SAKAE HOLDINGS

SUSTAINABILITY REPORT 2026

SAKAE HOLDINGS LTD

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Sustainability Report 2026

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01 Board's Statement

The Board of Directors (the "Board") is pleased to present the Sustainability Report ("Report") for Sakae Holdings Ltd. and its subsidiaries ("Sakae", or "the Group") for the financial year ended 30 June 2026. At Sakae, we recognise that sustainable growth strategies and practices are integral to the long-term success of our business.

The Board has overseen the development of this Report with the support of the Sustainability Committee ("SC") and management team. As part of this process, a materiality assessment was conducted to identify the key Environmental, Social, and Governance ("ESG") factors relevant to Sakae's operations. The Group has also established performance indicators and targets aligned with these material factors, and we continue to monitor and manage the associated risks and opportunities to support our future growth.

This Report provides Sakae's various stakeholders with insights into our business operations and our sustainability efforts and initiatives. Guided by our sustainability reporting policy ("SR policy"), the management team has conducted a review of our material ESG factors for the year to ensure that they are current and updated from the previous reporting period. As we progress along our sustainability journey, we aim to incorporate sustainability initiatives in our business processes to enhance our reporting capabilities.

The Food & Beverage ("F&B") sector continues to navigate a dynamic and challenging global landscape. Ongoing inflationary pressures, evolving consumer sentiment, supply chain disruptions, and geopolitical uncertainties have continued to impact industry margins. Looking ahead, the Group will maintain a cautious outlook and remain focused on managing operations with discipline and agility. In line with this, we remain committed to advancing our ESG objectives and enhancing our reporting with climate-related disclosures.

When shaping the Group's overarching business strategies, objectives, and performance metrics, the Board reviews our sustainability framework and assesses relevant EESG risks and opportunities. The Board is mindful of the Singapore Exchange Securities Trading Limited ("SGX-ST") disclosure requirements and will work with the Sustainability Committee ("SC") to ensure full compliance within the stipulated timelines. The Board remains committed to supporting management in upholding strong governance and sustainability practices to drive long-term stakeholder value.

This Report also reaffirms our commitment to the United Nations Sustainable Development Goals ("SDGs"). We actively engage with stakeholders across our value chain, and their insights help shape our sustainability priorities, guiding our focus on material sustainability factors and alignment with the SDGs.

We extend our heartfelt appreciation to our frontline team for their unwavering dedication, hard work and commitment in delivering exceptional service to our customers. We are also deeply grateful to our shareholders, bankers, business partners and valued customers for their continued support and trust as we move forward together.

02 VISION, MISSION AND CORE VALUES

At Sakae, we are guided by our Core Values, Mission and Vision in everything we do. Driven by our Core Values and Mission, we build strategies for our sustainable growth and development, and constantly work towards attaining our Vision: to build global brands.

OUR VISION

To build global brands.

OUR MISSION

To provide safe quality food with excellent service at great value.

Core Values

E / Excellence

Excellence is our minimum standard

P / Productivity

Productivity in everything we do

I / Innovation

Innovation to simplify & compete

C / Compassion

Compassion to all

03 Reporting Framework

This Report is prepared in accordance with the requirements set out in SGX Listing Rule 711B. We strive to provide a balanced view of the matters covered. This Report uses the Global Reporting Initiative ("GRI") Sustainability Reporting Standards, including the Universal Standards issued in 2021. The GRI Standards provide an internationally recognised and widely adopted framework covering economic, environmental and social impacts. They support comprehensive disclosures that inform our key stakeholders about our sustainability efforts. The GRI content index can be found in Section 13 of this Report.

As part of our continual efforts to align our reporting with relevant market standards, the Group has mapped its sustainability efforts to the 2030 Agenda for Sustainable Development which was adopted by all United Nations Member States in 2015 ("UN Sustainability Agenda"). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals ("SDGs") which form an urgent call for action by all countries, developed and developing, in a global partnership. We have incorporated the SDGs, where appropriate, as a supporting framework to shape and guide our sustainability strategy, as detailed in Section 11 of this Report.

This Report includes climate-related disclosures aligned with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") and SGX-ST Practice Note 7.6, Sustainability Reporting Guide. We continue to adopt a phased approach to climate reporting, aiming to gradually enhance the depth and breadth of the information shared. We are working towards alignment with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"). Further information on our TCFD disclosures is provided in Section 12.

The Group has relied on its internal information systems and records in compiling the information presented in this Report. No external assurance has been obtained for this Report. Our independent internal auditor, Virtus Assure Pte. Ltd., conducted an internal review of the sustainability reporting processes as part of its annual internal audit review cycle.

04 Reporting Period & Scope

This Report is based on the Group's financial year ended 30 June 2026 ("FY2026"). The scope of this Report is based on the policies, practices, performance and employment data of the Group's various business segments in Singapore comprising food and beverage outlets, central kitchens and the Group's corporate headquarters during FY2026.

For details of our brands and restaurants, please refer to our website www.sakaeholdings.com or pages 8 to 11 of our Annual Report 2026.

05 Feedback & Access

(A) Feedback

We are fully committed to listening to our stakeholders. We welcome feedback on this report and any aspect of our sustainability performance. Please send all feedback to ir@sakaeholdings.com.

(B) Access

No hard copies of this Sustainability Report have been printed as part of our efforts to promote environmental conservation. You may visit SGXNET or our Company website https://www.sakaeholdings.com/announcements for our Sustainability Report.

06 STAKEHOLDER'S ENGAGEMENT

We have identified stakeholder groups that are affected by, or affect, Sakae's business in relation to sustainability issues.

We are committed to creating sustainable value for our stakeholders. Understanding that sustainability is a collective effort, we prioritise regular, two-way communication to ensure meaningful dialogue. Through diverse engagement channels, we gain deeper insights into how Environmental, Social, and Governance ("ESG") factors affect our business. These insights enable us to develop effective responses to stakeholder concerns. We remain focused on maintaining active and constructive engagement with our key stakeholders.

S/N	Key Stakeholders	Mode of Engagement	Frequency of Engagement	Stakeholders' Concerns
1	Customers	• Loyalty programme: Digital Stamp Card • Social media: Instagram, Facebook and TikTok • Interaction with diners at outlets • Survey and market research • Website and email feedback • Customer care communications • Annual reports	All the time	• Dining experience • Customer service • Consistency of food quality • Food safety and hygiene
2	Business Partners & Suppliers	• Constant communication in the course of business • Vendor assessment • Site visits and monitoring • Audits and checks • Constant feedback from procurement team to suppliers	All the time	• Fluctuating demand according to market conditions
3	Community	• Sakae Foundation • Sponsorships and donations • Corporate volunteering • Corporate Social Responsibility programmes	Occasionally	• Fostering national identity • Building strong community support
4	Employees	• Orientation programme • Regular department meetings and communications/discussions • Training and development programmes • Surveys and interviews • Emails and memoranda • Company events and activities • Annual reports	All the time	• Equal employment opportunities • Personal career development and skills training • Safe working environment • Health and well-being
5	Government & Regulators	• Participation in consultations and briefings organised by government agencies and regulators	Regularly	• Corporate compliance • Food safety and hygiene
6	Investors	• Annual General Meetings • Information through announcements on SGXNet • Annual Reports • Corporate website [updated on a regular basis]	When required	• Transparency • Timely reporting and updating • Company Performance

07 Policies, Practices and Performance Reporting

7.1 Sustainability Governance Structure

The Board has overall responsibility for the oversight of the Group's sustainability matters. As part of our continual efforts to upgrade the knowledge of our directors on sustainability reporting and to meet the requirement of listing rule 720(7) of the Singapore Exchange Securities Trading Limited ("SGX-ST"), we confirm that all our directors have attended at least one of the approved sustainability training courses. The Board is supported by our Sustainability Committee ("SC") which is led by the Group's Chief Executive Officer. Its members comprise the Chief Financial Officer and other key management personnel. The SC monitors and manages our policies, practices and performance pertaining to sustainability matters.

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

Board of Directors

- Determines the overall direction of sustainability within the Group
- Reviews and approves sustainability strategy and targets, policies and sustainability report
- Ensures integration of sustainability and climate-related risks and opportunities within the Group's enterprise risk management ("ERM") framework
- Monitors implementation of sustainability strategies, policies and performance against targets

Audit Committee

- Reviews the adequacy of the Group's internal control systems and processes
- Oversees the assurance activities pertaining to the Group's sustainability reporting processes

Sustainability Committee

- Develops sustainability strategies and policies for the Group
- Ensures implementation of sustainability strategy is aligned across business segments
- Evaluates overall sustainability risks and opportunities
- Undertakes materiality assessment and reviews sustainability report prior to approval by the Board
- Monitors and manages the overall sustainability performance and updates the Board

Business Units • Corporate Functions

7.2 Sustainability Reporting Process

Under our Sustainability Reporting Policy, the Group will first identify the material issues relevant to the Group's activities through stakeholder's engagement. These material issues will be prioritised and ranked according to the importance of their Environmental, Social and Governance ("ESG") impact. Management validates the material ESG factors with data, in order to finalise the contents of this Report. The materiality of our ESG factors is reviewed periodically to ensure they are current and updated from the previous reporting period.

1 **IDENTIFY**

The material ESG factors are identified through our stakeholder's engagement

2 **PRIORITISE**

The material ESG factors are prioritised according to the importance for sustainability reporting

3 **VALIDATE**

Perform validation of data and information gathered on material ESG factors to finalise content for sustainability reporting

4 **REVIEW**

The material ESG factors are reviewed periodically

08 Materiality Assessment

Following the sustainability reporting process, the Group performs annual materiality assessment to identify key areas that impact our ability to create value for our stakeholders, thus ensuring that issues disclosed in our Report remain current, material and relevant.

The scope of the materiality assessment considers the likelihood of occurrence, stakeholders' level of concern about a particular ESG factor, and the significance of its impact on the economy, the environment and society, including its contribution to sustainable development.

Based on our SR Policy, each sustainability factor will be assigned a reporting priority. The levels of reporting priorities, their respective descriptions and reporting criteria are as follows:

Reporting priority	Description	Criteria
I	HIGH	Factors with high reporting priority are reported in detail.
II	MEDIUM	Factors with medium reporting priority are considered for inclusion in this Report. They may not be included in this Report if not material.
III	LOW	Factors with low reporting priority may be reported to fulfill regulatory or other reporting requirements. They are not included in this Report if not material.

8.1 Materiality Assessment

The SC tracks progress on material ESG factors by identifying, measuring and monitoring relevant data points. We set performance targets aligned with our strategy to keep the Group focused on its sustainability journey. We will continue to enhance our performance monitoring and data collection processes.

8.2 Material ESG Factors

S/N	Material factor	Mission or core value	SDG goals	Key stakeholder	Reporting priority
Economic					
1	Sustainable Business Performance	Focused on sustainable growth – Innovation	Decent work and economic growth	• Employees • Government & Regulators • Business Partners & Suppliers • Investors	I
Environmental					
2	Energy consumption (Gas and Electricity)	Social and environmental responsibility – Compassion to all	Affordable and clean energy	• Community • Investors	II
3	Water Conservation	Social and environmental responsibility – Compassion to all	Clean water and sanitation	• Community • Investors	II
4	Waste oil management	Social and environmental responsibility – Compassion to all	Responsible consumption and production	• Community • Government & Regulators • Investors	II
Social					
5	Customer Satisfaction	To provide safe quality food with excellent service at great value	Decent work and economic growth	• Business Partners & Suppliers • Customers	I
6	Food Safety, Hygiene and Quality	To provide safe quality food with excellent service at great value	Peace, justice and strong institutions	• Customers • Government & Regulators • Business Partners & Suppliers	I
7	Training and Education	People development – Innovation to simplify and compete	Quality education	• Employees	II
8	Workplace Equality, Diversity and Inclusivity	Compassion to all	Reduced inequalities	• Employees	II
9	Recruitment and Retention	People focused – Compassion to all	Quality education	• Employees	I
10	Occupational Health and Safety	People focused – Compassion to all	Good health and well-being	• Employees	I
11	Local Community Engagement / Corporate Social Responsibility	Compassion to all	Reduced inequalities	• Community	III

8.2 Material ESG Factors

S/N	Material factor	Mission or core value	SDG goals	Key stakeholder	Reporting priority
Governance					
12	Corporate Governance	Stakeholder accountability – Compassion to all	Peace, justice and strong institutions	• Government & Regulators • Investors	**I**
13	Anti-Corruption and Whistle-blowing Policy	Excellence is our minimum standard	Peace, justice and strong institutions	• Government & Regulators • Investors	**I**

Material Factors Matrix

Each material ESG factor ("SF") is plotted into a matrix to determine the prioritisation of these factors based on the level of stakeholders' concerns and significance of the factors' ESG impacts. Our completed material factors matrix is shown below:

Level of Stakeholders' Concern	Significance of Environmental, Social and Governance Impact: Low	Medium	High
High		SF10: Occupational Health and Safety	SF1: Economic SF5: Customer Satisfaction SF6: Food Safety, Hygiene & Quality SF12: Corporate Governance SF13: Anti-Corruption & Whistle-Blowing Policy
Medium	SF11: Local Community Engagement / Corporate Social Responsibility	SF2: Energy Consumption (Gas & Electricity) SF3: Water Conservation SF4: Waste Oil Management SF7: Training & Education SF8: Workplace Equality, Diversity & Inclusivity	SF9: Recruitment & Retention
Low			

09 Material Factors

Illustrative sustainability imagery

ECONOMIC

9.1 Sustainable Business Performance

The Group is committed to providing value to various stakeholders through sustainable initiatives and practices to enable a more sustainable future. Details of our financial performance can be found in the financial sections of our Annual Report.

ENVIRONMENT

9.2 Energy (Gas & Electricity), Water Conservation

We are committed to protecting our environment and exploring ways to reduce our environmental footprint through energy and water conservation. The Group recognises the importance of energy conservation while acknowledging practical limitations. Given the limited availability of reliable renewable energy options, we continue to adopt environmentally friendly technologies and practices to reduce the impact of our operations. Our Go Green efforts include:

(a) Lighting

Suitable lighting in our building have been fitted with motion sensors to reduce electricity usage. We have also adopted the use of energy-efficient LED lights in our stores as a means to save electricity.

The Group also reduces electricity consumption by educating employees on greener work practices, maintaining machinery and equipment regularly to optimise energy efficiency, progressively replacing traditional equipment with energy-efficient alternatives, and continually tracking energy usage.

(b) Solar Power System

A 270 kilowatt-peak photovoltaic system was installed on the roof of our building. Its 1,400 solar panels can generate up to one-third of the building's energy needs, helping to lower both carbon emissions and energy costs.

As part of our sustainability efforts, the Group has installed EV charging facilities at our headquarters to facilitate the charging of electric vehicles. We will continue to explore ways to improve energy efficiency as part of our energy management efforts.

(c) Rainwater Irrigation System

The prominent water fountain located at the front of our building is fitted to a rainwater irrigation system. The feature is thus aesthetically pleasing and environmentally friendly.

(d) Spice Garden

In addition to the ornamental plants surrounding our building, we have incorporated a spice garden into the landscaping plan. Plants grown in the garden include aloe vera, yellow ginger, pandan and mint. Suitable herbs and spices can be used in food preparation. We will continue to explore ways to incorporate a farm-to-fork approach into our restaurant operations.

(e) Kitchen Equipment and Appliances

We use state-of-the-art equipment and appliances in our restaurant kitchens and central kitchens. Not only do they consume less energy, but they also produce less ambient heat and have very low carbon emissions.

To track resource use more effectively, we measure electricity and gas consumption per S$1 of revenue, and water consumption per S$1,000 of revenue. The tables below also show total consumption and the targets for the next reporting period.

Resource	Usage in FY2026	FY2026 Performance	Target Achieved? Yes / No	Targets for FY2027
Electricity	3.080 million kWh	0.28 kWh per S$1 of revenue	Not Met	To reduce electricity consumption rate*
	Usage in FY2025	**FY2025 Performance**		
	3.074 million kWh	0.25 kWh per S$1 of revenue		

Resource	Usage in FY2026	FY2026 Performance	Target Achieved? Yes / No	Targets for FY2027
Gas	0.38 million kWh	0.034 kWh per S$1 of revenue	Not Met	To reduce gas consumption rate*
	Usage in FY2025	**FY2025 Performance**		
	0.36 million kWh	0.029 kWh per S$1 of revenue		

Resource	Usage in FY2026	FY2026 Performance	Target Achieved? Yes / No	Targets for FY2027
Water	11,698 m^3	1.06 m^3 per S$1,000 of revenue	Met	To maintain or reduce water consumption rate*
	Usage in FY2025	**FY2025 Performance**		
	13,735 m^3	1.12 m^3 per S$1,000 of revenue		

* Performance targets have shifted from consumption usage to consumption intensity (per S$1 of revenue) for electricity, water and gas, enabling better measurement of resource efficiency

Water consumption fell from 1.12 to 1.06 cubic metres per S$1,000 of revenue. Electricity consumption increased from 0.25 to 0.28 kilowatt-hours per S$1 of revenue, while gas consumption increased from 0.029 to 0.034 kilowatt-hours per S$1 of revenue. Both exceeded the FY2026 targets. We will strengthen our efforts to meet next year's targets and reduce electricity, gas and water consumption as we manage our operations.

In striving to reduce the consumption of gas, water and electricity, the Group will:
- Conduct regular monitoring and servicing of equipment and machinery
- Progressively convert traditional operating equipment to energy-efficient equipment
- Educate our employees on responsible usage of energy
- Continue monitoring energy consumption for usage control

9.3 Emissions

Managing greenhouse gas ("GHG") emissions is a key part of our sustainability efforts. As climate concerns grow, we are focused on measuring, reducing, and managing emissions to lower our carbon footprint and support our global climate goals.

9.3.1 Climate-related Risks and Opportunities

In FY2025, the Group integrated climate-related risks into its Enterprise Risk Management ("ERM") framework, in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). Both climate-related physical risks [1] and climate-related transition risks [2] have been evaluated based on their potential impact on operations across established risk parameters [3]. Corresponding mitigation plans have been developed to address the identified risks. The SC, Audit Committee and the Board conduct reviews of the risks, their potential impacts, and the associated action plans.

The following climate-related risks and their potential impacts on the Group were identified during the ERM exercise:

Climate-related Physical Risks[1]

Risks and Potential Impact	Risk Category	Time Period*	Mitigating Measures	Climate-related Opportunity
Climate change, including rising temperatures, extreme weather and intense rainfall, can disrupt food supplies and livestock farming. This may increase ingredient costs, reduce product quality and threaten supply chain stability and operational efficiency. Additionally, with rising temperatures and more frequent heatwaves resulting from global warming and climate change, the risks of increased cooling expenditures and reduced labour productivity are expected to rise. We remain vigilant in monitoring the impact of climate change on our operations.	Acute and Chronic	Short to long term	We put in place a climate transition plan to steer us on our decarbonisation journey. The increased severity of extreme weather events led us to transition to electricity from renewable energy sources through the redemption of renewable energy certificates. We also invested in technologies such as sensors to manage energy consumption, generate energy savings and reduce GHG emissions.	In response to potential environmental risks and the growing need for energy efficiency and lower emissions, the Group recognises the opportunity to invest in energy-efficient technologies and adopt renewable energy sources. Increased opportunities to collaborate with suppliers dedicated to sustainable practices and eco-friendly sourcing, while integrating more sustainable products into our operations to reinforce our brand identity.
Singapore's limited local water supply creates a risk of water shortages that may affect food preparation, cleaning, and sanitation, causing delays and disruption in operations. These challenges could also compromise food safety and hygiene standards, ultimately impacting customer satisfaction and business continuity.	Chronic	Medium to long term	Monitor and manage water consumption, educate staff on responsible water use, and adopt sustainable practices such as installing water-efficient equipment and recycling water to minimise consumption and support smooth operations.	Water-efficient equipment and responsible water management contribute to greater operational stability.

*Short-term (<5 years), Medium-term (5-20 years), Long-term (>20 years)

Climate-related transition risks[2]

Risks and Potential Impact	Type of Risk	Time Period*	Mitigating Measures	Climate-related Opportunity
With rising concerns over the effects of climate change, key stakeholders such as the regulators and shareholders are requiring the reporting of climate-related information. The Group experienced increased operational and compliance costs due to the enhanced obligations.	Policy and Legal	Short to long term	Adapt to evolving regulations by integrating sustainable practices and investing in environmentally friendly technologies to improve operational efficiency.	Proactively managing regulatory changes reinforces our leadership in sustainability, enhances brand reputation, and cultivates trust among environmentally conscious stakeholders.
Evolving customer trends and preferences for plant-based and sustainable dining alternatives may reduce demand for existing products, weaken market competitiveness, and pose potential financial risks.	Market and Reputation	Medium to long term	Track consumer preferences and modify menu options to address demand for sustainable choices.	Focus on sustainable sourcing and eco-friendly menus to increase customer engagement and competitive edge.

*Short-term (<5 years), Medium-term (5-20 years), Long-term (>20 years)

Notes

[1] Physical risks include acute risks, event-driven risks or longer term climate shifts, resulting in financial impacts on organisations.

[2] Transition risks include risks due to movement towards a lower carbon economy and may encompass policy, legal, technological and market changes, resulting in different levels of financial and/or reputational risks.

[3] Risk level is a qualitative measurement to assess the level of the risk, based on two factors: (i) the likelihood of risk occurrence within a certain time frame; and (ii) the impact of the risk.

9.3.2 Phased Decarbonisation Roadmap

Building on the climate-related risks and opportunities identified through the Group's Enterprise Risk Management ("ERM") framework, the Group has established a phased decarbonisation roadmap to support its transition towards lower-carbon operations.

The Group will adopt a progressive approach focused on improving energy efficiency, increasing the use of renewable energy and strengthening its understanding and management of GHG emissions across its operations, while progressively assessing relevant areas of its value chain.

Key areas of focus include:

- Strengthening emissions monitoring: Continue to enhance the measurement and monitoring of Scope 1 and Scope 2 GHG emissions and improve the quality and completeness of emissions data.
- Improving energy efficiency: Continue to deploy energy-efficient equipment, lighting, sensors and other technologies to optimise energy consumption across the Group's restaurants, food production, cold storage and building operations.
- Increasing renewable energy adoption: Continue to explore the use of renewable energy certificates ("RECs") and explore other renewable energy solutions, where applicable.
- Progressive value-chain assessment: Progressively assess relevant Scope 3 emissions and engage with suppliers and business partners to identify opportunities for sustainable sourcing and more efficient supply-chain practices.

The Group will continue to monitor the progress of its decarbonisation initiatives through its established governance and risk management processes, with relevant matters reviewed by Management, the Sustainability Committee ("SC"), the Audit Committee and the Board, as appropriate.

9.3.3 Greenhouse gas ("GHG") emissions

The Group recognises that energy consumption from its operations contributes to greenhouse gas ("GHG") emissions and climate change. Accordingly, the Group continues to monitor its energy consumption and GHG emissions, while identifying opportunities to improve energy efficiency, reduce reliance on carbon-intensive energy sources and progressively transition towards lower-carbon operations.

The Group adopts a balanced approach in managing energy efficiency and emissions reduction, taking into consideration operational requirements, business continuity and the need to maintain the quality and safety of its food production, storage, logistics and restaurant operations.

For FY2026, the Group's estimated Scope 1 and Scope 2 GHG emissions were 258.85 tonnes CO_2e and 1,283.75 tonnes CO_2e respectively, resulting in total estimated GHG emissions of 1,542.6 tonnes CO_2e. This represents an increase of approximately 1.5% in total estimated GHG emissions compared with FY2025.

The Group's estimated GHG emissions intensity increased from 0.13 tonnes CO_2e per S$1,000 of revenue in FY2025 to 0.14 tonnes CO_2e per S$1,000 of revenue in FY2026. The increase in emissions intensity was primarily attributable to the change in the Group's revenue relative to its energy consumption and emissions during the reporting period.

9.3.3 Greenhouse gas ("GHG") emissions (continued)

Performance Indicator	Unit of Measurement	FY2026	FY2025
GHG emissions			
Estimated Direct GHG emissions (Scope 1) [4]	tonne CO_2e	258.85	238.15
Estimated indirect GHG emissions (Scope 2) [5]	tonne CO_2e	1283.75	1,281.30
Total Estimated GHG emissions	tonne CO_2e	1,542.60	1,519.45
Estimated GHG emissions intensity (emissions/revenue S$1,000 [6])	tonne CO_2e / S$1,000 revenue	0.14	0.13

The Group will continue to enhance the collection and monitoring of energy consumption and GHG emissions data to improve its understanding of its emissions profile. As its emissions baseline and data quality continue to mature, the Group will assess the feasibility of establishing appropriate emissions reduction targets, taking into consideration the Group's operational requirements, technological developments and the availability of viable lower-carbon alternatives.

Notes

[4] Estimated GHG emissions from consumption of diesel, Liquefied Petroleum Gas ("LPG") and city gas by the Group. Direct GHG emissions (Scope 1) are calculated based on "Appendix to Part II: Monitoring Plan of Greenhouse Gas ("GHG") Emissions Measurement and Reporting Guidelines" published by National Environment Agency ("NEA").

[5] Estimated GHG emissions from electricity purchased by the Group. Indirect GHG emissions (Scope 2) are calculated based on emissions factors published by the Energy Market Authority ("EMA").

[6] Estimated GHG emissions per S$1,000 of revenue are calculated based on the estimated emissions generated from aggregate energy (gas and electricity) consumption over the Group's revenue.

9.4 Responsible waste management

Food waste accounts for a significant portion of the total waste generated in Singapore. To do our part to save the environment, Sakae adopts multiple approaches to sustainable waste and resource management. Efficient food purchases and processes, central kitchen preparation and centralised cold chain storage have helped to improve efficiency and reduce food wastage. In support of the Zero Waste initiatives, Sakae has installed a food waste digester machine at our Group headquarters to treat and recycle food waste sustainably. The compost produced will be used in turn as fertilisers for our landscaped areas around our headquarters. We will continue our best efforts as we sustain and support these Zero Waste initiatives.

As a Food & Beverage business, the Group recognises that responsible waste management is essential to environmental protection. Our restaurant outlets and central kitchens generate food waste and used cooking oil that require proper disposal. Cooking oil is used widely across our operations. We therefore work with an accredited used oil collector (7) specialising in processing waste oil into biodiesel and other commercially viable products. This supports appropriate disposal and more sustainable resource use.

We have compiled the data provided by the appointed waste oil collector on the quantity of cooking oil collected from time to time.

Resource	Unit of Measurement	FY2026 Target	FY2026 Performance	Target Achieved? Yes / No	Targets for FY2027
Waste Oil Generated in FY2026	Kilograms (“kg”)	100% of waste oil generated was collected by the appointed used oil collector (FY2025: 100%)	5,730	Met	100% of waste oil generated to be collected by the appointed used oil collector

(7) Certified with General Waste Collectors (“GWCs”) licence class B.1 with National Environment Agency (“NEA”)

9.5 Customer Satisfaction

Customer satisfaction is crucial to customer retention. We seek to provide customer service that goes beyond taking and serving orders. We view customer service as part of a holistic customer experience that is capable of providing us with a distinguishing advantage in today's increasingly cluttered and competitive market. In alignment with our mission – To provide safe quality food with excellent service at great value, we are committed to retaining and build a loyal customer base for our long-term sustainability by enhancing our customers' experiences through:

(A) Providing excellent customer service

Sakae believes strongly in excellent customer service to enhance the dining experience. We conduct refresher training for frontline staff to maintain high service standards. Staff are attentive when interacting with customers and trained to resolve issues patiently and promptly. Our service recovery programme provides close follow-up so that feedback receives attention and customer satisfaction improves. Compliments currently account for around 81% of the feedback received. We will continue working towards higher levels of customer satisfaction.

(B) Proactively Encouraging Customers to Give Feedback

We value customer feedback because it provides insight into which aspects of our operations work well and which can improve. We gather feedback through our sales and delivery teams, social media, websites and customer relationship management system to better understand customer preferences. We use these insights to improve products, services and operational efficiency.

(C) Building Customer Loyalty Through Regular Promotions and Membership Programme

We strive to improve customer retention and are constantly exploring ways to reward customer loyalty. With the launch of the new Sakae Sushi and Hei Sushi membership system, we have managed to grow our customer base through offering attractive deals to our customers. We will support this by increasing our social media and online presence to reach out to and engage the online community further. In addition to our revamped membership programme, regular promotions ensure that we are constantly offering something new and special to our customers to meet market demands.

(D) Ensuring a Safe Dining Environment

We care about our customers' health and aim to provide a safe, enjoyable dining experience. Staff receive training in food hygiene and management, restaurant cleaning protocols, cleaning utensils and kitchenware, and frequently disinfecting shared surfaces such as chairs and tables. These measures help maintain a safe dining environment at all times.

In addition, we have also incorporated digital ordering (QR code ordering system) to enhance the efficiency and convenience for our customers while allowing our staff to work on other tasks so as to enhance the dining experience. We will continue to monitor and implement other systems that can facilitate the ordering process while improving the dining experience.

(E) Meeting customers' evolving needs

Innovation has been one of our core values and we are constantly exploring new brands and offerings to meet ever-changing F&B consumer needs and preferences. We have expanded our portfolio of brands to meet the diverse consumer tastes in the market and to tap into the F&B takeaway/delivery segment.

9.6 Food Safety, Hygiene and Quality

Being an established Food & Beverage Japanese cuisine brand in Singapore, we prioritise and value food safety and hygiene by delivering the best to our customers. Serving great, safe and high-quality food has always been an important emphasis of our business.

Safe dining

Food safety standards

(A) Our Standards

Through the adoption of industry-certified standards, we are able to better gauge and monitor the safety and quality of our food. We place much emphasis on consistency and constantly work towards improving food quality standards of our products.

We have implemented a food safety management system ("FSMS") for our central kitchens which supports our food catering and restaurant operations. Our central kitchens' FSMS has attained SS 590:2013 certification for having met the requirements for a Hazard Analysis Critical Control Point ("HACCP") based FSMS. With our stringent monitoring process, we are able to reduce and prevent risks in food safety.

All our restaurant outlets have achieved Grade A certification from the Singapore Food Agency ("SFA"), meeting its hygiene, cleanliness and housekeeping standards. The Group continues to uphold its target of zero demerit points for all outlets and central kitchens. Our Hei Sushi restaurants are also Halal-certified by Majlis Ugama Islam Singapura ("MUIS") and comply with Islamic dietary requirements.

Here are some measures that have been adopted to ensure the quality, hygiene and safety of the food we serve:

Quality control

Responsible procurement

(B) Operations

We have always been vigilant in our efforts to maintain food safety and quality in our operations at our restaurant outlets, central kitchens or production floors.

Measures that we have put in place:

- All employees that handle food are required to attend and pass WSQ Food Safety Course Level 1.
- A manual on food safety serves as a guide for our staff to adhere to.
- Our internal food safety and quality control team conducts regular checks on product quality and food handling procedures.
- We regularly send food samples to an accredited laboratory for microbiological testing to ensure quality and safety of our products.
- We maintain product traceability records.
- Inventory counts are performed regularly.
- Constant monitoring of our operations by key personnel has been put in place.

(C) Food Supply Chain and Procurement

We recognise that food suppliers play a critical role in ensuring food safety and quality. As part of our food procurement process, all suppliers are required to meet stringent food safety and quality standards throughout their supply chains. This includes regular assessments, such as visits to farms, factories, and other points of origin. At the receiving end, we closely monitor feedback from our outlet kitchens concerning the quality and safety of food supplies delivered. We maintain ongoing communication with our suppliers to address and resolve any issues that may arise.

For halal product selection, we have additional procedures to ensure that products are certified by Majlis Ugama Islam Singapura ("MUIS") or by halal certification bodies recognised by MUIS.

As an additional safeguard, we regularly test for Escherichia coli ("E. coli") and total bacterial counts before and after food processing. These tests help identify potential contamination, validate sanitation procedures and ensure compliance with regulatory and internal food safety standards. Systematic microbial monitoring at critical control points and traceability measures allow us to detect deviations early, take corrective action and document product safety. This strengthens our food safety management and helps us deliver safe, high-quality food while protecting consumer health.

We have supplier selection procedures to ensure food quality and safety, reliable supplies, competitive pricing and prompt delivery. Ongoing communication keeps suppliers informed and helps maintain food safety standards. As an HPB-certified partner, we use healthier ingredients in our menu to meet growing consumer interest in healthier choices.

To mitigate supply chain risks, we integrate social criteria into supplier selection. Wherever practicable, we will conduct random social and safety screenings of new partners before final selection. We will develop a simplified screening checklist for use across our supplier base, supporting oversight of our Supplier Code of Conduct as we build the operational framework.

Traceable sourcing

Marine sustainability

The growing global demand for seafood has placed considerable pressure on marine resources, raising serious concerns about the long-term sustainability of fish stocks and the overall health of marine ecosystems. Unsustainable fishing and aquaculture practices can lead to overexploitation, habitat destruction, and loss of biodiversity. In response to these challenges, we are committed to supporting responsible and sustainable seafood sourcing practices across our supply chain. Wherever practicable, we procure seafood including salmon, prawns, scallops, and oysters from suppliers who demonstrate a strong commitment to environmental stewardship and sustainable operations.

We partner with suppliers certified by internationally recognised sustainability standards, such as the Aquaculture Stewardship Council ("ASC") [8], Global Seafood Alliance ("GSA") [9] and Marine Stewardship Council ("MSC"). [10] These certifications ensure that the seafood is harvested or farmed in a manner that minimises environmental impact, support responsible labour practices, and promotes the long-term viability of marine life. By aligning our sourcing decisions with these rigorous standards, we aim to contribute to the preservation of ocean ecosystems while meeting the growing demand for high-quality, responsibly sourced seafood. These standards ensure that our seafood is obtained through environmentally responsible, socially equitable, and fully traceable methods, supporting both sustainable marine practices and ethical supply chains.

By upholding these high standards across our supply chain, we reduce our environmental impact and help customers support sustainable food resources. Customers can be confident that our seafood sourcing aligns with global sustainability best practices. Through transparent sourcing, responsible partnerships and ongoing education, we help customers make informed, environmentally conscious choices that support ocean health and their sustainability goals.

(D) Grading and Licensing Framework by SFA

The Safety Assurance for Food Establishments ("SAFE") framework by the Singapore Food Agency ("SFA") is an updated grading system launched on January 19, 2026, that evaluates food outlets based on long-term safety track records.

Accordingly, the Group continued to uphold its target "To maintain zero demerit points (11) for all outlets and central kitchens", as the Points Demerit System ("PDS") provides a more systematic and fair approach to monitor food hygiene violations of a food establishment.

In FY2026, with our strong emphasis on food safety and quality, we maintained zero demerit points for all outlets and central kitchens.

We are pleased to report that there were no food safety incidents during the reporting period.

[8] The Aquaculture Stewardship Council ("ASC") is a global non-profit that certifies responsible aquaculture, ensuring environmentally sustainable practices, ecosystem protection, and social responsibility in seafood farming.

(9) The Global Seafood Alliance ("GSA") is a non-profit organisation that promotes responsible seafood through the Best Aquaculture Practices ("BAP") certification, ensuring sustainability, social responsibility, food safety, and animal welfare in seafood production.

(10) The Marine Stewardship Council ("MSC") is a global non-profit that certifies sustainable wild-caught seafood, helping consumers and businesses choose responsibly sourced products.

Food safety performance

FY2026 Target	FY2026 Performance	Target Achieved? Yes / No	Targets for FY2027
To maintain zero demerit points for all outlets and central kitchen	All outlets and central kitchen maintained zero demerit points	Yes	To maintain zero demerit points[11] for all outlets and central kitchen
To procure from established suppliers with necessary approvals from SFA	All our suppliers have obtained necessary approvals from SFA	Yes	To procure from established suppliers with necessary approvals from SFA

[11] Demerit points refer to points issued by SFA for each food safety offence.

The Group continued to strengthen its food quality and safety standards by implementing additional measures, including:

- It is mandatory for all service and kitchen personnel to undergo the required food safety training before commencing work;
- Regular inspections are conducted by our Quality Assurance team to ensure compliance with applicable food safety standards, requirements and regulations;
- Products are sent regularly, at various stages of production, to third-party accredited laboratories for microbiological and shelf-life testing to ensure that they are safe for consumption and meet the required food safety standards;
- Regular monitoring and reviews are carried out to identify potential food safety risks and ensure that appropriate corrective actions are implemented promptly.

9.7 Training and Education

Our employees, who interact directly with consumers, are vital to the dining experience. They are our most valuable asset, making the attraction and retention of talent a priority. Each year, we provide training and skills development to encourage enterprise and innovation. Interdepartmental projects allow employees to exchange ideas and experience, helping Sakae grow. We believe in empowering employees through education. Equipping them with the skills and competencies required for their roles improves productivity, confidence and job satisfaction.

All our restaurant outlet employees will undergo a training programme which consists of two parts: the WSQ Food Safety Course Level 1 and on-the-job training covering key line functions conducted by our trainers in their respective outlets.

Depending on organisational requirements, we also conduct in-house seminars at our corporate headquarters for employees to impart knowledge and build up their skills in areas such as customer service, upselling, supervising at work and effective communication. We also advocate personal development and lifelong learning by encouraging and sponsoring our employees to attend approved external courses.

Some of the other courses that our employees have attended include training in the SAP system and the Halal Foundation Programme. We also conduct refresher training for our employees as and when required.

9.8 Equality, Diversity & Inclusivity

Sakae aims to provide a work environment that promotes fairness, equality and respect for social and cultural diversity, regardless of gender or age. We recognise that people from different backgrounds bring different talents, skills and experience, and we help them complement one another at work. We support equal opportunities and do not permit workplace discrimination on any grounds.

We value the experience of our senior staff as well as the passion and flexibility of the younger staff. Sakae rewards employees based on a series of attributes that include performance, competence, commitment and experience, along with Company performance. We conduct annual appraisals for all employees using a holistic set of criteria including interpersonal skills and innovation, besides their individual performance indicators based on their roles and responsibilities.

To create a safe and inclusive workplace, we have implemented age-friendly practices, including a higher internal retirement age and re-employment of eligible senior workers. We also provide training for mature employees and explore job redesign to ensure that our workplace remains conducive and inclusive for people of all ages.

In line with fair employment practices, age, race, gender, nationality, or religion do not factor into the evaluation of job applications that we receive.

Key statistics on staff headcount by employment levels, gender and age group as of 30 June 2026 and 30 June 2025 are as follows:

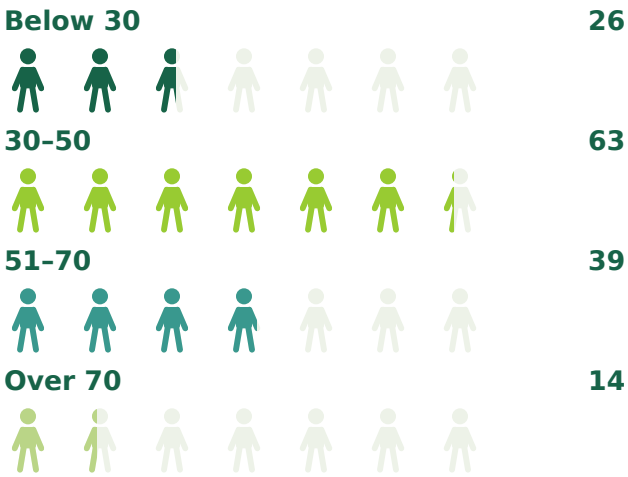
Financial Year Ended	FY2026			FY2025		
Age Group / Gender	**Female**	**Male**	**Total**	**Female**	**Male**	**Total**
Managerial						
Below 30	0	2	2	0	2	2
30–50	6	10	16	5	9	14
51–70	6	4	10	5	5	10
Over 70	0	0	0	0	0	0
Non-managerial						
Below 30	9	15	24	8	13	21
30–50	21	26	47	19	23	42
51–70	18	11	29	17	10	27
Over 70	12	2	14	12	2	14
Total / %	**72 (51%)**	**70 (49%)**	**142**	**66 (51%)**	**64 (49%)**	**130**
Ratio of female to male	1 : 0.97			1 : 0.97		

Workforce diversity

Female 51% Male 49%

Employees by age group

Each symbol = 10 employees; partial symbols are proportional



For FY2026, female employees made up 51% of our workforce while male employees made up 49%. This translate to the ratio of women to men to be 1 : 0.97 in FY2026, similar as FY2025. In terms of age diversity among employees, 26 were aged below 30, 63 were aged between 30 and 50, 39 were aged between 51 and 70 and 14 were aged over 70. We will continue to offer employment based on fair hiring practices and ensure that our workplace provides opportunities for all our employees to contribute and grow, amidst the tight labour situation in the F&B industry.

During the reporting period, we have zero (FY2025 :zero) reported incidents of unlawful discrimination against employees. We will continue to explore talents from various channels and age groups to maintain a sustainable workforce.

9.9 Recruitment and Retention

We value everyone’s contributions and we are dedicated to our employees’ well-being. All employees are entitled to a range of benefits that promote staff well-being and productivity, including medical insurance and parental leave. Sakae ensures that its staff are engaged and rewarded with competitive benefits that are in line with industry standards. Staff members are also entitled to exclusive privileges when they dine at our restaurants.

Although remuneration and other staff benefits are key factors to retain employees, we also recognise that job satisfaction is an important factor. Our staff development programme seeks to provide all employees with clear career pathways that lead to better job prospects, greater responsibilities, and learning opportunities as well.

We have implemented flexible work arrangements such as working from home and staggered work hours for employees whose roles allow for these arrangements. These arrangements allow our employees to have a greater work-life balance. We will continue to study the outcomes and review our flexible work arrangement policy as part of our efforts to bolster recruitment and retention.

We strive to increase employees’ job satisfaction by providing a conducive, open and honest work environment and empowering them to make decisions, as well as setting organisational goals. We value our employees' ideas and opinions and have in place appropriate channels to receive their feedback. Our Employee Suggestion Scheme lets employees provide constructive input in all areas including the Company’s business and work environment. We address our employees’ feedback through consultations with employees and Management with a view to implementing ideas that will benefit the Company’s business and employees. We hope that this will cultivate a sense of belonging and pride at work for our employees.

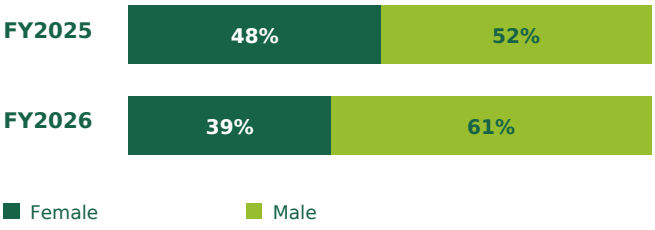
Sakae hopes to forge closer ties with its employees and will continue to review our employee retention strategies. In FY2026, our average employee monthly turnover rate was lower than the national industry average monthly turnover rate. We will continue to lower, or at least maintain the employee turnover rate.

Key statistics on new employee hires and employee turnover are as follows:

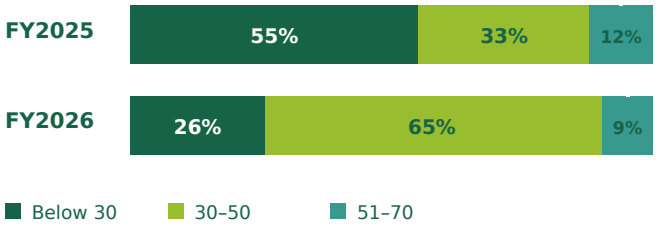
New Hires during FY2026 and FY2025:

Financial Year Ended	FY2026			FY2025		
Age Group / Gender	**Female**	**Male**	**Total**	**Female**	**Male**	**Total**
Below 30	3	5	8	16	16	32
30–50	7	13	20	9	10	19
51–70	2	1	3	3	4	7
Over 70	0	0	0	0	0	0
Total / %	**12 (39%)**	**19 (61%)**	**31**	**28 (48%)**	**30 (52%)**	**58**
Ratio of female to male	1 : 1.58			1 : 1.07		

New hires by gender



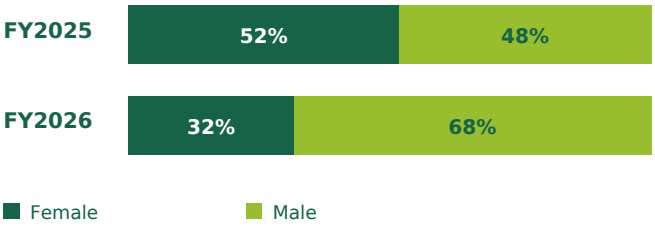
New hires by age



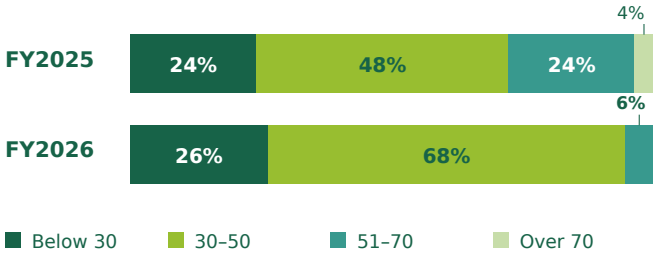
Employee Turnover during FY2026 and FY2025:

Financial Year Ended	FY2026			FY2025		
Age Group / Gender	**Female**	**Male**	**Total**	**Female**	**Male**	**Total**
Below 30	2	3	5	2	5	7
30–50	4	9	13	8	6	14
51–70	0	1	1	4	3	7
Over 70	0	0	0	1	0	1
Total	**6**	**13**	**19 (13.4%)**	**15**	**14**	**29 (22.3%)**

Turnover by gender



Turnover by age



In FY2026, women accounted for 39% of new hires and men 61%. Of the 31 new hires, 8 were aged below 30, 20 were aged 30–50, 3 were aged 51–70 and none were aged over 70. We will continue to recruit fairly and provide opportunities for all employees to contribute and grow.

For FY2026, the staff turnover rate decreased from 22.3% to 13.4%, as a result of our revised internal hiring processes as well as consolidation and stabilisation of manpower requirements in the F&B industry.

Recruitment and resignation rates fluctuate with broader economic trends. Employee retention remains a challenge for the F&B industry. We will continue to improve our recruitment practices, support employee well-being and strengthen retention to manage turnover.

During the reporting period, there were no (FY2025: zero) manpower incidents from non-compliance.

During the reporting period, we have 6 workers who are not employees. These workers have been engaged through third-party contractors/agencies to perform dishwashing, maintenance and cleaning duties at our outlets/central kitchens/building.

9.10 Occupational Health and Safety

(A) Achieving Zero Workplace Safety Incidents

Sakae adheres closely to the guidelines provided by the Ministry of Manpower to ensure the health and safety of our employees. All employees are briefed regarding basic workplace health and safety.

In Sakae, we practise risk management in our daily activities. Risk management is a process by which the Management assesses the risks, determines the control measures, and takes appropriate actions to reduce such risks. Risk assessment is a key instrument to reduce risk at our workplace. We will conduct risk assessments regularly so as to keep them relevant to our work processes.

We also send our employees for safety courses such as occupational first aid course and work-at-height course to enhance their safety awareness. Employees are encouraged to highlight safety and health hazards to the management as we believe everyone has a part to play in ensuring workplace safety and health.

In compliance with the Singapore Civil Defence Force ("SCDF") regulations, we have a Fire Safety Manager ("FSM") and Emergency Response Plan ("ERP") for Sakae Building.

Our FSM's duties and responsibilities include:

- Reviewing and updating the Emergency Response Plan ("ERP") in accordance with the guidelines issued by SCDF.
- Forming a Fire Safety Committee to plan and conduct fire safety programmes including fire evacuation drills and Table Top Exercises ("TTE"). TTE are scenario driven exercises where participants derive solutions to likely emergency scenarios in the building.

For restaurant outlet renovations, we choose appropriate materials such as non-slip tiles that reduce the risk of accidents from happening in our kitchens and service areas. This is in addition to our employees having to wear safety boots in the restaurant. Renovation workflows are also discussed with relevant employees so as to minimise potential hazards. We also choose to work with contractors who have attained bizSAFE level 3.

We recognise the importance of having an effective workplace health and safety management system in place. To address this, we adopted a Permit-To-Work ("PTW") System. It is a formal authorisation system used to control selected work tasks thereby ensuring safe and proper execution of work at the worksite. The system allows all parties involved in or affected by the renovations to communicate dangers involved in the work activities so as to enable safe onsite execution.

There were no workplace accidents resulting in death or permanent disability in FY2026. We will continue to ensure that our working environment remains safe for our employees and maintain our workplace safety record.

FY2026 Target	FY2026 Performance	Target Achieved? Yes / No	Targets for FY2027
No workplace accidents resulting in death or permanent disability	No workplace accidents resulting in death or permanent disability	Yes	No workplace accidents resulting in death or permanent disability

9.11 Corporate Social Responsibility

Giving resources a second life

In FY2026, Sakae Holdings donated reusable furniture, dine-in cutlery and other serviceable items to Pertubuhan Amal Seri Sinar ("P.A.S.S."). Established in 2003, this Malaysian non-governmental organisation promotes recycling-for-charity and circular-economy practices.

P.A.S.S. facilitates the collection and reuse of usable bulky items, including furniture and electrical appliances. Value generated through its recycling activities supports education assistance, community welfare and environmental initiatives.

By working with an organisation that combines resource recovery with charitable support, the Group extended the useful life of operational assets while contributing to wider social and environmental objectives.

Where items remain useful, Sakae Holdings seeks opportunities for them to serve a second purpose. This practical approach helps reduce unnecessary waste, encourage reuse and support organisations serving the community.

Donating wares and plates

Sakae Holdings donated wares and plates to Lions Home for the Elders and The Salvation Army in Singapore. Passing on usable items extended their useful life and supported charitable organisations, reflecting the Group’s commitment to responsible resource use and community care.

Supporting Willing Hearts

The Group supported Charity organisation - Willing Hearts through donations and food contributions in kind. These contributions supported the charity’s work in preparing and distributing meals to people in need in Singapore, providing practical support for everyday needs.

Sharing CNY yusheng

Sakae Holdings contributed Chinese New Year yusheng for lower-income families through community events at Siglap Community Club. Sharing this festive dish enabled families to take part in the celebrations and enjoy a familiar tradition together, reflecting the Group’s support for charitable causes and inclusive community occasions.

9.12 Corporate Governance

The Group is committed to maintaining a high standard of corporate governance and has put in place self-regulatory corporate practices to protect the interests of its shareholders and enhance long-term shareholder value. Details of our corporate governance practices can be found in our Annual Report.

(A) Code of Conduct

Our Employee Code of Conduct sets standards of integrity and accountability. Employees must follow the Code and act in Sakae's best interests. They may not solicit or accept gifts or gratuities from business partners. Gifts of commercial value that cannot reasonably be refused must be declared to Human Resources for a decision on their treatment. Cash gifts are prohibited. Employees found to have breached the Code following investigation may face disciplinary action and, where warranted, be reported to the relevant authorities.

(B) Interested Person Transactions

Sakae has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the Audit Committee and that any such transactions are on an arm's length basis. There were no interested person transactions for the reporting period. The Management and key executives are also required to submit a conflict of interest declaration annually for independent assessment to demonstrate their willingness to adhere to the conflicts of interest policy. Employees who are found to have breached the Code of Conduct after investigations will be subject to disciplinary action.

9.13 Anti-Corruption and Whistle Blowing Policy

(A) Anti-corruption

It is important to ensure that all employees adhere to the Code of Conduct outlined in our Employee Handbook. The Handbook sets out clear expectations regarding key areas such as fraud, conflicts of interest, and anti-competitive conduct. In addition, it includes clear and fair grievance procedures to address any workplace concerns.

Business ethics are communicated to department heads and business unit heads. Compliance with rules and regulations is critical to business continuity and a transparent, accountable system. We seek to prevent misconduct, protect our reputation and maintain stakeholder trust.

Management and key executives are required to submit annual conflict of interest declarations for independent assessment to demonstrate their willingness to adhere to the conflict of interest policy.

(B) Whistle Blowing Policy

Sakae's Audit Committee has established a whistle blowing policy and formed a Whistle Blowing Committee. Our Whistle Blowing Committee comprises our Non-Executive Independent Directors to ensure an appropriate level of management over whistle blowing matters. The Whistle Blowing Committee provides a channel for our employees to report in confidence any possible corporate improprieties including corruption. The Whistle Blowing Committee and the Board's Audit Committee are vested with the power and authority to receive, investigate and enforce appropriate action when any such improprieties are brought to their attention.

In summary, there were no incidents related to corruption in FY2026. We will continue to monitor and ensure our compliance with anti-corruption laws.

10 Target Setting

Our sustainability performance targets for the next reporting period FY2027 are:

S/No.	Material Factor	Targets for FY 2026	Performance Measure for FY 2026	Achieved? Yes / No	Targets for FY 2027
Environmental					
1.	Energy (Gas and Electricity) and Water conservation	Reduce electricity consumption	Electricity consumption	No	Reduce electricity consumption rate*
		Maintain or reduce gas consumption	Gas consumption	No	Reduce gas consumption rate*
		Maintain or reduce water consumption	Water consumption	Yes	Maintain or reduce water consumption rate*
2.	Responsible Waste Management	Maintain 100% of waste oil generated to be collected by the appointed used oil collector	100% of waste oil generated was collected by the appointed used oil collector	Yes	Maintain 100% of waste oil generated to be collected by the appointed used oil collector
3.	Customer Satisfaction	To maintain or improve customer review rate	Customer Review rate	Yes	To maintain or improve customer review rate
4.	Food Safety, Hygiene and Quality	To maintain zero demerit points for all restaurants and central kitchens	Zero demerit points for all restaurants and central kitchens	Yes	To maintain zero demerit points for all restaurants and central kitchens
5.	Food Supply Chain & Procurement	All of our suppliers to obtain necessary SFA approvals	All of our suppliers have obtained necessary SFA approvals	Yes	All of our suppliers to obtain necessary SFA approvals
6.	Training and Education	Improve employees' skill sets	Move towards more skilled and educated workforce	Yes	Improve employees' skill sets

* Performance targets have shifted from consumption usage to consumption intensity (per S$1 of revenue) for electricity, water and gas, enabling better measurement of resource efficiency.

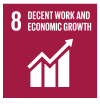
S/No.	Material Factor	Targets for FY 2026	Performance Measure for FY 2026	Achieved? Yes / No	Targets for FY 2027
7.	Workplace Equality, Diversity and Inclusivity	To maintain or achieve lower gender mix ratio Work towards inclusive workforce with balanced ratios for gender and age diversity To maintain or improve new hire rate and reduce employee turnover rate	Gender and age diversity	Yes	Work towards inclusive workforce with balanced ratios for gender and age diversity To maintain or improve new hire rate and reduce employee turnover rate
8.	Recruitment and Retention	Improve employee retention	Employee retention ratio	Yes	Maintain or improve employee retention
9.	Occupational Health and Safety	Maintain strong workplace safety emphasis and zero workplace accidents resulting in death or permanent disability	Review workplace accidents resulting in death or permanent disability	Yes	Maintain strong workplace safety emphasis and zero workplace accidents resulting in death or permanent disability
10.	Local Communities Engagement / Corporate Social Responsibility	Engage communities through various initiatives	Contributions to our communities	Yes	Engage communities through various initiatives
11.	Anti-Corruption	Zero corruption cases	Number of corruption cases	Yes	Zero corruption cases

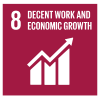
11 Advancing the United Nations Sustainable Development Goals

In 2015, all United Nations Member States adopted the 2030 Agenda for Sustainable Development (2030 Agenda). At the core of the 2030 Agenda are the Sustainable Development Goals ("SDGs"), a set of 17 universal goals intended to:

- end poverty and fight inequality
- promote safe and peaceful societies, and strong institutions
- protect our ecosystems for all societies and our children
- grow a strong inclusive and transformative economy
- catalyse global solidarity for sustainable development
- ensure healthy lives, knowledge and the inclusion of women and children

We recognise that all companies can contribute to the SDGs. As the SDGs are deeply interconnected, progress in one can lead to improvements in the others. Our sustainability efforts have a greater impact on some of the SDGs as shown below:

Our Material ESG Factor	Supporting SDGs	Our Efforts
Customer Satisfaction	Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 	We emphasise customer service excellence for our frontline service employees because customer satisfaction has a significant effect on outlet revenue. The revenue contributes to economic growth for the organisation opening up more opportunities for innovation, technological upgrading and better jobs.
Food Safety, Hygiene and Quality	Goal 3: Ensure healthy lives and promote well-being for all at all ages. Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	We have introduced healthier food offerings such as vitamin-E enriched sushi rice and wholegrain options, to help consumers make healthier and more informed food choices. We have systems in place to prevent and eliminate food safety hazards in our kitchens as well as supply chain to ensure food safety and quality food for consumers. We import chilled salmon from sustainable sources that help to safeguard the environment and marine resources.

Our Material ESG Factor	Supporting SDGs	Our Efforts
Training and Education	Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 	Our employees become more productive through training and refreshers on our standard operating procedures and good practices. We also train our employees to adapt to digitalisation at our outlets.
Workplace Equality, Diversity and Inclusivity	Goal 10: Reduce inequality within and among countries	We abide by fair employment practices. Age, gender, nationality or religion do not factor into the evaluation of job applications that we receive.
Recruitment and Retention	Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	We offer competitive benefits and remuneration to our employees.
Occupational Health and Safety	Goal 3: Ensure healthy lives and promote well-being for all at all ages. Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	We ensure that workplace conditions are safe for our employees through safety training and checks.
Local Community Engagement / Corporate Social Responsibility	Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Our corporate social responsibility initiatives like Sakae Foundation and Sakae Care provide support in kind to disadvantaged members of our community through collaborations with charities and welfare organisations.

Our Material ESG Factor	Supporting SDGs	Our Efforts
Energy and Water Conservation	Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Goal 12: Ensure sustainable consumption and production patterns. Goal 13: Take urgent action to combat climate change and its impacts	We continually innovate to improve the efficiency of energy use and food production. Energy and water conservation measures include energy-efficient kitchen machinery and good manufacturing practices. The photovoltaic system on our building supplies clean, renewable energy to supplement purchased electricity, reducing electricity costs and our carbon footprint. By reducing our consumption of fossil fuels, we limit the climate impact of our emissions.
Anti-Corruption	Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Employees are briefed on our Code of Conduct which has a zero-tolerance policy towards corruption. We also have mechanisms in place to detect and deter corruption.

12 Supporting TCFD

The Group has organised the climate-related disclosures in this section with reference to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This approach supplements the mandatory FY2026 disclosure of Scope 1 and Scope 2 greenhouse gas emissions. The Group will continue to develop its reporting processes in preparation for the applicable IFRS Sustainability Disclosure Standards requirements.

As part of the SGX climate reporting roadmap, we have assessed climate-related risks and opportunities relevant to our operations and proposed measures to mitigate the effects of climate change on our business.

Governance

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

The Board has overall responsibility for integrating sustainability considerations, including climate-related issues in determining the Group's strategic direction and policies.

Please refer to Section 7.1: Sustainability governance structure for more information on the Group's Sustainability Governance Structure.

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

Our sustainability strategy is developed and directed by the SC in consultation with the Board, as outlined in Section 7.1. The SC includes selected employees from various business units and corporate functions and is led by the Group's CEO and CFO. The responsibilities of the SC include developing sustainability strategy and policies, evaluating sustainability and climate-related risks and opportunities, implementation and monitoring of sustainability strategy as well as reporting of performance data for this Report.

Strategy

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

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

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

For (a) and (b), the Group has identified both climate-related physical risks and climate-related transition risks, and documented the relevant exposures that may affect progress toward achieving the Group's business objectives. These risks, along with their corresponding mitigation plans, are detailed in Section 9.3.1. We remain mindful of the potential impacts, mitigation measures, and opportunities associated with these climate-related risks. In the short term, various business units and corporate functions will focus on addressing and mitigating the identified risks, while pursuing related opportunities as part of our ongoing efforts to enhance resilience and align with our sustainability goals.

Some preliminary climate-related risks and opportunities identified include:

- Increasing temperatures and climate-related disruptions may increase energy consumption, food ingredient costs and supply chain costs, which may affect operating expenses and margins. Climate-related regulatory developments, including potential carbon-related costs, may also increase costs across the Group's supply chain.
- As concerns about climate change grow, consumers, especially younger people, may increasingly prefer sustainable, less carbon-intensive products. Failure to adapt could adversely affect customer satisfaction, demand for existing products and the Group's financial performance.
- Climate change creates opportunities to innovate through new menu offerings and sustainable sourcing, engage younger consumers and expand into new market segments.
- Climate-related developments create opportunities to review operations across the Group's value chain and reduce operating costs.

Climate-related risks and opportunities are considered in the Group's operational planning, risk management and strategic decision-making. In the short term, the Group focuses on managing energy consumption, ingredient and operating costs, supply chain disruptions and evolving regulatory requirements. Over the medium and longer term, changes in climate-related regulations, technology, consumer preferences and supply chain conditions may influence capital expenditure, procurement, operational efficiency and product development.

For (c), the Group recognises the importance of assessing the resilience of its strategy and business model to different climate-related scenarios. During FY2026, the Group commenced a qualitative scenario assessment, considering a transition towards a lower-carbon economy consistent with a 2°C or lower scenario, as well as increased physical climate risks.

The assessment considered relevant external climate scenario information, including scenarios developed by the Network for Greening the Financial System ("NGFS"), together with the Group's business operations, risk exposures and existing mitigation measures. The key considerations and potential implications are summarised below:

Climate Scenario	Key assumptions / considerations	Potential impacts on the Group	Existing / planned responses
Lower carbon transition	Transition towards a lower-carbon economy, with increased climate-related policies, regulatory requirements, energy efficiency measures and changes in consumer preferences.	Potential increases in energy and operating costs; higher costs across the supply chain; increased regulatory and reporting requirements; and changing consumer preferences for more sustainable products.	Improve energy efficiency; increase use of renewable energy where feasible; monitor regulatory developments; assess sustainable sourcing and menu offerings; and strengthen monitoring of GHG emissions.
Higher physical climate risks	Increased frequency and/or severity of heatwaves, extreme rainfall, water stress and other physical climate impact	Higher cooling and energy requirements; disruption to food ingredient availability and supply chains; potential increases in ingredient costs; water availability constraints; and operational disruptions.	Monitor supplier and supply chain risks; strengthen energy and water management; improve operational preparedness; and assess alternative sourcing and operational measures where appropriate.

The assessment supports the Group's ongoing evaluation of the potential impacts of climate-related risks on its operations and business strategy and informs its existing risk management and mitigation measures. The Group will continue to enhance its scenario analysis capabilities and incorporate more quantitative information where appropriate as data and methodologies develop.

Risk Management

(a) Describe the organisation's processes for identifying and assessing climate-related risks.

(b) Describe the organisation's processes for managing climate-related risks.

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

Please refer to Section 9.3.1: Climate-related Risks and Opportunities.

The Group has identified and assessed both climate-related physical and transition risks based on their potential impact on its business operations and objectives. The risks are assessed across short, medium and long-term time horizons using the Group's established risk parameters, with corresponding mitigation measures identified and monitored, as detailed in Section 9.3.1.

The Group's Environmental Management System ("EMS") supports the identification, assessment, monitoring and review of environmental and climate-related risks, as well as the implementation of relevant mitigation measures. Climate-related risks are integrated into the Group's Enterprise Risk Management ("ERM") framework and are subject to ongoing review by Management, the Sustainability Committee, the Audit Committee and the Board, as appropriate.

The Group will continue to monitor the potential impacts of climate-related risks, review the effectiveness of mitigation measures and consider relevant climate-related opportunities as part of its overall risk management and business planning processes.

Metrics and Targets

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

The Group tracks, measures and reports on its environmental performance, including energy consumption and water conservation (refer to Section 9.2), GHG emissions (refer to Section 9.3.3) and responsible waste management (refer to Section 9.4).

(b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

The Group has disclosed its Scope 1 and Scope 2 GHG emissions for FY2026 in Section 9.3.3 of the Report. The Group will continue to monitor its GHG emissions and environmental performance, including water and waste management, and assess appropriate climate-related targets as relevant.

The Group will progressively assess and disclose Scope 3 GHG emissions where data is available, relevant and practicable.

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

The Group has established targets relating to environmental performance, including energy consumption, water conservation and responsible waste management, to support the management of climate-related risks and opportunities. Given the Group’s current emissions data and operational circumstances, it is not yet feasible to establish a specific GHG emissions reduction target. The Group will continue to enhance its emissions data and assess the feasibility of establishing appropriate GHG emissions targets in the future. For further details, please refer to Section 10: Target Setting.

13 GRI CONTENT INDEX

Statement of use Sakae Holdings Ltd. has reported the information cited in the GRI Content Index for the period from 1 July 2025 to 30 June 2026 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

Applicable GRI Sector Standard(s) None

GRI Standard	Disclosure	Reference	Page
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report 2026 - Corporate Profile, Brands	4-11
	2-2 Entities included in the organisation's sustainability reporting	Annual Report 2026 - Corporate Structure	4
	2-3 Reporting Period, frequency and contact point	Reporting Period and Scope	5
	2-4 Restatements of information	Not Applicable	-
	2-5 External assurance	Reporting Framework	5
	2-6 Activities, value chain and other business relationships	Annual Report 2026 - Corporate Structure and Global Presence	4-11
	2-7 Employees	Material Factors: Workplace Equality, Diversity and Inclusivity	26–27
	2-8 Workers who are not employees	We have 6 workers who are not employees as at 30 June 2026. They are mainly agency/contract workers who provide dishwashing.	30
	2-9 Governance structure and composition	Annual Report 2026	12-14
	2-10 Nomination and selection of the highest governance body	Annual Report 2026 - Corporate Governance Report	24-27
	2-11 Chair of the highest governance body	Annual Report 2026 - Corporate Governance Report	24-27
	2-12 Role of the highest governance body in overseeing the management of impacts	Policies, Practices and Performance Reporting	8
	2-13 Delegation of responsibility for managing impacts	Policies, Practices and Performance Reporting	8

GRI Standard	Disclosure	Reference	Page
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Policies, Practices and Performance Reporting	8
	2-15 Conflicts of interest	Annual Report 2026 - Corporate Governance Report	17
	2-16 Communication of critical concerns	Policies, Practices and Performance Reporting	8
	2-17 Collective knowledge of the highest governance body	Annual Report 2026	12-13
	2-18 Evaluation of the performance of the highest governance body	Annual Report 2026 - Corporate Governance Report	28
	2-19 Remuneration policies	Annual Report 2026 - Corporate Governance Report	29-33
	2-20 Process to determine remuneration	Annual Report 2026 - Corporate Governance Report	29-33
	2-21 Annual total compensation ratio	The Company operates in a highly competitive Food and Beverage industry, where retaining key personnel is essential to business stability and continuity. Disclosure of detailed remuneration information could adversely affect the Company's business interests and operations, due to its sensitive and confidential nature	-
	2-22 Statement on sustainable development strategy	Board's Statement	3
	2-23 Policy Commitments	Anti-Corruption	33
	2-24 Embedding Policy commitments	Anti-Corruption	33
	2-25 Processes to remediate negative impacts	Anti-Corruption	33
	2-26 Mechanisms for seeking advice and raising concerns	Anti-Corruption	33
	2-27 Compliance with laws and regulations	Anti-Corruption	33
	2-28 Membership associations	Singapore Business Federation, Singapore Manufacturing Federation, Singapore National Employers Federation	-
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	6-7
	2-30 Collective bargaining agreements	None of the Group's employees are covered under any collective bargaining agreements	-

GRI Standard	Disclosure	Reference	Page
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment	9
	3-2 List of material topics	Materiality Assessment	9-11
	3-3 Management of material topics	Stakeholder Engagement Materiality Assessment	6-7 9–11
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Anti-Corruption	33
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Energy and Water Consumption	13-14
	302-3 Energy intensity	Energy and Water Consumption	13-14
	302-4 Reduction of energy consumption	Energy and Water Consumption	13-14
GRI 303: Water and Effluents 2018	303-5 Water consumption	-	14
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	-	17–18
	305-2 Energy indirect (Scope 2) GHG emissions	-	17–18
	305-3 Other indirect (Scope 3) GHG emissions	Scope 3 GHG emissions have not been disclosed due to limitations in data availability and the current challenges in measuring emissions across the Group's value chain. The Group will progressively assess the feasibility of collecting relevant data and enhance its disclosures where practicable	-
	305-4 GHG emissions intensity	-	17–18
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	-	19
	306-3 Waste Generated	-	19
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Recruitment and Retention	28–30
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Occupational Health and Safety	31
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Workplace Equality, Diversity and Inclusivity	26–27
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Local Community Engagement / Corporate Social Responsibility	32
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Food Safety, Hygiene and Quality	21
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products	Food Safety, Hygiene and Quality	21–24

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SUSTAINABILITY REPORT 2026