SUSTAINABILITY REPORT

FY2024

Contents

CHAIRMAN'S MESSAGE AND BOARD STATEMENT ON SUSTAINABILITY

Polaris Ltd. ("**Polaris**" or the "**Company**", and together with its subsidiaries, the "**Group**") is pleased to present the 8th Sustainability Report (the "**Report**" or the "**Sustainability Report**"). The Report captures Polaris' sustainability efforts, performance and strategies over the financial year from 1 January 2024 to 31 December 2024 ("**FY2024**"). The Board acknowledges its responsibility to maintain the credibility of this Report. We believe that the Report comprehensively covers all relevant factors influencing the Group's ability to create value and represents the Group's overall performance.

As part of our commitment to good governance practices and transparency, we ensure that our performance reporting is holistic and balanced. This is communicated through the Sustainability Report, which also includes discussions surrounding sustainability and an outlook to give our stakeholders insight into our future orientation over the short-, medium- and long-term perspective.

The Board is keenly aware of the growing risks posed by climate change and global warming. The IFRS Sustainability Disclosure Standards ("**IFRS SDS**") issued by the International Sustainability Standards Board ("**ISSB**"), comprising IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("**IFRS S1**") and IFRS S2 Climate-related Disclosures ("**IFRS S2**"), provide a comprehensive framework for sustainability disclosures focused on the needs of investors and financial markets. The IFRS SDS builds on the recommendations from the Task Force on Climate-related Financial Disclosures ("**TCFD**"). They aim to establish a comprehensive global framework for sustainability-related financial disclosures, addressing the needs of capital markets and the demand for consistent, comparable, and verifiable information regarding the exposure to, and management of, sustainability-related risks and opportunities.

This year marks the Group's first adoption of IFRS SDS for climate-related disclosures. As such, comparative information for the previous financial year is not available. However, prior-year information previously reported in alignment with the Global Reporting Initiative ("**GRI**") Standards continues to be presented for comparability purposes. We aim to improve our climate-related risk assessment progressively.

The Board is committed to sustainable business practices to enhance stakeholder trust and the value of the Group. It has determined the material Environmental, Social and Governance ("**ESG**") factors and overseen the identification, monitoring and management of risks and opportunities relating to ESG issues material to our business with the support of Polaris Sustainability Committee ("**PSC**"), which is chaired by the Chief Executive Officer and includes designated senior executives. With support from the Management, the PSC identified the types of ESG topics relevant to the Group's day-to-day operations and assessed and determined the ESG topics to be disclosed in this Report based on the materiality, impact and influence on stakeholder values, as well as the achievement of the Group's strategic objectives. The Board has given directions and advice concerning those material issues.

The Board also evaluates and considers ESG risks and opportunities relevant to the Group during the formulation of overall business strategy, objectives, and performance measurements. All Board members have completed the sustainability training course as required under Rule 720(6) of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual Section B: Rules of Catalist ("**Catalist Rules**"). The Board shall continue to dedicate leadership and maintain a high standard of sustainability governance to drive continuous and long-term growth for all its stakeholders.

The Board is deeply cognisant of its responsibility to uphold the credibility of this Report. Recognising the significance of transparent communication, the Board believes that this Report provides a comprehensive overview of all pertinent factors influencing the Group's capacity to generate value, reflecting the Group's overall performance. It is imperative to note that the Board officially sanctioned and approved this Report in its commitment to robust corporate governance. This formal endorsement underscores the Board's dedication to accountability and transparency, reinforcing its role in overseeing and guiding the Group's strategic direction in alignment with sustainable and responsible business practices.

Mr Chong Eng Wee
Non-Executive Independent Director and Chairman

ABOUT THIS REPORT

The Report provides information about Polaris' key sustainability topics, management policies and the sustainability performance of the Group's operations.

SUSTAINABILITY REPORTING FRAMEWORK & REPORTING PRINCIPLES

This Report is produced with reference to the GRI Standards 2021 as well as the primary components as set out in Rule 711A, Rule 711B and Practice Note 7F (Sustainability Reporting Guide) of the SGX-ST Catalist Rules. We have chosen GRI standards as it is an internationally recognised sustainability reporting standard, and it represents the global best practices for reporting on ESG topics. The adoption of GRI standards enables us to disclose our ESG performance in a comprehensive and comparable manner. The GRI Content Index and the relevant references are provided on pages 36 to 39 of this Report. Information presented in this report has been extracted from primary internal records and documents to ensure accuracy. The Board oversees the management and monitoring of the Group's strategic direction, policies and material ESG factors.

Due to the nature of the Group's business, certain important materiality issues covered by GRI may not be entirely relevant to the Company, including climate-related disclosures under IFRS S1 and IFRS S2 issued by ISSB. None of the primary components of a sustainability report, as set out in Rule 711B and paragraph 4.1 of Practice Note 7F of the Catalist Rules, were excluded from this Report. Nevertheless, the Company appreciates that its climate-related disclosures in the section titled "Environmental" of this Report, which have been made pursuant to IFRS S1 and IFRS S2, are still in their embryonic stages, and the Company aims to further improve and supplement these disclosures in subsequent years.

Unless otherwise specified, this Report encompasses the sustainability performance and practices of the Group's operations in Singapore. While the Group expanded its footprints into Indonesia and the Philippines in FY2024, operations in these jurisdictions are not included in this Report as the Group is presently unable to confirm or verify comprehensive ESG data from these subsidiaries, which have been primarily focused on addressing immediate business priorities. The data available at this juncture remains fragmented and not sufficiently cohesive for meaningful disclosure. Similarly, the Group's other overseas operations, including those in South Korea, South Africa and Thailand, are excluded from this Report as their business activities were not material in FY2024. The Group remains committed to progressively enhancing its sustainability reporting and will include the ESG performance of its overseas operations in future reports, where such operations become significant or where the ESG data is sufficiently robust and relevant to provide a more holistic view of the Group's overall sustainability performance.

The Board has reviewed and approved the reported information, including the material ESG topics.

REPORTING CYCLE

Our reporting cycle begins with a review of the Company's ESG factors and material topics in light of changes in the business environment and stakeholder feedback.

RESTATEMENTS

There are no restatements of information made from previous reporting periods except for Restatements made for (i) the Group's FY2023 GHG emission intensity data, (ii) FY2023 employee data and (iii) FY2023 average training hours per employee. Please refer to pages 13 and 14 for more details.

INTERNAL ASSURANCE

No external assurance was sought for this Report. We will consider external assurance for our future sustainability reports when such a need arises. Meanwhile, this Report has been internally reviewed by our Management to validate the data and information disclosed in this Report.

In compliance with the SGX-ST Catalist Rule 711B on Sustainability Reporting, the Group relied on our internal audit function (outsourced to In.Corp Business Advisory Pte. Ltd.) to conduct an internal review of its sustainability reporting processes to ensure their adequacy and effectiveness as part of the risk-based internal audit plan. The internal review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors.

AVAILABILITY & FEEDBACK

This Report supplements the Group's Annual Report 2024, a copy of which can be found on our corporate website https://wearepolaris.sg and SGXNet.

We welcome feedback from our stakeholders to assist us in improving our sustainability practices. You may send related questions, comments, suggestions or feedback on this Report to ir@wearepolaris.com.

ABOUT US

Corporate Profile

Headquartered in Singapore, Polaris is an investment holding company listed on the Catalist Board of the SGX-ST. The Group is engaged in the re-commerce of pre-loved luxury goods, the corporate sales of consumer electronics, and green protein operations involving Black Soldier Fly ("**BSF**") cultivation. The Group concluded its customer service operations at the end of the third quarter of 2024.
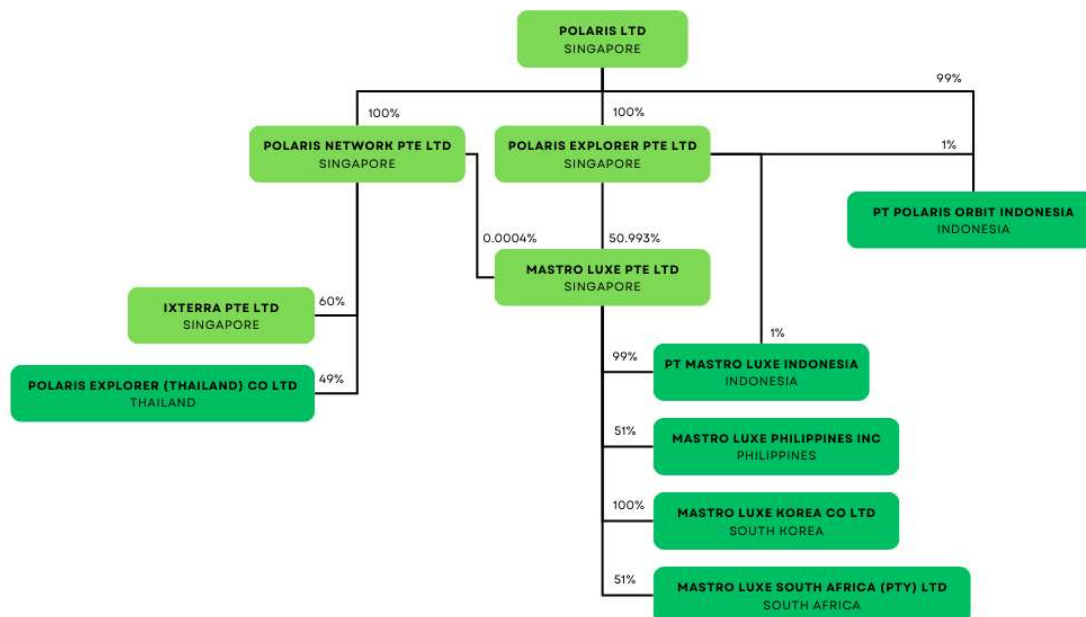
The Group is organised into business units based on its products and services as follows:

- The pre-loved luxury goods segment imports and exports pre-loved luxury goods and premium lifestyle products on a wholesale and/or retail basis.
- The consumer electronics segment engages in the corporate sale of telecommunication, IT and consumer electronics products, primarily in Singapore. This segment offers a wide range of electronic products and services from reputable brands such as Apple.
- The green protein segment manages facilities for cultivating BSF, develops related products, and engages in the buying and selling of green protein products.
- The customer service segment provides after-market services to end consumers for equipment repairs, refurbishments, and technical services in Singapore.
- The corporate segment provides Group-level corporate services, treasury functions and investment in marketable securities. It is also involved in strategic investment and joint venture opportunities to synergise and complement the Group's existing offerings, such as the entry into the pre-loved luxury goods business.

Polaris is embarking on a path and mission to develop and pursue businesses that are sustainability-related and part of the circular economy. Our pre-loved luxury goods re-commerce business, and the green protein business are aligned with this mission.

Group Structure

POLARIS GROUP OF COMPANIES
AS AT 31 DECEMBER 2024

POLARIS LTD — SINGAPORE

- 100% → POLARIS NETWORK PTE LTD — SINGAPORE
- 100% → POLARIS EXPLORER PTE LTD — SINGAPORE
- 99% / 1% → PT POLARIS ORBIT INDONESIA — INDONESIA

- 60% → IXTERRA PTE LTD — SINGAPORE
- 49% → POLARIS EXPLORER (THAILAND) CO LTD — THAILAND

- 0.0004% / 50.993% → MASTRO LUXE PTE LTD — SINGAPORE

- 99% / 1% → PT MASTRO LUXE INDONESIA — INDONESIA
- 51% → MASTRO LUXE PHILIPPINES INC — PHILIPPINES
- 100% → MASTRO LUXE KOREA CO LTD — SOUTH KOREA
- 51% → MASTRO LUXE SOUTH AFRICA (PTY) LTD — SOUTH AFRICA

Privacy And Data Security

Ensuring the security and confidentiality of our customer information is of utmost importance to us. At Polaris, we are committed to protecting the personal information of our customers. We have implemented a strict Personal Data Protection Policy and will take any necessary measures to protect our customers' personal data. Customer privacy is important to us, and we are bound by the Personal Data Protection Act 2012 of Singapore ("**PDPA**"). We regularly review our customer privacy and data protection processes to ensure compliance with the PDPA. In FY2024, there was no substantiated complaint concerning a breach of customer privacy or any instance of theft, leak and/or loss of customer data.

In addition, as Polaris operates customer service centres in partnership with our brand partner, we strictly follow and adhere to our brand partner's personal data protection policies and procedures at our service centres. The Group's outsourced internal auditors have conducted an internal audit on the Cybersecurity and Information Technology process in FY2024.

Detailed Personal Data Protection Policy is available on our corporate website at the URL: www.wearepolaris.sg.

SUSTAINABILITY REPORTING GOVERNANCE STRUCTURE

Sustainability is integrated into our business and embedded across various roles and functions. At Polaris, our unwavering commitment is centred on upholding integrity and accountability while strongly emphasising sustainability.

Polaris' sustainability governance and reporting structure is as depicted below:
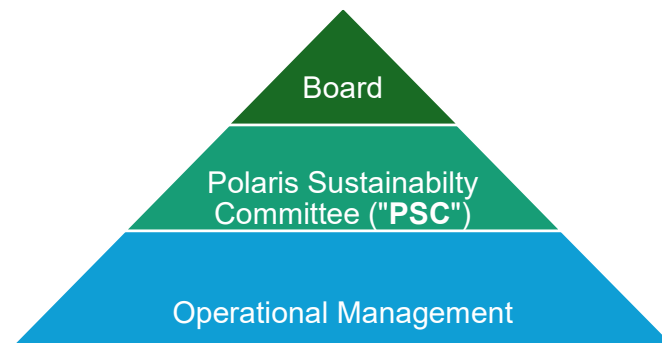
As the highest governing body in the Company, the Board is responsible for setting the Group's sustainability direction, ambitions and targets. The Board also oversees the formation and implementation of strategies and solutions to address material sustainability issues, including risks and opportunities.

The Board delegates the overall management and monitoring of the Group's sustainability factors and issues to the PSC, which is chaired by our Chief Executive Officer and includes designated senior executives. The PSC provides the overall major direction for preparing the Report. In this regard, the PSC's responsibilities include, amongst other things, reviewing, assessing and determining the sustainability context, the material ESG topics, the report content and topic boundaries, as well as the scope and prioritisation of issues (against the risks and opportunities we face) to be included in the Report. The PSC takes into consideration formal and informal feedback received throughout the year from a range of internal and external stakeholders to determine the most relevant material topics to be covered in the Report.

The operational management teams of the Group's subsidiaries are responsible for executing and implementing the sustainability initiatives mandated by the PSC.

Recognising that many of the Group's sustainability issues cannot be resolved overnight and that meaningful progress in sustainability depends on collective effort, Polaris has incorporated common ESG targets as key performance indicators ("**KPIs**") within the incentive plans for all employees based in Singapore. These ESG KPIs, which are directly linked to performance bonuses and other incentive outcomes, include reductions in printed paper usage, water consumption, and diesel or fuel usage. The Group intends to extend the implementation of ESG KPIs to its overseas operations where such

businesses become significant or where the availability and quality of ESG data render their inclusion relevant and meaningful to the overall assessment of the Group's sustainability performance.

Sustainability-related considerations are deemed pivotal in the Board's evaluation of the Group's strategies, action plans, annual budgets, and performance objectives, extending to the supervision of significant capital expenditures, acquisitions, and divestitures. Effective communication of the Group's strategies, priorities, and targets to internal and external stakeholders is also a priority.

Recognising the significance of ESG factors, the Board actively oversees their management and integration into strategic decisions. It also provides guidance on governance and risk management processes to address climate-related risks and opportunities ("**CRROs**"). Sustainability is integral to the Company's overarching strategy, aiming to create long-term value.

STAKEHOLDERS ENGAGEMENT

At Polaris, we develop our sustainability strategy by collecting feedback from stakeholders on issues that are material to them and our business. We have identified our stakeholders based on importance, responsibility, dependency and proximity. We view stakeholder engagement as an ongoing process and not a one-off event. We adopt both formal and informal channels of communication to understand the needs of key stakeholders on an ongoing basis and incorporate these into our corporate strategies to achieve mutually beneficial relationships. Stakeholders are identified as groups that have an impact or have the potential to be impacted by the Group's business. Through regular stakeholder engagement, we identify and review material issues that are most relevant and significant to us and our stakeholders.

We continuously seek to improve communication with our stakeholders and consider their input and feedback in our business strategy. This helps us to develop better trust and understanding with our stakeholders, strengthen our partnerships, and ensure that we remain focused on the ESG topics that are most important and relevant to us and our stakeholders. In FY2024, we continued our stakeholder engagement with a focus on sustainability matters and considered their input in the review and assessment of our material ESG topics. As a result of such communication and engagement with our stakeholders, we have identified their respective key concerns, which are detailed below.

Stakeholders	Key Concerns of Stakeholders	Communication Channels	Our Strategies
Employees	• Diversity and equal opportunity • Training and career development • Employment benefits • Employee health and safety	• Performance evaluation system, • Reporting systems • Meetings and dialogue • Training courses, workshops and conferences	• Manage work environment • Review employment benefits • Implement appropriate health and safety measures

Stakeholders	Key Concerns of Stakeholders	Communication Channels	Our Strategies
			• Polaris Labour and Human Rights Policy developed
Suppliers	• Compliance with terms and conditions of prevailing purchasing policies and procedures • Appropriate costs	• Quotations • Requests for proposals • Email correspondence • Teleconferences	• Establish policies and practices that ensure fair selection and procurement processes, ethical business practices, and performance of contractual obligations
Business Partners & Resellers / Distributors	• Partnerships for business growth and opportunities • Timely delivery • Quality assurance • After-sales support • Strong collaboration • Good customer experience	• Frequent discussions • Shop visits when necessary • Email correspondence • Virtual meetings	• Work with reputable partners and meet their service expectations through regular internal reviews and audits • Source for potential collaboration opportunities with more partners Proactive sales planning • Providing sales / marketing support
Customers	• Product / service quality • Safety of products • Provision of correct product information • Transparent communication • Customer health and safety	• Call centres • Social media communications • Email correspondence • Customer satisfaction surveys conducted by external organizations	• Provide accurate product information • Source for and respond to customer feedback and queries • Implement appropriate health and safety measures
Shareholders & Investors	• Transparency • Timely communication of information regarding the Company's progress and project status • Profitability	• Annual general meetings • Announcements on SGXNET and the company website serve as additional channels for disseminating information • Email correspondence	• Engaging Stakeholders at general meetings and through emails • Communication through announcements on SGXNET and corporate website
Government & Regulators	• Adherence to applicable laws and regulations • Environmental compliance • Reporting of any service issues as required by regulators	• Discussions with relevant agencies and departments	• Comply with applicable laws and regulations • Putting in place policies and procedures to ensure compliance

STRATEGIC APPROACH TO SUSTAINABILITY MANAGEMENT

Polaris has been strategically pursuing a sustainability agenda over the years. The Group recognises the importance of creating a positive impact on the environment, employees, and all other stakeholders in the value chain while seeking greater profit margins. In FY2024, the Group, with the help of a sustainability reporting consultant, reviewed and defined our approach to sustainability management. We have reviewed the four (4) main aspects and existing non-financial topics for FY2024 reporting disclosure. The Management concluded that these topics remain relevant to the sustainability of our economic performance and business operations.

TOPICS	MATERIAL ISSUES	MISSIONS
Environmental	GHG Emissions and Energy	Lower carbon footprint and reduced energy cost
Social	Diversity and Equal Opportunity	Create an inclusive and non-discriminatory environment
	Talent Attraction and Retention	Increase Company morale, lower turnover rate, reduce hiring costs and create employee satisfaction
	Training and Education	Increase productivity, grow and nurture employees, encourage innovative problem-solving and strengthen skills and knowledge
	Occupational Health and Safety	Ensure a safe workplace
	Customer Health and Safety	Improve health and safety practices and build stronger brand equity and value
Governance	Anti-corruption	Uphold and adhere to the Group's zero-tolerance policy towards fraud, corruption and unethical conduct
	Whistleblowing	Mitigate business risks and fraud prevention
	Risk Management and Internal Controls	Effective risk-taking and risk management aligned with the organisation's business objectives
	Board Diversity	Holistic guidance to the Company
Economic	Economic performance	Enhance shareholders' value
	Procurement Practices	To continuously support local suppliers

The Group's economic performance is crucial to its employees and shareholders. Please refer to the Group's Annual Report 2024 for a detailed analysis and commentary of financial performance. In FY2024, the Group received government grant income from the Singapore government, aimed at providing financial assistance. These grants include the Progressive Wage Credit Scheme, Senior Employment Credit, CPF Transition Offset and NSMan Claims.

SUMMARY OF SUSTAINABILITY PERFORMANCE

The sustainability performance within the GRI standard is essential for organisations committed to transparently communicating their sustainability efforts. This enables stakeholders to assess the organisation's sustainability performance, identify areas for improvement, and make informed decisions about engagement and investment. Adherence to the GRI standard ultimately helps organisations build trust, manage risks, and create long-term value for society and shareholders. The Group's key sustainability achievements are outlined below.

Performance Metrics	Measurement Unit	FY2022	FY2023	FY2024
Environmental Factors				
Petrol / Diesel consumption	**Litre**	9,855	9,032	7,044
Electricity consumption	**kWh**	69,034	26,638	33,992
Scope 1 GHG emission – Mobile combustion	**kgCO$_2$e**	28,579	26,191	19,295
Scope 2 GHG emission – Electricity consumption	**kgCO$_2$e**	27,873	11,103	14,005
Total GHG emission	**kgCO$_2$e**	56,452	37,294	33,300
Total GHG emission intensity by revenue [1]	**kgCO2e / S$1,000 revenue earned**	2.409#	3.261#	3.849
Social Factors				
Total Employees	**Headcount**	**29**	**32***	**9**
Full-time	Headcount	28	31	8
Part-time	Headcount	1	1	1
Local Employees (Singapore Citizens/PR)	Headcount	28	31*	9
Others	Headcount	1	1*	0
By gender - Male	Headcount (%)	20 (69%)	25* (78%)	6 (67%)
By gender - Female	Headcount (%)	9 (31%)	7* (22%)	3 (33%)
New hires	**Headcount**	11	8*	1
By gender - Male	Headcount (%)	4 (7%**)	7* (23%)	1 (5%)
By gender - Female	Headcount (%)	7 (12%**)	1* (3%)	-
Overall new hires rate [2]	**%**	19%**	26%*	5%
Average training hours per employee	**Hours**	0.4	4.1*	1.0
Employee Turnover	**Headcount**	21	4*	23
By gender - Male	Headcount (%)	13 (23%**)	2* (7%)	20 (125%)
By gender - Female	Headcount (%)	8 (14%**)	2* (7%)	3 (67%)

Performance Metrics	Measurement Unit	FY2022	FY2023	FY2024
Employee overall turnover rate [3]	%	37%**	13%*	112%
Workers who are not employees	Number	Nil	Nil	Nil
Governance Factors				
Board composition				
By gender - Male	Headcount (%)	3 (60%)	3 (60%)	4 (100%)
By gender - Female	Headcount (%)	2 (40%)	2 (40%)	-
Number of reported anti-corruption cases	Number	Nil	Nil	Nil
Number of reported whistleblowing cases	Number	Nil	Nil	Nil

Restatement of data following internal review and verification. The affected FY2022 and FY2023 GHG emission intensity data had been recalculated based on emission per S$1,000 of revenue generated by Singapore operations.

* Restatement of data following internal review and verification. The affected FY2023 data had been misstated due to an internal HR system configuration error.

**The affected FY2022 new hires rate and turnover rate had been restated as they were calculated based on the total number of new hires over the total number of employees at the respective financial year end but does not take employee turnover into consideration.

Notes:

(1) Revenue generated by Singapore operations in FY2022, FY2023 and FY2024 were approximately S$23,432,000, S$11,437,000 and S$8,651,000, respectively.

(2) The new hire rate is calculated based on the total number of new hires over the average number of employees during the respective financial year but does not take employee turnover into consideration.
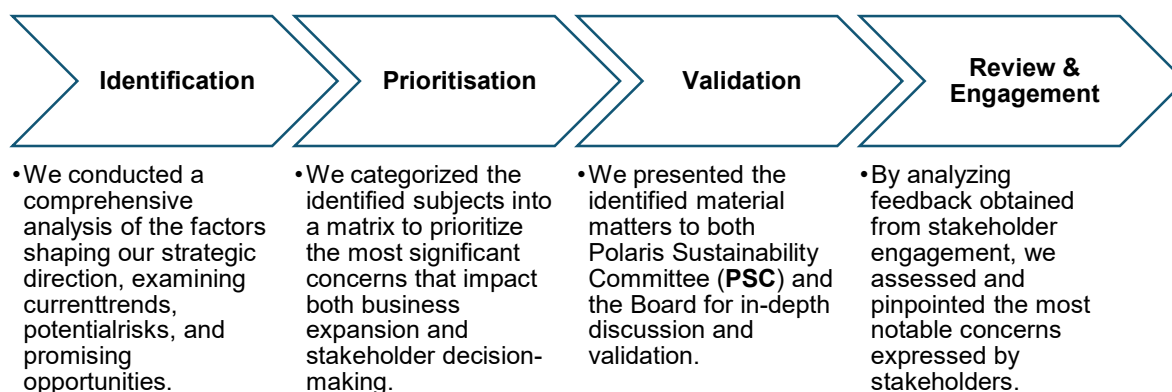
(3) The turnover rate is calculated based on the total turnover over the average number of employees during the respective financial year.

MATERIALITY ASSESSMENT PROCESS AND METHODOLOGY

To identify material ESG topics and focus areas, we evaluated the Group's overall risk environment and subsequently identified the actual and potential impacts on our stakeholders. The significance of these impacts is assessed in relation to the key concerns raised by our internal and external stakeholders gathered during the stakeholder engagement. With the assistance of our sustainability reporting consultant, we have taken the following four (4) key steps to identify and present the relevant material topics in this Report:

Identification	Prioritisation	Validation	Review & Engagement
• We conducted a comprehensive analysis of the factors shaping our strategic direction, examining currenttrends, potentialrisks, and promising opportunities.	• We categorized the identified subjects into a matrix to prioritize the most significant concerns that impact both business expansion and stakeholder decision-making.	• We presented the identified material matters to both Polaris Sustainability Committee (**PSC**) and the Board for in-depth discussion and validation.	• By analyzing feedback obtained from stakeholder engagement, we assessed and pinpointed the most notable concerns expressed by stakeholders.

Impact identified under GRI			Risk and opportunity identified under IFRS SDS that could reasonably be expected to affect the Group's prospects	
Material Topics	Summary of key impacts	Summary of management approach	Risks	Opportunities
ENVIRONMENTAL				
GHG Emissions and Energy	▪ Office and retail shop energy use contributes to greenhouse gas ("**GHG**") emissions, affecting climate change and sustainability.	▪ Monitor electricity consumption regularly. ▪ Replace lights with Light Emitting Diodes ("**LEDs**") and install energy-efficient air conditioners. ▪ Source suppliers using green or reusable materials.	▪ Rising electricity tariffs increase operational costs. ▪ Fluctuating raw material prices due to global sustainability policies. ▪ Carbon tax policies raise compliance costs.	▪ Invest in energy-saving technologies (e.g., smart thermostats) and renewable energy (e.g., solar panels) to reduce costs. ▪ Innovation in materials use and waste reduction efforts. ▪ Embrace sustainability initiatives to cut carbon emissions and enhance efficiency.
SOCIAL				
Diversity and Equal Opportunity	▪ A positive culture of diversity and inclusion improves employee well-being and prevents discrimination.	▪ To maintain at least 1 female at the Board level. ▪ To ensure zero racial discrimination cases. ▪ To achieve a more balanced gender ratio at the employee level. ▪ To ensure age balance in the workplace.	▪ Low employee retention and challenges in recruiting the right talent.	▪ A diverse workforce offers a competitive advantage with various skills and experiences. ▪ Reduced employment costs through training and retaining staff.
Talent Attraction and Retention	▪ The Group's business requires continuous skills and knowledge upgrades.	▪ Constant communication, including exit interviews, is needed to understand what employees value and expect from their workplace.	▪ Increased turnover costs, decreased productivity during the transition, and potential team morale issues.	▪ Effective talent development programmes help retain and attract top industry talent.

Impact identified under GRI			Risk and opportunity identified under IFRS SDS that could reasonably be expected to affect the Group's prospects	
Material Topics	**Summary of key impacts**	**Summary of management approach**	**Risks**	**Opportunities**
	▪ Retaining top talent is crucial to business success and client satisfaction.	▪ Cultivate a supportive and inclusive Group culture that values teamwork, respect, diversity, and open communication. ▪ Invest in training and development for managers to ensure they have the skills to effectively lead, motivate, and support their teams. ▪ Review remuneration packages to attract and retain talent.	▪ Investing in development programmes may deplete resources without guaranteed retention.	
Occupational Health and Safety	▪ Ensuring employee health and safety is crucial for a productive workforce. ▪ A safe working environment reduces accident risks and enhances well-being.	▪ To achieve zero breach cases of non-compliance to Occupational Health and Safety regulatory. ▪ To achieve zero work-related injuries and a lower loss time incident rate.	▪ Accidents and injuries lead to penalties, reputational damage, and financial impact from higher insurance and legal issues.	▪ A strong safety reputation attracts customers and subcontractors, boosting partnerships.
GOVERNANCE				
Anti-corruption	▪ Corruption and dishonest practices could compromise product/service quality and lead to non-compliance with laws.	▪ To promote awareness amongst internal stakeholders on the Group's Anti-bribery and Anti-corruption policy.	▪ Bribery and corruption in the Group and the supply chain impose legal, regulatory and reputational risks.	▪ A strong culture of integrity boosts the Group' position as a top employer.
Whistleblowing	▪ A transparent whistleblowing mechanism ensures	▪ Encourage and educate relevant stakeholders on the availability of whistleblowing channels.	▪ Unethical scandals can damage reputation and erode trust.	▪ A strong whistleblowing policy enhances reputation, building trust with shareholders.

Impact identified under GRI			Risk and opportunity identified under IFRS SDS that could reasonably be expected to affect the Group's prospects	
Material Topics	Summary of key impacts	Summary of management approach	Risks	Opportunities
	accountability and deters misconduct.			
Economic				
Financial Performance	• Ensuring financial stability is crucial for sustaining operations. • Managing cost pressures while prioritising sustainable materials and energy-efficient solutions.	• Generate revenue and achieve net profit.	• Insufficient profit to sustain working capital and liquidity. • Revenue and gross profit margin are too low to cover overhead costs.	• Enhance competitiveness, develop green and circular business segments, and boost resilience. • Implement fundraising strategies to improve liquidity.
Procurement	• Partnering with responsible suppliers ensures quality materials and aligns with ESG commitments. • Optimising procurement strategies helps control costs while integrating eco-friendly materials and processes.	• Robust suppliers' selection and management, regular monitoring of costs and quality, and the use of clear and enforceable contracts.	• Supplier Risk: Use of unreliable suppliers may cause delays, poor quality, subpar after-sales service, and increased costs. • Cost Overruns: Unexpected material cost increases may lead to reduced profit margins.	• Quality improvement: Selecting reliable suppliers and monitoring performance ensures consistently high-quality materials and products.

ECONOMIC PERFORMANCE

Financial Highlights

Performance Indicators	FY2023 (S$'000)	FY2024 (S$'000)
Direct Economic Value Generated (Revenue)	22,119	23,499
Gross Profit	2,272	3,079
Operating Expenses	5,018	5,384
Payment to Providers of Capital (Dividend)	Nil	Nil
Income Taxes (Paid)	Nil	Nil
Direct Economic Value Generated by Singapore operations (Revenue)	11,437	8,651

Economic Performance provides a fundamental indication of how the Group generates and distributes value for its stakeholders. Several components of the economic value generated and distributed also contribute to the Group's broader economic profile. This topic has been determined as being of high importance to both the Group and its stakeholders, as any impact, regardless of positive or negative, would have implications across the stakeholder spectrum, including suppliers, upstream business enablers, operational support functions, customers, shareholders and investors.

Details of the Group's economic performance can be found in the audited financial statements of the Annual Report 2024. The Group has always acted in the best interests of the shareholders and stakeholders, striving to improve economic performance.

Procurement Governance

Polaris adopts a fair business trading framework and procures from suppliers who conduct business ethically.

As we procure an extensive range of products for our businesses from a wide variety of suppliers, we have stringent procurement processes in place to ensure good corporate governance and compliance with anti-bribery and corruption rules and regulations. Our multi-tiered approval process ensures that each level of approval will take into consideration the suppliers' capabilities, consistency, product quality, reliability and price to ensure that we are operating within high ethical standards.

Our procured products and supplies are from brands that the business units are representing, such as Apple and other suppliers for products such as computer accessories, lifestyle goods and audio devices.

For our pre-loved luxury goods business segment, which operates predominantly outside of

Singapore, our total purchased inventories were approximately S$11.6 million during FY2024, of which 99% are sourced from the reuse and repurposing of goods.

To ensure a fair business trading framework, we work actively to combat corruption in all of its forms, which includes bribery, unfair competition, conflicts of interest, fraud, embezzlement and unlawful kickbacks. Our senior management leads by example and aims to foster a workplace culture with a zero-tolerance for corruption. In addition, our HR department is tasked with overseeing our anti-corruption policy, as our HR personnel are aware of relevant employee-related legislation in terms of corruption, unfair competition and conflicts of interest. Relevant details are also highlighted in the letter of appointment for new employees. Please refer to the section entitled "Governance – Anti-Corruption" on page 34 of this Report for more information on our anti-corruption policies and procedures.

All procurements are processed through our Enterprise Resource Planning system with its multi-tiered approval structure (as illustrated in the diagram below) before purchase orders ("**POs**") are approved and signed off for issuance. This is to address conflicts of interest and ensure the correct latest purchase price.
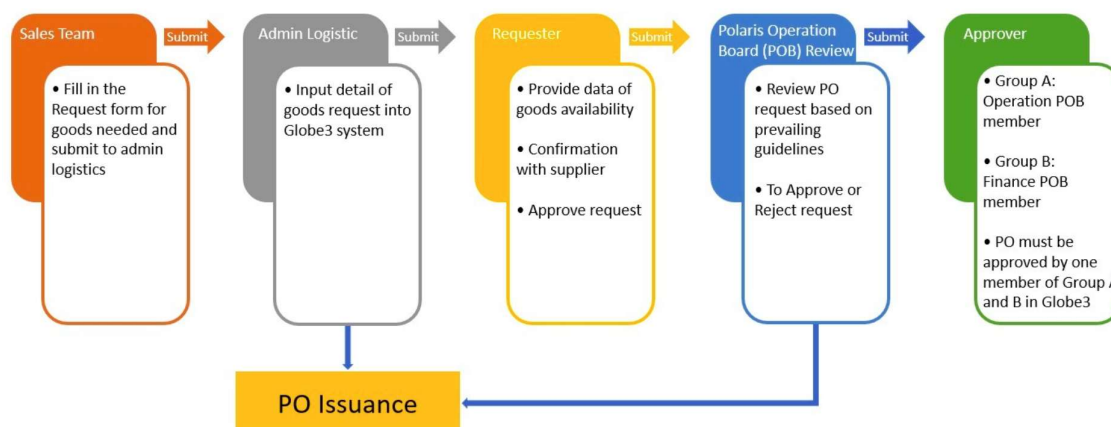
As an integral part of supply chain management, we diligently sort out the packaging of the delivered goods and ensure that they are disposed of in an environmentally responsible manner.

Material Topic	Target for FY2024	Target Achievement
Procurement	▪ To maintain 99% reuse and repurpose of goods for pre-loved luxury goods segment	▪ Achieved

Moving forward, the Group has set the following short-term, medium-term, and long-term targets for economic considerations.

Material Topics	Short-term targets (1-2 year)	Medium-term targets (by 2030)	Long-term targets (by 2050)
The Group has established specific revenue growth and profit margin targets aligned with its strategic vision; however, these financial projections are not publicly disclosed to avoid constituting earnings guidance while maintaining compliance with regulatory requirements.			
Procurement	▪ To maintain 99% reuse and repurpose of goods for pre-loved luxury goods segment		

ENVIRONMENTAL

Energy and GHG Emission

Greenhouse gas emissions play a pivotal role in assessing and mitigating environmental impacts, categorised into three scopes by the widely used Greenhouse Gas (**GHG**) Protocol. This classification allows companies to devise comprehensive strategies for emissions reduction and sustainability. Scope 1 focuses on emissions under direct control, while Scope 2 involves influencing emissions through energy choices. Scope 3 entails collaboration with suppliers to address emissions across the value chain. This holistic approach enables informed decision-making and targeted actions to combat climate change effectively. The Group remains committed to Scope 1 and Scope 2 emissions reporting in FY2024.

Energy consumption accounts for a substantial portion of our operating costs and GHG emissions. The equipment in our office buildings runs on electricity, while the vehicles used in transportation and logistics for our operations consume petroleum or diesel. We strive to reduce our energy consumption to lower our operating costs and reduce our carbon footprint.

Scope 1 emissions

Scope 1 emissions, integral to our environmental impact assessment, primarily stem from direct GHG emissions from the use of petrol and diesel vehicles in our operations.

Our total energy consumption for FY2023 and FY2024 are as shown below:

Scope 1 Emissions	FY2023	FY2024
Petrol / Diesel (litres)	9,032	7,044
Petrol / Diesel (kgCO$_2$e)	26,191	19,295
Electronic Vehicle energy (kgCO$_2$e)	-	-
Total Scope 1 emissions (kgCO$_2$e)	26,191	19,295
Scope 1 emission intensity (kgCO$_2$e / S$1,000 of revenue earned by Singapore operations)	2.290*	2.230

In FY2023, emission intensity is calculated by per square metre of office area.

Scope 2 emissions

Unlike Scope 1 emissions, which involve direct emissions controlled or owned by the Group, Scope 2 GHG emissions encompass indirect emissions associated with purchasing energy sources. These emissions primarily result from generating electricity and water that the Group procures from external

sources. While these emissions are not produced directly by the Group itself but were extracted from natural resources, they are intricately linked to its energy consumption and are, therefore, regarded as falling within the scope of its responsibility.

Scope 2 Emissions	FY2023	FY2024
Electricity (kWh)	26,638	33,992
Electricity (kg CO_2e)	11,103	14,005
Solar energy (kg CO_2e)	-	-
Total Scope 2 Emissions (kg CO_2e)	11,103	14,005
Scope 2 emission intensity (kgCO_2e / S$1,000 of revenue earned by Singapore operations)	0.971*	1.619

In FY2023, emission intensity is calculated by per square metre of office area.

The emission computations are based on emission factors cited below:

Item	Emission Factor	Unit	Source
Electricity Grid Emission Factor 2023	0.412	kgCO_2/kWh	Energy Market Authority, Singapore
CO_2 Emission Factor for diesel consumption	3196.749	KgCO_2/tonne	Singapore Emission Factors Registry

Scope 3 emissions

We currently do not track and disclose Scope 3 GHG emissions (i.e. indirect GHG emissions, which are not included in Scope 2 GHG emissions that occur outside of the Group, including both upstream and downstream emissions) due to resource constrains. Nevertheless, we continue to monitor developments in Scope 3 emissions assessment methodologies and disclosure requirements as part of our ongoing climate reporting efforts.

The comparison of energy consumption and GHG emissions is presented below.

GHG Emissions

Performance Indicator	FY2023	FY2024
Scope 1 emissions (kgCO_2e)	26,191	19,295
Scope 2 emissions (kgCO_2e)	11,103	14,005
Total GHG emissions (kgCO_2e)	37,294	33,300
GHG emissions intensity (kgCO_2e / S$1,000 of revenue earned by Singapore operations)	3.261	3.849

In FY2024, diesel consumption decreased by 22.0% while electricity consumption increased by 27.6%, and total GHG emissions remained relatively stable. The Group exited its customer service segment and returned all vans to its business partner in September 2024. Active usage of three (3) more office units in Singapore has caused an increase in Scope 2 emissions in FY2024.

As part of its efforts to enhance energy efficiency, the Group is replacing all office lighting with LED bulbs and adopting the Green Label air-conditioning Energy Label programme introduced by the National Environment Agency ("**NEA**") of Singapore. The NEA's energy efficiency requirements for variable refrigerant flow ("**VRF**") air-conditioning systems promote the use of energy-efficient technology to reduce energy consumption. VRF air-conditioners are rated from one tick to five ticks on the Green Label sticker, with five ticks indicating the highest energy efficiency. The Group ensures that the air-conditioning systems it utilises are rated at five ticks, aligning with best practices in energy conservation.

Our climate-related targets will be reviewed and updated in line with our broader and constantly developing sustainability goals.

Water Usage and Sources

Water is one of the most critical resources on Earth, essential for sustaining life and supporting numerous industries, including trading and services. As trader and service centres rely on water for various purposes, it is vital to recognise and address their interactions with water as a shared resource. The Group delves into the significance of water settings, explores its diverse applications, and highlights the importance of responsible water management and conservation to ensure sustainable use. We also conduct regular checks for pipe leakages and monitor the monthly usage of water. Any leaks are fixed immediately by the in-house team to reduce wastage.

Water Usage and Sources	FY2023	FY2024
Water (m^3)	94	100
Rain harvesting water (m^3)	-	-
Recycle water (m^3)	-	-
Total (m^3)	94	100
Water consumption intensity (m^3 / S$1,000 of revenue earned)*	0.008*	0.012

In FY2023, water consumption intensity is calculated by per square metre of office area.

Waste Minimisation

Managing waste-related impacts has become of utmost importance due to the alarming levels of waste

generation, which present significant environmental and health challenges. Our Group waste management focuses on the responsible handling, treatment, and disposal of waste to mitigate its adverse effects on ecosystems, human health, and the environment. As part of Dyson's commitment to sustainability, all waste generated by service operations, including waste produced by external suppliers, is consolidated and processed at Dyson's own facilities in FY2023. Effective from 1 January 2024, this waste management approach has been extended to encompass all waste generated by Dyson Customer Service operations. This has brought down the total weight of non-hazardous waste produced and disposed of pursuant to our recycling processes for FY2024 to nil (FY2023: 3.3 tonnes).

Material Topic	Performance Indicator	FY2024 Target	Target Achievement
GHG Emissions and Energy	Electricity (kWh)	▪ Less than 25% increase in electricity consumption from the FY2023 baseline.	▪ Not achieved*
	Water (m³)	▪ Less than 15% increase in water consumption from the FY2023 baseline.	▪ Achieved
	Petrol / Diesel (litres)	▪ Petrol / Diesel usage to be maintained or decreased from the FY2023 baseline.	▪ Achieved
	Printed paper (pieces)	▪ Printed paper usage reduction by 3% from the FY2023 baseline.	▪ Achieved

*The target has not been achieved due to additional office space being actively used in 2024.

Moving forward, the Group has set the following short-term, medium-term, and long-term targets for environmental considerations.

Material Topic	Short-term targets (1-2 years)	Medium-term targets (by 2030)	Long-term targets (by 2050)
GHG Emissions and Energy	▪ Reduce electricity consumption by 20% from the FY2023 baseline. ▪ Reduce water usage by 30% from the FY2023 baseline. ▪ Maintain or decrease fuel usage from the FY2023 baseline.	▪ Reduce Scope 1 and Scope 2 emissions by at least 20% from FY2023 baseline. ▪ Perform Scope 3 emissions assessment.	▪ Achieve Net Zero for Scope 1 and 2 emissions by 2050.

The Group recognises that climate change poses a number of physical risks (i.e. caused by the increased frequency and severity of extreme weather events) and transition-related risks (i.e. economic, technology or regulatory challenges related to moving to a greener economy) for our businesses. We aim to fully align with IFRS S1 and IFRS S2 by the financial year ending 31 December 2026.

Climate-related Disclosures

Governance

The Board has oversight of the Group's sustainability strategy, including its formulation and reviews of the disclosures relating to climate-related risks and opportunities and its actions to enhance climate resilience. The PSC is responsible for developing goals, plans, and performance metrics and managing and monitoring the overall performance of climate-related sustainability.

The PSC is established to assist and report to the Board to fulfil the roles and responsibilities to identify, evaluate, assess, monitor, and manage all climate-related risks and opportunities (refer to our PSC Structure on page 10 of this Report for further details).

Strategy

The Group has identified several climate-related risks and opportunities that could significantly impact its operations. These were initially identified and rated by the PSC during the risk assessment exercise in 2024 and will be reviewed annually by the PSC.

Summary of Climate Risk Rating

Type of Climate Risk	Likelihood	Impact Overall	Risk Rating
Rising mean temperatures	4	3	12
Rising sea level	3	3	9
Technology	2	4	8
Policy/Legal	5	2	10
Reputation	4	2	8
Market	3	2	6

<u>Physical risk</u>

Chronic and acute physical risks, such as rising mean temperatures and rising sea levels, were assessed to have the biggest impact on our businesses in the mid to long term, as a 1°C increase in temperature could lead to higher air conditioner usage and increased energy consumption to maintain comfortable indoor conditions. The increased risk of damage due to rising sea levels may lead to higher business adaptation costs to comply with stricter environmental policies. The mitigation measures include optimising air-conditioning usage, upgrading to energy-efficient lighting and equipment, encouraging employees to adopt energy-saving habits, and exploring the use of renewable energy sources where feasible.

<u>Transition risk</u>

The Group expects that the laws and regulations related to climate change will become increasingly stringent and demanding. Developments may include enhanced emissions-reporting obligations, more aggressive government policies and measures aimed at limiting GHG emissions, as well as the imposition or escalation of carbon taxes. As a result, the Group may be exposed to legal risks and compliance requirements, which in turn may lead to higher operating and compliance costs. The mitigation measures include providing in-house training to ensure that all staff have up-to-date knowledge and skills.

<u>Opportunities</u>

With the increased awareness of climate change, our stakeholders may prefer products and services that are less damaging to the environment. As a result, the transition to a low-carbon business model using new technologies and more renewable energy sources can bring opportunities. If the Group is able to adopt more environmentally friendly practices in its operations, the Group may be able to seize more business opportunities from customers who recognise the Group's environmental initiatives whilst achieving our emissions reduction to become net zero or carbon neutral by 2050. The Group's pre-loved business and circular economy businesses, which promote more reduction in carbon emissions, might create new business opportunities for the Group.

<u>Science-based target</u>

The PSC considers the alignment with the Paris Agreement by targeting to limit the temperature increase to 1.5°C above pre-industrial levels. We will continue to explore ways to cut down on emissions and improve the Group's resilience to the impact of climate change.

Risk Management

The Group has a consistent approach to risk assessment for its operation. The Group's risk management process consists of the identification, assessment, and formulation of mitigation measures followed by communication and implementation, as well as monitoring and reviewing. The process takes into consideration both the impact and likelihood of the risks identified.

In FY2024, the PSC updated the risk assessment through which the Group confirmed and acknowledged the existence of ESG risks, especially climate change, which would affect its financial performance, efficiency, strategy, reputation, and long-term prospects of the Group.

The PSC carries out the corresponding actions to manage the climate-related risks. We continuously update ourselves on climate-related risks, be it physical or transition, and on climatic events affecting our businesses.

Metrics and targets

We currently report Scope 1 & Scope 2 emissions in accordance with the GHG Protocol, applying the operational control approach to ensure consistency and accountability.

In alignment with Singapore's climate targets and the objectives of the Paris Agreement (a legally binding international treaty on climate change), the Group is implementing a structured and phased approach toward emissions reduction. It aims to achieve Net Zero for Scope 1 and 2 emissions by 2050, with an interim target of reducing emissions by at least 20% by 2030, using FY2023 as the baseline. This goal will be supported by sustainable building practices, energy-efficient designs, and the adoption of low-carbon construction materials. Annual progress monitoring will ensure alignment with the Group's sustainability commitments.

Furthermore, sustainability considerations are embedded in the Group's decision-making processes to support long-term value creation for stakeholders. ESG KPIs will be continued under review for integration into business strategy and reporting frameworks, ensuring responsible growth and resilience in an evolving regulatory landscape.

We have and will continue to review our work processes to reduce consumption and wastage and the intensity of emissions.

SOCIAL

Diversity and Equal Opportunity

We recognise the inherent strengths of a diverse and inclusive workforce, where our people are able to offer different perspectives and ideas to better contribute to the business. It is, therefore, our belief that creating a diverse workplace environment is essential to building and sustaining our competitive advantage. Such diversity fosters innovative thinking and helps tackle business challenges through different perspectives by enhancing our team's capacity for breadth of input, risk alertness and responsiveness to change.

Our employment practices align with the Tripartite Guidelines on Fair Employment Practices by the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP). The Group is committed to fostering a fair, performance-oriented work environment. Our human resource policies prioritise diversity, inclusivity, and collaboration. We actively support our employees in realising their maximum potential, ensuring they embark on fulfilling and meaningful career journeys.

As at 31 December 2024, our workforce comprised 8 full-time employees and 1 part-time employee and all of them are permanent employees. None of our employees are covered by collective bargaining agreements.

A breakdown of the diversity of our employees is set out below.

Year	Total	Age Group			Gender		Nationality	
		<30	30-50	>50	Male	Female	Singaporean/ PR	Others
2023	32	10	17	5	25	7	31	1
2024	9	1	5	3	6	3	9	0

The above headcounts are based on full-time employees at the end of each reporting period.

For details on our Board diversity, please refer to the Corporate Governance Report section on pages 11 and 12 of Annual Report 2024.

Talent Attraction and Retention

We believe that investing in our people is crucial to the success of our business. We manage our human capital investment by attracting and nurturing the right talent as well as caring for their professional growth and personal well-being during their employment with us. We continue to offer competitive remuneration packages to retain staff and to attract fresh talent to the Group.

New Employee Hires

The demographics of the new hires are shown below:

Disclosure	FY2023	FY2024
Gender		
Male	7	1
Female	1	0
Age Group		
Below 30	4	1
30 to 50	4	0
Above 50	0	0
Nationality		
Singaporean/PR	8	1
Others	0	0

Employee Turnover

The demographics of employee turnovers are shown below:

Disclosure	FY2023	FY2024
Gender		
Male	2	20
Female	4	3
Age Group		
Below 30	1	9
30 to 50	3	12
Above 50	0	2
Nationality		
Singaporean/PR	4	22
Others	0	1

The employee turnover rate for FY2023 to FY2024 is shown in the table below:

Material Topic	FY2023 Performance	FY2024 Performance
Talent Attraction and Retention	Employee turnover rate: 13%	Employee turnover rate: 112%

The exceptionally high employee turnover rate in FY2024 is due to the exit of our Customer Service business segment at the end of September 2024 which also included five (5) employees who have been made redundant because of the exit. The Group has successfully negotiated with our business partner to absorb most employees in the Customer Service business segment.

Moving forward, the Group aims to continue improving its work environment to remain competitive against its industry peers and retain its talent.

Material Topic	Short-term targets (1-2 year)	Medium-term target (by 2030)	Long-term target (by 2050)
Talent Attraction and Retention	Employee turnover rate: <20%	Employee turnover rate: <15%	Employee turnover rate: <10%

The turnover rate is calculated based on the total turnover over the total number of employees as at the end of FY2024.

Training and Education

At Polaris, we encourage continuous self-development and aim to provide all employees with equal opportunities for training and upgrading. We believe that learning and training opportunities are important, and that self-development is a continuous and life-long process so that employees are equipped with the competencies needed to meet current and future business needs. These include workshops, seminars, conferences, in-house company training and on-the-job training. Average hours of training per employee in FY2024 was 1.0 hours (FY2023: 4.1 hours).

To encourage further learning and career development, Polaris conducts annual performance appraisals for our employees as part of our performance management system. This ensures that employees are on track in their career development and allows us to assess and align their training needs with business objectives. All eligible employees received a performance review in FY2024.

All new employees are also required to attend an onboarding programme, which aims to induct and integrate new hires into the organisational culture.

Polaris also developed a Labour and Human Rights Policy in 2022, which stipulates that each Polaris employee and on-site worker is required, without exception, in their personal capacity and in the conduct of business, to:

- Respect and promote the principles set out in Polaris' internal code of conduct;
- Comply with all applicable laws and regulations; and
- Respect and promote labour and human rights as further described in the policy, which is based on accepted international laws and practices such as the International Labour Organization (ILO) Conventions.

In addition, all Polaris employees must ensure that they respect labour and human rights in all business relationships, including dealings with suppliers, subcontractors, customers and other partners.

Material Topic	Performance Indicator	FY2024 Target	Target Achievement
Training and Education	Percentage of employees attend skill development training	10%	▪ Achieved

Moving forward, the Group aims to continue providing opportunities for employees to attend relevant skill development training courses.

Material Topic	Performance Indicator	FY2025 Target	Medium-term target (by 2030)
Training and Education	Percentage of employees attend skill development training	10%	15%

Occupational Health and Safety

Ensuring the well-being of our employees remains a top priority for us. We are dedicated to maintaining a safe and healthy workplace environment, continuously enhancing our standards to meet evolving needs. Committed to compliance with Singapore's Workplace Safety and Health Act 2006, we have developed comprehensive safety protocols tailored to our premises. These internal guidelines aim to minimise the risk of workplace incidents and hazards. Oversight of health and safety matters lies within our HR department, which is entrusted with conducting regular risk assessments to identify and mitigate potential risks across our business operations.

Our safety and risk management protocols undergo periodic reviews to ensure their efficacy and alignment with industry best practices. In the event of workplace accidents, our employees promptly report incidents, triggering thorough investigations by our HR team. Recommendations for corrective actions are then diligently implemented to prevent the recurrence of such incidents. Moreover, our open feedback channels empower employees to communicate directly with their supervisors, highlighting any concerns regarding potential safety hazards or health risks in the workplace. Through this collaborative approach, we strive to foster a culture of safety awareness and proactive risk management, promoting the well-being and security of our workforce.

The following presents a comparison of the Group's Occupational Health and Safety performance against its target for FY2024.

Material Topic	Performance Indicator	Target for FY2024 / Perpetual	Target Achievement
Occupational Health and Safety	Number of fatalities as a result of work-related injury	Zero cases of fatalities resulted from work-related injuries	▪ Achieved
	Number of high-consequence work-related injuries	Zero cases of high-consequence work-related injuries	▪ Achieved
	Number of recordable work-related injuries	Zero cases of recordable work-related injuries	▪ Achieved
	Number of fatalities as a result of work-related ill health	Zero cases of Fatalities resulted from work-related ill health	▪ Achieved
	Number of recordable work-related illness	Zero cases of recordable work-related illness	▪ Achieved

Customer Health and Safety

The Group's commitment to delivering quality and safe products to our customers is integral to our core values and long-term business sustainability. We prioritise stringent quality control measures to ensure that the products we distribute meet the highest safety and reliability standards. As part of our quality assurance process, we evaluate our suppliers to verify compliance with regulatory standards across various product manufacturing, safety, and labelling aspects. Our supplier evaluation process involves assessments of their manufacturing practices, safety protocol adherence, and product labelling accuracy. We place paramount importance on selecting suppliers who demonstrate a commitment to quality and uphold the same stringent standards that we hold ourselves to. By partnering with suppliers prioritising quality and safety, we can confidently deliver products that meet or exceed our customers' expectations while maintaining our reputation for excellence in product quality and safety standards. This commitment underscores our dedication to consumer trust and satisfaction while ensuring the sustainability of our business practices in the long run.

Performance Indicator	Target for FY2024	Target Achievement	Perpetual Target
Number of non-compliance with health and safety impacts of products	Zero cases of non-compliance with health and safety impacts of products	Achieved	Zero cases of non-compliance with health and safety impacts of products

GOVERNANCE

Anti-Corruption

Polaris takes a strong stance against corruption and malpractice in the Group and adheres to a zero-tolerance policy on fraud and unethical conduct (including corruption and bribery).

The Group, having considered and assessed the risks related to fraud, corruption and bribery in respect of its entire operations, has formulated policies to detect, prevent, and provide appropriate avenues to raise concerns on any instances of fraud, corruption or bribery involving employees, shareholders, directors, consultants, vendors, contractors, and/or any other parties with a business relationship with the Company. In accordance with such policies, employees must declare any possible conflict of interest that could arise in the discharge of their duties and must not offer, solicit or accept directly or indirectly any bribes, gifts or improper payments. Any unsolicited gifts must be declined by our employees and dealt with according to the Group's policy.

A whistleblowing process is in place and supported whereby any concerns or incidents of actual or potential fraud, corruption or bribery may be raised in confidence to the Chairman of the Board, who may direct such concerns to the Audit and Risk Committee of the Company. In the event of reported incidents of corruption, independent investigations may be carried out by an investigation committee commissioned by the Audit and Risk Committee in an appropriate and timely manner where required. Mitigating and preventive measures will be implemented to improve the existing internal controls and policies to prevent a recurrence. The investigation committee shall have free and unrestricted access to examine all files, records and premises of the Group. The objective of the whistleblowing process is to ensure that independent investigations of such matters are carried out and appropriate follow-up measures are taken.

The Group appreciates the importance of educating its employees on anti-corruption-related matters. The Group's anti-corruption policies and procedures have been communicated to all its Directors, key management personnel, employees and business partners through its policy statements and, where appropriate, the employee handbook.

There were no reported incidents of corruption or public legal cases regarding corruption brought against the Group or any of its employees during the reporting period.

In FY2024, the Group reported zero bribery and corruption cases and will continue striving to maintain zero cases as an ongoing target.

Performance Indicator	Target for FY2024	Target Achievement	Perpetual Target
Number of reported anti-corruption cases	Zero cases of reported anti-corruption	Achieved	Zero cases of bribery and corruption

Whistleblowing Policy

The Company, with the advice of the Audit and Risk Management Committee, has put in place a whistleblowing process and has formulated the guidelines for a Whistleblowing Policy for the Group. For more information on the whistleblowing process, please refer to our Whistleblowing Policy as described in the Corporate Governance Report section on page 24 of Annual Report 2024.

In FY2024, the Group reported zero whistleblowing incidents and remains committed to maintaining this as an ongoing target.

Performance Indicator	Target for FY2024	Target Achievement	Perpetual Target
Number of reported whistleblowing cases	Zero cases of reported whistleblowing	Achieved	Zero cases of whistleblowing

Risk Management and Internal Controls

The Company's internal auditors conduct an annual review of the effectiveness of the Company's material internal controls (including financial, operational, compliance and information technology controls) and risk management policies to ensure their adequacy.

Board Diversity

The Board recognises that board diversity is an important element which will better support the Company's achievement of its strategic objectives for sustainable development by enhancing the decision-making process of the Board through varied perspectives, skills, experiences, genders, ages, knowledge and professional qualifications.

GRI CONTENT INDEX

Statement of use	Polaris Ltd. has reported the information cited in this GRI content index for FY2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location / Reason for omission
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational details	SR: Pages 7 and 8
	2-2 Entities included in the organisation's sustainability reporting	SR: Page 5
	2-3 Reporting period, frequency and contact point	SR: Page 6
	2-4 Restatements of information	SR: Page 6
	2-5 External assurance	SR: Page 6
	2-6 Activities, value chain and other business relationships	SR: Page 7
	2-7 Employees	SR: Pages 29 to 33
	2-8 Workers who are not employees	Not applicable
	2-9 Governance structure and composition	AR: Page 6
	2-10 Nomination and selection of the highest governance body	AR: Page 14
	2-11 Chair of the highest governance body	AR: Pages 9 and 10
	2-12 Role of the highest governance body in overseeing the management of impacts	AR: Page 7
	2-13 Delegation of responsibility for managing impacts	SR: Pages 9 and 10 AR: Page 8
	2-14 Role of the highest governance body in sustainability reporting	SR: Pages 9 and 10
	2-15 Conflicts of interest	AR: Page 7
	2-16 Communication of critical concerns	SR: Pages 10 and 11
	2-17 Collective knowledge of the highest governance body	SR: Pages 9 and 10
	2-18 Evaluation of the performance of the highest governance body	AR: Page 16
	2-19 Remuneration policies	AR: Page18
	2-20 Process to determine remuneration	AR: Pages 17 and 18

GRI Standard	Disclosure	Location / Reason for omission
	2-21 Annual total compensation ratio	AR: Page 19
	2-22 Statement on sustainable development strategy	SR: Pages 3, 4 and 12
	2-23 Policy commitments	SR: Pages 3 and 4
	2-24 Embedding policy commitments	SR: Pages 3 and 4
	2-25 Processes to remediate negative impacts	SR: Pages 10 and 11
	2-26 Mechanisms for seeking advice and raising concerns	SR: Pages 10 and 11
	2-27 Compliance with laws and regulations	SR: Pages 3 and 4
	2-28 Membership associations	Not applicable
	2-29 Approach to stakeholder engagement	SR: Pages 10 and 11
	2-30 Collective bargaining agreements	SR: Page 29
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR: Page 15
	3-2 List of material topics	SR: Pages 16 to 18
	3-3 Management of material topic	SR: Pages 16 to 18
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR: Page 19
	201-4 Financial assistance received from government	SR: Page 12
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	SR: Pages 19 and 20
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	SR: Page 34
	205-2 Communication and training about anti-corruption policies and procedures	SR: Page 34
	205-3 Confirmed incidents of corruption and actions taken	SR: Page 34
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR: Page 22
	302-3 Energy intensity	SR: Page 22
GRI 303: Water and Effluents 2018	303-5 Water consumption	SR: Page 24
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR: Page 22
	305-2 Indirect (Scope 2) GHG emissions	SR: Pages 22 and 23
	305-4 GHG emissions intensity	SR: Page 23

GRI Standard	Disclosure	Location / Reason for omission
GRI 306: Waste 2020	306-3 Waste generated	SR: Pages 24 and 25
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR: Pages 29 to 31
	401-3 Parental leave	Metric is currently not tracked and management may disclose in subsequent years.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SR: Pages 32 and 33
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR: Page 32
	403-5 Worker training on occupational health and safety	SR: Page 32
	403-6 Promotion of worker health	SR: Page 32
	403-8 Workers covered by an occupational health and safety management system	SR: Page 32
	403-9 Work-related injuries	SR: Page 33
	403-10 Work-related ill health	SR: Page 33
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR: Pages 31 and 32
	404-2 Programs for upgrading employee skills and transition assistance programs	SR: Pages 31 and 32
	404-3 Percentage of employees receiving regular performance and career development reviews	SR: Page 31
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR: Pages 29 to 31
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	SR: Page 33
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Metric is currently not tracked and management may disclose in subsequent years

GRI Standard	Disclosure	Location / Reason for omission
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	SR: Page 33
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SR: Page 33
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR: Page 8

N.B.: AR = Annual Report, SR = Sustainability Report (i.e. this report)