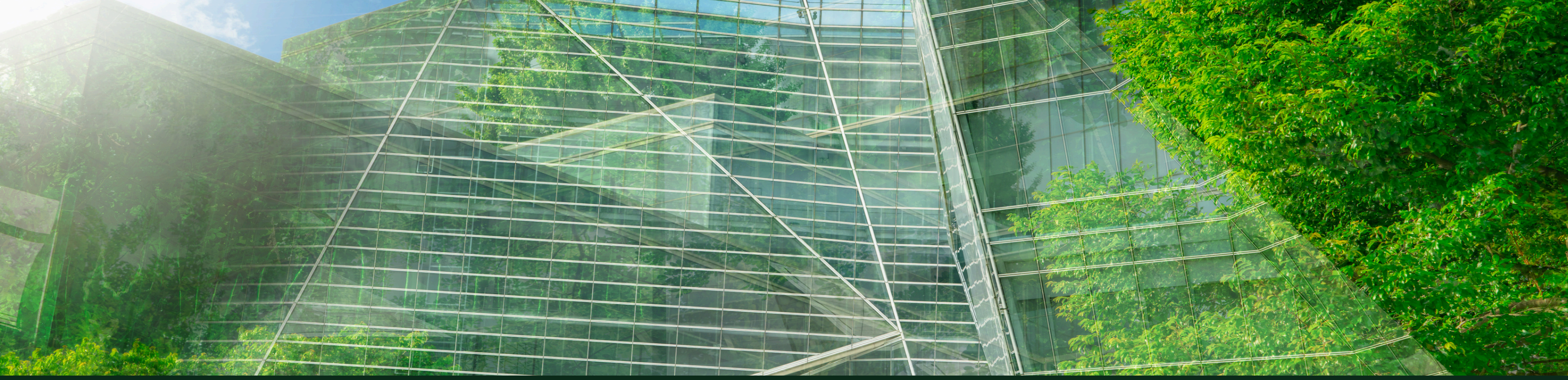
SAKAE HOLDINGS LTD.

SUSTAINABILITY REPORT 2025

SAKAE® HOLDINGS



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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 2025. 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.

Core Values

E

Excellence is our minimum standard

P

Productivity in everything we do

I

Innovation to simplify & compete

C

Compassion to all

Our Vision

To build global brands.

Our Mission

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

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 in this Report. This Report is prepared using the Global Reporting Initiative ("GRI") Sustainability Reporting Standards, including its latest Universal Standards in 2021. The GRI Standards is an internationally recognised and widely adopted framework, that covers a comprehensive range of sustainability disclosures including Economic, Environmental and Social impacts. Adherence to the GRI Standards allows comprehensive disclosure and coverage of topics that inform our key stakeholders of 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 ("SDG") 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 in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). We are taking a phased approach to these disclosures, gradually enhancing the depth and breadth of climate-related information shared. As we continue to develop our reporting capabilities, we are working towards aligning with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"). Details of our TCFD disclosures can be found in Section 12 of this Report.

The Group has replied on internal information systems and data records to verify the accuracy of the data disclosed in this Report. The Group has not sought external assurance for this report. In compliance with SGX's requirements, an internal review has been carried out by its independent internal auditor, Virtus Assure Pte. Ltd., as part of its annual internal audit review cycle, on the sustainability reporting processes involved in preparing this Report.

04 Reporting Period & Scope

This Report is based on the Group's financial year ended 30 June 2025 ("FY2025"). 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 beverages outlets, central kitchens and the Group's corporate headquarters during FY2025.

For details of our brands and restaurants, please refer to our website www.sakaeholdings.com or pages 8 to 13 of our Annual Report 2025.

05 Feedback

(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 our stakeholder groups that are impacted by, or, that impact Sakae's business as a result of sustainability issues.

- Customers
- Business Partners & Suppliers
- Community
- Investors
- Employees
- Government & Regulation

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 Stakeholder	Mode of Engagement	Frequency of Engagement	Stakeholder's Concern
1	Customers	• Loyalty programme:Digital Stamp Card • Social media: Instagram, Facebook and TikTok etc • 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 meeting and communications/ discussions • Training and development programmes • Surveys and interviews • Emails and memorandum • Company events and activities • Annual reports	All the time	• Equal employment opportunities • Personal career development and skills training • Safe working environment • Healthy 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 Singapore Exchange Securities Trading Limited ("SGX-ST"), we confirm that all our directors have attended one of the approved sustainability training courses.

The Board is supported by our Sustainability Committee ("SC") which is led by Chief Executive Officer. Its members comprise of 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
- Determine the overall direction of Sustainability within the Group
- Review and approve sustainability strategy and targets, policies and sustainability report
- Ensure 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 controls 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
- Ensure implementation of sustainability strategy is aligned across business segments
- Evaluate 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 engagement. These material issues will be prioritized 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.

IDENTIFY

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

PRIORITISE

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

VALIDATE

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

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 will consider the likelihood of occurrence, the level of concern to stakeholders in relation to a particular ESG factor and the significance of it's impact on the economy, environment, social aspects and 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 fulfil regulatory or other reporting requirements. They are not included in this Report if not material.

8.1 Materiality Assessment

The SC tracks the progress of material ESG by identifying, measuring and monitoring the relevant data points. In addition, we set performance targets that are aligned with our strategy to ensure that the Group remains focused in our 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 Communities 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:

		Significance of Environmental, Social and Governance Impact		
		Low	**Medium**	**High**
Level of Stakeholders' Concern	**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 Communities Engagement / Corporate Social Responsibility	SF2: Energy Consumption (Gas & Electricity) SF3: Water Conservation SP4: Waste Oil Management SF7: Training & Education SF8: Workplace Equality, Diversity & inclusivity	SF9: Recruitment & Retention
	Low			

09
Material Factors



Economic

9.1 Sustainable Business Performance

The Group is committed to provide 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 protect our environment and are exploring new ways to reduce our environmental footprint through energy and water conservation. Although the Group recognizes the role of energy conservation but it also understands that there are practical limitations. With limited availability of reliable renewable energy options, the Group continued in its pursuit to leverage on environmentally friendly technologies and practices to ensure that we lessen our operations' impact on the environment. Our Go Green efforts include:

(a) Lighting
Suitable lightings 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 has also started other initiatives to reduce the consumption of electricity by educating our employees on adopting greener work practices, regular maintenance of machinery and equipment to optimize energy efficiency and progressively converting traditional operating equipment to energy-efficient equipment and also to track and monitor the energy usage constantly.

(b) Solar Power System
A 270 kilowatt-peak photovoltaic system was installed on the roof of our building. It has 1,400 solar panels and is able to generate up to one-third of the building's energy needs. With this, it helps to lower our carbon emissions and also reducing our energy costs.

As part of our sustainability efforts, the Group has also installed EV charging panels at our headquarter to facilitate the charging of electrical vehicles. We will continue to explore other ways to improve our energy usage 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 that make up the green landscaping surrounding our building, we have incorporated a spice garden in the landscaping plan as well. Spices like aloe vera plants, yellow ginger, pandan leaves, mint leaves and many other spices that are grown in the garden can be used as seasonings in the food preparation. We will constantly study more ways to include the farm-to-fork approach in our restaurant outlet operations as well.

(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.

For more effective resource (electrical, gas and water) usage tracking, save for water, where the usage is per every S$1,000, we have updated the below targets from total usage of the resources to usage per every $1 of revenue earned.

<table>
<tr><th>Resource</th><th>Usage in FY2025</th><th>FY2025 Performance</th><th>Target Achieved? Yes / No</th><th>Targets for FY2026</th></tr>
<tr><td rowspan="3">Electrical</td><td>3.074 Million kWh</td><td>0.25 kWh per S$1 of revenue</td><td rowspan="3">No (FY2025 target usage: 3.0 million kWh)
(FY2026 target usage: 3.0 million kWh)</td><td rowspan="3">To reduce electrical usage</td></tr>
<tr><th>Usage in FY2024</th><th>FY2024 Performance</th></tr>
<tr><td>3.192 Million kWh</td><td>0.22 kWh per S$1 of revenue</td></tr>
</table>

<table>
<tr><th>Resource</th><th>Usage in FY2025</th><th>FY2025 Performance</th><th>Target Achieved? Yes / No</th><th>Targets for FY2026</th></tr>
<tr><td rowspan="3">Gas</td><td>0.36 million kWh</td><td>0.029 kWh per S$1 of revenue</td><td rowspan="3">Yes (FY2025 target usage: 0.4 million kWh)
(FY2026 target usage: 0.35 million kWh)</td><td rowspan="3">To maintain or reduce gas usage</td></tr>
<tr><th>Usage in FY2024</th><th>FY2024 Performance</th></tr>
<tr><td>0.39 Million kWh</td><td>0.027 kWh per S$1 of revenue</td></tr>
</table>

Resource	Usage in FY2025	FY2025 Performance	Target Achieved? Yes / No	Targets for FY2026
Water	13,735 m^3	1.12 m^3 per S$1,000 of revenue	Yes (FY2025 target usage: 20,000 m^3) (FY2026 target usage: 13,000 m^3)	To maintain or reduce water usage
	Usage in FY2024	**FY2024 Performance**		
	17,919 m^3	1.24 m^3 per S$1,000 of revenue		

From the above resource performance indicators, we managed to reduce water consumption from 1.24 to 1.12 cubic metres per S$1,000 of revenue. The usage rate for electrical and gas consumption was slightly higher from 0.22 to 0.25 kilowatt-hour per S$1 of revenue (not within FY2025 target range) and 0.027 to 0.029 kilowatt-hour per S$1 of revenue (within FY2025 target range) respectively. We will continue to increase our efforts to reduce electricity and gas usage to meet next year target. As we manage our operations, we will also do our part to protect the environment and work towards reducing our electricity, gas and water consumption.

In striving to reduce the consumption of gas, water and electricity, the Group will:

- Conduct regular monitoring and servicing of equipments and machinery
- Replace fluorescent lamps with energy-efficient LED lights
- Progressively convert traditional operating equipments to energy-efficient equipments
- 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 grows, 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 it's Enterprise Risk Management ("ERM") framework, in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). Both climate change physical risks[1] and climate change 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 actions plans.

The following climate-related risks and their potential impacts to 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—through rising temperatures, extreme weather events, intense rainfall can disrupt the availability of food ingredients and negatively impact livestock farming. These disruptions may lead to higher ingredient costs and lower product quality, posing risks to 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 drove us in transiting 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	Monitors and manage water consumption, educates staff on responsible water usage, and adopts sustainable practices like installing water-efficient equipment and recycling water to minimize usage and ensure 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	Adapting to evolving regulations by integrating sustainable practices, 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 organization.

[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 Greenhouse Gas ("GHG") Emissions

The Group recognize that our energy consumption and the resultant greenhouse gas ("GHG") emissions contribute to climate change. As such, we are working towards reducing it's GHG emissions by using less carbon-intensive fuels, and by improving energy efficiency, and at the same time, establish operational resilience to deliver long-term and sustainable value to our stakeholders of community, investors, employees and customers. We will adopt a balanced approach in managing energy efficiency and minimizing impacts to business operations.

Performance Indicator	Unit of Measurement	FY2025	FY2024
GHG emissions			
Estimated Direct GHG emissions (Scope 1) [4]	tonne CO_2e	238.49	231.94[7]
Estimated indirect GHG emissions (Scope 2) [5]	tonne CO_2e	1,235.80	1,330.28
Total Estimated GHG emissions	tonne CO_2e	1,474.29	1,562.22
Estimated GHG emissions intensity (emissions/revenue S$'000 [6])	tonne CO_2e / S$'000 revenue	0.12	0.11

Notes:

[4] Estimated GHG emissions from consumption of diesel, Liquefied Petroleum Gas ("LPG") and city gas by the Group. Direct GHG emissions (Scope 1) is 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) is calculated based on emissions factors published by the Energy Market Authority ("EMA").

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

[7] Figure has been restated as a correction.

The Group will monitor and gain more understanding of its GHG emission before setting any targets, where applicable.

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 greenery landscape around our headquarters. We will continue our best efforts as we sustain and support these Zero Waste initiatives.

Being in the Food & Beverage industry, the Group understands that responsible waste management is essential in preserving the environment. In handing our operations, food and cooking oil wastes are generated from our restaurant outlets and central kitchens, thus we need to ensure proper disposal for environmental preservation. We have identified cooking oil wastes as essential wastes as it has been widely used across our operations. As such, for the disposal of cooking oil wastes generated, we have partnered with accredited used oil collector[8] who specialize in processing and converting the waste oil into Biodiesel and other commercially viable products. Thus, this ensures the appropriate waste oil disposal and also contributes to preserving the environment with sustainable practices.

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	Target for FY2025	Performance for FY2025	Target Achieved? Yes / No	Targets for FY2026
Waste Oil Generated in FY2025	Kilograms ("kg")	100% of waste oil generated was collected by the appointed used oil collector (FY2024 : 100%)	5,825	Yes	100% of waste oil generated to be collected by the appointed used oil collector

[8] Certified with General Waste Collectors ("GWCs") licence class B.1 with National Environmental 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 retain and build a loyal customer base for our long-term sustainability by enhancing our customers' experiences through:

(A) Providing excellent customer service

Sakae has always firmly believed in the importance of delivering excellent customer service in order to enhance dining experiences for consumers. We therefore place a strong emphasis on our customer service and conduct refresher training sessions for our frontline service staff in order to ensure that high service standards are maintained. Our staff are detailed and attentive when interacting with our customers and are trained to resolve customer issues patiently and promptly. On top of that, we also have a service recovery programme aimed for close follow-up with customers so that feedback receives attention and customer satisfaction can be improved. Currently, our compliment ratio makes up around 81% of the feedbacks received. We will continue to work harder to achieve higher level of customer satisfaction.

(B) Proactively Encouraging Customers to Give Feedback

We value our customers' feedback as they provide us with insight into which aspect of our operations are working well and which can be improved. We utilise multiple channels to gather customers' feedback, including our sales teams, delivery teams, online social media, our websites, and our customer relationship management system that allow for analytical understanding of our customers' preferences. From such channels, we then work towards product and service improvements and enhance our operational effectiveness and efficiencies.

(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 Conso 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 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 the health of our customers and aims to provide a safe and enjoyable dining experience. Staff training which includes proper food hygiene and management, cleaning and hygiene protocols in our restaurants, utensils and kitchenware cleaning and disinfecting common surfaces like chairs and tables frequently are conducted to ensure a safe dining environment for our customers 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 on 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.

(A) Our Standards

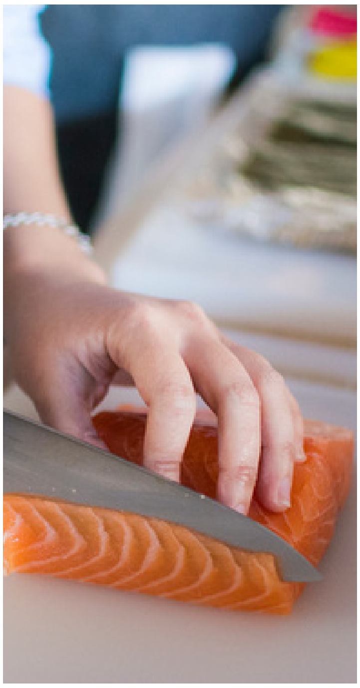
Through the adoption of industry certified standards, we are able to better gauge and monitor the safety and quality of our food. We place much emphasis on consistency and constantly work towards improving food quality standards of our products.

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 requirement 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 'A' Grade certification from the Singapore Food Agency ("SFA") and have met the standards for overall hygiene, cleanliness and housekeeping standards. The Group continues to uphold its target "To maintain zero demerit points[(8)]" for all outlets and central kitchen. Additionally, our Hei Sushi restaurants are Halal-certified by Majlis Ugama Islam Singapura ("MUIS") and have met the compliance with Islamic dietary requirements.

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

(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.
- Maintaining 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 visit 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.

As an additional safeguard, we conduct regular laboratory testing for *Escherichia coli (E.Coli)* and total bacterial count, both before and after food processing. These tests are essentials for identifying potential sources of contamination, validating the effectiveness of sanitation procedures, and ensuring compliance with regulatory and internal food safety standards. Through systematic microbial monitoring and traceability measures, we aim to uphold the highest levels of food safety and protect consumer health. By systematically monitoring microbial levels at critical control points, we can detect deviations early, take prompt corrective actions, and provide documented evidence of product safety. This proactive approach strengthens our food safety management and reinforces our commitment to uphold the highest levels of food safety and protect consumer health and deliver safe and high-quality food.

For the halal products selection, we have put in place additional process to ensure that the food products used are either certified directly by Majlis Ugama Islam Singapura ("MUIS") itself or from suppliers accredited by Halal Certifying Association recognized by MUIS.

Proper selection process of suppliers are put in place to ensure food quality and safety, reliable food supplies, price competitiveness and prompt delivery support. Continuous communications with suppliers are also in place to ensure up-to-date communications while ensuring food quality and safety standards are maintained at all times. Being part of the HPB-certified partners, we used healthier ingredients for our menu as consumers become more health conscious.

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")[9], Global Seafood Alliance ("GSA")[10] and Marine Stewardship Council ("MSC")[11]. 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 uploading these high standards across our supply chain, we not only reduce our own environmental impact but also help our customers contribute to the preservation of sustainable food resources. When our customers choose to work with us, they can be assured that their seafood selections align with global best practices in sustainability. Through transparent sourcing, responsible partnerships, and ongoing education, we enable our customers to make informed, environmentally conscious choices—supporting ocean health while meeting their own sustainability goals.

[9] 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.

[10] The Global Seafood Alliances ("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.

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

(D) Grading and Licensing Framework by SFA

In October 2021, Singapore Food Agency ("SFA") introduced the Safety Assurance for Food Establishments ("SAFE") framework, replacing the previous Grading System for Eating Establishment (Grading System).

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

In FY2025, with our strong emphasis on food safety and quality, we maintained zero demerit points for all outlets and central kitchen.

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

FY2025 Target	FY2025 Performance	Target Achieved? Yes / No	Target for FY2026
To maintain zero demerit points for all outlets and central kitchens	All outlets and central kitchens maintained zero demerit points	Yes	To maintain zero demerit point[12] 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

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

9.7 Training and Education

Our employees, who interact directly with our consumers, are vital in enhancing customers' overall dining experiences. Our employees are our number one asset hence retaining and attracting talents is of utmost importance to Sakae. Every year, we send our people for training and skills development and seek to guide them to be more enterprising and innovative. We started inter-departmental projects to exchange ideas and experiences so as to create a think-tank that allows Sakae to scale to greater heights. We believe in empowering our employees to perform in their jobs through training and education. Equipping them with the necessary skills and competencies for their jobs will add to productivity, confidence and work 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, up-selling, supervising at work and effective communications. 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 SAP system and Halal Foundation Programme. We also conduct refresher training for our employees as and when required.

9.8 Workplace Equality, Diversity & Inclusivity

Sakae aims to provide a work environment that fosters fairness, equality, and respect for social and cultural diversity, regardless of their gender and age. We recognise that people from different backgrounds have different talents, skills, and experience. We find ways for them to complement one another at work. We are strong proponents of equal opportunity and do not allow for discrimination on any grounds at the workplace.

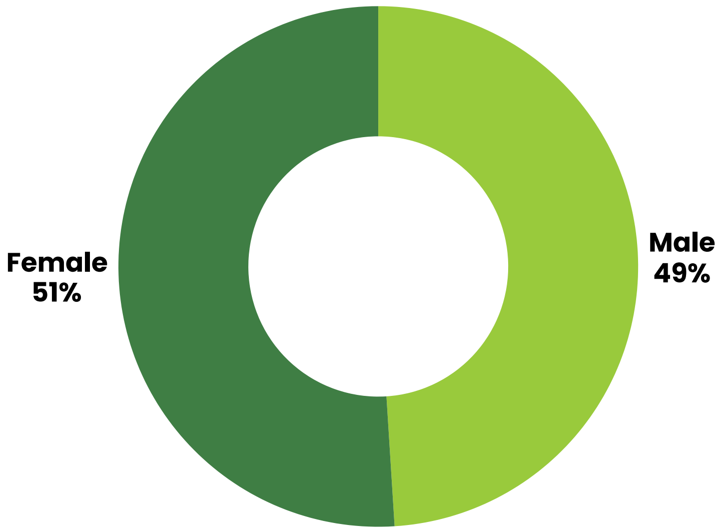
We value the experience of our senior staff as well as the passion and flexibility of the younger staff. Sakae rewards employees based on a series of attributes that include performance, competence, commitment and experience, along with Company performance. We conduct annual appraisals for all employees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

As part of our efforts to create a safe and inclusive workspace environment for everyone, we have implemented various age-friendly workplace practices which includes a higher internal retirement age and re-employment of senior workers who are eligible. At the same time, we also constantly provide training for the mature employees and will explore work redesigning in order to ensure that our workplace environment is conducive and inclusive for all regardless of age.

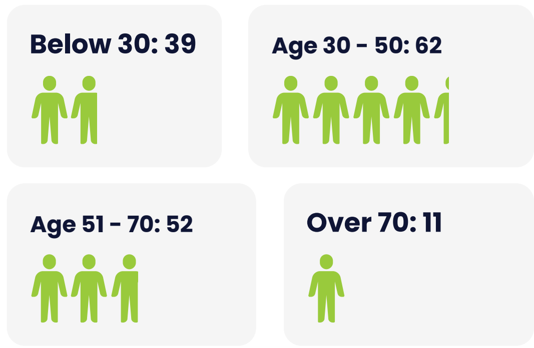
In line with fair employment practices, age, race, gender, nationality, or religion do not factor into the evaluation of job applications that we receive.

Key statistics on staff headcount by employment levels, gender and age group as of 30 June 2025 and 30 June 2024 are as follows:

Financial Year Ended	FY 2025			FY 2024		
Age Group / Gender	Female	Male	Total	Female	Male	Total
Managerial						
Below 30	0	2	2	1	1	2
30 - 50	5	9	14	7	14	21
51 - 70	5	5	10	4	5	9
Over 70	0	0	0	0	0	0
Non-managerial						
Below 30	8	14	22	16	21	37
30 - 50	19	22	41	21	20	41
51 - 70	18	10	28	25	18	43
Over 70	11	2	13	9	2	11
Total/%	66 (51%)	64 (49%)	130	83 (51%)	81 (49%)	164
Ratio of Female to Male	1 : 0.97			1 : 0.98		



(B) Number of Employees By Age Group



For FY2025, 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 FY2025, as compared to the ratio of women to men is 1 : 0.98 in FY2024. In terms of age diversity among employees, 8 were aged below 30, 24 were aged between 30 and 50, 23 were aged between 51 and 70, and 11 was 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 (FY2024: 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 employee's 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 is 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.

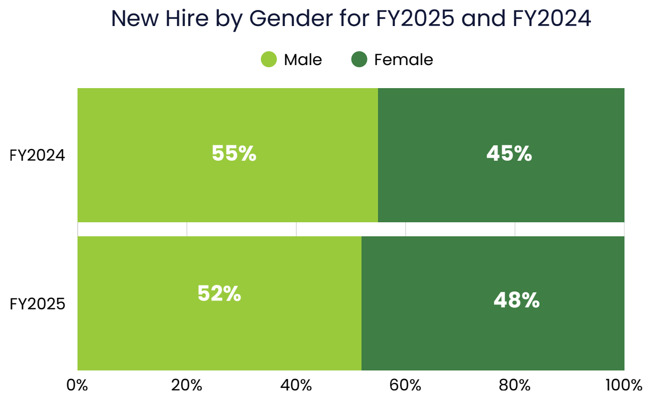
We strive to increase employees' job satisfaction by providing a conducive, open and honest work environment and empowering them to make decisions, as well as setting organisational goals. We value our employees' ideas and opinions and have in place appropriate channels to receive their feedback. Our 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 implement 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.

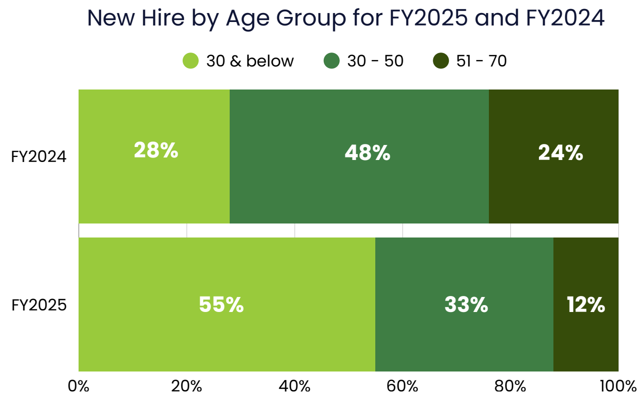
Sakae hopes to forge closer ties with its employees and will continue to review our employee retention strategies. In FY2025, our average employee monthly turnover rate was lower than the national industry average monthly turnover rate. We will continue to lower, or at least maintain the employee turnover rate.

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

New Hires during FY2025 and FY2024:

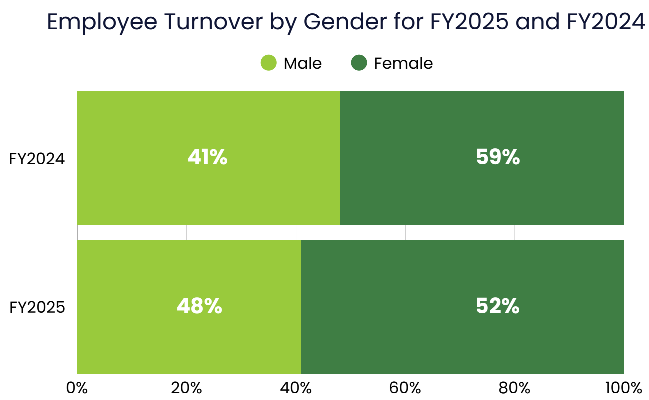
Financial Year Ended	FY 2025			FY 2024		
Age Group / Gender	Female	Male	Total	Female	Male	Total
Below 30	16	16	32	4	4	8
30 - 50	9	10	19	6	8	14
51 - 70	3	4	7	3	4	7
Over 70	0	0	0	0	0	0
Total/%	28 (48%)	30 (52%)	58	13 (45%)	16 (55%)	29
Ratio of Female to Male	1 : 1.07			1 : 1.23		

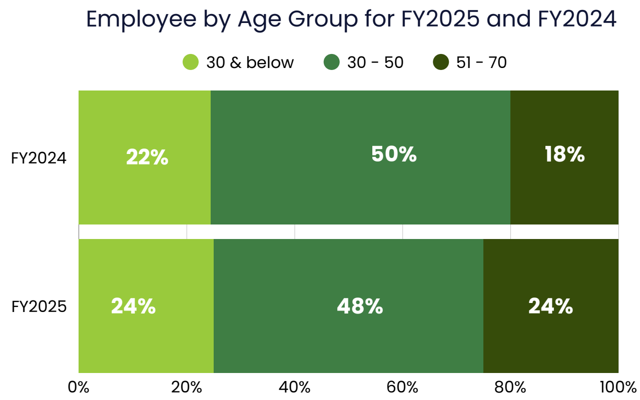




Employee Turnover during FY2025 and FY2024:

Financial Year Ended	FY 2025			FY 2024		
Age Group / Gender	Female	Male	Total	Female	Male	Total
Below 30	2	5	7	4	1	5
30 - 50	8	6	14	4	7	11
51 - 70	4	3	7	4	0	4
Over 70	1	0	1	1	1	2
Total	15	14	29 (22.3%)	13	9	22 (13.4%)





New hires, for FY2025, female employees made up 48% of our workforce while male employees made up 52%. In terms of age diversity among employees, 32 were aged below 30, 19 were aged between 30 and 50, 7 were aged between 51 and 70, and none was 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.

For FY2025, the staff turnover rate increased from 13.4% to 22.3%, largely due to ongoing labour shortages in Singapore, which have impacted the hiring and retention of employees, as well as manpower consolidation within the F&B industry. In response, the number of new hires has doubled as part of efforts to counter the high turnover rate.

According to the Ministry of Manpower, the average monthly recruitment and resignation rates have shown fluctuations, indicative of the labor market's responsiveness to broader economic trends. In recent years, the attrition rate in Singapore for F&B industry reached as high as 75%. This increase underscores the ongoing challenges businesses face in retaining their workforce. We will continue to work towards improving retention and turnover rates.

During the reporting period, there was zero (FY2024 : zero) non-compliance manpower incidents.

9.10 Occupational Health and Safety

(A) Achieving Zero Workplace Safety Incidents

Sakae adheres closely with 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 practice 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 kitchen 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 FY2025. We will continue to ensure that our working environment remains safe for our employees and maintain our workplace safety record.

FY2025 Target	FY2025 Performance	Target Achieved? Yes / No	Target for FY2026
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 Local Communities Engagement / Corporate Social Responsibility

(A) Caring for the Community

Sakae cares deeply for our community and strongly believe in giving back to create a positive impact on society.

This year, Sakae Holdings was honoured to sponsor Yusheng celebration at Siglap Community Centre as part of the Lunar New Year festivities. This special event was designed to bring joy to Singapore's senior citizens, providing them with an opportunity to come together, toss Yusheng, and share in the spirit of renewal and togetherness. Through this meaningful initiative, we sought to strengthen community ties and ensure that our elders feel valued and included during this important cultural occasion. This effort reflects Sakae's deep commitment to Compassion for all by celebrating heritage, promoting well-being, and giving back to the communities we serve.

In addition, as part of our social contribution efforts, we organized a family sushi workshop where parents and children bond over the art of preparing Japanese cuisine in a fun and interactive setting. Complementing this was a children's coding course, which introduced young learners to essential digital skills in an engaging and accessible way. These initiatives aim to empower the community for both cultural appreciation and practical learning, while fostering creativity, collaboration and lifelong skills.

(B) Sakae Foundation

Sakae Foundation contributes and supports several charitable beneficiaries. We have supported the community through sponsorships and visits to various organisations including Radin Mas Senior Citizens' Home and schools. Our Foundation will continue to pursue philanthropic and volunteer efforts, leaving happy frog prints through our involvement with the community. We launched our Facebook page - "Project Happy Frog Prints", with the hope of fortifying our relationship with global communities and continue bringing joy, one frog print at a time.

(C) Supporting National Defence

At Sakae, we strongly believe in contributing towards Singapore's national security. National Service ("NS") is a vital component of national defence, and we support our employees' NS commitments by implementing NS-friendly policies. With our close supportive team culture, many employees are willing to step up to cover duties of their colleagues who need to be away. Sakae also regularly takes part in Singapore Armed Forces Day, by encouraging our NSmen colleagues to take part in the SAF Day Rededication Ceremonies. Going beyond that, Sakae also offers attractive SAF Day promotions at our dining establishments to extend our appreciation and respect to servicemen representing our nation.

Governance

9.12 Corporate Governance

The Group is committed to maintain a high standard of corporate governance and has put in place self-regulatory corporate practices to protect the interests of it's 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 out the standards of integrity and accountability for our employees. All employees are expected to adhere to the Code of Conduct while performing their duties and to always act in the best interest of Sakae. For example, employees are not allowed to solicit or accept any gifts or gratitude from our business partners. Any gift with commercial value that is not refused due to practicality or courtesy must be declared to the Human Resources Department for a decision on the treatment of the gifts. Under no circumstances are employees allowed to accept cash gifts. Employees who are found to have breached the Code of Conduct after investigations will be subject to disciplinary action and/or report to necessary authority if warranted.

(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 subjected 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 our department and business units heads and they are aware that compliance with rules and regulations are critical to ensure business continuity to establish a transparent and accountable system. We understand that it is important to eliminate the risk of undesirable behaviour among employees in order to prevent reputational damage and establish 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 of our Non-Executive Independent Directors to ensure an appropriate level of management over whistle blowing matters. This 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 FY2025. 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 FY2026 are :

S/N	Material Factor	Target for FY2025	Performance Measure for FY2025	Achieved? Yes / No	Target for FY2026
Environmental					
1	Energy (Gas and Electricity), Water conservation	• Maintain or reduce electricity consumption • Maintain or reduce gas consumption • Maintain or reduce water consumption	• Electricity consumption • Gas consumption • Water consumption	No Yes Yes	• Reduce electricity consumption • Maintain or reduce gas consumption • Maintain or reduce water consumption
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' skillsets	Move towards more skilled and educated workforce	Yes	Improve employees' skillsets
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	No	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 meant to -

- end poverty and fight inequality;
- grow a strong inclusive and transformative economy;
- promote safe and peaceful societies, and strong institutions;
- catalyse global solidarity for sustainable development;
- protect our ecosystems for all societies and our children; and
- 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 in 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 Communities 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 constantly innovate to become more efficient in order to attain sustainable energy consumption and food production. We implement energy and water conservation measures to reduce our energy and water consumption. The measures include the use of energy efficient machinery in our kitchens and good manufacturing practices to reduce energy wastage. The photovoltaic system atop our building provides clean and renewable energy to supplement purchased electricity to meet our energy consumption requirements thereby reducing the amount we spend on purchased electricity and reducing our carbon footprint at the same time, thus mitigating the negative impact on the environment By curbing our consumption of fossil fuels, we reduce the impact on climate change caused by 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 the TCFD

The Group will be adopting a phase approach to build Task Force on Climate-related Financial Disclosures ("TCFD") framework and map the climate-related disclosures based on the 11 recommendations of TCFD.

As part of SGX roadmap of climate reporting, we have assessed the climate-related risks and opportunities that are relevant to our operations and have proposed mitigating measures for these effects of climate change on our operations.

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 organization 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:

- Climate changes resulting in increase of energy consumption and ingredient costs. Additional climate related costs such as carbon tax may also be passed on by the suppliers to the Group by way of price increase.

- With rising concerns over the effects of climate change, shifting consumer preferences for sustainable products that are less carbon intensive may arise especially amongst younger consumer. A failure to adapt to shifting consumer preferences may adversely affect customer satisfaction, demand of our existing product offerings and the Group's financial performance.

- With climate change, it requires us to constantly innovate or create new menu offerings through the use of sustainable sources while connecting with younger consumers with more opportunities to expand to new market segments.

- Present opportunities for the Group to review and assess its operations across its value chain to reduce operating costs.

For (c), the 2ºC or lower climate scenarios are primarily intended to evaluate the impacts of climate change on high-emission, energy-intensive industries such as manufacturing energy, and transportation. As a food and beverage ("F&B") operator, our direct carbon footprint is relatively modest, largely arising from our supply chain, waste management, and energy consumption at our our outlets and central kitchens.

While the Group remain committed to managing and reducing these emissions, the scope and scale of our operations do not necessitate the in-depth scenario analysis typically required for sectors with a more significant and direct contribution to climate change.

In line with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), the Group will continue to evaluate the potential impacts of climate-related risks and opportunities through climate scenario analysis. This ongoing assessment supports our strategic planning and risk management effort. Where applicable, further information and outcomes from this analyses will disclosed in future Sustainability Reports.

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 assessed both climate-related physical risks and climate-related transition risks, identifying exposures that may influence the achievement of our business objectives. These risks, along with their corresponding mitigation strategies, are detailed in Section 9.3.1.

The Group has established an Environmental Management System ("EMS") framework to support the structured identification, assessment, monitoring, and review of risks, as well as the implementation of mitigation plans and continuous oversight across our operations. We will continue to monitor the potential impacts and mitigation measures, while also exploring opportunities associated with these climate-related risks.

Metrics and Targets

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

We track, measure and report on our environmental performance, including energy consumption and water conservation (refer to section 9.2), GHG emissions (refer to section 9.3.2) and responsible waste management (refer to section 9.4) in our Report.

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

The Group has disclosed Scope 1 and Scope 2 of GHG emissions in FY 2025 in Section 9.3.2 of the Report and set climate-related targets such as those related to GHG emissions, water and waste management.

We will continue to monitor our emissions and disclose Scope 3 GHG emissions where data is available, relevant, and practicable.

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

As a commitment towards mitigating climate change, climate-related targets related to environmental performance, including energy consumption and water conservation as well as responsible waste management are set. It is not feasible to set the specific GHG emissions target at this point. Other relevant targets will be set in future, as and when appropriate to do so. For further details, please refer to Section 10: Target setting.

13 GRI Content Index

Statement of Use Sakae Holdings Ltd. has reported in accordance with the GRI Standards for the period 1 July 2024 to 30 June 2025

GRI 1 Used GRI 1: Foundation 2021
Applicable GRI Sector Standard(s) None

GRI Standard	Disclosure		Reference	Page
GRI 102: General Disclosures				
GRI 1 Used:	**GRI 1: Foundation 2021**			
GR2: General Disclosures 2021	2-1	Organisational details	Annual Report 2025 - Corporate, Profile, Brands	4 - 13
	2-2	Entities included in the organisation's sustainability reporting	Reporting Period and Scope Annual Report 2025 - Corporate Structure	5 4
	2-3	Reporting Period, frequency and contact point	Reporting Period and Scope Annual Report 2025 - Corporate Information	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 2025 - Corporate Structure and Global Presence	4 - 13
	2-7	Employees	Material Factors: Workplace Equality, Diversity and Inclusivity	24 - 25
	2-8	Workers who are not employees	-	-
	2-9	Governance structure and composition	Annual Report 2025	14 - 16
	2-10	Nomination and selection of the highest governance body	Annual Report 2025 - Corporate Governance Report	26 - 29
	2-11	Chair of the highest governance body	Annual Report 2025 - Corporate Governance Report	27 - 30
	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
GR2: General Disclosures 2021	2-14	Role if the highest governance body in sustainability reporting	Policies, Practices and Performance Reporting	8
	2-15	Conflicts of interest	Annual Report 2025 - Corporate Governance Report	19
	2-16	Communication of critical concerns	Policies, Practices and Performance Reporting	8
	2-17	Collective knowledge of the highest governance body	Annual Report 2025	14 - 15
	2-18	Evaluation of the performance of the highest governance body	Annual Report 2025 - Corporate Governance Report	31
	2-19	Remuneration policies	Annual Report 2025 - Corporate Governance Report	31 - 35
	2-20	Process to determine remuneration	Annual Report 2025 - Corporate Governance Report	31 - 35
	2-21	Annual total compensation ratio	Information is not provided due to confidentiality	-
	2-22	Statement on sustainable development strategy	Board's Statement	3
	2-23	Policy Commitments	Anti - Corruption	31
	2-24	Embedding Policy commitments	Anti - Corruption	31
	2-25	Processes to remediate negative impacts	Anti - Corruption	31
	2-26	Mechanisms for seeking advice and raising concerns	Anti - Corruption	31
	2-27	Compliance with laws and regulations	Anti - Corruption	31
	2-28	Membership associations	Singapore Business Federation, Singapore Manufacturing Federation, Singapore National Employers Federation	-
	2-29	Approach to stakeholder engagement	Shareholder's Engagement	6 - 7
	2-30	Collective bargaining engagement	None of the Group's employees are covered under any collective bargaining agreements	-

GRI Standard	Disclosure		Reference	Page
GRI 102: General Disclosures				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	9
	3-2	List of material topics	Materiality Assessment	10 - 11
	3-3	Management of material topics	Shareholder's Engagement Materiality Assessment	6 - 7 9 - 11
Topic-Specific Standards				
GRI 205 Anti- corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Anti - Corruption	31
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	Energy and Water Consumption	13 - 14
GRI 305: Emissions 2026	305-1 305-2 305-4	Direct (Scope 1) I GHG emissions Energy indirect (Scope 2) GHG emissions GHG emissions intensity	-	17 17 17
GRI 306: Waste 2020	306-2 306-3	Management of significant waste-related impacts Waste Generated	-	18 18
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Recruitment and Retention	26 - 28
GRI 403: Occupational Health and Safety 2018	403-9	Work-related injuries	Occupational Health and Safety	28 - 29
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Workplace Equality, Diversity and Inclusivity	24 - 25
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	Local Communities Engagement / Corporate Social Responsibility	29 - 30
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	-	21 - 22
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Food Safety, Hygiene and Quality	20 - 23

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