

SUSTAINABILITY REPORT 2023

INSIGHTS INTO 9R'S SUSTAINABILITY REPORT

9R Limited and our subsidiaries ("9R" or "the Group") present our Sustainability Report for FY2023. Our report outlines how our environmental, social, and governance measures ("ESG") are integrated into every facet of the Group's supply chain management and lifestyle retail businesses. Providing a succinct overview of our sustainability strategy, this report also illustrates how we generate sustainable business value for long-term growth and success.

Sustainable development remains an integral aspect of 9R's operational excellence in the face of growing global challenges. This year, we maintained our membership with the Malaysian Association of Hotels, Malaysian Retail Chain Association ("MRCA") and Singapore Business Federation. We also showcased our measures to combat climate risks in line with the Task Force on Climate-Related Financial Disclosures ("TCFD") recommendations.

Key Achievements in Focus

9R Limited at a Glance		
Safeguarding the Environment		
Set up waste segregation baskets at the Supply Chain Management Business office	Recycled a total of 1,791.8 kg of waste	
Social Responsibility		
Zero fatalities and lost time injuries recorded	Implemented the Code of Work Ethics within operations	Equal training hours for both men and women regardless of employee category
Good Governance		
Zero whistleblowing cases were reported	Generated a total revenue of SGD 6.6 million	

Outlining the Reporting Scope and Boundary

This report details 9R's business operations from 1 January 2023 to 31 December 2023 ("FY2023") at Diverse Supply Chain Sdn. Bhd. (hereinafter referred to as "Supply Chain Management Business") and Compact Sensation Sdn. Bhd. (hereinafter referred to as "Lifestyle Retail Business"). In this report, we discuss our non-financial aspects, such as risks, opportunities, and sustainability performance throughout FY2023. Wherever feasible, we have included FY2022 data to provide a comprehensive overview. However, it is important to note that the figures presented for FY2022 from the Lifestyle Retail Business only include data from Q4 following the acquisition of Compact Sensation Sdn. Bhd..

Diverse Supply Chain Sdn. Bhd. operates as an exclusive distributor of service robots within the Food and Beverage industry under the Group's supply chain management business.

Compact Sensation Sdn. Bhd., the Group's lifestyle retail arm, operates an established family-friendly karaoke outlet under the Red Box Plus brand at Elite Pavilion Kuala Lumpur.

Diverse Supply Chain (SG) Pte. Ltd., which is also involved in the distribution of service robots, is not included in the scope of this report due to its small-scale operations, mainly dedicated to robot storage.

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Reporting Framework

Our Sustainability Report references the principles of the Singapore Exchange (“SGX”) Practice Note 7F Sustainability Reporting Guide, Listing Rules 711A and 711B of the Catalist board together with the Global Reporting Initiative (“GRI”) Standards to provide cohesive and reliable ESG disclosure. We remain closely aligned with TCFD recommendations while actively working to improve our climate-related risk and opportunity reporting.



Valuing Feedback

Stakeholder feedback drives our progress and enables performance improvement along our sustainability journey. As such, 9R welcomes any feedback, queries, suggestions, or concerns. Please feel free to reach out to us using the contact details provided below.

Joanne Chong

Chief Financial Officer

joanne.chong@9rlimited.com

Data Assurance

The Group employs internal data collection and verification processes to validate the accuracy of all information, encompassing sustainability-related figures, statements, and claims within this sustainability report. The sustainability reporting process is subject to internal review as stipulated by Rule 711B (3). Recognising the importance of providing our stakeholders with precise and reliable data, we acknowledge the significance of having external assurance which will be considered in our future reports to ensure credibility.

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BOARD STATEMENT

Dear Respected Customers, Partners, Shareholders and Colleagues,

Acknowledging the pivotal role businesses play in confronting global challenges, we at 9R Limited are steadfast in our journey towards advancing a sustainable future. Climate change remains a key concern for global governments and regulatory bodies, making robust sustainability commitments crucial for long-term business resilience. Hence, our sustainability report serves as a valuable litmus test in this pursuit, enabling us to assess our progress while evaluating the risks and opportunities associated with significant ESG topics.

In this regard, we elevated our business in this fiscal year with our offerings of positive customer experiences. Our goal is to pioneer the integration of advanced, high-tech and mobile service robots across Malaysian hotels. To bring our ambitions to fruition, one of our operations, Diverse Supply Chain Sdn. Bhd. collaborated with local industry players, specifically the Malaysia Budget & Business Hotel Association ("MYBHA"), Malaysia Tourism Agency Association ("MATA"), and the ASEAN Retail-Chains and Franchise Federation ("ARFF").

Diverse Supply Chain Sdn. Bhd. also earned an accolade from the Bisnes Sinar Harian Awards ("BISA") by Sinar Harian in February 2023. We were presented with this honour in appreciation of our contribution to the economic sustainability of Malaysian communities.

9R Leisure Sdn. Bhd., the entity responsible for managing the Group's lifestyle retail business, achieved a notable milestone with the grand opening of a Red Box Plus karaoke outlet at The Exchange TRX on December 30, 2023. Additionally, following the successful acquisition of six Red Box and one Green Box karaoke outlets in February 2024, 9R Limited now operates a total of nine karaoke outlets at the time of writing this report.

As we move forward, we invite you to explore this report to gain a deeper understanding of our sustainability journey and the positive impact we are making. Your feedback is vital to our progress, and we look forward to your continued partnership as we work collectively to shape a brighter, more sustainable future.

Thank you for your trust, support and shared commitment to sustainability.

On behalf of the Board

ONG SWEE SIN

Executive Director and Chief Executive Officer

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THE APPROACH TO 9R'S ESG COMMITMENTS

9R's Guiding Framework

We developed our sustainability framework through concentrated effort and collaboration to ensure the effective implementation of our strategies. It sets a systematic structure that facilitates ESG assimilation into daily operations, helping us achieve our sustainability ambitions. Guided by the 9R Core Values, the framework is focused on our three ESG pillars of Safeguarding the Environment, Social Responsibility, and Good Governance. This framework empowers our strategies and allows us to optimise our ESG practices to secure sustainable business development.

Our Core Values		
Customer Obsession	Courage, Passion and Growth	Teamwork and Trust
Ownership and Accountability	Creativity and Innovation	Integrity and Positive Impact
Our Sustainability Pillars		
Safeguarding the Environment	Social Responsibility	Good Governance
Our Material ESG Factors		
- Waste Management - Energy Consumption and Greenhouse Gas ("GHG") Emissions - Water Consumption	- Product Quality and Customer Satisfaction - Health and Safety - Employment - Training and Education - Diversity - Community Enrichment	- Corporate Governance and Anti-Corruption - Economic Performance - Responsible Procurement Practices
Our Strategic Stakeholders		
 Shareholders and Investors	 Government and Regulatory Authorities	 Employees
 Customers	 Contractors and Suppliers	 Communities
Our Alignments		
   		

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Embedding Values with 9R's Sustainability Policy

We have a Group Sustainability Policy ("the Policy") in place that defines our core sustainability principles. The policy instils proper integration of sustainability concepts into all aspects of our daily operations.

Sustainability Policy Commitments	
Good Governance	The Group strives to maintain the highest standards of corporate conduct through being sincere, righteous, faithful and honest in all our business dealings. 9R is guided by the Singapore Code of Corporate Governance 2018 and recognises that good governance is key to sustainable growth.
Safeguarding the Environment	In our daily operations, we strive for efficient energy usage and proper management of general office waste. Given the climate change crisis the world is undergoing, we try to mitigate GHG emissions by also offering solutions and innovations to the market that do not impact the environment negatively. We expect that our suppliers and vendors also maintain the same care and concern as we do for the environment.
Social Responsibility	9R nurtures and grows talent while at the same time, provides a safe and enjoyable workplace for all. We are also cognisant of our role in society, primarily as a provider of jobs. As a provider of solutions and innovations in supply chain management, we help ease the labour issues that other businesses are undergoing. Our lifestyle retail business focuses on family-friendly entertainment for all in a fun and safe environment.

Moving Towards New Milestones

By steadfastly upholding our principles of accountability, transparency, and continuous growth, we have achieved notable milestones by successfully meeting several pivotal objectives in FY2023. We are dedicated to building upon these achievements while embarking on new sustainability endeavours in the years ahead.

Year	Achievements and Progress
FY2022	- Changed name to 9R Limited, disposed offshore and marine business and diversified into supply chain management and lifestyle retail businesses - Identified 6 Stakeholder Groups - Conducted first Materiality Assessment - Identified 16 Material ESG Factors
FY2023	- Included Task Force on Climate-related Financial Disclosures ("TCFD") Recommendations - Established an Environmental, Social, and Governance ("ESG") Framework - Revised Sustainability Governance Structure - Established a Terms of Reference for the Sustainability Committee - Maintained 6 Stakeholder Groups - Conducted a Materiality Reassessment - Consolidated 16 Material ESG Factors into 12 Material ESG Factors

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SUSTAINABILITY GOVERNANCE STRUCTURE

Driving Positive Impact

To manage the evolving environment of our diverse business ventures, 9R developed a new two-tiered sustainability governance structure to align our strategic decisions. This robust structure delineates roles and responsibilities, allowing for the proactive management of sustainability matters that push us beyond addressing only immediate challenges.

The Board of Directors (“BoD” or “the Board”) sits at the apex, with the Sustainability Committee under its stewardship. This facilitates strategic oversight of the approaches used to determine, manage and monitor important ESG aspects.

Sustainability Governance Structure	
Board of Directors	• Has strategic oversight of the management of sustainability strategies, material ESG factors, policies and targets. • Provides approval for proposed sustainability strategies, policies, material ESG factors, and the annual sustainability report. • Ensures ESG-related risks and opportunities are incorporated into the Group’s strategy and risk management. • Considers sustainability issues during its strategic oversight of the planning, performance and long-term strategy of the Group.
Sustainability Committee (Comprises the Chief Executive Officer (“CEO”), Chief Financial Officer (“CFO”), Executive Director, Heads of Departments (“HoDs”), and Personnel in Charge (“PICs”) designated by HoDs for each department)	• Responsible for the strategic management of the material ESG factors and implementation of the Group’s sustainability initiatives into day-to-day operations. • Proposes and advises the Board on sustainability strategies, initiatives, and targets while ensuring its alignment with the Group’s overall business strategy. • Reviews, approves, and reports policies to the Board to be approved • Oversees the implementation of approved sustainability strategies and initiatives. • Monitors the sustainability performance and progress of the Group together with the management of stakeholder engagement.

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STRENGTHENING STAKEHOLDER RELATIONSHIPS

Stakeholder feedback enables us to identify important ESG subjects relevant to their interests and shapes 9R's sustainability strategy and decision-making processes. It facilitates positive change across both financial and non-financial facets of our value chain, ultimately fostering the creation of long-term value. Therefore, we engage with our stakeholders on a regular basis, as their insight on key issues impacting our business is essential to our company's success.

Key Stakeholder Groups	Area of Concern	Key Methods of Engagement	Our Response
Shareholders and Investors	- Corporate governance - Risk management and business strategy - Financial performance	- Annual General Meeting - Extraordinary General Meeting - Announcements via corporate websites - Annual Report - Sustainability Report	- Establish and implement a compressive corporate governance structure - Mitigate risks via the Enterprise Risk Management Framework - Enhance economic performance
Government and Regulatory Authorities	- Anti-corruption policy - Listing rules and regulatory compliance - Legal compliance - Environmental management	- Compliance efforts and announcements via SGXNet - Karaoke outlet inspections	- Establish policies to ensure compliance with relevant legislation and regulatory requirements - To make changes as per recommendations from authorities and statutory bodies on the karaoke operation
Customers	- Customer experience - Product safety and quality - Timely services and response - Food and services quality	- Company website and social media platforms - Face-to-face visitor and customer feedback	- Improve product quality and marketing initiatives based on feedback received - Engage with customers to get feedback and measure satisfaction

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Key Stakeholder Groups	Area of Concern	Key Methods of Engagement	Our Response
Contractors and Suppliers	- Product quality and supply commitment - Timeliness of services	- Physical and virtual engagements - Supplier selection and evaluations	- Conduct supplier and vendor evaluations - Outlet visits and inspections
Employees	- Employee welfare - Career development opportunities - Job security - Health and safety	- Regular engagement with employees - Yearly performance appraisal	- Provide comprehensive benefits and competitive remuneration packages - Implement the “Human Resources Development Fund Plan” to enhance training and development - Provide trainings for professional development opportunities - Implement the Diversity, Inclusion and Non-Discrimination Policy
Community	Community engagement	- Community engagement events - Company website and social media platforms	Conduct regular corporate social responsibility activities

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MATERIAL ESG FACTORS

Assessing Our Materiality

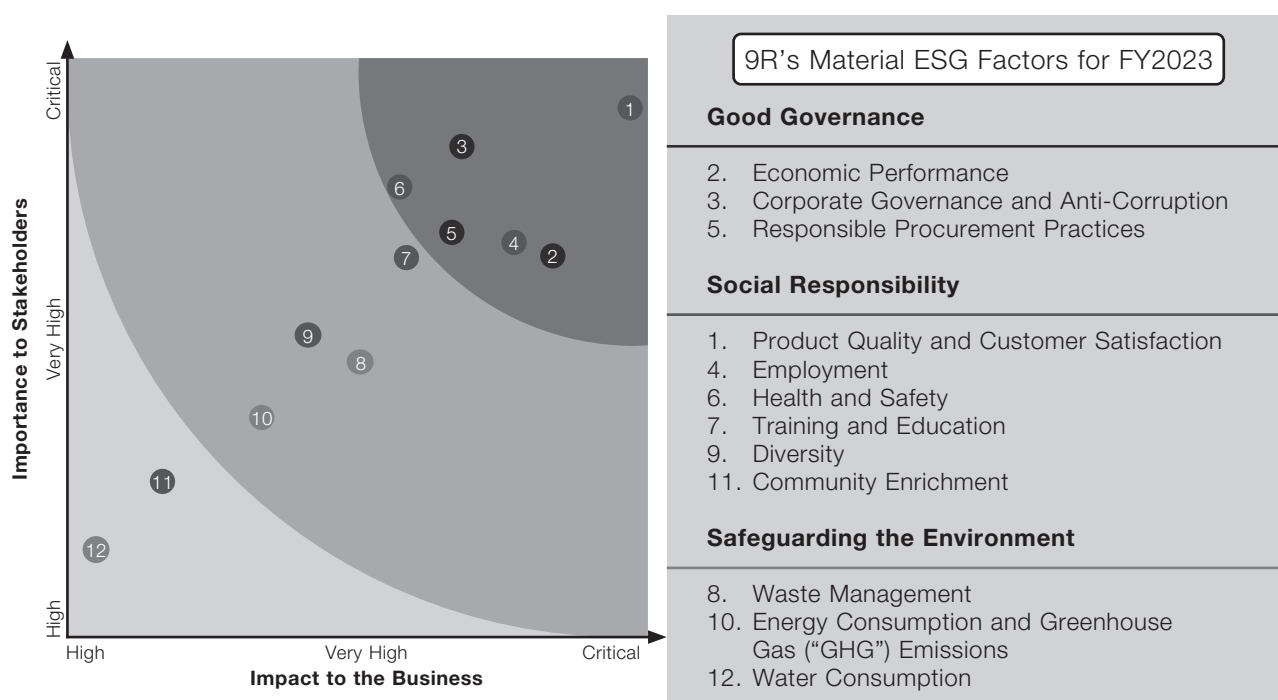
This year, we conducted a materiality reassessment to identify and prioritise the most current ESG topics of significance to our business and stakeholders. As an integral part of our sustainability journey, this assessment process reflects how we respond to material topics, allowing us to manage ESG risks and opportunities.

We reviewed our material ESG factors to ensure relevance with current reporting frameworks, with several consolidated into one material matter. Changes include restructuring “Energy Usage” and “Emissions” into “Energy Consumption and Greenhouse Gas (“GHG”) Emissions as well as restructuring “Customer Health and Safety” and “Occupational Health and Safety” into “Health and Safety” to better align with the TCFD Recommendations.

9R’s materiality assessment process follows a four-step approach as summarised below.

Step 1: Identification	12 material ESG factors were identified based on relevance to 9R and our stakeholders, including industry standards, and streamlined according to SGX requirements.
Step 2: Survey	Stakeholders were engaged via an online Google survey form to rank the material ESG factors in order of importance to the business and to stakeholders.
Step 3: Prioritisation	The responses were collated and analysed to generate a materiality matrix to visualise the prioritisation of the material ESG factors.
Step 4: Validation and Approval	The materiality matrix was presented to the Sustainability Committee for validation and the Board of Directors for approval.

9R’s Materiality Matrix



Note: Certain topics have been consolidated due to their overlapping nature in our FY2022 Sustainability Report and for ease of reporting.

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This year, we ascertained a total of 12 material ESG factors, with the top six (6) in high priority being **Product Quality and Customer Satisfaction, Economic Performance, Corporate Governance and Anti-Corruption, Employment, Responsible Procurement Practices**, and **Health and Safety**. These high-priority matters highlight the need to maintain a balance between fulfilling our social responsibilities while delivering quality products and services to create sustainable value.

Mapping Out Our Material Sustainability Matters

The table below illustrates the interrelationship between our sustainability pillars, key stakeholder groups and the material ESG factors.

Sustainability Pillars	Commitment Statement	Material ESG Factors	GRI Indicators	Stakeholders
Safeguarding the Environment	We are committed to safeguarding our planet for current and future generations. To showcase our environmental responsibility, we integrated climate resilience, energy efficiency, responsible resource use, effective waste management, and responsible water stewardship across our operations.	Waste Management	306 – Waste 2020	- Shareholders and Investors - Government and Regulatory Authorities - Employees - Contractors and Suppliers
		Energy Consumption and Greenhouse Gas (“GHG”) Emissions	302 – Energy 2016 305 – Emissions 2016	
		Water Consumption	303 – Water and Effluents 2018	

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Sustainability Pillars	Commitment Statement	Material ESG Factors	GRI Indicators	Stakeholders
Social Responsibility	We commit to being socially responsible by prioritising health and safety, embracing diversity, investing in employment, developing a valuable workforce, and engaging in community initiatives. This is to ensure we advance in social well-being and foster positive change in our society	Product Quality and Customer Satisfaction	416 – Customer Health and Safety 2016 417 – Marketing and Labelling 2016 418 – Customer Privacy 2016	- Government and Regulatory Authorities - Employees - Contractors and Suppliers - Customers - Communities
		Health and Safety	403 – Occupational Health and Safety 2018	
		Employment	401 – Employment 2016 408 – Child Labour 2016 409 – Forced or Compulsory Labor 2016	
		Training and Education	404 – Training and Education 2016	
		Diversity	405 – Diversity and Equal Opportunity 2016 406 – Non-discrimination 2016	
		Community Enrichment	413 – Local Communities 2016	
Good Governance	We commit to upholding the highest standards of governance and transparency by including strong corporate governance, anti-corruption measures, the projection of economic growth and responsible procurement	Corporate Governance and Anti-Corruption	2 – General Disclosures 2021 205 – Anti-corruption	- Shareholders and Investors - Government and Regulatory Authorities - Employees - Customers
		Economic Performance	201 – Economic Performance 2016	
		Responsible Procurement Practices	2 – General Disclosures 2021 204 – Procurement Practices	

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THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (“TCFD”)

Understanding the need for comprehensive climate-related financial disclosures, the Financial Stability Board established the TCFD and released a set of recommendations. Designed to be adoptable across sectors, these recommendations intend to solicit useful, forward-looking information aimed at preparing organisations for climate-related risks and opportunities, allowing stakeholder groups to make prudent investment decisions.



Governance: The Group’s governance around climate-related risks and opportunities

Strategy: The actual and potential impacts of climate-related risks and opportunities on the Group’s businesses, strategy and financial planning

Risk Management: The processes carried out by the Group to identify, assess and manage climate-related risks and opportunities

Metrics and Targets: The metrics and targets are used to manage relevant climate-related risks and opportunities

Implementing the TCFD

Recognising the increasing urgency of addressing emerging climate challenges, we initiated our journey towards TCFD alignment in 2022 by including several climate-related disclosures. We implemented the following enhanced climate practices this year as we progress to the subsequent phase of our TCFD adoption.

Governance	9R ensures climate change considerations are taken into account in our decision-making as we are aware of the implications of climate change on our business. We began implementing simple initiatives at our office to practice sustainable waste management as well as reduce electricity and water usage. The Board maintains strategic oversight of the Group’s ESG strategies, policies, and targets. We recognise the importance of staying informed about climate change risks and opportunities, including mitigation measures for climate-related risks. Accordingly, we aim to integrate discussions on climate-related topics into the agendas of both Board and committee meetings in the future.
Strategy	We implemented energy-saving initiatives in our operations and practiced internal energy conservation, contributing towards climate action while lowering energy costs and enhancing sustainability. Our enhanced Group Sustainability Policy covers climate risk considerations and will act as our overarching guide to sustainable company operations in future endeavours.

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Risk Management	By upholding an effective risk management system, the Board in conjunction with the Audit and Risk Committee exercises strategic oversight over 9R's ESG risk indicators within our Enterprise Risk Management ("ERM") framework. We intend to incorporate climate risk indicators within our ERM framework to better identify climate-related risks and support the development of mitigation strategies.
Metrics and Targets	Our climate-related material ESG factors were combined into one and renamed to "Energy Consumption and Greenhouse Gas Emissions" this year. We disclosed our Scope 1 and Scope 2 GHG emissions, and we intend to assess our Scope 3 GHG emissions next year.

SAFEGUARDING THE ENVIRONMENT

Environmental challenges such as water scarcity, waste generation and climate change are exerting heightened global pressure over time. Recognising the interdependence of these concerns and the potential environmental effects of our operations, 9R works to optimise our climate risk management through practical initiatives.

Waste Management

Efficient waste management is crucial to preventing the detrimental effects of environmental pollution. As such, we make responsible waste management a core component of our operations, both in our supply chain management and lifestyle retail businesses.

9R does not produce scheduled waste or hazardous waste due to the nature of our business. We also continue to review systematic waste management initiatives that will best suit our current needs and future requirements as our businesses continue to evolve.

This year, we recycled a total of 1,791.8 kg of waste from both businesses. The Supply Chain Management Business recycled 96.8 kg of cardboard and plastic, reflecting an 83.5% decrease from the previous year's recycling figure of 589.1 kg. This can be attributed to a decrease in the procurement of robots, resulting in a decrease in packaging waste. Meanwhile, the Lifestyle Retail Business recycled 1,695 kg of oil.

Implementing waste management initiatives also imparts benefits such as cost savings and more sustainable business operations. We continued our recycling initiative for cardboard and plastic waste this year. We also implemented measures as outlined below.

- Set up waste segregation baskets at the Supply Chain Management Business office
- Recycled used cooking oil at the Lifestyle Retail Business
- Adopted the use of paper bags for takeaways at the Lifestyle Retail Business

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As the global business trend progresses towards digitalisation, 9R is keen on digitising our operations. Beyond reducing our paper use, this process can confer additional benefits such as streamlining our workflow and increased cost savings. The Supply Chain Management Business, utilises email for exchanging sales and purchase invoices, as well as quotations. Conversely, at the Lifestyle Retail Business, we have introduced QR code scanning for our menu system, while still maintaining traditional paper-based methods for transactions.

Energy Consumption and Greenhouse Gas (“GHG”) Emissions

The world’s escalating demand for energy encompasses issues such as economic volatility, environmental degradation, and the universal challenge of climate change. Hence, our Group focuses on navigating the balance between energy consumption and minimising the carbon footprint of our business operations in support of the Paris Agreement together with achieving Net Zero by 2050.

Energy Consumption

We use both direct and indirect energy sources in our day-to-day operations. Our lifestyle retail business segment derives its direct energy from natural gas. Meanwhile, indirect energy, or purchased electricity, accounts for a significant amount of 9R’s overall energy use and operational costs.

Fuel Consumption of Natural Gas in the Lifestyle Retail Business (m³)



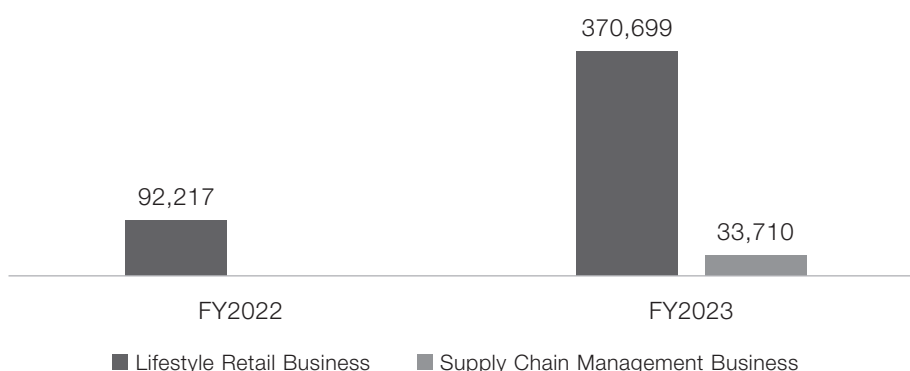
Notes:

1. FY2022 data from the Lifestyle Retail Business only encompasses the fourth quarter (October – December 2022), following its acquisition. The data presented for FY2023 is for the full year.
2. Natural Gas consumption data for FY2022 has been restated from our previous report due to inaccuracy.

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The Supply Chain Management Business contracted the delivery of its robot units to an external company which at this time does not possess any information pertaining to the transportation process. To enhance the reliability of our future reports, we are initiating a fuel consumption tracking and recording system for a more accurate overview in future reports.

Electricity Consumption (kWh)

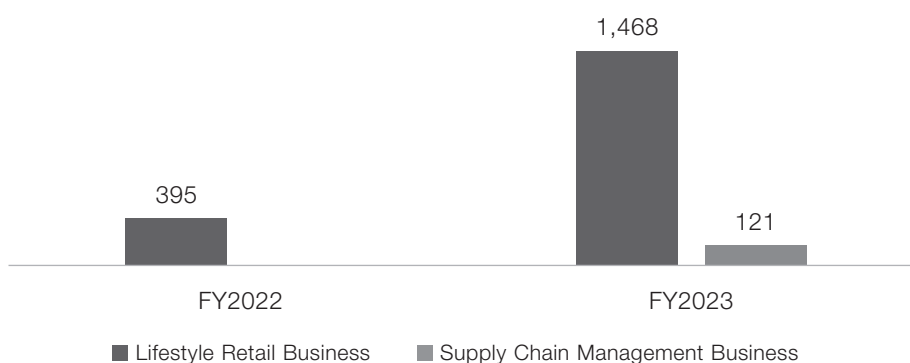


Notes:

1. The data from the Lifestyle Retail Business is only available commencing from October 2022 onwards, following its acquisition.
2. Data from the Supply Chain Management Business is only available commencing from February 2023 onwards, following the relocation to a new office space. As the previous workplace operated within a shared workspace, electricity consumption was not monitored for FY2022 and January 2023.
3. Electricity consumption data for FY2022 has been restated from our previous report due to inaccuracy.

Electricity consumption for this year totalled 404,409 kWh. We continue to implement various energy-saving initiatives, such as minimising the use of lights and air conditioners in our offices and outlets whenever possible.

Total Energy Consumption (GJ)



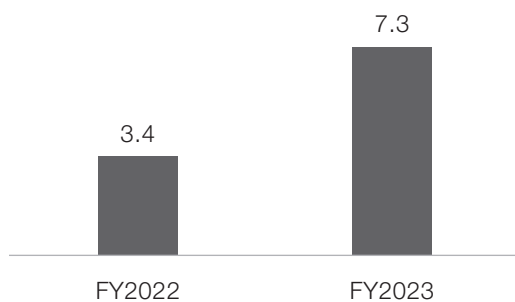
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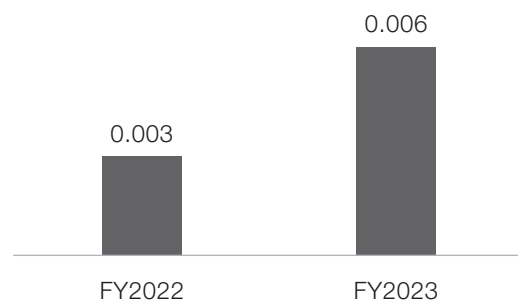
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The Group strives to routinely assess our energy consumption and efficiency to identify opportunities for reduction.

Scope 1 GHG Emissions in the Lifestyle Retail Business (tCO₂e)



Scope 1 Emissions Intensity in the Lifestyle Retail Business (tCO₂e/m²)

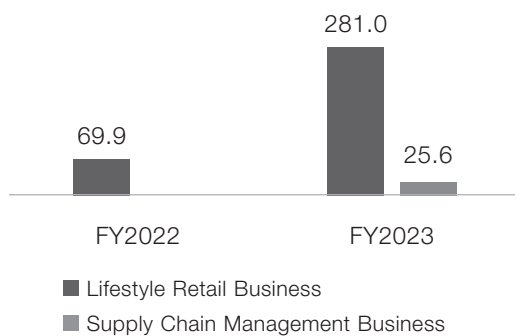


Notes:

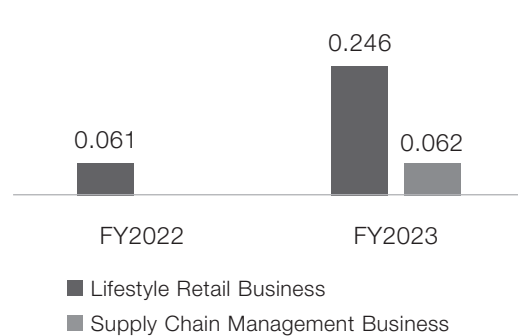
1. FY2022 data from the Lifestyle Retail Business only encompasses October to December, following its acquisition. The data presented for FY2023 is for the full year.
2. The Scope 1 emissions calculated for FY2022 differ from the reported figure in our Sustainability Report FY2022. This variance is attributed to the recalculation of emissions using the UK Government GHG Conversion Factors for Company Reporting 2023.

Our Scope 1 GHG emissions¹ amounted to 7.3 tCO₂e in FY2023. The Lifestyle Retail Business recorded a Scope 1 GHG emissions intensity of 0.006 tCO₂e per every m² of floor space in FY2023.

Scope 2 GHG Emissions (tCO₂e)



Scope 2 Emissions Intensity (tCO₂e/m²)



Notes:

1. Data from the Lifestyle Retail Business is only available commencing from October 2022 onwards, following its acquisition.
2. Data from the Supply Chain Management Business is only available commencing from February 2023 onwards, following the relocation to a new office space. As the previous workplace operated within a shared workspace, electricity consumption was not monitored for FY2022 and January 2023.
3. Scope 2 GHG emissions data for FY2022 has been recalculated using the emissions factor sourced from the National Energy Commission: Grid Emissions Factor (GEF) in Malaysia 2021 and the restated electricity consumption.

¹ Emissions resulting from the direct combustion of carbon-based fuel sources, such as diesel or petrol. Scope 1 was calculated using emissions factors from the UK Government GHG Conversion Factors for Company Reporting 2023.

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Scope 2 GHG emissions² are indirect emissions associated with purchased electricity. These emissions stem from the electricity generation process and are accounted for in our GHG inventory as we draw energy from the electricity transmission grid. Scope 2 emissions generated by the Lifestyle Retail Business were 281.0 tCO₂e while the Supply Chain Management Business generated 25.6 tCO₂e in FY2023. In terms of Scope 2 GHG emissions intensity, the Lifestyle Retail Business recorded 0.246 tCO₂e per every m² of floor space in FY2023. The Supply Chain Management Business recorded 0.062 tCO₂e per every m² of floor space this year.

Overall, we generated a total of 313.9 tCO₂e in GHG emissions this year.

Water Consumption

Water management serves as a responsible environmental practice with the potential to enhance favourable brand perception, in addition to being a cost-saving endeavour. While 9R's operations are not situated in water-stressed areas and our water consumption is primarily for operational and cleaning purposes, we aim to minimise our water use wherever possible. We are also keen on exploring additional water conservation methods continuously, such as optimising our water utilisation and decreasing wasteful consumption.

Water Consumption (litres)		
Business Operations	FY2022	FY2023
Lifestyle Retail Business	1,185	5,672
Supply Chain Management Business	–	110
Total	1,185	5,782

Notes:

1. FY2022 data from the Lifestyle Retail Business only encompasses the fourth quarter (October – December 2022), following its acquisition.
2. Data from the Supply Chain Management Business is only available commencing from February 2023 onwards, following the relocation to a new office space. As the previous workplace operated within a shared workspace, water consumption was not monitored for FY2022 and January 2023.
3. Water consumption data for FY2022 has been restated from our previous report due to inaccuracy.

We observed a total water consumption of 5,782 litres this year. Additionally, the Group did not receive any fines or penalties in FY2023 resulting from non-compliance with environmental laws or regulations.

² Emissions resulting from the purchase of grid electricity, generated in part from the combustion of carbon fuels, such as coal or natural gas. Scope 2 emissions factor was sourced from the National Energy Commission: Grid Emissions Factor (GEF) in Malaysia 2021.

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SOCIAL RESPONSIBILITY

As proponents of human rights and social responsibility, we centre people and communities in everything we do. Our dedication to promoting the well-being of people inspires a culture of excellence, inspiring us to deliver exceptional service and products that safeguard customer safety and satisfaction.

Product Quality and Customer Satisfaction

Satisfied customers can be our most effective advocate, being the source of referral sales and repeat customers for 9R. As such, we constantly reinvent and improve our product and service quality solutions to align with customer needs and expectations, allowing us to maintain a competitive edge. At the Supply Chain Management Business, no incidents concerning customer health and safety were reported. The Lifestyle Retail Business reported only one minor injury, which involved a cut. We encourage our customers to notify our staff of any safety concerns or hazards immediately if they do encounter any.

Customer Privacy

We have implemented a consent form for customer personal data in FY2023, which requires individual customers or corporate representatives to provide their signature, indicating their agreement to have their personal data recorded for administrative purposes. In FY2023, the Group ensured an up-to-date record of all received consents from both customers and staff for the retention and processing of their personal data. While no training was conducted on personal data protection matters this year, we are committed to advancing this initiative and realising this goal in 2024.

Marketing and Labelling

9R recognises the significance of adhering to regulations concerning marketing and labelling. All product information is prominently featured on our products. Throughout FY2023, there were zero breaches of trade description laws pertaining to our marketing and labelling practices.

Health and Safety

The safety of our employees and customers remains a high priority. We believe maintaining the good health and emotional well-being of our employees is fundamental to our continued success. Our dedication to safe and seamless company operations drives us to consistently update our safety measures. We have a workplace safety policy in place at the Lifestyle Retail Business which guides us in safeguarding the well-being of our employees.

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In FY2023, we recorded zero lost-time injuries and fatalities. At the Lifestyle Retail Business, only two minor injuries were reported, both involving kitchen staff who sustained minor cuts while handling food. 9R endeavours to provide proper training to all staff on safe handling of items that may cause injury, such as knives.

Health and Safety	
Indicators	FY2023 ⁽¹⁾
Number of lost time injuries ⁽²⁾	0
Number of fatalities	0
Lost Time Injury Rate	0

Notes:

(1) Encompasses both the Lifestyle Retail Business and the Supply Chain Management Business

(2) Lost time injuries refer to an on-the-job injury that results in an employee being unable to return to work for a certain period of time beyond the day of the injury.

Employment

Achieving long-term business ambitions depends on the quality of our employees. To cultivate a competent workforce, we strive to recruit and retain highly qualified individuals. Our Singapore-based holding company adheres to the Tripartite Guidelines on Fair Employment Practices while our subsidiaries in Malaysia strictly abide by the Malaysian Employment Act of 1955. This ensures fair and equitable recruitment practices in accordance with the labour laws and regulations of each respective country, creating a workplace environment conducive to ongoing enhancements in our robotics and karaoke customer services.

Fair Treatment for All

We continuously maintain zero-tolerance towards any form of child labour, forced labour and indentured labour in our business operations. Our Code of Work Ethics serves as the foundation of our fair employment practices which prohibits discrimination against individuals based on differences in background, race and gender. As we uphold equality for all, our Group implemented complaint procedures and channels as prescribed in the Employee Handbook. The handbook also describes the types of harassment and states our zero-tolerance stance towards harassment against employees. Through these strict ethical work practices, no incidents of discrimination or sexual harassment were recorded in FY2023, requiring no corrective action to be taken.

SUSTAINABILITY

REPORT 2023

Fair Recruitment

Building a diverse workforce characterised by a broad spectrum of skills and experiences is fundamental to ensuring our success in the current global business environment. Accordingly, 9R is committed to unbiased hiring practices.

Group's New Hires – Gender		
By Gender	FY2022	FY2023
Men	8	24
Women	7	1

Group's New Hires – Age		
By Age Group	FY2022	FY2023
<30	9	24
30-50	5	1
>50	1	0

Group's Turnover – Gender		
By Gender	FY2022	FY2023
Men	3	18
Women	0	6

Group's Turnover – Age Group		
By Age Group	FY2022	FY2023
<30	3	19
30-50	0	4
>50	0	1

In FY2023, there were a total of 25 new hires and 24 turnovers.

SUSTAINABILITY REPORT 2023

Employee Benefits

We provide a variety of benefits to full-time, contract and part-time employees across our Group. Our full-time employees enjoy the complete benefit coverage, including life insurance and parental leave, while our part-time and contract workers are only entitled to outpatient medical benefits, retirement provision, disability and invalidity coverage, and annual leave.

In FY2023, two men employees from the Supply Chain Management Business took parental leave. Both individuals returned to work in the reporting period after the leave ended.

Training and Education

The rapidly evolving global corporate environment necessitates a well-equipped workforce. Hence, we provide our workers with professional development opportunities. 9R implements worker-focused strategies to proactively empower our employees, laying the groundwork to develop competent personnel who will drive long-term corporate growth.

Training Hours at the Lifestyle Retail Business in FY2023	
Total Training Hours	129
Average Training Hours per Employee	3
Average Training Hours per Man	3
Average Training Hours per Woman	3
Average Training Hours per Executive Employee	3
Average Training Hours per Non-Executive Employee	3

Training Hours at the Supply Chain Management Business in FY2023	
Total Training Hours	4
Average Training Hours per Employee	2
Average Training Hours per Man	2
Average Training Hours per Woman	2
Average Training Hours per Senior Management Employee	2
Average Training Hours per Executive Employee	2

Note: Data is only available for FY2023 as we began tracking of training hours this year.

SUSTAINABILITY REPORT 2023

To maintain the requisite standards of cleanliness and food safety, Malaysian establishments serving food and beverages are mandated to provide comprehensive food safety training for their employees. To fulfil this requirement, the Lifestyle Retail Business personnel have completed a 3-hour Food Handling Course. This training is instrumental in upholding the quality and safety of service at the karaoke retail outlet.

Performance Review

9R utilises employee performance appraisals to gauge the success of our upskilling efforts by allowing us to monitor each employee's abilities, successes and progress. We conduct performance appraisals on an annual basis for all employees. During these appraisals, we welcome bidirectional communication between the Group and employees, thereby allowing us to ascertain possible avenues for improvement for both parties.

The Group also employs the Employee Performance Appraisal Form ("EPA") to provide feedback on employee performance, their challenge resolution skills and areas of improvement. The EPA sets a score achieved by a given employee which determines salary increments and bonuses. Similarly, managers received feedback through the Reverse Performance Appraisal Form ("RPA") that operates on similar metrics. These forms offer remuneration-based incentives and clear career advancement metrics.

In FY2023, the Supply Chain Management Business conducted performance appraisals for 13 employees, alongside reverse performance appraisals for four managers. Additionally, the Lifestyle Retail Business conducted year-end performance appraisals for 25 employees.

Diversity

Developing an organisational culture built on diversity and equality can enhance the durability of the Group. We embrace these values, striving to hire talented individuals with varied experiences to create a demographically diverse, empowering and engaging work environment. 9R further enhanced ethical employment practices at the workplace by establishing our targeted Diversity, Inclusion and Non-Discrimination Policy.

Currently the Board comprises men, however 9R seeks to empower women and uplift them into leadership positions to inculcate an inclusive environment throughout all levels of the Group.

In FY2023, we had a total of 53 employees across the Group, an increase of 2% from the previous reporting year.

Group Diversity – Employee Category		
Employee Category	FY2022	FY2023
Senior Management	2	0
Management	2	3
Executive	17	12
Non-Executive	31	38
Total	52	53

SUSTAINABILITY REPORT 2023

The non-executive employee category comprises the most significant portion of the workforce, followed by executives, management and lastly senior management. 9R also records employee diversity by gender, age, nationality and hiring category.

Group Diversity – Gender		
Gender	FY2022	FY2023
Men	34	44
Women	18	9

Group Diversity – Age Group		
Age	FY2022	FY2023
<30	33	39
30-50	18	14
>50	1	0

Men comprised a greater proportion of our workforce in FY2023. Moreover, the majority of employees were under the age of 30. This workforce composition prompts innovation and creativity within the organisation, as it brings fresh perspectives that are indispensable for driving business advancement. Younger professionals are often more technologically adept compared to their more mature colleagues, facilitating the optimisation of our internal processes.

Group Diversity – Nationality		
Nationality	FY2022	FY2023
Local	52	48
Non-Local	0	5

Group Diversity – Hiring Category		
Hiring Category	FY2022	FY2023
Permanent	47	47
Part-Time	5	6

91% of our workforce consists of locals in FY2023, reflective of 9R's strong support and preference for local employment. 89% of employees in our workforce are permanent employees.

Community Enrichment

Community development is a quintessential part of our business. At 9R, we advocate individual growth and human rights, while setting out to generate societal value through our actions. Beyond building a positive corporate image, making charitable contributions allows us to create meaningful change in local communities.

SUSTAINABILITY REPORT 2023

GOOD GOVERNANCE

Trust, accountability and ethical conduct are the cornerstones of good governance. They establish a robust governance system capable of improving business sustainability, bolstering economic development and reinforcing stable supply chain management. Therefore, the Group endeavours to inculcate the best practices of good corporate governance throughout our business activities with reference to the Singapore Code of Corporate Governance 2018 (the “Code”).

Corporate Governance and Anti-Corruption

Our current governance policies prescribe the ethical and business conduct principles we stringently adhere to in our sustainability commitments. We also hold our employees and stakeholders to the same standards of ethical business conduct, ensuring we remain aligned across our value chain. All relevant documents are accessible on our corporate website at: www.9rlimited.com/governance, upholding our pledge to transparency and accountability.

Anti-Bribery and Corruption Policy	- This Policy outlines our zero-tolerance for improper solicitation and bribery among Board members, employees and business associates. - It is to be read in conjunction with the Whistleblowing Policy, the Employee Handbook, and relevant 9R procedures and policies.
Whistleblowing Policy	- The policy is approved by the Board and serves to provide an effective mechanism for employees along with other stakeholders of the Group to raise concerns regarding any illegal conduct or malpractice. - Zero incidents of whistleblowing were recorded in FY2023. - Concerns can be raised via email to whistleblower@9rlimited.com

Anti-corruption training is an essential facet of developing an ethical and compliant workplace that reaffirms our adherence with local laws and regulations. All 9R employees and management were provided with the Employee Handbook which covers the Code of Conduct that describes the fundamentals of corruption as well as outlines the repercussions of engaging in such activities. We are proud to report zero breaches of the Code of Conduct and Code of Work Ethics and zero reported incidents of corruption recorded in FY2023.

We encourage reporting any instance of violation to the Group via the whistleblowing channel per the Whistleblowing Policy. This effective mechanism provides a secure avenue for employees and other stakeholders to anonymously raise relevant concerns. All reports received will be treated with confidentiality and impartiality, and any harassment or discrimination resulting from any report will be dealt with accordingly. In FY2023, we successfully upheld our target of zero reported incidents related to anti-money laundering, corruption, or bribery.

Cybersecurity

We ensure the strength of our information systems to protect all data, encompassing customer, operational, and employee information, along with confidential business data. Similar to FY2022, there were no data leaks or breaches concerning personal information of customers or employees this year. In FY2023, we implemented cybersecurity measures to prevent personal data leaks or breaches. All employees were restricted from accessing servers belonging to other departments.

SUSTAINABILITY REPORT 2023

Economic Performance

Investment returns and long-term financial success are increasingly impacted by ESG performance. By assessing 9R's economic sustainability progression, we can illustrate the impact sustainable business practices have on our operations and present the full scope of our financial development to our stakeholders.

Business expansion frequently necessitates substantial financial investments. Strong revenue provides the financial resources needed to fund the growth of our Group, and is a positive indicator of operational growth.

Revenue	SGD 6,576,238
Operating costs	SGD 4,792,681
Taxes	SGD 10,752

Responsible Procurement Practices

Given the nature of our businesses, 9R depends on suppliers as well as service providers for the procurement of quality materials and services. In pursuit of responsible procurement, we extend our sustainability values and principles to these suppliers and service providers. This approach ensures the seamless integration of our sustainability standards across all levels of our supply chain.

Supplier evaluation is a crucial component of demonstrating our commitment to responsible supply chain management and transparency. Recognising this, we meticulously evaluate and select our suppliers based on their credentials, expertise and proximity to ensure optimal partnerships. Hence, we maintain superior product quality by exclusively procuring from licenced suppliers.

The robotic inventory of the Supply Chain Management Business primarily originates from the Klang Valley, except for Keenon robots, which are imported from China. Similarly, the Lifestyle Retail Business largely relies on local suppliers for sourcing, with specific exceptions such as kitchen equipment, crockery and decorative items which are procured from alternative suppliers.

In FY2023, we spent 61% of our procurement budget on local suppliers, increased by 15 percentage point from FY2022. In FY2023, we successfully met our target by recording no incidents of supply chain disruptions.

Procurement Budget Spending		
Type of Procurement	FY2022	FY2023
Local	46%	61%
Foreign	54%	39%

SUSTAINABILITY REPORT 2023

FY2023 PERFORMANCE MEASUREMENT

The Group prioritises the essential ESG topics for management and monitoring. Targets set for FY2023 were reviewed due to changes in material ESG factors, resulting in some targets becoming irrelevant.

Material ESG Topics	FY2023 Target(s)	FY2023 Performance Against Targets Set
Waste Management	Continue recycling the type of waste recycled in FY2022 i.e. cardboard and plastic	Target met: Recycled cardboard and plastic in FY2023.
	Set up waste segregation baskets at our places of operations for Supply Chain Management Business and Lifestyle Retail Business	Ongoing progress: Waste segregation baskets were implemented at the Supply Chain Management Business office. We endeavour to improve waste management at the Lifestyle Retail Business.
	Explore whether food scraps waste can be composted	Ongoing progress: At the Lifestyle Retail Business, we recycle used cooking oil, while other food scraps are currently disposed of.
	Reduce the Group's use of paper through digitalisation	Ongoing progress: At the Supply Chain Management Business, we utilise email to send and receive sales/purchase invoices and quotations. At the Lifestyle Retail Business, our menu system employs QR code scanning, while we continue to use paper-based methods for sales/purchases.
	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	Ongoing progress: At the Lifestyle Retail Business, we exclusively utilise paper bags for takeaways, while continuing to employ plastic containers and straws in our operations.

SUSTAINABILITY REPORT 2023

Material ESG Topics	FY2023 Target(s)	FY2023 Performance Against Targets Set
Energy Consumption and Greenhouse Gas (“GHG”) Emissions	Implement energy-saving initiatives such as switching off lights and electrical appliances in unused karaoke rooms and office spaces	Ongoing progress: We continue to minimise the use of lights and air conditioners in our offices and outlets whenever possible.
	Endeavour to observe the Earth hour	Target met: Partially participated in Earth Hour to take accountability for our environmental impact.
	Endeavour to reduce emissions intensity for the Group in 2023	Ongoing progress: The Lifestyle Retail Business recorded Scope 1 GHG emissions intensity of 0.006 tCO₂e per every m² of floor space in FY2023. In terms of Scope 2 GHG emissions intensity, the Lifestyle Retail Business recorded 0.246 tCO₂e per every m² of floor space. The data of Scope 1 & 2 GHG emissions for Lifestyle Retail Business in FY2022 only covers the fourth quarter, therefore is not meaningful to compare with FY2023 data. The Supply Chain Management Business recorded 0.062 tCO₂e per every m² of floor space this year.

SUSTAINABILITY REPORT 2023

Material ESG Topics	FY2023 Target(s)	FY2023 Performance Against Targets Set
	Endeavour to select suppliers located near the places of our operations	Target met: 9R prioritises suppliers based on their credentials, expertise, and close proximity. The Supply Chain Management Business primarily sources its robotic inventory from the Klang Valley, except for Keenon robots imported from China. For the Lifestyle Retail Business, most of our supplies are sourced from local sources, except for kitchen equipment, crockery, and decorative items, which we procure from alternative suppliers. In FY2023, the Group spent 61% of our procurement budget on local suppliers, which increased by 15 percentage point from FY2022.
	Tracking the electricity consumption for the supply chain management business office space from February 2023 to December 2023 and disclosing such consumption in the sustainability for FY2023	Target met: Electricity consumption for the supply chain management business office was disclosed from February 2023 to December 2023.
Water Consumption	Tracking the 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	Target met: Water consumption for the supply chain management business office was disclosed from February 2023 to December 2023.
	Monitor and explore initiatives to reduce the water consumed across its New Businesses	Ongoing progress: We remain keen on exploring additional water conservation methods, such as optimising our water utilisation and decreasing wasteful consumption.

SUSTAINABILITY REPORT 2023

Material ESG Topics	FY2023 Target(s)	FY2023 Performance Against Targets Set
Product Quality and Customer Satisfaction	Endeavour to uphold zero incidents and violations reported of customer health and safety	Ongoing progress: There were no incidents of customer health and safety reported at the Supply Chain Management Business. At the Lifestyle Retail Business, one minor injury occurred. We consistently reinvent and improve product and service quality to minimise any health or safety risks.
	Endeavour to train all staff on personal data protection matters in FY2023	Ongoing progress: We will endeavour to provide training to all employees concerning personal data protection in FY2024.
	To maintain an updated record of all consents received from customers and staff	Target met: The Group ensured an up-to-date record of all received consents from both customers and staff for the retention and processing of their personal data.
	Endeavour to uphold the trend of zero violations of trade description laws relating to our marketing and labelling practice reported	Target met: Throughout FY2023, there were zero breaches of trade description laws pertaining to our marketing and labelling practices.
Health and Safety	Endeavours to implement a workplace safety policy applicable to all employees of the Group which focuses on safe workplace practices	Ongoing progress: A workplace safety policy was implemented at the Lifestyle Retail Business. At the Supply Chain Management Business, the adoption of a workplace safety policy has yet to be initiated.
	Explore on the necessity to provide training on workplace safety	Target met: The Lifestyle Retail Business personnel completed a 3-hour Food Handling Course to uphold the quality and safety of service at the karaoke retail outlet.

SUSTAINABILITY REPORT 2023

Material ESG Topics	FY2023 Target(s)	FY2023 Performance Against Targets Set
	Endeavour to uphold zero work-related injuries and fatalities incidents	Ongoing progress: We achieved zero lost-time work-related injuries and fatalities. At the Lifestyle Retail Business, two minor injuries were reported. We remain committed to regularly updating our safety measures and workplace safety policy to ensure employees' well-being.
Employment	Endeavour to uphold the trend of zero sexual harassment incidents reported	Target met: No sexual harassment incidents reported in FY2023.
	Implement and exhibit a notice to raise awareness on sexual harassment at places of our operations	Target met: Ensured there were no complaints regarding "Unfair Employment Practices" and emphasised the complaint procedure on sexual harassment in the employee handbooks.
Training and Education	Continue to send employees for trainings to upskill	Target met: Attained 129 training hours at the Lifestyle Retail Business for a food handling course and 4 training hours at the Supply Chain Management Business on financial literacy.
	Develop and train employees on the areas for development identified in the EPA and RPA	Target met: At the Supply Chain Management Business, 13 employees received an EPA while four managers received an RPA. The Lifestyle Retail Business also conducted year-end performance appraisals for 25 employees.

SUSTAINABILITY REPORT 2023

Material ESG Topics	FY2023 Target(s)	FY2023 Performance Against Targets Set
Diversity	- Implement a diversity and inclusion, and non-discrimination policy - Adopt a diversity and inclusion policy	Target met: We implemented a diversity and inclusion, and non-discrimination policy.
Community Enrichment	Where possible, the Group endeavours to provide the contracts to local businesses in the locations of operation	Ongoing progress: We advocate individual growth and human rights while setting out to generate societal value through our actions. We will work towards achieving this target in the future. In addition, the Group also spent 61% of our procurement budget on local suppliers in FY2023.
Corporate Governance and Anti-Corruption	Ensure adequate training and/or briefings to the employees on its conduct guidelines	Ongoing progress: The Code of Conduct was covered in the Employee Handbook. 9R remains vigilant to achieve the target of providing adequate training in the future.
	Ensure effective investigation and corrective action on whistleblowing incidents	Target met: There were zero incidents of whistleblowing recorded in FY2023. If any reports were received, they will be handled with confidentiality and impartiality, and any harassment or discrimination resulting from any report will be addressed accordingly.
	Endeavour for zero breaches of Code of Conduct and Code of Work Ethics	Target met: No breaches of Code of Conduct and Code of Work Ethics recorded.
	- Endeavour all staff to attend AML, ABC and personal data protection training - Implement the AML and ABC policies and conduct training on such matters	Ongoing progress: We will endeavour to provide training to all employees concerning AML, ABC and personal data protection.

SUSTAINABILITY REPORT 2023

Material ESG Topics	FY2023 Target(s)	FY2023 Performance Against Targets Set
	Endeavour to uphold the trend of zero incidents of anti-money laundering, corruption or bribery	Target met: Zero incidents of anti-money laundering, corruption or bribery recorded in FY2023.
	Endeavour to uphold the trend of zero incidents of personal data leaks or breaches	Target met: There were no data leaks or breaches concerning personal information of customers or employees this year.
	Explore measures to strengthen its cybersecurity measures against personal data leaks or breaches	Target met: We implemented cybersecurity measures to prevent personal data leaks or breaches. All employees were restricted from accessing servers belonging to other departments.
	Continue to comply with the SGX ST Listing Manual Section B: Rules of Catalist	Target met: We continued to comply with the SGX ST Listing Manual Section B: Rules of Catalist
Economic Performance	Endeavour to maintain the viability and explore any expansion plans of the Lifestyle Retail Business and Supply Chain Management Business	Target met: As of December 2023, the Group generated a revenue of SGD 6,576,238. In December 2023, we also entered into a Sale and Purchase Agreement to acquire 7 karaoke outlets.
Responsible Procurement Practices	Endeavour to uphold the trend of zero incidents of supply chain disruptions reported	Target met: There were no incidents of supply chain disruptions reported.

SUSTAINABILITY REPORT 2023

SETTING THE AGENDA FOR FY2024 AND BEYOND

With reference to the SGX Practice Note 7F Sustainability Reporting Guide, targets should be considered for defined short-, medium- and long-term horizons. In FY2023, specific, measurable and relevant targets were established to effectively manage sustainability goals and assess progress, while also identifying areas for enhancement.

Material ESG Topics	Short-Term Target (FY2024)	Medium-Term Target (2024-2027)	Long-Term Target (2027-2030)
Waste Management	- Continue recycling cardboard and plastic waste. - Set up waste segregation baskets at the Lifestyle Retail Business. - Explore whether food scraps waste can be composted. - Further reduce the Group's use of paper through digitalisation. - Explore the possibility of adopting biodegradable food packaging and strawless cup lids.	Implement digital document management systems while encouraging electronic communication and documentation.	Recycle 100% of cardboard and plastic waste.
Energy Consumption and Greenhouse Gas ("GHG") Emissions	- Continuously implement energy-saving initiatives such as switching off lights and electrical appliances in unused karaoke rooms and office spaces. - Endeavour to reduce emissions intensity for the Group in 2024. - Conduct at least one energy saving awareness workshop among employees.	Commence monitoring of fuel consumption from business travel and employee commute for Scope 3 GHG emissions.	Achieve reduction in GHG emissions intensity for Scope 1, 2 and 3.
Water Consumption	- Continuously monitor and explore initiatives to reduce the water consumed across 9R's businesses. - Continue recording the total water consumption of 9R's operations.	Invest in water-efficient technologies such as low-flow fixtures.	

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Material ESG Topics	Short-Term Target (FY2024)	Medium-Term Target (2024-2027)	Long-Term Target (2027-2030)
Product Quality and Customer Satisfaction	- Implement a customer satisfaction survey. - Regular engagement sessions with contractors, suppliers and customers. - To train all staff on personal data protection matters.		
Health and Safety	- Implement a workplace safety policy applicable to the Supply Chain Management Business which focuses on safe workplace practices. - Maintain zero fatalities, permanent disability or major injuries across 9R.		
Employment	Maintain zero incidents of human rights infringement throughout 9R’s operations.		
Training and Education	- Develop and train employees on the areas for development identified in the EPA and RPA. - All employees receive 24 hours of training.		
Diversity	Commence at least one engagement activity and/or social gathering to promote inclusivity.	Conduct employee satisfaction survey for all departments and analyse survey findings to identify areas of improvement.	
Community Enrichment	- To provide contracts to local businesses. - To allocate for at least one community investment annually.		
Corporate Governance and Anti-Corruption	- Ensure adequate training and/or briefings for the employees on its conduct guidelines. - Encourage all staff to attend AML, ABC and personal data protection training. - Implement the AML and ABC policies and conduct training on such matters. - Maintain zero incidents of bribery and corruption by enforcing the ABC Policy.		
Economic Performance	Increase revenue generated by expansion in the market.		
Responsible Procurement Practices	- Increase sourcing from local suppliers. - Maintain zero incidents of supply chain disruptions.		

VENTURING ONWARDS IN OUR SUSTAINABILITY JOURNEY

Our commitment to sustainability is unwavering, urged forth by our determination to leave a positive impact on our planet and society. We made important strides in reducing our environmental footprint, promoting social responsibility and fostering economic stability.

At 9R, sustainability is not just a goal; it is the basis of our long-term viability. It guides our aspirations to propel us towards our mission to redefine customer service sector. We aim to achieve this by continuously optimising our supply chain operations, expanding the accessibility of our groundbreaking service robot technology, all while creating exceptional karaoke experiences.

As we press forward, we recognise that sustainability is a constantly evolving journey. We acknowledge the challenges that lie ahead and the need to continually innovate and adapt to changing circumstances. Our commitment to sustainability will continue to be a driving force in our decision-making processes, guiding us from the boardroom to our daily operations.

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GRI CONTENT INDEX

Statement of use	9R Limited has reported the information cited in this GRI content index for the period 1 January 2023 until 31 December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 2: General Disclosures 2021	2-1 Organisational details	44-45
	2-2 Entities included in the organisation's sustainability reporting	44-45
	2-3 Reporting period, frequency and contact point	44-45
	2-6 Activities, value chain and other business relationships	44-45
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	2-9 Governance structure and composition	49
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	2-16 Communication of critical concerns	67
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	2-26 Mechanisms for seeking advice and raising concerns	67
	2-27 Compliance with laws and regulations	67
	2-28 Membership associations	44
	2-29 Approach to stakeholder engagement	50
GRI 3: Material Topics 2021	3-1 Process to determine material topics	51
	3-2 List of material topics	51
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	68

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GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 204: Procurement Practices 2016	3-3 Management of material topic	68
	204-1 Proportion of spending on local suppliers	68
GRI 205: Anti-corruption 2016	3-3 Management of material topic	67
	205-2 Communication and training about anti-corruption policies and procedures	67
	205-3 Confirmed incidents of corruption and actions taken	67
GRI 302: Energy 2016	3-3 Management of material topic	57-58
	302-1 Energy consumption within the organisation	57-58
GRI 303: Water and Effluents 2018	3-3 Management of material topic	60
	303-5 Water consumption	60
GRI 305: Emissions 2016	3-3 Management of material topic	59-60
	305-1 Direct (Scope 1) GHG emissions	59
	305-2 Energy indirect (Scope 2) GHG emissions	59-60
	305-4 GHG emissions intensity	59-60
GRI 306: Waste 2020	3-3 Management of material topic	56
	306-2 Management of significant waste-related impacts	56-57
	306-3 Waste generated	56-57
	306-4 Waste diverted from disposal	56-57
GRI 401: Employment 2016	3-3 Management of material topic	62-64
	401-1 New employee hires and employee turnover	62-63
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	64
	401-3 Parental leave	64
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topic	61
	403-1 Occupational health and safety management system	61
	403-9 Work-related injuries	62
	403-10 Work-related ill health	62

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GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 404: Training and Education 2016	3-3 Management of material topic	64-65
	404-1 Average hours of training per year per employee	64
	404-3 Percentage of employees receiving regular performance and career development reviews	65
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topic	65-66
	405-1 Diversity of governance bodies and employees	65-66
GRI 406: Non-discrimination 2016	3-3 Management of material topic	65
	406-1 Incidents of discrimination and corrective actions taken	65
GRI 408: GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	62
GRI 409: Forced or Compulsory Labor 2016	3-3 Management of material topic	62
GRI 413: Local Communities 2016	3-3 Management of material topic	66
GRI 416: Customer Health and Safety 2016	3-3 Management of material topic	61
GRI 417: Marketing and Labelling 2016	3-3 Management of material topic	61
GRI 418: Customer Privacy 2016	3-3 Management of material topic	61