



金味 **Kimly**®  
The Flavours of Life

# Balancing Headwinds Building Resilience

SUSTAINABILITY REPORT 2025

# Corporate Profile

Kimly Limited (the "Company" or "Kimly", and together with its subsidiaries, the "Group") is one of Singapore's largest traditional coffee shop operators, with a heritage spanning more than 30 years. The Group operates and manages a broad network of 84 food outlets under the "Kimly" and "foodclique" brands, five (5) Halal outlets under the "Kedai Kopi" brand, 180 food stalls, 11 Tonkichi and Tenderfresh restaurants, and four (4) Tenderfresh kiosks located across the heartlands of Singapore.

With its roots in traditional coffee shops known for serving affordable food, Kimly continues to evolve to meet changing consumer preferences. The Group is advancing its operations through digitalisation, operational enhancements, and capability development. Its Food Retail products are accessible online via GrabFood, Foodpanda, Deliveroo and an integrated e-commerce platform on Kimly's corporate website.

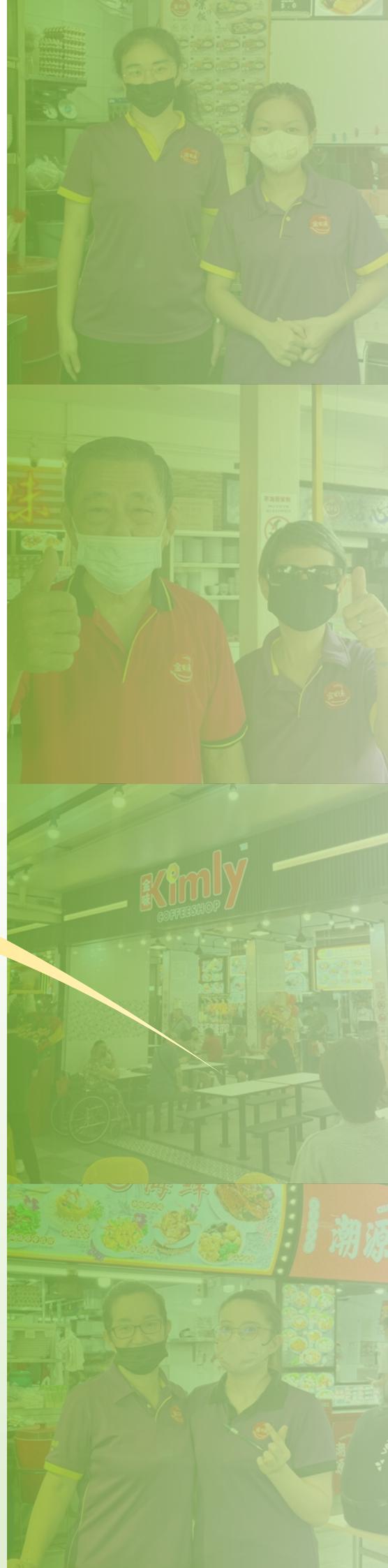
The Group remains proactive in expanding its footprint and diversifying its revenue streams through strategic merger and acquisition initiatives.

Kimly Limited was listed on the Catalyst board of the Singapore Exchange (SGX-ST) on 20 March 2017.

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# Board Statement

**"We believe that sustainable business success is achieved by balancing financial performance with sound governance, positive social contribution, and responsible environmental practices."**

The Board presents Kimly Limited's Sustainability Report for 2025 ("SR2025"). This report sets out our ongoing efforts to operate responsibly, create long-term value, and uphold the interests of our stakeholders, including our customers, employees, business partners, and the broader community.

The financial year ended 30 September 2025 ("FY2025") was a year of steady progress amid a challenging and volatile operating environment, driven by global economic uncertainty, supply chain disruptions, rising costs and manpower shortages. At Kimly, we remain committed to integrating environmental, social and governance ("ESG") considerations into our strategic decisions and day-to-day operations. We believe that sustainable business success is achieved by balancing financial performance with sound governance, positive social contribution, and responsible environmental practices.

Sustainability is a continuous journey for the Group. We regularly benchmark our practices against market developments and industry expectations to improve our ESG approach. The Board provides oversight of all sustainability matters and reviews our sustainability framework to ensure that the most relevant economic, environmental, social, and governance factors are identified, monitored and addressed effectively.

## ECONOMIC PERFORMANCE

The Group recorded a net profit attributable to shareholders of S\$33.3 million for FY2025 (FY2024: S\$33.1 million). This outcome was consistent with FY2024 and reflects our continued focus on achieving stable and sustainable long-term financial outcomes.

## ENVIRONMENTAL MANAGEMENT

We continued to track and report our Scope 1 and Scope 2 greenhouse gas ("GHG") emissions as part of our environmental responsibilities. In addition, we are preparing for the enhanced climate-related requirements introduced by the Singapore Exchange ("SGX") in September 2024, which require all issuers to adopt the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards ("ISSB Standards"). The Group is strengthening internal controls, data systems, and reporting processes to meet these new standards within the required timeframe.

## SOCIAL COMMITMENT

We take a holistic approach to workforce well-being, offering fair and competitive compensation, comprehensive benefits, performance-based rewards, and training opportunities. The Group has consistently complied with the Progressive Wage Model ("PWM") requirements since 2022, reflecting our ongoing commitment to fair and progressive remuneration for our workforce. We also continued our longstanding support for community organisations and charitable causes.

## GOVERNANCE AND OVERSIGHT

We uphold strong governance practices and a zero-tolerance policy for unethical, fraudulent, or corrupt behaviour. There were no whistleblowing cases or incidents of corruption reported in FY2025. The Group will continue to reinforce a culture of transparency, responsibility, and ethical conduct across all levels.

Looking ahead, we remain focused on further strengthening our ESG performance, deepening stakeholder engagement and contributing to a resilient and sustainable F&B ecosystem. The Board wishes to extend its appreciation to our employees, customers, suppliers, business partners, food stall operators, and shareholders for their continued confidence and support. Together, we will continue to build a stronger, more sustainable future.

# Sustainability Performance

## PERFORMANCE SNAPSHOT

**2,721**

People

Strong Workforce

**13,229**

tCO<sub>2</sub>e emissions

Scope 1 and 2 emission held at  
41.07 tCO<sub>2</sub>e/S\$ mil

**S\$144,680**

Community support

Ongoing contributions to the  
charities

INDICATORS	FY2025 TARGETS	FY2025 PERFORMANCE
<b>Sustainable, Committed and Competent Workforce</b> 	<ul style="list-style-type: none"><li>Sustain gender and age diversity of workforce</li><li>Provide timely and effective training</li><li>Promote staff ready for additional responsibilities</li></ul>	<ul style="list-style-type: none"><li>2,721 employees (including part-timers, as of 30 September 2025)</li><li>Gender ratio: 47.4% female to 52.6% male</li><li>52.1% of workforce aged 50 and above</li><li>5,363 hours of training for staff in various functional roles</li><li>128 employees (4.7% of staff strength) promoted</li></ul>
<b>Food Health and Safety</b> 	<ul style="list-style-type: none"><li>Maintain zero food safety and contamination incidents</li><li>Enhance hygiene, cleanliness and housekeeping measures</li><li>Reduce risk of workplace safety incidents and maintain zero fatalities</li></ul>	<ul style="list-style-type: none"><li>Zero food safety and contamination incidents at food outlets</li><li>115 recorded offences from onsite inspections, including 38 offences relating to toilet cleanliness</li><li>39 incidents of work injuries resulting in insurance claims</li></ul>
<b>Customer Satisfaction</b> 	<ul style="list-style-type: none"><li>Achieve positive feedback trends on product quality, service, and cleanliness</li><li>Minimise customer-related safety incidents</li><li>Improve social media engagement performance</li></ul>	<ul style="list-style-type: none"><li>Active monitoring of customer feedback; no serious complaints requiring escalation</li><li>1 customer-related safety incident at outlets</li><li>1,424,566 Meta accounts reached with 5,659,055 impressions via ads</li></ul>
<b>Minimising Environmental Impact</b> 	<ul style="list-style-type: none"><li>Maintain zero environmental noncompliance</li><li>Reduce electricity and water consumption and intensity</li><li>Track and mitigate overall emissions and intensity</li></ul>	<ul style="list-style-type: none"><li>Zero incidence of environmental noncompliance</li><li>28,004,477 kilowatt-hour ("kWh") electricity consumed (energy intensity: 0.087 kWh/S\$ revenue)</li><li>605,759 m<sup>3</sup> water used (intensity: 0.002 m<sup>3</sup>/S\$ revenue)</li><li>Total Scope 1 and 2 emissions: 13,229 tCO<sub>2</sub>e (intensity: 41.07 tCO<sub>2</sub>e/S\$ million revenue)</li></ul>
<b>Supporting the Local Community</b> 	<ul style="list-style-type: none"><li>Keep prices affordable and competitive</li><li>Continue supporting community organisations and causes</li></ul>	<ul style="list-style-type: none"><li>Regular promotions and bundled pricing offer affordable meals</li><li>S\$144,680 contributed through donations and sponsorships to social and charitable programmes</li></ul>

# About This Report



This Report outlines the Group's sustainability approach and performance for the financial year from 1 October 2024 to 30 September 2025 ("FY2025"). The report covers the Group's key business segments in Singapore, namely Outlet Management, Food Retail, and Outlet Investment Business. The Group undertakes the Sustainability Reporting ("SR") process annually to ensure transparency and accountability in our ESG commitments.

Our Sustainability Report aligns with the requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST") and references the Global Reporting Initiative ("GRI") Standards, one of the most widely recognized sustainability frameworks. This enables us to comprehensively disclose our governance structures, management systems, policies, targets, and performance, ensuring clear communication of our sustainability progress to stakeholders.

Additionally, this report incorporates elements from the Task Force on Climate-related Financial Disclosures ("TCFD") Recommendations and follows Practice Note 7.6: Sustainability Reporting Guide of the SGX-ST Mainboard Rules. We acknowledge the upcoming requirements to align our disclosures with the IFRS S1 and S2 guidelines. As part of this transition, we plan to enhance our disclosures in future reports within the prescribed time.

Kimly has not sought external assurance for this year's report. However, the Group remains committed to continuously enhancing the quality and credibility of its disclosures in line with evolving reporting standards and stakeholder expectations. To support this commitment, the Internal Audit function conducts internal reviews of the sustainability reporting process to ensure accuracy, consistency, and compliance with relevant guidelines.

We welcome feedback on our sustainability reporting. Comments and enquiries may be directed to: [marcomm@kimlygroup.sg](mailto:marcomm@kimlygroup.sg).



# Sustainability

## Strategy

Our sustainability philosophy is anchored on three pillars of Economic, Social, and Environmental responsibility. We adopt a double materiality approach across our value chain, assessing how external factors financially impact our business at every stage of production and service delivery. In turn, we focus on creating economic value, delivering broad-based benefits to the community, and minimising negative impacts.



### ECONOMIC PILLAR

Our long-term goal is to maintain financial resilience by ensuring adequate resources and reserves to pursue new growth opportunities and weather future economic uncertainties. In FY2025, the Group reported a net profit attributable to shareholders of S\$33.3 million, marking continued positive performance since FY2016.

Our solid FY2025 Balance Sheet, with total assets amounting to S\$398.6 million and total liabilities of S\$198.5 million, demonstrates our ability to operate efficiently while expanding our revenue base and food outlet network through organic growth, joint ventures and strategic mergers and acquisitions. In addition to generating sustainable returns for shareholders, we continue to deliver economic value and support social well-being by providing stable employment to 2,721 full-time and part-time employees.

In managing rising payroll costs stemming from the Progressive Wage Model ("PWM"), management strengthened the workforce efficiently by introducing self-service at drink stalls and leveraging natural attrition to optimise staffing in selected outlets. Other cost-control initiatives included closing underperforming food stalls and reallocating manpower to areas with stronger growth potential.



### SOCIAL PILLAR

For more than three decades, we have remained dedicated to offering nutritious, tasty and affordable meals to communities across Singapore. We aim to create a safe and welcoming environment for both customers and employees, engaging closely with grassroots organisations and residents to help preserve and enliven Singapore's hawker culture. Our community efforts also extend to supporting charitable initiatives that assist vulnerable groups.

The Group has actively expanded its footprint by opening new coffee shops and acquiring strategic properties to strengthen its market presence. We opened outlets at Block 302 Ubi Avenue 1 in October 2024 and Block 727 Clementi West Street 2 in July 2025, both offering diverse food and beverages in welcoming community spaces. In February 2025, the Group entered a joint venture with 206 Holdings Pte. Ltd. for a short-term HDB lease at Block 206 Toa Payoh North, followed by acquisitions of coffee shop properties at Block 204 Serangoon Central and 110 Yishun Ring Road in March and September 2025 respectively. Operations at these locations commenced between March and October 2025, reinforcing the Group's growth strategy. Additionally, four (4) existing Kimly coffee shops were refurbished under our Outlet Revitalisation Program to improve customer experience and strengthen hygiene standards.



### ENVIRONMENTAL PILLAR

We practise responsible resource management across all key areas, food ingredients, water, electricity, liquefied petroleum gas ("LPG") and fuel usage, to control operating costs while minimising waste and our overall environmental impact. We also track and disclose Scope 1 and Scope 2 in accordance with SGX's reporting requirements, underscoring our support for Singapore's climate action efforts. At the same time, we continue to explore innovative solutions and new technologies to improve efficiency and enhance the overall customer experience across our outlets.

# Sustainability Governance

Sustainability forms part of our broader corporate governance approach, and the Board of Directors (“the Board”) oversees the Group’s overall direction on sustainability matters. The Board reviews the Group’s key ESG considerations, monitors related risks and opportunities, and stays informed of relevant stakeholder expectations. Management updates the Board regularly on sustainability developments, initiatives, and performance to support informed oversight and long-term value creation.

To support effective implementation, Kimly has established a Sustainability Task Force, chaired by the Director of Operations, Outlet Management Division, Mr. Peh Kim Leong Sunny. The Sustainability Task Force comprises representatives from key functional areas including Outlet Management, Food Retail, Finance, and Human Resources.

The Sustainability Task Force is responsible for:

- Coordinating and implementing sustainability initiatives across business units;
- Tracking and reporting progress on key ESG indicators; and
- Escalating material issues or emerging risks to the Board for guidance and decision-making.

The Sustainability Task Force reports regularly to the Board, ensuring that sustainability remains a key agenda item within management discussions and strategic reviews.

## RISK MANAGEMENT AND SOCIOECONOMIC COMPLIANCE

Risk management plays an important role in supporting Kimly’s overall business operations and sustainability efforts. The Board, supported by the Audit Committee (“AC”), oversees the Group’s overall risk governance, management, and internal control systems. These systems are designed to protect shareholder interests, safeguard assets, and ensure operational resilience.

The Group’s risk management framework provides a structured process for identifying, assessing, monitoring, and mitigating significant risks, including those related to sustainability and climate. Management is responsible for maintaining and updating the framework, while the Board ensures its adequacy and effectiveness through periodic reviews.

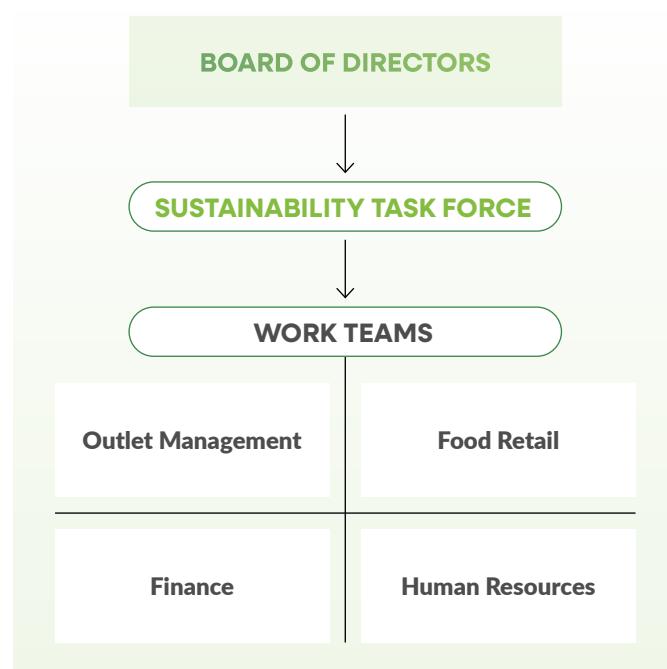
Each year, the AC reviews the risk management and internal control systems, covering financial, operational, compliance, and information technology aspects. The Group also maintains a risk register that identifies material risks and the corresponding internal controls in place to manage them. Business unit heads update the register annually, and it is reviewed by the AC and Internal Audit function.

In alignment with SGX’s latest sustainability reporting requirements, the Internal Audit function conducts internal reviews of the sustainability reporting process. The annual audit plan, approved by the AC, incorporates sustainability considerations and ensures timely follow-up on audit recommendations.

Sustainability-related risks, including climate considerations, are included within the Group’s broader risk landscape. This approach allows ESG matters to be reviewed together with other financial and operational risks as part of our overall risk management process.

Kimly remains committed to complying with relevant laws and regulations across areas such as labour practices, non-discrimination, workplace health and safety and environmental protection. The Group also continues to follow established food safety requirements and does not procure or use any prohibited substances or ingredients.

## Diagram 1: Summary of Kimly’s governance structure relating to the Group’s management of sustainability.



# Stakeholder Engagement

Engaging with stakeholders and addressing their feedback and needs are ongoing priorities. Stakeholders' feedback and suggestions assist Kimly in adjusting our business strategy and operating transparently and accountably. The table below summarises our key stakeholders, engagement platforms and areas of concern.

**Table 1: Summary of Group's key stakeholder groups with their topics and concerns, methods of engagement, and frequency of engagement.**

STAKEHOLDERS	AREAS OF CONCERN	ENGAGEMENT PLATFORMS	FREQUENCY
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Remuneration and benefits</li> <li>• Training and development</li> <li>• Health and safety</li> <li>• Career development opportunities</li> <li>• Customer relationship management skills</li> <li>• Job security and health</li> </ul>	<ul style="list-style-type: none"> <li>• Regular dialogues</li> <li>• Team bonding events</li> <li>• Service appraisal and staff recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ad hoc</li> <li>• Ad hoc</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Food safety and hygiene</li> <li>• Variety of food</li> <li>• Customer service and food quality</li> <li>• Purchase channels</li> </ul>	<ul style="list-style-type: none"> <li>• Customer surveys and reviews</li> <li>• Advertisements and media campaigns</li> <li>• Online channels</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• Ad hoc</li> <li>• Ad hoc</li> </ul>
<b>Stall holders</b>	<ul style="list-style-type: none"> <li>• Physical environment and maintenance</li> <li>• Health and safety</li> <li>• Sustaining customer brand loyalty</li> </ul>	<ul style="list-style-type: none"> <li>• Daily interactions</li> <li>• Regular feedback sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ad hoc</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Positive supplier relationship management</li> </ul>	<ul style="list-style-type: none"> <li>• Regular interactions</li> <li>• Supplier evaluation</li> <li>• Supplier management</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ad hoc</li> <li>• Ad hoc</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Community engagement services</li> <li>• Supporting the community economically</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate social responsibility programmes</li> <li>• Corporate donations</li> <li>• Sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• Ad hoc</li> <li>• Ad hoc</li> </ul>
<b>Government and Regulators</b>	<ul style="list-style-type: none"> <li>• Food safety compliance</li> <li>• Economic performance</li> </ul>	<ul style="list-style-type: none"> <li>• Industry seminars and feedback sessions</li> <li>• Focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• Ad hoc</li> </ul>
<b>Shareholders and Investors</b>	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Anti-corruption policy</li> <li>• Business performance plans</li> <li>• Capital management strategy</li> <li>• Response to climate change</li> </ul>	<ul style="list-style-type: none"> <li>• SGX announcements</li> <li>• Annual reports</li> <li>• Half-yearly reports and updates</li> <li>• Annual General Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Annually</li> <li>• Semi-annually</li> <li>• Annually</li> </ul>

# Materiality Assessment

We recognise that identifying and managing material environmental, social, and governance topics is essential to sustaining long-term business value and meeting stakeholder expectations. During FY2025, we conducted a materiality assessment to refresh our understanding of the sustainability topics that are relevant to our business, stakeholders, and operating context. The assessment process was aligned with industry practices and international standards including GRI and SASB.

The assessment followed a structured three-phase process, as outlined below:



# Materiality Assessment

As a result of this assessment, Kimly identified a refined set of material topics that reflect its most significant ESG impacts and opportunities. These topics guide the Group's sustainability strategy, performance management, and reporting.

**Diagram 2: Materiality matrix illustrating Kimly's FY2025 materiality assessment outcome**



# Materiality Assessment

We established targets across all material topics to drive progress and accountability. These targets serve as tangible benchmarks guiding our efforts towards achieving our sustainability objectives and addressing key ESG considerations. The following table provides a comprehensive overview of our targets against each material topic:

MATERIAL TOPIC	2026 TARGETS
<b>Food Safety and Product Quality</b>	<ul style="list-style-type: none"><li>Maintain zero food safety and contamination incidents at food outlets</li><li>Enhance our internal hygiene, cleanliness and housekeeping policies and procedures to minimise such offences</li><li>Ensure that our prices remain affordable and competitive</li></ul>
<b>Food Sourcing and Supplier Management</b>	<ul style="list-style-type: none"><li>Prioritise supplier adhering to Singapore food safety standards</li></ul>
<b>Corporate Governance</b>	<ul style="list-style-type: none"><li>Reduce non-compliance incidents and work towards zero non-compliance</li></ul>
<b>Anti-Corruption</b>	<ul style="list-style-type: none"><li>Maintain zero incidents of corruption</li></ul>
<b>Data privacy and Security</b>	<ul style="list-style-type: none"><li>Maintain zero reported substantiated complaints concerning breaches of data privacy and losses of data</li></ul>
<b>Employee Health and Safety</b>	<ul style="list-style-type: none"><li>Reduce the risk of workplace safety incidents and maintain zero incidents of workplace fatalities</li></ul>
<b>Customer Satisfaction</b>	<ul style="list-style-type: none"><li>Achieve a positive trend in feedback on product quality, service, and cleanliness</li><li>Improve our social media engagement performance</li><li>Minimise customer-related safety incidents at our outlets</li></ul>
<b>Employee Development and Retention</b>	<ul style="list-style-type: none"><li>Provide timely and effective training</li><li>Promote staff who are ready for additional responsibilities</li></ul>
<b>Local Communities</b>	<ul style="list-style-type: none"><li>Continue to support worthy community organisations and causes</li></ul>
<b>Diversity and Inclusion</b>	<ul style="list-style-type: none"><li>Sustain the gender and age diversity of the workforce</li></ul>
<b>Energy and Emissions</b>	<ul style="list-style-type: none"><li>Reduce electricity consumption and intensity</li><li>Maintain zero incidence of environmental non-compliance</li><li>Track and mitigate overall emissions and emission intensity</li></ul>
<b>Water Management</b>	<ul style="list-style-type: none"><li>Reduce water consumption and intensity</li></ul>
<b>Waste Management</b>	<ul style="list-style-type: none"><li>Measure and disclose percentage of waste oil recycled</li></ul>

# Alignment with The United Nations Sustainable Development Goals

SDGS	ALIGNMENT WITH KIMLY'S MATERIAL FACTORS	OUR CONTRIBUTIONS
 <p><b>Ensure healthy lives and promote well-being for all at all ages</b></p>	<ul style="list-style-type: none"> <li>Employee Health and Safety</li> <li>Food Safety and Product Quality</li> <li>Customer Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>We provide a safe working environment for our employees and encourage them to stay healthy</li> <li>We focus on food safety and hygiene</li> <li>By providing affordable and nutritious meal options, we support the well-being of our customers and communities</li> </ul>
 <p><b>Achieve gender equality and empower all women and girls</b></p>	<ul style="list-style-type: none"> <li>Diversity and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Kimly is committed to gender equality with females comprising 47.4% of our workforce in FY2025</li> <li>We promote equal opportunities, support career development and create an inclusive environment to advance the goal of gender equality</li> </ul>
 <p><b>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p>	<ul style="list-style-type: none"> <li>Employee Development and Retention</li> <li>Diversity and Inclusion</li> <li>Supporting Local Communities</li> <li>Food Sourcing and Supplier Management</li> </ul>	<ul style="list-style-type: none"> <li>We adhere to fair and progressive employment practices to attract and retain talent</li> <li>We encourage innovation and operational efficiency to drive sustainable growth</li> <li>We support the growth of small and medium enterprises ("SMEs") that are in our network of suppliers and partners</li> <li>Our outlets across Singapore generate steady employment for a cross-section of local residents</li> </ul>
 <p><b>Reduce inequality within and among countries</b></p>	<ul style="list-style-type: none"> <li>Diversity and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>We uphold a Group-wide Non-Discrimination Policy and promote diversity and inclusion</li> <li>All employees are provided with equal opportunities for learning, development, and advancement based on merit</li> </ul>
 <p><b>Ensure sustainable consumption and production patterns</b></p>	<ul style="list-style-type: none"> <li>Food Sourcing and Supplier Management</li> <li>Waste Management</li> <li>Energy and Emissions</li> <li>Water Management</li> </ul>	<ul style="list-style-type: none"> <li>We continue to reduce food waste and adopt sustainable packaging options</li> <li>We strive to optimise resource efficiency and minimise environmental impact across our value chain</li> </ul>

# Food Safety and Product Quality

Ensuring the safety and quality of our food products continues to be a key priority for Kimly. The Group maintains established food safety standards and applies consistent quality management practices across all aspects of our operations, from food preparation and storage to delivery and retail. These practices are guided by the regulatory requirements from the Singapore Food Agency ("SFA") and the Group's internal Standard Operating Procedures ("SOPs"), which are regularly reviewed to maintain compliance and operational consistency.

## DIGITALISATION AND PROCESS EFFICIENCY

In FY2025, the Group continued its digitalisation efforts to support operational efficiency and improve customer experience. Initiatives such as digital payment integration, system automation, and QR-based payment solutions were gradually introduced to enhance transaction accuracy, reduce processing time, and minimise human errors. These developments helped streamline operations and strengthen traceability within food service operations.

## FOOD STORAGE AND HANDLING

To maintain freshness and quality, our central kitchen operates under a minimum inventory policy, preparing and delivering most semi-finished food products daily to our outlets via chilled delivery trucks. At each stall, ingredients are stored in chillers and freezers, and expiry dates are checked before use to prevent spoilage. These measures ensure that food products remain fresh and safe for consumption throughout the supply chain.

## FOOD PREPARATION AND HYGIENE

All staff involved in food preparation must comply with Kimly's hygiene policies and the SFA's requirements. Every food handler is required to complete the accredited Basic Food Hygiene Course, and supervisors perform daily checks on personal hygiene and health conditions. Employees returning from medical leave are cleared for duty only after verifying that their symptoms have resolved.

Our food manufacturing facilities, delivery vehicles and storage areas undergo daily cleanliness and orderliness inspections to maintain high standards of hygiene and operational discipline.

## QUALITY ASSURANCE AND COMPLIANCE

Kimly's Quality and Compliance Assurance ("QC") Team, led by the Director of Operations, Outlet Management Division, oversees food safety adherence across all outlets. The team comprises executive chefs from each food division and conducts both scheduled and surprise inspections to ensure compliance with the SFA requirements and the Group's internal Hazard Analysis and Critical Control Points ("HACCP") standards. Instances of non-compliance are documented through photographs and supporting notes, followed by immediate corrective action and verification before closure.

In FY2025, there were no reported food safety incidents, and no cases of food contamination at our outlets. SFA's on-site inspections recorded 115 (FY2024: 75) non-compliance offences, including 38 offences relating to toilet cleanliness (FY2024: 33). Prompt corrective measures were implemented for all cases, including formal warnings and retraining of affected staff to reinforce adherence to food safety policies and HACCP procedures. Periodic follow-up checks were also conducted to ensure continued compliance.

## VENDOR AND OUTLET MANAGEMENT

All third-party food stall operators are required to comply with established food safety and hygiene standards as a condition of leasing a stall. The Group enforces consistent health and safety standards across its outlet network, supported by ongoing communication and periodic inspections. This collaborative approach ensures that all operators uphold the same high standards expected of Kimly's brand and reputation.



# Food Sourcing and Supplier Management

Responsible sourcing is a key part of Kimly's commitment to ensuring food safety, quality, and sustainability across our value chain. Our sourcing approach emphasises partnerships with reliable, compliant, and socially responsible suppliers who uphold the same standards of quality, integrity, and safety that our customers expect.



## FROM FARM TO FORK

Food safety considerations begin at the procurement stage. The Group adopts a structured procurement process covering inventory management, supplier selection, storage and delivery, and periodic evaluations of supplier performance. We primarily engage approved suppliers that produce, package, store, and deliver products in line with established industry practices and SFA requirements.

To maintain product freshness and quality, we prioritise local suppliers that hold at least a "B" grade from the SFA. Suppliers are assessed on their ability to meet our quality specifications, reliability in delivery and compliance with food safety standards. For each product category, the respective business unit's Head of Department reviews at least two potential suppliers to support competitiveness and strengthen sourcing resilience.

## PROMOTING HEALTHIER FOOD CHOICES

To support healthier eating, we continue to work with suppliers participating in national health initiatives. Our main suppliers of vegetable oil and rice are involved in the Health Promotion Board's ("HPB") Healthier Ingredient Development Scheme ("HIDS").

To support HPB's Nationwide Sodium Intake Reduction Campaign, our central kitchens continued using reduced sodium iodized salt, which contains 30% less sodium. This has been applied at Kimly Dim Sum, Kimly Mixed Vegetable Rice, and Tenderfresh outlets to offer lower-sodium options while maintaining taste.

We also offer balanced meal options of under 500 calories at our Mixed Vegetable Rice stalls and accommodate customer preferences for reduced oil or sugar across various outlets.

## SUPPLIER SELECTION AND RELATIONSHIP MANAGEMENT

Kimly works with a network of reliable suppliers who support our focus on product quality and consistency. The Group's supplier assessment process considers factors such as quality, pricing, payment terms, and delivery timelines. Using multiple suppliers helps maintain supply stability and reduces reliance on any single source, which support resilience in a challenging operating environment. Each business unit's Head of Department reviews and assesses at least two potential suppliers for required items and selects the most suitable option based on price, quality, and service.

We also conduct regular internal halal compliance checks across our halal-certified operations, including both company-owned outlets and franchisees. These reviews, carried out every three to four months, help ensure that suppliers, ingredients, and handling practices remain aligned with halal requirements.

Supplier relationships remained stable through FY2024 and FY2025, and no significant disruptions were reported. The Group continued to make timely payments to suppliers to support smooth business operations.

## SUPPLIER SOCIAL RESPONSIBILITY

Aligned with the social pillar of our sustainability strategy, Kimly expects all suppliers to operate responsibly and comply with applicable employment and labour laws. Suppliers are required to provide a safe and healthy working environment for their employees and are encouraged to adopt fair employment practices that prevent discrimination, ensure worker welfare, and reduce the risk of work-related injuries.

In FY2025, there were no reported negative social impacts along the supply chain. The long-term partnerships built with our suppliers have strengthened mutual trust and enabled us to maintain a reliable, high-quality, and socially responsible supply chain.

# Governance and Compliance

We aim to maintain sound corporate governance in accordance with the Code of Corporate Governance 2018 and the Global Reporting Initiative ("GRI") standards. Our governance framework promotes ethical management, transparency, and responsible business conduct.

## ANTI-CORRUPTION

Kimly maintains a strong stance against corruption, bribery, fraud, and any form of unethical conduct. The Group seeks to uphold integrity, accountability, and responsible business practices across its operations and business relationships, in line with applicable anti-corruption and anti-bribery laws in Singapore.

The Group has established a secure framework for reporting potential misconduct, following GRI guidelines on stakeholder grievance and anti-corruption processes. Employees and external stakeholders, including suppliers, customers, and contractors, may report concerns such as conflicts of interest, fraud, corruption, unsafe work practices, or other breaches of Group policies. Reports may be submitted confidentially via email (whistleblowing@kimlygroup.sg), by letter addressed to the Chairman of the Audit Committee, and anonymous reports are also accepted.

Whistleblowing matters are overseen by the Whistleblowing Committee, comprising the Independent Director who chairs the Audit Committee and its members. The Committee reviews cases, determines if further investigation is required, and may escalate matters to the appropriate department or external authorities. Whistleblowers acting in good faith are protected from retaliation, while frivolous or malicious reports may lead to disciplinary action. Employees are expected to cooperate with investigations and remedial actions are taken when breaches are substantiated.

During the reporting period, no incidents of corruption or confirmed breaches of anti-corruption laws were recorded.

## COMPLIANCE WITH LAWS AND REGULATIONS

The Board and management oversee compliance with statutory requirements and relevant SGX regulations. Regular internal and external audits are conducted, with the Audit Committee monitoring the effectiveness of controls and compliance processes. During FY2025, no significant instances of non-compliance with laws and regulations were identified. Kimly's compliance programs are periodically reviewed, and policies are updated as regulatory requirements change.

## BOARD DIVERSITY AND INDEPENDENCE

The Board of Directors comprises four members: three Non-Executive Independent Directors and one Executive Director, ensuring a majority of independent oversight. Board members bring diverse professional backgrounds from various industries including audit, law, finance, and F&B, and maintain a clear separation between executive and non-executive functions. The membership reflects a mix of genders, skills, and tenures, with regular reviews conducted to maintain diversity of experience and perspectives relevant to Kimly's business and ESG objectives.

The Nominating Committee reviews board composition annually to support a balanced mix of competencies, industry knowledge, and independence. Further details on the Group's diversity policy are provided in the Corporate Governance Report.



# Data Privacy and Security



Kimly recognises the importance of safeguarding the personal data of our customers, employees, and business partners. In line with our Personal Data Protection Policy and Singapore's Personal Data Protection Act ("PDPA"), the Group maintains a structured approach to the collected, used, storage and protection of personal data. Data is obtained only for legitimate business, operational, or regulatory purposes, with individuals informed of the purpose and basis of consent. Personal data is kept accurate, updated as necessary, and retained only for as long as required to meet business or legal obligations before secure disposal.

Access to personal data is limited to authorised personnel on a need-to-know basis, and third-party service providers are required to maintain appropriate safeguards. Personal data may be disclosed to external parties such as regulators, banks or service providers, only for purposes aligned with business operations or compliance requirements, and overseas transfers are conducted only when comparable levels of protection are

assured. Individuals may request access to or correction of their personal data and may also withdraw consent, in accordance with our established procedures. We also maintain channels for data-related queries or concerns through established procedures. Queries or concerns can be directed to the designated Data Protection Officer.

While formal data-privacy training has not been rolled out to all employees, HR personnel handling the largest volume of personal data received guidance during onboarding from the HR Head on responsible handling, confidentiality, and appropriate use of personal information. During FY2025, no data breaches, cyberattacks, or substantiated complaints regarding misuse of personal data were reported.

These measures support responsible data governance and the protection of personal information as part of Kimly's commitment to ethical business conduct.

# Customer Experience and Engagement

Customer satisfaction remains important to Kimly's reputation as one of Singapore's leading food and beverage operators. The Group aims to provide a safe and enjoyable dining experience, supported by ongoing efforts to maintain product quality and service standards.

## ENHANCING CUSTOMER EXPERIENCE

The Group continues to explore initiatives to improve operational efficiency and convenience. Self-ordering takeaway kiosks have been introduced at selected Tenderfresh outlets to reduce waiting times, improve order accuracy, and provide a seamless, contactless experience. Menu offerings are periodically refreshed, with new products developed to meet evolving consumer preferences, including healthier and value-conscious meal options.

## CUSTOMER ENGAGEMENT AND FEEDBACK

Understanding customer needs is key to maintaining service quality. Feedback is collected through multiple channels, including the corporate website, social media, and in-person interactions at outlets. Social media analytics help track sentiment, responsiveness, and areas for improvement. Complaints received through digital platforms are escalated to the relevant teams for investigations and service recovery, with follow-up to ensure satisfactory resolution.

In FY2025, customer feedback included both positive experiences and constructive suggestions, which informed operational enhancements. Many customers highlighted staff professionalism, honesty and service quality. In addition to positive feedback, customers also shared observations that point to opportunities for operational improvement.

These insights helped highlight recurring areas for attention, including wait-time management, outlet cleanliness, and order accuracy. Relevant operations teams investigated the issue and implemented measures such as staff briefings, reinforcement of SOP, and targeted service-recovery actions.

Kimly coffee shop and Tenderfresh Group's social media presence continued to support customer engagement, with a combined following of over 93,000 social media fans. Digital campaigns reached 1,424,566 Meta accounts and achieved 5,659,055 impressions, demonstrating broad visibility and customer interest across platforms.

## CUSTOMER HEALTH AND SAFETY

Maintaining a safe and hygienic dining environment remains a key focus. Preventive measures are implemented across all outlets, including non-slip flooring, clear warning signage, and routine maintenance to reduce potential hazards. Monthly deep-cleaning exercises are conducted by the maintenance team to ensure consistent cleanliness across all premises. In FY2025, the Group received one (1) customer-related public liability claim (FY2024: 5 claims). All incidents were promptly addressed and resolved.

The Group remains committed to regulatory compliance and food safety. Any identified issues are acted on immediately. In FY2025, there were no product recalls, reflecting the effectiveness of these strengthened safety and quality measures.

## CONTINUOUS IMPROVEMENT

Recognising evolving customer expectations, the Group will continue to enhance engagement channels, explore operational improvements, and maintain highest standards of hygiene and safety across all outlets. These efforts aim to strengthen customer trust and support the Group's position as a preferred dining destination in Singapore.

**93,000+**

Social Media fans

**1,424,566**

Digital campaigns

**5,659,055**

impressions, demonstrating broad visibility and customer interest across platforms

# Employee Health and Safety

Kimly is committed to providing a safe and healthy working environment for all employees. Our approach to occupational health and safety is guided by internal policies and operating procedures, which are regularly reviewed to stay aligned with prevailing regulations, industry practices, and the guidelines of the Workplace Safety and Health Council ("WSHC").

## SAFETY GOVERNANCE AND RISK MANAGEMENT

The Group takes a proactive approach to managing workplace safety risks. Each business unit is responsible for implementing risk control measures, monitoring conditions and reporting incidents promptly. Workplace incidents are investigated and recorded in a Corrective and Preventive Action Report, which outlines root causes, corrective actions, and preventive measures.

New employees undergo basic safety training during onboarding, supplemented by periodic briefings and refresher sessions across business units. These sessions reinforce key safety practices and raise awareness of potential hazards. Employees are encouraged to report safety concerns or near-miss events, fostering a culture of transparency and shared responsibility for workplace safety.

## OPERATIONAL SAFETY PRACTICES

Routine inspections are conducted across our central kitchens and outlet operations to ensure adherence to established safety standards. Key areas, including ventilation, lighting, workspace ergonomics, and equipment maintenance are regularly monitored. Kitchen staff are provided with replacement attire and personal protective gear every six months to maintain hygiene and safety.

Vehicular safety continues to be an important focus. Safety measures are implemented to reduce transport-related risks, and delivery and logistics teams attend regular briefings that incorporate guidance from recent WSHC advisories and incident learnings.

In FY2025, Workplace Safety and Health In-House briefings were conducted across all operational units. These sessions reviewed past incidents, shared preventive insights, and reinforced employees' ability to identify and manage potential hazards. These initiatives demonstrated the Group's commitment to nurturing a strong safety culture.

## EMPLOYEE WELLNESS AND COMPENSATION

The Group provides workmen's compensation insurance for all employees to cover work-related injuries and medical insurance for foreign employees to support non-work-related treatment needs.

In FY2025, there were 39 work injury incidents resulting in compensation claims, compared to 44 incidents in FY2024. All affected employees received full medical support, either through the Group or the Group's insurance. Each incident was carefully reviewed and relevant procedures were reinforced to reduce risks such as cuts, scalds, slips, and trips. Ongoing communication and reminders continue to promote personal safety awareness across all operations.

Through these measures, Kimly seeks to maintain a safe, compliant, and supportive work environment that prioritises the physical and mental well-being of employees. The Group's ongoing target is to minimise workplace safety incidents and maintain zero workplace fatalities.



# Employee Development and Retention

Kimly recognises that a skilled and engaged workforce is important for sustaining business performance and delivering consistent service standards. We remain committed to fostering a supportive and inclusive workplace that attracts, develops, and retains talent across the organisation.

Our approach to employee management focuses three (3) key areas:

1. Competitive Benefits and Rewards – providing fair and market-appropriate remuneration and acknowledging long-term commitment and strong performance.
2. Capability Building and Career Development – offering learning and development opportunities to strengthen both functional skills and leadership capabilities.
3. Engagement and Retention – maintaining a work environment grounded in mutual respect, open communication, and shared goals.

The Group's human capital strategy supports its broader sustainability objectives by promoting employee well-being, encouraging equitable opportunities, and building workforce resilience. Regular feedback channels, such as staff surveys and performance reviews, help us better understand employee needs and align development efforts with organisational priorities.



# Employee Development and Retention

## COMPETITIVE BENEFITS AND REWARDS

Kimly provides a range of employee benefits that go beyond statutory requirements to support staff well-being and work-life balance. These include medical insurance, annual and parental leave, as well as monthly transport and meal allowances for eligible employees.

In FY2025, the Group provided a range of benefits and rewards that recognise employees' contributions and support their sense of belonging:

**351**

### Employees

Received School Textbook Subsidies totalling S\$75,108 to support their children's education.

**74**

### Long-serving employees

Were recognised with Long Service Awards amounting to S\$47,500.

**1,934**

### Employees

Received Birthday Dining Vouchers valued at S\$354,500, promoting family time and work-life balance.

To reinforce a performance-driven culture, Kimly maintains a Performance Incentive Scheme, allowing business units to reward high-performing staff on a monthly or quarterly basis. In FY2025, an average of 983 employees qualified for the incentive, resulting in total payouts of approximately S\$4.8 million.

Additionally, under the Kimly Performance Share Plan ("PSP"), first adopted in 2017, eligible employees receive share-based awards that strengthen the link between individual performance and the Group's long-term success. In FY2025, a total of 3,051,068 share awards were granted (FY2024: 2,400,631 awards), reflecting our commitment to sharing value creation with our people.

Our remuneration framework is merit-based, aligning pay and rewards with individual contributions, job responsibilities, and the Group's overall performance. Kimly also follows the Ministry of Manpower's ("MOM") guidelines and national initiatives such as the PWM and Local Qualifying Salary scheme to support fair and sustainable wage progression, particularly for lower-income employees.

We conduct annual performance appraisals using both measurable and qualitative criteria, including areas such as teamwork, communication, and innovation. In FY2025, 1,793 employees (65.9%) completed their appraisals, providing structured feedback to support development and career progression.

# Employee Development and Retention

## CAPABILITY BUILDING AND CAREER DEVELOPMENT

Continuous learning remains an important part of Kimly's workforce strategy. The Group provides structured training and development programmes to help employees stay competent, productive and adaptable.

In FY2025, employees completed a total of 5,363 training hours across a broad range of technical and compliance courses. Key courses included:

- Functional Training: Food hygiene, environmental control, finance and IT, workplace automation, and sustainability project management.
- Compliance Training: Courses related to the PWM, workplace safety, and management compliance.

Kimly recognises employees who show strong performance and readiness for expanded responsibilities. In FY2025, 128 employees (4.7% of total workforce) were promoted, reflecting the Group's commitment to merit-based progression.

## ENGAGEMENT AND RETENTION

Kimly continues to promote a positive and inclusive workplace where employees are treated with respect and supported in their roles. Open communication, collaboration and a shared sense of purpose are encouraged across all business units.

Through engagement initiatives, family-oriented events, and recognition programmes, we aim to strengthen employee loyalty and retention. Our family-centric culture remains an important part of Kimly's identity and contributes to a stable and motivated workforce. In FY2025, the Group recorded a staff turnover rate of 11.1%<sup>1</sup>, reflecting our ongoing efforts to retain and engage our employees.

We also maintain regular dialogue with employees through supervisors and divisional leaders to address feedback and enhance workplace satisfaction.



<sup>1</sup> Turnover is calculated by dividing the number of employees who leave by the total number of employees during the reporting period

# Local Communities

Kimly maintains strong ties with the local communities we serve. In addition to providing quality food and service, we aim to support the community through affordable meals, local employment opportunities, and engagement with social initiatives.

Our approach to community engagement centres around three (3) key areas:

- Affordable and Accessible Meals – helping ensure quality food is available to a wide range of customers.
- Community Giving and Partnerships – contributing to social causes and collaborating with organisations that benefit local communities.
- Local Employment Opportunities – offering meaningful and flexible jobs that support residents across Singapore.

## AFFORDABLE AND ACCESSIBLE MEALS

As part of our commitment to social responsibility, we continue to enhance the accessibility and affordability of our food offerings for the communities we serve. During the year, we broadened our selection of value-driven set meals at Kimly Dim Sum across major delivery platforms and introduced promotional offers tied to new stall openings to help keep quality meals within reach for families.

During national holidays and festive periods, we also offer special dishes and discounts to ensure that everyone in the community can participate in these celebrations regardless of financial circumstances. These efforts reflect our belief that sharing good food should be a universal experience and help strengthen our bond with the communities we serve.

## COMMUNITY GIVING AND PARTNERSHIPS

Kimly remains committed to contributing positively to society through donations, sponsorships, and partnerships with charitable and educational organisations. Our community investment efforts are focused on initiatives that support education, youth development, community welfare, and social cohesion.

With a wide network of food outlets across Singapore, we also provide meaningful and accessible employment opportunities for residents in the communities we serve.

In FY2025, the Group contributed a total of S\$144,680 (FY2024: S\$203,120) to various charitable and community initiatives, including:

- Providing grant for Goods to Scape, supporting youth-focused programmes and community engagement.
- Donating to the Tzu-Chi Foundation for the SYNC Festival, which promotes social cohesion and community well-being.
- Contributing to the NUS College of Design and Engineering Bursary, supporting education accessibility for students in need.
- Donating to the Singapore Buddhist Lodge Welfare Foundation in support of community welfare and assistance programmes.
- Supporting the SGX Cares Bull Charge Charity Run 2025 with contribution, enabling fundraising for beneficiaries across diverse social causes.

These contributions underscore our long-standing commitment to social responsibility and our belief in uplifting communities through collective effort.

## LOCAL EMPLOYMENT OPPORTUNITIES

With a wide network of food outlets across Singapore, Kimly also provides meaningful and accessible employment opportunities for residents in the communities we serve.

We prioritise the hiring of local employees, including part-timers and individuals who require flexible work arrangements. This approach promotes workforce inclusivity, enables employees to work closer to home, and strengthens community ties.



# Diversity and Inclusion

Kimly's success is built on the strength, diversity, and dedication of its people. As a service-oriented organisation, our ability to deliver quality products and experiences depends on capable employees across our central kitchens and food retail outlets to our corporate functions.

We remain committed to cultivating a fair, inclusive, and respectful workplace that embraces diversity in age, gender, nationality, skills, and educational backgrounds. Guided by principles of equal opportunity and merit-based employment, we aim to ensure that every employee can develop their potential and contribute meaningfully to the Group's growth.

By creating employment within the communities where we operate, Kimly contributes to local economic development while offering stable and fulfilling career pathways in the F&B sector.

## WORKFORCE PROFILE

As at 30 September 2025, the Group employed 2,721 employees, including part-timers (FY2024: 2,700 employees). Our workforce comprised 47.4% female and 52.6% male employees (FY2024: 46.0% female, 54.0% male), reflecting balanced representation across operational and management roles.

Mature workers remain a key pillar of our workforce, with 52.1% aged 50 and above (FY2024: 50.6%). Their experience enhances operational continuity, while their guidance supports the development of younger team members.

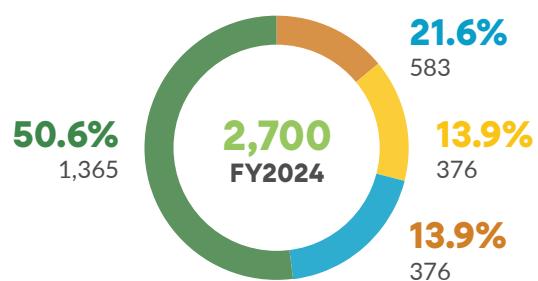
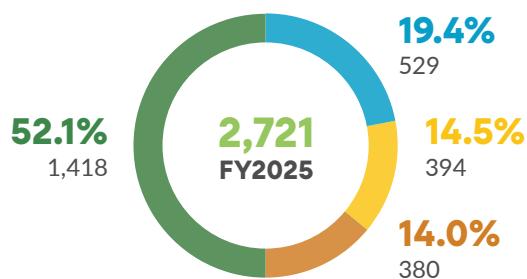
Kimly does not have employees represented by an in-house or industry union. We outsourced 40 manpower positions in FY2025 (FY2024: 26), we ensure adherence to all relevant labour regulations and fair employment practices through clearly defined agreements, regular compliance reviews, and accessible feedback channels for outsourced workers.

## EQUAL OPPORTUNITY AND NON-DISCRIMINATION

Kimly upholds a Non-Discrimination Policy across all employment practices, including recruitment, promotion, remuneration and training. We do not tolerate discrimination on the basis of age, race, gender, nationality, or any other status. Employees who experience or witness unfair treatment can approach the Human Resources Department confidentially for resolution. In FY2025, the Group did not receive any reports of workplace discrimination.

**Diagram 3:**  
Employees by age

Legend:   
● <30  
● ≥30 to <40  
● ≥40 to <50  
● ≥50



**Diagram 4:**  
Employees by gender

Legend:   
● Male  
● Female



# Water Management

Kimly recognises the importance of responsible water use in sustaining both our operations and the environment. The Group continues to improve water efficiency by implementing measures that minimise wastage and optimise consumption across our central kitchens and food outlets.

In FY2025, the Group's total water consumption was 605,759 m<sup>3</sup>, representing a 6.4% decrease from 646,982 m<sup>3</sup> in FY2024. Water intensity remained stable at 0.002 m<sup>3</sup> per S\$ of revenue, indicating consistent efficiency despite business growth.

## WATER CONSUMPTION

WATER CONSUMPTION	FY2024	FY2025
Water consumption (m <sup>3</sup> )	646,982	605,759
Water intensity (consumption per dollar of revenue (m <sup>3</sup> /S\$))	0.002	0.002
Year-on-year % change of water consumption		(-6.4%)

Kimly remains committed to improving water efficiency through continued monitoring and adoption of resource-saving technologies in the years ahead.



# Climate-Related Disclosures

Recognising the increasing importance of climate resilience, the Group continues to assess and manage climate-related risks and opportunities that may affect our operations, supply chain, and business continuity. Our approach is guided by the recommendations of the TCFD and the ISSB's IFRS S2 framework.

## GOVERNANCE AND RISK INTEGRATION

Climate-related matters are overseen through the Group's Sustainability Governance Structure, which provides strategic direction and oversight for all ESG-related initiatives. The governance framework for managing climate risks and opportunities is aligned with this structure and integrated within the Group's Enterprise Risk Management ("ERM") framework to ensure consistency in assessing and addressing material risks. Further details on the governance structure are provided in the Sustainability Governance section.

In FY2025, the Group conducted a Climate Risk Workshop with senior management to identify, prioritise, and evaluate key climate-related risks and opportunities. The prioritisation methodology was aligned with the ERM process to ensure a systematic and consistent approach to risk assessment across the organisation.

## CLIMATE RISK AND OPPORTUNITY ASSESSMENT

As part of the assessment, a qualitative scenario analysis was performed using two climate scenarios:

- **SSP1-2.6 (Low-emissions scenario):** Represents a future with strong global mitigation efforts and lower physical risk exposure.
- **SSP5-8.5 (High-emissions scenario):** Represents a fossil fuel-intensive pathway with more severe physical impacts.

Under the SSP5-8.5 (high-emissions) scenario, the Group undertook an asset-based flood assessment to identify locations most exposed to potential riverine flooding. The assessment revealed that some assets in northern Singapore, particularly in Woodlands and Sembawang, are located within flood-prone zones. Further analysis will be conducted to quantify the extent of exposure and potential impact in future.

In addition, Singapore's annual mean temperature is projected to rise significantly under this scenario—from the current 27.9°C to approximately 32.9°C by the end of the century. In comparison, under the SSP1-2.6 scenario, the increase is expected to be more moderate, reaching 28.5°C. The number of warm nights (currently about 76 nights annually) is expected to rise sharply, with high-emission conditions potentially leading to warm nights occurring almost daily. Similarly, very hot days, historically averaging 21.4 days per year, could become an almost year-round occurrence.

These climate trends may increase operational costs related to cooling requirements, affect worker comfort and productivity, and influence the long-term suitability of some locations



# Climate-Related Disclosures

The tables below summarise the identified risks and opportunities, along with their priority, time period, potential impact, and mitigation measures. These tables help illustrate the Group's understanding of how climate factors could influence our strategic and operational decisions.

RISKS		RISK PRIORITY (TIME PERIOD)	POTENTIAL IMPACT	MITIGATION MEASURES	
Physical Risks	Acute	Increased severity and frequency of extreme weather events i.e. floods, cyclones, heat wave	Medium (Short to Medium term)	<ul style="list-style-type: none"> <li>Extreme heat and heavy rainfall may reduce customer comfort and turnout, particularly in outdoor dining areas.</li> <li>Heat stress could affect outlet staff's health and productivity, and impact equipment reliability.</li> <li>Potential damage to property and infrastructure, leading to downtime, repair costs, or asset impairment.</li> <li>Higher insurance premiums or reduced insurance coverage availability.</li> </ul>	<ul style="list-style-type: none"> <li>Regularly monitor food operations' exposure to physical climate risks using asset-based flood assessment and identifying high risk areas</li> <li>Ensure outdoor dining areas are well-ventilated and thermally comfortable.</li> <li>Strengthen contingency planning, including insurance coverage and emergency response measures.</li> <li>Monitor weather forecasts and issue timely advisories to safeguard employee safety.</li> </ul>
		Deterioration in ambient air quality (e.g. haze from regional forest fires)	Medium (Short to Medium term)	<ul style="list-style-type: none"> <li>Poor air quality could impact the dining experience and working environment, particularly in non-air-conditioned outlets.</li> <li>Prolonged haze periods may reduce customer traffic and affect revenue.</li> </ul>	<ul style="list-style-type: none"> <li>Deploy additional ventilation equipment, air purifiers and fans in affected outlets.</li> <li>Provide staff with protective masks and health guidance during haze episodes.</li> <li>Increase focus on food delivery services to offset reduced dine-in demand during poor air quality periods.</li> </ul>
	Chronic	Rising Mean temperature	High (Medium to Long term)	<ul style="list-style-type: none"> <li>Increased heat-related health risks for workers, especially those operating outdoors.</li> <li>Higher maintenance costs due to accelerated wear and tear on equipment and facilities.</li> <li>Supply chain disruptions and cost inflation for key food items, given Singapore's reliance on imported food.</li> </ul>	<ul style="list-style-type: none"> <li>Invest in climate-resilient infrastructure, energy-efficient systems, and durable equipment.</li> <li>Adopt renewable energy sources where feasible to enhance operational resilience.</li> <li>Diversify food supply sources and explore alternative ingredients to reduce dependency on climate-vulnerable imports.</li> <li>Monitor long-term weather trends and integrate findings into facility planning and procurement strategies.</li> </ul>

# Climate-Related Disclosures

RISKS	RISK PRIORITY (TIME PERIOD)		POTENTIAL IMPACT	MITIGATION MEASURES
<b>Transition Risks</b>	Policy and Legislation	Policy and regulatory risks (e.g. carbon pricing, emission caps, disclosure mandates)	Medium (Medium to Long term)	<ul style="list-style-type: none"> <li>Increased compliance costs due to evolving sustainability reporting and environmental standards.</li> <li>Operational changes needed to meet energy efficiency, waste reduction, or sustainable sourcing requirements.</li> <li>Business disruption risk if regulatory changes are implemented rapidly.</li> </ul>
	Technology	Installation of or transition to low emission technology	Medium (Short to Medium term)	<ul style="list-style-type: none"> <li>Possible increase in maintenance costs or need for technical expertise to operate new systems effectively.</li> <li>Existing LPG-based appliances may become less viable as the business transitions to electric or renewable energy sources.</li> </ul>
	Market	Changing consumer preferences	Medium (Short to Medium term)	<ul style="list-style-type: none"> <li>Growing consumer demand for sustainable and ethical food choices may affect sales of traditional offerings.</li> <li>Potentially higher costs from adopting greener practices, e.g. sustainable packaging or obtaining eco-certifications.</li> </ul>
	Reputation	Reputational risks (e.g. stakeholders preferring ESG-integrated companies)	Medium (Short to Medium term)	<ul style="list-style-type: none"> <li>Brand perception risk if the Group lags industry peers in addressing climate-related issues.</li> <li>Loss of stakeholder trust if sustainability claims are unsubstantiated or inconsistent.</li> </ul>

# Climate-Related Disclosures

CLIMATE-RELATED OPPORTUNITIES	TIME PERIOD	POTENTIAL BENEFITS	POSSIBLE MEASURES
<b>Menu diversification</b>	Short to medium term	<ul style="list-style-type: none"> <li>Providing sustainable menu options can attract environmentally conscious consumers and increase consumer satisfaction and loyalty.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor customer feedback and provide sustainable menu options subject to market demand and affordability.</li> </ul>
<b>Energy efficiency</b>	Short to long Term	<ul style="list-style-type: none"> <li>Adopting energy-efficient equipment and processes – such as LED lighting, solar rooftops, and leasing of electric vehicles for deliveries – can reduce operating costs and carbon emissions.</li> <li>Integrating renewable energy sources into operations can reduce GHG emissions and energy costs while enhancing long-term sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Explore the technical and operational feasibility of implementing energy efficiency measures on an ongoing basis.</li> </ul>
<b>Circular Economy</b>	Short to medium term	<ul style="list-style-type: none"> <li>Explore opportunities to recycle and reuse equipment and materials in our operations, which will minimise waste and reduce purchasing expenses.</li> <li>Minimising food waste and other forms of waste (e.g. packaging) can reduce pollution and minimise disposal-related emissions.</li> </ul>	<ul style="list-style-type: none"> <li>Look for new opportunities to optimise use of resources and innovate circular practices.</li> </ul>

We continue to explore opportunities to optimise resource use, including gradually increasing the use of electric kitchen equipment and food-processing systems where suitable. Over the long term, we will assess the feasibility of adopting greener fuels and renewable energy, taking into account factors such as availability, cost considerations, regulatory requirements, market practices, and operational needs.

# Energy and Emissions

The Group remains committed to upholding all applicable environmental regulations in Singapore. In FY2025, Kimly continued to comply with the Singapore Civil Defence Force ("SCDF") requirements for the maintenance of kitchen exhaust ducts, engaging qualified specialists to help manage air-quality and fire-safety risks. There were no reported cases of environmental non-compliance within the Group or among our suppliers during the year, consistent with our strong track record since FY2018.

The Group utilises a mix of energy sources to support its daily operations. Electricity from the national grid powers lighting, air-conditioning and equipment; liquefied petroleum gas ("LPG") for cooking; and diesel for transportation.

We continue to monitor energy use and explore opportunities to improve efficiency, including through equipment upgrades and encouraging staff to adopt practical energy-saving practices, such as switching off idle equipment and use of air-conditioning efficiently in office and outlets.

In FY2025, the Group continued to strengthen its energy efficiency measures across operations:

- Energy-efficient equipment: Progressive replacement of refrigerators and undercounter freezers across our outlets with more energy-efficient models.
- Equipment optimisation: Regular servicing of electrical and mechanical equipment to improve performance and extend lifespan. Older models are replaced with high-efficiency alternatives when due for renewal.
- Behavioural efficiency: Awareness campaigns and workplace reminders promote mindful energy use among employees.

## ELECTRICITY CONSUMPTION

ELECTRICITY CONSUMPTION	FY2024	FY2025
Electricity consumption (kWh)	27,131,478 <sup>2</sup>	28,004,477
Electricity intensity (consumption per dollar of revenue (kWh/S\$))	0.085 <sup>2</sup>	0.087
Year-on-year % change of energy consumption		3.1%

In FY2025, the Group consumed 526,121kg (FY2024: 551,306kg) of LPG and 159,706 litres (FY2024: 159,176 litres) of diesel.

The Group's greenhouse gas ("GHG") emissions arise primarily from electricity use (Scope 2), LPG, and diesel consumption (Scope 1).

## GHG EMISSIONS AND INTENSITY

EMISSIONS	FY2024	FY2025
Scope 1 (From LPG consumption) (tCO <sub>2</sub> e)	1,620 <sup>2</sup>	1,546
Scope 1 (From diesel consumption) (tCO <sub>2</sub> e)	424	425
Scope 2 (From electricity consumption) (tCO <sub>2</sub> e)	11,178 <sup>2</sup>	11,258
<b>Total Emissions (Scope 1 and 2) (tCO<sub>2</sub>e)</b>	<b>13,222<sup>2</sup></b>	<b>13,229</b>
Emission intensity (total emissions/total revenue) (tCO <sub>2</sub> e)/S\$ million)	41.40	41.07
Year-on-year % change of total emissions		0.05%

<sup>2</sup> The FY2024 Sustainability Report contained inaccuracies in reported figures for electricity consumption, electricity intensity, LPG consumption and Scope 1 direct emissions and total Scope 1 and Scope 2 emissions. In particular, the electricity and LPG consumption figures previously stated as 37,074,866 and 1,156,252 were incorrect and have been updated in this report. Following these corrections, total Scope 1 and 2 emissions are 30.8% lower than previously reported for FY2024. These have been corrected in this report to ensure accuracy and consistent disclosure across reporting periods.

# Waste Management

Kimly recognises that effective waste management is key to reducing our environmental impact and contributing to Singapore's move towards a circular economy. The Group implements the principles of Reduce, Reuse, and Recycle throughout its operations. By streamlining processes, engaging employees, and raising customer awareness, we seek to minimise waste generation and increase the proportion of materials diverted from landfills.

## OPERATIONAL WASTE REDUCTION

The Group continues to focus on optimising resource use and reducing wastage across its operations. In our central kitchens and outlets, the Kimly Procurement and Inventory System helps align ingredient supply with actual demand, supporting the delivery of fresh ingredients in appropriate quantities, and minimising spoilage or overstocking.

At the corporate office, employees are encouraged to maintain paper-efficient practices, including viewing and sharing documents electronically, printing only when necessary, and conducting meetings using laptops and tablets. The Group-wide adoption of e-payslips further contributes to reducing paper consumption.



## CUSTOMER ENGAGEMENT AND FOOD WASTE REDUCTION

Our frontline teams continue to engage customers in reducing food waste by encouraging them to order only what they can consume, request smaller portions, or bring reusable containers for takeaway meals.

At our Seafood "Zi Char" stalls, the "Bring Your Own Container" initiative remains in place, offering a S\$0.30 discount per takeaway bill to customers who use their own containers. This helps reduce single-use packaging and promotes environmentally conscious behaviour. Similarly, at our Mixed Vegetable Rice stalls, customers are encouraged to indicate if they would like smaller portions of rice, helping to minimise food waste while still enjoying a full meal.

## PACKAGING AND MATERIAL REUSE

The Group continues to monitor packaging material usage and reports in line with the Mandatory Packaging Reporting requirements. To minimise packaging waste, Kimly uses reusable food-grade delivery boxes to transport semi-finished food products from central kitchens to outlets. These boxes can be used multiple times, helping to reduce reliance on single-use packaging.

## RECYCLE

We maintain segregation of paper cartons, aluminium cans, and bottles at our operations for recycling and reuse. Empty bottles are repurposed to store sauces, while aluminium drink cans are collected and sent for recycling. Cooking oils are stored in designated containers and collected by licensed recyclers who convert them into industrial products such as soaps and detergents.

# Performance Data Table

## SGX CORE ESG METRICS

**About this Table** The SGX Core ESG Metrics, first published in December 2021, is a set of 27 core metrics published by the Singapore Exchange and is intended to guide ESG reporting towards a standardised format for issuers and investors.

As a listed company on the Catalist board of the Singapore Exchange, this marks Kimly Limited's first standalone performance table referencing the SGX Core ESG Metrics, designed to improve the accessibility of our disclosures for stakeholders. We are actively strengthening our data collection processes and will progressively enhance the comprehensiveness of our disclosures in future reports.

This table references the latest version of the SGX Core ESG Metrics available at the time of publication (version April 2023).

QUANTITATIVE METRICS			2024	2025
<b>Environmental</b>				
<b>GHG Emissions</b>	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2 (tCO <sub>2</sub> e)	Scope 1	2,044 <sup>2</sup>	1,971
		Scope 2	11,178 <sup>2</sup>	11,258
		Total	13,222 <sup>2</sup>	13,229
<b>Emission intensities</b>	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; (tCO <sub>2</sub> e/S\$ million)	Scope 1	6.40 <sup>2</sup>	6.12
		Scope 2	35.00	34.95
		Total	41.40	41.07
<b>Energy Consumption</b>	Total energy consumption (kWh)		27,131,478 <sup>2</sup>	28,004,477
	Electricity consumption intensity (kWh/S\$)		0.085 <sup>2</sup>	0.087
<b>Water Consumption</b>	Total water consumption (m <sup>3</sup> )		646,982	605,759
	Water consumption intensity (m <sup>3</sup> /S\$)		0.002	0.002
<b>Social</b>				
<b>Gender Diversity</b>	Current employees by gender	Male	54.0%	52.6%
		Female	46.0%	47.4%
<b>Age-Based Diversity</b>	Current employees by age groups	Age <30	21.6%	19.4%
		30≤ Age 50	27.8%	28.5%
		Age ≥50	50.6%	52.1%
<b>Employment</b>	Total turnover		-	302 (11.1%)
	Total number of employees		2700	2721
<b>Development &amp; Training</b>	Average training hours per employee		2.2	2.0
	Recordable injuries		44	39
<b>Governance</b>				
<b>Board Composition</b>	Board independence		75%	75%
	Women on the board		25%	25%
<b>Ethics and Anti-Corruption</b>	Anti-corruption disclosures	Disclosed in FY2024 SR	Disclosed in FY2025 SR	

<sup>2</sup> The FY2024 Sustainability Report contained inaccuracies in reported figures for electricity consumption, electricity intensity, LPG consumption and Scope 1 direct emissions and total Scope 1 and Scope 2 emissions. In particular, the electricity and LPG consumption figures previously stated as 37,074,866 and 1,156,252 were incorrect and have been updated in this report. Following these corrections, total Scope 1 and 2 emissions are 30.8% lower than previously reported for FY2024. These have been corrected in this report to ensure accuracy and consistent disclosure across reporting periods.

# GRI Content Index

**Statement of use** Kimly has reported the information cited in this GRI content index for the period from 1 October 2024 to 30 September 2025 with reference to the GRI Standards

**GRI 1 used** GRI 1: Foundation 2021

**Applicable GRI Sector Standards(s)** Not applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	INFORMATION/ LOCATION
<b>General Disclosures</b>		
	2-1 Organisational details	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 2 – Corporate Profile</li> </ul>
	2-2 Entities included in the organisation's sustainability reporting	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 5 – About this Report</li> </ul>
	2-3 Reporting period, frequency and contact point	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 5 – About this Report</li> </ul>
	2-4 Restatements of information	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>
	2-5 External assurance	<ul style="list-style-type: none"> <li>• Kimly has not sought external assurance on this report</li> </ul>
	2-6 Activities, value chain and other business relationships	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 2 – Corporate Profile</li> </ul>
	2-7 Employees	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 20 – Employee Development and Retention</li> </ul>
	2-8 Workers who are not employees	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 20 – Employee Development and Retention</li> </ul>
	2-9 Governance structure and composition	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 7 – Sustainability Governance</li> </ul>
	2-10 Nomination and selection of the highest governance body	<ul style="list-style-type: none"> <li>• Annual Report, Page 27 – Corporate Governance</li> </ul>
	2-11 Chair of the highest governance body	<ul style="list-style-type: none"> <li>• Annual Report, Page 27 – Corporate Governance</li> </ul>
	2-12 Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 7 – Sustainability Governance</li> </ul>
	2-13 Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 7 – Sustainability Governance</li> </ul>
	2-14 Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 7 – Sustainability Governance</li> </ul>
	2-15 Conflicts of interest	<ul style="list-style-type: none"> <li>• Annual Report, Page 29 – Corporate Governance</li> </ul>
	2-16 Communication of critical concerns	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 7 – Sustainability Governance</li> </ul>

# GRI

# Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	INFORMATION/ LOCATION
<b>General Disclosures</b>		
<b>GRI 2: General Disclosures 2021</b>	2-17 Collective knowledge of the highest governance body	<ul style="list-style-type: none"> <li>Annual Report, Page 34 – Corporate Governance</li> </ul>
	2-18 Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> <li>Annual Report, Page 40-41 – Corporate Governance</li> </ul>
	2-19 Remuneration policies	<ul style="list-style-type: none"> <li>Annual Report, Page 43 – Corporate Governance</li> </ul>
	2-20 Process to determine remuneration	<ul style="list-style-type: none"> <li>Annual Report, Page 43 – Corporate Governance</li> </ul>
	2-21 Annual total compensation ratio	<ul style="list-style-type: none"> <li>Not disclosed due to confidentiality reasons</li> </ul>
	2-22 Statement on sustainable development strategy	<ul style="list-style-type: none"> <li>Sustainability Report, Page 3 – Board Statement</li> </ul>
	2-23 Policy commitments	<ul style="list-style-type: none"> <li>Sustainability Report, Page 7 – Risk Management and Socioeconomic Compliance</li> </ul>
	2-24 Embedding policy commitments	<ul style="list-style-type: none"> <li>Sustainability Report, Page 7 – Risk Management and Socioeconomic Compliance</li> </ul>
	2-25 Processes to remediate negative impacts	<ul style="list-style-type: none"> <li>Sustainability Report, Page 7 – Risk Management and Socioeconomic Compliance</li> <li>Sustainability Report, Page 15 – Anti-Corruption</li> </ul>
	2-26 Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> <li>Sustainability Report, Page 7 – Sustainability Governance</li> </ul>
	2-27 Compliance with laws and regulations	<ul style="list-style-type: none"> <li>Sustainability Report, Page 7 – Sustainability Governance</li> </ul>
	2-28 Membership associations	<ul style="list-style-type: none"> <li>Sustainability Report, Page 8 – Stakeholder Engagement</li> </ul>
	2-29 Approach to stakeholder engagement	<ul style="list-style-type: none"> <li>Sustainability Report, Page 8 – Stakeholder Engagement</li> </ul>
	2-30 Collective bargaining agreements	<ul style="list-style-type: none"> <li>Not applicable, no collective bargaining agreements are in place.</li> </ul>
<b>Material Topics</b>		
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	<ul style="list-style-type: none"> <li>Sustainability Report, Page 9-10 – Materiality Assessment</li> </ul>
	3-2 List of material topics	<ul style="list-style-type: none"> <li>Sustainability Report, Page 9-10 – Materiality Assessment</li> </ul>

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	INFORMATION/ LOCATION
<b>Financial Stability</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 8 – Stakeholder Engagement</li> <li>• Sustainability Report, Page 9-10 – Materiality Assessment</li> </ul>
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 3 – Economic Performance</li> </ul>
<b>Ethics and Anti-Corruption</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 15 – Anti-Corruption</li> </ul>
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 15 – Anti-Corruption</li> </ul>
	205-3 Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 15 – Anti-Corruption</li> </ul>
<b>Energy Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>
	302-3 Energy intensity	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>
<b>Water Management (Non-Material Topic)</b>		
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 24 – Water Management</li> </ul>
<b>GHG Emissions</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>
	305-2 Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>
	305-4 GHG emissions intensity	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 29 – Energy and Emissions</li> </ul>

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# Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	INFORMATION/ LOCATION
<b>Waste Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 30 – Waste Management</li> </ul>
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 30 – Waste Management</li> </ul>
	306-2 Management of significant waste-related impacts	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 30 – Waste Management</li> </ul>
	306-3 Waste generated	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 30 – Waste Management</li> </ul>
<b>Human Capital</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 19-21 – Employee Development and Retention</li> </ul>
<b>GRI 401: Employment 2016</b>	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 20 – Employee Development and Retention</li> </ul>
<b>GRI 404: Training and Education 2016</b>	404-2 Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 21 – Employee Development and Retention</li> </ul>
	404-3 Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 21 – Employee Development and Retention</li> </ul>
<b>405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 23 – Diversity and Inclusion</li> </ul>
<b>Health and Safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 18 – Employee Health and Safety</li> </ul>
<b>GRI 403: Occupational Health and Safety 2018</b>	403-9 Work-related injuries	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 18 – Employee Health and Safety</li> </ul>
	403-10 Work-related ill health	<ul style="list-style-type: none"> <li>• Sustainability Report, Page 18 – Employee Health and Safety</li> </ul>

# TCFD Disclosures

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCES AND REMARKS	PAGE
<b>1. Governance</b> Disclose the organisation's governance around climate-related risks and opportunities	<p>a) Describe the board's oversight of climate-related risks and opportunities</p> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities</p>	<p>The Board oversees the corporate governance structure and sustainability strategy of the Group, including climate-related issues. See the <b>Sustainability Governance</b> section.</p> <p>The Management implements, monitors and reports on ESG performance, including climate-related issues. See the <b>Sustainability Governance</b> section.</p>	7
<b>2. Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	<p>a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term</p> <p>b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning</p> <p>c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p>Kimly is adopting a progressive strategy towards managing climate-related risks. See the <b>Climate-related Disclosures</b> section.</p> <p>Kimly is adopting a progressive strategy towards managing climate-related risks. See the <b>Climate-related Disclosures</b> section.</p> <p>See the <b>Climate-related Disclosures</b> section.</p>	26
<b>3. Risk Management</b> Disclose how the organisation identifies, assesses, and manages climate-related risks	<p>a) Describe the organisation's processes for identifying and assessing climate-related risks</p> <p>b) Describe the organisation's processes for managing climate-related risks</p> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management</p>	<p>See the <b>Risk Management and Socioeconomic Compliance</b> section.</p> <p>See the <b>Risk Management and Socioeconomic Compliance</b> section.</p> <p>See the <b>Risk Management and Socioeconomic Compliance</b> section.</p>	7
<b>4. Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <p>b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</p> <p>c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets</p>	<p>See the <b>Climate-related Disclosures</b> section.</p> <p>See the <b>Energy and Emissions</b> section.</p> <p>See the <b>Climate-related Disclosures</b> section.</p>	26



## SUSTAINABILITY REPORT 2025

Incorporated in the Republic of Singapore on 23 May 2016  
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