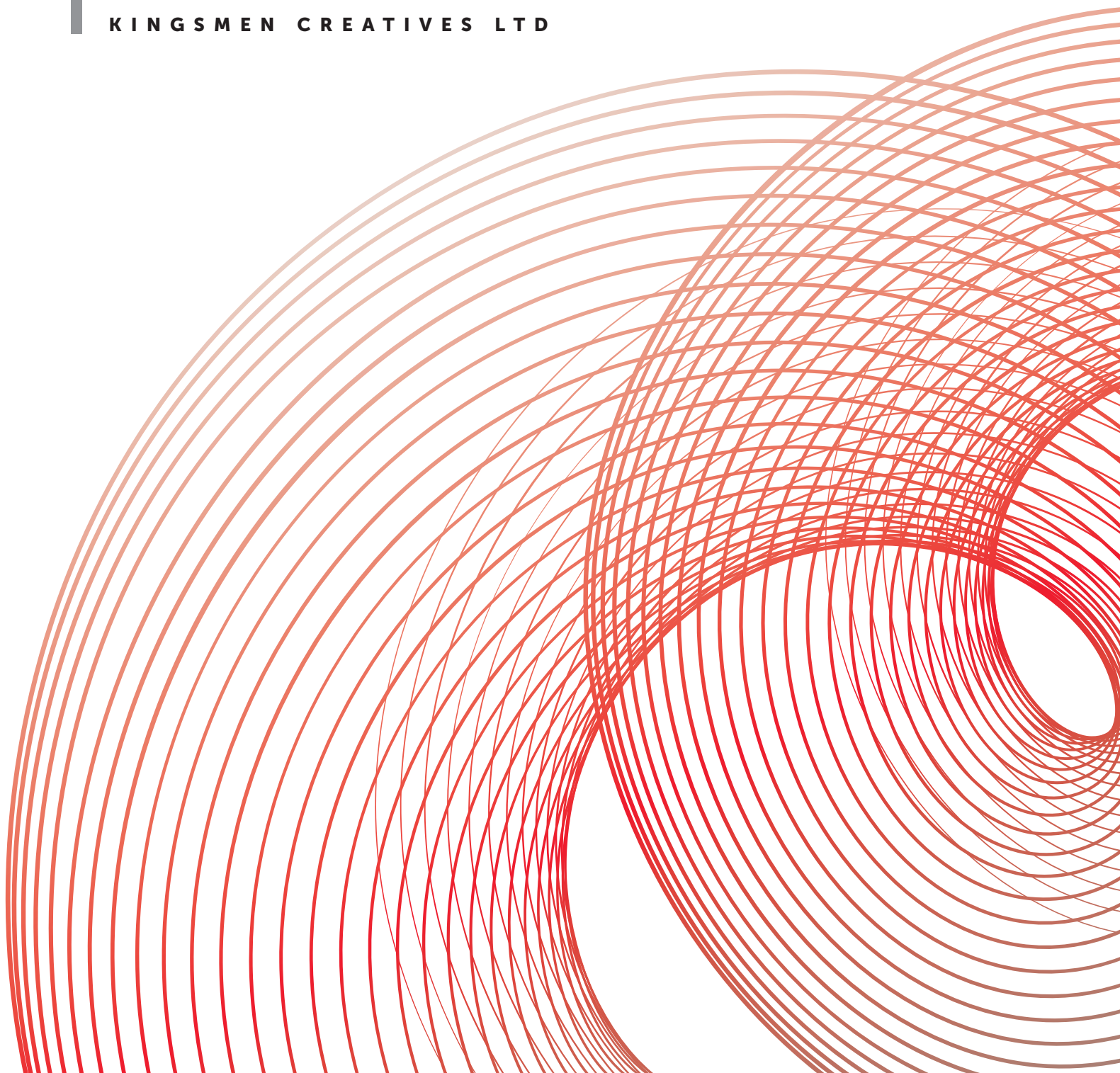
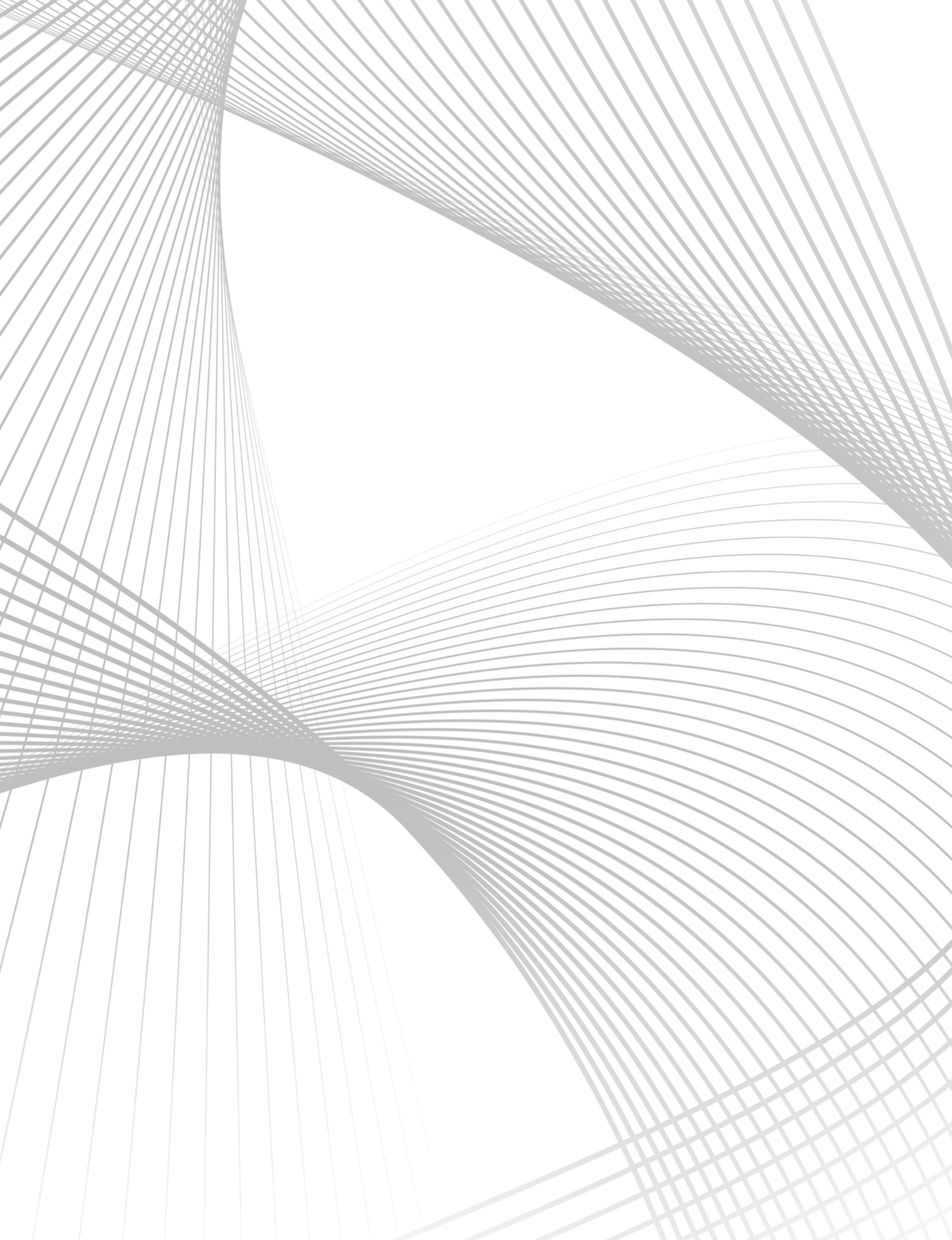


**SUSTAINABILITY
REPORT 2021**

KINGSMEN CREATIVES LTD







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ABOUT KINGSMEN

Established in 1976 and listed on the Mainboard of the Singapore Exchange since 2003, Kingsmen is a leading communication design and production group with a strategic network of 21 offices and full service facilities across Asia Pacific, Middle East and the United States of America to serve global clients.

Our commitment to quality standards has gained worldwide recognition in the fields of design consultancy, project management and implementation. We operate in four main business segments:

EXHIBITIONS & EVENTS

Transforming shows through bespoke solutions

RETAIL & CORPORATE INTERIORS

Crafting sophisticated interiors that bring brands to life

THEMATIC, MUSEUMS & ATTRACTIONS

Delivering immersive moments through themed environments

ALTERNATIVE MARKETING

Crafting unique brand experiences for engagement

Backed by a dedicated team of almost 1,700 staff, our "One-Stop Shop" concept reflects a seamless workflow from sophisticated design capabilities, attention to design & production details, full warehousing facilities to service-oriented project management.

Helping brands to create and design meaningful experiences that go beyond the physical environment, we have a multidisciplinary team of creative designers from diverse cultures as well as experienced project teams. Supported by a combined manufacturing facility of almost 1 million square feet with a full suite of services managed by an efficient team of skilled craftsmen, we are able to ensure both customer satisfaction and stringent quality control.

Kingsmen's business culture is founded on creativity, quality, integrity and innovation. At Kingsmen, we take pride in delivering each project from conceptualization to production and fulfilment, ensuring each possesses its own unique character. Our continuous growth with our valued clientele is a reflection of our commitment to good design, effective project management and customers' satisfaction.

OUR PHILOSOPHY

VISION

Design-led, quality and service-driven

MISSION

To maintain our position as
one of the leaders in Asia Pacific

To be an active global player and
be recognised as one of the elite
marketing communication houses globally

To provide exciting and fulfilling
career opportunities for all members
through continual expansion
and continuous learning

MESSAGE FROM GROUP CEO



Over the course of 2021, we witnessed significant changes in the market environment; from consumer consumption patterns and clients' expectations, to procurement and fulfilment processes. These will have a profound and long-lasting impact on how business and operations will be run in the future.

As the pandemic continued to drag on, we moved from merely monitoring and supporting our operations, to looking at how the market was evolving, the future needs of the business, and areas of opportunity that would enable us to be relevant to clients and the market.

While challenges continued, we endeavoured to keep our sustainability goals in mind and moved forward. We pursued our sustainability strategy, focusing on the areas that could give us maximum immediate benefit, as we continued to pursue long-term sustainability goals. With restrictions, disruption and delays impacting our work, we looked to adopt innovative ways to work to derive maximum efficiency and productivity with our available resources. New offerings in hybrid digital and creative solutions were also introduced and implemented to meet the needs of our clients, and the market.

We refocused on our most valuable asset, our people, to ensure their mental well-being and health. New ways to engage them in this new environment, including more online digital wellness, motivational talks and team activities were organised. Group-wide training programs on new technologies and management thinking courses were also conducted.

As the market environment continues to evolve, we will focus our efforts on enhancing and building stronger capabilities in creativity and ideas, and experiential hybrid solutions. We will take the lead in driving creativity, quality and care as the central tenets of our business and our differentiators.

On behalf of the Board of Directors, my heartfelt thanks to my colleagues for their dedication in paving and being a part of our journey forward. With the strong support of our employees, clients, partners and shareholders, we look to a better future ahead.

ANDREW CHENG
Group Chief Executive Officer

ABOUT THIS REPORT

This is a standalone Sustainability Report that covers the environmental and social aspects of our business operations and progress to date. The report is produced in accordance to the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines at Core level. The report is also prepared in accordance with SGX-ST Listing Rules (711A and 711B) – Sustainability Reporting.

With the support of top management, a sustainability reporting committee with representatives from different divisions was formed. A materiality assessment was conducted and the relevant information gathered. It covers the topics that have been deemed as material to Kingsmen's key stakeholders.

Your feedback is welcome and you can reach us at info@kingsmen-int.com

REPORTING PERIOD & SCOPE




The report covers the performance of Kingsmen and its subsidiaries (the "Group") from 1 January to 31 December 2021 (FY2021).

We have included the historical data for the previous year of FY2020 for comparison, where available. There has not been any restatement of figures for data disclosed in the previous year.

This report supplements Kingsmen's Annual Report 2021, which can be found on our corporate website www.kingsmen-int.com. In accordance with our efforts to be more environmentally friendly, this report will only be made available online.

OUR APPROACH TO SUSTAINABILITY

Our sustainability strategy is driven by three key pillars of responsible business practice and aims to bring shared values and constantly challenge the way we work in order to achieve our business objectives:

-  We strive to be relevant in the marketplace and generate profits to benefit our stakeholders and the community at large.
-  We will create sustainable value for our stakeholders and are committed to aligning our long-term business strategies with their interests.
-  We will continue to refine our sustainability framework and drive performance improvements around our key material issues.

Our vision is to become sustainably profitable, and we are prepared to constantly challenge the way we work in order to achieve this. Such thoughtful growth calls for the use of goals on sustainability that are rooted in our business ambitions.






In accordance with our intention to fully integrate sustainability into our corporate DNA, we constantly review our stakeholder engagements and our business processes to identify industry trends, sustainability risks and opportunities. Where feasible, we incorporate these issues into our business model and plans with a view to implement sustainable and responsible practices in order to ensure long-term value for our stakeholders.

OUR APPROACH TO SUSTAINABILITY

MATERIALITY

The key topics covered in this sustainability report are based on an in-depth materiality assessment that identifies material issues that reflect our significant economic, environmental and social impacts – on our performance as a business and influencing the decisions of stakeholders.

We review our selected material sustainability factors regularly based on importance to our stakeholders and the sustainability impact to our business. FY2021 has clearly shown that sustainability-related issues such as digitalisation, environment, health, safety and ethics are now more important in the way we conduct business. Our senior management is firmly committed to Kingsmen's sustainability strategy. For FY2021, the Management, Board of Directors and Sustainability Committee have signed off on the existing material factors:

MATERIAL FACTORS	TOPICS	READ MORE IN OUR
Economic Performance 	Economic Performance	Annual Report – Financial Statements, pages 45 - 134
Governance 	Governance	Annual Report - Corporate Governance, pages 29 – 44
People 	Employee Well-being Training & Education Talent Attraction & Retention Health & Safety	People section of our Sustainability Report, pages 9 – 11
Environment 	Waste & Resource Management	Environment section of our Sustainability Report, page 13
Community 	Community Involvement	Community section of our Sustainability Report, page 12

OUR APPROACH TO SUSTAINABILITY

STAKEHOLDER ENGAGEMENT

We value open and frank communication with our stakeholders and it was especially important to the Group to continue our engagement during the period of uncertainties that prevailed throughout much of FY2021. The Group recognises the importance of constantly reviewing its business strategy and values the input and opinions of stakeholders in all forms. Consequently, the Group actively engages in meaningful dialogue with stakeholders through diverse communication channels. Through these interactions, we obtain feedback, concerns and views that help us manage and improve our sustainability strategy in order to generate long-term value and ensure that sustainability initiatives are imprinted into our business operations.

We identify stakeholders as groups that have an impact, or potential to be impacted by our business. As part of the process, the Group has identified four key stakeholder groups below:



Customers



Suppliers & business partners







Employees



Shareholders

Communicating with our stakeholders:

STAKEHOLDERS	FORMS OF ENGAGEMENT
<p>Customers</p> 	<ul style="list-style-type: none"> • Ongoing progress meetings • After-sales service • Quarterly Electronic Direct Mailers (EDM)
<p>Suppliers & business partners</p> 	<ul style="list-style-type: none"> • Established channels of communication such as meetings, emails and phone calls
<p>Employees</p> 	<ul style="list-style-type: none"> • Regular employee engagement • Bi-monthly newsletters • Training courses • Regular feedback sessions within teams • Annual performance appraisals • Team building activities
<p>Shareholders</p> 	<ul style="list-style-type: none"> • Annual General Meeting • Investor Relations (IR) team ensures that all material announcements are posted in the IR section of the corporate website • End-of-year financial results briefings • Announcements published on SGXNET whenever required by the Listing Manual

OUR PEOPLE

People are our most important asset and fundamental to our business and success. We are committed to supporting them in building rewarding careers and achieving their full potential. We understand attracting and retaining talent is essential to building a resilient organisation. As a company dedicated to grooming and developing talent, we invest significantly in the sustainable employability of our workforce. We develop staff through education, training and mentorship programmes that are designed to help them thrive at every level in a safe, nurturing and rewarding environment. We believe in building a culture of holistic wellness and inclusivity that starts at the leadership level. Our leadership team spearheads and empowers our people to stay agile and adaptable - much needed to navigate this uncharted new world.

Our human resource Policies and Code of Conduct cover fair remuneration, benefits, health and safety, career development and training, and are regularly reviewed by the management. The policies comply with the legal standards in the areas we operate in.

TALENT STRATEGY

At Kingsmen, we firmly believe in nurturing future leaders from within. To achieve this, we are constantly building a sustainable leadership pipeline by cultivating emerging talent through continuous evaluation, guidance, training and engagement. As part of our leadership renewal plans, we participate in the Singapore-Industry Scholarship (SgIS) – a partnership between the Government and Kingsmen to develop a strong core of Singaporeans to anchor strategic sectors which are critical for Singapore's development.

The training and nurturing of future leaders is open and available to all employees. Employees currently in non-leadership positions, who demonstrate clear leadership abilities and ambition, are provided with the equal opportunity and the environment to develop their skills in management and leadership, solidifying their foundation for future progression to managers and leaders. As part of our developing talent ecosystem, internal mobility and redeployment are two key areas we focus on, to nourish and enrich the existing talent pool, and most importantly, to retain talent within our business.

OUR PEOPLE

TRAINING AND DEVELOPMENT – KINGSMEN ACADEMY

We are an organisation with a culture of continuous learning. We promote and support employee development and organisational effectiveness by providing customised training programmes aligned with the strategic needs of our organisation. By investing across creative, technical and leadership skills, we provide our people with opportunities for professional and personal development, keeping them engaged with us and the industry. All new Kingsmen employees undergo an onboarding programme, which exposes them to the culture of Kingsmen, a broad overview of the Company, and knowledge of their day-to-day job roles and responsibilities.

Our training curriculum is guided by our strategic focus on employee development and consists of various customised and dedicated programmes ranging from core functional competencies to leadership capabilities and life skills. These include on-the-job training and coaching. Employees identified as future senior leaders will undergo a mentorship programme to learn core management, leadership and people skills from the senior management through regular engagement sessions.

In FY2021, the Kingsmen Academy and our overseas offices continued to deliver both online and physical training programmes, covering subjects on technical skills, digital skills, leadership skills and mental well-being. The intent is to continue the upskilling and reskilling of our people, ensuring they are equipped with the right skillset and mindset to meet the increasing demands of the new world, while delivering high quality work to our clients.

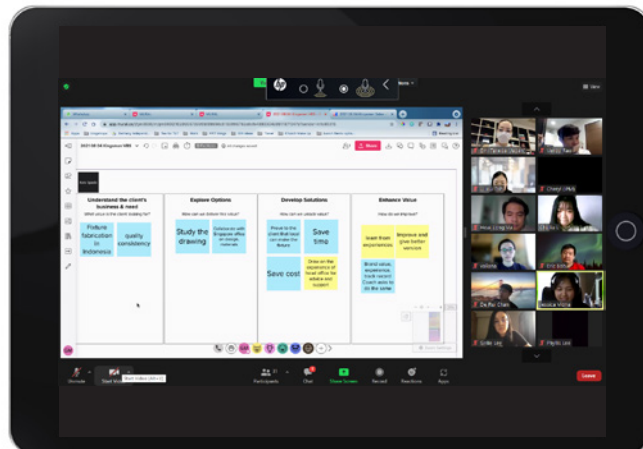


LEADERSHIP DEVELOPMENT

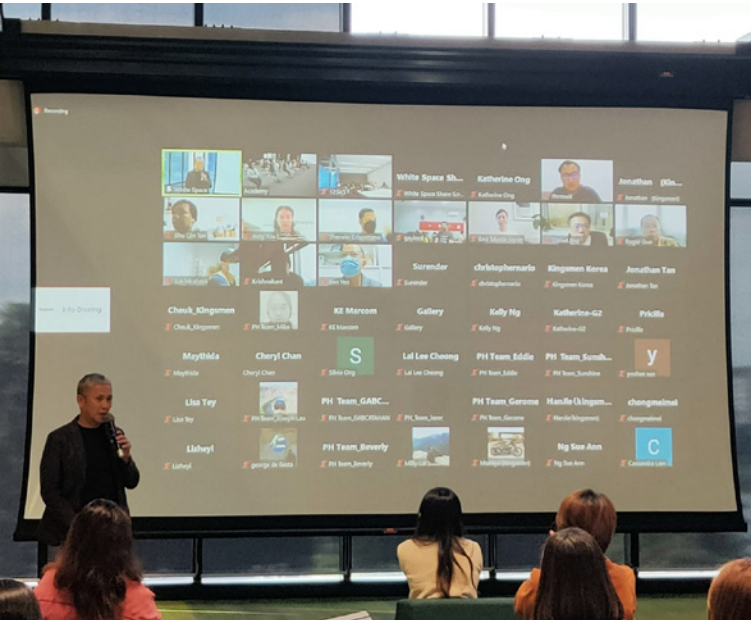
Through a structured leadership development framework, we are able to develop skilled leadership competencies that build a strong foundation for future leaders. Through regular mentoring and participation in annual regional conferences, we are able to accelerate the development and participation of a strong regional talent pool across the Group. The conferences cover strategic and tactical discussions, and address change,

culture, and thought leadership. These are opportunities for future leaders to form strong bonds with colleagues across the Group's business divisions and country offices, while expanding their knowledge, and sharpening their skills to be effective leaders.

In FY2021, we continued to hold the summit in a hybrid format, with overseas delegates attending the conference virtually.



OUR PEOPLE



EMPLOYEE ENGAGEMENT

As our workforce continues to be on flexible work arrangements, employee engagement is vital in keeping our people connected with each other and the business. We ensured regular communication and touch points with our people through virtual town hall sessions and sharing sessions to encourage dialogue and to keep them informed about new developments. To foster closeness, virtual team-building activities were organised to keep our people engaged. Appreciation care packs were also sent to our people as part of our employee care program.

WORKPLACE HEALTH & SAFETY

At Kingsmen, the health and safety of our people, and how we operate are part of the core values of the organisation. We are fully committed to ensuring the health and safety of all our employees and conduct our business in accordance with all workplace health and safety laws, standards, and codes of practice. Throughout the year, we ensured that antigen rapid test (ART) kits were made available to all employees, and the morale and psychological well-being of employees were monitored through regular communication and engagement.



Our green committee ensures that we comply with all regulatory requirements, conduct safety onsite inspections, fire safety plans, and enforce safety-related training of all operational staff. In FY2021, we attained the SG SafeEvent Certification. Kingsmen was one of the ten pilot companies participating and completing the programme by the Singapore Association of Convention and Exhibition Organisers and Suppliers (SACEOS).



OUR COMMUNITY

At Kingsmen, we believe we have a responsibility to improve the lives of those in the communities we operate in. Where feasible and practical, we focus and participate in initiatives that have a positive impact in the areas that are related to our industry or immediate community. Thus, our corporate social responsibility and community strategy is focused on areas of education, design, and youth.

Our focus on supporting youth empowerment is an extension of our motto of continuous learning that has become synonymous with Kingsmen.

The launch of our five-year campaign 'Empowering Learners, Inspiring Change' in 2021, focuses our efforts on empowering innovation and creativity in the community through collaboration with educational institutions and industry partners. One such collaboration is the mentorship programme with Temasek Polytechnic for students from the School of Design and the School of Business. In addition, we support Singapore's creative industry through sponsorships and knowledge sharing with professional and corporate associations, and institutions.

OUR ENVIRONMENT

Our sustainability approach ensures that we look at both the short and long term, generating value for both our organisation and our clients throughout the planning and execution phase of our projects. We understand that our business processes can have positive and negative environmental impacts. As such, while we deliver immediate and short-term solutions, we also do our part to minimise our environmental footprint, while maximising the positive longer-term returns for the environment.

SUSTAINABLE WORKING ENVIRONMENT

We are a part of the global effort to sustain and better manage scarce resources and are constantly seeking ways to deliver more environmentally friendly projects.

Some of our conservation initiatives include adopting environmentally friendly practices into our processes. These include having all our offices and production plants explore ways to minimise the impact of our business operations on the environment. We incorporate as part of our standard operating procedures, practices to reduce energy and water consumption. In the production plants, regular maintenance and upgrading of equipment helps to improve electrical energy efficiency, while project scheduling at production plants helps to ensure that equipment is operating at optimal efficiency.

In FY2021, we made progress in our reduction of carbon emissions as business-related travel and physical meetings continue to be regulated and restricted. Other factors that contributed to the reduction include flexible working arrangements of our workforce and the full adoption of digital technologies in the workplace. We will continue to explore ways to better manage our carbon footprint and leverage on new, more efficient and productive technology.

SUSTAINABLE SOLUTIONS

Our designers and project management teams are attuned to the need to make what we do more environmentally friendly and sustainable. As a result, environmentally driven designs are proposed during planning stages and there is a constant collaborative effort to seek ways to make projects more eco-friendly. Where feasible, we will introduce and recommend new or innovative products and materials that can minimise the amount of waste generated, at the design stage and throughout the procurement process.

In FY2021, we continued our efforts in driving change by encouraging clients to consider innovative solutions where possible and to prioritise climate-friendly alternatives where feasible. From collapsible structures that can be transported to mobile event apps, virtual events, software for remote co-creation, and state-of-the-art audio visual solutions, we work closely with clients to identify relevant solutions that allow them to continue business in a sustainable manner.

We aim to work with all business partners to raise their awareness of the need to reduce carbon footprint wherever viable.



TARGETS

PERFORMANCE TARGETS FOR FY2022

People



- Implement programmes for upgrading digital competency skills
- Further foster leadership development

Environment



- Undertake further initiatives to promote environmental responsibility
- Implement technology and process changes whilst reducing resource use and environmental impact throughout the product or service's life.

Community



- Focus our support on areas to connect our employees with purpose and leverage their expertise and skills, targeting long-lasting impact.
-

GRI INDEX TABLE

GRI STANDARD	DISCLOSURE	PAGE REFERENCE/INFORMATION
GRI 102: General Disclosures		
Organisational profile		
102-1	Name of Organization	Kingsmen Creatives Ltd
102-2	Activities, brands, products, and services	Sustainability Report – About Kingsmen (page 2); Annual Report – Financial Highlights & Performance Review (pages 14-19)
102-3	Location of headquarters	Singapore
102-4	Location of Operations	14 countries: Singapore, Cambodia, Hong Kong, India, Indonesia, Japan, Malaysia, Myanmar, People's Republic of China, South Korea, Thailand, United Arab Emirates, United States of America, Vietnam
102-5	Ownership and legal form	Annual Report – Financials, Note 1 to the Financial Statements (page 64)
102-6	Markets served	Markets in Singapore, Bangkok, Beijing, Busan, Dubai, Hanoi, Ho Chi Minh, Hong Kong, Jakarta, Kuala Lumpur, Los Angeles, Macau, New Delhi, Osaka, Phnom Penh, Seoul, Shanghai, Shenzhen, Taipei, Tokyo, Yangon
102-7	Scale of the organization	Annual Report – Financial Highlights & Performance Review (pages 14-19)
102-8	Information on employees and other workers	The scope of the sustainability report only covers all employees in Kingsmen and its subsidiaries.
102-9	Supply Chain	Our supply chain integrates both in-house capabilities with best of breed expertise from external parties. These include sub-contractors and partners in the carpentry, metal works, mechanical and electrical, flooring, spray painting, lighting, air conditioning, painting, carpet, freight forwarding and travel sectors to deliver the optimal solution seamlessly.
102-10	Significant changes to the organization and its supply chain	No significant changes
102-11	Precautionary Principle or approach	Annual Report – Corporate Governance Report (pages 29-44)
102-12	External initiatives	Sustainability Report – Our Approach to Sustainability (page 6)
102-13	Memberships of associations	Refer to our Kingsmen Website – Awards and Affiliations
Strategy		
102-14	Statement from senior decision maker	Sustainability Report – Message from Group CEO (page 4)

GRI INDEX TABLE

GRI STANDARD	DISCLOSURE	PAGE REFERENCE/INFORMATION
Ethics and Integrity		
102-16	Values, principles, standards and norms of behavior	Annual Report – Corporate Governance Report (pages 29-44)
Governance		
102-18	Governance Structure	Annual Report – Corporate Governance Report (pages 29-44)
Stakeholder Engagement		
102-40	List of stakeholder groups	Sustainability Report – Stakeholder Engagement (page 8)
102-41	Collective bargaining agreements	0% of workforce are participating in collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Sustainability Report – Materiality, Stakeholder Engagement (page 8)
102-43	Approach to stakeholder engagement	Sustainability Report – Stakeholder Engagement (page 8); Annual Report – Corporate Governance Report, Communication with Shareholders, Principle 12 (42-43)
102-44	Key topics and concerns raised	Sustainability Report – Materiality (page 7)
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Annual Report – Notes 18 to 20 the Financial Statements (pages 97-106)
102-46	Defining report content and topic boundaries	Sustainability Report – About this Report (page 5)
102-47	List of Material Topics	Sustainability Report – Materiality (page 7)
102-48	Restatements of information	Not applicable
102-49	Changes in reporting	Not applicable
102-50	Reporting period	1 January – 31 December 2021
102-51	Date of most recent report	Not applicable
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	info@kingsmen-int.com
102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Report – About this Report (page 5)
102-55	GRI Content Index	GRI Content Index
102-56	External Assurance	We have not sought external assurance for our current Sustainability Report.

GRI INDEX TABLE

GRI STANDARD	DISCLOSURE	PAGE REFERENCE/INFORMATION
GRI 200: Economic Performance		
201-1	Direct economic value generated & distributed	Annual Report – Financials (pages 45-134)
202-2	Proportion of senior management hired from the local community at significant locations of operation	Annual Report – Board of Directors, Senior Management (pages 8-13)
GRI 300: Environment		
301-2	Recycled input materials used	Sustainability Report – Our Environment (page 13)
-	Eco-Innovation	Sustainability Report – Our Environment (page 13)
GRI 400: Social		
401-2	Benefits to full term employees that are not provided to part-time or temporary employees	Sustainability Report – Our People (page 9)
402-1	Minimum notice periods regarding operational changes	In the event of termination, a minimum notice period of one to three months needs to be fulfilled, depending on the employee's job grade. The minimum notice period for non-executives has been specified in the employee's contract.
403-1	Worker representation in formal joint management – worker health & safety committees	Sustainability Report – Our People (page 9)
404-1	Average hours of training per employee per year	Sustainability Report – Our People (page 9)
404-2	Programs for upgrading employee skills	Sustainability Report – Our People (page 10)
404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report – Our People (page 10)
413-1	Operations with local community engagement, impact assessments and development programs	Sustainability Report – Our Community (page 12)

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