STGROUP

ST Group Food Industries Holdings Limited

Sustainability Report *2026*







This sustainability report has been reviewed by the Company's Sponsor, Hong Leong Finance Limited. It has not been examined or approved by the Exchange and the Exchange assumes no responsibility for the contents of this sustainability report, including the correctness of any of the statements or opinions made or reports contained in this sustainability report. The contact person for the Sponsor is Ms Vera Leong, Vice President, Hong Leong Finance Limited, at 16 Raffles Quay, #01-05 Hong Leong Building, Singapore 048581, telephone (+65) 6415 9881.

BOARD STATEMENT

Dear Stakeholders,

On behalf of the Board of Directors (the "**Board**") of ST Group Food Industries Holdings Limited (**"ST Group"** or the **"Company"**, and together with our subsidiaries, the **"Group")**, we are pleased to present our Sustainability Report for the financial year ended 30 June 2026 ("**FY2026**"). This report outlines our ongoing commitment to embed Economic, Environmental, Social, and Governance ("**EESG**") considerations into our business operations, strategy and decision-making processes to create sustainable long-term value for all stakeholders.

The Board recognises sustainability as a key driver of the Group's long-term growth and resilience and plays an active role in overseeing the Group's sustainability agenda. Sustainability considerations are embedded into the business strategy, enabling us to identify and address material EESG risks and opportunities while responding to evolving stakeholder expectations. To support the implementation of our sustainability priorities, a Sustainability Taskforce led by our Operations Manager has been established to coordinate sustainability initiatives across the Group and monitor progress against our objectives.

Our sustainability efforts continued to focus on three key areas: (1) ensuring the health, safety, and satisfaction of our customers; (2) strengthening environmental stewardship; and (3) nurturing and retaining a skilled, motivated workforce. These priorities reflect our broader mission to deliver exceptional food experiences while acting as a responsible corporate citizen.

We continued to strengthen our resilience against climate-related risks, particularly those affecting food security and supply chain stability through sustainable procurement practices and initiatives aimed at improving energy efficiency and reducing waste.

Our employees remain at the heart of our success. By fostering an inclusive, safe, and supportive workplace that promotes learning and professional development, we continue to build a capable and motivated workforce that supports the Group's long-term growth aspirations.

As we look ahead, we remain committed to continuously enhancing our sustainability practices and strengthening our governance of EESG matters. The Board remains committed to continuous improvement and will continue to guide the Group in adopting responsible business practices, driving innovation, and fostering collaboration across our stakeholder ecosystem.

We would like to express our sincere appreciation to our employees, franchise partners, customers, shareholders, suppliers, and the communities we serve for their continued trust and support. Together, we will continue to build a more sustainable, resilient, and responsible future.

Sincerely,

The Board of Directors

ORGANISATION PROFILE

ST Group Food Industries Holdings Limited is an established Food and Beverage ("**F&B**") group that was established in the Republic of Singapore on 11 January 2018. The Group was listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") on 3 July 2019.

ST Group operates across key international markets, including Australia and New Zealand. The Group's business is structured into four core segments:

- F&B Retail: Comprising a portfolio of brands directly managed and operated by the Group.
- Franchise: Encompassing sub-franchised and sub-licensed outlets within its network.
- Supply Chain: Involving the sale of food and beverage ingredients and related supplies to franchisees, facilitated through the Group's Central Kitchen.
- Machine Income: Derived from electronic dart machines placed in sub-franchised "i Darts" outlets.

Since its establishment in 2011, ST Group has built a diverse portfolio of food and beverage brands, securing exclusive franchise and licensing rights for six internationally recognised concepts — "PappaRich", "NeNe Chicken", "Gong Cha", "Hokkaido Baked Cheese Tart", "IPPUDO", and "i Darts"— across multiple territories. The Group has also developed two own brand concepts: "PAFU" and "KURIMU" which were launched in December 2017 and July 2019 respectively.

In March 2022, ST Group acquired the trademark rights for "PappaRich" in Australia and New Zealand providing greater strategic control over the brand's growth and development in these markets. In June 2023, the Group also entered the Asian grocery segment through the launch of a joint-venture supermarket under the brand "Maita". In November 2023, the Group ventured into a new brand "Homm" and has since expanded to Singapore, Malaysia and Vietnam.

In November 2024, the Group opened its first "TamJai" SamGor Mixian outlet and launched its new brand "Onimusubi", a Japanese-inspired flavoured rice ball concept in March 2025, both located in Melbourne. In June 2025, the Group opened its first franchised brand "EatAlley", bringing authentic Malaysian cuisine to Melbourne's central business district.

Between 2012 and 2024, ST Group experienced substantial growth, adding more than 100 outlets across its core markets. As of 30 June 2026, the Group operates a total of 176 outlets, with most being across Australia and New Zealand. The Central Kitchen plays a strategic role in maintaining consistency in product quality across the network and supports ongoing research and development to drive culinary innovation.

ABOUT THIS REPORT

This Sustainability Report provides an overview of ST Group's sustainability approach, key initiatives, and performance for the period from 1 July 2025 to 30 June 2026.

Reporting Principles & Statement of Use

In line with our commitment to transparency and continuous improvement, the report has been prepared with reference to the Global Reporting Initiative ("**GRI**") Universal Standards 2021 and complies with the sustainability reporting requirements set out in Rules 711A and 711B of the SGX-ST Listing Manual Section B: Rules of Catalist.

The Group adopts the GRI standards as it is widely recognised as the global benchmark for transparency in disclosing EESG information, creating accurate reports that are comparable across time. To ensure the relevance and integrity of this report, we have rigorously applied the following GRI reporting principles:

- Content Principles: Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness.
- Quality Principles: Accuracy, Balance, Clarity, Comparability, Reliability, and Timeliness.

A GRI Content Index is provided at the end of this report to offer a structured overview of our disclosures.

Our reporting approach is also guided by the United Nations Sustainable Development Goals ("**UN SDGs**"), which reinforce our commitment to sustainable development and reflect our progress toward creating long-term positive impact.

In addition, this year marks our first year progressively aligning with the International Financial Reporting Standards S2 Climate-related disclosures ("**IFRS S2**") set by the International Sustainability Standards Board ("**ISSB**"), and we aim to broaden the scope of our climate-related disclosures and align fully with the disclosures by FY2031.

The Board has reviewed and approved the contents of this report, ensuring comprehensive coverage of all key topics.

Reporting Scope

This report covers the geographical regions where the Group mainly operates, namely Australia which serves as our operational headquarter and New Zealand. The report provides insights across our core business segments: F&B Retail, Franchise operations, and Supply Chain functions. In addition, Scope 1 and Scope 2 emissions have been expanded to cover all subsidiaries in the consolidated accounting group and outlets under the Group's operational control. For further details on the group's investment in subsidiaries and joint ventures, please refer to pages 110 – 120 of our FY2026 Annual Report.

Assurance

The Group has implemented robust internal controls and verification processes to ensure the accuracy, completeness, and reliability of the information presented in this report. Since FY2022, CLA Global TS has been engaged to perform internal review on selected sections of our sustainability reporting processes on a rotational basis. While this report has not been subject to external assurance, we are progressively exploring external assurance for future reports as part of our ongoing commitment to enhancing transparency, reliability and credibility in future sustainability reporting.

Availability & Feedback

This report complements the Group's FY2026 Annual Report, which can be accessed online via SGXNet and our corporate website. We value input from our stakeholders to enhance our sustainability efforts. Please direct any questions or feedback regarding this report to: info@stgroup.net.au.

OUR SUSTAINABILITY STORY

With growing awareness of climate change and its environmental impacts, consumers are increasingly seeking more sustainable products and services. To meet these evolving expectations, sustainability is embedded across our supply chain operations, with a strong focus on responsible sourcing practices. We are committed to protect biodiversity by avoiding ingredients derived from endangered species and ensuring that key ingredients, such as cooking oils, are sourced responsibly and sustainably.

We remain committed to our mission to deliver authentic Asian cuisine across our markets, preserving the rich culinary heritage and unique flavours that define each of our brands. To uphold this commitment, we maintain stringent food safety, quality, and hygiene standards across our operations, ensuring that customers receive products and services of the highest standard.

Our people remain a key driver to our success, and we continue to invest in comprehensive training and development to enhance the skills and capabilities of our employees. Concurrently, we adopted several green initiatives across our operations, including the installation of solar panels, energy-efficient Light-emitting Diode ("**LED**") lighting, and facility designs that maximise natural ventilation and reduce energy consumption.

Looking ahead, ST Group remains committed to advance its sustainability journey. We will continue to explore innovative solutions, strengthen strategic partnerships, and enhance our sustainability practices to build resilience, address climate-related challenges, and create long-term value for our stakeholders.

Our Sustainability Approach

The Board places strong emphasis on sustainability, working closely with senior management to provide strategic direction on the Group's sustainability agenda. It oversees the integration of sustainability considerations into business strategy and is responsible for identifying and endorsing material EESG factors, ensuring that they are properly managed and closely monitored. To strengthen governance and oversight, all Board members have completed the mandatory sustainability training required under the latest SGX guidelines.

To support this commitment, a dedicated Sustainability Taskforce led by the Operations Manager has been established to guide and coordinate sustainability efforts across business units. Sustainability considerations are fully embedded within the Group's strategic planning process, reflecting the Group's commitment to responsible corporate governance, long-term resilience, and sustainable value creation for stakeholders.



Contribution to the Sustainable Development Goals

The Group's business strategy is closely aligned with the UN SDGs, underscoring its enduring commitment to sustainable development. The UN SDGs provide a global framework for tackling key social, environmental, and economic challenges. The following section outlines the Group's ongoing efforts and contributions towards supporting and advancing these global objectives.

Focus Areas	UN SDGs	The Group's Contributions	Targets for FY2027
Focus 1: Governance & Ethics		• Foster robust corporate governance, uphold non-discriminatory practices, and cultivate collaborative partnerships with government and regulatory bodies to promote sustainable development.	• To maintain zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption.
Focus 2: Our Customers		• Ensure that all our customers have access to safe and nutritious food.	• To maintain zero non-compliance incidents or health concerns relating to our customers' health and safety. • Ensure that all our outlets meet regulatory and brand-specific requirements

Focus Areas	UN SDGs	The Group's Contributions	Targets for FY2027
Focus 3: Our Environment		• Enhance energy efficiency and promote the adoption of renewable energy sources like solar energy whenever feasible. • Minimise resource wastage through reduction, recycling, and reuse initiatives. • Regularly monitor paper and energy consumption to identify opportunities for improvement. • Identify and implement strategies to enhance resource efficiency and optimise resource usage.	• To maintain our Central Kitchen energy intensity ratio of 0.05 kWh per AUD in Central Kitchen revenue. • To maintain our Central Kitchen emissions intensity ratio at 45.2 tCO_2e per million AUD in Central Kitchen revenue. • To maintain zero incidents of non-compliance with local environmental guidelines
Focus 4: Our People		• Create employment opportunities and enhance productivity through technological innovation. • Implement non-discriminatory hiring practices to ensure fair employment opportunities.	• To conduct annual performance appraisals and reviews for 100% of all our employees at the headquarter. • To maintain zero number of fatalities or high consequence work-related injuries

Awards and Certifications

The Group has received recognition for its excellence in the F&B industry through awards and accreditations from reputable international organisations.

ACCREDITATIONS

HACCP (Hazard Analysis & Critical Control Points) – Central Kitchen

Papparich Central (Melbourne) Pty Ltd

EXPIRY: 13 APRIL 2027
AWARDING ORGANISATION: HACCP AUSTRALIA PTY LTD

ISO 9001:2015 Quality Management

Papparich Central (Melbourne) Pty Ltd

GRANTED / EXPIRY: FEBRUARY 2021 / FEBRUARY 2027
AWARDING ORGANISATION: ICG COMPLIANCE PTY LTD

AWARDS

Eat Drink Design Awards
Best Retail Design 2020

Kurimu the Glen

YEAR: 2020
AWARDING ORGANISATION: ARCHITECTURE MEDIA, AUSTRALIA

Chadstone 2018 Annual Retail Excellence Awards – Winner in the Food Category

PappaRich

JANUARY 2018 & JULY 2018
AWARDING ORGANISATION: CHADSTONE SHOPPING CENTRE MELBOURNE, AUSTRALIA

Lord Mayor's Choice Award

PappaRich

YEAR: 2018
AWARDING ORGANISATION: LORD MAYOR ANDREW WILSON PARRAMATTA SYDNEY, AUSTRALIA

Fast 50 Contender

Gong Cha

YEAR: 2018
AWARDING ORGANISATION: DELOITTE FAST 50 2018 REGIONAL AWARDS, NEW ZEALAND

Best Café of the Year 2018

Gong Cha Newmarket

YEAR: 2018
AWARDING ORGANISATION: NEWMARKET BUSINESS AWARDS 2018, NEW ZEALAND

Best New Concept

ST Group, Hokkaido Baked Cheese Tart

YEAR: 2017
AWARDING ORGANISATION: QSR MEDIA, DETPAK AWARDS 2017, AUSTRALIA

5 Star Food Safety Awards in Recognition of 5 Star Food Safety Practices

PappaRich Express

YEAR: 2017
AWARDING ORGANISATION: CITY OF MANNINGHAM VICTORIA, AUSTRALIA

City of Monash Golden Plate Award for 5 Stars in the Food Safety Assessment

PPR Co Outlets Pty Ltd

YEAR: 2017
AWARDING ORGANISATION: CITY OF MONASH PUBLIC HEALTH UNIT, AUSTRALIA

STAKEHOLDER ENGAGEMENT

The Group believes that stakeholder engagement is essential to building a sustainable business. We recognise that stakeholder perspectives provide valuable insights that can strengthen our sustainability initiatives and support informed decision-making. As such, we actively engage with our stakeholders through regular and meaningful dialogue, while also participating in relevant industry and government forums to stay informed of emerging developments and material stakeholder concerns.

We identify key stakeholders as groups who have material impact or could potentially be impacted by our operations. After evaluating our engagement with key stakeholders of the Group and the recommendations of an EESG consultant, we identified key concerns that are important to both our external and internal stakeholders. These insights guide our sustainability priorities and help ensure that we respond effectively to stakeholder concerns and evolving business needs.

The following table summarises our key stakeholders, engagement platforms, their key concerns, and our responses to the concerns.

Stakeholders	Engagement Platforms	Key Concerns	Our Responses/Outcomes	Relevant Focus Area
Employees	Performance appraisal Training and education	• Remuneration and benefits • Training and development • Ethics and conduct • Diversity and fair employment • Health and safety	• Provide intensive training for each employee in the areas of health and safety • Provide meaningful performance review and feedback for staff • Ensure career advancement opportunities are available for qualified employees • Provide timely updates on organisational changes and policies • Provide HR training on Australia employment rights	Focus 4: Our People
Customers	Customer surveys / reviews Advertisements/ media campaigns	• Food safety and hygiene • Variety of food • Ethical procurement practices • Customer service and food quality • Personal data protection	• Provide a pleasant dining experience for our customers and staying updated on consumer tastes and preferences. • Maintain stringent food hygiene and safety standards. • Comply fully with data protection regulations and implement proper customer data and management practices.	Focus 1: Governance and Ethics Focus 2: Our Customers

Stakeholders	Engagement Platforms	Key Concerns	Our Responses/Outcomes	Relevant Focus Area
Suppliers	Supplier evaluation Supplier management	• Health and safety • Ethical procurement practices • Environmental compliance • Socioeconomic compliance	• Obtain clarifications on supplier practices and provide feedback for further improvement	Focus 1: Governance and Ethics Focus 3: Our Environment
Community	Corporate social responsibility programme Sponsorship Corporate donations	• Community engagement services	• Identify beneficiaries, their needs and the amount of support available from the Group	No specific Focus Area
Government and Regulators	Industry seminars	• Food safety and compliance • Ethical procurement practices • Personal data protection	• Comply fully with all laws and regulations • Engage regulators on regulatory changes and developments	Focus 1: Governance and Ethics Focus 3: Our Environment
Shareholders	Company announcements Annual reports Sustainability reports	• Economic performance • Ethical procurement practices • Anti-corruption	• Publish informative and insightful Annual Reports, Sustainability Reports, and announcements	Focus 1: Governance and Ethics



MATERIALITY ASSESSMENT

The Group identifies material topics by evaluating their significance to both internal and external stakeholders. Our materiality assessment process for this report comprises the following key steps:

1. **Identification** – We begin by identifying topics that are relevant to the Group, taking into account sector-specific risks and opportunities.
2. **Prioritisation** – These topics are then prioritised based on their relevance to stakeholder concerns and alignment with our values, policies, operational systems, strategic goals, financial planning, and long-term business model.
3. **Review** – We conduct regular reviews to ensure the continued relevance of previously identified material topics.
4. **Validation** – The final list and order of disclosure are validated by the Board to ensure alignment with the Group's strategic direction.

In FY2026, the Board has concluded that the material sustainability topics identified in prior year remain relevant.

Each material topic is accompanied by defined boundaries, indicating where its related impacts occur, whether within the Group's operations or across our value chain.

Material Topics	Boundaries
Governance	
GRI 205: Anti-corruption	The Group
Environmental	
GRI 302: Energy	The Group
GRI 305: Emissions	
GRI 306: Waste	F&B Retail and Supply Chain
Social	
GRI 401: Employment	The Group
GRI 403: Occupational Health and Safety	
GRI 416: Customer Health and Safety	

ANTI-CORRUPTION

Management Approach

ST Group is committed to upholding the highest standards of integrity, ethics, and corporate responsibility across all aspects of its operations. Our culture is built on fundamental principles of honesty, accountability, and responsibility, which are reinforced through our Employee Code of Conduct. This code serves as a guiding framework for all employees, directors, and partners, on expected standards for ethical behaviour and a zero-tolerance approach to corruption, bribery, and other forms of misconduct.

We recognise the importance of proactively managing corruption and compliance risks in an increasingly complex business environment. The Group has established robust policies, procedures, and internal controls to identify, monitor, and mitigate potential risks associated with unethical practices. These measures support our commitment to conduct business with transparency, accountability, and integrity, while maintaining the trust and confidence of our stakeholders.

Operations Assessed for Risks Related to Corruption

GRI 205-1

ST Group adopts a proactive stance in safeguarding the integrity of our operations by continuously assessing and addressing potential corruption risks in a timely manner. At the outlet level, the risk of cash theft is mitigated through the daily consolidation and reconciliation of cash transactions at the close of business. At the corporate level, bribery and fraud risks are managed through robust internal controls, including the requirement for dual authorisation of invoices exceeding AUD$2,000 and independent verification by two personnel before payments are processed.

As part of our approach, anti-corruption considerations are embedded within both strategic planning and day-to-day operations through our established risk management framework. For more information on our corporate governance and risk management practices, please refer to the Corporate Governance section of our FY2026 Annual Report.

We are pleased to report that no significant corruption risks were identified during this reporting period, reflecting the effectiveness of our internal controls and our commitment to ethical business conduct. We remain vigilant and will continue to regularly review and assess our operations to prevent any occurrences of corruption.

Communication and Training about Anti-Corruption Policies and Procedures

GRI 205-2

The Group places strong emphasis on effective communication and training as key components of our anti-corruption efforts. All employees, including Board members and senior management, are required to participate in regular training on our anti-corruption policies to ensure that they remain informed and equipped to identify, prevent and report unethical conduct.

Through regular training and awareness programmes, we reinforce our commitment to integrity and clearly communicate the standards of ethical behaviour expected across the organisation. Furthermore, employees – particularly those involved in procurement – are required to disclose any

potential conflicts of interest with suppliers every six months. This practice promotes greater transparency across all business dealings.

Confirmed Incidents of Corruption and Actions Taken

GRI 205-3

In FY2026, ST Group is pleased to report that no confirmed cases of corruption were identified. Additionally, there were no legal proceedings related to corruption involving the Group or its employees during the year. Our whistleblowing policy, which provides a secure and responsible channel for reporting suspected misconduct, did not record any case of corruption throughout the period.

We will continue to uphold high ethical standards and remain committed to prompt and decisive action against any potential corruption.

Targets

Looking ahead to FY2027 and beyond, the Group has set clear targets to maintain and build upon our positive progress:

- **Zero Corruption Incidents**: We remain committed to upholding our track record by preventing any incidents of corruption, bribery, or related legal cases.
- **Ongoing Employee Training**: Ongoing training on anti-corruption policies, procedures, and ethical standards will be conducted for all employees to ensure that our workforce remains informed and aligned with our values.
- **Continuous Enhancement**: Recognising the need for ongoing vigilance, we will regularly review and strengthen our anti-corruption measures to keep advancing our ethical governance practices.

These goals support our overarching commitment to foster a culture of integrity and accountability throughout ST Group and in all our interactions with partners, customers, and communities.

FY2026 Targets	Maintain zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption
FY2026 Performance	Achieved zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption
FY2027 Targets	Maintain zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption



WASTE

Management Approach

The Group recognises the environmental impact associated with waste generation across its operations, particularly within the food and beverage industry. As part of our commitment to responsible environmental stewardship, we continuously review and refine our waste management practices to ensure alignment with local regulations and global standards. Our holistic waste management strategy centres around source reduction, active recycling initiatives, and responsible disposal methods.

As climate change continues to present a global challenge, governments around the world are introducing stricter regulations to reduce environmental impacts and encourage more sustainable practices. In response to evolving regulations, we have taken decisive action to reduce reliance on single-use plastics. Following the New South Wales government's ban on single-use plastics with effect from 1 June 2022, we phased out plastic bags by transitioning to paper bags upon depletion of existing inventory across all outlets. Similarly, after Australia and New Zealand implemented nationwide bans on single-use plastic cutlery in 2022, we replaced plastic cutlery with wooden or biodegradable alternatives. These measures demonstrate our commitment to minimising plastic waste and supporting a more sustainable future. Since May 2025, the Group has commenced trialling the use of compostable sugar cane straws at Group-owned Gong Cha outlets as a sustainable alternative to conventional single-use plastic straws.

The Group practices and encourages recycling within our business model. For new store fit-outs, the Group seeks to maximise the reuse of existing fixtures and fittings left by previous tenants wherever practicable, reducing the need for new materials and conserving natural resources. To further reduce waste, the Group's PappaRich outlets, which provide dine-in services, are gradually transitioning from wooden and plastic tableware to more durable steel tableware. This transition reduces the need for frequent replacements, thereby lowering waste generation. In addition, steel can be recycled at the end of its useful life, supporting resource conservation and the Group's broader waste reduction and circular economy efforts.

In addition, we actively seek innovative solutions and opportunities for collaboration to further reduce our environmental footprint. These efforts reflect our commitment to responsible resource stewardship and the preservation of natural resources for future generations.

Management of Significant Waste-Related Impacts

GRI 306-2

To minimise waste generation and promote resource recovery, ST Group has implemented several targeted waste management initiatives. The Group collaborated with a certified supplier who holds Safe Quality Food ("**SQF**") and Hazard Analysis and Critical Control Points ("**HACCP**") certifications, demonstrating its high standards in food safety. The supplier collects and recycles used cooking oil generated from our operations, converting it into biodiesel and other sustainable products. Their SQF certification remains valid until 2 July 2027, and they maintain HACCP accreditation for managing waste cooking oil through 31 May 2029.

In FY2026, approximately 312,270 litres (FY2025: 334,491 litres) of used cooking oil were collected and processed in an environmentally responsible way. In locations with limited space, our employees practice waste segregation to separate recyclable from non-recyclable waste. Through supporting circular economy and ensuring responsible waste disposal, these initiatives underscore our dedication to sustainability and optimising resource efficiency. We will continue to review and refine our waste management practices to enhance efficiency and ensure compliance with local regulations.

Waste Generated

GRI 306-3

In FY2026, our Central Kitchen generated approximately 110.384 metric tonnes of waste (FY2025: 114.815 tonnes), which was disposed and handled responsibly. A significant portion of this waste was directed to licensed waste management companies for sorting and recycling, minimising potential environmental impacts.

One of our key waste reduction initiatives is the recycling of used cooking oil. At the Central Kitchen, used cooking oil is collected in designated storage containers and returned to our certified recycling partner, where it is processed into biodiesel and other environmentally sustainable products. This initiative supports our efforts to reduce waste sent for disposal while promoting the circular use of resources. Through these measures, we continue to strengthen our waste management practices and reinforce our commitment to sustainable operations.

Performance and Targets

We are pleased to report that we met our goal of zero incidents of non-compliance with local environmental regulations in FY2026, and we have reaffirmed it as a continued priority for FY2027 and beyond. This target and achievement reflect our proactive approach and commitment to environmental responsibility.

Waste generated from the Central Kitchen decreased, resulting in less used cooking oil recycled as compared to FY2025.

Ongoing enhancements in waste segregation, recycling, disposal practices and monitoring our waste streams ensures that we comply with regulatory standards, reduce potential environmental harm and prevent any lapses in environmental performance. Through the achievement of this target, we strengthen our commitment to responsible environmental stewardship, supporting the conservation of natural resources while creating positive impacts for the communities we serve.

FY2026 Targets	Zero incidents of non-compliance with local environmental guidelines
FY2026 Performance	Achieved zero incidents of non-compliance with local environmental guidelines
FY2027 Targets	Zero incidents of non-compliance with local environmental guidelines

EMPLOYMENT

Management Approach

ST Group values and recognises that our employees are central to the Group's long-term success. We remain committed to fostering an inclusive, supportive, and engaging work environment. We believe that a motivated and empowered workforce is essential to delivering exceptional customer experiences and driving sustainable business performance.

In FY2026, we continued to promote a collaborative and inclusive culture by encouraging participation from employees at all levels, including frontline and junior team members, in discussions that affect daily operations. This inclusive strategy integrates their insight and ensures that the Group's decisions are informed, enhancing operational effectiveness and promoting a sense of ownership across all levels of the organisation. In addition, internal promotions are considered before seeking external candidates, and several outlet staff have been promoted to the headquarter level in recognition of their performance and commitment.

Employee well-being is supported through comprehensive and competitive benefits that cater to the diverse needs of our workforce. We comply with government-mandated carers and parental leave policies and offer flexible work arrangements. Through these efforts, we aim to cultivate a workplace where employees feel valued, respected, and supported in reaching their full potential.

Benefits Provided to Full-Time Employees That Are Not Provided to Temporary or Part-Time Employees

GRI 401-2

ST Group is committed to providing fair and competitive remuneration and benefits that recognise the contributions and dedication of our employees. While we seek to support both part-time and full-time employees through a range of employee benefits, certain benefits are designed specifically for full-time employees in recognition of their long-term commitment and integral role in our operations.

For example, corporate staff based at our headquarter are provided with laptops to work remotely when necessary. This arrangement enhances operational efficiency while supporting a healthier work-life balance by accommodating diverse working needs and personal commitments.

Performance and Targets

ST Group is committed to fostering a motivated, high-performing, and engaged workforce by setting clear goals and implementing targeted initiatives. In FY2026, we achieved our target of conducting annual performance reviews for 100% of our employees at the headquarter. We remain committed to maintaining this achievement in FY2027 and beyond, recognising that regular performance reviews are essential for supporting employee development, enhancing performance, and driving continuous improvement.

Employee engagement and satisfaction remain a key priority, as these elements are critical to reducing turnover and enhancing overall productivity. Over the medium term (1–3 years), we plan to review our performance management framework and further align employee incentives with departmental and organisational objectives to strengthen employee motivation and reward contribution.

Over the longer term, ST Group will continue to cultivate a merit-based workplace culture where career progression is driven by performance, capability, and potential, while empowering senior staff to serve as mentors to newer team members. This approach aims to support the development of newer staff while fostering leadership development across the organisation.

Through these efforts, we seek to build a resilient, capable, and future-ready workforce that supports ST Group's long-term growth and success.

FY2026 Targets	To conduct annual performance appraisals and reviews for 100% of all our employees at the headquarter
FY2026 Performance	Conducted annual performance appraisals and reviews for 100% of all our employees at the headquarter
FY2027 Targets	To conduct annual performance appraisals and reviews for 100% of all our employees at the headquarter

OCCUPATIONAL HEALTH AND SAFETY

Management Approach

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

At ST Group, the health, safety, and well-being of our employees are of paramount importance. We are committed to maintaining a safe and supportive work environment across all areas of our operations, including kitchens, restaurant outlets, and production warehouses. Through the implementation of safety protocols and a strong culture of awareness and accountability, we strive to protect our employees and promote a safe working environment for all.

Our comprehensive Health and Safety Policy Statement is available to all employees and outlines our approach to workplace safety. It includes policies on:

- **Code of Conduct**, which sets expectations for responsible and ethical behaviour
- **Drug and Alcohol Use**, to manage substance misuse in the workplace
- **Fitness for Work**, to promote employee health and safety awareness
- **Return-to-Work**, to support employees returning after illness or injury
- **Bullying and Harassment**, to prevent misconduct and support affected staff

In FY2026, we continued to strengthen workplace safety through targeted training and awareness initiatives. Fire warden training was conducted for warehouse and head office staff, while outlet managers received emergency handbooks with clear protocols for managing unforeseen situations. Safety trainings are conducted regularly to strengthen employee awareness and to ensure that they are equipped with the knowledge and skills needed to prevent and manage workplace risks effectively.

Employees are encouraged to report any hazards, incidents, or near-misses to their supervisors promptly for timely resolution. All incidents are managed under strict standard operating procedures, with thorough documentation and measures implemented to prevent recurrence. In addition, the Group provides comprehensive workplace injury insurance across all regions of operations and guarantees immediate medical attention in the event of any workplace incident to support employee well-being.

We recognise the importance of employee feedback in shaping safer work environments. As such, we maintain open channels of communication and regularly engage staff to understand and address occupational health and safety concerns, supporting a culture of continuous improvement and shared responsibility for workplace safety.

Work-related Injuries

GRI 403-9

The safety and well-being of our employees remain a top priority, and our operations team actively monitors and assesses potential hazards across our operations. Heavy lifting and oil burns have been identified as two of the primary risks faced by our staff, particularly in kitchen and production environments. They are monitored and managed through preventive measures, and no injuries

related to these risks were reported during the reporting period (FY2025: zero), reflecting the effectiveness of our existing controls.

A range of targeted safety measures, including regulated work schedules to reduce employee fatigue, mandatory break periods and avoid excessive work hours wherever possible, have also been implemented to further mitigate risks. Practical work-safe training programmes are provided to ensure that employees are equipped with the knowledge to manage workplace hazards.

We are pleased to announce that in FY2026, the Group recorded zero high-consequence injuries, work-related fatalities, or major health incidents (FY2025: zero), successfully achieving our occupational health and safety targets. This achievement reflects the effectiveness of our safety management practices and reinforces our commitment to providing a safe, healthy, and respectful workplace for all employees in years to come.

Work-related Injuries	Target for FY2026	Performance in FY2026
Number of Fatalities	0	0
Number of High-consequence work-related injuries	0	0
Number of Recordable Work-related Injuries	0	0
Rate of recordable Work-related Injuries	0	0

FY2026 Targets	To maintain zero number of fatalities or high-consequence work-related injuries
FY2026 Performance	Maintained zero fatalities or high-consequence work-related injuries
FY2027 Targets	To maintain zero number of fatalities or high-consequence work-related injuries

CUSTOMER HEALTH AND SAFETY

Management Approach

The Group's mission is to deliver an outstanding dining experience that prioritises both the quality of our cuisine and the safety and comfort of our customers. To provide a comfortable dining experience, restaurant layouts are thoughtfully designed, ensuring adequate seating arrangements while minimising the risk of accidents. As maintaining high standards of hygiene is paramount, access to food preparation areas is restricted to authorised personnel only. Safety notices and barriers are prominently displayed during cleaning activities to ensure that patrons remain informed and protected.

To uphold compliance with regulatory requirements and internal operating standards, regular audits and inspections are conducted across all outlets. We also actively seek, review, and act on feedback from customers and employees to continuously improve our offerings and address concerns in a timely manner. Through these efforts, we remain committed to delivering the highest standards of food safety, hygiene, and service quality.

Assessment of the Health and Safety Impacts of Product and Service Categories

GRI 416-1

ST Group adopts a systematic approach to assess the health and safety impacts of its products and services throughout the value chain, from ingredient sourcing and storage to food preparation and final presentation. This comprehensive process helps ensure that every product we serve meets stringent food safety and quality standards.

Incidents of Non-compliance Concerning the Health and Safety Impacts of Products and Services

GRI 416-2

We are pleased to report that in FY2026, the Group recorded zero incidents of non-compliance relating to the health and safety impacts of our products and services (FY2025: zero incidents). This achievement reflects our rigorous safety protocols, robust monitoring processes, and the commitment of our employees to maintaining the highest standards of food safety and operational excellence.

Performance and Targets

In the upcoming year, we will remain focused on maintaining adherence to applicable regulatory and brand-specific standards. To support continuous improvement, we will enhance audit processes and deliver targeted training programmes across our operations. Through these efforts, we aim to uphold our record of zero health and safety incidents while continuing to provide a safe, enjoyable, and high-quality dining experience for our customers.

FY2026 Targets	• To maintain zero number of non-compliance incidents or health concerns relating to our customers' health and safety • To ensure that all our outlets meet regulatory and brand-specific requirements
FY2026 Performance	• Maintained zero non-compliance incidents or health concerns relating to our customers' health and safety. • All outlets met regulatory and brand-specific requirements

FY2027 Targets	• To maintain zero number of non-compliance incidents or health concerns relating to our customers' health and safety • To ensure that all our outlets meet regulatory and brand-specific requirements

ENERGY

Management Approach

ST Group is committed to responsible energy management as a key component of reducing our environmental footprint and supporting the long-term sustainability of our business. Building on our existing initiatives, we have embedded energy efficiency into our operational practices, from the design of our outlets to the day-to-day operations of our Central Kitchen. Energy conservation remains a core focus as we seek to improve resource efficiency and minimise environmental impacts.

We consider and incorporate feedback from both customers and staff to fine-tune our energy practices when reviewing our energy management practices, ensuring that our initiatives remain practical, effective, and aligned with operational needs. Through continuous improvement and responsible resource management, we aim to strengthen operational efficiency while supporting our broader sustainability objectives.

Energy Consumption[1] within the Organisation

GRI 302-1

In FY2026, the reporting scope has also been expanded to cover energy consumption data from our Central Kitchen and outlets. Energy consumption across these operations primarily comprises electricity and natural gas used for food preparation, kitchen operations, and outlet activities. We will continue to focus on enhancing energy efficiency and optimising resource consumption across our operations while strengthening our data collection process to improve the accuracy, reliability and completeness of our reporting.

Natural Gas Consumption (MJ)	**FY2025**	**FY2026**
Operations		
Central Kitchen	894,231.0	892,532.0
Outlets	-	5,854,000.6
Total	**894,231.0**	**6,746,532.6**
Location		
Australia	-	5,804,805.7
New Zealand	-	941,726.9
Total	**894,231.0**	**6,746,532.6**

Electricity Consumption (kWh)	**FY2025**	**FY2026**
Operations		
Central Kitchen	**620,478.2**	**640,812.7**

[1] FY2025 energy and electricity consumption only consists of data from the Group's Central Kitchen, hence data across both years are not directly comparable.

- Grid Electricity	616,873.0	638,130.0
- Solar Electricity	3,605.2	2,682.7
Outlets	-	2,372,411.6
Total	**620,478.2**	**3,013,224.3**
Locations		
Australia	-	2,211,065.0
New Zealand	-	802,159.3
Total	**620,478.2**	**3,013,224.3**

Energy Intensity

GRI 302-3

ST Group evaluates the energy efficiency of its operations by measuring total energy consumed relative to revenue generated. Our Central Kitchen energy intensity ratio is calculated by dividing the Central Kitchen's electricity consumption by its gross revenue, while the Group energy intensity ratio is calculated by dividing the total electricity usage by the Group's revenue. In FY2026, the Central Kitchen energy intensity ratio remained stable at 0.05 kWh per AUD in revenue at our Central Kitchen (FY2025: 0.05 kWh per AUD in revenue), indicating that the increase in electricity consumption was proportionate to the growth in supply chain activity and revenue generation. Meanwhile, the Group's overall energy intensity ratio, which includes both Central Kitchen and retail outlets, was recorded to be 0.05 kWh per AUD in Group revenue. This demonstrates the Group's ability to maintain energy efficiency levels while supporting higher operational demand.

Energy Intensity (kWh/AUD)	FY2025	FY2026
Central Kitchen	**0.05**	**0.05**
Group	**-**	**0.05**

Reduction of Energy Consumption

GRI 302-4

The Group continues to pursue energy-efficient measures such as the implementation of LED lighting and utilising natural ventilation at our retail outlets to lower energy consumption while enhancing the overall dining experience for our customers.

In our energy-intensive Central Kitchen, we continued the use of renewable energy sources through the installation of solar panels, this initiative helps to meet our higher energy demands while reinforcing our long-term commitment to sustainability and responsible energy use. To ensure efficient consumption, restaurant equipment is regularly maintained for optimal fuel combustion. These efforts have reduced both operating costs and carbon emissions, while ensuring that production efficiency and food quality are not compromised.

Looking ahead, we aim to reduce the use of non-renewable gas in our cooking process by integrating electrical cooking procedures in at least 2 outlets. Through these efforts, we aim to reduce our environmental footprint while supporting sustainable and cost-effective operations.

Performance and Targets

In FY2026, the Group achieved its target of maintaining energy intensity of the Central Kitchen. As the

reporting scope of energy consumption was newly expanded this year to include all subsidiaries, hence the Group's current energy intensity target remains focused on the Central Kitchen. FY2026 and FY2027 will serve as a baseline data collection period to support the development of future Group-wide energy intensity targets.

The Group will continue to explore innovative energy-saving technologies to improve the energy efficiency of our Central Kitchen and outlets. These efforts reflect our ongoing dedication to responsible energy management. We will continue striving to meet or exceed these standards in FY2027 and beyond, reinforcing our long-term commitment to operational efficiency and environmental sustainability.

FY2026 Targets	To maintain our energy intensity ratio of 0.05 kWh per AUD in revenue at our Central Kitchen
FY2026 Performance	Maintained our energy intensity ratio of 0.05 kWh per AUD in revenue at our Central Kitchen
FY2027 Targets	To maintain our energy intensity ratio of 0.05 kWh per AUD in revenue at our Central Kitchen

EMISSIONS

Management Approach

At ST Group, we recognise the critical importance of managing and reducing greenhouse gas ("**GHG**") emissions, particularly in light of global climate change challenges. Minimising our environmental impact is integral to our sustainability strategy. In FY2026, the reporting scope has also been expanded to cover emissions from our Central Kitchen and outlets, and we plan to progressively align with the climate-related disclosures in IFRS S2 by FY2031, as mandated by SGX. All emissions data have been calculated in accordance with the GHG Protocol, ensuring accuracy, transparency, and alignment with international standards.

Direct (Scope 1) GHG emissions[2]

GRI 305-1

Our Scope 1 GHG emissions primarily originate from piped natural gas within our Central Kitchen and outlets, which is used for cooking equipment. To address this, we focus on enhancing fuel efficiency through consistent and thorough maintenance of our kitchen equipment. This ensures optimal system performance while minimising direct emissions. Our proactive approach to emission control reflects our broader commitment to environmental responsibility and operational sustainability.

At ST Group, we determine our GHG emissions using the operational control consolidation method as outlined by the GHG Protocol, developed by the World Resources Institute and the World Business Council for Sustainable Development. This accounts for all GHGs (CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3) and focuses on Scope 1 direct emissions.

In FY2026, Scope 1 emissions from Central Kitchen increased slightly compared to FY2025, primarily due to higher operational requirements during the year. At the Group level, total Scope 1 emissions increased significantly following the expansion of the reporting boundary to include the Group's retail outlets. As a result, the FY2026 total Group emissions data is not directly comparable with FY2025.

Scope 1 Emissions (tCO_2e)	FY2025	FY2026
Operations		
Central Kitchen	49.6	45.9
Outlets	-	287.9
Total	**49.6**	**333.8**
Location		
Australia	49.6	282.7
New Zealand	-	51.1
Total	**49.6**	**333.8**

[2] FY2025 scope 1 emission factors are supplier-specific and emissions reported consist of data from Central Kitchen only. FY2026 scope 1 emission factors are supplier-specific where available. Where supplier-specific emissions were not available, emissions were calculated using an emission factor of 51.4kg CO_2e/GJ obtained from Australian National Greenhouse Accounts Factors and 54.2862kg CO_2e/GJ from Measuring Emissions Catalogue 2026.

Indirect (Scope 2) GHG emissions[3]

GRI 305-2

Our Scope 2 emissions are attributable to our purchase of electricity from the Australian and New Zealand national grid, as well as solar electricity generated from the solar panels installed at our Central Kitchen in Australia. The increase in emissions was due to the expansion of Scope 2 emissions reporting to include the Group's outlets in addition to emissions from the Central Kitchen, hence the data is not directly comparable across the 2 years. Although the Group generates solar electricity, no renewable energy certificates were obtained in FY2025 and FY2026.

Scope 2 emissions calculation method - Location-based[4]	Scope 2 emissions (tCO_2e)	
	FY2025	FY2026
Operations		
Central Kitchen	484.0	416.5
Outlets	-	1,083.8
Total	**484.0**	**1,500.3**
Location		
Australia	484.0	1,437.2
New Zealand	-	63.1
Total	**484.0**	**1,500.3**

Scope 2 emissions calculation method - Market-based[5]	Scope 2 emissions (tCO_2e)	
	FY2025	FY2026
Operations		
Central Kitchen	530.5	551.9
Outlets	-	4,719.3
Total	**530.5**	**5,271.2**
Location		
Australia	530.5	5,208.2
New Zealand	-	63.0
Total	**530.5**	**5,271.2**

GHG Emissions Intensity

GRI 305-4

At ST Group, we assess our GHG emissions intensity to evaluate the environmental efficiency of our operations. Central Kitchen GHG emissions[6] intensity is derived by dividing emissions generated from the Central Kitchen over the Central Kitchen revenue, while the Group emissions intensity was calculated by dividing the Group's total emissions by the Group's total revenue. This approach

[3] FY2025 emissions consist of data from Central Kitchen only, hence the data across 2 years is not directly comparable.
[4] FY2025 grid emissions factor of 0.79 $kgCO_2e/kWh$ taken from Australia's National Greenhouse Accounts Factors 2024 and 2025 at Australian National Greenhouse Accounts Factors. FY2026 grid emission factors of 0.65 $kgCO_2e/kWh$ and 0.00786225 $kgCO_2e/kWh$ were taken from Australia's National Greenhouse Accounts Factors 2024 and 2025 at Australian National Greenhouse Accounts Factors and New Zealand's Ministry for the Environment at Measuring Emissions Catalogue 2026 respectively.
[5] FY2025 and FY2026 Market-based emissions factors are supplier-specific. Where supplier-specific emissions were not available, emissions were calculated using an emission factors obtained from Australian National Greenhouse Accounts Factors and Measuring Emissions Catalogue 2026.
[6] Total emissions represent scope 1 and market-based scope 2 emissions.

provides a standardised method to track progress over time and identify areas for improvement.

In FY2026, our Central Kitchen GHG emissions intensity was recorded at 45.1 tCO_2e per million AUD in revenue (FY2025: 45.2 tCO_2e per million AUD revenue), with 597.8 tonnes of GHG emissions and a revenue of AUD $13.3 million generated. The Group generated 5,605.0 tonnes of GHG emissions and a revenue of AUD $57.2 million, recording a Group emission intensity of 98.0 tCO_2e per million AUD. This ratio serves as a critical benchmark, providing insights into how effectively we are reducing emissions relative to business growth.

Emissions Intensity (tCO_2e/million AUD)	FY2025	FY2026
Central Kitchen	**45.2**	**45.1**
Group	**-**	**98.0**

Reduction of GHG Emissions

GRI 305-5

As part of our ongoing efforts to reduce our environmental footprint, solar panels have been installed at our Central Kitchen in Australia to reduce our reliance on non-renewable energy sources. Furthermore, our F&B retail outlets continue to implement energy-saving measures, such as LED lighting and natural ventilation systems, to enhance operational efficiency while reducing energy consumption and carbon emissions.

Targets

Looking ahead, our objective for FY2027 and beyond is to continue maintaining or further reduce our emissions intensity ratio at the Central Kitchen, building on the progress made in FY2026. With the expansion of the reporting scope to include all subsidiaries, FY2026 and FY2027 will serve as baseline years for data collection and analysis to support the establishment of future Group-wide emissions intensity targets.

The Group is prioritising the procurement of energy- and water-efficient machinery to optimise resource use and lower utility-related emissions. These efforts reaffirm our long-term commitment to environmental responsibility and operational sustainability.

FY2026 Targets	To maintain our Central Kitchen emissions intensity ratio at 45.2 tCO_2e per million AUD in Central Kitchen revenue
FY2026 Performance	The Group achieved an emissions intensity ratio of 45.1 tCO_2e per million AUD in Central Kitchen revenue.
FY2027 Targets	To maintain our Central Kitchen emissions intensity ratio at 45.2 tCO_2e per million AUD in Central Kitchen revenue
Medium-term Targets (1-3 years)	To reduce usage of non-renewable gas in cooking process by integrating a fully electrical cooking procedures in at least 2 outlets.
Medium to Long-term Targets (1-5 years)	To reduce carbon footprint by reducing imported goods.

CLIMATE-RELATED DISCLOSURES

Strategy

The tables below detail the climate-related risks and opportunities the Group has identified as material.

Climate-related risks

Type of Risk	Name of Risk	Impacts of risk (strategy, business model and financial)	Direct mitigation actions taken
Physical - Acute	Disruption from Extreme Weather	Heatwaves or storms can disrupt supply chains, damage stores, reduce customer visits.	We source suppliers from multiple regions to avoid over-reliance and maintain insurance coverage for climate-related damages.
Transition - Policy and Legal	Compliance with Regulatory Obligation Requirements	New government regulations on emissions, waste, or packaging could increase compliance costs and require significant operational changes.	We monitor regulatory developments and align operations in advance.
Transition - Market	Changes in Resource Availability/Cost	Supplies and ingredients shortages may raise prices and prevent us from meeting customer needs.	We review and set procurement strategy for alternative supplies.
Transition - Reputation	Reputation and Public Perception	Negative public perception can reduce customer trust, hurting sales and revenue. It may also make it harder to attract franchisees, staff, and partners, weakening our market position and long-term growth.	We monitor stakeholder expectations and adjust our practices to meet new sustainability standards. Our efforts include cutting emissions and waste, adopting energy-efficient methods, and sourcing sustainable ingredients and packaging.

Climate-related opportunities

Type of Opportunity	Name of Opportunity	Impacts of opportunity (strategy, business model and financial)	Direct management actions taken
Resource Efficiency	Usage of renewable energy source and use of energy saving facility equipment	Using renewable energy and efficient equipment cuts costs. Lower CO_2 emissions can boost reputation and draw eco-friendly customers, increasing sales.	We invest in energy-efficient equipment, including the usage of LED and motion sensors and electric cooking appliances.

Risk Management

Processes for identifying and assessing climate-related risks

The Group integrates EESG risks into its enterprise risk management framework to ensure effective identification, monitoring and oversight of material risks and opportunities. A precautionary approach is applied across both strategic decisions and daily operations, supported by a comprehensive risk management system.

Metrics and Targets

To advance our climate agenda, we have disclosed Scope 1 and 2 GHG emissions in this Sustainability Report on pages 25 to 27. We will continue to monitor these emissions while improving our data gathering methodology to ensure that emissions reported are as accurate and transparent as possible.

In line with the SGX-ST requirement to report Scope 1 and 2 emissions in compliance with ISSB standards starting from FY2026, and to achieve full alignment with IFRS S2 by FY2031, the Group is progressively working towards assessing additional climate-related metrics for potential inclusion as targets to manage risks.

With FY2025 as our base year, we aim to consistently maintain our energy and emissions intensity ratios for future reporting years while continuing to address climate-related risks, opportunities, and performance improvements in future reporting.

GRI CONTENT INDEX

Statement of Use	ST Group Food Industries Holdings Limited has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.
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