SUSTAINABILITY REPORT 2022

BOARD STATEMENT

The board of directors ("**Board**") of 9R Limited (formerly known as "Viking Offshore and Marine Limited") ("**Company**") presents this Sustainability report ("**Report**", or "**SR2022**") which discusses the strategies, priorities, targets, and performance of the management on sustainability matters, including the economic, environmental, social, and governance ("**ESG**") aspects, of the Company and its subsidiaries ("**Group**") for the financial year ended 31 December 2022 ("**FY2022**").

We bring our sustainability report at a time when the world is breaking the shackles while coming out of a period plagued by the COVID-19 pandemic, and the ramifications of the Russia-Ukraine conflict. During FY2022, the gradual recovery from the COVID-19 pandemic and the removal of restrictions on travel, the demand for supply chain management business and lifestyle retail business ("**New Businesses**") has improved significantly. Thinking and acting on ESG proactively is becoming more pressing.

The Board is committed to ensuring the Company's longevity and sustainability, including reviewing its performance, policies and practices in relation to ESG topics. The Board, together with the management of the Company ("**Management**"), considers ESG matters in all aspects of its business strategy. The Board assesses opportunities and risks presented by material ESG topics, which helps the Board to determine the appropriate strategies, policies and practices that will provide the Company with the adaptability and flexibility to seize opportunities to deliver sustainable shared socio-economic value and progress to key stakeholders, while being well-supported by sound risk management.

This SR 2022 serves as a valuable tool to guide our efforts and measure our progress towards our sustainability goals. To improve upon our policies, systems, and results, we welcome feedback from our stakeholders regarding our sustainability efforts. Please send your comments and suggestions to info@9rlimited.com.

On behalf of the Board
ONG SWEE SIN
Executive Director and Chief Executive Officer

SUSTAINABILITY REPORT 2022

ABOUT SR2022

This SR2022 discloses how the Group manages its ESG commitments, including the challenges and plans to address any sustainability issues in FY2022, and the Group's initiatives moving forward.

This SR 2022's content and boundaries are determined by the Company through a materiality assessment (explained in more detail below). The Company acknowledges the data collection challenges for certain disclosures and is continuously working to improve its data maturity and tracking resources.

We believe that transparent reporting of how we identify and address material ESG topics across our operations demonstrates our commitment to accurate disclosure.

ABOUT THE COMPANY

The Group's business diversification plan from Offshore and Marine Business including supply chain management business and lifestyle retail business ("**New Businesses**") was completed in 2022. The Company sees potential in the New Businesses in providing high growth and recurrent revenue streams with sustainable and long-term prospects of profitability and growth for the Group.

SUSTAINABILITY REPORTING SCOPE, PERIOD AND FRAMEWORKS

This Report covers the Group with the reporting period being FY2022. This SR2022 was prepared according to GRI Standards and Singapore Exchange ("**SGX**") listing rules and requirements ("**SGX-ST Listing Manual**"). We have chosen to report using GRI Standards as it is an internationally recognized reporting framework and is the most adopted reporting standard for SGX sustainability reporting. The GRI content index can be found in at the rear of this SR2022.

The Company is informed by ESG professionals that it has engaged relating to this SR, that the reporting under Task Force on Climate-Related Financial Disclosures ("**TCFD**") for FY2022 is not relevant to the nature of the New Businesses.

Nevertheless, we have voluntarily disclosed some of our climate-related disclosures below, where such climate-related disclosures are guided by TCFD recommendations. Such climate-related disclosures include our push for energy saving initiatives, adopting better waste disposal measures and sustainable food packaging.

This SR2022 is published annually and the contact for the report is our Ms. Joanne Chong at joanne.chong@9rlimited.com.

EXTERNAL ASSURANCE

While we have not sought for external assurance for this Report, we have relied on internal data monitoring and verification to ensure accuracy and have conducted a materiality assessment on the topics disclosed in this SR2022. The sustainability reporting process of the Company has been subjected to internal review.

SUSTAINABILITY REPORT 2022

GOVERNANCE STRUCTURE

The Board acknowledges its duties and responsibilities in ensuring the Company's strategy includes sustainability considerations such as ESG matters.

The Board is responsible for ensuring that there is an effective governance structure in place to facilitate the integration and management of sustainability matters in the Group's operations. Through the Group's risk management processes, sustainability-related risks and opportunities are identified and integrated into the Group's risk management and internal control systems. These sustainability-related risks are addressed through strategies and targets formulated and guided by the Audit and Risk Committee ("**ARC**"). The Audit and Risk Committee reviews the Group's key risks facing the Group's business and reports to the Board at least twice a year.

Our sustainability strategy is developed and managed by the senior management in consultation with the Board. The Chief Executive Officer ("**CEO**") is updated on a regular basis on the progress of the Group's sustainability initiatives. The senior management is tasked to develop the sustainability strategy considering climate-related risks to the operation, materiality topics and stakeholder engagement. The senior management is also tasked with the responsibility to develop sustainability policies, setting targets, collecting data, and implementing measurement processes. The Group continuously monitors the sustainability performance by reviewing the targets, adjusting targets as necessary, and identifying new areas for improvement.

GOVERNANCE STRUCTURE	
Board of Directors	– Oversees the Group's sustainability direction, strategies, and policies – Assesses opportunities and risks presented by material ESG topics – Determine the appropriate strategies, policies and practices to deliver sustainable shared socio-economic value and progress to key stakeholders
Management	– Assists and supports the Board on the Group's sustainability matters, direction, strategies, and policies
Employees	– Implement sustainability initiatives and provide feedback on improvements

STAKEHOLDERS' ENGAGEMENT

The Company recognises that its corporate value lies in the ability to create sustainable, long-term stakeholder value creation. In the pursuit of this objective, the Company acknowledge that there would be various stakeholders who may have different, sometimes conflicting positions with regard to their perception of value. In this regard, the Company endeavours to strike a balance in its value creation strategies, between the Company's obligations to deliver value to stakeholders and corporate responsibilities. The Company also considers stakeholder value in the short, medium, and long term.

The Group's stakeholders include, but are not limited to, the shareholders and investors, customers, suppliers and service providers in the supply chain, regulators and authorities, financiers, and banks, the local communities, and the media. All stakeholders may have varying influences on the business or interest or dependence on the business, and this is also taken into account in the Group's engagement strategies.

We have established various engagement channels to communicate and interact with the various types of stakeholder groups we have across the Group. These engagement channels are customized to suit the different engagement needs of our stakeholders, considering communication effectiveness, cost-efficiency, as well as other management factors.

SUSTAINABILITY REPORT 2022

Generally, the Group's stakeholder engagement strategies are developed to ensure stakeholders obtain sufficient information to facilitate informed decision-making, especially pertaining to matters involving their interests that the Company has responsibility or obligation towards. In addition, we also leverage the engagement channels to understand their concerns and interest, including in the areas of sustainability. These engagements allow us to hear from stakeholders where we have done well or may need improvement, and this supports the Group's ongoing business enhancement.

The following table summarizes the Company's key stakeholder groups, the key methods of engagement, and frequency of engagement with the key stakeholder groups.

Key Stakeholder Groups	Key Methods of Engagement	Frequency of Engagement
Shareholders and Investors	• Annual general meetings • Extraordinary general meetings • Investors briefing • Corporate announcements • Media releases	Regularly
Customers	• Daily engagements via field visits and individual interactions • Briefings about services • Site visits • Advertisements and media releases	Regularly
Contractors and Suppliers	• Regular visits • Supplier evaluations and registration	Regularly
Local Authorities/Municipalities/ Regulators/Government Ministries	• Compliance efforts, i.e., submission of reports • Regular visits • Events, i.e., corporate, government and conferences • Media releases	Periodically
Employees and workers	• Performance evaluation • Trainings and developments • Compensations and benefits • Corporate and community activities	Regularly
Local Communities/ Non-Governmental Organisations/ Industry Associations	• Corporate Social Responsibility (CSR) activities • Industry associations • Sponsorships and donations • Media releases • Website/social media	Ad hoc

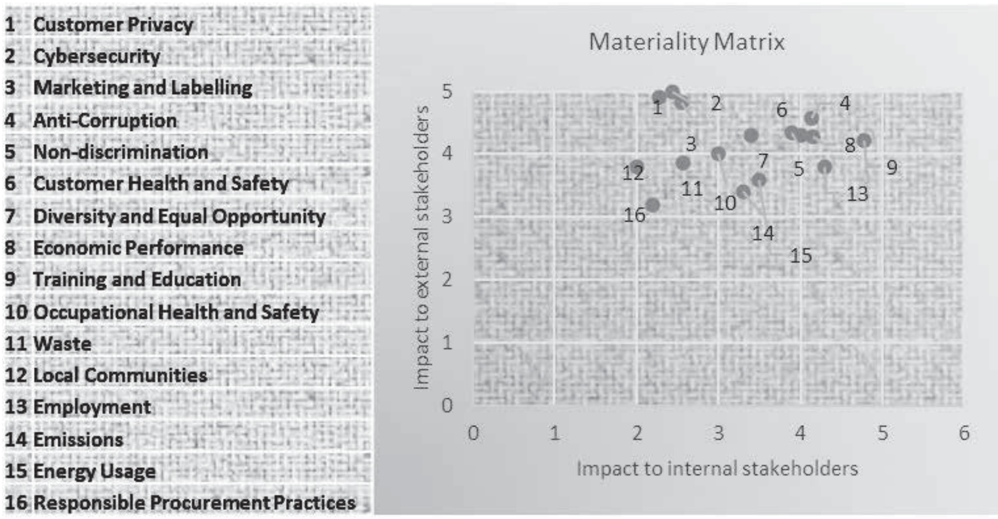
SUSTAINABILITY REPORT 2022

MATERIALITY

The Group underwent a restructuring process which resulted in a substantial change in the nature and type of business operations. Hence, we engaged our employees from different departments of the Group to seek our internal stakeholders' feedback on the prioritisation of these topics. A materiality assessment is aimed to be conducted annually, incorporating inputs gathered from stakeholders' engagements. In order to determine if a factor is material, we assessed its potential impact on our operations and the stakeholders.

This materiality assessment was facilitated via a workshop conducted by an independent professional firm, CLA Global TS Risk Advisory Pte Ltd (formerly known as Nexia TS Risk Advisory Pte Ltd) where it was participated by the Group's Management personnel where sustainability matters relevant to the Company and the Group's businesses are identified and categorised.

The sustainability matters were subsequently assessed by Management via a survey approach, where the key Management personnel were required to assess the materiality of these sustainability matters by rating each matter, considering how they reflect the Group's significant sustainability impacts or if they substantively influence stakeholders' assessment or decisions. Upon the conclusion of the materiality assessment process, the following material sustainability matters were identified for the Group.



MATERIAL ESG TOPICS IDENTIFIED FROM THE ABOVE MATERIALITY ASSESSMENT

ENVIRONMENT	SOCIAL	GOVERNANCE
Energy Usage	Customer Health and Safety	Customer Privacy
Emissions	Diversity and Equal Opportunity	Marketing and Labelling
Waste	Training and Education	Anti-Corruption
	Occupational Health and Safety	Economic Performance
	Local Communities	Responsible Procurement Practices
	Employment	Cybersecurity
	Non-discrimination	

We intend to conduct a materiality assessment in 2023 to re-evaluate the material ESG topics as we expand our New Businesses.

SUSTAINABILITY REPORT 2022

MATERIAL ENVIRONMENT TOPICS

Energy Usage and Emissions

In FY2022, the supply chain management business co-located a shared workspace. Hence, the electricity consumption has not been tracked for FY2022 for such business. However, the supply chain management business has relocated to a new office space in February 2023 and will be tracking the electricity consumption from February 2023 to December 2023. Such electricity consumption will be disclosed in the sustainability report for the financial year ending 31 December 2023.

The acquisition of the Lifestyle Retail Business was completed in the fourth quarter of 2022. During such quarter, the Lifestyle Retail Business consumed 184,433kWh of electricity and 1,689 cubic meters of natural gas as cooking gas in the kitchens.

Energy-saving initiatives will be implemented with the aim of reducing electricity consumption and realising cost savings. Some of the initiatives include:

- Switching off lights and electrical appliances in unused karaoke rooms and office spaces i.e. pantry, toilets, meeting rooms etc; and

- Setting on timers for electrical appliances including air conditioning systems.

We also endeavour to observe the earth hour to raise awareness among our employees and encourage our employees to take accountability for their ecological footprint.

Based on the data available on fuel and electricity consumption, we estimate our Scope 1 and Scope 2 emissions as follows:

Emissions Type	Amount in metric tons of carbon dioxide equivalent (“**MT CO_2**”) equivalent (“**eq**”)
Scope 1 Emissions (in MT CO_2 eq)	3.80
Scope 2 Emissions (in MT CO_2 eq)	120.87
Total Emissions	124.67

The total emissions above for the Group is derived from the electricity and natural gas consumption for the newly acquired lifestyle retail business during October to December 2022. The total emissions did not take into account the electricity consumption for the supply chain management business as such consumption was not tracked for FY2022 since it co-located a shared workspace.

We endeavour to reduce the emissions intensity for the Group in 2023 through the energy-saving initiatives mentioned above. We also endeavour to select suppliers located near the places of our operations to reduce their carbon emissions as a result of travelling to our places of operations to deliver their services or goods.

SUSTAINABILITY REPORT 2022

Waste

The Group takes pollution and waste management seriously and does not generate any hazardous waste in the New Businesses. During the reporting period, we recycled 589.1 kilograms ("**kg**") of waste i.e. 417.10 kg of cardboard and 172.0 kg of plastic through the supply chain management business, as shown in the middle of the image on the right.

However, we were unable to accurately track all waste generated across the New Businesses i.e. single use plastics, food scraps waste (unfinished food or inedible parts like bones), office sundries, etc. We were only able to track the amount of waste recycled through a cash bill received from a local waste management service provider.

Moving forward in the calendar year of 2023 ("**FY2023**"), we will continue to recycle the above-mentioned waste (cardboard and plastic) and endeavour to set up waste segregation baskets at our places of operations for the New Businesses. For food scraps waste, we will explore whether such waste can be composted. For the lifestyle retail business, the Group is exploring the possibility of adopting biodegradable food packaging (paper cups, paper and reusable straws, paper takeaway containers), strawless cup lids and reducing the use of single use plastic bags.

The Group also intends to reduce its use of paper through digitalization.

Water

Water is mainly used for operational and cleaning purposes. Our operations are not located in water-stressed areas.

In FY2022, as the Supply Chain Management Business co-located a shared workspace, we did not track the water consumption for FY2022. However, the supply chain management business has relocated to a new office space in February 2023 and we will be tracking the water consumption from February 2023 to December 2023. Such water consumption will be disclosed in the sustainability report for the financial year ending 31 December 2023. During the last quarter of 2022, the Lifestyle Retail Business consumed 1,182 litres of water.

As part of the ongoing efforts, the Group will monitor and explore initiatives to reduce the water consumed across its New Businesses.

We are pleased to report that there were no fines or penalties arising from non-compliance with environmental laws or regulations. For FY2023, we endeavour to uphold such trend of zero breaches.

MATERIAL SOCIAL TOPICS

Code of Work Ethics and Code of Conduct

There are no known instances of any employee breaching the Code of Conduct or Code of Work Ethics in FY2022. For FY2023, we endeavour to uphold such trend of zero breaches.

Employment, Non-Discrimination, Diversity and Equal Opportunity

We respect diversity within society and amongst the people that we work with. Embracing diversity allows us to appreciate diverse perspectives and enrich our workforce with unique skills and cultural experiences, in addition to fostering an inclusive working environment where everyone is treated fairly.

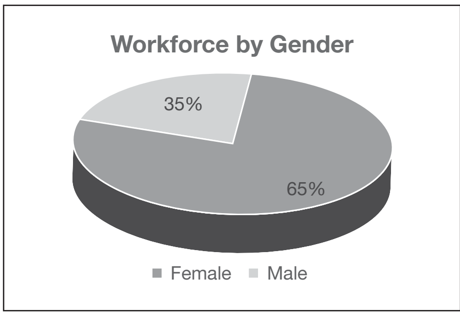
SUSTAINABILITY REPORT 2022

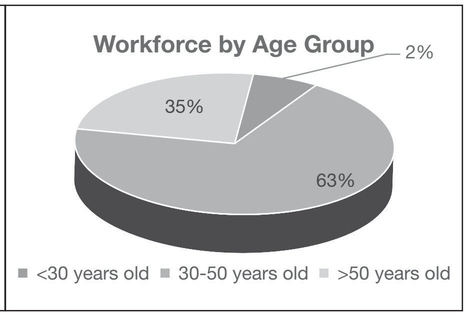
We adopt an equal employment opportunity approach in all our employment practices, including recruitment, performance appraisal, training and development, promotion, as well as disciplinary actions, where we base our decisions on merit and performance and do not discriminate against anyone on the bases of background, race, religion, gender, age, sexual orientation, disabilities, and nationality ("**Unfair Employment Practices**").

In FY2022, there are no complaints by any employees on Unfair Employment Practices. As part of its initiatives, the Group will implement a diversity and inclusion, and non-discrimination policy to document the abovementioned equal employment opportunity approach within the Group in FY2023.

The breakdown of employees as at 31 December 2022 are as follows:

	Female	Male	<30 years old	30-50 years old	>50 years old	Malaysia
Permanent	17	30	28	18	1	47
Part-Time	1	4	5	0	0	5
Subtotal	**18**	**34**	**33**	**18**	**1**	**52**
Total	**52**			**52**		**52**





The number of new employee hires during FY2022 is as follows:

	Female	Male	<30 years old	30-50 years old	>50 years old
New employee hires during FY2022	7	8	9	5	1

The number of employee turnovers during the financial year under review is as follows:

Age Group	FY2022 Number of employee turnover
<30 years old	3
30-50 years old	0
>50 years old	0
Total	**3**

SUSTAINABILITY REPORT 2022

We also view diversity and independence at the Board level as an essential element in sustainability. For FY2022, our Board comprises of 75% independent directors and 25% non-independent directors. For FY2023, the Group will continue to enforce diversity at both the workplace and at the Board.

Training and Education

For the Group, training and education is one of the key areas for effective human capital growth to support the achievement of its long-term business objectives. We undertake ongoing training and education among our employees to develop talents and skills to suit the current and future market needs, as well as keep up with developments relevant to the New Businesses.

Each year, we conduct performance appraisals for all our employees. The performance appraisal sessions serve as a key engagement platform for the Group and employees to have bi-directional communications to review the potential improvement areas for both parties, including the employees' training needs.

For FY2022, we placed more emphasis on the development of technical skills and the enhancement of employees' competence and capabilities. All employees of karaoke retail outlets undergo food handling training for eight (8) hours annually, and outlet managers undergo additional Sales Excellence Training. We also sponsored employees to attend conferences and trainings related to their field of specialisation. In FY2023, we will continue to send employees for such trainings to upskill.

All employees receive feedback on their performance, improvement of their strengths and how they resolve challenges via the Employee Performance Appraisal Form ("**EPA**"). From such feedback, the EPA will set out a score achieved by an employee for their services in FY2022 and such score will determine the employee's salary increment and bonus. On the other hand, managers receive feedback on their performance via a Reverse Performance Appraisal Form ("**RPA**") with similar metrics.

The above EPA and RPA puts in place a remuneration structure to incentivize employees to work towards clear metrics for their career development and growth. For 2023, we will continue to develop and train employees on the identified areas for development.

Sexual Harassment

The Group takes sexual harassment acts very seriously and has mandated zero tolerance for any act of sexual harassment. The Group plans to implement and exhibit a notice to raise awareness on sexual harassment at places of our operations to remind the Group's position of such matters. The Group has implemented complaint procedures and channels for victims of sexual harassment to avail themselves to. Such information is provided in the Group's employment handbooks where a copy of such is given to an employee and such employee is required to sign off indicating they have read its contents.

In FY2022, there are zero incidents of sexual harassments. For FY2023, we endeavour to uphold such trend of zero incidents reported.

Local Communities

The Group believes that a responsible corporation includes playing its part in enriching the economy and local communities surrounding where it has operations. This may be through the creation of employment opportunities, business transactions, community contributions, and others.

Our operations create employment opportunities for local people through direct employment by the Group and through jobs created by our suppliers and service providers.

In addition, we also contribute to the local economy and businesses via our procurement activities. Where possible, the Group endeavours to provide the contracts to local businesses in the locations of operation.

SUSTAINABILITY REPORT 2022

Occupational Safety and Health

The Group endeavours to implement a workplace safety policy applicable to all employees of the Group which focuses on safe workplace practices. When necessary, the Group will explore on the necessity to provide training on workplace safety. For FY2022, there are no injuries or fatalities reported. For FY2023, we endeavour to uphold such trend of zero incidents reported.

	FY2021	FY2022
Number of work-related fatalities	0	0
Accident Frequency Rate (AFR)	0	0
Accident Severity Rate (ASR)	0	0

We endeavour to continue monitoring and put safety measures in place where necessary to ensure a safe workplace with zero work-related injuries and fatalities.

Customer Health And Safety

Similar to workplace safety, our customer's health and safety is equally paramount. For FY2022, there are no incidents where our customers were injured or health and safety were compromised at our workplaces. For FY2023, we endeavour to uphold such trend of zero incidents and violations reported.

MATERIAL GOVERNANCE TOPICS

The Group strives to comply with the best practices of good governance, guided by the Singapore Code of Corporate Governance 2018 (the "Code"), throughout its operations to safeguard the interests of all stakeholders. The Group recognizes that good corporate governance processes are essential for enhancing corporate sustainability. Please refer to the "Corporate Governance Report" section in this Annual Report for more information on the Group's corporate governance.

Serious violations can also be reported to the Company via the whistleblowing channel established via its whistleblowing policy. The whistleblowing policy is approved by the Board and serves to provide an effective mechanism for employees and other stakeholders of the Group to raise concerns regarding any illegal conduct or malpractice. Such policy also allows such concerns to be raised without being subject to victimization, harassment or discrimination and applies to all directors, officers and employees (including full-time, part-time and contract employees) of the Group.

We have zero incidents of whistleblowing in FY2022. For FY2023, we endeavour to uphold such trend of zero incidents reported.

	FY2021	FY2022
Whistleblowing cases reported	0	0
Confirmed incidents of corruption and action taken	0	0

Anti-Corruption ("ABC") and Anti-Money Laundering ("AML")

The Group has zero tolerance towards any conduct of bribery and corruption, money-laundering or fraud, be it for an advantage in the Group's businesses or the personal gain of a person associated with the Group. The Group believes in doing business based on merit and performance, and it is committed to not seeking competitive advantages through unethical or illegal business practices. To reinforce the above position, the Group takes the initiative in FY2023 to implement the necessary ABC and AML policies and conduct training as and where necessary for all its staff to upskill them on such matters.

SUSTAINABILITY REPORT 2022

In FY2022, there are no incidents of bribery and corruption, money-laundering or fraud reported to us nor that we became aware of, which dovetails with the zero incidents of whistleblowing reported above. For FY2023, we endeavour to uphold such trend of zero incidents reported.

Responsible Procurement Practices

As part of the Group's responsible procurement practices, besides pricing, we also select our suppliers and service providers based on familiarity, quality of products or service and near proximity to our places of operations. We procure from local suppliers, wherever possible. For the lifestyle retail business in the fourth quarter of FY2022, we procured most of our supplies from local suppliers in Malaysia. "Local" here means the country where the relevant places of operations are located.

In FY2022, we have zero incidents of supply chain disruptions. For FY2023, we endeavour to uphold such trend of zero incidents reported.

Economic Performance

The Group's business diversification plan to acquire New Businesses was approved by the shareholders of the Company in the Extraordinary General Meeting held on 6 May 2022. We endeavour to maintain the viability and explore any expansion plans of such New Businesses. We continue to see potential in these businesses in providing additional and recurrent revenue streams with sustainable and long-term prospects of profitability and growth, not only for the Company but also for the communities it engages with.

Cybersecurity

We ensure our information systems are robust enough to safeguard the data that we keep, including data pertaining to customers, operations and employees, as well as confidential business information. During the FY2022, there were zero incidents of data leaks or breaches of personal data belonging to customers or employees. For FY2023, we endeavour to uphold such trend of zero incidents reported.

The Group endeavours to explore the necessary cybersecurity measures to prevent personal data leaks or breaches in FY2023. These endeavours are part of the Group's initiatives moving forward in FY2023.

Customer Privacy

As part of the Group's initiatives in FY2023, the Group has implemented a customer personal data consent form where natural person customers or individual representatives of corporate customers are required to sign on indicating their consent to have their personal data recorded for administrative purposes to facilitate our service offerings. The Group endeavours to train all staff on personal data protection matters in FY2023 and to maintain an updated record of all consents received from customers and staff for the retention and processing of their personal data.

Marketing and Labelling

At the Company, we understand the importance of complying with regulations relevant to marketing and labelling. All our product information is clearly displayed on respective products.

We report zero violations of trade description laws relating to our marketing and labelling practices in FY2022. For FY2023, we endeavour to uphold this trend of zero violations reported.

SUSTAINABILITY REPORT 2022

FY2022 PERFORMANCE MEASUREMENT AND FY2023 TARGETS

The Group sets priorities on the material ESG topics to be managed and monitored. The Group has set targets in FY2023 to effectively manage and measure progress towards sustainability goals, and to identify areas for improvement. The Group sets the targets to be specific, measurable, and relevant.

The targets set in FY2022 had to be revisited as some targets are no longer relevant due to a diversification into the New Businesses after the disposing operating subsidiaries conducting the offshore and marine business. Targets in FY2022 that remain relevant to the New Businesses and targets for FY2023 (including the Group's initiatives towards sustainability goals) are set out below:

MATERIAL ESG TOPIC	FY2022 TARGET(S)	FY2022 PERFORMANCE AGAINST TARGETS SET	FY2023 TARGET(S)
Economic	Divestment from the existing offshore and marine business	**TARGET MET:** Disposed of all operating subsidiaries conducting the offshore and marine business	**N/A**
	Diversification into the New Businesses	**TARGET MET:** Included the supply chain management business, focusing on the distribution of service robots and acquired a lifestyle retail business in October 2022	Endeavour to maintain the viability and explore any expansion plans of such New Businesses
MATERIAL ENERGY TOPICS			
Tracking and Reducing Electricity and Water Consumption	**N/A**	**N/A**	• Implement energy-saving initiatives such as switching off lights and electrical appliances in unused karaoke rooms and office spaces and setting on timers for electrical appliances • Endeavour to observe the earth hour • Endeavour to reduce emissions intensity for the Group in 2023 • Endeavour to select suppliers located near the places of our operations • Tracking the electricity and water consumption for the supply chain management business office space from February 2023 to December 2023 and disclosing such consumption in the sustainability for FY2023 • Monitor and explore initiatives to reduce the water consumed across its New Businesses
Recycling Waste Generated	**N/A**	**N/A**	Continue recycling the type of waste recycled in FY2022 i.e. cardboard and plastic

SUSTAINABILITY REPORT 2022

MATERIAL ESG TOPIC	FY2022 TARGET(S)	FY2022 PERFORMANCE AGAINST TARGETS SET	FY2023 TARGET(S)
Managing Waste Better	**N/A**	**N/A**	• Set up waste segregation baskets at our places of operations for the New Businesses • Explore whether food scraps waste can be composted
Reducing Paper Use	**N/A**	**N/A**	• Reduce the Group's use of paper through digitalization
Exploring Sustainable Food Packaging	**N/A**	**N/A**	• Exploring the possibility of adopting biodegradable food packaging (paper cups, paper and reusable straws, paper takeaway containers), strawless cup lids and reducing the use of single use plastic bags
MATERIAL SOCIAL TOPICS			
Employee Handbook, Code of Conduct and Code of Work Ethics	The Group aims to ensure all its employees comply with its Employee Handbook through: • adequate training and/or briefings to the employees on its conduct guidelines; and • effective investigation and corrective action on whistleblowing incidents	**Target met:** • All employees have been briefed and signed on the Employment Handbook • Zero whistleblowing incidents reported • No known instances of any employee breaching the Code of Conduct or Code of Work Ethics	• Ensure adequate training and/or briefings to the employees on its conduct guidelines; • Ensure effective investigation and corrective action on whistleblowing incidents • Endeavour for zero breaches of Code of Conduct and Code of Work Ethics • Endeavour all staff to attend AML, ABC and personal data protection training • Adopt a diversity and inclusion policy
Employment, Non-Discrimination, Diversity and Equal Opportunity	**N/A**	**N/A**	Implement a diversity and inclusion, and non-discrimination policy
Training and Education	**N/A**	**N/A**	• Continue to send employees for trainings to upskill • Develop and train employees on the areas for development identified in the EPA and RPA
Sexual Harassment	**N/A**	**N/A**	• Endeavour to uphold the trend of zero incidents reported • Implement and exhibit a notice to raise awareness on sexual harassment at places of our operations
Local Communities	**N/A**	**N/A**	Where possible, the Group endeavours to provide the contracts to local businesses in the locations of operation

SUSTAINABILITY REPORT 2022

MATERIAL ESG TOPIC	FY2022 TARGET(S)	FY2022 PERFORMANCE AGAINST TARGETS SET	FY2023 TARGET(S)
Occupational Safety and Health	The Group targets to continue to stress the importance of workplace safety and aim to continue posting an Accident Frequency Rate (AFR) and Accident Severity Rate (ASR) of zero in the upcoming years	**Target met:** No injuries or fatalities reported in workplaces related to work. Zero AFR and ASR.	• Endeavours to implement a workplace safety policy applicable to all employees of the Group which focuses on safe workplace practices • Explore on the necessity to provide training on workplace safety • Endeavour to uphold zero work-related injuries and fatalities incidents
Customer Health And Safety	**N/A**	**N/A**	Endeavour to uphold zero incidents and violations reported
MATERIAL GOVERNANCE TOPICS			
Compliance with SGX-ST Listing Manual	The Group will continue to comply with the SGX-ST Listing Manual Section B: Rules of Catalist, and the Code	**Target met:** There are no instances of non-compliance with the SGX-ST Listing Manual Section B: Rules of Catalist	Continue to comply with the SGX-ST Listing Manual Section B: Rules of Catalist
ABC and AML	**N/A**	**N/A**	• Implement the AML and ABC policies and conduct training on such matters • Endeavour to uphold the trend of zero incidents of anti-money laundering, corruption or bribery
Responsible Procurement Practices	**N/A**	**N/A**	• Endeavour to uphold the trend of zero incidents of supply chain disruptions reported
Cybersecurity	**N/A**	**N/A**	• Endeavour to uphold the trend of zero incidents of personal data leaks or breaches • Explores measures to strengthen its cybersecurity measures against personal data leaks or breaches
Customer Privacy	**N/A**	**N/A**	• Endeavours to train all staff on personal data protection matters in FY2023 • To maintain an updated record of all consents received from customers and staff
Marketing and Labelling	**N/A**	**N/A**	Endeavour to uphold the trend of zero violations of trade description laws relating to our marketing and labelling practice reported

SUSTAINABILITY REPORT 2022

GRI Content Index	
Statement of use	The Company has reported the information cited in this GRI content index for FY2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	About the Company, Page 42
	2-2 Entities included in the organization's sustainability reporting	About the Company, Page 42
	2-3 Reporting period, frequency and contact point	Sustainability Reporting Scope, Period and Frameworks, Page 42
	2-4 Restatements of information	Prior year financial statements have been restated. Please refer to the audited financial statements for further details.
	2-5 External assurance	External Assurance, Page 42
	2-6 Activities, value chain and other business relationships	About the Company, Page 42
	2-7 Employees	Social (Employment, Non-Discrimination, Diversity and Equal Opportunity), Pages 47 – 49
	2-8 Workers who are not employees	Social (Employment, Non-Discrimination, Diversity and Equal Opportunity), Pages 47 – 49
	2-9 Governance structure and composition	Governance Structure, Page 43
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report (Board Membership), Pages 21 – 22
	2-11 Chair of the highest governance body	Board of Directors, Page 9
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Structure, Page 43
	2-13 Delegation of responsibility for managing impacts	Governance Structure, Page 43
	2-14 Role of the highest governance body in sustainability reporting	Governance Structure, Page 43
	2-15 Conflicts of interest	Social (Code of Work Ethics and Code Of Conduct), Page 47
	2-16 Communication of critical concerns	Materiality, Page 45
	2-17 Collective knowledge of the highest governance body	Governance Structure, Page 43
	2-18 Evaluation of the performance of the highest governance body	Annually

SUSTAINABILITY REPORT 2022

GRI STANDARD	DISCLOSURE	LOCATION
	2-19 Remuneration policies	Corporate Governance Report (Remuneration Matters), Pages 25 – 29
	2-20 Process to determine the remuneration	EPA and RPA forms
	2-21 Annual total compensation ratio	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country. **Ratio for supply chain management business** 5.38 **Ratio for lifestyle retail business** 2.03
	2-22 Statement on sustainable development strategy	Board Statement, Page 41
	2-23 Policy commitments	Governance Structure, Page 43
	2-24 Embedding policy commitments	Governance Structure, Page 43
	2-25 Processes to remediate negative impacts	Governance Structure, Page 43
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholders' Engagement, Pages 43 – 44
	2-27 Compliance with laws and regulations	The Company complies with social, environmental, and economic laws in the countries of its operations
	2-28 Membership associations	Malaysian Association Of Hotels; Malaysian Retail Chain Association (MRCA); Singapore Business Federations
	2-29 Approach to stakeholder engagement	Stakeholders' Engagement, Pages 43 – 44
	2-30 Collective bargaining agreements	The Group does not prohibit any collective bargaining agreements, but no trade union has entered into such agreements with the Group in FY2022
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality, Page 45
	3-2 List of material topics	Materiality, Page 45
	3-3 Management of material topics	Materiality, Page 45

SUSTAINABILITY REPORT 2022

GRI STANDARD	DISCLOSURE	LOCATION
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	S$2,974,565 in revenue for FY2022
	201-2 Financial implications and other risks and opportunities due to climate change	Divested from a carbon-intensive offshore and marine business to less carbon intensive businesses in FY2022, see New Businesses
	201-3 Defined benefit plan obligations and other retirement plans	The New Businesses operate in Malaysia where under Malaysian laws, it is mandatory to contribute monthly to a statutory fund known as Employees' Provident Fund ("**EPF**"), where contributions are made by both employers and employees. The Group also contributes to the Central Provident Fund ("**CPF**") for employees that are employed in Singapore. The Group has no known breaches of non-contribution and continues to contribute towards both EPF and CPF for the relevant employees.
	201-4 Financial assistance received from government	Notes to the Financial Statements, for the financial year ended 31 December 2022 (Government Grants), Page 99
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	For the Supply Chain Management Business: 1.1: 1 (standard entry level wage: local minimum wage) For the Lifestyle Retail Business: 1.7: 1 (standard entry level wage: local minimum wage)
	202-2 Proportion of senior management hired from the local communities	All employees hired are local citizens including employed directors and departmental heads
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	We do not invest in any infrastructure related matters
	203-2 Significant indirect economic impacts	**N/A**
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Governance (Responsible Procurement Practices), Page 51
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance (ABC and AML), Pages 50 – 51
	205-2 Communication and training about anti-corruption policies and procedures	Governance (ABC and AML), Pages 50 – 51
	205-3 Confirmed incidents of corruption and actions taken	Governance (ABC and AML), Pages 50 – 51
GRI 207: Tax 2019	207-1 Approach to tax	**N/A**
	207-2 Tax governance, control, and risk management	**N/A**
	207-3 Stakeholder engagement and management of concerns related to tax	**N/A**
	207-4 Country-by-country reporting	**N/A**

SUSTAINABILITY REPORT 2022

GRI STANDARD	DISCLOSURE	LOCATION
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environment (Energy Usage and Emissions), Page 46
	302-2 Energy consumption outside of the organization	Not reported due to difficulties in the data collection and data interpretation exercise
	302-3 Energy intensity	Environment (Energy Usage and Emissions), Page 46
	302-4 Reduction of energy consumption	Environment (Energy Usage and Emissions), Page 46
	302-5 Reductions in energy requirements of products and services	Environment (Energy Usage and Emissions), Page 46
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environment (Water), Page 47
	303-2 Management of water discharge-related impacts	**N/A**
	303-3 Water withdrawal	**N/A**
	303-4 Water discharge	**N/A**
	303-5 Water consumption	Environment (Water), Page 47
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	**N/A**
	304-2 Significant impacts of activities, products and services on biodiversity	**N/A**
	304-3 Habitats protected or restored	**N/A**
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	**N/A**

SUSTAINABILITY REPORT 2022

GRI STANDARD	DISCLOSURE	LOCATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment (Energy Usage and Emissions), Page 46
	305-2 Energy indirect (Scope 2) GHG emissions	Environment (Energy Usage and Emissions), Page 46
	305-3 Other indirect (Scope 3) GHG emissions	Not reported due to difficulties in the data collection and data interpretation exercise
	305-4 GHG emissions intensity	Environment (Energy Usage and Emissions), Page 46
	305-5 Reduction of GHG emissions	Environment (Energy Usage and Emissions), Page 46
	305-6 Emissions of ozone-depleting substances (ODS)	None
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	None
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment (Waste), Page 47
	306-2 Management of significant waste-related impacts	Environment (Waste), Page 47
	306-3 Waste generated	Environment (Waste), Page 47
	306-4 Waste diverted from disposal	Environment (Waste), Page 47
	306-5 Waste directed to disposal	Environment (Waste), Page 47
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	**N/A**
	308-2 Negative environmental impacts in the supply chain and actions taken	Governance (Responsible Procurement Practices), Page 51
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social (Employment, Non-Discrimination, Diversity and Equal Opportunity), Pages 47 – 49
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social (Employment, Non-Discrimination, Diversity and Equal Opportunity), Pages 47 – 49
	401-3 Parental leave	We provide our employees with a maternity leave of a maximum of 90 consecutive days and a paternity leave of a maximum 2 consecutive working days
GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	We do not exclusively present minimum notice periods regarding operational changes

SUSTAINABILITY REPORT 2022

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social (Occupational Health and Safety), Page 50
	403-2 Hazard identification, risk assessment, and incident investigation	Social (Occupational Health and Safety), Page 50
	403-3 Occupational health services	Social (Occupational Health and Safety), Page 50
	403-4 Worker participation, consultation, and communication on occupational health and safety	The Group informs its employees of occupational health and safety matters through postings on the notice boards at places of operations or other means
	403-5 Worker training on occupational health and safety	Social (Occupational Health and Safety), Page 50
	403-6 Promotion of worker health	Social (Occupational Health and Safety), Page 50
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social (Occupational Health and Safety), Page 50
	403-8 Workers covered by an occupational health and safety management system	Social (Occupational Health and Safety), Page 50
	403-9 Work-related injuries	Social (Occupational Health and Safety), Page 50
	403-10 Work-related ill health	Social (Occupational Health and Safety), Page 50
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social (Training and Education), Page 49
	404-2 Programs for upgrading employee skills and transition assistance programs	Social (Training and Education), Page 49
	404-3 Percentage of employees receiving regular performance and career development reviews	Social (Training and Education), Page 49
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social (Employment, Non-Discrimination, Diversity and Equal Opportunity), Pages 47 – 49
	405-2 Ratio of basic salary and remuneration of women to men	For the supply chain Management business: 0.67 For the lifestyle retail business: 0.99
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	None
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	We do not restrict our employees' rights in such respect. We have no reason to believe our suppliers restrict their workers' rights in such respect as well.
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Governance (Responsible Procurement Practices), Page 51

SUSTAINABILITY REPORT 2022

GRI STANDARD	DISCLOSURE	LOCATION
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Governance (Responsible Procurement Practices), Page 51
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	None
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No known instances
GRI 413: Local Communities 2016	413-1 Operations with local communities engagement, impact assessments, and development programs	No known instances of forced or compulsory labour have taken place in our operations
	413-2 Operations with significant actual and potential negative impacts on local communities	**N/A**
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Governance (Responsible Procurement Practices), Page 51
	414-2 Negative social impacts in the supply chain and actions taken	Governance (Responsible Procurement Practices), Page 51
GRI 415: Public Policy 2016	415-1 Political contributions	None
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Social (Customer Health and Safety), Page 50
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents of non-compliance concerning the health and safety impacts of products and services
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Governance (Marketing and Labelling), Page 51
	417-2 Incidents of non-compliance concerning product and service information and labelling	Governance (Marketing and Labelling), Page 51
	417-3 Incidents of non-compliance concerning marketing communications	Governance (Marketing and Labelling), Page 51
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance (Customer Privacy), Page 51