operations; and
- electricity for our factory operations and office essentials such as production equipment, lighting, office equipment and air-conditioning.

¹⁴ Figure is restated due to an improve in granularity of data.

Decarbonisation Approach

To conserve energy and manage our GHG emissions, we set up a seven (7) step continuous circular process as follows:



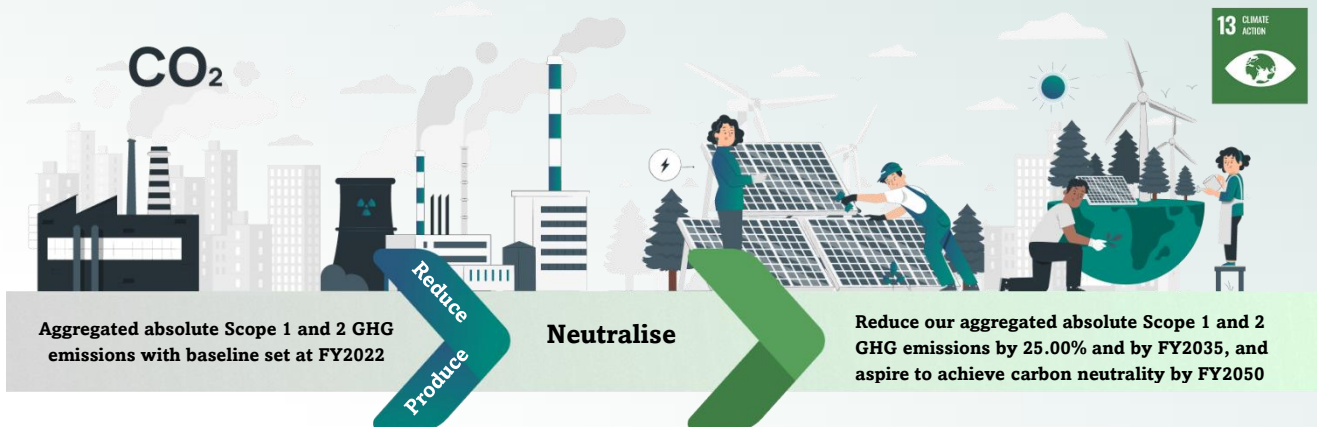
On a yearly basis, we update our GHG emissions profile for our Scope 1, 2 and 3 GHG emissions based on defined organisational boundaries. We will also conduct a GHG emissions profiling exercise whenever there are significant changes in our business models and work processes. We track and monitor our Scope 1, 2 and certain categories of Scope 3 GHG emissions closely and are developing mechanisms to track our other categories of Scope 3 GHG emissions, where relevant and practicable.

We developed a climate change transition plan and will refine and improve the plan as we progressively implement it, by considering changes in business operations, environment, and market trends. Progress updates and performance will be provided in our future sustainability reports.

We measure our GHG emissions in alignment with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004). We adopted the operational control approach as a basis to determine GHG emissions data consolidation boundaries across our entities. This approach has been selected as it allows us to manage emissions from our operations where we have practical control to introduce relevant measures and implement operating policies. We have assessed that we have operational control over all reporting entities covered in this Report.

Climate Change Transition Plan

Our climate change transition plan steers us on our decarbonisation journey. Under this plan, we commit to reduce our aggregated absolute Scope 1 and 2 GHG emissions by 25.00% and by FY2035, and aspire to achieve carbon neutrality by FY2050, with FY2022 as our baseline. Our climate change transition plan is focused on three (3) strategic levers of reduce, produce, and neutralise as follows:



Refer to section ‘Key Assumptions’ for assumptions made in developing the above plan.

Our action plans by lever and focus area adopted in our climate change transition plan are as follows:

Lever	Focus Area	Action Plan																			
Reduce	Energy efficiency: Lighting, cooling, and equipment	Our action plans on this front include: <ul style="list-style-type: none"> adopting energy-efficient fixtures and fittings, such as light-emitting diode (“LED”) lighting; and maintaining air-conditioning systems through routine preventive maintenance to reduce air flow resistance. 																			
	Energy efficiency: Cleaner-energy vehicles (“CEV”)	Aligned with the: (i) Singapore Green Plan 2030; and (ii) Low Carbon Mobility Blueprint and focus areas of adopting low GHG emissions vehicles or electric vehicles, we developed a CEV transition plan to convert 50.00% of our motor vehicles to CEV by FY2035, with a goal of achieving 100.00% conversion by FY2050, subject to market conditions and technological advancements.																			
	Clean energy	We constantly explore opportunities to use clean energy available in the locations that we operate in.																			
	Behavioural changes	Our action plans on this front include: <ul style="list-style-type: none"> optimising delivery routes through better planning of delivery schedules; and adopting greener work practices such as switching off appliances when not in use and enable power saving modes. 																			
Produce	Solar energy	As earth’s primary source of energy, the sun has the potential to be the largest source of electricity by FY2050. We harness clean energy from the sun through photovoltaic systems and reduce GHG emissions from our operations. Details of the renewable energy generated and GHG emissions avoided are as follows:																			
		<table border="1"> <thead> <tr> <th>Sustainability Metric</th> <th>FY2025</th> <th>FY2024</th> </tr> </thead> <tbody> <tr> <td colspan="3">Singapore</td> </tr> <tr> <td>Renewable energy generated (GJ)</td> <td>1,148</td> <td>859</td> </tr> <tr> <td>GHG emissions avoided (tCO₂e)</td> <td>128</td> <td>98</td> </tr> <tr> <td colspan="3">Malaysia</td> </tr> <tr> <td>Renewable energy generated (GJ)</td> <td>127</td> <td>293</td> </tr> <tr> <td>GHG emissions avoided (tCO₂e)</td> <td>27</td> <td>63</td> </tr> </tbody> </table>	Sustainability Metric	FY2025	FY2024	Singapore			Renewable energy generated (GJ)	1,148	859	GHG emissions avoided (tCO ₂ e)	128	98	Malaysia			Renewable energy generated (GJ)	127	293	GHG emissions avoided (tCO ₂ e)
Sustainability Metric	FY2025	FY2024																			
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Malaysia																					
Renewable energy generated (GJ)	127	293																			
GHG emissions avoided (tCO ₂ e)	27	63																			
Neutralise	<ul style="list-style-type: none"> Renewable energy certificates (“REC”) Carbon credits 	We plan to use REC and carbon credits to offset unavoidable residual GHG emissions by FY2050, subject to market maturity.																			

Performance

Key statistics on energy consumption and GHG emissions during the Reporting Period are as follows:

(i) Energy Consumption

Sustainability Metric	FY2025		FY2024	
	GJ	%	GJ	%
Town gas consumption	223	2.99	32	0.46
Petrol consumption (non-fleet) ¹⁵	-	-	1	<0.01
Petrol consumption (fleet) ¹⁶	302	4.05	336	4.79
Diesel consumption (fleet)	2,451	32.84	2,378	33.89
Purchased electricity consumption	3,212	43.04	3,118	44.43
Electricity consumption attributable to renewable energy (solar power)	1,275	17.08	1,152	16.42
Total energy consumption	7,463	100.00	7,017	100.00

(ii) Energy Consumption Intensity

Sustainability Metric	Unit of Measurement	FY2025	FY2024
Town gas consumption intensity	GJ/ revenue S\$'000	0.003	<0.001
Petrol consumption intensity	GJ/ revenue S\$'000	0.004	0.005
Diesel consumption intensity	GJ/ revenue S\$'000	0.035	0.033
Electricity consumption intensity	GJ/ revenue S\$'000	0.065	0.059

To further improve our energy consumption and efficiency, we started to calculate and monitor the energy use intensity¹⁷ (“**EUI**”) of our office and warehouse premises. During the Reporting Period, we achieved an EUI of 123 kWh/m²/year (FY2024: 113 kWh/m²/year).

(iii) GHG Emissions

Sustainability Metric	Unit of Measurement	FY2025	FY2024
Direct GHG emissions (Scope 1) ¹⁸	tCO ₂ e	216	204
Indirect GHG emissions (Scope 2) ¹⁹	tCO ₂ e	691	654
Aggregated absolute GHG emissions (Scope 1 and 2)	tCO ₂ e	907	858
Aggregated GHG emissions intensity (Scope 1 and 2)	tCO ₂ e/ revenue S\$'000	<0.01	<0.01

During the Reporting Period, the aggregated GHG emissions intensity remains constant as compared against the prior reporting period.

During the Reporting Period, our indirect GHG emissions (Scope 3)²⁰ are as follows:

Category	Coverage	Unit of Measurement	FY2025	FY2024
Category 1: Purchased goods and services	Cocoa powder and pineapples	tCO ₂ e	2,470	1,276 ²¹
Category 5: Waste generated	Paper waste	tCO ₂ e	9	11
Category 6: Business travel	Air travel	tCO ₂ e	30	26

¹⁵ Petrol consumption (non-fleet) refers to consumption from off-road equipment, including stationary rigs, generators and mounted equipment.

¹⁶ Petrol consumption (fleet) refers to consumption from vehicles such as cars and motorcycles.

¹⁷ Based on the Building and Construction Authority (Singapore), EUI is calculated by dividing total annual electricity consumption by gross floor area.

¹⁸ The direct GHG emissions from consumption of town gas, petrol and diesel controlled by a reporting entity (Scope 1) are calculated based on the GHG Emissions Measurement and Reporting Guidelines published by the NEA.

¹⁹ The indirect GHG emissions from electricity purchased by a reporting entity (Scope 2) are calculated using the location-based methods based on the GHG emissions factors published by the relevant local authorities. Renewable energy has no direct emissions at the point of electricity generation, and therefore an emission factor of zero is used in indirect GHG emissions (Scope 2).

²⁰ The indirect GHG emissions (Scope 3) are calculated using calculation tools which include the International Civil Aviation Organization Carbon Emissions Calculator, GHG Protocol Transport Tool and a mix of GHG emissions factors published by NEA, Singapore Emissions Factor Registry, Department for Energy Security and Net Zero of the United Kingdom and Environmental Impact of Key Food Items in Singapore, a report produced by Deloitte and Agency for Science, Technology and Research.

²¹ Figure is restated due to a correct of data in the prior year.

Category	Coverage	Unit of Measurement	FY2025	FY2024
Category 7: Employee commuting	Transportation of employees between their homes and their worksites	tCO ₂ e	171	168

The increase in indirect GHG emissions (Scope 3) Category 1 Purchased goods and services, is largely due to an increase in the cocoa powder utilised arising from the higher production volume.

10.6 SAFE WORKING ENVIRONMENT

Commitment

We are committed to providing a safe working environment for our employees, as we believe it strengthens our effectiveness and efficiency.

Approach

A safe and healthy work environment is fundamental to sustainable business practices and essential to the success in our industry, whereby employees are exposed to safety risk activities such as handling of goods, heavy equipment, and fire hazards. By prioritising safety, it strengthens our operational resilience, enhances employee's morale and retention, and supports long-term value creation due to less operational disruptions, injuries and compliance risks.

To protect our employees, we align our health and safety measures to the Workplace Safety and Health (“**WSH**”) Act, Singapore and Occupational Safety and Health (“**OSHA**”) Act 1994, Malaysia (collectively referred to as “**Prevailing Safety Regulations**”). Details of the health and safety measures at our workplaces are as follows:

- implement a set of WSH policies and procedures to ensure a safe and healthy working environment for all employees;
- establish a WSH risk management system which includes: (i) risk hazards identification and assessment; (ii) mitigating control measures; (iii) WSH procedures; and (iv) monitoring and review procedures;
- appoint WSH Officers to take charge of the implementation and maintenance of WSH policies and procedures;
- implement fire safety plans at our warehouses, which include emergency procedures, locations of safety equipment, and evacuation plans;
- conduct an annual fire evacuation exercise to test the readiness of our employees in an emergency scenario; and
- ensure that employees that are operating equipment, plant, and machinery are properly trained and equipped with safety gears.

To reinforce our commitment to WSH, we adopt recognised industry standards and best practices to safeguard the well-being of our employees. We undergo periodic audits and review by relevant authorities and accredited bodies to ensure that we comply with WSH practices and they remain relevant.

Performance

Key statistics on our work-related injuries and ill health cases are as follows:

Sustainability Metric	FY2025	FY2024
Number of workplace fatalities	-	-
Number of high consequence work-related injuries ⁶	-	-
Number of recordable work-related injuries	1	1
Number of recordable work-related ill health cases ⁷	-	-
Rate of work injury ²²	0.57	0.54

During the Reporting Period, the recordable work-related injury was related to minor cut injuries sustained by an employee whilst performing routine work duties. Corrective actions were implemented to prevent future recurrence.

²² The rate of work injury is computed based on the number of recordable work-related injuries divided by the total number of hours worked by employees on a full-time equivalent basis and based on every 200,000 hours worked.

10.7 EMPLOYEE DEVELOPMENT AND RETENTION

Commitment

We are committed to effective and inclusive talent acquisition, eliminating discrimination and bias to cultivate a sustainable talent pool to drive the success of our business.

Approach

To develop our employees, our management leads by example in our business operations. As our employees are the first point of contact with our customers, we progressively decentralised the decision-making process and assign this responsibility to employees of different seniority, empowering them to make the most relevant decisions at the workplace. Regular communications also take place between leaders and employees, to obtain feedback timely and align our business goals across all levels of the workforce.

Comprehensive Employee Benefits

To retain our employees, we provide benefits to eligible employees as follows:

- core benefits including leave entitlements, contributions to local provident fund, and pro-family benefits such as matrimonial, maternity and paternity, and childcare leave; and
- enhanced benefits including healthcare benefits such as group hospitalisation and accident insurance coverage, duty meals and dormitory housing subsidies, and monetary gifts for marriage, childbirth, and bereavement.

Eligible employees can also enjoy discounts on selected food products, allowing them to benefit from preferential rates to recognise their contribution to the Group.

Employee Training and Development

To equip our employees with the essential skills, we organised various fundamental and development training programmes and aim to attract, develop, and retain employees. Fundamental training programmes are aligned with the laws and regulations of the countries we operate in.

Details of the training provided for our employees are as follows:

- safety and food safety training such as hazard analysis critical control point, equipment handling and emergency response training; and
- management of Halal food training such as Halal assurance, Halal supplier management and Halal ingredients.

To further promote a culture of learning, eligible employees can also request for relevant training and development programmes that are aligned with their job roles and responsibilities.

Refer to sections 'Safe Working Environment' and 'Customer Health and Safety' for further information.

Systematic Performance Appraisal System

We recognise the importance of an appraisal system as it evaluates employees' contribution, identifies areas for improvement, and develops professional growth. We have a structured performance appraisal system that aims to provide objective and data driven appraisal results, improve employee's performance, and make informed decisions. It also serves to facilitate communications between the management and employees to ensure that employees' roles and responsibilities are clearly defined, ongoing feedback is received for improvement, and employee's trust is maintained.

Performance

Key statistics on new hires, employee turnover and training hours received are as follows:

New Hires²³

Sustainability Metric	FY2025		FY2024	
	Number of New Hire	Rate of New Hire (%)	Number of New Hire	Rate of New Hire (%)
Overall new hires	21	12.50	42	22.60
Gender				
Male	10	10.75	23	23.96
Female	11	14.67	19	20.99

²³ New hire related statistics are calculated based on confirmed new hires over total full-time employees by gender and age.

Sustainability Metric	FY2025		FY2024	
	Number of New Hire	Rate of New Hire (%)	Number of New Hire	Rate of New Hire (%)
Age				
Below 30	11	29.73	14	37.84
30 to 50	9	12.86	19	24.36
Above 50	1	1.64	9	11.29

Turnover²⁴

Sustainability Metric	FY2025		FY2024	
	Number of Resignee	Rate of Turnover (%)	Number of Resignee	Rate of Turnover (%)
Overall turnover	30	17.86	36	20.34
Gender				
Male	13	13.98	23	23.96
Female	17	22.67	13	16.05
Age				
Below 30	8	21.62	16	43.24
30 to 50	15	21.43	11	14.10
Above 50	7	11.48	9	14.52

Employee Training and Development

Sustainability Metric	FY2025	FY2024
Overall		
Total training hours	375	646
Average training hours per employee	2.20	3.61
Gender (Male)		
Total training hours	152	204
Average training hours per employee	1.63	2.13
Gender (Female)		
Total training hours	223	442
Average training hours per employee	2.89	5.33
Management		
Total training hours	74	112
Average training hours per employee	6.68	10.18
Non-management		
Total training hours	301	534
Average training hours per employee	1.89	3.18

During the Reporting Period, there was a decrease in training hours due to lesser ad hoc training requirements compared to the prior year.

Systematic Performance Appraisal System

Key statistics on the employees that undergo performance appraisal as follows:

Sustainability Metric	FY2025 (%)	FY2024 (%)
Overall	100.00	100.00
Gender		
Male	100.00	100.00
Female	100.00	100.00
Employee Category		
Management	100.00	100.00
Non-management	100.00	100.00

²⁴ Turnover related statistics are calculated based on turnover of confirmed employees over total full-time employees by age group and gender.

10.8 WORKPLACE DIVERSITY AND EQUALITY

Commitment

We are committed to treat all our employees with respect regardless of race, language, religion, gender, age, or education background.

Approach

A diverse workforce supports business sustainability by providing different perspectives and insights to the management team, contributing to increased productivity and profitability as well as building a positive image and reputation for the Group.

On this front, we implemented the following HR measures:

- adhering to the Tripartite Alliance for Fair and Progressive Employment Practices guidelines including ensuring no discriminatory factors such as age and race, adopting progressive employment practices such as training and fair remuneration, and advocating work life balance through flexible work arrangements;
- implementing a Board Diversity Policy to achieve diversity on the Board level;
- providing an inclusive environment for all employees, whereby regardless of appointment, seniority, or department can provide their inputs and opinions;
- assessing potential candidates based on merit, competency, with non-discriminatory questions through structured interview assessment procedures; and
- ensuring that all recruitment advertisements are non-discriminatory and does not include criteria such as gender, age, and education background, to ensure that our hiring practice is fair and based on merit.

Performance

As at 31 December 2025, we have 1 female Director out of 6 Directors or 16.67% female representation on the Board (FY2024: 1 female Director or 16.67%).

As at 31 December 2025, the Group has a workforce of 168 full-time employees and 2 part-time employees (31 December 2024: 177 full-time employees and 2 part-time employees). Details of the breakdown of our employees are as follows:

	Singapore (%)	Malaysia (%)	Total (%)
Overall²⁵			
	48.24	51.76	100.00

Gender Diversity (%)

Key statistics on gender diversity by employee category are as follows:

Sustainability Metric	FY2025		FY2024	
	Male (%)	Female (%)	Male (%)	Female (%)
Overall	55.36	44.64	54.24	45.76
Management	54.55	45.45	54.55	45.45
Non-management	54.72	45.28	53.57	46.43

Age Diversity (%)

We value mature workers for their experience, knowledge and skills. Key statistics on age diversity by employee category are as follows:

Sustainability Metric	FY2025			FY2024		
	Below 30 (%)	30 – 50 (%)	Above 50 (%)	Below 30 (%)	30 – 50 (%)	Above 50 (%)
Overall	22.02	41.67	36.31	20.90	44.07	35.03
Management	-	18.18	81.82	-	18.18	81.82
Non-management	23.27	42.77	33.96	22.02	44.64	33.33

²⁵ The Group did not employ any temporary or non-guaranteed hours employees for the Reporting Period.

Educational Background Diversity (%)

Our workforce primarily consists of non-tertiary educated and they contributed to 76.47% of our total workforce as at 31 December 2025 (31 December 2024: 75.98%). Key statistics on educational diversity of our employees are as follows:

Sustainability Metric	FY2025		FY2024	
	Tertiary (%)	Non-Tertiary (%)	Tertiary (%)	Non-Tertiary (%)
Percentage of employees by education level	23.53	76.47	24.02	75.98

During FY2025, there were zero incidents of unlawful discrimination against employees (FY2024: zero incidents).

10.9 INVESTMENT IN COMMUNITIES

Commitment

We are committed in contributing back to the communities and recognise that the long-term success of our business is closely related to the health and prosperity of the communities we operate in.

Approach

We believe it is our responsibility to contribute to the well-being of our local communities, and we are proud to be able to do this through our initiatives. We will and look forward to continuing our efforts in such enriching activities.

Performance

During the Reporting Period, we participated in a pillow exchange event organised by Reach Out, a ground-up community organisation. Our volunteers went door-to-door to check in on residents, spark conversations and swapped old pillows for fresh ones. We strive to uplift living conditions and create warmer, stronger communities through this event.



As part of our sustained efforts to empower local communities, we served the following beneficiaries through donations for the Reporting Period (non-exhaustive): (i) Ren Ci Hospital; (ii) Lion Clubs International District No. 309; and (iii) Jamiyah Nursing Home.

10.10 CUSTOMER HEALTH AND SAFETY

Commitment

We are committed to ensuring that all our food products are safe for consumption and that our customers’ well-being is taken care of, to ensure the long-term sustainability of our business.

Approach

Stringent Health and Safety Standards

To ensure our products meet the highest standards of health and safety, we implemented stringent internal control procedures for our products as well as ensuring that our products undergo rigorous quality assurance (“QA”) processes. Products that fall short of our QA standards are rejected and not accepted into our inventory.

Our factory in Malaysia strictly follows the seven principles and standards set out in the HACCP, a globally recognised system for reducing the risk of safety food hazard. The seven principles comprise: (i) conducting a hazard analysis; (ii) identifying critical control points; (iii) establishing critical limits; (iv) establishing monitoring procedures; (v) establishing corrective actions; (vi) establishing verification procedures; and (vii) establishing record-keeping procedures.

In addition, the factory is also awarded with the FSSC 22000 certification, a global certification scheme for food safety management. To qualify for the certification, we implemented a robust system for management of food safety with the following key measures:

- performing periodic assessments to ensure our raw materials and finished goods are purchased from competent and reliable suppliers and contract manufacturers;
- tracking temperature records of chillers and freezers and follow up on deviations promptly;
- engaging an accredited third-party laboratory to conduct independent tests on whether our food products are safe for consumption;
- performing in-house and third-party audit checks on compliance with applicable requirements;
- conducting training internally and send our employees for external relevant training on good manufacturing practices, allergen controls, and Halal practices; and
- maintaining proper traceability records such as unique batch information; and
- establishing recall procedures to ensure the timely identification, traceability, and withdrawal of our food products that may pose a safety risk.

Our chocolate factory in Malaysia is Halal certified, to ensure that the concerns of our Muslim customers are properly addressed. To comply with Jakim's rules and regulations, we implemented the following procedures:

- setting up a formal Halal team with proper appointments, job descriptions and appoint personnel with the relevant experience and competency as members of the team;
- Implementing policies and procedures such as control measures and corrective actions;
- establishing proper documentation systems including sourcing records, operational logs, and corrective action logs;
- performing compliance checks on the Halal system against established Jakim guidelines by our Halal team; and
- performing periodic reviews of the Halal system especially when changes are made.

Proper Product Labelling and Communication

Our product labels comply with relevant product labelling regulations and guidelines such as Food Regulations and Sale of Food Act, guidelines set by SFA and Food Regulations 1985 of Malaysia ("**Prevailing Product Labelling Regulations**"). Details of the key labelling requirements are as follows:

- proper product name and labelling that match the content of the food product;
- relevant dates labelled such as best before or use by date, expiry date, or packing date; and
- comprehensive list of ingredients used, allergens or ingredients that are hypersensitive such as milk, eggs, and gluten.

Performance

During the Reporting Period, there were zero incidents of non-compliance to the Prevailing Product Labelling Regulations (FY2024: zero incidents).

10.11 ROBUST CORPORATE GOVERNANCE FRAMEWORK

Commitment

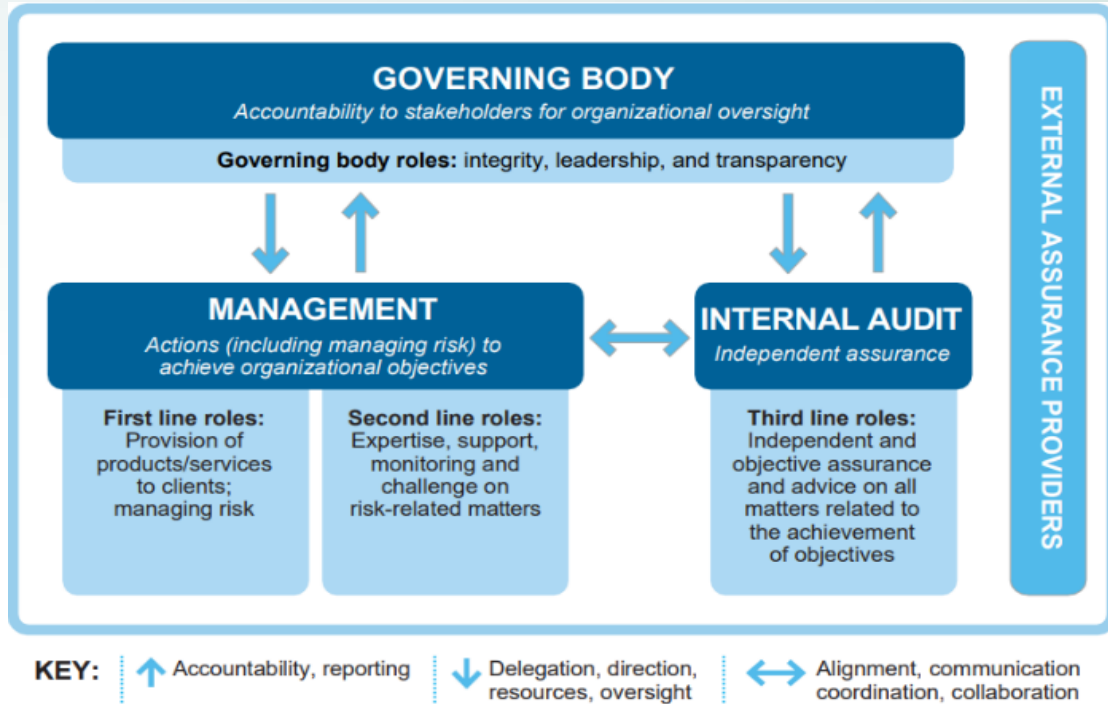
We adhere to the principles and guidelines of the Code of Corporate Governance and are committed to responsible business practices and long-term value creation for all stakeholders.

Approach

In line with the principles and guidelines, we enhanced our Board's independence, strengthened shareholder rights, and improved transparency and disclosure. These measures fostered a culture of accountability and ethical conduct across the Group, benefiting our stakeholders including employees, customers, and investors.

We aligned our corporate governance and risk management approach with the Three Lines Model issued by the Institute of Internal Auditors ("**IIA**"). The Three Lines Model serves to identify structures and processes that best assist the achievement of organisational objectives and facilitate strong governance and risk management. Under the

Three Lines Model, the roles and responsibilities of governing body, management (first- and second-line roles), internal audit (third-line roles) and the relationship among them are defined as follows:



Source: The IIA's Three Lines Model

The Group does not tolerate fraudulent and corruption practices as it may disrupt the business operations and impede the growth of the business due to a loss of trust which we built over the years. To encourage the appropriate use of the whistle-blowing channel, a whistle-blowing policy is maintained which covers the following areas:

- to communicate the Group's expectations on employees in detecting fraudulent activities, malpractices, or improprieties;
- to guide employees and any other persons on the course of action when addressing their concerns or suspicions of fraudulent activities, malpractices, or improprieties;
- to provide a process for investigations and management reporting; and
- to establish the policies for protecting whistle-blowers against reprisal by any person internal or external to the Group.

We communicate and place our whistle-blowing policy and procedures on our website for ease of reference at <https://www.hosengroup.com/contact-php/>.

Anti-Corruption and Ethical Business Practices

As an industry leader, we believe in setting the right example and are committed to anti-corruption and ethical business practices as follows:

Policy/ Guideline	Our Commitment
Anti-bribery and corruption	We do not tolerate all forms of corruption, and all employees are expected to adhere to the same standards.
Anti-competition	We support fair competition and ensure that our practices are aligned with the Singapore's Competition Act.
Code of conduct	We expect all employees to meet the highest ethical standards in all aspects. Employees are required to declare any conflict of interest during employment and in their dealings with stakeholders.
Ethical marketing practices	We adhere to the Singapore Code of Advertising Practice and ensure our advertisements are legal, honest, and truthful when engaging potential customers.
Grievance	We establish a proper internal channel for employees to report grievance via a proper chain of command. Unresolved matters are referred to the relevant authorities.

Policy/ Guideline	Our Commitment
Personal data protection	We implement measures to safeguard personal data collected from our stakeholders and comply with Singapore's Personal Data Protection Act.
Whistle-blowing	We establish a whistle-blowing policy to provide a safe channel for employees to report concerns about unethical or unlawful behaviour and matters related to organisational integrity. Any form of retaliation against an individual who in good faith reports a suspected violation is prohibited. In addition, we provide feedback channels to further strengthen our zero-tolerance approach towards corruption and fraud.

Performance

During FY2025, there were zero incidents of serious offence⁸ (FY2024: zero incidents) and zero incidents of non-compliance with any applicable laws and regulations⁹ that resulted in a significant fine or non-monetary sanction (FY2024: zero incidents).

For more details on our corporate governance practices, please refer to the AR FY2025, pages 13 to 37 for the Group's Corporate Governance Report.

11. TARGETS AND PROGRESS

To measure our ongoing sustainability performance and drive continuous improvement, we developed a set of targets related to our material Sustainability Factors. Our progress against these targets is reviewed and reported on an annual basis with details as follows:

Legend	Progress Tracking
○○○	New target
●●●	Target achieved
●●○	On track to meet target
●○○	Not on track, requires review

S/N	Material Sustainability Factor	Target ²⁶	Performance in FY2025
Economic			
1	Total Customer Satisfaction	<u>Ongoing and long-term</u> Maintain or expand house brand portfolio	●●● We maintained a portfolio of 16 house brands.
2	Sustainable Business Performance	<u>Short-term</u> Maintain or increase our economic value generated subject to market conditions	●○○ Our economic value generated decline to S\$70.67 million.
Environmental			
3	Water Conservation	<u>Short-term</u> Maintain or reduce the water consumption intensity	●○○ Our water consumption intensity increased to 0.088 Cu M/ revenue S\$'000.
4	Responsible Waste Management	<u>Short-term</u> Maintain or reduce waste generated intensity	●●● Our general waste generated intensity is maintained at <0.001 tonnes/ revenue S\$'000.
5	Energy Conservation and GHG Emissions Reduction	<u>Short-term</u> Maintain or reduce aggregated Scope 1 and 2 GHG emissions intensity by FY2025, with FY2022 as our baseline <u>Medium-term</u>	●●● Our aggregated Scope 1 and 2 GHG emissions intensity is 0.013 tCO ₂ e per revenue S\$'000 and remained constant. ●○○

²⁶ Time horizons for target setting are (1) short-term: within 5 years (until FY2029); (2) medium-term: between 5 to 20 years (FY2030 and FY2044); (3) long-term: more than 20 years (FY2045 onwards); and (4) ongoing: encompassing short, medium and long-term.

S/N	Material Sustainability Factor	Target ²⁶	Performance in FY2025
		Reduce aggregated absolute Scope 1 and 2 GHG emissions by 25.00% by FY2035, with FY2022 as our baseline <u>Long-term</u> Aspire to achieve carbon neutrality by FY2050	Our aggregated absolute Scope 1 and 2 GHG emissions increased to 907 tCO ₂ e. ●●● We plan to use REC and carbon credits to offset unavoidable residual GHG emissions by FY2050, subject to market maturity.
Social			
6	Safe Working Environment	<u>Short-term</u> Maintain rate of work injury below 2.00 ²⁷ <u>Ongoing and long-term</u> Maintain zero workplace fatalities, high consequence work-related injuries and recordable work-related ill health cases	●●● Our rate of work injury of 0.57 is less than 2.00. ●●● There were zero workplace fatalities, high consequence work-related injuries and recordable work-related ill health cases.
7	Employee Development and Retention	<u>Ongoing and long-term</u> Maintain or improve employee turnover rate	●●● The employee turnover rate has improved to 17.86%.
8	Workplace Diversity and Equality	<u>Ongoing and long-term</u> Maintain zero incidents of unlawful discrimination against employees	●●● There were zero incidents of unlawful discrimination against employees.
9	Investment in Communities	<u>Ongoing and long-term</u> Continue to engage in community projects and charitable activities	●●● We continued to engage in community projects and charitable activities.
10	Customer Health and Safety	<u>Ongoing and long-term</u> Maintain zero incidents of non-compliance with food safety and hygiene rules and regulations	●●● We maintained zero incidents of non-compliance with food safety and hygiene rules and regulations.
Governance			
11	Robust Corporate Governance Framework.	<u>Ongoing and long-term</u> <ul style="list-style-type: none"> ▪ Maintain zero incidents of serious offence⁸ ▪ Maintain zero incidents of non-compliance with any applicable laws and regulations⁹ that resulted in a significant fine or non-monetary sanction 	●●● There were zero incidents of serious offence. ●●● There were zero incidents of non-compliance with any applicable laws and regulations that resulted in a significant fine or non-monetary sanction.

For the material Sustainability Factors identified in this Report, the Board and the SC have considered the relevance and usefulness of setting related targets in the short-, medium-, and long-term horizon. As the historical data trends for certain material Sustainability Factors have yet to stabilise, we have not set the related medium and long-term targets. We will disclose such targets in our future sustainability reports when the data trends have stabilised and subject to market trends.

12. CLIMATE-RELATED DISCLOSURES

We are committed to supporting the recommendations by the TCFD and disclosed our climate-related financial disclosures in the following key areas as recommended by the TCFD:

²⁷ Target revised to factor in changes in workforce size and facilitate comparison against industry benchmarks.

Governance

a. Describe the board's oversight of climate-related risks and opportunities.

b. Describe management's role in assessing and managing climate-related risks and opportunities.

Refer to section 'Sustainability Governance Structure' for further information.

Strategy

a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

We recognise that climate change poses different types of risks to our business. The Group's assessment on the potential implications of the climate-related risks was undertaken based on the Network of Central Banks and Supervisors for Greening the Financial System ("NGFS") range of climate scenarios:

Scenario	Description
Orderly (Net Zero 2050)	Achieving a target of net-zero global CO ₂ emissions by 2050 will require an ambitious transition across all sectors of the economy. This scenario highlights the importance of decarbonising the electricity supply, increasing electricity use, improving energy efficiency, and developing new technologies to tackle hard-to-abate emissions. Transition risks to achieving the target could result from higher emissions costs, and changes in business and consumer preferences, whilst minimising physical risks.
Hot house world (Current policies)	Whilst many countries have started to introduce climate policies, they remain insufficient to achieve official commitments and targets. If additional measures are not implemented, global temperature could rise 3 °C or more by 2100. This would likely result in deteriorating living conditions in many parts of the world and lead to some irreversible impacts, such as sea-level rise. Physical risks to the economy could result from disruption to ecosystems, health, infrastructure and supply chains.

We selected NGFS' orderly and hot house world scenarios for the purpose of our qualitative climate scenario analysis. The impact of climate-related risks is analysed on Group-wide activities in the short-term (within 5 years, until FY2029), medium-term (between 5 to 20 years, between FY2030 and FY2044) and long-term (more than 20 years, FY2045 onwards). Based on the above-mentioned scenarios, the climate-related risks and opportunities identified by the Group during a climate-related risk assessment exercise include the following:

Physical Risk

Increased Severity of Extreme Weather Events			
Climate-related Risk	Climate change poses significant risks to farm products and may lead to higher costs for our ingredients. The Group may experience adverse financial impacts due to escalating costs of food ingredients and diminished product quality.		
	Additionally, with rising temperatures and more frequent heatwaves resulting from global warming and climate change, the risks of increased cooling expenditures and reduced labour productivity are expected to rise.		
	We remain vigilant in monitoring the impact of climate change on our operations, mindful of the alarming estimated global cost of US\$16 million per hour ²⁸ arising from climate-related damage.		
Significance of Financial Impact	Short-term	Medium-term	Long-term
	Scenario 1: Hot house world		
	●	●	●
Scenario 2: Orderly			
	●	●	●
Mitigation Measure	We put in place a climate change transition plan to steer us on our decarbonisation journey.		
	The increased severity of extreme weather events drove us in transiting to renewable energy sources and increasing our operational efficiency.		
	Solar panels were installed on our buildings to provide us with clean energy. We also adopted motion sensors and LED lighting to lower energy usage in applicable areas.		

²⁸ Source: <https://www.weforum.org/agenda/2023/10/climate-loss-and-damage-cost-16-million-per-hour/>

Increased Severity of Extreme Weather Events	
	Refer to section 'Energy Conservation and GHG Emissions Reduction' for further details.
Climate-related Opportunity	We may capitalise on opportunities available in improving our operational efficiency, designing new production processes, and developing new sustainable products. The Group also realises the opportunity to invest in energy-efficient technologies and renewable energy use.

Transition Risk

Enhanced GHG Emissions Reporting Obligations			
Climate-related Risk	With rising concerns over the effects of climate change, key stakeholders such as the regulators and shareholders are requiring reporting of climate-related information. Failure to comply with enhanced GHG emissions reporting obligations may lead to adverse impacts on the Group's reputation and financial performance. These new requirements necessitate the investment of manpower resources in more comprehensive data collection, analysis and reporting processes, greater involvement from management and additional costs for consultants and employee training.		
Significance of Financial Impact	Short-term	Medium-term	Long-term
	Scenario 1: Hot house world		
	●	●	●
	Scenario 2: Orderly		
	●	●	●
Mitigation Measure	To strengthen our sustainability governance structure, we put in place a SC for managing and monitoring our material Sustainability Factors, including working with the various business units and corporate functions to ensure that these are integrated into our day-to-day operations. In addition, we established TOR for component parties involved in the sustainability reporting process, for clarity and accountability purposes. With the above, we will be in a better position to meet the changes in regulations and rising expectations of stakeholders on the environment.		
Climate-related Opportunity	The enhanced GHG emissions reporting obligations and increase in regulatory costs will raise climate awareness among our employees. With more defined job responsibilities and training, the Group will also be better positioned to use energy resources responsibly and adopt environmentally friendly practices.		

Refer to section 'Key Assumptions' for further information.

Legend

● Minor ● Moderate ● Major

This assessment will guide our future resilience measures and scenario analysis, subject to market trends and evolving requirements. In terms of our business strategy and financial planning based on the scenarios above, we will continue to formulate adaptation, and mitigation plans, and explore allocating resources towards transitioning to low-carbon practices. We strive to minimise the climate risks associated with our business and will seize opportunities in an effective manner such as expanding collaboration and partnership with key stakeholders to innovate and develop low carbon goods and services for the market.

Strategy

c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

The resilience of an organisation's strategy is dependent on its ability to adapt and thrive in the face of changing circumstances and emerging risks. The climate scenario analysis is crucial in providing insights on the potential extent of the climate-related risk exposure to our businesses as well as the potential opportunities.

Through our climate scenario analysis, we concluded that under warming scenario 1 (Hot house world: >3°C warming), unmitigated risks of increased severity of extreme weather events may lead to severe financial impact in the medium and long-term. Under warming scenario 2 (Orderly: <2°C warming), the climate-related risks identified are not expected to result in significant financial impacts in the short, medium, and long-term. To address the risks and capitalise on opportunities associated with climate change, we will continuously build on our strategy to remain resilient as we make progress in our sustainability journey.

Risk Management

- a. Describe the organisation's processes for identifying and assessing climate-related risks*
- b. Describe the organisation's processes for managing climate-related risks.*
- c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.*

Climate-related risk management is integrated into our ERM framework, whereby potential climate-related risks are identified, assessed, monitored, and managed. The CFO, General Manager and Working Committees are responsible for identifying and documenting their relevant climate-related risk exposures that might hinder their progress towards contributing to the Group's business objectives. These risks and opportunities, along with their treatment plans, are reviewed and updated during the annual ERM exercise and presented to the Audit Committee and the Board along with the other key enterprise-wide risks. Climate-related risks are also monitored based on the trend of climate-related sustainability metrics.

Metrics and Targets

- a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.*

We track, measure and report on our environmental performance, including energy, GHG emissions, water and waste management and disclose related metrics in this Report. Monitoring and reporting these metrics help us in identifying areas with material climate-related risks and enable us to be more targeted in our efforts.

- b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.*

To support the climate change agenda, we disclosed our direct (Scope 1) and indirect (Scope 2 and 3) GHG emissions in this Report and set climate-related targets such as those related to GHG emissions, water, and waste management.

Our disclosure on indirect GHG emissions (Scope 3) in this Report includes purchased goods and services (category 1), waste generated (category 5), business travel (category 6) and employee commuting (category 7).

- c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.*

As a commitment towards mitigating climate change, we set climate-related targets related to GHG emissions, water, and waste management. For further details, please refer to section 'Targets and Progress'.

13. INDUSTRY-BASED GUIDANCE ON IMPLEMENTING CLIMATE-RELATED DISCLOSURE METRICS

The sustainability disclosure metrics are based on the IFRS Sustainability Disclosure Standard industry-based guidance for implementing climate-related disclosure (Volume B22 – Food Retailers & Distributors) for the manufacturing and distribution of processed food products business segment. The details are as follows:

Sustainability Disclosure Topics and Metrics

Code	Metric	FY2025	FY2024
Fleet Fuel Management			
FB-FR-110a.1	Fleet fuel consumed, percentage renewable (%)	-	-
Air Emissions from Refrigeration			
FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	Not available as we are working with our suppliers to develop methodologies to track the emissions from refrigeration.	Not available as we are working with our suppliers to develop methodologies to track the emissions from refrigeration.
FB-FR-110b.2	Percentage of refrigerants consumed with zero ozone-depleting potential		
FB-FR-110b.3	Average refrigerant emissions rate		
Energy Management			
FB-FR-130a.1	Operational energy consumed (GJ)	4,710	4,303
	Percentage grid electricity (%)	72.93	73.22
	Percentage renewable (%)	27.07	26.78
Management of Environmental & Social Impacts in the Supply Chain			
FB-FR-430a.1	Revenue from products third-party certified to environmental or social sustainability sourcing standards	-	-
FB-FR-430a.2	Percentage of revenue from eggs that originated from a cage-free environment	Not applicable as we do not derive any revenue from egg products.	Not applicable as we do not derive any revenue from egg products.
	Percentage of revenue from pork produced without the use of gestation crates	Not applicable as we do not derive any revenue from the production of pork.	Not applicable as we do not derive any revenue from the production of pork.
FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Refer to section 'Customer Health and Safety' for further information.	Refer to section 'Customer Health and Safety' for further information.
FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	Refer to section 'Responsible Waste Management' for further information.	Refer to section 'Responsible Waste Management' for further information.

Activity Metrics

Code	Activity Metric	FY2025	FY2024
FB-FR-000.A	Number of retail locations	3	3
	Number of distribution centres	3	3
FB-FR-000.B	Total area of retail space (Square metres [m ²])	10,111	10,111
	Total area of distribution centres	10,111	10,111
FB-FR-000.C	Number of vehicles in commercial fleet	25	25
FB-FR-000.D	Ton-kilometres travelled (Ton kilometres)	Not disclosed due to confidentiality.	Not disclosed due to confidentiality.

14. KEY ASSUMPTIONS

The key assumptions reflect the current market conditions, regulatory landscapes and stakeholder expectations. Details of the scope and assumptions for our scenario analysis and climate change transition plan are as follows:

Disclosure	Assumption
Climate change transition plan	<p>Our climate change transition plan, including levers and detailed action plans, assumed certain future events, trends, plans, expectations and objectives relating to the Group's business operations, in setting our targets. It is also prepared based on the current operating environment, which includes policies and plans undertaken by governments and other stakeholders.</p> <p>Accordingly, these assumptions are subjected to inherent uncertainties including (but not limited to) changes in regulatory requirements, progress in technological developments, stakeholders' action and reaction and other external factors that are beyond the Group's control.</p> <p>As such, our climate change transition plan may be reviewed and updated over time to reflect evolving circumstances and availability of new information.</p>
Scenario analysis	<ul style="list-style-type: none"> ▪ In assessing the potential implications of climate-related risks based on NGFS range of climate scenarios, we also considered alternate range of climate scenarios from the International Energy Agency and the Representative Framework, and made various assumptions adopted in such frameworks. ▪ The scenario analysis performed is dependent on the said assumptions under the NGFS range of scenarios. Key assumptions are as follows: <ul style="list-style-type: none"> (i) Orderly (Net Zero 2050): Assumes that ambitious climate policies and technological shifts are introduced immediately and forcefully impact the economy. (ii) Hot House World (Current Policies): Assumes that only currently implemented policies are preserved, leading to high physical risks. Emissions grow leading to about 3 °C. Investments allocation and energy mix do not change. ▪ Constant growth is assumed when assessing the financial and environmental impact. ▪ The scenario analysis includes a modelling process, which is constantly changing as the operating environment evolves, and contains uncertainties and limitations that are commonly associated with scenario analysis.

15. GRI CONTENT INDEX

Statement of Use	Hosen Group Ltd. has reported the information cited in the GRI content index for the Reporting Period with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	5, AR FY2025 – Corporate Profile 1, AR FY2025 – Group Structure 11, AR FY2025 – Corporate Information 52
	2-2 Entities included in the organisation’s sustainability reporting	5
	2-3 Reporting period, frequency and contact point	3, 5-6
	2-4 Restatements of information	16, 19
	2-5 External assurance	6
	2-6 Activities, value chain and other business relationships	5
	2-7 Employees	23-24
	2-8 Workers who are not employees	None
	2-9 Governance structure and composition	9-10, AR FY2025 – Corporate Governance Report (The Board’s Conduct of Affairs / Board Composition and Guidance) 14-19
	2-10 Nomination and selection of the highest governance body	AR FY2025 – Corporate Governance Report (Board Membership) 20-22
	2-11 Chair of the highest governance body	AR FY2025 – Board of Directors 9-10, AR FY2025 – Corporate Governance Report (Chairman and Chief Executive Officer) 20
	2-12 Role of the highest governance body in overseeing the management of impacts	9-10
	2-13 Delegation of responsibility for managing impacts	9-10, AR FY2025 – Corporate Governance Report (The Board’s Conduct of Affairs) 14-17
	2-14 Role of the highest governance body in sustainability reporting	9-10
	2-15 Conflicts of interest	AR FY2025 – Corporate Governance Report (The Board’s Conduct of Affairs) 14-17
	2-16 Communication of critical concerns	25-27, AR FY2025 – Corporate Governance Report (Audit Committee) 33
	2-17 Collective knowledge of the highest governance body	9-10, AR FY2025 – Corporate Governance Report (Risk Management and Internal Controls) 28-30
	2-18 Evaluation of the performance of the highest governance body	AR FY2025 – Corporate Governance Report (Board Performance / Developing Remuneration Policies) 23-28
	2-19 Remuneration policies	AR FY2025 – Corporate Governance Report (Board Performance / Developing Remuneration Policies) 23-28
	2-20 Process to determine remuneration	AR FY2025 – Corporate Governance Report (Board Performance / Developing Remuneration Policies) 23-28
	2-21 Annual total compensation ratio	Information is not provided due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	3
	2-23 Policy commitments	8-27
	2-24 Embedding policy commitments	8-27

GRI Standard	Disclosure	Location
	2-25 Processes to remediate negative impacts	25-27, AR FY2025 – Corporate Governance Report (Audit Committee) 31-34
	2-26 Mechanisms for seeking advice and raising concerns	25-27, AR FY2025 – Corporate Governance Report (Audit Committee) 31-34
	2-27 Compliance with laws and regulations	25-27, AR FY2025 – Corporate Governance Report (Disclosure Table for Annual Report in Compliance to the Code of Corporate Governance 2018 and Catalist Rules) 36-37
	2-28 Membership associations	None
	2-29 Approach to stakeholder engagement	7
	2-30 Collective bargaining agreements	None of our employees are covered by collective bargaining agreements.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	8-12
	3-2 List of material topics	11-12
	3-3 Management of material topics	11-27
Sustainable Business Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	14
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	14
	201-2 Financial implications and other risks and opportunities due to climate change	28-31
	201-3 Defined benefit plan obligations and other retirement plans	AR FY2025 – Financial Statements 84
	201-4 Financial assistance received from government	AR FY2025 – Financial Statements 83
Robust Corporate Governance Framework		
GRI 3: Material Topics 2021	3-3 Management of material topics	25-27
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
Energy Conservation and GHG Emissions Reduction		
GRI 3: Material Topics 2021	3-3 Management of material topics	16-20
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	
	302-2 Energy consumption outside of the organisation	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirement of products and services	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	16-20, 32
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other direct (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
Water Conservation		
GRI 3: Material Topics 2021	3-3 Management of material topics	15
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	
Responsible Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	15-16

GRI Standard	Disclosure	Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	24-25
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	
	417-2 Incidents of non-compliance concerning product and service information and labeling	
	417-3 Incidents of non-compliance concerning marketing communications	
Employee Development and Retention		
GRI 3: Material Topics 2021	3-3 Management of material topics	21-22
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3 Parental leave	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	
	404-3 Percentage of employees receiving regular performance and career development reviews	
Safe Working Environment		
GRI 3: Material Topics 2021	3-3 Management of material topics	20
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
Workplace Diversity and Equality		
GRI 3: Material Topics 2021	3-3 Management of material topics	23-24, AR FY2025 – Corporate Governance Report (Board Composition and Guidance)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	
	405-2 Ratio of basic salary and remuneration of women to men	Information is not provided due to confidentiality constraints.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	23-24

GRI Standard	Disclosure	Location
Investment in Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	24
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	
	413-2 Operations with significant actual and potential negative impacts on local communities	



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