OLD CHANG KEE LTD.

SUSTAINABILITY REPORT 2026

Contents

Board Statement

Dear Stakeholders,

The Board of Directors ("Board") of Old Chang Kee Ltd ("Old Chang Kee", together with its subsidiaries, the "Group") is pleased to present the Sustainability Report ("Report") for the financial year ended 31 March 2026 ("FY2026"). This Report covers our economic, environmental, social, and governance ("EESG") performance, prepared in accordance with SGX-ST Catalist Rules 711A and 711B, with reference to the GRI Standards 2021 and the TCFD framework.

In FY2026, we conducted an annual review of our material EESG topics. Based on peer benchmarking and management feedback, we consolidated the "Supplier Environmental Assessment" and "Materials" topics into a unified "Sustainable Supply Chain" topic and removed "Enterprise Risk Management" as a standalone topic as its principles are now embedded across our broader reporting. The Group now reports against 12 material topics across our four EESG pillars.

The Board recognises climate change as a material strategic and financial risk. In FY2026, we continued our TCFD-aligned climate reporting, disclosing Scope 1 and Scope 2 GHG emissions across our operations. Our total Scope 1 and Scope 2 emissions amounted to 4,122 tCO_2, at an intensity of 33.4 $kgCO_2$ per square foot of operating area. We have also established a Scope 3 emissions baseline through business travel disclosures. Climate risk oversight is led by the Board, with material risks reviewed by the Audit Committee semi-annually and monitored continuously by our Sustainability Steering Committee ("SSC").

We are pleased to report meaningful progress across all pillars. The Group recorded zero incidents of corruption, zero work-related fatalities, and zero significant incidents of non-compliance with laws and regulations. Our total energy consumption was 10,870 MWh, and we continued our responsible waste management practices, including exclusive engagement with NEA-accredited collectors for used cooking oil.

The Board remains committed to deepening our sustainability ambitions — including advancing GHG reduction targets, aligning with upcoming ISSB requirements, exploring plans to integrate sustainability in business, and strengthening our reporting processes in preparation for mandatory external assurance under SGX's evolving climate disclosure requirements.

We extend our sincere appreciation to all our stakeholders for their continued support throughout this journey.

About This Report

Reporting Period and Scope

This Report outlines the policies, practices, and performance relating to the economic, environmental, social, and governance ("EESG") matters material to our business operations for the financial year ended 31 March 2026 ("FY2026"), covering the reporting period from 1 April 2025 to 31 March 2026. Unless otherwise stated, the information disclosed in this Report, including greenhouse gas (GHG) emissions data, covers Old Chang Kee Ltd. and its wholly owned subsidiaries: Old Chang Kee Singapore Pte Ltd, and Old Chang Kee Manufacturing Sdn Bhd. Old Chang Kee Australia Pty Ltd has been excluded from the FY2026 reporting scope as the outlet was closed and the subsidiary remained inactive during the financial year.

Reporting Framework

This Report has been prepared in accordance with Rules 711A and 711B of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalist ("Catalist Rules"), with reference to the Sustainability Reporting Guide set out in Practice Note 7F.

The Report continues to be prepared with reference to the Global Reporting Initiative ("GRI") Standards 2021, adopting an impact materiality approach to identify, assess, and manage the most significant economic, environmental, and social impacts arising from our operations. In addition, as part of our phased transition towards compliance with the SGX-ST mandatory climate reporting requirements effective from FY2030, this Report voluntarily incorporates selected elements of the International Sustainability Standards Board ("ISSB") Standards, specifically IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, to progressively strengthen our climate-related reporting and disclosures.

Assurance

As part of our internal audit cycle, an internal review of the sustainability reporting process was previously conducted by the Group's internal auditors in FY2023, with the approval of the Audit Committee ("AC").

While independent external assurance has not been obtained for this FY2026 Report, the Group recognises the increasing regulatory focus on the credibility and reliability of sustainability-related disclosures, including the SGX-ST requirements relating to climate reporting and external assurance.

In preparation for the anticipated mandatory external assurance requirements applicable to climate-related emissions disclosures, the Group is progressively strengthening its internal governance, data management processes, documentation controls, and reporting procedures to enhance the quality, consistency, and audit readiness of sustainability information. We intend to continue building our reporting capabilities and evaluate the scope and timing of external limited assurance as we progress towards alignment with the SGX-ST assurance requirements expected to apply in future.

Feedback

We welcome feedback from all stakeholders on our sustainability efforts and this Report. You may send your comments and suggestions to us at contact@oldchangkee.com.

Our Approach to Sustainability

Sustainability Governance

We recognise that a robust and effective governance structure is foundational to managing sustainability and climate-related risks and opportunities, while simultaneously driving the sustainable growth of our business.

The Board, supported by the Chief Executive Officer ("CEO"), holds ultimate responsibility for the Group's sustainability strategies, policies, guidelines, and overall performance. The Board maintains strategic oversight of the Group's economic, environmental, social, and governance ("EESG") matters, ensuring that material sustainability impacts and climate-related risks are seamlessly integrated into our overarching corporate strategy and enterprise risk management framework. While the Board and executive management actively guide these efforts, sustainability performance key performance indicators are not yet formally linked to executive performance assessments or remuneration.

To ensure effective implementation, the Board is supported by the Audit Committee (AC) and the Sustainability Steering Committee ("SSC"). The SSC is spearheaded by our Deputy CEO and comprises department heads from various functional divisions across the Group.

The SSC is tasked with the day-to-day management of our sustainability agenda. It reports to the AC on a half-yearly basis, providing comprehensive updates on our sustainability performance, emerging reporting requirements, and the Group's climate-related risks and opportunities. The SSC ensures that all sustainability initiatives and action plans are actively implemented across operations and remain aligned with established business and financial targets.

Our employees form the critical foundation of our sustainability efforts. Across all levels of the organization, they are responsible for executing sustainability initiatives on the ground and systematically collecting the EESG data required to track, evaluate, and improve our sustainability performance.

Stakeholder Engagement

We maintain regular engagement with our key stakeholders through both formal and informal channels to better understand their expectations, address their concerns, and foster mutually beneficial relationships. The table below outlines the frequency of engagement with each stakeholder group and highlights the key topics and areas of interest raised during these interactions.

Key Stakeholders	Areas of Concern	Means of Engagement	Frequency of Engagements
Customers and Business Partners	• Quality of customer service • Consistency of food quality • Depth of customer service training • Rigorous food safety systems in place • Product innovation and customer satisfaction • Timely response to customer feedback	• Frontline interaction at stores, including necessary safety measures and food hygiene safeguards • Timely response to feedback received across all channels	Daily
		• Advertising and media relations through mainstream and digital avenues (i.e. social media campaigns) • Training for business partners like franchisees to be familiar with Standard Operating Procedures ("**SOPs**")	Periodic
		• In-house customer service training for all staff (including sub-contractors and cleaners)	As required
Employees	• Depth of employee engagement with top management • Appropriate linkage between staff performance and rewards • Employee health, safety and wellbeing	• Induction and orientation programmes • Comprehensive training and development programmes • Employee recognition programmes, including Long Service Awards • Team bonding and employee engagement activities, including company-sponsored cruise and overseas trips	As required

Key Stakeholders	Areas of Concern	Means of Engagement	Frequency of Engagements
	• Learning and development opportunities • Career progression and talent retention	• Regular briefings and correspondences by the Company's compliance manager on the latest food safety measures and hygiene safeguards	
		• Performance evaluation, appraisal and staff recognition programmes	Yearly
Suppliers	• Maintenance of food safety and quality standards • Consistency and quality of suppliers' products • Compliance with regulatory and food safety requirements • Review the resilience of key supplier networks, including alternative suppliers both in Singapore and overseas, to cope with any unexpected food crisis	• Supplier audit	As required
		• Introduction of new suppliers • Calls and email correspondence prior to selection of suppliers • Review the reliability of supply chain to cope with any unexpected food crisis • Meetings with approved suppliers to review feedback and performance	As required
Investors	• Financial performance and future direction for the Company • Operational efficiency and corporate strategy	• Annual General Meeting (AGM)	Yearly
		• Corporate announcements • Investor relations website at http://oldchangkee.listedcompany.com	Half yearly and as required

Key Stakeholders	Areas of Concern	Means of Engagement	Frequency of Engagements
Government Institutions	• Maintenance of quality and hygiene standards • Robustness of maintenance regimes	• Spot checks by the internal compliance team across all outlets and Central Kitchen • Implementation of self-evaluation through checklists at store fronts	Daily
		• Mandatory training to raise awareness of government requirements and to ensure compliance	Periodic
Communities	• Extent of employees' outreach and involvement	• Employee volunteerism	Periodic
		• Sponsorships • Corporate donations • Promotions to support national causes such as food give-aways to the medical community	Periodic

Materiality Assessment

The Group determines its material EESG factors through a structured and ongoing materiality assessment process. To ensure our sustainability focus remains robust and aligned with evolving business and stakeholder expectations, we conduct a comprehensive materiality assessment once every three years. In the intervening years, we perform an annual review of our material topics to validate their ongoing relevance.

This materiality process rigorously evaluates our potential and actual impacts, both positive and negative, on the economy, environment, people, and their human rights.

Phase 1: Identification of Material Matters

- Understand distinctive operating context of company i.e. common sustainability topics, sector specific topics, peer assessment and compliance requirements
- Identify key stakeholders and understand their needs and expectations pertaining to sustainability related impacts
- Derive preliminary list of sustainability matters

Phase 2: Assessment and Prioritisation of Material Maters

- Apply materiality concept and undertake stakeholder engagement in prioritization
- Disclose prioritised material sustainability matters in a manner which illustrates the relative importance of each material sustainability matter

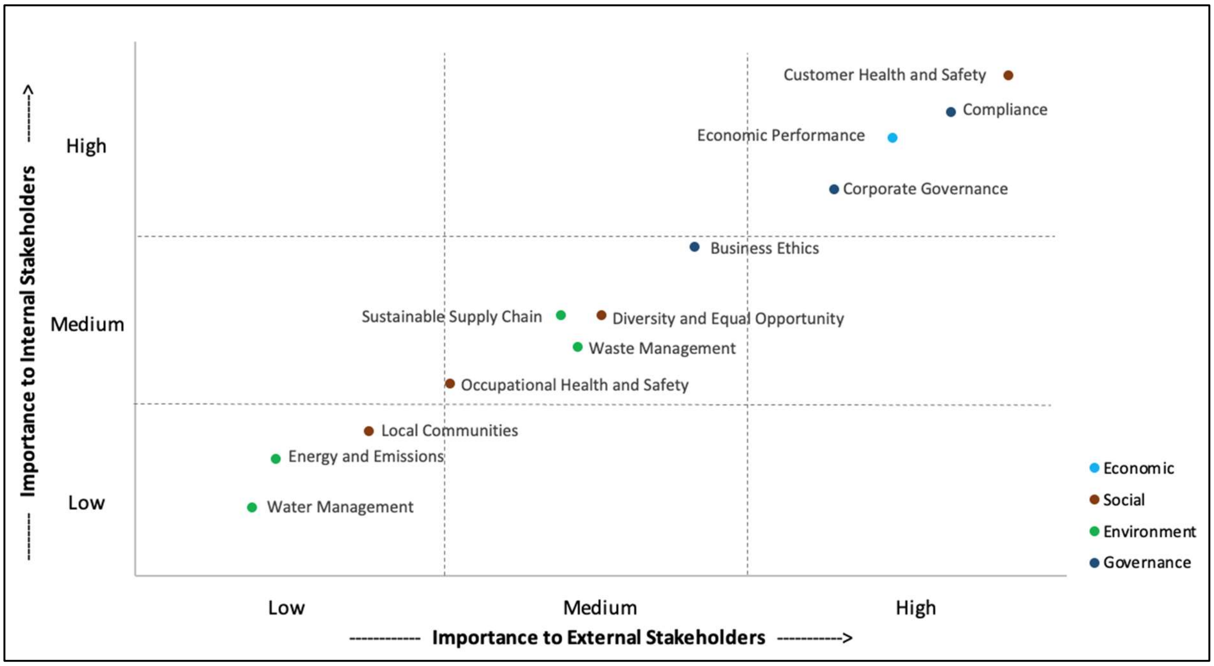
Phase 3: Review and Validation of outcome

- Subject the outcome of materiality assessment for validation and approval
- Establish a review process for a materiality assessment process
- Determine the frequency of undertaking the materiality assessment

For FY2026, we conducted an annual review of our existing material topics, incorporating peer benchmarking and an evaluation of pertinent sustainability trends. Based on this review and management feedback, we have streamlined our material topics to better reflect our operational focus:

- Topic Consolidation: We have merged the previous “Supplier Environmental Assessment” and “Materials” topics into a newly consolidated “Sustainable Supply Chain” topic. This reflects our holistic approach to managing both the sourcing of our ingredients and the environmental footprint of our partners.
- Topic Removal: Following peer benchmarking, we have removed “Enterprise Risk Management” (“ERM”) as a standalone reporting topic. The core principles and risk oversight activities previously covered under ERM are deeply integrated into our overall corporate strategy and are adequately addressed within our other Governance topics.

As a result of these updates, Old Chang Kee's 12 material topics for FY2026 are presented according to each EESG pillar below:



Economic	Environmental	Social	Governance
• Economic Performance	• Energy and Emissions • Water Management • Waste Management • Sustainable Supply Chain	• Diversity and Equal Opportunity • Occupational Health and Safety • Customer Health and Safety • Local Communities	• Corporate Governance • Business Ethics • Compliance

Our Sustainability Targets

Material Topics	FY2026 Targets	FY2026 Performance	FY2027 Targets
Economic Performance (GRI 201)	Maintain return on equity at or above 10%.	Achieved target as return on equity recorded 14.9%.	Maintain return on equity at or above 10%.
Energy and Emissions (GRI 302 and GRI 305)	Reduce our energy consumption intensity by 3%. Reduce our emissions (Scope 1 and Scope 2) intensity by 3% annually.	Requires improvement as we recorded an intensity of 87.99 kWh per square foot, a slight increase from FY2025 Measured an emissions intensity of 33.4 $kgCO_2$ per square foot, a slight increase from FY2025	Reduce our energy consumption intensity by 3%. Reduce our emissions (Scope 1 and Scope 2) intensity by 3% annually. Reduce our emissions (Scope 1 and Scope 2) intensity by 10% by FY2030 from FY2026 baseline.
Water Management (GRI 303)	Reduce our water consumption intensity by 3%.	Recorded water consumption intensity of 0.326 m^3 per square foot, slight increase from FY2025	Reduce our water consumption intensity by 3%.
Waste Management (GRI 306)	100% of our used cooking oil to be treated by accredited collectors before being recycled.	Achieved target, as 100% of our used cooking oil were treated by accredited collectors before being recycled.	100% of our used cooking oil to be treated by accredited collectors before being recycled.
Sustainable Supply Chain (GRI 301, 308)	Maintain our RSPO Supply Chain Certification for palm oil used. Main suppliers for packaging materials and cooking oil continue to hold sustainability certifications.	Achieved target as we maintained our RSPO Supply Chain Certification for palm oil used. Achieved target as main suppliers for packaging materials and cooking oil held sustainability certifications.	Maintain our RSPO Supply Chain Certification for palm oil used.
Diversity and Equal Opportunity (GRI 405)	Maintain zero records or reports of discrimination. Hold at least 3 activities or events for employees.	There were zero incidents of discrimination in the workplace during the financial year. Achieved, as at least 3 events were held for employees.	Maintain zero records or reports of discrimination. Hold at least 3 activities for employees.
Occupational Health and Safety (GRI 403)	Maintain zero work-related health and safety incidents	Requires improvement as we recorded two cases of work-related injury incidents.	Maintain zero work-related health and safety incidents.
Customer Health and Safety (GRI 416)	Zero significant incidents of non-compliance concerning the health and safety	There were zero significant incidents of non-compliance concerning the health and safety impacts of	Zero significant incidents of non-compliance concerning the health and safety

Material Topics	FY2026 Targets	FY2026 Performance	FY2027 Targets
	impacts of products and services.	our products and services.	impacts of products and services.
Local Communities (GRI 413)	Participate in at least two charity or non-profit activities each year.	Achieved, as the Group participated in at least two charity or non-profit activities.	Participate in at least two charity or non-profit activities each year.
Corporate Governance (GRI 2)	Continue to adopt corporate governance practices consistent with the Code of Corporate Governance 2018.	Continued to adopt corporate governance practices consistent with the Code of Corporate Governance 2018.	Continue to adopt corporate governance practices consistent with the Code of Corporate Governance 2018.
Business Ethics (GRI 205)	Maintain zero incidents of corruption.	Achieved target as there were zero incidents of corruption.	Maintain zero incidents of corruption.
Compliance (GRI 2)	Maintain zero incidents of non-compliance resulting in significant fines or non-monetary sanctions.	Achieved target as there were zero incidents of non-compliance resulting in significant fines or non-monetary sanctions.	Maintain zero incidents of non-compliance resulting in significant fines or non-monetary sanctions.

Economic

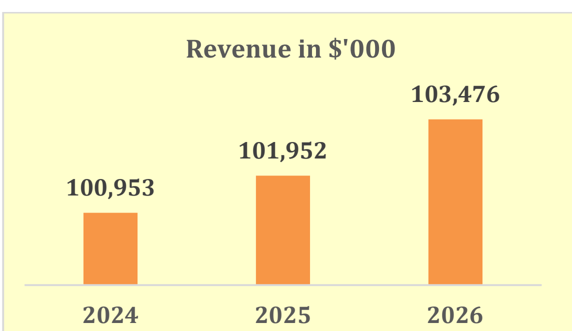
Old Chang Kee remains committed to delivering sustainable economic performance and creating long-term value for our stakeholders through operational excellence and a continued focus on meeting customer needs with quality products. Economic sustainability is embedded within our business strategy, supporting resilient growth while contributing positively to the wider economy.

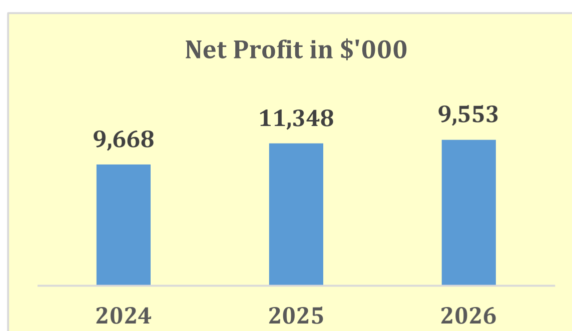
Economic Performance

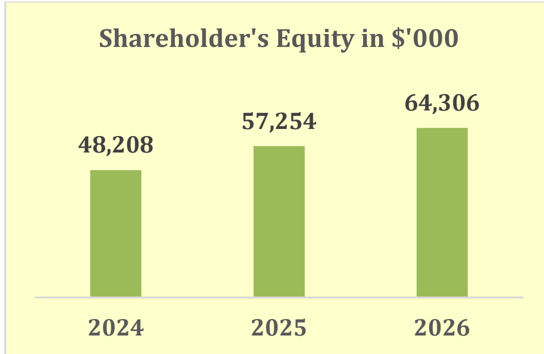
Old Chang Kee recognises that sustaining economic performance in a dynamic retail landscape requires staying attuned to our customers' evolving needs while strictly managing operational costs. We continuously endeavour to enhance our operational efficiency through the effective use of technology, strategic innovation, and rigorous cost management. By doing so, we maintain our competitive edge, mitigate the impacts of inflationary pressures and manpower constraints, and deliver consistent, long-term value for our customers and shareholders.

In FY2026, we continued to leverage our core brand identity to explore new revenue streams, including expanding our business-to-business (B2B) product offerings and adapting our menu to cater to diverse consumer preferences.

For the financial year ended 31 March 2026, the Group reported a total revenue of approximately $103.5 million, representing an increase of 1.5% from FY2025. We recorded a net profit of $9.6 million. For more comprehensive details regarding our economic performance and financial position in FY2026, please refer to the Chairman's Message & Operations Review on pages 2 to 5, Financial Highlights on pages 14 to 15, and the Financial Statements on pages 89 to 156 of our Annual Report.







1 Unless otherwise stated, all years presented in the charts refer to financial years.

2 All figures, unless otherwise stated, are presented in Singapore Dollars ("**$**").

Environmental

We acknowledge the importance of minimising environmental impact through responsible and sustainable business practices. Our initiatives include monitoring fuel and electricity consumption to manage energy use and reduce greenhouse gas (“GHG”) emissions, alongside setting targets to lower our carbon footprint. We also remain committed to responsible water and waste management through efforts to conserve water, enhance recycling practices, and promote sustainable sourcing of materials.

Climate-Related Disclosures

As a leading multinational food and beverage chain, we are committed to transparency and proactive measures regarding climate-related risks and opportunities. We wholeheartedly support the recommendations of the Financial Stability Board’s TCFD. This year’s climate report provides a comprehensive overview of our approach to the 11 disclosure recommendations of the TCFD framework, which are organised under the four core elements: climate-related governance, strategy, risk management, and metrics and targets.

Governance

Old Chang Kee adopts a top-down, Board-led governance structure for climate-related oversight. Climate change is treated as a strategic and financial matter with direct relevance to long-term enterprise value.

Board of Directors

The Board of Directors holds ultimate responsibility for overseeing climate-related risks and opportunities. Climate considerations are embedded within the Board's broader strategic and risk management mandate. The Board reviews material climate disclosures, approves climate-related strategies and targets, and ensures that appropriate governance structures and resources are in place to manage climate-related matters effectively.

Climate-related performance is a standing agenda item at relevant Board meetings and is reviewed at least annually in conjunction with the Group's Enterprise Risk Management ("ERM") review cycle.

Audit Committee

Acting on behalf of the Board, the Audit Committee reviews material climate-related risks, mitigation measures, and sustainability reporting developments at least semi-annually. The Committee oversees management's progress in implementing climate initiatives, monitors internal controls pertaining to sustainability data integrity, and reviews the completeness and accuracy of climate-related disclosures ahead of publication.

Sustainability Steering Committee (SSC)

At management level, the Sustainability Steering Committee ("SSC") leads the Group's sustainability and climate governance programme. The SSC comprises cross-functional representatives from Operations, Finance, Procurement, Marketing, and Risk Management. Key responsibilities include:

- Coordinating climate risk identification, assessment, and monitoring processes
- Overseeing the collection, verification, and reporting of climate-related data
- Driving the implementation of energy efficiency, waste reduction, and supply chain decarbonisation initiatives
- Providing periodic updates to senior management and the Board on climate-related matters
- Tracking regulatory developments (e.g. Singapore Green Plan 2030, SGX Climate Reporting requirements) and ensuring timely compliance

Climate-related considerations are progressively being integrated into management performance objectives and capital allocation decision-making. OCK intends to formalise Board-level climate training and mandate specific climate competencies within the SSC structure in the medium term.

Strategy

Old Chang Kee recognises that climate change presents material physical and transition risks across short-, medium-, and long-term horizons, as well as significant strategic opportunities. The Group's climate strategy is designed to strengthen business resilience, reduce climate-related financial exposures, and capture sustainable competitive advantage.

a) Climate-Related Risks and Opportunities

Physical Risks

Acute physical risks, including increased frequency and severity of extreme weather events such as heavy rainfall, urban flooding, and intense heat, pose direct risks to the Group's outlet operations, logistics networks, and ingredient supply chains. Singapore's tropical climate and regional supplier base in Southeast Asia amplify exposure to weather-related supply disruptions.

Chronic physical risks, including rising mean temperatures, sea-level rise, and shifting precipitation patterns, may increase energy costs (particularly cooling), reduce employee productivity, and alter consumer footfall and demand patterns over the medium to long term.

Transition Risks

The Group faces a range of transition risks as Singapore and its key markets accelerate their low-carbon transitions. Regulatory and market-driven risks include:

- Mandatory packaging and single-use plastics regulations, requiring capital investment and operational changes across all outlets
- Carbon pricing mechanisms (Singapore's Carbon Tax) potentially escalating supply chain costs for carbon-intensive ingredients, packaging, and logistics
- Rising energy costs as fossil fuel costs increase, and renewable energy transition requires upfront capital
- Supply chain decarbonisation pressures from suppliers, investors, and institutional customers requiring OCK to demonstrate Scope 3 emissions management
- Evolving investor and lender expectations on ESG performance, potentially affecting access to and cost of capital.

b) Strategic Opportunities

Climate change also presents material opportunities for OCK to strengthen its market position:

- Operational cost savings through energy efficiency, waste reduction, and resource optimisation across outlets and facilities
- Brand differentiation and enhanced customer loyalty through leadership in sustainable food service practices
- Development of sustainable and health-conscious product lines aligned with evolving consumer preferences
- Long-term supply chain resilience through diversification, supplier partnerships, and sustainable sourcing programmes
- Access to green financing instruments (green bonds, sustainability-linked loans) as OCK's ESG credentials strengthen

c) Scenario Analysis

In FY2026, Old Chang Kee continued its structured climate scenario analysis process to assess the potential financial and operational impacts of different climate pathways over short- (0–3 years), medium- (3–10 years), and long-term (10+ years) horizons. The analysis considered three illustrative climate scenarios aligned with IPCC and NGFS frameworks:

Scenarios Selected	Scenario A: Orderly Transition – NGFS Net Zero 2050 (~1.4°C)	Scenario C: High Physical Risk – SSP5-8.5 (~4°C+)
Policy & Regulation	Immediate and smooth policy reaction; ambitious climate policies introduced now; CO2 removal used to accelerate decarbonisation; fast deployment of sustainable technologies	Weak or no significant climate action; intensive resource use and deforestation; fossil-fueled development prioritised; unchecked industrialisation with ~4°C or more by 2100
Key Risk for OCK	Green packaging mandates; energy transition capital expenditure	Supply disruption; infrastructure damage; rising cooling costs
Key Opportunity	First-mover advantage; strong brand alignment with sustainability	Supply chain resilience investments differentiate OCK

The scenario analysis identified that transition risks (particularly packaging regulations and energy cost volatility) represent the most material near-term financial exposure, while physical supply chain risks grow in significance over longer time horizons. The Group will use these findings to inform capital allocation priorities, supplier engagement strategies, and long-term resilience planning. Scenario outputs will be progressively refined and quantified in future reporting cycles.

d) Strategic Response and Time Horizons

Time Horizon	Key Strategic Priorities	Climate Considerations
Short Term (0–3 Years)	Improve energy efficiency across all outlets; strengthen waste management and recycling infrastructure; enhance emergency preparedness and business continuity plans	Reduce Scope 1 and 2 emissions intensity by 3% p.a.; improve energy intensity by 3% p.a.
Medium Term (3–10 Years)	Explore on-site and off-site renewable energy adoption; transition to sustainable packaging across all formats; evaluate green fleet and low-carbon logistics; develop Scope 3 measurement capability.	Establish Scope 3 emissions baseline; establish sustainable processes across operations
Long Term (10+ Years)	Achieve net-zero aligned operations; embed full climate resilience into supply chain and capital planning; support national	Alignment with Singapore's net-zero commitment (2050); establish a strong brand around sustainable products

Time Horizon	Key Strategic Priorities	Climate Considerations
	decarbonisation aligned with Singapore Green Plan 2030 and Net Zero 2050	

Risk Management

Old Chang Kee integrates climate-related risk identification, assessment, management, and monitoring into its Enterprise Risk Management ("ERM") framework, ensuring that climate risks are treated with the same rigour as other material financial and operational risks.

Risk Identification and Assessment

Climate risks are identified through a structured, cross-functional process involving Operations, Finance, Procurement, Risk Management, and Sustainability representatives. The identification process considers:

- Internal operational vulnerabilities (e.g. supply chain dependencies, energy exposure, infrastructure resilience)
- External regulatory and market developments (e.g. Singapore Carbon Tax trajectory, SGX sustainability reporting requirements, NEA waste regulations)
- Stakeholder expectations from investors, customers, suppliers, and regulatory bodies
- Peer benchmarking and emerging best practices in climate risk disclosure

Each identified risk is assessed on the basis of likelihood and potential financial impact, including impacts on revenue, operating costs, capital expenditure, supply chain continuity, brand reputation, and cost of capital.

Climate Risk Register

Risk Category	Risk / Driver	Potential Financial Impact	Risk Level	Key Response
Physical – Acute	Extreme weather events (flooding, storms, intense heat)	Outlet closures, infrastructure damage, supply chain disruption, spoilage losses; reduced customer traffic due to adverse weather and haze-related delivery suspensions; revenue decline from disrupted logistics from central kitchens	High	Resilient outlet design; weather-resistant infrastructure investment; supplier diversification; emergency BCP protocols

Risk Category	Risk / Driver	Potential Financial Impact	Risk Level	Key Response
Physical – Chronic	Rising temperatures; changing precipitation	Supply shortages and inconsistent quality of key ingredients; raw materials and commodity price volatility; increased cooling and energy costs; reduced employee productivity; altered consumer demand	High	Supply chain diversification; energy efficiency investments; adaptive facility design; workforce planning
Transition – Regulatory	Packaging and single-use plastics regulations	Compliance cost; operational redesign across all outlets	High	Phased sustainable packaging rollout; proactive engagement with regulators
Transition – Regulatory	Carbon pricing (Singapore Carbon Tax)	Increased operating costs due to rising electricity tariffs and fuel costs linked to carbon pricing; increased supply chain costs; additional administrative burden to meet reporting and regulatory requirements	High	Energy efficiency; renewable energy adoption; long-term energy contracts; regulatory monitoring and capacity building
Transition – Market	Changing consumer preferences toward sustainable brands	Gradual decline in demand for traditional fried snack offerings; increased competition from healthier or plant-based alternatives; revenue risk from brand misalignment	Low	Product diversification toward sustainable and health-conscious offerings; customer engagement programmes; climate control investments for outdoor outlets
Transition – Supply Chain	Sustainable raw materials availability or lack thereof; supplier cost pass-through; sourcing challenges for key ingredients	Supplier cost pass-through; sourcing challenges for key ingredients	Medium	Supplier audits; diversification toward certified sustainable suppliers; sustainability partnerships; consumer education on sustainable sourcing
Transition – Technology	Green fleet and logistics technology	Capital expenditure for fleet electrification and equipment upgrades; operational challenges including charging infrastructure and route optimisation; potential disruption during transition phase	Medium	Phased EV fleet implementation; investment in charging infrastructure at key locations; utilisation of government incentives; route and schedule optimisation

Risk Monitoring and Escalation

Identified climate risks are monitored on a continuous basis by the SSC and reported to senior management quarterly and to the Board at least annually. Material changes in risk exposure, including emerging regulatory developments or significant weather events affecting operations, are escalated through the Group's ERM governance processes.

The Group will continue to enhance the quantitative rigour of its climate risk assessment, including financial impact modelling, in alignment with evolving TCFD and ISSB S2 disclosure expectations.

Metrics and Targets

Old Chang Kee is committed to progressive improvement in climate data quality, measurement granularity, and target ambition. The Group tracks and discloses a core set of climate-related performance metrics in alignment with TCFD recommendations and the GHG Protocol.

Our energy and emissions strategy is overseen by the Board and executed by our Property and Maintenance department, which ensures that aging equipment and machinery are replaced with newer, energy-efficient models where appropriate. To ensure accountability, our heads of departments monitor monthly energy bills, and any significant variances from previous periods are flagged for immediate investigation and follow-up. Furthermore, we maintain a structured incentive system where outlet supervisors and managers are rewarded for achieving demonstrable energy savings within their respective operations.

Our energy consumption primarily stems from three critical areas:

- Stationary Combustion: Use of liquefied petroleum gas (LPG) for cooking in our central kitchens and retail outlets.
- Mobile Combustion: Use of diesel and petrol for the Group's fleet of motor vehicles.
- Purchased Electricity: Use of electricity at our business premises (offices, outlets, and kitchens) for lighting, air-conditioning, refrigeration, and electrical appliances.

For FY2026, our total energy consumption was 10,870 MWh, with an energy intensity[1] of 87.99 kWh per square foot of operating area.

Energy Source	FY2024	FY2025	FY2026
Diesel in Litres (in MWh)	162,811 (1,732)	165,767 (1,763)	164,537 (1,751)
Petrol in Litres (in MWh)	15,877 (148)	25,840 (241)	22,376 (208)
LPG in Kg (in MWh)	55,271 (708)	37,974 (487)	42,372 (543)
Purchased electricity in MWh	8,516	8,230	8,368
Total Energy Consumption (MWh)	11,104	10,721	10,870

Old Chang Kee acknowledges the impact of our operations on GHG emissions and is dedicated to minimising our carbon footprint to support a low-carbon economy. We started disclosing Scope 3 emissions last year and will continue to monitor our carbon emissions closely.

In FY2026, our Scope 1 and Scope 2 GHG emissions totalled 4,122 tCO_2 with an emissions intensity[1] of 33.4 $kgCO_2$ per square foot of operating area. In FY2026, we have added Liquefied Petroleum Gas as a new source of Scope 1 emissions. Furthermore, Old Chang Kee Australia Pty Ltd has been excluded from this year's reporting scope following the closure of its sole outlet in FY2025. While this closure had a minimal operational impact on our overall numbers, we simultaneously opened several new outlets during the year. Consequently, this year's Scope 1 and total emissions are not directly comparable with previous years. Last year, we started disclosing Scope 3 emissions, Business travel related emissions, and will continue to collect and include into our disclosure.

	FY2024	FY2025	FY2026
Scope 1 (Direct) GHG emissions[2] (tCO_2e)	472	502	617
Scope 2 (Indirect) GHG emissions[3] (tCO_2e)	3,682	3,564	3,504
Scope 3 (Business Travel) GHG emissions[4] (tCO_2e)	NA	6[5]	7

1 Both energy intensity and GHG emissions intensity were calculated based on the operating area of our in-scope operations.

2 For 2026 we have updated the Scope 1 emission factors that are calculated using the World Resources Institute (2015) GHG Protocol tool for mobile combustion (version 2.7), however for the previous year we are using World Resources Institute (2015) GHG Protocol tool for mobile combustion (version 2.6)

3 Scope 2 emissions are calculated using the Grid Emission Factor for 2024 published by Singapore's Energy Market Authority (EMA), and Peninsular Malaysia's Grid Emission Factor for 2021 published by the Malaysia Energy Information Hub (MEIH).

4 Scope 3 emissions are calculated with the GHG Protocol tool for mobile combustion, World Resources Institute (2024).

5 We have restated our FY2025 Scope 3 (Business Travel) emissions to correct a unit conversion error in the previous year's report. The emissions factor was applied in $kgCO_2e$ but not converted to tCO_2e. Consequently, the FY2025 Scope 3 emissions have been restated from 6,064 tCO_2e to 6 tCO_2e.

Climate Targets

In line with our climate ambitions, we have set an annual target to reduce our Scope 1 and Scope 2 emission intensity by 3%. We have also set a long-term target, aligned with our short-term target, to reduce emission intensity (Scope 1 and Scope 2) by 10% by FY2030 from FY2026 baseline.

Forward Outlook

Old Chang Kee recognises that its climate-related disclosures continue to evolve in response to increasing regulatory expectations, stakeholder demands, and the Group's own internal capabilities. Building on the progress achieved in FY2026, including the establishment of a Scope 3 emissions baseline, the Group intends to enhance its climate reporting and governance practices over the next two to three reporting cycles. Planned initiatives include the quantification of financial impacts associated with key climate risk scenarios for internal risk assessment and strategic planning. The Group also intends to progressively align its disclosures with the ISSB's IFRS S2 Climate-related Disclosures standard in preparation for Singapore's mandatory climate reporting requirements and is approaching it in a phased manner. In addition, OCK plans to strengthen governance integration by incorporating climate-related metrics into executive compensation frameworks and pursuing third-party limited assurance of greenhouse gas emissions data, with the engagement of an external assurance provider targeted by FY2029.

Water Management

Old Chang Kee remains committed to responsible water stewardship as a core component of our environmental strategy. Water is an indispensable resource for our business operations—critical for food preparation, maintaining high standards of hygiene and cleaning, and supporting our production processes. We recognise that efficient water use is not only an environmental necessity but also a key driver of operational cost efficiency.

Our approach to water conservation focuses on rigorous monitoring and the implementation of practical, high-impact measures across our central kitchens and retail outlets. Key initiatives include:

- Infrastructure Integrity: Frequent inspections for prompt detection and repair of leakages.
- Preventative Maintenance: Regular servicing of water fittings and the installation of water-efficient appliances where applicable.
- Capacity Building: Ongoing efforts to raise awareness among employees regarding water-saving habits and the importance of conservation in daily operations.

Following the significant reduction in consumption achieved in previous years through revamped production practices, we continue to look for incremental gains in efficiency to maintain a lean water footprint.

	FY2024	FY2025	FY2026
Total Water Consumption (m^3)	51,776.6	37,977	40,219
Water Consumption Intensity (m^3/sqft)	0.415	0.307	0.326

Waste Management

Old Chang Kee is committed to responsible waste management as a core operational priority. We recognise that our manufacturing and retail activities generate distinct waste streams that require specialized handling to minimize environmental harm and promote resource circularity.

Used cooking oil constitutes one of our most significant waste outputs. To ensure this waste is managed responsibly, we engage exclusively with NEA-accredited collectors across all our operations. The collected oil is diverted from landfills and processed into sustainable secondary products, such as biofuels and soap.

To further reduce our environmental footprint, we focus on source reduction through:

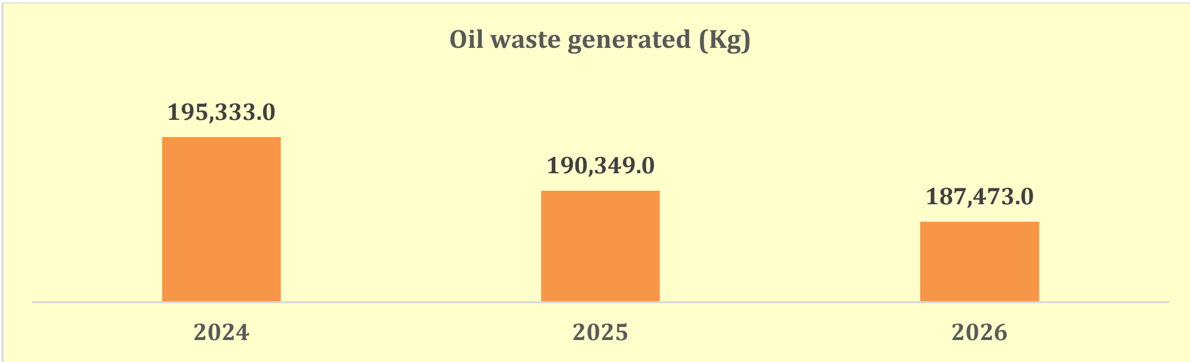
- Operational Excellence: Training employees on precise oil management and disposal procedures.
- Supplier Collaboration: Working closely with our cooking oil suppliers to enhance the durability and lifespan of the oil used in our kitchens.

We continue to mature our tracking of non-hazardous waste streams, focusing on packaging and food waste. Our packaging paper waste is systematically collected and sent to third-party vendors for recycling.

In FY2026, our total waste generated recorded 386.5 tonnes. The oil (hazardous) waste generated decreased by 1.5% compared to FY2025. This year we continue to report our non-hazardous waste which includes packaging paper waste that are sent to a third-party vendor for recycling as well as food waste largely from unsold food products. Our paper waste amounted to 65,017 kg while our food waste[1] is estimated to amount to 134,039 kg. We are currently developing processes to track additional types of waste-related data and will include them in future reports, where practicable.

Addressing food waste remains a critical focus. This waste primarily consists of unsold food products from our retail outlets. We are continuously refining our production planning and inventory management systems to minimize surplus and are exploring new avenues to track and reduce waste across our entire value chain.

In FY2026, we continued to monitor our waste generation to assess the effectiveness of our reduction initiatives. We sent 252.5 tonnes of waste away from the landfill disposal, which include waste oil as well as packaging related waste.



[1] Food waste data currently covers our Singapore operations, as our current overseas operations are not material. We will work towards collecting and including food waste data from our overseas operations in future Reports where necessary.

Sustainable Supply Chain

Old Chang Kee recognises that our sustainability footprint extends far beyond our own kitchens and outlets. We are committed to fostering a resilient and responsible supply chain by sourcing high-quality, sustainable materials and ensuring our partners adhere to rigorous environmental standards.

Sustainable Sourcing and Materials

Our sourcing strategy focuses on two critical areas: the nutritional quality of our ingredients and the environmental impact of our packaging.

- Responsible Cooking Oil: At our Singapore manufacturing facility, we prioritize both consumer health and environmental stewardship. We exclusively source cooking oil that is certified as a "Healthier Choice" by the Health Promotion Board (HPB). Furthermore, we mandate that our main cooking oil suppliers possess the Roundtable on Sustainable Palm Oil (RSPO) certification, ensuring 100% of the palm oil used in our products is sourced without contributing to deforestation. In FY2026, our cooking oil consumption increased by 3.6% compared to the previous year.
- Eco-friendly Packaging: To reduce our reliance on non-biodegradable plastics, we prioritize renewable and recyclable materials. The paper packaging for our signature puff products is certified under the Forest Stewardship Council (FSC) Chain of Custody Standard. We continue to engage with suppliers to explore innovative, biodegradable alternatives and aim to progressively increase the percentage of recycled content in our packaging.

Materials used by weight		FY2024	FY2025	FY2026
Non-renewable materials	Cooking oil[1] (kg)	832,545.0	843,590	874,388
	Plastic packaging (kg)	125,656.2	66,296	69,268
Renewable materials	Paper packaging (kg)	104,605.4	188,743	245,103

[1] Cooking oil consumption does not include our Australian outlet as its impact on our overall consumption is minimal.

Supplier Environmental Assessment & Accountability

We integrate environmental criteria into our procurement lifecycle to ensure alignment with our sustainability goals. Our internal procurement controls require that both new and existing key suppliers provide evidence of relevant environmental certifications (such as FSC or RSPO).

In FY2026, we continued our rigorous screening of our supplier base. We aim not only to monitor compliance but to collaborate with our partners to improve the overall durability of materials and reduce waste at the source.

Supplier Screening	FY2025	FY2026
Existing packaging suppliers screened using environmental criteria	75%	71%

We onboarded a new supplier this year, and it was assessed with environmental criteria while onboarding. The 4% decrease from FY2025 was attributable to the new packaging supplier still being in the process of obtaining environmentally friendly certifications.

Social

At Old Chang Kee, our social commitment is centred on the safety and well-being of our people, the health of our customers, and the vibrancy of the communities we serve. We recognise that our long-term success is intrinsically linked to the trust and dedication of our stakeholders.

We maintain a safe and inclusive work environment, foster professional growth, and support local community initiatives. Through these pillars, we aim to create a lasting positive impact across our entire value chain.

Employment and Talent Management

Our employees are the core drivers of our brand and business resilience. We place strong emphasis on fair employment practices and the holistic development of our workforce. Supporting our employees in reaching their full potential is not just a moral imperative but a strategic necessity for long-term value creation.

Training and Development

We continuously invest in upskilling our workforce to ensure operational excellence and career progression. Our training curriculum in FY2026 was tailored to meet evolving industry standards, focusing on:

- Quality & Safety: Food hygiene, product quality standards, and workplace health and safety.
- Technical Excellence: Machine operations and advanced techniques.
- Digitalization: Information technology and digital tool adoption.

New hires undergo a comprehensive orientation and specialized on-the-job training to ensure they are well-integrated and equipped for their specific roles.

In FY2026, we continued to prioritize learning, providing a total of **2,756** training hours across the Group.

		FY2024	FY2025	FY2026
Total number of employees		674	673	689
Total number of training hours	Male	548	616	640
	Female	2,020	2,076	2,116
	Total	2,568	2,692	2,756
Average training hours per employee	Male	4	4	4
	Female	4	4	4
	Total	4	4	4

Employee Benefits and Well-being

To attract and retain top talent, we offer competitive remuneration and comprehensive benefits. All employees participate in an annual performance review to discuss career aspirations, training needs, and performance.

Our benefits package is designed to support a healthy work-life balance and includes:

- Comprehensive Healthcare: Group hospitalization, surgical, and work injury compensation insurance. To further support proactive health management, we provide dedicated financial subsidies, including up to $300 per calendar year for outpatient medical expenses and up to $200 per calendar year for health screening, optical, or dental care.
- Supportive Leave Policies: A robust suite of leave options encompassing annual, sick, and hospitalisation leave. We strongly support family milestones and caregiving through marriage leave, maternity and paternity leave, shared parental leave, and childcare leave. Additional provisions include compassionate, examination, unpaid, and specialized birthday leave.
- Flexible Work: Staggered working hours to accommodate personal schedules where operationally feasible.
- Recognition: Annual Long Service Award luncheons to honour the dedication and loyalty of our long-tenured staff.

We believe that a highly engaged workforce is a productive one. Beyond competitive benefits, we actively foster camaraderie and team spirit through company-sponsored recreational activities and shared celebrations.

In FY2026, we organized several significant engagement initiatives, including company-sponsored trips on the Genting Dream cruise and to Chongqing, China. Furthermore, our team came together during the Chinese New Year period in 2026 for special commemorative celebrations to mark Old Chang Kee's momentous 70th Anniversary, strengthening our bond and shared pride in the company's heritage.

Long Service Award 2026 (27 Feb 2026)

Asian Harmony Cultural Celebration and Durian Feast (21 Jul 2025)

Diversity and Equal Opportunity

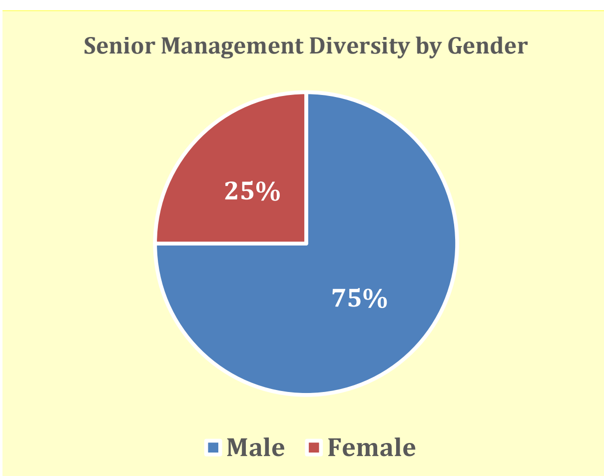
Old Chang Kee is committed to cultivating a workplace culture where every individual is treated with dignity and respect. We strictly prohibit any form of discrimination based on gender, age, race, religion, nationality, disability, or socio-economic background. We believe that a diverse and inclusive workforce is a strategic asset, driving innovation, resilience, and a deeper understanding of the diverse customer base we serve.

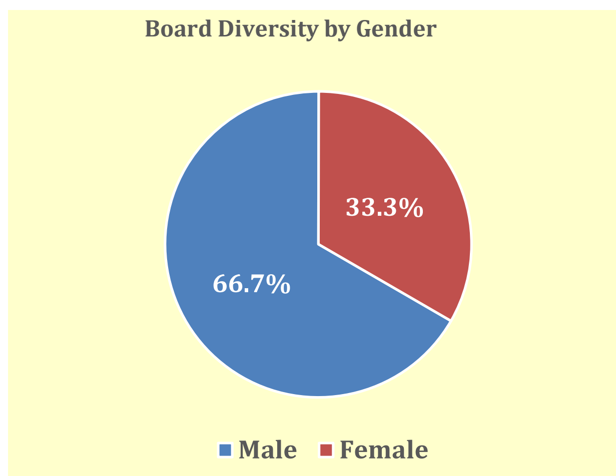
Our commitment to fair employment is reflected in our rigorous adherence to the Tripartite Guidelines on Fair Employment Practices in Singapore. In FY2026, we are pleased to report that there were zero (0) incidents of discrimination reported across the Group.

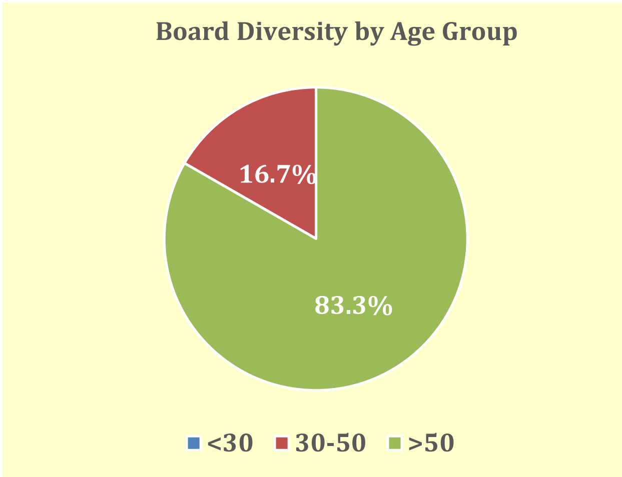
Board and Leadership Diversity

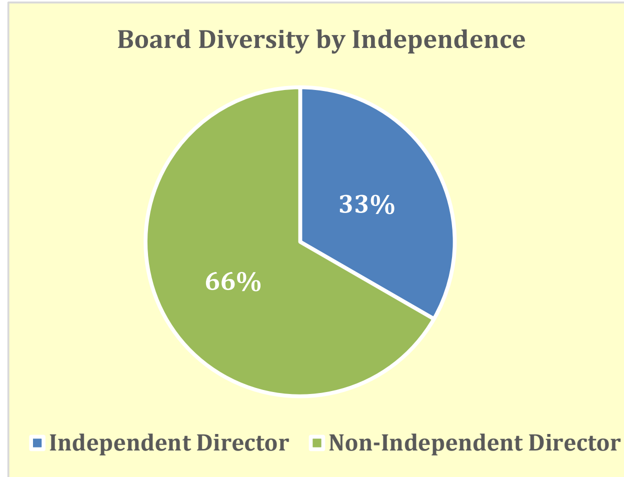
Diversity starts at the top. In accordance with our Board Diversity Policy, we ensure that our Board of Directors possesses an optimal balance of skills, experience, and perspectives. This policy mandates the consideration of diverse candidates for all Board appointments, focusing on gender, age, and professional background to ensure robust governance and effective decision-making.

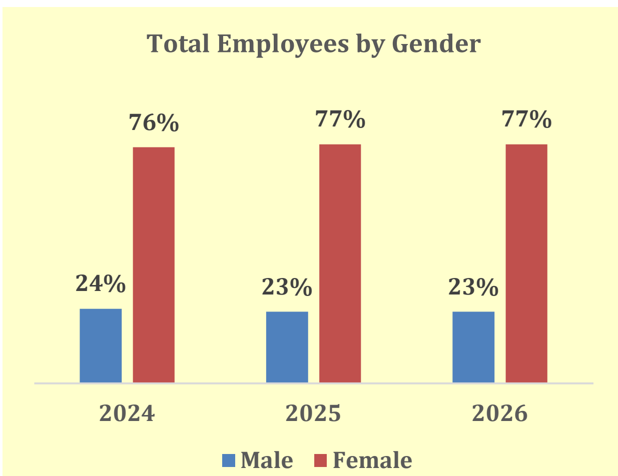
Detailed breakdowns of our Board, Senior Management, and Employee diversity, including gender, age, and independence, are provided in the performance data tables below.

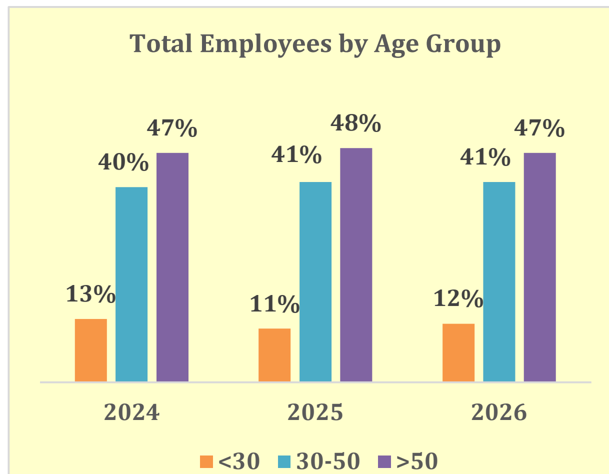








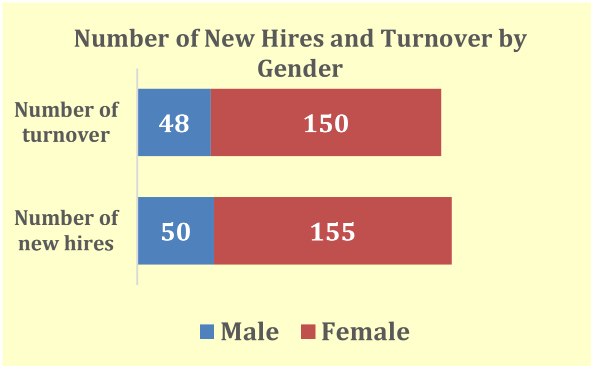


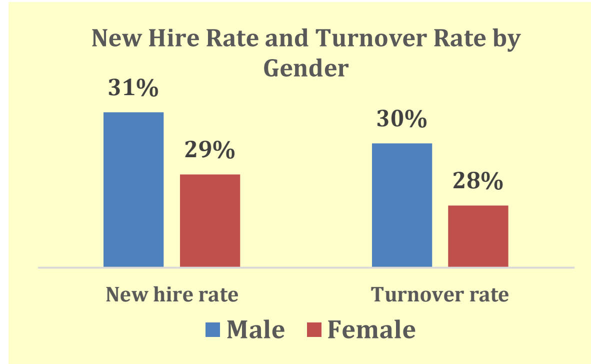


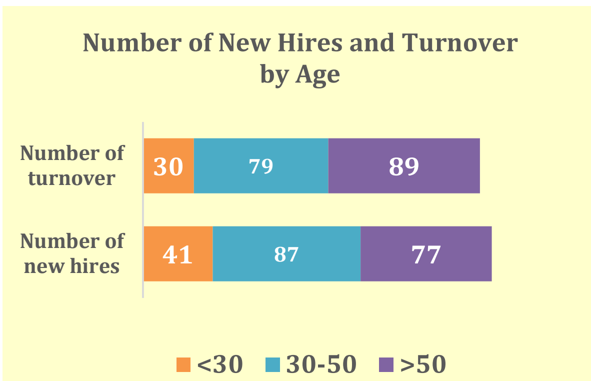
Workforce Dynamics: New Hires and Turnover

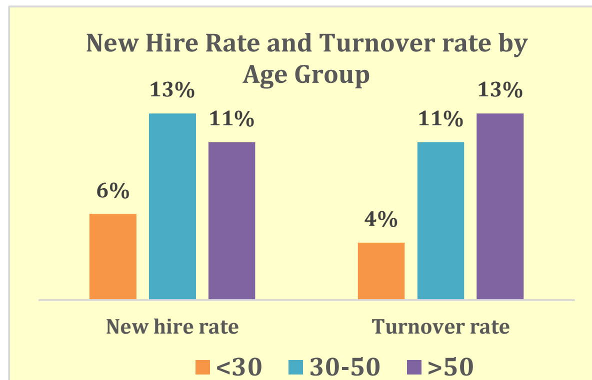
The F&B industry is characterized by high workforce mobility. At Old Chang Kee, we focus on attracting top talent and retaining our experienced staff through a combination of competitive benefits and a supportive work environment.

In FY2026, we welcomed 205 new hires, representing a new hire rate of 30%. During the same period, our employee turnover rate was 29%, with 198 employees leaving the Group. We continuously monitor these metrics to identify opportunities for improving employee engagement and long-term retention.









Occupational Health and Safety

We believe that every employee has the right to a safe work environment. Our OHS strategy is built on a culture of prevention, rigorous risk assessment, and continuous improvement.

We adopt the Hazard Analysis and Critical Control Points (HACCP) management system to systematically identify and control hazards in our food production processes. Our commitment to this international standard ensures that our factory premises remain safe and productive. We attained our HACCP recertification in March 2025, extending our license to March 2028.

Our Compliance Department conducts comprehensive risk assessments at least annually, covering all factories and retail outlets. This process involves:

We maintain an open reporting culture where employees are required to report all health and safety issues, regardless of scale, to their direct supervisors. Significant incidents are escalated and reported to the Ministry of Manpower (MOM) as required by law.

In FY2026, there were no work-related fatalities and high-consequence work-related injuries reported. There were also zero fatalities and recordable work-related ill health cases. There were 2 cases of recordable work-related injuries reported. We will continue to ensure that work-related incidents and workplace hazards are effectively investigated, and corrective actions implemented to prevent recurrences in the future.

Customer Health and Safety

Upholding the highest food safety and hygiene standards is critical to maintaining the trust of our customers. Our safety approach ensures that every snack we serve is clean, safe, and of the highest quality.

We engage external experts for regular equipment servicing, professional pest control, and rigorous sanitization of our facilities. Within our factories, employees utilize a daily self-inspection checklist to monitor cleanliness, which is then verified by supervisors to ensure 100% compliance.

To stay ahead of evolving safety standards, our Compliance Manager provides regular updates to all staff—from production to the front line—on the latest food safety measures.

- Mandatory Training: 100% of our food handlers are required to pass the Workforce Skills Qualification (WSQ) Food Safety Course Level 1.
- Refresher Courses: We provide annual training on raw material handling and delivery procedures to prevent cross-contamination.
- Safe Packaging: Our paper packaging is certified by SGS, confirming it is food-grade and safe for consumer contact.

In FY2026, Old Chang Kee maintained an impeccable record with zero (0) significant incidents of non-compliance concerning the health and safety impacts of our products and services.

Local Communities

Old Chang Kee firmly believes in giving back to the society that has supported our growth over the decades. We view community investment not just as a corporate responsibility, but as an integral part of our brand identity. Our goal is to support vulnerable groups, celebrate national milestones, and foster community spirit through active, meaningful engagement.

Our Corporate Social Responsibility (CSR) initiatives throughout FY2026 reflect a collaborative approach. We actively partnered with government agencies, charitable organizations, healthcare institutions, and educational bodies to maximize our positive social impact.

As a food brand, one of the most direct ways we contribute is through food sponsorships. In FY2026, we proudly provided food sponsorships to a wide array of events, ranging from national celebrations like the National Day Parade (NDP) 2025 to essential social service and fundraising events, ensuring participants and beneficiaries were well-nourished.

Beyond food, we extended our support through cash vouchers and direct financial donations to causes aligned with community health, social welfare, and youth development. Notable initiatives included rewarding blood donors at the Singapore Red Cross with cash vouchers to encourage life-saving contributions and sponsoring the Nanyang Polytechnic Brand Challenge to nurture the next generation of marketing and business talent.

Our contributions are summarised as follows:

Contribution	Beneficiary Organisation
Food sponsorships	National Day Parade (“**NDP**”) 2025
	Agency for Integrated Care
	NeuGen Charity Golf 2025
	ISCA Run 2025 – ISCA Cares “Donation for a Golden Pack Campaign
	Children's Kidney Centre Swing for Hope Charity
	Kampong Glam CCC
	Sentosa Golf Club - SGA Fundraising Golf Day 2026
	National Library Board – 30^{th} Celebration
	Garden by the Bay
	SDC Community Chest
	Sentosa Golf Club – Art of Golf Charity Event
	Care Corner – Uplift for Lift 2025
Cash vouchers	Safra
	MINDS Colour Socks Parade 2025
	Singapore Red Cross – Issue of vouchers to blood donors
	Woodlands Health Hospital

Cash donation	Istana Open House
	Sembawang Welfare Fund
	Nanyang Polytechnic (Brand Challenge Competition for students)

National Day Parade (NDP) 2025

National Celebration of Seniors 2025

SG60 Changi Airport Charity Walk

SG60 Changi Airport Charity Walk

Governance

At Old Chang Kee, strong corporate governance is the cornerstone of our business. We are committed to transparency, accountability, and ethical conduct at every level. By adhering to the highest standards of integrity, we ensure the long-term resilience of our brand and create sustainable value for our stakeholders.

Corporate Governance

Our governance structure is established in alignment with the Code of Corporate Governance 2018. The Board sets the Group's strategic objectives and holds ultimate responsibility for risk governance. It oversees the Nominating Committee and Remuneration Committee, reviews key management personnel's performance and ensures the Group's compliance with all applicable laws and regulations. Our Board comprises six highly accomplished individuals with diverse backgrounds who are dedicated to serving the best interests of our shareholders.

The Board, assisted by the Audit Committee (AC), oversees the Group's internal controls and risk management strategies. This includes the identification and monitoring of significant strategic risks, such as operational shifts and emerging climate-related risks. Our senior management is responsible for maintaining and implementing the Group's Enterprise Risk Management ("ERM") framework and reports to the AC semi-annually on strategic business risks and updates on the risk management activities and progress of the Group

Further details on our governance structure, including the roles of our Nominating and Remuneration Committees, are available in the Corporate Governance section (pages 20 to 80) of our Annual Report as well as Sustainability Governance and Climate Risk Management Section of this report.

Business Ethics

Old Chang Kee maintains a zero-tolerance stance toward corruption, bribery, and fraud. We provide regular updates to our employees on regulatory developments to ensure a high level of awareness regarding anti-money laundering and ethical business conduct.

Whistleblowing Policy

We maintain a robust Whistleblowing Policy that provides a secure, confidential channel for employees and external stakeholders to report suspected improprieties, financial malpractice, or unlawful conduct.

- Independence: The AC ensures that all reports are subject to independent investigation and appropriate follow-up.

- Protection: The policy strictly prohibits any form of reprisal or victimization against whistleblowers who report in good faith.
- Accessibility: The policy is publicly available on our corporate website.

In FY2026, we are pleased to report zero (0) incidents of corruption within the Group.

Compliance

Strict compliance with local laws and regulations is embedded in our daily operations. We ensure that all operating licenses and permits are current and aligned with the latest requirements from the Singapore Food Agency (SFA) and other regulatory bodies.

Our compliance framework covers:

- Training: Regular refresher training is provided to employees to stay informed on any developments in laws and regulations
- Labour and Environment: Adherence to the Employment Act, non-discrimination guidelines, and environmental regulations.
- Operational Safety: Bi-annual cleaning and maintenance of kitchen exhaust systems in accordance with Singapore Civil Defence Force (SCDF) standards.
- Climate Disclosure: In line with SGX requirements, we are transitioning our climate-related reporting to align with IFRS S1 and S2 (ISSB) principles, building upon our TCFD-aligned disclosures.

In FY2026, there were zero (0) incidents of non-compliance with laws and regulations that resulted in significant fines or non-monetary sanctions.

Appendix

TCFD Content Index

Section	Recommendation		Page Reference
Governance	a.	Describe board's oversight of climate-related risks and opportunities	Page 7 & 17
	b.	Describe management's role in assessing and managing climate-related risks and opportunities.	Page 7 & 17
Strategy	a.	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Pages 17-20
	b.	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Pages 17-20
	c.	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Pages 17-21
Risk management	a.	Describe the organisation's processes for identifying and assessing climate-related risks.	Page 21
	b.	Describe the organisation's processes for managing climate-related risks.	Page 21
	c.	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Page 21 - 23
Metrics and targets	a.	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pages 23
	b.	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Pages 23
	c.	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Pages 23

GRI Content Index

GRI Standard	Disclosure		Page number(s) and/or Remark(s)
GRI 2: General Disclosures 2021	2-1	Organisational details	Annual Report: Page 12
	2-2	Entities included in the organization's sustainability reporting	Page 5
	2-3	Reporting period, frequency and contact point	Page 5
	2-4	Restatements of information	We have restated our FY2025 Scope 3 (Business Travel) emissions to correct a unit conversion error in the previous year's report. The emissions factor was applied in $kgCO_2e$ but not converted to tCO_2e. Consequently, the FY2025 Scope 3 emissions have been restated from 6,064 tCO_2e to 6 tCO_2e.
	2-5	External assurance	Old Chang Kee has not sought external assurance at present. We will continue to enhance our sustainability disclosures and may consider it in future reporting years.
	2-6	Activities, value chain and other business relationships	Annual Report: Pages 1, 6-12
	2-7	Employees	Pages 29-37
	2-8	Workers who are not employees	Not applicable, Old Chang Kee does not have any workers who are not employees.
	2-9	Governance structure and composition	Annual Report: Pages 16-19
	2-10	Nomination and selection of the highest governance body	Annual Report: Pages 37-47
	2-11	Chair of the highest governance body	Annual Report: Page 21
	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 7, 17 and 38
	2-13	Delegation of responsibility for managing impacts	Page 7
	2-14	Role of the highest governance body in sustainability reporting	Page 7 and 17
	2-15	Conflicts of interest	Annual Report: Page 23
	2-16	Communication of critical concerns	Page 38
	2-17	Collective knowledge of the highest governance body	Annual Report: Pages 32-35
	2-18	Evaluation of the performance of the highest governance body	Annual Report: Pages 37-47
	2-19	Remuneration policies	Annual Report: Pages 48-52
	2-20	Process to determine remuneration	Annual Report: Page 48-52
	2-21	Annual total compensation ratio	Not disclosed due to confidentiality constraints.
	2-22	Statement on sustainable development strategy	Pages 7 and 13-14
	2-23	Policy commitments	Pages 15-39

GRI Standard	Disclosure		Page number(s) and/or Remark(s)
	2-24	Embedding policy commitments	Pages 15-39
	2-25	Processes to remediate negative impacts	Pages 15-39
	2-26	Mechanisms for seeking advice and raising concerns	Pages 7-8 and 23
	2-27	Compliance with laws and regulations	Page 39
	2-28	Membership associations	Old Chang Kee holds memberships in the Singapore Food Manufacturers' Association, the Singapore Business Federation, and the Franchising and the Licensing Association (Singapore).
	2-29	Approach to stakeholder engagement	Page 8
	2-30	Collective bargaining agreements	Not applicable, none of our employees are covered by collective bargaining agreements.
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Pages 11-12
	3-2	List of material topics	Pages 11-12
	3-3	Management of material topics	Pages 11-12
GRI 201: Economic Performance 2016	3-3	Management of material topics	Page 13
	201-1	Direct economic value generated and distributed	Page 13
GRI 205: Anti-corruption 2016	3-3	Management of material topics	Page 38
	205-2	Communication and training about anti-corruption policies and procedures	Page 38
	205-3	Confirmed incidents of corruption and actions taken	Page 38
GRI 301: Materials 2016	3-3	Management of material topics	Page 27
	301-1	Materials used by weight or volume	Page 27
GRI 302: Energy 2016	3-3	Management of material topics	Page 23
	302-1	Energy consumption within the organization	Page 23
	302-3	Energy intensity	Page 23
	302-4	Reduction of energy consumption	Page 23
GRI 303: Water and Effluents 2018	3-3	Management of material topics	Page 25
	303-5	Water consumption	Page 25
GRI 305: Emissions 2016	3-3	Management of material topics	Page 24
	305-1	Direct (Scope 1) GHG emissions	Page 24
	305-2	Energy indirect (Scope 2) GHG emissions	Page 24
	305-4	GHG emissions intensity	Page 24
GRI 306: Waste 2020	3-3	Management of material topics	Pages 25-26
	306-1	Waste generation and significant waste-related impacts	Pages 25-26
	306-2	Management of significant waste-related impacts	Pages 25-26
	306-3	Waste generated	Pages 25-26
	306-4	Waste diverted from disposal	Pages 25-26
	306-5	Waste directed to disposal	Pages 25-26
	3-3	Management of material topics	Pages 27-28

GRI Standard	Disclosure		Page number(s) and/or Remark(s)
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Pages 27-28
GRI 401: Employment 2016	3-3	Management of material topics	Pages 29-34
	401-1	New employee hires and employee turnover	Pages 29-34
	401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	Pages 29-34
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	Pages 34-35
	403-1	Occupational health and safety management system	Pages 34-35
	403-2	Hazard identification, risk assessment, and incident investigation	Pages 34-35
	403-5	Worker training on occupational health and safety	Pages 34-35
	403-9	Work-related injuries	Pages 34-35
	403-10	Work-related ill health	Pages 34-35
GRI 404: Training and Education 2016	3-3	Management of material topics	Page 29
	404-1	Average hours of training per year per employee	Page 29
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Page 29
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 29
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of material topics	Pages 29-34
	405-1	Diversity of governance bodies and employees	Pages 29-34
GRI 413: Local Communities 2016	3-3	Management of material topics	Pages 36-37
	413-1	Operations with local community engagement, impact assessments, and development programmes	Pages 36-37
GRI 416: Customer Health and Safety 2016	3-3	Management of material topics	Page 35
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 35