

SUSTAINABILITY REPORT 2025

BOARD STATEMENT

Dear Valued Stakeholders,

At 9R Limited ("9R"), we believe businesses should do more than drive economic growth – they must serve as catalysts for meaningful and lasting change. In an era where sustainability is central to resilience, we are committed to integrating environmental, social and governance ("ESG") principles into our operations, ensuring that innovation and responsibility go hand in hand.

Our Sustainability Report reflects our commitment to transparency by detailing our progress, challenges and opportunities in building a more sustainable future. As climate change drives regulatory and market shifts, businesses must adapt and lead with purpose. In response, we have strengthened our strategic initiatives, aligned with industry best practices and fostered meaningful collaborations to enhance resilience and create long-term value creation.

Recognising the importance of sustainability to our business and strategy, the Board actively identifies and oversees the management of material ESG factors. This proactive approach ensures that our sustainability efforts generate positive outcomes for our business and stakeholders.

As part of our commitment to sustainability, we continue to leverage technology to enhance the customer experience while contributing to sustainable economic growth. In June 2024, we entered into a strategic partnership with Concept Associates (KL) Sdn Bhd, the sole distributor for JBL Entertainment Malaysia, to deliver high-quality entertainment solutions. This collaboration integrates premium JBL sound equipment into our Red Box karaoke venues, elevating the audio experience and reinforcing our customer-centric approach.

Additionally, the introduction of the Redbox Karaoke Member Card (RedPay Visa Card) provides customers with greater convenience and access to exclusive benefits. Furthermore, the deployment of service robots across four karaoke outlets optimises operational efficiency and enriches the overall customer experience, directly contributing to 9R's sustainability goals and supporting our ESG efforts to sustainability through technological enhancements and improved customer experience.

As we move forward, we invite you to explore this Report to gain deeper insights into our sustainability journey and the impact we are creating.

Thank you for your continued trust, support and shared commitment to a better tomorrow.

On behalf of the Board

Khoo Kai Yang
Chief Executive Officer

SUSTAINABILITY REPORT 2025

STRIKING A CHORD WITH SUSTAINABILITY

9R's Statement at a Glance

It is our pleasure to present 9R and our subsidiaries' (the "Group") Sustainability Report for FPE2025, which highlights the Group's sustainability journey and our impacts on the economy, environment and society (the "Report"). This Report aims to provide clear and comprehensive insights into our non-financial performance within the context of ESG principles.

Stepping Up Our Sustainability Journey

Sustainable development is a cornerstone of 9R's operational excellence as we navigate an ever-evolving global landscape. Our pledge to sustainability underscores our dedication to generating enduring value while addressing key economic, environmental and social challenges.

During the reporting period, we advanced our sustainability efforts by aligning our climate-related disclosures with the International Financial Reporting Standard ("IFRS") S2 *Climate-related Disclosures* (IFRS S2) and initiating reporting for Scope 3 GHG emissions (Category 6: Business Travel).

As we envision the future, we remain resolute in our efforts to foster development, uplift communities and protect the planet. Together, we are shaping a future that benefits our environment and stakeholders, ensuring progress and shared prosperity.

Reporting Scope and Boundary

This Report covers the period from 1 January 2024 to 31 March 2025 ("FPE2025"), highlighting key developments and disclosures across our Supply Chain Management Business and Lifestyle Retail Business segments in Malaysia. The relevant data for each business segment is provided by 9R Leisure Sdn. Bhd., 9R Management Sdn. Bhd. and Diverse Supply Chain Sdn. Bhd. for the purpose of this Report.

9R Leisure Sdn. Bhd. and 9R Management Sdn. Bhd., the Group's lifestyle retail arm, operate an established family-oriented karaoke outlet under the Red Box brand. 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.

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Supply Chain Management	
Diverse Supply Chain Sdn. Bhd.	
Lifestyle Retail	
9R Leisure Sdn. Bhd. 9R Management Sdn. Bhd. - Redbox (TRX) Sdn. Bhd. - Redbox (Gardens KL) Sdn. Bhd. - Redbox (The Curve) Sdn. Bhd. - Redbox (1st Avenue) Sdn. Bhd.	- Redbox (Gurney Penang) Sdn. Bhd. - Redbox (Empire Subang) Sdn. Bhd. - Redbox (Bukit Tinggi) Sdn. Bhd. - Redbox (Seremban) Sdn. Bhd. - Redbox (Pavilion KL) Sdn. Bhd.

Note: Diverse Supply Chain (SG) Pte. Ltd., which focuses on service robot distribution, is excluded from the scope of this Report due to its limited operations.

Reporting Frameworks

This Report has been prepared in compliance with the Singapore Exchange ("SGX") Practice Note 7F Sustainability Reporting Guide, Catalyst Board Listing Rules 711A and 711B, and IFRS S2. The Group's climate-related disclosures are guided by the Global Reporting Initiative ("GRI") standards.

Ensuring Data Accuracy and Integrity

The Group has established internal data collection and verification processes to ensure the accuracy of information, including sustainability-related figures, statements and claims presented in this Report. In compliance with Rule 711B (3), our sustainability reporting process undergoes internal assurances to maintain reliability and compliance. 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.

Feedback

We continuously strive to improve our sustainability reporting practices and welcome stakeholder insights. Please direct any feedback, concerns, enquiries or suggestions to the contact details provided below.

Wun Jun Ming

Head of Finance

junming@redbox.com.my

Memberships and Associations

9R actively engages with key industry associations through memberships to remain informed on the latest developments and industry best practices. Our memberships include the Malaysian Retail Chain Association ("MRCA") and the Singapore Business Federation.

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SUSTAINABILITY HIGHLIGHTS

At 9R, we seek to generate long-term value for our stakeholders by integrating ESG considerations into our operations. In FPE2025, we implemented various efforts to uphold governance, reduce our environmental footprint and support employee well-being. The following are some of our key highlights for the year.

Good Governance

**99%**

procurement budget
spent on local
suppliers

**Zero**

incidents concerning
breaches of customer
privacy or misuse of data

**Zero**

substantiated incidents
of corruption or bribery

Safeguarding the Environment

**10.1**

tonnes of waste have
been recycled



Commenced monitoring and
disclosure for Scope 3 GHG
emissions (Business Air Travel)



Expanded disclosures
to include energy and
water intensity

Social Responsibility

**238**

total training hours
provided

**Zero**

reported incidents of
discrimination

**Zero**

work-related fatalities
and lost time injuries

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ESG MILESTONES & ACHIEVEMENTS

Since embarking on our sustainability journey, we have remained steadfast in our commitment to accountability, transparency and continuous improvement, which has enabled us to achieve key objectives and milestones. Moving forward, we remain focused on building upon these successes while exploring new initiatives to create value for stakeholders.

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 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

FPE2025

- Enhanced the ESG Framework to incorporate strategic thrusts
- Enhanced the stakeholder engagement table to include the frequency of engagement
- Aligned climate-related disclosures with IFRS S2
- Commenced disclosure for Scope 3 GHG emissions (Category 6: Business Travel)

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OUR APPROACH TO SUSTAINABILITY

9R's ESG Framework

We have an ESG framework in place to effectively implement our strategies, ensuring a structured approach to integrating ESG considerations into our daily operations. This framework supports our sustainability goals and reinforces our commitment to responsible business practices. Grounded in the 9R Core Values, the framework is built around three sustainability pillars – Good Governance, Safeguarding the Environment and Social Responsibility.

ESG Framework		
Our Core Values		
Customer Obsession	Creativity and Innovation	Teamwork and Trust
Ownership and Accountability	Courage, Passion and Growth	Integrity and Positive Impact
Strategic Thrusts		
Embed ethical business practices, strengthen corporate governance and promote responsible procurement to ensure long-term value creation	Drive decarbonisation and responsible resource management through energy efficiency and circular economy practices	Enhance employee well-being, diversity and skills development while strengthening community engagement and customer satisfaction
Sustainability Pillars		
Good Governance	Safeguarding the Environment	Social Responsibility
Material ESG Factors		
- Corporate Governance and Anti-Corruption - Economic Performance - Responsible Procurement Practices	- 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
Stakeholder Groups		
 Shareholders and Investors	 Government and Regulatory Authorities	 Employees
 Customers	 Contractors and Suppliers	 Communities

SUSTAINABILITY REPORT 2025

Our Sustainability Policy

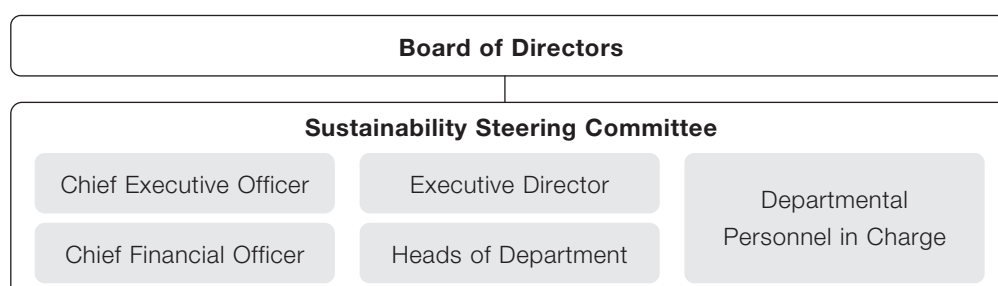
The Group's Sustainability Policy integrates sustainability principles across our business operations. The Sustainability Policy strengthens long-term resilience, ensures regulatory compliance and builds stakeholder trust.

Sustainability Policy Commitments	
Good Governance	- Uphold the highest standards of corporate conduct through sincerity, righteousness, faithfulness and honesty - Adhere to the Singapore Code of Corporate Governance 2018 as a guiding framework - Recognise good governance as a fundamental pillar for long-term growth
Safeguarding the Environment	- Prioritise efficient energy usage and responsible management of general office waste in daily operations - Acknowledge the urgency of climate change and actively work to mitigate GHG emissions - Develop and offer environmentally friendly solutions and innovations to the market to minimise negative environmental impact - Require suppliers and vendors to uphold the same level of environmental responsibility and commitment
Social Responsibility	- Nurture and develop talent while ensuring a safe and enjoyable workplace for employees - Recognise our role in society as a key job provider - Support businesses by offering supply chain solutions to address labour challenges - Promote family-friendly entertainment in a fun and safe environment

Our Sustainability Governance

At 9R, sustainability is embedded into our governance framework, ensuring it remains central to our strategic direction. Our two-tiered sustainability governance structure fosters collaboration, accountability and resilience, aligning decision-making with our ESG goals while addressing emerging challenges.

The Board of Directors ("BoD" or the "Board") provides strategic oversight, steering the Group's sustainability efforts, while the Sustainability Committee ("SC") identifies, monitors and manages critical ESG issues.



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Sustainability Governance Structure	
Board of Directors	- Provides oversight on the strategic management of sustainability initiatives, including material ESG factors, policies and targets - Reviews and approves proposed sustainability strategies, policies, material ESG factors and the annual sustainability report - Considers sustainability aspects as part of its strategic oversight, ensuring alignment with the Group's planning, performance and long-term objectives
Sustainability Committee	- Oversees the strategic management of material ESG factors and integrates the Group's sustainability initiatives into daily operations - Recommends and advises the Board on sustainability strategies, initiatives and targets, ensuring alignment with the Group's overall business objectives - Reviews, endorses and submits policies to the Board for approval - Supervises the execution of approved sustainability strategies and initiatives - Tracks the Group's sustainability performance while managing stakeholder engagement

Note: The Chief Financial Officer and Executive Director resigned midway through the reporting period, and the Head of Finance Department replaced them in the sustainability committee for the remainder of the reporting period.

Creating Value Through Stakeholder Engagement

Building and maintaining strong relationships with stakeholders is pivotal to our business success. We actively engage with stakeholders through various channels, gathering valuable feedback on key issues to gain insights that inform our sustainability and risk management strategies and enhance our decision-making processes.

Key Focus Areas	Our Response	Engagement Method and Frequency
Investors and Shareholders		
- Corporate governance - Risk management and business strategy - Financial performance	- Develop and enforce a robust corporate governance framework - Manage and mitigate risks through the Enterprise Risk Management Framework - Strengthen financial performance through strategic planning and transparent reporting	Ongoing - Announcements and updates on corporate websites As required - Extraordinary General Meeting Annually - Annual General Meeting - Annual Report and Sustainability Report

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Key Focus Areas	Our Response	Engagement Method and Frequency
Government and Regulatory Authorities		
• Anti-corruption policy • Regulatory and legal compliance • Environmental management	• Develop and implement policies to ensure adherence to relevant legislation and regulatory requirements • Adjust operations based on recommendations from authorities and statutory bodies for karaoke establishments	Ongoing • Inspections at karaoke outlets • Compliance updates through SGXNet
Customers		
• Customer experience • Product quality and safety • Prompt service and response • Quality of food and service	• Enhance product and service quality, and develop marketing strategies based on customer feedback • Actively engage with customers to gather insights and assess satisfaction levels for karaoke establishments	Ongoing • Corporate website and social media platforms • Direct customer feedback (in-person)
Contractors and Suppliers		
• Product quality and supply reliability • Service timeliness	• Evaluate suppliers and vendors to ensure quality of product • Conduct karaoke outlet visits and inspections to assess service timeliness	Ongoing • In-person and online engagements • Supplier assessment and selection
Employees		
• Employee well-being and job security • Career growth and development • Workplace health and safety	• Offer competitive benefits and remuneration • Enhance training via Human Resources Development Fund Plan • Provide professional development opportunities • Uphold diversity, inclusion and non-discrimination efforts	Ongoing • Employee engagement Annually • Annual performance review
Community		
• Engaging with communities	• Organise recurring CSR initiatives to engage with communities • Strengthen social impact through partnerships and outreach activities	Ongoing • Corporate website and social media platforms As required • Community events and outreach

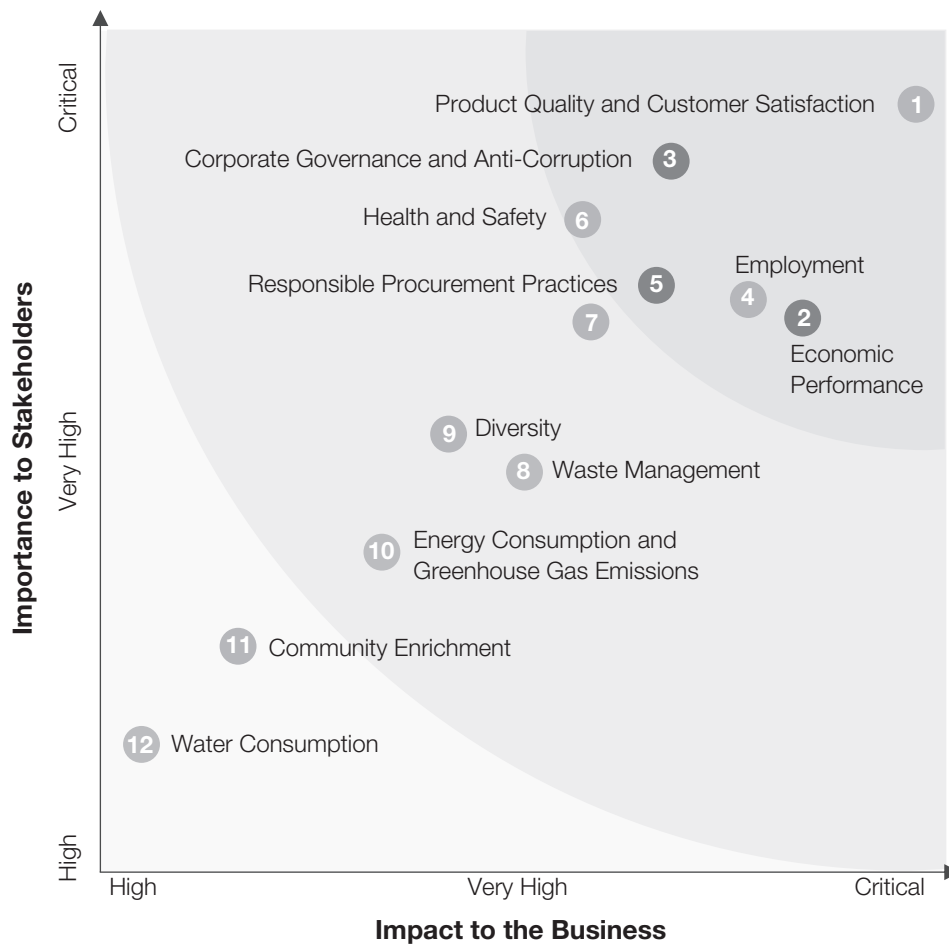
SUSTAINABILITY REPORT 2025

OUR SUSTAINABILITY PRIORITIES

Defining What Matters Most

Materiality assessments play a crucial role in our sustainability journey, helping us identify and manage risks and opportunities while shaping our approach to material matters. The Group understands the importance of prioritising efforts on material factors that hold the greatest significance to our business and stakeholders.

In FY2023, we identified 12 material ESG factors and developed a materiality matrix to better illustrate the significance of each factor to both stakeholders and the Group. Given their continued relevance, we have retained the 12 material ESG factors and the matrix for FPE2025. Our top five material ESG factors are **Product Quality and Customer Satisfaction, Economic Performance, Corporate Governance and Anti-Corruption, Employment and Responsible Procurement Practices**.



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Mapping Our Material ESG Factors

To reinforce our sustainability commitment, we have mapped material ESG factors with the relevant stakeholder groups and GRI standards adopted by the Group. This alignment ensures that our initiatives contribute meaningfully while addressing ESG priorities within our operations.

Sustainability Pillars	Commitment Statements	Material ESG Factors	GRI Indicators	Stakeholder Groups
 Good Governance	We strive to uphold the highest standards of governance and transparency by ensuring robust corporate governance, implementing stringent anti-corruption measures and adopting viable economic growth strategies and responsible procurement practices.	Economic Performance	GRI 201: Economic Performance	- Shareholders and Investors - Government and Regulatory Authorities
		Responsible Procurement Practices	GRI 204: Procurement Practices	Contractors and Suppliers
		Corporate Governance and Anti-Corruption	GRI 205: Anti-Corruption	- Shareholders and Investors - Government and Regulatory Authorities - Employees - Customers
 Safeguarding the Environment	We recognise the importance of environmental responsibility and seek to incorporate climate resilience, energy efficiency, effective resource management, waste management and water stewardship into our operations.	Energy Consumption and GHG Emissions	GRI 302: Energy GRI 305: Emissions	- Shareholders and Investors - Government and Regulatory Authorities
		Waste Management	GRI 306: Waste	- Government and Regulatory Authorities - Employees - Contractors and Suppliers
		Water Consumption	GRI 303: Water and Effluents	- Government and Regulatory Authorities - Employees - Contractors and Suppliers

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Sustainability Pillars	Commitment Statements	Material ESG Factors	GRI Indicators	Stakeholder Groups
 Social Responsibility	We aspire to provide a safe workplace, fostering diversity, investing in employment opportunities, nurturing a skilled and valuable workforce, and actively participating in community initiatives. Through these efforts, we aim to enhance social well-being and drive meaningful change in the society.	Product Quality and Customer Satisfaction	GRI 416: Customer Health and Safety GRI 417: Marketing and Labelling GRI 418: Customer Privacy	- Shareholders and Investors - Customers
		Health and Safety	GRI 403: Occupational Health and Safety	- Government and Regulatory Authorities - Employees - Contractors and Suppliers
		Employment	GRI 401: Employment GRI 408: Child Labour GRI 409: Forced or Compulsory Labour	Employees
		Training and Education	GRI 404: Training and Education	Employees
		Diversity	GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination	Employees
		Community Enrichment	GRI 413: Local Communities	- Employees - Communities

CLIMATE-RELATED FINANCIAL DISCLOSURES

As part of our sustainability agenda, we strive to enhance our disclosures by benchmarking against international reporting frameworks, reflecting our commitment to transparency and ensuring stakeholders are well-informed. In FPE2025, we incorporated climate-related financial disclosures in line with the IFRS S2, identifying relevant physical and transition risks that could impact our business in the short, medium, and long term.

Governance

The Board provides oversight of the Group's ESG strategies, policies and targets, including climate-related risks and opportunities, ensuring their integration into the overall business strategy, risk management framework and long-term value creation. Recognising the impact of climate change on our operations, the Board remains informed about climate-related risks and opportunities through the Sustainability Committee.

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Strategy

We have identified potential risks associated with climate change, as well as their impacts on operations and their related opportunities.

Transition Risk	Impact	Opportunities
Policy and Legal		
Group-wide		
Future implementation of carbon pricing mechanisms	Increased compliance costs to enhance carbon tracking, reporting and sustainability disclosures	Strengthen regulatory compliance and corporate reputation through transparent reporting and disclosures
Technology		
Supply Chain Management Business		
Challenges in sourcing energy-efficient robotic solutions as suppliers face higher research and development ("R&D") costs and production constraints in adopting new technologies	Higher upfront costs in the Supply Chain Management Business due to limited supply and elevated R&D costs	Potential enhancement of market positioning and brand reputation through the adoption of energy-efficient robots
Lifestyle Retail Business		
Challenges in integrating energy-efficient technologies due to high retrofitting costs	Higher operational expenditure due to increased electricity consumption	Increase long-term savings through the adoption of energy-efficient technologies, such as light-emitting diode ("LED") lighting, motion-sensor lighting controls and smart heating, ventilation and air conditioning ("HVAC") systems in karaoke outlets
Market		
Supply Chain Management Business		
Potential volatility in demand for key components	Rising robot procurement costs due to fluctuations in semiconductor and metal prices, impacting manufacturing costs	Opportunity to strengthen supply chain resilience through supplier diversification

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Transition Risk	Impact	Opportunities
Lifestyle Retail Business		
Potential rise in costs of food ingredients and beverages due to supply chain disruptions and inflation	Rising operational costs in the Lifestyle Retail Business, impacting profit margins and customer retention	Achieve long-term cost savings by sourcing food ingredients and beverages locally
Reputation		
Group-wide		
Growing stakeholder demand for corporate accountability in climate-related initiatives	Challenges in securing financing or partnerships due to inadequate sustainability performance	Enhance stakeholder trust and investor confidence through transparent climate disclosures and measurable sustainability commitments
Physical Risk	Impact	Opportunities
Acute		
Group-wide		
Heightened frequency and severity of extreme weather events	- Increased logistics and operational costs due to weather-related disruptions affecting transportation, warehousing and delivery schedules - Physical damage to retail stores and equipment caused by floods, storms, or severe weather events, leading to costly repairs and operational downtime.	- Strengthen supply chain resilience through the diversification of suppliers and optimisation of logistic routes - Diversify revenue streams through digital or virtual karaoke services to maintain customer engagement when physical venues are closed
Chronic		
Group-wide		
Long-term changes in climate patterns, including prolonged high temperatures, shifts in precipitation patterns and rising sea levels	Increased operational expenditure due to higher demand for cooling systems during prolonged periods of extreme temperatures	Attain potential long-term savings by adopting energy-efficient HVAC systems and smart building solutions

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Risk Management

The Board, together with the Audit and Risk Committee (“ARC”), provides strategic oversight of 9R’s ESG risk indicators within our Enterprise Risk Management (“ERM”) framework. In the near future, we plan to incorporate climate risk indicators into our ERM framework to strengthen climate-related risk identification and the development of effective mitigation strategies.

Metrics and Targets

The Group monitors and reports our Scope 1 and Scope 2 GHG emissions using the operational control approach. Scope 1 encompasses emissions from company-owned assets under direct control, while Scope 2 accounts for emissions from purchased electricity. Scope 3 includes emissions from the value chain. For this reporting year, 9R reports business travel under Scope 3. In line with the Paris Agreement, we have set a long-term target to reduce our GHG emissions intensity for Scopes 1, 2 and 3 by 10% by 2030.

GOOD GOVERNANCE

At 9R, robust governance, ethics and integrity are the cornerstone of our sustainable growth and supply chain resilience. These principles shape our daily operations, reinforcing transparency, accountability and responsible business practices to drive long-term value creation for stakeholders.

Corporate Governance and Anti-Corruption

Corporate Governance

Our governance policies underpin ethical and responsible business practices, which are integral to our sustainability efforts. Aligned with the Singapore Code of Corporate Governance 2018 (“the Code”), we uphold these principles diligently, promoting a culture of integrity and accountability among employees and stakeholders.

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Anti-Bribery and Corruption

The Group upholds the highest standards of integrity through our Anti-Bribery and Corruption Policy, which sets out clear procedures addressing improper solicitation, bribery and corrupt practices among Board members, employees and business associates.

Additionally, our Whistleblowing Policy provides a secure platform for employees and other stakeholders to raise concerns or report any illegal activities and malpractice. Reports can be submitted through the Whistleblowing Channel, a secure platform that allows individuals to report anonymously without fear of retaliation, ensuring a safe and transparent process, at whistleblower@9rlimited.com. The Group's policies can be accessed on our corporate website at www.9rlimited.com/governance.



67% of management and above-level employees attended anti-corruption training in FPE2025.

To strengthen compliance, all 9R employees undergo anti-corruption training to familiarise themselves with local laws and regulations. Our Employee Handbook further outlines key principles of corruption, including the consequences of engaging in such activities.

There were no breaches of the Code of Conduct or Code of Work Ethics and zero reported incidents of corruption or bribery were recorded for the past three financial years.

Employees who received training by category (%)		FPE2025
Senior Management		100
Management		60
Executive		71
Non-Executive		3

Cybersecurity

In today's digital era, safeguarding personal and sensitive information is a critical business priority, particularly for 9R which operates in the technology and digital solutions space. We prioritise the protection of customer data, employee information, operational records and business assets by implementing cybersecurity measures and data protection controls.

The Group's approach to data privacy and cybersecurity is guided by the Personal Data Protection Act ("PDPA") 2012 of Singapore and the PDPA 2010 of Malaysia, which governs the collection, use, disclosure and protection of personal data. To mitigate risks, we enforce strict protocols to prevent data breaches or leaks, such as restricting employee access to servers outside their designated departments to enhance data security across the organisation.



Zero incidents concerning breaches of customer privacy or misuse of data for the past three financial years

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Economic Performance

9R recognises that long-term economic sustainability is closely tied to our commitment to ESG principles. By integrating responsible business practices, we enhance efficiency, strengthen resilience and drive sustainable growth, contributing to broader economic progress.

Aligned with our growth strategy, we remained focused on investing in initiatives that drive business expansion and foster innovation, creating long-term value across our ecosystem. For FPE2025, these efforts included the expansion of seven karaoke outlets.

Group Economic Performance	FY2023	FPE2025
Total Economic Value Generated	SGD 6,576,238	SGD 14,701,312
Total Economic Value Distributed	SGD 4,803,433	SGD 18,133,002
Operating Costs	SGD 4,792,681	SGD 17,462,047
Taxes	SGD 10,752	SGD 670,955

Responsible Procurement Practices

Responsible procurement strengthens the integrity, security and resilience of our technology and digital solutions. To this end, we collaborate with ethical and reliable suppliers to uphold high standards of quality, data security and environmental responsibility, reinforcing our operations and stakeholder trust.

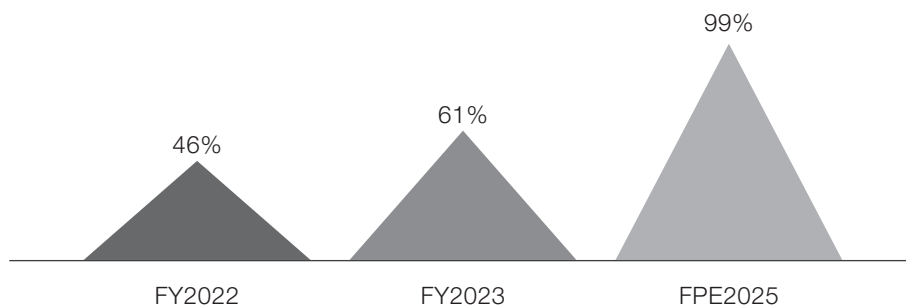
To uphold transparency and accountability, we conduct rigorous supplier evaluations, carefully selecting partners based on their credentials, expertise and proximity to ensure we maintain product quality by working exclusively with licensed and reliable suppliers. The Group evaluates our suppliers based on key criteria such as pricing, food quality and delivery reliability, as well as the ability to meet daily delivery requirements.

In relation to our AI-powered robotic products, the robotic inventory for our Supply Chain Management Business is primarily sourced from the Klang Valley, with the exception of Keenon robots, which are imported from China. Similarly, the Lifestyle Retail Business primarily partners with local suppliers, with specific items such as kitchen equipment, crockery and decorative goods, which are sourced externally.

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For FPE2025, 99% of our procurement budget was allocated to local suppliers, reflecting a 38 percentage point increase compared to FY2023. Additionally, we successfully met our target of maintaining zero supply chain disruptions during the reporting period.

Procurement Spent on Local Suppliers



SAFEGUARDING THE ENVIRONMENT

9R strives to minimise environmental impact while enhancing efficiency, reducing costs and strengthening our reputation. We will continue to embed responsible practices in waste management, water consumption and energy and emissions management, collaborating with partners, suppliers and employees to drive continuous improvement.

Energy Consumption and Greenhouse Gas Emissions

9R seeks to reduce our energy consumption and GHG emissions to combat climate change and minimise our environmental footprint, in line with the Paris Agreement and our goal of achieving net-zero emissions by 2050. We strive to adopt solutions that ensure responsible energy use while continuously monitoring and measuring our GHG emissions.

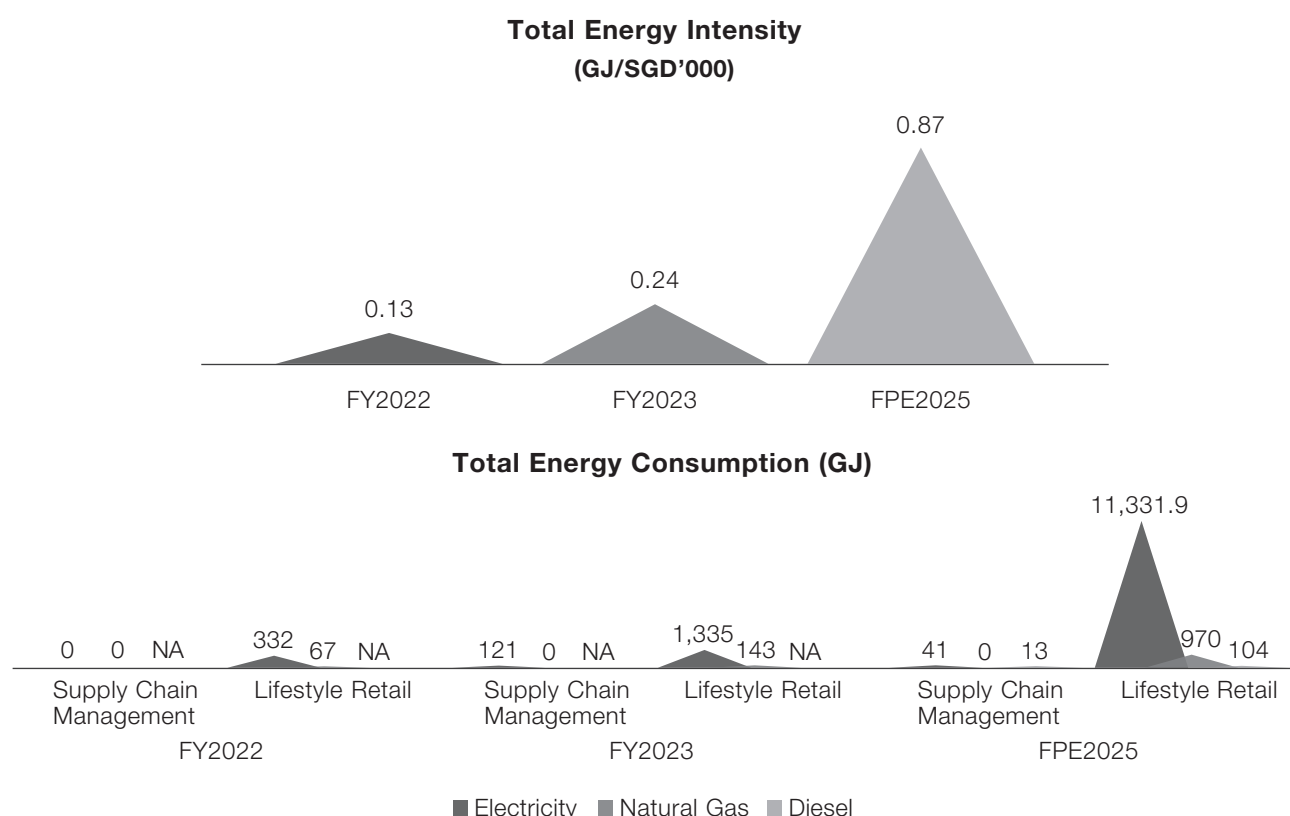
Energy Consumption

The Group introduced energy-saving measures to improve efficiency across its offices and karaoke outlets, including switching off lights and air conditioning when not in use. While most outlets use centralised air conditioning, two outlets with split unit systems operate them only when occupied, helping to reduce unnecessary energy use. Moving forward, we will introduce additional energy-saving initiatives, such as promoting responsible practices among employees and retrofitting existing light fixtures with Light Emitting Diode ("LED") light.

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In this reporting period, the Group has expanded disclosures to include diesel consumption of company vehicles.

Our total energy consumption amounted to 12,459 GJ, whereby the majority of our energy consumption (91%) was attributed to electricity consumption in our Lifestyle Retail Business. Compared to FY2023, our Lifestyle Retail Business recorded a significant increase in energy consumption, primarily due to the acquisition of seven karaoke outlets in FPE2025.



Notes:

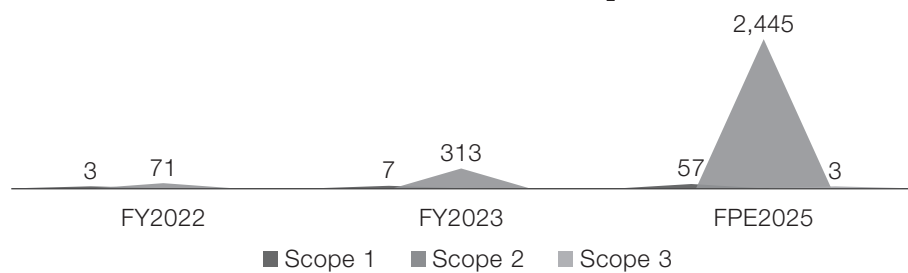
1. FY2022 data from the Lifestyle Retail Business only encompasses October to December 2022, following its acquisition.
2. Total energy consumption for FY2022 and FY2023 has been restated to reflect more accurate conversion factors.
3. FPE2025 data includes contributions from seven additional karaoke outlets acquired under the Lifestyle Retail Business.

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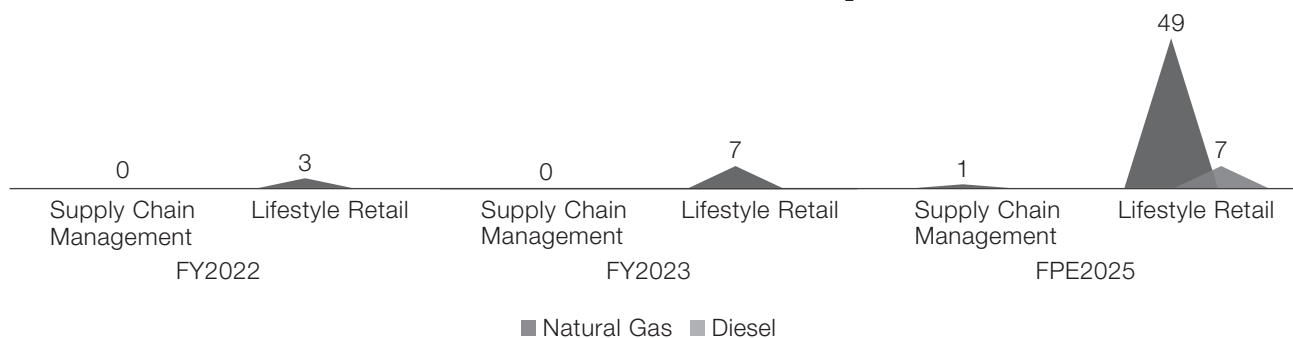
GHG Emissions

The Group remains focused on improving our GHG inventory to ensure consistent and accurate data measurement. We also continuously evaluate energy consumption and efficiency to identify opportunities for emissions reduction. In FPE2025, the Group recorded a total of 2,505 tCO₂e in Scope 1, 2 and 3 GHG emissions.

Total GHG Emissions (tCO₂e)



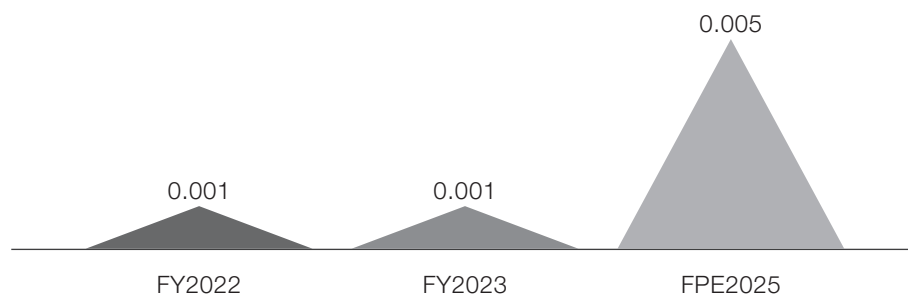
Scope 1 GHG Emissions (tCO₂e)



Notes:

1. FY2022 data from the Lifestyle Retail Business only encompasses October to December 2022, following its acquisition.
2. FPE2025 data includes contributions from seven additional karaoke outlets acquired under the Lifestyle Retail Business.
3. The 2022 grid emission factor of 0.774 tCO₂e/MWh, issued by the Energy Commission, has been used to recompute the FY2022 and FY2023 data in place of the 2021 factor of 0.758 tCO₂e/MWh.

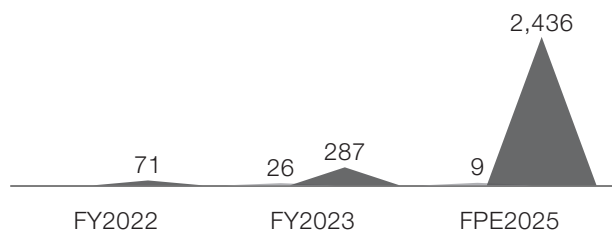
Scope 1 GHG Emissions Intensity (tCO₂e/SGD'000)



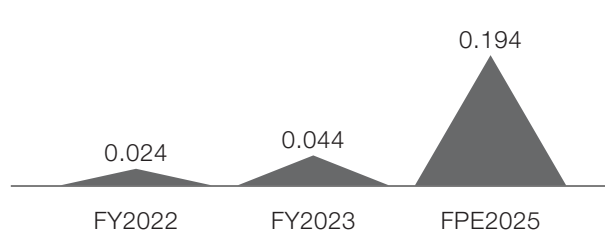
In FPE2025, our Scope 1 GHG emissions, attributed to our diesel and natural gas consumption, totalled 57 tCO₂e, with an emissions intensity of 0.005 tCO₂e/SGD'000.

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**Scope 2 GHG Emissions
(tCO₂e)**



**Scope 2 GHG Emissions Intensity
(tCO₂e/SGD'000)**



- Lifestyle Retail
- Supply Chain Management

Notes:

1. Data for FY2022 and FPE2025 includes only the Lifestyle Retail Business, as the Supply Chain Business operates in a shared workspace where data was not tracked.
2. FY2022 data from the Lifestyle Retail Business only encompasses October to December 2022, following its acquisition.
3. FPE2025 data for the Supply Chain Management Business includes electricity usage only up to May 2024, as the tenancy period ended at that time.
4. The 2022 grid emission factor of 0.774 tCO₂e/MWh, issued by the Energy Commission, has been used to recompute the FY2022 and FY2023 data in place of the 2021 factor of 0.758 tCO₂e/MWh.

Scope 2 GHG emissions are indirect emissions related to purchased electricity. In this reporting period, we recorded 2,445 tCO₂e in Scope 2 emissions and emissions intensity of 0.194 tCO₂e/SGD'000.

In this reporting period, the Group has also commenced the monitoring and disclosure of our Scope 3 GHG emissions, specifically those related to Category 6, Business Air Travel. Scope 3 emissions intensity were recorded at 0.0002 tCO₂e/SGD'000 for FPE2025.

3.28 tCO₂e
Scope 3 GHG Emissions in FPE2025
resulting from Business Air Travel



Waste Management

The Group believes in responsibly managing the waste generated from our operations. With nine karaoke outlets under our Lifestyle Retail Business, we focus on minimising wastes at source, promoting reusing and prioritising recycling to transform waste into valuable resources.

SUSTAINABILITY REPORT 2025

Waste Management Initiatives

During the reporting period, we implemented several key measures to minimise environmental impact and improve efficiency while maintaining some of our existing waste management practices.

Supply Chain Management Business

Set up waste segregation bins at the Supply Chain Management Business office

Digitised operations to reduce paper consumption, streamline workflows and enhance cost savings by delivering sales and purchase invoices and quotations via email

Lifestyle Retail Business

Recycled used cooking oil by selling it to third-party vendors for conversion into biofuel

Adopted paper bags for takeaway orders

Implemented QR code menus to reduce paper consumption

Responsible Waste Disposal Practices

As a business operating in supply chain management and karaoke outlets, 9R generates minimal scheduled waste. However, we remain committed to responsible waste management to ensure compliance and minimise our environmental footprint.

During the reporting period, we recycled a total of 10.1 tonnes of waste, comprising used cooking oil, cardboard, plastics, paper and aluminium. Our Lifestyle Retail Business contributed to this effort, with used cooking oil accounting for 99% of the total recycled waste. The collected cooking oil was sold to a third-party vendor specialising in conversion of used cooking oil into biofuel, supporting a circular economy. Meanwhile, our Supply Chain Management business recycled 0.02 tonnes of various materials, a decrease compared to 0.09 tonnes the previous year, primarily due to business downsizing and reduced demand for robotics.

SUSTAINABILITY REPORT 2025

Types of Waste	Business	Amount of Waste (tonnes)		
		FY2022	FY2023	FPE2025
Cooking Oil	Lifestyle Retail	0	1.695	10.033
Cardboard	Supply Chain Management	0.417	0.060	0.048
Plastics		0.172	0.003	0.002
Paper		0	0.027	0.003
Aluminium		0	0.006	0.017
Iron		0	0.001	0
Total Waste Generated	Group-wide	0.589	1.697	10.102

Notes:

1. FPE2025 data for used cooking oil includes waste from seven additional karaoke outlets acquired under the Lifestyle Retail Business.
2. Non-recycled waste generated during the reporting period has not been quantified and therefore, is not included in the total waste generated.

Water Consumption

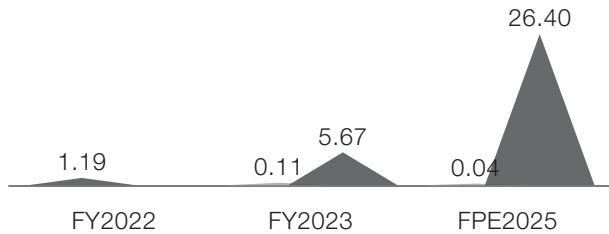
We seek to manage consumption responsibly across our operations. While our operations are not situated in water-stressed areas, the Group is committed to reducing water consumption where possible and exploring additional water conservation methods to optimise usage and minimise waste.

Water is primarily used in our office, as well as for cleaning and cooking at our karaoke outlets. To promote conservation, the Group introduced a “Save Water” initiative during this reporting period, displaying guides at sink areas to raise awareness and encourage responsible usage among employees and customers.

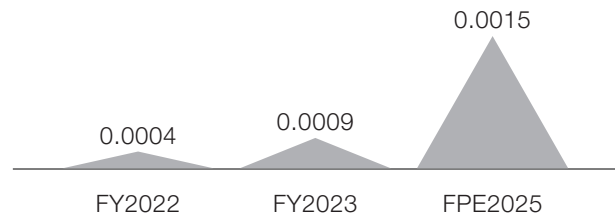
For FPE2025, our total water consumption amounted to 26.44 m³ compared to 5.78 m³ in FY2023, due to the acquisition of seven additional karaoke outlets under the Lifestyle Retail business. There were no fines or penalties for non-compliance with environmental laws or regulations during the reporting period.

SUSTAINABILITY REPORT 2025

Total Water Consumption (m³)



Total Water Intensity (m³/SGD'000)



■ Lifestyle Retail
■ Supply Chain Management

■ FY2022 ■ FY2023 ■ FPE2025

Notes:

1. Data for FY2022 only covers the Lifestyle Retail Business, as the Supply Chain Business operates in a shared workspace where data was not tracked.
2. FY2022 data from the Lifestyle Retail Business only encompasses October to December 2022, following its acquisition.
3. FPE2025 data for total water consumption and total water intensity includes data from seven additional karaoke outlets acquired under the Lifestyle Retail Business.

SOCIAL RESPONSIBILITY

Our dedication to people guides us in everything we do, from supporting customers and employees to enriching the communities we serve. We prioritise safety, well-being and excellence, fostering a culture of continuous improvement while delivering exceptional products and services that exceed customer expectations.

Product Quality and Customer Satisfaction

The Group is dedicated to understanding and meeting evolving customer needs, ensuring customer satisfaction with our products and services. To stay competitive, we continuously innovate while encouraging customers to report any safety concerns for immediate action.

In our Lifestyle Retail division, we assessed customer satisfaction by gathering feedback after each service interaction to improve service quality and tailor our offerings to better meet customer expectations. To enhance customers' comfort and hygiene, the Group installed Medklinn air sterilisers in outlets and provided microphone covers before customers entered karaoke rooms.

No incidents related to customer health and safety were reported in the Supply Chain Management and Lifestyle Retail businesses for FPE2025.

SUSTAINABILITY REPORT 2025

Employment

Recognising that employees are the driving force behind our business, 9R invests in attracting, developing and retaining top talent. We foster a dynamic and skilled workforce through continuous learning, career growth opportunities and a supportive work environment.

Our hiring, recruitment, retention and working conditions are governed by the Tripartite Guidelines on Fair Employment Practices for our Singapore operations, while our Malaysian subsidiaries adhere to the Malaysian Employment (Amendment) Act 2022. We ensure our recruitment practices align with the labour laws of each country, fostering an environment that encourages continuous improvement in our robotics and karaoke customer services.

Fair Employment Practices

The Group upholds a strict zero-tolerance policy towards child labour, forced labour and indentured labour across our operations. Guided by our Code of Work Ethics, we emphasise the adoption of fair employment practices, ensuring that every individual is treated with dignity and respect. By fostering equality and maintaining a zero-tolerance approach to discrimination, we strive to create a fair, ethical and supportive environment for employees.

To further promote equality, the Employee Handbook outlines complaint procedures and channels, underscoring our zero-tolerance approach to discrimination and harassment.

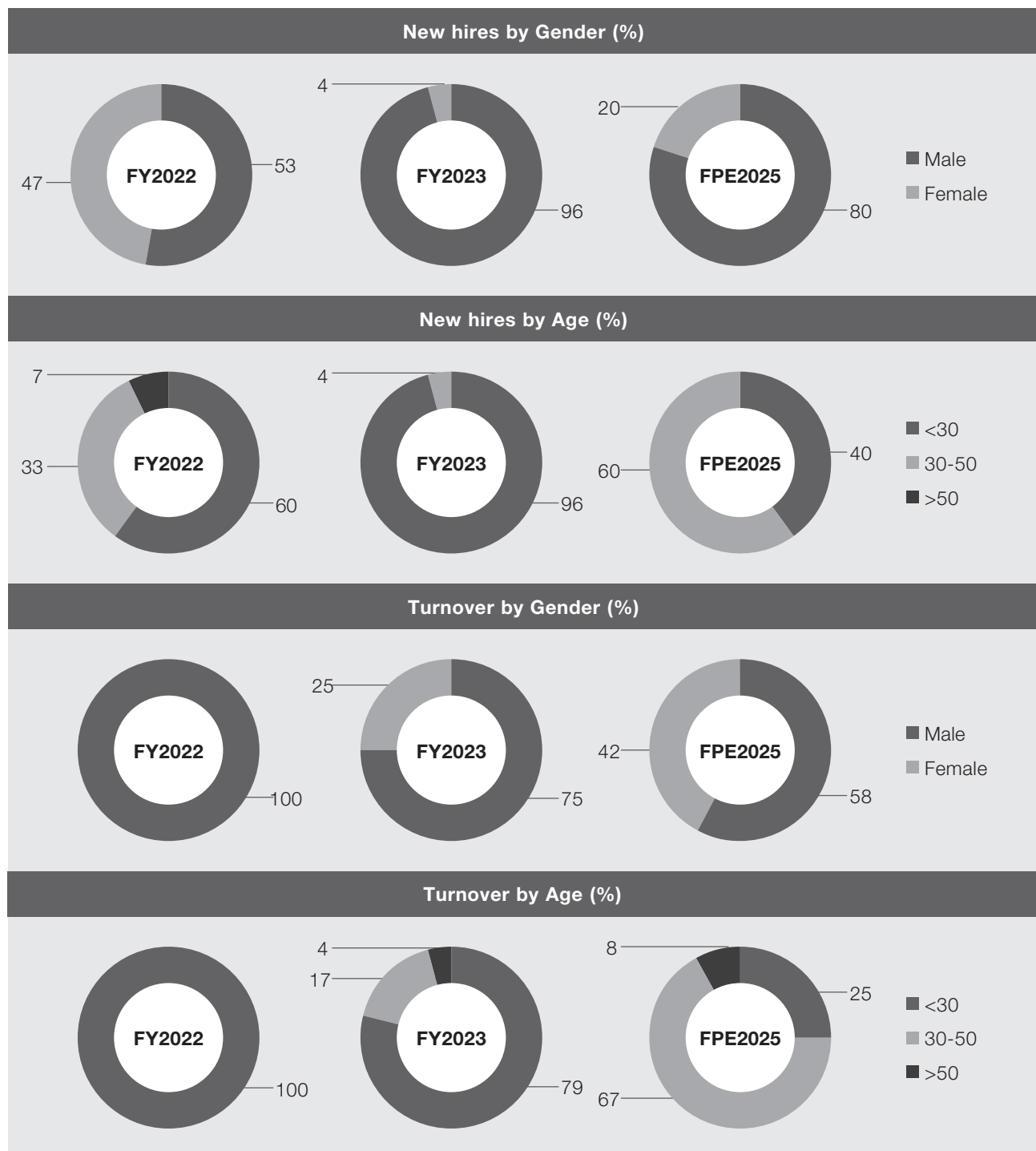
Zero reported incidents of discrimination for the past three years



SUSTAINABILITY REPORT 2025

Recruitment

In our aspiration to build a diverse workforce, we focus on recruiting individuals with varied skills and experiences that contribute to our organisational success. We will continue to prioritise fair and impartial hiring practices.



SUSTAINABILITY REPORT 2025

Employee Benefits

The Group aspires to support the well-being of our employees, whether full-time, contract or part-time, by providing a wide range of benefits such as life insurance and parental leave, ensuring that every employee is supported in times of need. In addition, part-time and contract employees are entitled to essential benefits such as outpatient medical coverage, retirement provisions, disability and invalidity insurance and annual leave. We believe that providing a robust benefits package is crucial to fostering a supportive and empowering work environment.

During FPE2025, no employees applied for or took parental leave.

Parental Leave	Gender	FY2023	FPE2025
Number of employees who took parental leave	Male	2	0
	Female	0	0
Number of employees who returned to work after parental leave ended	Male	2	0
	Female	0	0

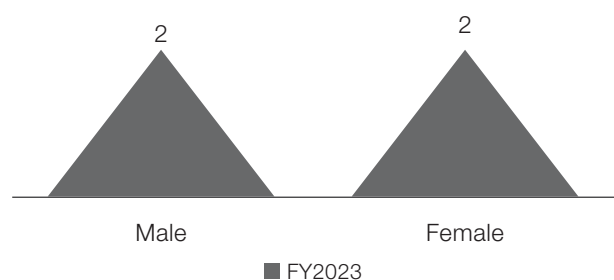
Training and Education

9R invests in development and training programmes to equip our workforce for the evolving demands of today's corporate landscape. We offer professional development and training programmes to upskill employees, enhancing their productivity, skills and knowledge.

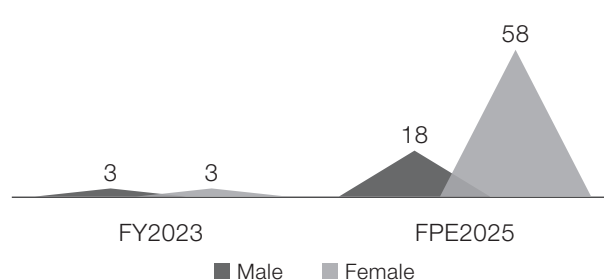
We also provide critical courses that are relevant to our operations, such as cleanliness and food safety standards, mandatory for Malaysian food and beverage establishments. In compliance with this requirement, our personnel from the Lifestyle Retail Business completed a three-hour Food Handling Course to maintain high-quality and safety standards at our karaoke retail outlets.

In FPE2025, the Group delivered a total of 238 hours of training across the Lifestyle Retail Business. The significant difference in average training hours between male and female staff in FPE2025 was due to one female employee completing a full 84-hour training course.

Average Training Hours by Gender in Supply Chain Management



Average Training Hours by Gender in Lifestyle Retail Business



Note: No training was conducted for the Supply Chain Management business in FPE2025 due to the downsizing of the business, with no staff from May 2024 to November 2024.

SUSTAINABILITY REPORT 2025

Employee Performance Review

In line with our commitment to nurturing talent, 9R conducts annual performance reviews to provide valuable feedback, identify skill gaps and create tailored learning and development opportunities.

The Group utilises the Employee Performance Appraisal Form ("EPA") to assess employee performance, problem-solving abilities and areas for improvement. The EPA assigns a score to the employee, which directly influences salary increments and bonuses, as these forms also serve as a tool for performance-based incentives and establish clear metrics for career progression.

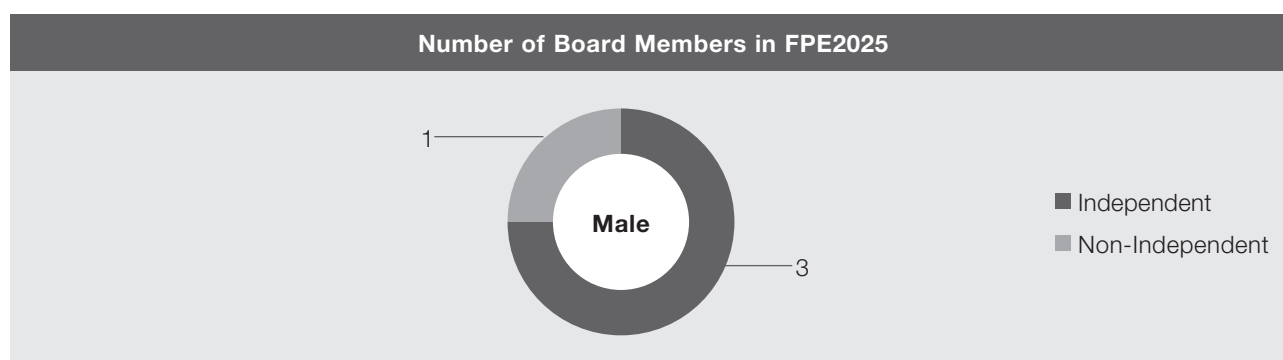
In FPE2025, the Group conducted performance appraisals for 119 employees. However, as there were no confirmed staff in our supply chain management division at the time of the appraisal, the result for that division was 0.

	FY2023	FPE2025
Number of Employees Who Received Performance Appraisals		
Supply Chain Management	13	0
Lifestyle Retail	25	119

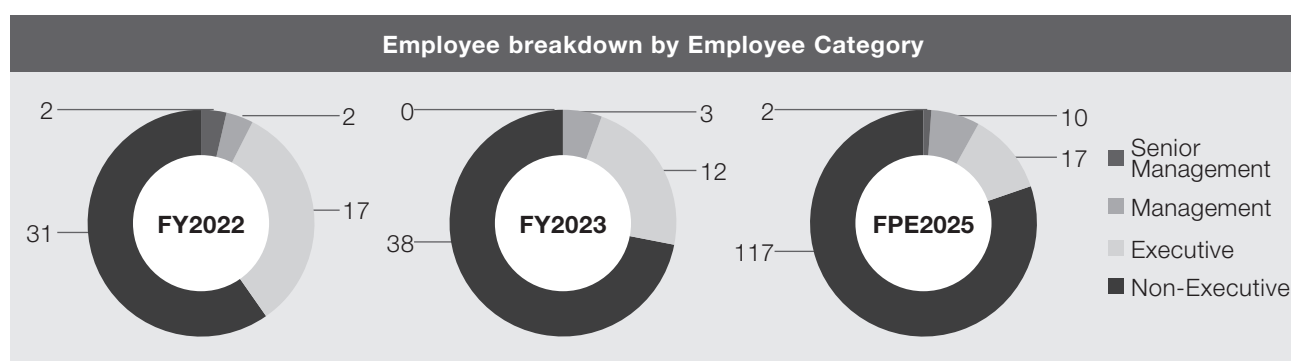
Diversity

We are dedicated to cultivating a workplace free from discrimination, where diversity and inclusion ensure our growth and resilience. Guided by our Diversity, Inclusion and Non-Discrimination Policy, we recruit diverse talents to create an inclusive and empowering work environment.

While the current Board is composed entirely (100%) of men, 9R aims to empower women by advancing their representation in leadership roles, ensuring inclusivity across the organisation.



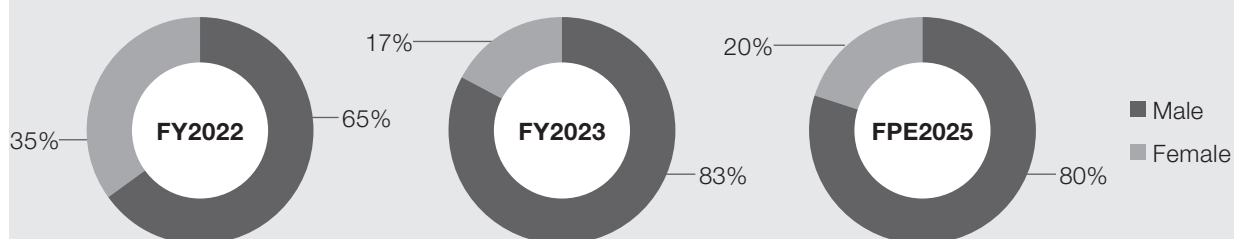
In FPE2025, the Group employed 146 employees, reflecting a 175% increase compared to FY2023.



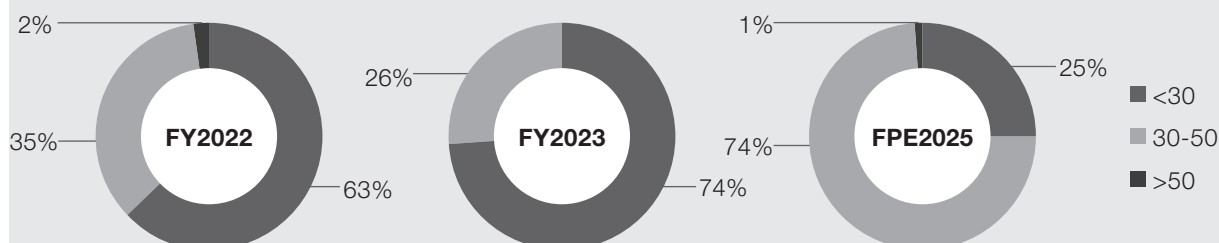
SUSTAINABILITY REPORT 2025

50% of the senior management team are women (FY2023: 0%) (FY2022: 50%)	146 Total Number of Employees (FY2023: 53) (FY2022: 52)	100% Local Employees (FY2023: 91%) (FY2022: 100%)
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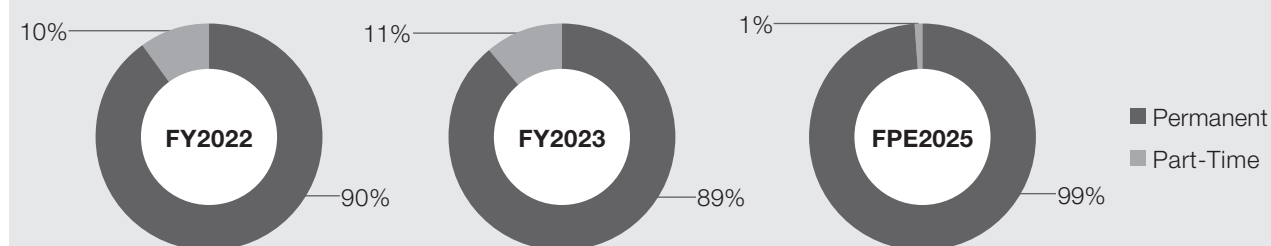
Employee Gender Diversity



Employee Age Diversity



Group Diversity – Employment Category



SUSTAINABILITY REPORT 2025

Health and Safety

The Group fosters a culture of health and safety by adopting industry best practices to protect employee well-being and prevent work-related injuries and illnesses. During the reporting period, 9R prioritised workplace and customer well-being by upholding stringent health and safety standards. To reinforce compliance with local regulations, we displayed health and safety posters across our karaoke outlets and offices.

We are pleased to report that no lost-time injuries or fatalities were recorded for the past three reporting years.

	FY2022	FY2023	FPE2025
Total number of work-related fatalities	0	0	0
Total number of recordable work-related injuries ⁽²⁾	0	2	0
Total number of cases of recordable work-related ill health ⁽²⁾	0	0	0
Total number of lost time injuries ⁽¹⁾	0	0	0
Lost Time Incident Rate (LTIR)	0	0	0

Notes:

- (1) 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.
- (2) Recordable work-related injuries refer to work-related injuries and ill health that arise from exposure to hazards at work.

Community Enrichment

As part of our corporate social responsibility efforts, the Group seeks to support community needs and contribute positively through initiatives that promote social well-being.

Donation to Soserv Welfare Malaysia



During the reporting period, 9R Limited supported Soserv Welfare Malaysia by donating SGD 819 (RM 2,705) and visiting the welfare centre, benefiting 32 individuals

Note: The conversion from MYR to SGD was based on the exchange rate of 3.3015 on the event day, as provided by Bank Negara Malaysia.

SUSTAINABILITY REPORT 2025

FPE2025 PERFORMANCE MEASUREMENT

The Group identifies and prioritises material ESG Factors for effective management and monitoring. The table below outlines our targets for FPE2025 and our performance against these targets.

Material ESG Factors	Short-Term Target (2025)	Medium-Term Target (2026-2027)	Long-Term Target (2028-2030)	FPE2025 Performance against Short-Term Targets Set
Good Governance				
 Corporate Governance and Anti-Corruption	Provide training and/or briefings on the Code of Conduct to all employees			Target met: The Code of Conduct was covered in the Employee Handbook. 9R remains committed to ensuring all employees have access to it to achieve the target of providing adequate training in the future.
	Provide Anti Money Laundering (“AML”), Anti Bribery & Corruption (“ABC”) and personal data protection training to all staff			Target met: Training has been provided to all employees concerning AML, ABC and personal data protection.
	Enforce the AML and ABC policies			Target met: AML and ABC policies have been enforced.
	Maintain zero incidents of bribery and corruption by enforcing the ABC Policy			Target met: Zero incidents of bribery and corruption were reported in FPE2025.
 Economic Performance	Increase revenue generated by 5% annually through market expansion			Ongoing progress: The 5% revenue growth target is a work in progress, with market expansion efforts expected to yield results in the coming years.
 Responsible Procurement Practices	Allocate at least 80% of procurement spending to local suppliers	Allocate at least 90% of procurement spending to local suppliers	Allocate 100% of procurement spending to local suppliers	Target met: 99% of our procurement budget was spent on local suppliers in FPE2025.
	Maintain zero incidents of supply chain disruptions			Target met: There were no incidents reported in FPE2025.

SUSTAINABILITY REPORT 2025

Material ESG Factors	Short-Term Target (2025)	Medium-Term Target (2026-2027)	Long-Term Target (2028-2030)	FPE2025 Performance against Short-Term Targets Set
Safeguarding the Environment				
 Energy Consumption and Greenhouse Gas Emissions	Continuously implement energy-saving initiatives such as switching off lights and electrical appliances in unused karaoke rooms and office spaces	Strive to reduce GHG emissions intensity by 10%		Ongoing progress: We strive to reduce reliance on lights and air conditioners in our offices and outlets whenever feasible.
	Monitor fuel consumption from business travel and employee commutes to track Scope 3 GHG emissions			Ongoing progress: Scope 3 GHG emissions from business travel have been successfully tracked, and employee commute data will be tracked starting from the upcoming reporting year.
	Conduct at least one energy-saving awareness workshop for employees annually			Ongoing progress: Efforts to conduct at least one energy-saving awareness workshop for employees annually are underway, with workshops currently being planned.

SUSTAINABILITY REPORT 2025

Material ESG Factors	Short-Term Target (2025)	Medium-Term Target (2026-2027)	Long-Term Target (2028-2030)	FPE2025 Performance against Short-Term Targets Set
 Waste Management	Set up waste segregation bins at the Lifestyle Retail Business			Ongoing Progress: No waste segregation bins have been introduced at the Lifestyle Retail Business. We will continue to strengthen waste management practices at the Lifestyle Retail Business.
	Explore the composting of food waste			Target met: A total of 7,867.6 kg of used cooking oil has been recycled at the Lifestyle Retail Business.
	Reduce the Group's use of paper through digitalisation	Implement digital document management systems while encouraging electronic communication and documentation		Target met: At the Supply Chain Management Business, sales and purchase invoices and quotations continue to be delivered via email. In the Lifestyle Retail Business, the menu system remains accessible via QR code scanning, while sales and purchases are still conducted using paper-based methods. However, the initiative to print with used paper, encourage double-sided printing, and utilise black-and-white printing continues to be promoted to further reduce use of paper.
	Explore the possibility of adopting biodegradable food packaging and straw-less cup lids			Ongoing progress: At the Lifestyle Retail Business, we solely use paper bags for takeaways, while plastic containers and straws are still part of our packaging materials.

SUSTAINABILITY REPORT 2025

Material ESG Factors	Short-Term Target (2025)	Medium-Term Target (2026-2027)	Long-Term Target (2028-2030)	FPE2025 Performance against Short-Term Targets Set
 Water Consumption	Continuously monitor and explore initiatives to reduce water consumption across 9R’s businesses	Invest in water-efficient technologies such as low-flow fixtures		Target met: Water consumption has been regularly monitored, and initiatives such as placing a “Save Water” guide near sink areas have been put in place, helping to meet the 2025 target.
	Continue recording the total water consumption of 9R’s operations			Target met: The Group’s total water consumption has been disclosed.
Social Responsibility				
 Product Quality and Customer Satisfaction	Implement a customer satisfaction survey	Maintain customer satisfaction survey to continuously assess and improve service quality		Target met: A customer satisfaction survey has been implemented, allowing customers to provide feedback on service quality for ongoing improvement.
 Employment	Maintain zero incidents of human rights infringement across 9R’s operations			Target met: No sexual harassment incidents were reported in FPE2025.
 Training and Education	Develop and train 50% of employees on the areas for development identified in the EPA	Train 75% of employees on the areas for development identified in the EPA and RPA	Train 100% of employees on the areas for development identified in the EPA and RPA	Target met: 52% of employees received training in FPE2025.

SUSTAINABILITY REPORT 2025

Material ESG Factors	Short-Term Target (2025)	Medium-Term Target (2026-2027)	Long-Term Target (2028-2030)	FPE2025 Performance against Short-Term Targets Set
 Diversity	Organise 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		Ongoing progress: Plans to organise an engagement activity or social gathering to promote inclusivity are currently underway.
 Health and Safety	Maintain zero fatalities, permanent disabilities or major injuries across 9R			Target met: No fatalities were recorded in FPE2025.
	Implement a workplace safety policy applicable to Supply Chain Management business			Ongoing progress: A workplace safety policy will be implemented for the Supply Chain Management Business to ensure safe and compliant working practices.
 Community Enrichment	Allocate resources for at least one community investment annually			Target met: Donated RM2,705 and visited Soserv Welfare Malaysia, benefitting 32 individuals.

Towards a Resilient and Responsible Future

As 9R Limited grows, sustainability remains at the heart of our operations. In FPE2025, we advanced responsible supply chain management, integrated AI-powered robotics for greater efficiency and enhanced our environmental and social impact. Embedding sustainability into our decision-making and operations reinforces our commitment to reducing carbon emissions, promoting ethical sourcing and fostering an inclusive workplace.

Looking ahead, we recognise sustainability as an ongoing journey that demands innovation, collaboration and accountability. We will continue working with stakeholders to drive positive change, optimise resource efficiency and create lasting value for our customers, employees and communities. Through our efforts, we hope to build a more resilient, responsible and forward-thinking business for future generations.

SUSTAINABILITY REPORT 2025

GRI CONTENT INDEX

Statement of use	9R Limited has reported the information cited in this GRI content index for the period 1 January 2024 until 31 March 2025 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	45
	2-2 Entities included in the organisation's sustainability reporting	45
	2-3 Reporting period, frequency and contact point	45
	2-6 Activities, value chain and other business relationships	45
	2-7 Employees	71
	2-9 Governance structure and composition	50
	2-11 Chair of the highest governance body	50
	2-12 Role of the highest governance body in overseeing the management of impacts	51
	2-14 Role of the highest governance body in sustainability reporting	51
	2-16 Communication of critical concerns	59
	2-22 Statement on sustainable development strategy	49
	2-23 Policy commitments	50
	2-24 Embedding policy commitments	50
	2-25 Processes to remediate negative impacts	59
	2-26 Mechanisms for seeking advice and raising concerns	59
	2-27 Compliance with laws and regulations	46
	2-28 Membership associations	46
	2-29 Approach to stakeholder engagement	51
GRI 3: Material Topics 2021	3-1 Process to determine material topics	53
	3-2 List of material topics	53
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	60
GRI 204: Procurement Practices 2016	3-3 Management of material topic	60
	204-1 Proportion of spending on local suppliers	60

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GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 205: Anti-corruption 2016	3-3 Management of material topic	59
	205-2 Communication and training about anti-corruption policies and procedures	59
	205-3 Confirmed incidents of corruption and actions taken	59
GRI 302: Energy 2016	3-3 Management of material topic	61
	302-1 Energy consumption within the organisation	62
GRI 303: Water and Effluents 2018	3-3 Management of material topic	66
	303-5 Water consumption	66
GRI 305: Emissions 2016	3-3 Management of material topic	63
	305-1 Direct (Scope 1) GHG emissions	63
	305-2 Energy indirect (Scope 2) GHG emissions	64
	305-4 GHG emissions intensity	64
GRI 306: Waste 2020	3-3 Management of material topic	64
	306-2 Management of significant waste-related impacts	65
	306-3 Waste generated	65
	306-4 Waste diverted from disposal	65
GRI 401: Employment 2016	3-3 Management of material topic	68
	401-1 New employee hires and employee turnover	69
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	70
	401-3 Parental leave	70
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topic	73
	403-1 Occupational health and safety management system	73
	403-9 Work-related injuries	73
	403-10 Work-related ill health	73
GRI 404: Training and Education 2016	3-3 Management of material topic	70
	404-1 Average hours of training per year per employee	70
	404-3 Percentage of employees receiving regular performance and career development reviews	71

SUSTAINABILITY REPORT 2025

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topic	71
	405-1 Diversity of governance bodies and employees	71
GRI 406: Non-discrimination 2016	3-3 Management of material topic	72
	406-1 Incidents of discrimination and corrective actions taken	72
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	68
GRI 409: Forced or Compulsory Labor 2016	3-3 Management of material topic	68
GRI 413: Local Communities 2016	3-3 Management of material topic	73
GRI 416: Customer Health and Safety 2016	3-3 Management of material topic	73
GRI 417: Marketing and Labelling 2016	3-3 Management of material topic	68
GRI 418: Customer Privacy 2016	3-3 Management of material topic	59