
KHONG GUAN LIMITED

SUSTAINABILITY REPORT 2024

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THE BOARD'S STATEMENT

Dear Stakeholders,

This is our seventh sustainability report (the "Report") that reflects Khong Guan Limited's ("KGL") environmental, social and governance ("ESG") practices and progress over the financial year ended 31 July 2024 ("FY2024"). The scope of this Report includes references to KGL and its key subsidiaries (collectively referred to as the "KGL Group") and of our associate, United Malayan Flour (1996) Sdn. Bhd. ("UMF") and its subsidiaries (collectively referred to as "UMF Group"). KGL Group and UMF Group are collectively referred to as the "Group". UMF has agreed to share the data on UMF Group with KGL for this Report.

As businesses globally face higher expectations from regulators and stakeholders, KGL acknowledges the importance of prioritising sustainability. KGL remains committed to drive sustainable growth and meaningfully address ESG impacts across its group of companies to ensure continued business resilience. We aim to progressively integrate key ESG principles into our core operations to align with the sustainability goals and evolving stakeholders' demands.

Throughout the FY2024, the Group encountered a mix of challenges, including volatility in foreign exchange rates, diesel subsidy adjustments, increased compliance requirements including those relating to climate change, waste disposal rate hikes in Penang and recent amendments to the Malaysian Occupational Safety and Health Act 1994 ("OSHA"). As a result, updates to operating protocols will be required to balance operational needs with compliance obligations. In FY2024, the Group intensified its sustainability efforts to enhance its approach to streamline ESG practices. This also involved more frequent engagements via the Joint Sustainability Working Group, an internal group set up to pursue the Group's sustainability goals (as described in detail under page 6 of this Report), to discuss, deliberate and assess the material ESG matters and to implement the appropriate measures to address and manage each of the material matters.

Several key initiatives were implemented during FY2024: (a) installation of on-site solar projects at two additional sites, marking a positive step in the Group's decarbonisation efforts, (b) continual training programmes and engagement activities to ensure well-being and safety of our employees, (c) emphasis on maintaining ethical business practices across the Group by obtaining signed "Integrity Pledges" from 90% of our suppliers and providing anti-bribery and corruption training to at least 80% of our employees; There was also a push to explore sustainable packaging by one of UMF's subsidiary, Federal Oats Mills Sendirian Berhad ("FOM"), while efforts to reduce packaging materials for tertiary packaging were carried out by the other companies under the KGL Group and UMF Group.

This year, KGL initiated its first climate-related disclosure based on the Task Force on Climate-Related Financial Disclosures ("TCFD") recommendations. The Group is proactively reviewing and updating their greenhouse gas ("GHG") emissions inventory, to assess whether the appropriate activities are measured and monitored properly. Currently, only Scope 1 and Scope 2 GHG emissions are reported for both KGL Group and UMF Group. The Group's total GHG emissions in FY2024 decreased by 5% from the preceding financial year. In the coming years, we will endeavour to expand our understanding of the carbon footprint of our supply chain activities, aiming for better understanding and visibility of our value chain's emissions.

Looking ahead, we recognise that there is still a lot of work to be done to navigate through complex global ESG disclosure requirements, particularly, on the mandatory climate change reporting based on the global baseline standards developed by the International Sustainability Standards Board ("ISSB"). We take pride that our employees are determined to address ESG issues, including seeking further cost-effective ways to manage risks to ensure compliance and minimise disruptions, where possible.

We will continue to engage with our stakeholders, innovate our practices and evaluate further efforts in our ESG performance and journey. We will not be able to do this alone, and we look forward to sharing our progress and achievements in the coming years as we work towards making meaningful contributions to the world's sustainable development.

Thank you for your continued support and trust in our journey.

Board of Directors
22 October 2024

ABOUT THIS REPORT

KGL's seventh Report highlights the progress that we have made in addressing ESG challenges and opportunities, reinforcing our dedication to sustainable development and responsible business practices.

This Report should be read together with KGL's 2024 Annual Report ("2024 Annual Report") and the additional information available on our website at www.khongguanlimited.com, for a comprehensive overview of the Group's business performance during the reporting year.

Reporting Period

This Report covers the period from 1 August 2023 to 31 July 2024. Since 2018, KGL has published an annual sustainability report, with the most recent report released in November 2023. This Report is also accessible on SGXNet and KGL's website.

Scope and Boundary

This Report addresses the ESG aspects of the Group's operations across Singapore and Malaysia, covering the key entities within the following group of companies:

- (a) "KGL Group", refers to KGL and its Malaysian subsidiaries, comprising mainly:
 - Khong Guan Limited
 - Swee Hin Chan Company Sdn. Berhad ("SHC")
 - Tong Guan Food Products Sdn. Bhd. ("TGF")
- (b) "UMF Group", refers to KGL's Malaysian associates, comprising mainly:
 - United Malayan Flour (1996) Sdn. Bhd. ("UMF") and its subsidiary: Federal Oats Mills Sendirian Berhad ("FOM"), and FOM's wholly owned subsidiaries:
 - Cereal Products (M) Sdn. Berhad ("CPM")
 - Khong Guan Vegetable Oil Refinery Sdn. Berhad ("KGVO")

As previously reported, UMF Group has been included within the scope of KGL's sustainability reporting boundary as it is a significant associate of KGL. For this reporting period, the UMF Group confirmed, via a letter dated 15 September 2024 that it consents to the use of its data and that the information provided in this Report is accurate.

SGProtein Pte. Ltd. ("SGP"), KGL's Singapore associate, is excluded from the scope of this Report as KGL does not have operational (management and Board) control over SGP.

Reporting Standards

This Report was prepared in accordance with the Singapore Exchange Securities Trading Limited's ("SGX-ST") Listing Rules 711A and 711B and Practice Note 7.6. This Report also references the Global Reporting Initiative ("GRI") Universal Standards 2021 ("GRI Standards"), which the Group continues to apply, as these standards are widely adopted in Singapore for sustainability reporting. The GRI Content Index on page 46 of this Report outlines the selected GRI Standards applied in this Report. This reporting year, we initiated our climate change reporting through a phased approach to align with the TCFD recommendations.

Assurance

While no external assurance was sought for the preparation of this Report in FY2024, the Company's internal auditor conducted an internal review of the sustainability matters including a review of the data collection process. The assessment confirmed that the Group's ESG metrics are in line with the SGX core ESG metrics.

Feedback

We welcome feedback on this Report or any aspects of our sustainability performance to help us improve. Please send any questions or comments via email directly to sustainability@kg.com.sg.

ABOUT THE GROUP

KGL is an investment holding company listed on the SGX-ST's Main Board, with its headquarters in Singapore. The Company's business interests, through its subsidiaries and UMF Group, span across manufacturing, trading and distribution, primarily located in Malaysia. KGL and its group of companies align its business practices with its vision, mission and core values, which can be found on its website at www.khongguanlimited.com/our-company/.

The Group's existing structure is illustrated on page 5 of the 2024 Annual Report. Our businesses are carried out through KGL's Malaysian subsidiaries, TGF and SHC, which deal with fast-moving consumer goods ("FMCG") products and food ingredients. In addition, KGL has a 30% equity interest in UMF. UMF Group is a diversified group of companies supplying wheat flour, oatmeal, pulses, cooking oils and cereal products to customers worldwide. The key business segments of the Group referred to in this Report are the trading and distribution (via TGF and SHC) and food manufacturing (via UMF Group) businesses.

Overview of the Group's businesses covered in this Report can be found on page 3 of the 2024 Annual Report and available on www.khongguanlimited.com/our-businesses/.

HOW WE GOVERN SUSTAINABILITY

Sustainability Governance

A robust sustainability governance framework is essential to effectively address the Group's ESG commitments. The Board of Directors of KGL ("Board") is dedicated to support and oversee the integration of sustainability into the Group's business strategy and operations. This commitment ensures that KGL Group and UMF Group's sustainability initiatives are aligned with the overall goals across various aspects of the Group's operations.

The Board recognises the importance of reinforcing the Group's sustainability governance framework. This enables KGL to address the ESG issues more effectively, by allowing the companies within the Group to:

- define clear sustainability objectives
- enhance accountability and transparency
- identify and manage ESG risks and opportunities
- foster continuous improvement for long-term value creation.

In recognising the evolving sustainability landscape, the Board members have attended the mandatory ESG training since 2022. Several Directors continue to pursue sustainability-related training in FY2024, including courses related to ESG awareness and TCFD. This ongoing education underscores KGL Directors' commitment to advance collective knowledge and skills needed to effectively lead the Group's sustainability efforts.

Sustainability Governance Structure

Board of Directors					
Joint Sustainability Committee (JSC)					
Executive Director (KGL)	Executive Director (SHC)	General Manager (TGF)	Deputy Managing Director (UMF Group)		
Joint Sustainability Working Group (JSWG)					
Operation	Finance	HR	ESG		
Business Units (KGL Group & UMF Group)					
<i>KGL Group</i>			<i>UMF Group</i>		
KGL	TGF	SHC	UMF	FOM	KGVO/CPM

KGL’s sustainability governance structure is headed by the Board and managed through the operations across the Group. The Board is ultimately responsible for the Group’s strategic direction on sustainability matters and the reported information in this Report while being supported by the Joint Sustainability Committee (“JSC”), the Joint Sustainability Working Group (“JSWG”) and the respective business units from the respective operational teams.

The JSC, headed by an executive director of KGL, assists the Board in overseeing sustainability-related matters and makes recommendations on any sustainability topics where action or improvement is needed. The JSC is represented by the directors of KGL and SHC, general manager of TGF and the deputy managing director of UMF Group.

Under the purview of the JSC, is the JSWG, represented by members of the JSC and heads from various business units across the operations in the Group. The JSWG is responsible to oversee the day-to-day implementation of the respective KGL Group and UMF Group’s strategies and plans. The JSWG held meetings every two months as a minimum, throughout the financial reporting year to discuss the enhancements to the data tracking methodologies, increase awareness on current issues and initiatives, share best practices and address challenges and opportunities encountered by each entity within KGL Group or UMF Group.

The JSWG supports the JSC to identify and find ways to manage KGL Group and UMF Group’s ESG performance more effectively. Each business unit in KGL Group and UMF Group is responsible to implement, monitor and review the matters and performance within their respective focus areas. They are tasked to maintain accurate records and periodically support the JSWG with updated data and progress on the identified material matters. During the JSWG meeting in May 2024, JSWG held discussions on Earth Day 2024’s theme, namely, Planet vs Plastics and conducted activities such as an awareness sharing session on plastic, solving the Earth Day Code and making an Earth Day Pledge at entity level, and management for the JSWG members.

As previously reported, KGL will continue to evaluate its ESG performance and carefully consider setting quantitative targets in the coming years. This approach aims to establish more precise baseline data for measuring KGL Group and UMF Group’s ESG performance in key impact areas, ensuring alignment with the Group’s sustainability goals.

Risk Management

Effective risk assessment and evaluation are crucial components of business planning and monitoring. The Audit Committee (“AC”) supports the Board by evaluating the effectiveness of the Group’s risk management processes and internal controls. Each subsidiary and associate’s risk profile are documented in the risk registers, highlighting the material risks and controls to manage and mitigate these risks faced by the Group.

A risk assessment was conducted by KGL’s internal auditor on KGL’s Malaysian subsidiaries and UMF Group for FY2024 to address the Group’s commitment to integrate sustainability practices. The risk assessment report found that the material matters are in line with the SGX core ESG metrics. The Board and the AC conduct an annual review of the risk assessment reports and risk registers as reported by the internal auditor.

Further details of KGL’s governance structure and framework, risk management and internal controls are discussed in the 2024 Annual Report.

HOW WE APPROACH SUSTAINABILITY

Material Matters

We are aware that material matters can directly or indirectly impact the long-term value for our stakeholders. KGL undertook a formal materiality assessment in the financial year ended 31 July 2023 (“FY2023”) to review the Group’s sustainability practices and enhance its sustainability framework. This exercise also allowed us to streamline the material matters that are relevant to the businesses and stakeholders’ needs.

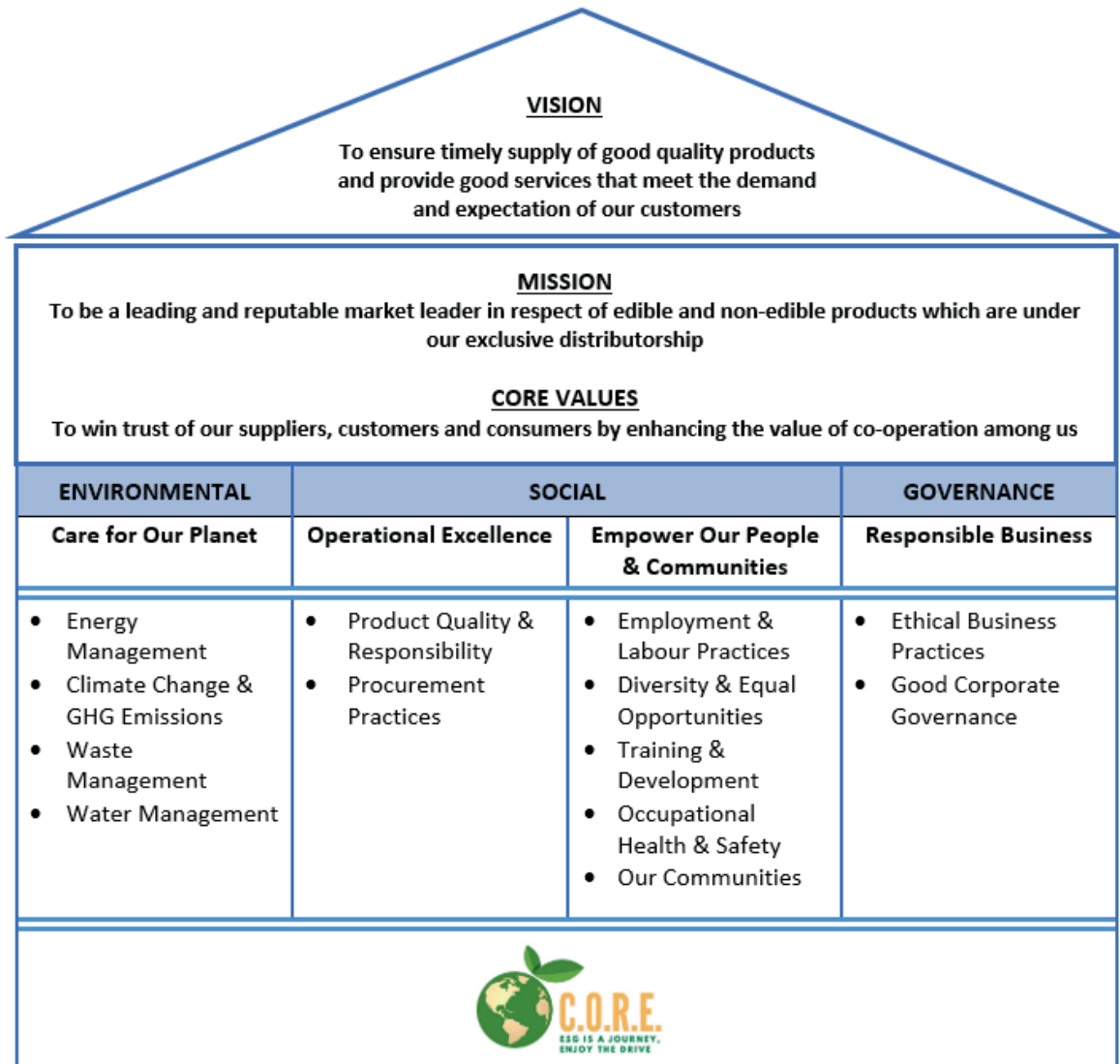


The above materiality matrix illustrates the prioritisation of the Group’s material matters. An ESG survey was sent to identified stakeholders across the Group to understand both internal and external stakeholders’ expectations. The results from the survey brings forth the identified material matters to initiate the phased data collection.

This reporting year, we conducted a limited scale review of the list of material matters and concluded that all our existing material matters are aligned with KGL’s strategic priorities and stakeholders’ expectations. Our materiality assessment process is guided by the SGX Practice Note 7.6 and the SGX core ESG metrics. The material matters are also considered based on the latest trends related to global sustainability issues. We continue to focus and manage the material matters based on KGL’s business and stakeholders’ needs.

Sustainability Framework

Guided by KGL’s vision and mission, KGL’s sustainability framework aims to meet the needs of its stakeholders. We strive to deliver the objectives under each focus area by addressing concerns related to each of the material matters wherever possible.



FOM ESG Wall Mural

In FY2024, we remain dedicated to enhance our disclosures by refining our data collection methodologies to deepen our understanding of the priorities associated with each material matter. In our previous report, we highlighted KGL’s commitment to strengthen its sustainability framework and improve disclosures in future reports by redefining existing material matters, setting clearer targets and developing methodologies aligned with the evolving ESG landscape.



These efforts are ongoing and remain a work-in-progress. Within the Group, ESG awareness has also grown, with employees proactively taking initiatives to enhance ESG understanding and presence on site.

United Nations (UN) Sustainable Development Goals (SDGs)

KGL is committed to support the UN SDGs. During the reporting year, we expanded our alignment of all our existing material matters against relevant UN SDGs, building on the three previous reports. We will continue to track the Group's performance in relation to these goals and promote their progress.

Responding to UN SDGs

Material Matters	UN SDGs	Examples of the Group's Contributions in FY2024
ENVIRONMENT		
<ul style="list-style-type: none"> Energy Management 	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Ensure access to affordable, reliable, sustainable and modern energy for all.</p> <ul style="list-style-type: none"> Continued efforts to explore and promote use of renewable energy sources and to implement energy efficient measures such as LED lights and air conditioners and compressors with inverters.
<ul style="list-style-type: none"> Climate Change & Greenhouse Gas Emissions 	 <p>13 CLIMATE ACTION</p>	<p>Adopt energy efficiency and renewable energy sources.</p> <ul style="list-style-type: none"> Continual investment in energy-efficient appliances (compressors and air conditioners with inverters), use of renewable energy sources (solar photovoltaic), fleet management system and monitoring of fuel consumption and electricity consumption.
<ul style="list-style-type: none"> Waste Management 	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns.</p> <ul style="list-style-type: none"> Encouraged sustainable resource use, reduce waste through efficient production process, and promote "3R" (reduce, reuse and recycle) practices.
<ul style="list-style-type: none"> Water Management 	 <p>6 CLEAN WATER AND SANITATION</p>	<p>Ensure availability and sustainable management of water and sanitation for all.</p> <ul style="list-style-type: none"> Regular water audits to monitor water consumption and address leakages in timely manner, raise awareness about water conservation, sanitation practices, and the importance of sustainable water management.
SOCIAL		
<ul style="list-style-type: none"> Product Quality & Responsibility 	 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure products meet food safety standards and nutritional requirements.</p> <ul style="list-style-type: none"> Ensure consistent product quality. Conduct regular quality assurance checks and product testing.
<ul style="list-style-type: none"> Employment & Labour Practices Diversity & Equal Opportunities Occupational Health & Safety 	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive, sustainable economic growth, employment, and decent work for all.</p> <ul style="list-style-type: none"> Addressed health and safety measures across the Group. Maintained zero fatality rate in FY2024.
<ul style="list-style-type: none"> Training & Development 	 <p>4 QUALITY EDUCATION</p>	<p>Promoting culture of continuous learning and professional growth, and enhanced workforce skills.</p> <ul style="list-style-type: none"> Provided training, workshops, and certifications for relevant categories of employees according to training needs.

Material Matters	UN SDGs	Examples of the Group's Contributions in FY2024
<ul style="list-style-type: none"> • Our Communities 	 <p>Ending poverty in all its forms everywhere and build resilient communities.</p>	<ul style="list-style-type: none"> • Provided in-kind donations of products and support deemed beneficial to communities.
GOVERNANCE		
<ul style="list-style-type: none"> • Ethical Business Practices • Good Corporate Governance 	 <p>Provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.</p>	<ul style="list-style-type: none"> • Continued efforts to combat bribery and corruption and implement adequate anti-bribery and corruption measures within the Group.

STAKEHOLDERS' ENGAGEMENT

Stakeholders play a vital role in our businesses, making it essential to maintain open communication channels for discussing relevant topics and understanding their expectations. KGL Group and UMF Group are committed to sustain constructive dialogue with all stakeholder groups. Regular engagement, both formal and informal, through various platforms enable us to identify key ESG risks and opportunities that are material to KGL Group and UMF Group.

In FY2023, KGL conducted an ESG feedback survey involving both internal and external stakeholders, including employees, key customers and suppliers. ESG feedback survey will be conducted every two to three years to allow the Group to focus their efforts in enhancing implementation and improvement in identified ESG material matters. No ESG feedback survey was conducted in FY2024. The next stakeholders' ESG feedback survey will be conducted in the forthcoming years, by benchmarking against peers and staying abreast with the latest regulatory reforms.

Our primary stakeholders remain the same individuals or groups that have interests that are affected or could be affected by the Group's activities. Details on our regular engagement methods and responses to the key concerns of our stakeholders are outlined in the next section:



Employees

<p>Engagement</p> <ul style="list-style-type: none"> • Induction training for new recruits • Annual performance review and appraisals • Emails • Meetings (Face to face or virtual) • Townhall 	<p>Frequency</p> <ul style="list-style-type: none"> • Throughout the year and as and when required
<p>Expectations</p> <ul style="list-style-type: none"> • Remuneration and benefits • Career progression and opportunities • Training and development • Safe and conducive workplace 	<p>Our Response</p> <ul style="list-style-type: none"> • Employee engagement activities • Training and development programmes



Customers

<p>Engagement</p> <ul style="list-style-type: none"> • Business review meetings • Customer site visits • Meetings • Customer surveys • Website • Customer feedback via email or phone call • Social media platforms such as Facebook, Instagram and TikTok. 	<p>Frequency</p> <ul style="list-style-type: none"> • Throughout the year and as and when required
<p>Expectations</p> <ul style="list-style-type: none"> • Meet customers' expectations • Provide consistent customer service and quality products 	<p>Our Response</p> <ul style="list-style-type: none"> • Work closely with customers to ensure products and services meet the required specifications • Maintain all necessary food safety certifications • No major non-compliance with safety requirements • Maintain customer satisfaction at acceptable levels



Suppliers and Service Providers

<p>Engagement</p> <ul style="list-style-type: none"> • Supplier and service provider assessments • Business meetings with critical suppliers • Supplier factory audit • Meetings and emails 	<p>Frequency</p> <ul style="list-style-type: none"> • Throughout the year and as and when required
<p>Expectations</p> <ul style="list-style-type: none"> • Ensure suppliers meet or exceed quality standards • Timely delivery • Best pricing 	<p>Our Response</p> <ul style="list-style-type: none"> • Supplier assessment • Execution of "Integrity Pledge" (being a document on which suppliers pledged to maintain standards of integrity when dealing with the Group) • Due diligence on supplier's reputation and financial standing



Shareholders

<p>Engagement</p> <ul style="list-style-type: none"> • Website and electronic mail • Annual General Meeting • Group Annual Report • Corporate announcements 	<p>Frequency</p> <ul style="list-style-type: none"> • Throughout the year and as and when required
<p>Expectations</p> <ul style="list-style-type: none"> • Financial returns • Sustainability and business performance • Effective corporate governance practices 	<p>Our Response</p> <ul style="list-style-type: none"> • Annual General Meeting • Annual Report • Sustainability Report • Website • Disseminate timely and material information on Company's activities and performance



Local Communities

<p>Engagement</p> <ul style="list-style-type: none"> Financial or in-kind contributions 	<p>Frequency</p> <ul style="list-style-type: none"> Throughout the year
<p>Expectations</p> <ul style="list-style-type: none"> Positive impact on different facets of the local communities 	<p>Our Response</p> <ul style="list-style-type: none"> In-kind and cash donations to various charitable organisations and vulnerable communities in the respective local areas



Local Government

<p>Engagement</p> <ul style="list-style-type: none"> Participation in seminars on policy updates On-site advisory visits Regular reports Meetings 	<p>Frequency</p> <ul style="list-style-type: none"> Throughout the year and as and when required
<p>Expectations</p> <ul style="list-style-type: none"> Compliance with laws and regulations Maintaining standards and certifications 	<p>Our Response</p> <ul style="list-style-type: none"> On-site visits Engagement with SGX, the Malaysian Department of Environment (“DOE”), Department of Occupational Safety and Health (“DOSH”), Ministry of Health (“MOH”) and other relevant local authorities Ensure compliance with the laws and regulations and settlement of all fines imposed, if any



Trade Union

<p>Engagement</p> <ul style="list-style-type: none"> Meetings 	<p>Frequency</p> <ul style="list-style-type: none"> As and when required
<p>Expectations</p> <ul style="list-style-type: none"> Union members’ welfare and well-being are protected and concerns addressed promptly 	<p>Our Response</p> <ul style="list-style-type: none"> Regular meetings to clarify any concerns of trade union members and changes in policies or laws Collective Agreements are in place, and reviewed and renewed every three years

THE GROUP'S FY2024 SUSTAINABILITY HIGHLIGHTS

<p>5 % Reduction in Scope 1 GHG and Scope 2 GHG Emissions from FY2023 Baseline</p>	<p>22 % Reduction in Water Consumption</p>	<p>47 % Waste Diverted from Landfill</p>
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<p>2 Additional On-site Solar Generation in SHC and FOM (580kWp)</p>	<p>Committed Badge FOM EcoVadis Score Rating Improved from 43 to 50</p>	<p>29 % Reduction in Customer Complaints</p>
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<p>Zero Violations of Labour Practices and Standards</p>	<p>Zero Cases of Work-related fatalities</p>	<p>Zero Cases of Reported Whistleblowing, Bribery and Corruption</p>
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<p>100 % of Entities Assessed for Anti-Bribery and Corruption Risk</p>	<p>80 % of Employees Trained on Anti-Bribery and Corruption Risk</p>	<p>90 % of Suppliers Signed Integrity Pledge</p>
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OUR MATERIAL SUSTAINABILITY PILLARS

ENVIRONMENT

KGL acknowledges that it has a responsibility to contribute positively to the environment and the planet. Unsustainable practices will only threaten the long-term viability of businesses and communities. In the face of growing global challenges like climate change and resource scarcity, embedding environmental responsibility into our business strategies is not just a moral obligation but also a long-term strategic advantage for resilience and growth.

In FY2024, KGL continued its efforts to explore opportunities across its operations to reduce its environmental impacts. KGL has initiated discussions through the JSWG to develop a climate action plan to include streamlined policies and defined targets aimed at delivering long-term value to our businesses, stakeholders and communities.

KGL Group recognises the need to strengthen its internal policies to make environmental matters a continued focus. Although no group-wide environmental policy has been implemented yet, UMF, as an associate of KGL, has in place an Environment, Health and Safety Policy that recognises environmental matters as one of UMF's priority issues and that it is committed to protecting and improving the environment in all areas of its operations. FOM, a subsidiary of UMF, has established a Safety, Health and Environment Policy that addresses FOM's commitment to the efficient use of resources, preventing pollution and reducing environmental impact from its operations and products. FOM's Safety, Health and Environment Policy stipulates that it needs to consider environmental factors as one of the criteria for operational decisions including planning and acquisition.

KGL Group and UMF Group continued to improve their respective environmental data tracking efforts to ensure progress in this area.



CARE FOR OUR PLANET

Energy Management

Energy management has been one of the Group's key focus in FY2024. Extensive discussions on optimising energy efficiency were held across the operations, aimed at reducing energy consumption and minimising the Group's environmental impact. The discussions included increasing investments in renewable energy sources, regular monitoring of energy usage and implementing best practices to reduce emissions. By prioritising energy management, KGL recognises that it can, not only reduce operational costs but also contribute to the Group's broader environmental goals, supporting sustainable growth while meeting shareholders' expectations and industry standards.

The Group currently monitors energy consumption by tracking electricity usage at its offices, plants, and warehouses in Malaysia and Singapore, as well as fuel consumption of its transportation fleet, boiler and forklifts. Under KGL Group's trading and distribution business, diesel and petrol consumption of TGF and SHC's own transportation vehicles are monitored. TGF and SHC also rely on fuel to operate their non-battery-operated forklifts used in the warehouses. Under UMF Group, diesel is mainly used to fuel the boiler at FOM's oat mill plant and to operate the non-battery-operated forklifts in their warehouses and plants.

Energy Optimisation Efforts

KGL Group and UMF Group's operations teams continue to implement best practices such as replacing existing fluorescent light bulbs with energy-saving LED bulbs across its offices, warehouses and plants. An LED replacement roadmap has been established to ensure timely and proper implementation. In warehouses where energy-intensive equipment such as diesel forklift is used, efforts are underway to transition to electric forklifts. At TGF, the transition to electric forklifts has encountered challenges, particularly due to space availability for charging stations installation. Despite this, TGF is actively exploring solutions to address this challenge.

While purchased electricity remains the primary energy source for the Group's operations, KGL Group and UMF Group have taken significant steps towards using renewable energy by gradually installing solar panels across key facilities, with a total installed capacity of 634 kWp as at 31 July 2024. These efforts began with KGVO in the financial year ended 31 July 2021 ("FY2021") and were later expanded to include SHC and FOM in FY2024, aimed at reducing dependency on fossil fuel-based electricity.

The Group plans to further expand its solar project's capacity. For KGL Group, TGF's plan for solar panel installation at one of its sites is on hold due to a potential future relocation. This plan will be revisited once a suitable site becomes available. Under the UMF Group, there is a potential to expand solar panel capacity at the FOM plant from the financial year ended 31 July 2026 ("FY2026"). Meanwhile, UMF plans to revisit the feasibility of installing solar panels in the financial year ended 31 July 2025 ("FY2025"), pending verification of the structural strength on identified roof space.

The first table below provides an overall solar power usage of the Group while the second table below provides an overview of KGL Group and UMF Group's energy consumption over the last three financial reporting years ended 31 July 2024:

Solar Consumption

	FY2022	FY2023	FY2024
Grid Electricity Usage	12,048,731	11,820,601	11,475,730
Solar Power Usage (kWh) ^(a)	58,820	58,742	692,201
Total Electricity Usage (kWh)	12,107,551	11,879,343	12,167,931
% of Grid Electricity Usage	99.5%	99.5%	94%
% Solar Power Usage ^(a)	0.5%	0.5%	6%

Note:

(a) The FY2024 solar power usage for the Group includes the data from SHC, FOM and KGVO/CPM. Data for FY2023 and the financial year ended 31 July 2022 ("FY2022") covers KGVO/CPM only.

Total Electricity Consumption (kWh)

	FY2022	FY2023	FY2024
KGL Group			
Purchased Electricity ^(a)	358,815	361,165	399,813
Solar Electricity Consumption ^(b)	0	0	25,540
Total Electricity Consumption ^(c)	358,815	361,165	425,353
UMF Group			
Purchased Electricity ^(a)	11,689,916	11,459,436	11,075,917
Solar Electricity Consumption ^(b)	58,820	58,742	666,661
Total Electricity Consumption ^(c)	11,748,736	11,518,178	11,742,578
The Group			
Purchased Electricity ^(a)	12,048,731	11,820,601	11,475,730
Solar Electricity Consumption ^(b)	58,820	58,742	692,201
Total Electricity Consumption ^(c)	12,107,551	11,879,343	12,167,931

Notes:

(a) Purchased electricity is based on electricity purchased from the local utilities' suppliers in both Singapore and Malaysia.

(b) Solar electricity consumption refers to data from SHC for KGL Group and FOM and KGVO/CPM for UMF Group.

(c) Total electricity consumption includes both the purchased electricity and solar electricity consumption.

The Group's overall purchased electricity has reduced since FY2023, mainly attributed to additional solar installation in SHC and FOM. FOM has maintained a downward trend in purchased electricity since FY2022.

The increase in purchased electricity at KGL Group is primarily due to operational factors, including the use of mechanical ventilation system at KGL's office building and the installation of additional air-conditioning units at SHC's store room. The addition of one new site in Sabah and increased sales revenue have also led to an increase in TGF's electricity consumption. As for UMF Group, both UMF and KGVO reported higher purchased electricity due to higher production activities.

However, after the inclusion of solar electricity consumption, the total electricity consumption in FY2024 for the Group has increased. FOM's total electricity consumption increased due to process optimisation aimed at adapting to more diverse source of grains to reduce supply chain risk, and is expected to stabilise by FY2025.

Fuel Consumption (litres) ^(a)

	FY2022	FY2023	FY2024
KGL Group			
KGL	0	0	^(b) 0
TGF	119,445	118,644	125,327
SHC	32,617	29,414	34,831
Total for KGL Group	152,062	148,058	160,158
UMF Group			
UMF	28,165	30,219	30,598
FOM	341,380	318,949	^(c) 321,484
KGVO/CPM ^(d)	7,072	7,886	9,713
Total for UMF Group	376,617	357,054	361,795
Total for the Group	528,679	505,112	521,953

Notes:

(a) Total fuel consumption covers the total purchased diesel and petrol usage in KGL Group and UMF Group's operations respectively, including fuel consumption for their own transportation fleet, to operate their diesel forklifts used in the facilities and to fuel the boiler at FOM.

(b) KGL in Singapore does not own any transportation fleet of its own to transport goods.

(c) The amount of 313,945 litres of diesel out of the total fuel consumption recorded by FOM was used to fuel the boiler. This is only a slight increase from the FY2023 fuel usage for the FOM boiler.

(d) CPM's fuel consumption is tracked by KGVO as it shares the premises with KGVO.

Both KGL Group and UMF Group reported increases in fuel consumption in FY2024, with KGL Group seeing an 8% rise and UMF Group, a 1% rise. The increase in KGL Group's fuel consumption is attributed to TGF's expanded delivery and sales activities due to business growth, while SHC experienced higher delivery activity driven by improved driver availability.

Under UMF Group, FOM's fuel consumption increase is attributed to slightly higher boiler activity as it optimises production to cater to alternative supply of raw oats. KGVO reported significant increase in metric tonnes ("mt") raw material processed, resulting in higher diesel consumption by its diesel forklift.

Energy consumption is measured based on fuel consumption and total electricity consumption. Both KGL Group and UMF Group reported an increase in energy consumption in FY2024 due to reasons mentioned above. The breakdown of the total energy consumption and energy consumption intensity ratio for the Group in FY2023 and FY2024 is reported on the next page.

Energy Consumption ^(a)

	FY2023	FY2024
KGL Group (GJ)	^(b) 6,611	7,283
UMF Group (GJ)	54,356	55,336
The Group (GJ)	60,967	62,619

Notes:

(a) The total energy consumption includes the total electricity and total fuel consumption in gigajoules (GJ).

(b) Restated from 6,610 reported in Sustainability Report 2023.

Energy Consumption Intensity Ratio ^(a)

	FY2023	FY2024
KGL Group (GJ/mil SGD revenue)	91.85	103.70
UMF Group (GJ/kt raw input volume)	^(b) 482.07	479.33

Notes:

(a) KGL Group measured their energy consumption intensity based on KGL Group's total energy consumption against KGL Group's revenue for the financial reporting year. UMF Group referred to their total energy consumption against UMF Group's raw input volume during the financial reporting year.

(b) Restatement of UMF Group's energy consumption intensity ratio in FY2023 to include toll packing raw input for KGVO/CPM which was not included from the previous year's raw input volume data. Energy consumption intensity ratio is lower in FY2023 than the reported 496.51 GJ/kt raw input volume from the previous year.

Energy Management

Target for FY2024/FY2025 Performance in FY2024

To improve overall electricity consumption.

- KGL Group and UMF Group actively explored opportunities to optimise energy consumption where feasible, and invested in installations of solar panels during the year on two additional sites.
- Increased awareness to lower energy usage via attractive signages and reminders across the entities, especially at KGVO and CPM.



Climate Change and Greenhouse Gas Emissions

KGL recognises the critical importance of addressing climate change within its business operations. Failing to adapt to current environmental realities and continuing “a business as usual” approach would likely increase the Group’s exposure to climate-related risks and business resilience. KGL is committed to making a positive impact and progressively transforming its operations.

GHG Emissions

In FY2024, through the JSWG, we continued to explore various approaches towards decarbonising our operations.

GHG emissions contribute to the global climate change and global warming. The Group currently tracks Scope 1 and Scope 2 GHG emissions. Scope 1 GHG emissions, which arise from direct activities such as fuel combustion and on-site processes, whereas Scope 2 GHG emissions which stem from purchased electricity, heat and steam, are key indicators of a company’s environmental footprint. By accurately measuring these emissions, we are able to identify areas for improvements and track progress towards setting our emissions goals and targets.

Currently, the Group tracks GHG emissions from the amount of diesel and petrol consumed in its operations. This includes the Group’s fleet of transportation vehicles, a small number of its corporate vehicles and forklifts, and the use of diesel to fuel the boiler at FOM's oats mill plant. Scope 2 GHG emissions are generated from the purchased electricity for use in its offices, warehouses and plants. The installation of solar panels helps to reduce Scope 2 GHG emissions while TGF’s Scope 2 GHG emissions have significantly reduced due to a 19% reduction in the grid emission factor for Sabah.

The following tables outline the consolidated Scope 1 and Scope 2 GHG emissions data and GHG emissions intensity in FY2023 and FY2024, compiled for KGL Group, UMF Group and the Group.

GHG Emissions

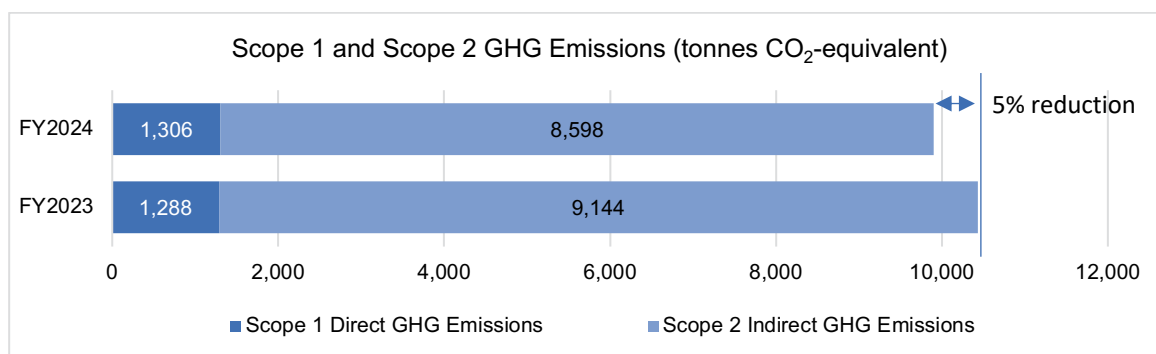
GHG Emissions (tonnes CO ₂ -eq)	FY2023			FY2024		
	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group
Scope 1 Direct GHG Emissions ^(a)	375	913	1,288	398	908	1,306
Scope 2 Indirect GHG Emissions ^(b)	205	8,938	9,144	203	8,396	8,598
Total GHG Emissions ^(c)	580	9,852	10,432	601	9,304	9,904

Notes:

- (a) Scope 1 direct GHG emissions generated from combustion of fuels in mobile sources, i.e., from the Group’s own transportation fleet and forklifts and stationary source, i.e., from FOM’s boiler, is calculated using the latest conversion factors for diesel and petrol (average biofuel blend) by UK BEIS (Department for Business Energy & Industrial Strategy) and the GHG Protocol, Table 1. CO₂ Emission Factors by Fuel.
- (b) Scope 2 indirect GHG emissions are generated from electricity purchased from the utilities’ companies in Singapore and Malaysia. For the Malaysian companies, emission factors used for the FY2024 data on purchased electricity are based on the latest grid emission factor for 2021 for Peninsular Malaysia and Sabah, which is published by the Malaysian Energy Commission. For Singapore, the FY2024 data is calculated using the 2022 emissions factor, while the FY2023 data applied the 2021 revised emissions factor published by the Singapore Energy Statistics, the Energy Market Authority.
- (c) Total GHG emissions include both Scope 1 and Scope 2 GHG emissions.

We are committed to adopt a consistent approach to provide clearer GHG emissions disclosures. Overall, the Group achieved a 5.1% reduction in its GHG emissions in FY2024 as compared to FY2023. TGF experienced a 1.3% reduction in its overall GHG emissions from FY2023, driven by a 19% reduction in its Scope 2 GHG grid emissions factor, primarily resulting from Sabah’s lower emission source of purchased electricity. The key contributor to the Group’s GHG emissions reduction, is FOM, where solar panel installations and a decrease in business activity played a significant role.

Scope 1 GHG emissions for TGF rose due to intensified sales activity, while SHC reported higher emissions resulting from increased use of delivery vehicles, which is attributed to a rise in driver availability in FY2024.



GHG Emissions Intensity

GHG Emissions Intensity Ratio	KGL Group (tonnes CO ₂ -eq /mil SGD revenue)		UMF Group (tonnes CO ₂ -eq /kt raw input volume)	
	FY2023	FY2024	FY2023 ^(a)	FY2024
Scope 1 Direct	5.20	5.67	8.10	7.87
Scope 2 Indirect	2.85	2.88	79.27	72.72
Total GHG emissions intensity (Scope 1 + Scope 2)	8.06	8.55	87.37	80.59

Note:

(a) Restatement of UMF Group's GHG emissions intensity ratio disclosures in FY2023 as previous disclosure did not include the toll packing raw input into the previous year's raw input volume calculation for KGVO/CPM. Scope 1 direct GHG emissions intensity ratio is replaced from the previous year's disclosure of 8.34 tonnes CO₂-eq/kt raw input volume. Scope 2 GHG indirect emissions intensity is changed from 81.65 tonnes CO₂-eq/kt raw input volume. Total GHG emissions intensity ratio is replaced from the reported 89.99 tonnes CO₂-eq/kt raw input volume.

The GHG emissions intensity for KGL Group's Scope 1 and 2 GHG emissions increased slightly, influenced by both foreign exchange impacts on revenue from its Malaysian subsidiaries and higher emissions. In contrast, UMF Group's GHG emissions intensity decreased, driven by higher mt of raw material processing and additional solar panel installations. We will continue to evaluate our GHG emissions intensity calculation methodology and refine it for our future disclosures.

Scope 3 GHG emissions, which arise from the activities within the Group's supply chain for which the Group is indirectly responsible for, fall within 15 separate categories under the GHG Protocol. The Group is currently evaluating the appropriate Scope 3 GHG emissions categories which can be tracked, based on the availability of relevant data from third parties.

Additionally, FOM conducted air emission monitoring of its boiler and genset to ensure that air pollutant concentrations were within the limits set under the Environmental Quality (Clean Air) Regulations 2014. UMF also carried out an isokinetic and air emission monitoring of its two chimneys in its wheat intake silo. The findings from the monitoring reports confirmed that emissions from FOM's boiler and genset and UMF's chimneys were within the regulatory limits.

Climate-Related Disclosures

KGL is prepared to take on its responsibility to mitigate climate change and is transitioning to a more refined climate-related disclosure through a practical and phased approach. As an initial step, the table below outlines the Group's progress in adopting the TCFD recommendations. KGL aims to work towards aligning its climate-related disclosures with the global baseline standards, namely IFRS Sustainability Disclosure Standard S2 for Climate-related Disclosures ("IFRS S2") developed by the ISSB. KGL acknowledges that further deliberation and refinement is required to fully assess and disclose the potential impacts of climate-related risks and opportunities on the Group's activities in its future reports.

TCFD Disclosures	
Governance	
a) Describe the Board's oversight of climate-related risks and opportunities	The Board provides oversight on sustainability matters for the Group, including governance of climate-related issues, within the broader sustainability governance structure as outlined under page 6 of this Report. Further review and discussions on relevant updates on climate-related risks and opportunities will be made from FY2025 onwards.
b) Describe management's role in assessing and managing climate-related risks and opportunities	<p>The JSC is responsible for the overall management of the identified climate-related risks and opportunities. Climate-related risks and opportunities for the Group were deliberated and identified with JSWG members following a TCFD workshop held in March 2024.</p> <p>FY2024 marks the beginning of our evaluation of climate-related risks and opportunities for the Group. We intend to review these risks and opportunities annually through internal and external data analysis. All identified risks will be managed by specific business units and a designated material impact owner. In FY2025, we aim to integrate and consolidate the identified risks into KGL's risk register.</p>
Strategy	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	<p>Initial assessments of climate-related risks and opportunities were reviewed qualitatively in FY2024, based on likelihood and severity.</p> <p>The financial impacts have not been defined and quantified. The exercise to identify and quantify the financial impacts has been initiated for UMF Group and will extend to KGL Group. A full disclosure of the climate-related risks is expected to be included in the FY2025's climate-related disclosures once the exercise within KGL Group is completed.</p>
b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning	<p>Risks identified include policy and legal risks (high level of policy and regulatory reforms), market risk (low carbon preference), technology risk (decarbonisation technology's maturity and cost-effectiveness), extreme weather (flood, drought or storm) and increasing temperature.</p> <p>Opportunities identified include waste reduction and management, adoption of renewable energy and energy efficiency where feasible, usage of sustainable packaging to cater to more sustainability-minded consumers and potential market expansion to capture low carbon trend.</p>
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Following SGX's phased approach to TCFD adoption, the Group will begin scenario analysis from FY2026 onwards.

Risk Management																													
a) Describe the organisation's processes for identifying and assessing climate-related risks	<p>The Group has commenced preliminary discussions on climate-related risks and opportunities involving senior management across business units, initiated during a TCFD workshop held in FY2024.</p> <p>Each identified risk is assessed based on: 1) the likelihood of occurrence; and 2) the severity of potential impacts arising from the relevant risk.</p>																												
b) Describe the organisation's processes for managing climate-related risks	<p>The assessment process to identify climate-related risks detailed above provides input for the Group to determine our risk management strategy. We have yet to include other relevant factors, such as, cost and time period involved, in this exercise.</p>																												
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	<p>In FY2024, an assessment was carried out by the JSC and JSWG, to develop a good understanding of the Group's key climate-related risks.</p> <p>All the identified climate-related risks will be reviewed by the respective entity's risk owners. The assessment on the likelihood of occurrence of each risk will be aligned between respective impact and risk owners. These climate-related risks and the impact thereof will be reported to the JSC and JSWG, who in turn, work with the risk owners to develop strategy to mitigate these risks and their impacts.</p>																												
Metrics and Targets																													
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>The Group tracks and reports a number of climate-related metrics including energy consumption, waste generated and Scope 1 and Scope 2 GHG emissions. The Group is evaluating other metrics to effectively manage climate-related risks.</p>																												
b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	<p>Details of the GHG Emissions and GHG Emissions Intensity are available on pages 18 and 19 of this Report.</p> <table border="1"> <thead> <tr> <th>tCO₂e</th> <th>FY2023</th> <th>FY2024</th> <th>Changes</th> </tr> </thead> <tbody> <tr> <td>Scope 1 GHG emissions (tCO₂e)</td> <td>1,288</td> <td>1,306</td> <td>+1%</td> </tr> <tr> <td>Scope 2 GHG emissions (tCO₂e)</td> <td>9,144</td> <td>8,598</td> <td>-6%</td> </tr> <tr> <td>Total GHG emissions (tCO₂e)</td> <td>10,432</td> <td>9,904</td> <td>-5%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Total GHG emissions intensity</th> <th>FY2023</th> <th>FY2024</th> <th>Changes</th> </tr> </thead> <tbody> <tr> <td>KGL Group (tCO₂e/SGD mil)</td> <td>8.06</td> <td>8.55</td> <td>+6%</td> </tr> <tr> <td>UMF Group (tCO₂e/kt)</td> <td>87.37</td> <td>80.59</td> <td>-8%</td> </tr> </tbody> </table> <p>In line with SGX's mandate to disclose Scope 3 GHG emissions from FY2026 onwards, the Group will adopt a phased approach to report on the relevant Scope 3 categories from FY2026.</p>	tCO ₂ e	FY2023	FY2024	Changes	Scope 1 GHG emissions (tCO ₂ e)	1,288	1,306	+1%	Scope 2 GHG emissions (tCO ₂ e)	9,144	8,598	-6%	Total GHG emissions (tCO ₂ e)	10,432	9,904	-5%	Total GHG emissions intensity	FY2023	FY2024	Changes	KGL Group (tCO ₂ e/SGD mil)	8.06	8.55	+6%	UMF Group (tCO ₂ e/kt)	87.37	80.59	-8%
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c) Disclose the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	<p>The Group is still evaluating the feasibility of relevant decarbonisation levers across the entities before deciding on reduction targets for energy consumption and GHG emissions. The Group is also evaluating other metrics to effectively manage climate-related risks.</p>																												

Climate Change & Greenhouse Gas Emissions

Target for FY2024	Performance in FY2024	Target for FY2025
<ul style="list-style-type: none"> To explore ways to reduce GHG emissions in our operations. To set baseline targets and short and long-term goals on GHG emissions. Climate-related disclosures based on the TCFD recommendations. 	<ul style="list-style-type: none"> Improved Scope 1 and Scope 2 GHG emissions data monitoring and tracking. Initiated climate-related risks disclosures on a phased approach. 	<ul style="list-style-type: none"> To further explore ways to reduce GHG emissions in our operations. To set baseline targets and short and long-term goals on GHG emissions. Expand climate-related disclosures progressively based on the TCFD recommendations, in alignment with the IFRS S2.

Waste Management

We believe that responsible waste management is essential to preserve the environment in which we operate in. Both KGL Group and UMF Group strive to comply with legal requirements and sustainability standards to mitigate the impact of waste generation in the locations where they operate. Non-compliance can result in negative impact on the environment, affect our communities, tarnish our image and potentially result in fines from regulatory authorities.

The Group has adopted a practical approach to manage waste across its operations. KGL is working on developing comprehensive policies to reflect its commitment to sustainable practices and waste management across its operations in compliance with the applicable laws and regulations. Under the Group's food manufacturing business segments, the following policies have been established:

- UMF's Environment, Health and Safety Policy, addresses UMF's commitment in protecting and improving the environment in all areas.
- FOM's Safety Health and Environment Policy, recognises FOM's commitment to prevent pollution and reduce environmental impact from its operations and products.

The types of waste generated from the businesses are categorised as:

Hazardous Waste (Scheduled Waste)	Non-Hazardous Waste (General and Scrap)
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The majority of waste generated in our operations is non-hazardous, with only a small portion classified as hazardous. The non-hazardous waste generated in the Group's operations include waste from the raw materials transportation (for example, metal rods or cardboards), packaging materials, unsold goods and general office waste. Across the Group's different business segments, packaging materials used include aluminium tins, glass jars, pouches, sachets, polypropylene (PP) woven bags, craft paper bags, metallised bags, paper laminated with PP, polyethylene (PE) and polyethylene terephthalate (PET) plastic. The Group also uses secondary and tertiary packaging materials such as carton boxes, shrink wrap, sling bags and wooden pallets. By-products derived from the wheat, pea, and oat processing operations are sold to feed mills to be used as animal feed.

In FY2024, the entities within the Group have proactively implemented various initiatives aimed at reducing waste. The Group is gradually phasing out single-use plastic bottles for meetings and internal events. It will be replaced with water served in jugs or from water dispenser. SHC revised its material specification for its tertiary packaging material, namely its pallet liner, with the aim of minimising packaging waste, potentially reducing waste sent to landfills at the customer's end and lowering costs.

Non-hazardous waste is collected and managed by general waste collectors licensed by local governments and hazardous waste is segregated and stored separately, in accordance with local regulations, before it is safely disposed of by a licensed contractor.

Hazardous waste is tracked and recorded internally, with reports submitted to the DOE on monthly basis through eSWIS (Electronic Scheduled Waste Information System), in compliance with the Malaysian Environmental Quality (Scheduled Wastes) Regulations 2005, for the Group's Malaysian operations. Licensed operators, approved by the DOE collect and dispose of hazardous waste from the manufacturing plants at least once every six months. The hazardous waste is mainly generated in the food manufacturing plants operated by UMF and FOM, which include waste from oil and production, contaminated plastics, papers or filter, or from inflammable liquids. In FY2024, UMF was fined SGD574 for improper labelling of scheduled waste. Corrective action was taken internally to rectify this issue.

To reduce waste sent to landfills, the operations teams collect scrap materials daily, labelling, storing, and, when necessary, deforming them for sale to third-party contractors for recycling. Non-recyclable items are disposed of in landfills at a cost. With stricter waste segregation enforcement put in place in Penang from July 2024, the cost of disposal of waste is expected to increase for the Group's Penang operations in the coming years. This has prompted the Group to actively and creatively explore other ways to reduce waste directed to landfills, following the principles of waste management hierarchy.

The table below sets out an overview of the waste generated in FY2023 and FY2024:

Waste Management	FY2023			FY2024		
	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group
Total Hazardous Waste (tonnes) ^(a)	0.00	2.0	2.0	0.00	3.3	3.3
Total Non-Hazardous Waste (tonnes) ^(b)	10.0	^(e) 306.0	^(e) 316.0	23.2	357.9	381.1
Total Waste Generated (tonnes) ^(c)	10.0	^(e) 308.0	^(e) 318.0	23.2	361.2	384.4
Total Waste Diverted from Landfill (tonnes) ^(d)	1.8 (18%)	159.1 (52%)	160.9 (51%)	2.2 (9%)	180.2 (50%)	182.4 (47%)
Total Waste Directed to Landfill (tonnes) ^(d)	8.2 (82%)	148.9 (48%)	157.1 (49%)	21.0 (91%)	181.0 (50%)	202.0 (53%)

Notes:

- (a) Total Hazardous Waste refers to Scheduled Waste. No hazardous waste was tracked by the KGL Group in both FY2023 and FY2024. No hazardous waste (e-waste) was tracked for CPM and KGVO, under UMF Group, in FY2023.
- (b) No data was available on non-hazardous waste generated by KGL, TGF and CPM (CPM's data is being consolidated with KGVO's data). The Group is reassessing how to best track and monitor waste generated by these companies for its future disclosures on waste management.
- (c) Total waste generated by the Group includes both Hazardous (Scheduled Waste) and Non-Hazardous Waste.
- (d) This is a new indicator under the GRI Standards that the Group has started reporting in FY2024.
- (e) UMF Group's FY2023 data for total non-hazardous waste and total waste generated are being restated to include KGVO's general waste data.

The approximate 21% increase in total waste generated in FY2024 is primarily attributed to an increase in non-hazardous waste from KGVO, FOM, SHC and UMF.

Waste originating from suppliers due to damaged imported goods and alternative grain sources which were packed with more cardboards and metal frames, added up to SHC and FOM's waste, respectively. SHC is still finding ways to divert broken wooden pallet from landfill disposal while looking into its repacking process. Increase in waste from UMF is mainly due to replacement of broken equipment, higher production output, internal rejects due to stringent quality control ("QC") inspection and carry-over waste from FY2023. FOM also conducted extensive silo cleaning activity, generating more leftover debris than usual. KGVO reported significant increase in waste due to increased production output. However, KGVO also enhanced its recycling awareness, leading to increased recycling activities.

Total waste directed to landfill and total waste diverted from landfill increased for both KGL Group and UMF Group in FY2024. Wastes are directed to landfill at a faster rate than diversion from landfill. The Group will continue to refine its waste mapping exercise, improve data collection and explore ways to reduce, reuse and recycle to minimise landfill waste.

Waste Management

Target for FY2024/FY2025	Performance in FY2024
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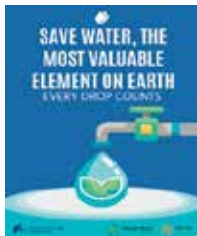
Seek ways to reduce, reuse, and recycle waste generated throughout KGL Group and UMF Group's value chain.

The Group generated 384 tonnes of waste in FY2024, an approximate 21% increase from waste recorded for the Group in FY2023.

Although waste increased in FY2024, we implemented several measures to minimise waste for the Group:

- Ensuring hazardous waste is collected by licensed waste collectors;
- Eliminating use of single-use plastic drinking bottles for future meetings and office events;
- Progressively replacing cutleries for internal use from single-use materials to reusable materials; and
- Raising awareness with creative signages and reminders.

Water Management



Water scarcity is becoming increasingly alarming due to several factors such as climate change. The Group recognises its responsibility to ensure water, as a natural resource, is managed sustainably through its water consumption practices. The Group is committed to mitigate water risk through efficient water management practices across the operations.

The facilities covered in this Report, both in Singapore and Malaysia, are not located in any water stressed areas. However, the Penang sites suffered water disruptions in FY2024 due to burst pipes and local water supplier carrying out repair works at the relevant treatment plants. Most Penang entities, except FOM, were not affected by the water cuts due to sufficient water tanks capacity and prudent use of water reserved for the operations. Additional water storage containers and bottled water dispensers were deployed to support employees' needs. FOM experienced a half-day shutdown because its operations depend on water for steam production.

Water usage is monitored based on monthly billing invoices received from the local utility providers in majority of the Group's operations. The Group uses water in the manufacturing processes, warehouses and office toilets. KGVO attempted a self-built rainwater harvesting project by reusing empty one mt intermediate bulk container ("IBC") tanks for several months using the collected water for external purposes such as toilets and washing external floors. However, the project was temporarily halted due to algae growth from sun exposure.

In FOM, water is utilised and recycled as part of its processes. Nearly all of the water recovered through condensation is reused in the boiler for heating during the oat milling process. Additionally, FOM has implemented rain water harvesting system since September 2023 to reduce reliance on external water sources. Water from the production process which is not suitable for reuse in the production is also redirected to the rainwater harvesting tank. Since installing a water flow meter in April 2024 and up to 31 July 2024, FOM has collected 223 m³ of water for external usage, including cleaning outdoor areas, drains, flooring, and to water plants.

The table below sets out the total water consumption and water consumption intensity across the Group as at the end of each of the last three financial years ended 31 July 2024:

Total Water Consumption (m³)

	FY2022	FY2023	FY2024
KGL Group			
KGL	1,033	910	1,499
TGF	2,520	5,170	3,494
SHC	4,105	3,629	3,347
Total for KGL Group	7,658	9,709	8,340
UMF Group			
UMF	10,498	12,482	9,087
FOM	17,604	^(a) 19,177	14,974
KGVO/CPM	1,779	^(a) 1,522	^(b) 1,164
Total for UMF Group	29,881	^(a) 33,181	25,225
Total for the Group	37,539	^(a) 42,890	33,565

Notes:

- (a) Restatement of FOM's water consumption from 17,381m³ for FY2023 following the identification of a reporting error in the original data. KGVO's data is restated from 1,410m³ for FY2023 based on estimation method to account for July 2023 data due to a broken water meter. The local water utility supplier, Perbadanan Bekalan Air ("PBA") Pulau Pinang replaced the water meter at the end of October 2023.
- (b) CPM shares the facilities with KGVO, which manages the utilities of that site. Water consumption for CPM is monitored by KGVO. Water usage for July to October 2023 were calculated based on average usage from March to June 2023 when the water meter started to indicate faulty signs and completely broke down from July 2023 onwards. PBA replaced the water meter at the end of October 2023.

Water Consumption Intensity

Water Consumption Intensity Ratio ^(a)	FY2022	FY2023	FY2024
KGL Group (m³/mil SGD revenue)	110	135	119
UMF Group (m³/kt raw input volume)	293	^(b) 294	219

Notes:

- (a) Water consumption intensity ratio is calculated based on million SGD revenue for KGL Group and kt raw input volume for UMF Group.
- (b) Restatement of UMF Group water consumption intensity ratio in FY2023 to include toll packing raw input for KGVO/CPM which was not included from the previous year raw input volume data. Water consumption intensity change from 286 m³/kt raw input volume to 294 m³/kt raw input volume.

Reduction in water consumption in FY2024 was primarily driven by active monitoring of water bills and periodic inspections of faucets and pipes across the operations and improved water usage tracking in Sabah. Employees have also been encouraged to use water responsibly. Water consumption intensity also reduced in FY2024.

Most entities (except for KGL and SHC) experienced significant leaks in FY2023, which have since been rectified. KGL Group recorded 14% reduction of water usage in FY2024. Improved water usage monitoring in FY2024 at TGF also allowed for earlier leak detection, especially at sites in Sabah with irregular water billing. KGL continues to monitor its increasing water usage, as there were no visible signs of leakage. By consistently monitoring the water bills, SHC identified and fixed a leak in March 2024.

UMF Group reduced water usage by 24% in FY2024. UMF implemented visualisation tools such as water level indicator for water tank. FOM achieved significant reduction in its water usage due to increased employee awareness, lower production activity and the installation of a rainwater harvesting system. KGVO's water usage also reduced in FY2024, mainly due to a faulty water meter that failed to record any water usage from July 2023 to October 2023. During this period, the estimation of water usage was based on average water consumption from March 2023 to June 2023.

Water Management

Target for FY2024/FY2025	Performance in FY2024
To increase awareness on water conservation initiatives.	Overall, water consumption for the Group decreased by 22% in FY2024, contributed by a 14% reduction from KGL Group and a 24% reduction from UMF Group.

SOCIAL



EMPOWER OUR PEOPLE & COMMUNITIES

Employment And Labour Practices

Employment

At KGL, we believe in empowering our employees by ensuring their wellbeing and providing opportunities to learn and upgrade. Employees are our most important assets. Their contribution in alignment with the Group's values are vital to drive sustainable practices and achieving our long-term goals. The Group adheres to local labour and employment-related laws in all our human resources ("HR") practices and management. The Group maintains a structured internal procedures and practices to manage employment practices in recruitment, promotion, dismissal, and working hours among others.

The Group has in place internal procedures and practices to cover fair employment practices on recruitment, promotion, dismissal, and working hours among others. At TGF, HR practices are guided by internal procedures which apply to all its employees across its seven branches in Sabah. UMF Group employees are guided by their published Employee Handbook for guidance and has implemented a digital HR Human Capital management system or e-leave application systems. KGL and SHC will continue to enhance its own HR practices to ensure the well-being of its employees.

All full-time employees of KGL Group and UMF Group receive competitive pay aligned with market rates, along with benefits like paid leave, maternity/paternity leave and insurance coverage as per local laws. Foreign workers under the UMF Group enjoy the same benefits, excluding maternity and paternity leave, as stated in Collective Agreements.

Total Workforce

The Group's total workforce as at 31 July 2024 is 660.

The following table provides a breakdown of the total employees in the respective operations of the Group as at the end of each of the three financial years ended 31 July 2024:

Total Workforce

	FY2022		FY2023		FY2024	
	No.	%	No.	%	No.	%
KGL	10	2	10	2	8	1
TGF	192	34	192	31	219	33
SHC	33	6	35	6	38	6
KGL Group	235	^(a) 41	237	39	265	40
UMF	141	25	160	26	165	25
FOM	154	27	171	28	179	27
CPM	14	2	13	2	16	2
KGVO	23	4	31	5	35	5
UMF Group	332	59	375	61	395	60
The Group	567	100	612	100	660	100

Note:

(a) The total may not add up due to rounding up adjustments.

The total workforce for the Group grew in FY2024 as compared to FY2023, driven by increased hiring in response to rising business demands for UMF Group, which in turn, supports process improvements by enhancing efficiency and streamlining operations.

Most of the Group's employees are hired from local areas in Singapore and Malaysia where the Group operates, (with foreign workers excluded), in a continued focus on supporting local communities.

The Group's workforce comprises of permanent and temporary employees.

Employment Type (by Gender and Region)

	FY2023						FY2024					
	KGL Group		UMF Group		The Group		KGL Group		UMF Group		The Group	
Permanent Employees ^(a)												
By Gender	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	182	77	261	70	443	72	199	75	275	^(c) 70	474	72
Female	55	23	113	30	168	28	66	25	116	^(c) 31	182	28
By Region												
Malaysia	227	96	370	99	597	98	257	97	388	99	645	98
Singapore	10	4	4	1	14	2	8	3	3	1	11	2
Temporary Employees ^(b)												
By Gender	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	0	0	0	0	0	0	0	0	2	50	2	50
Female	0	0	1	100	1	100	0	0	2	50	2	50
By Region												
Malaysia	0	0	1	100	1	100	0	0	4	100	4	100
Singapore	0	0	0	0	0	0	0	0	0	0	0	0

Notes:

(a) Permanent employees include both local as well as foreign workers who are employed by UMF and FOM.

(b) Temporary employees are employed on short-term contracts or on a part-time basis.

(c) The total % may not add up to 100% due to rounding up adjustments.

Employee Engagement Activities

The Group fosters a dynamic and inclusive workplace through various employee engagement activities. We celebrate cultural diversity with events such as Chinese New Year and Hari Raya celebrations, alongside other festive activities such as the annual Christmas gift exchange. Our sports and recreation offerings, such as weekly badminton and futsal activities, and bowling tournaments, promote teamwork and well-being of employees.

Employee engagement is further enhanced through team-building activities. These activities not only provide work-life balance but also help improve camaraderie and foster collaboration across departments within the Group. KGL Group and UMF Group also presented long-service awards to show appreciation to their employees during their respective annual dinners held in FY2024. Although no employee surveys were conducted by the Group in FY2024, FOM held a townhall meeting for its employees and management in July 2024. The Group will explore additional engagement initiatives to gain further insights into employees' experiences and expectations.

TGF 50th Anniversary Dinner



UMF Group Company Trip to Bali



Penang Annual Dinner 2024



Sports Activities for the Group



Bowling Tournament



Team Building (Supervisors Trip to Genting Highlands)



Year End Gift Exchange



Diversity and Equal Opportunities

KGL promotes a culture of respect, embracing diversity and inclusivity regardless of age, gender, race, nationality, religion, experience or skills as part of our ongoing commitment to maintain a positive workplace culture. No discrimination is tolerated in our workplaces, where everyone is expected to treat each other with respect and given access to equal opportunities for development and advancement. The Group not only addresses diversity and eliminates discrimination through its practices and training, but also with actions that reinforce our commitment to carry them out effectively.

Our Performance on Gender and Age Diversity

The Group has consistently tracked and refined its methodology to monitor its performance on gender and age diversity.

Gender Diversity

The table below provides the workforce breakdown by gender across the Group as at the end of each of the last three financial years ended 31 July 2024. As at 31 July 2024, the Group's total workforce was 660, comprising of 72% male and 28% female.

By Gender (a)	FY2022				FY2023				FY2024			
	M	%	F	%	M	%	F	%	M	%	F	%
KGL Group	181	77%	54	23%	182	77%	55	23%	199	75%	66	25%
UMF Group	230	69%	102	31%	261	70%	^(b) 114	30%	277	70%	118	30%
The Group	411	72%	156	28%	443	72%	169	28%	476	72%	184	28%

Notes:

(a) M denotes male, while F denotes female. The total % may not add up to 100% due to rounding up adjustments.

(b) Restatement from 113 reported in FY2023.

Age Diversity

The table below highlights employee distribution based on age groups from FY2022 to FY2024. A significant portion of the workforce at KGL and KGVO remains over 50 years of age. To address this, the Group is focusing on succession planning and filling critical roles to facilitate smooth transitions.

By Age Group (a)	<30 years old (%)			30-50 years old (%)			>50 years old (%)		
	FY2022	FY2023	FY2024	FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
KGL Group	35	35	35	43	43	45	21	22	20
UMF Group	35	35	36	48	47	47	17	17	16
The Group	35	35	36	46	46	46	19	19	18

Note:

(a) The total % may not add up to 100% due to rounding up adjustments.

Workforce in Senior Management and Manager Roles

The tables on the next page provide an overview of employees in senior manager and manager roles in KGL Group and UMF Group from FY2022 to FY2024.

Although there is a limited number of women holding senior management positions in the KGL Group and UMF Group of companies, many continue to hold managerial positions in the Group's workplaces, for example, under the KGL Group and in UMF, FOM and KGVO under the UMF Group.

Senior Manager	KGL Group			UMF Group			The Group		
	FY2022	FY2023	FY2024	FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
Total (No.)	7	7	5	10	10	7	17	17	12
Male									
By Number	7	7	5	8	8	6	15	15	11
By %	100%	100%	100%	80%	80%	86%	88%	88%	92%
Female									
By Number	0	0	0	2	2	1	2	2	1
By %	0%	0%	0%	20%	20%	14%	12%	12%	8%

Manager	KGL Group			UMF Group			The Group		
	FY2022	FY2023	FY2024	FY2022	FY2023	FY2024	FY2022	FY2023	FY2024
Total (No.)	8	15	17	32	30	33	40	45	50
Male									
By Number	5	12	14	19	19	22	24	31	36
%	^(a) 63%	80%	82%	59%	63%	67%	60%	69%	72%
Female									
By Number	3	3	3	13	11	11	16	14	14
%	^(a) 38%	20%	18%	41%	37%	33%	40%	31%	28%

Note:

(a) The total % may not add up to 100% due to rounding up adjustments.

New Hire Rate

The overview of the new hire rates by gender, age group, and geographical region for the Group over the last two financial years are as follows:

New Hire Rate	FY2023			FY2024		
	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group
Total %	16.7%	37.1%	29.1%	30.0%	18.4%	22.9%
Total (No.)	39	135	174	75	72	147
By gender (%)						
Male	85%	84%	84%	84%	81%	82%
Female	15%	16%	16%	16%	19%	18%
By age (%)						
<30 years old	77%	62%	65%	^(a) 65%	58%	62%
30-50 years old	23%	34%	32%	^(a) 33%	39%	36%
>50 years old	0%	4%	3%	^(a) 1%	3%	2%
By region (%)						
Malaysia	100%	100%	100%	100%	100%	100%
Singapore	0%	0%	0%	0%	0%	0%

Note:

(a) The total % may not add up to 100% due to rounding up adjustments.

Turnover Rate

The overview of the employee turnover rate for the Group by gender, age group, and geographical region over the last two financial years are reported on the next page:

Turnover Rate	FY2023			FY2024		
	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group
Total %	^(a) 17.4%	26.4%	^(a) 23.0%	20.8%	11.8%	15.3%
Total (No.)	^(a) 39	96	^(a) 135	52	46	98
By gender (%)						
Male	92%	78%	82%	94%	72%	84%
Female	8%	22%	18%	6%	28%	16%
By age (%)						
<30 years old	^(a) 79%	^(b) 60%	66%	^(a) 64%	44%	54%
30-50 years old	^(a) 18%	^(b) 30%	27%	^(a) 33%	41%	37%
>50 years old	^(a) 3%	^(b) 9%	7%	^(a) 4%	15%	9%
By region (%)						
Malaysia	100%	100%	100%	96%	98%	3%
Singapore	0%	0%	0%	4%	2%	97%

Note:

(a) Restatement of FY2023 turnover data for KGL Group and The Group due to reporting error for SHC turnover figure.

(b) The total % may not add up to 100% due to rounding up adjustments.

Both KGL Group and UMF Group have stepped-up their efforts to enhance and track their new hires and turnover rates to better align their disclosures with the SGX core ESG metrics and GRI Standards. The main reason for attrition for companies like SHC and the UMF Group in Malaysia, is the competitive salary offered by other plants nearby Penang.

UMF Group reported a significant reduction in employee turnover, from 26.4% in FY2023 to 11.8% in FY2024, largely due to the Group's initiatives to enhance employee engagement and improve workplace amenities. By fostering a culture of open communication and investing in employee well-being, UMF Group has created a more satisfying work environment. Looking ahead, the Group remains committed to these efforts, aiming to maintain low turnover rates and support a motivated workforce for continuous growth.

Training and Development

The Group recognises that our employees are key stakeholders and that their skills and knowledge are critical in achieving overall success. We also believe that prioritising our employees' personal development can contribute to improved productivity and employee retention. Employees receive a structured on-the-job training to enhance their skills and knowledge.

Throughout the year, our training programmes cover technical skills, leadership, soft skills, anti-bribery and ESG awareness. New hires undergo a robust onboarding process that includes classroom training on company policies, ethics, safety and operational procedures. Training needs are assessed individually to ensure targeted development aligned with employee performance and organisational goals.

The table below outlines the Group's performance on the training and development impacts on its employees from FY2022 to FY2024:

Training Hours

	FY2022	FY2023	FY2024
KGL Group	388	630	803
UMF Group	675	4,832	4,076
The Group	1,063	5,462	^(a) 4,878

Note:

(a) Total training hours for Group for FY2024 may not add up according to the total training hours of KGL Group and UMF Group due to rounding up adjustments.

Training Hours By Gender ^(a)

	FY2023			FY2024		
	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group
Total Training Hours (Male)	523	3,067	3,590	316	2,895	3,211
Total Training Hours (Female)	107	1,765	1,872	487	1,181	1668
Total Training Hours	630	4,832	5,462	803	4,076	^(b) 4,878
Average Training Hours (Male)	3.0	12.3	8.4	1.7	10.6	7.0
Average Training Hours (Female)	1.9	15.6	11.0	7.9	10.0	9.3
Average Training Hours	2.8	13.3	9.3	3.2	10.4	7.6

Notes:

(a) Average training hours are calculated based on 12 months' average male and female employee count, respectively.

(b) Total training hours for FY2024 may not add up according to the total training hours (male and female, respectively) due to rounding up adjustments for ease of reporting.

The average training hours per employee is 3.2 hours for KGL Group, 10.4 hours for UMF Group and 7.6 hours for the Group. KGL Group reported an increase in total and average training hours while UMF Group experienced a decrease. The Group faced a reduction in the average training hours per employee and total training hours in FY2024, due to a focus on targeted skill development and operational constraints, leading to the deferral of some programmes. For FY2025, UMF Group will prioritise enhancing core and leadership competencies for executives and above, ensuring employees are well-equipped for future challenges.

Operations teams at UMF and FOM continued to participate in the mandatory training required by law to ensure compliance with the necessary skill-specific job requirements. The Group remains dedicated to provide ongoing training, whether it is on-the-job or in classroom settings, to enhance employee knowledge and skills and ultimately improving their effectiveness in their roles.

Labour Practices and Standards

All companies within the Group are committed to labour practices that foster mutual respect and understanding in their relationships with employees, stakeholders and communities. The Group upholds human rights and strictly prohibits the use of forced labour or child labour. KGL Group and UMF Group conduct business with partners who share the Group's zero-tolerance stance on child labour. The Group is dedicated in preventing any form of forced labour across its operations and supply chain. KGL is committed to ethical and responsible business practices and fully respects its employees' rights to freedom of association and collective bargaining.

There were no incidents of non-compliance with labour practices and standards reported by KGL Group and UMF Group in FY2024.

To strengthen its ESG framework, KGL strives in its efforts to update policies to reflect its commitment on labour practices and human rights. Currently, FOM has in place a Social Responsibility Policy to ensure business operations align with the Group's principles of freedom of association, prohibition of child and forced labour and non-discrimination. All foreign workers employed by UMF and FOM are treated fairly and granted rights in accordance with Malaysian laws.

Labour Management Freedom of Association - Collective Agreement

KGL respects its employees' rights to freedom of association and collective bargaining. Both FOM and UMF have employees who are part of a trade union, the Kesatuan Pekerja-Pekerja Perkilangan Perusahaan Makanan ("KPPPM"). The Collective Agreement made between UMF and KPPPM remains in effect and is subject to renewal every three years.

The Collective Agreement facilitates effective communications between management and employees through the trade union. Management from both UMF and FOM hold meetings with the trade union members on an ad hoc basis, as and when needed throughout the year. During FY2024, no significant complaints were escalated from the trade union to FOM and UMF. 34% of UMF Group employees are covered under their respective Collective Agreement.

The key terms of the Collective Agreement cover essential areas such as salary benefits, working hours, overtime, leave entitlements, salary and wage structure, and grievance process, ensuring that the rights and benefits of the parties are addressed. For employees not covered by the Collective Agreement, individual employment contracts detail the terms of their employment. Additionally, the grievance procedure outlined in the Collective Agreement provides trade union members with a structured avenue for raising concerns.

Employment Practices

Target for FY2024/FY2025	Performance in FY2024
Strengthen existing policies on Diversity and Equal Opportunities, Human Rights, and other labour practices in line with international standards.	KGL strives to work towards incorporating human rights and labour standards into its commitment statements or policies.

Training and Development

Target for FY2024/FY2025	Performance in FY2024
To organise and increase the number of internal training programmes.	Training hours was lower in FY2024 than FY2023 due to operational constraints and focus on improving specific skillsets.

Occupational Health and Safety

Safeguarding the health and safety of our employees and contractors in our operations and workplaces is key in our business sustainability. The Group takes proactive steps to enhance the standards of workplace health and safety in their respective operations.

Safety training

To foster and improve safety culture, the Group has implemented health and safety programmes to ensure a secure working environment. KGL's Malaysian subsidiaries and associates provide year-round general safety training, as well as specialised programmes for specific hazards and activities. KGL Group and UMF Group conduct various programmes that may include:

- Emergency preparedness activities such as annual fire drills;
- Comprehensive Occupational Safety and Health (OSH) training; and
- Bomba and forklift driver training, audiometry and first aid inspections.

These proactive measures have enhanced our safety culture, reduced workplace risks and ensured compliance, reflecting our commitment to employee well-being and sustainable operations. In FY2024, employees across the Group completed 1,107 training hours on health and safety.

Safety Communication

All employees are required to understand safety procedures and policies to minimise risks and ensure early identification of potential hazards. New employees receive safety briefing during the Induction Programme. Suppliers are also provided with a safety briefing when they visit the plants.

KGL remains committed to ensure compliance with health and safety regulations in all areas where KGL Group and UMF Group operate. In Malaysia, OSHA provides the framework for workplace health and safety standards. UMF has implemented an Environment, Health, and Safety Policy, while for FOM, a Safety, Health, and Environment Policy to support their commitment to operate in a safe and hazard-free environment. KGL Group and UMF Group are currently not adopting any formal occupational health and safety management systems.

Health and Safety Committees

To facilitate coordination and management of health and safety performance, some Malaysian entities within the Group have established health and safety committees. TGF set up its safety committee in FY2023. TGF, SHC, and KGVO/CPM have each appointed safety coordinators in FY2024. UMF and FOM have established their own health and safety committees. The Group is evaluating the required health and safety risk assessment for all the entities to ensure compliance with the obligations of companies in Malaysia under the amended OSHA.

Emergency Readiness

UMF Group manages emergency readiness through its emergency response teams ("ERT") in FOM and UMF. The ERT team comprises staff members trained to act quickly in the event of any emergencies, specifically for firefighting at the workplace. Due to fire certificate requirement as stated in Section 27A of the Malaysian Fire Services Act 1988, relevant ERT team members undergo the Fire Safety Organisation training, also known as Organisasi Keselamatan Kebakaran ("OKK"), which is certified by the Malaysian Fire and Rescue Department (BOMBA).

Although UMF is being exempted from the fire certificate requirement from May 2024 onwards, it will continue to send employees for such training. FOM still requires the fire certificate and will continue to comply with this requirement. KGL Group, KGVO, and CPM currently do not require a trained ERT team at their sites as they do not require fire certificate.

Work-Related Incidences

No work-related fatalities were reported in FY2024. KGL is pleased to report that KGL Group and UMF Group continue to maintain a zero fatalities record, with no fatalities as a result of work-related injury or work-related ill health recorded since 2020.

The table below provides an overview of the Group's performance on health and safety impacts over the last three financial years ended 31 July 2024.

The Group	FY2022	FY2023	FY2024
Number of Fatalities			
KGL Group	0	0	0
UMF Group	0	0	0
The Group	0	0	0
Number of High Consequence Injuries ^(a)			
KGL Group	0	0	0
UMF Group	2	0	0
The Group	2	0	0
Number of Recordable Work-Related Injuries ^(b)			
KGL Group	0	0	1
UMF Group	4	4	4
The Group	4	4	5

Safety Incident Rates	FY2023			FY2024		
	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group
Rate of Recordable Work-Related Injuries (per one million hour) ^(c)	0	4.8	2.9	1.8	4.6	3.5
Number of Lost-Time Injuries (LTI)	0	4	4	1	4	5
LTI Frequency Rate (LTFR) (per one million hour) ^(c)	0	4.8	2.9	1.8	4.6	3.5

Total Working Hours	KGL Group	UMF Group	The Group
FY2023	^(d) 558,010	825,760	^(d) 1,383,769
FY2024	548,550	863,743	1,412,293

Notes:

- (a) Refers to work-related injury resulting in a fatality or an injury from which a worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.
- (b) Refers to work-related injury that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness, or significant injury diagnosed by a physician or other licensed healthcare professional. The work-related injuries recorded include: (i) two separate 'trip and fall' incidents that occurred during cleaning activities at KGL's office in Singapore and at UMF's premises, (ii) one pinched finger injury sustained during a cleaning activity in FOM, (iii) one finger injury caused by a heavy object falling on the victim's finger during a packing activity in UMF, and (iv) one foot injury occurred during greasing activity on a chain conveyor at UMF.
- (c) It is calculated based on the total cases over the total number of hours worked by employees (i.e., 1,000,000 hours worked).
- (d) Restatement of KGL total working hours in FY2023 from 19,200 hours to 22,970 hours, resulting in a change in total working hours for KGL Group.

Occupational Health and Safety

Target for FY2024/FY2025

Performance in FY2024

- Increase training or campaigns to create awareness of health and safety and maintain high safety standards.
Maintain zero fatalities.

No fatalities were recorded within the Group.

Our Communities

Both KGL Group and UMF Group believe that fostering positive relationships between businesses and communities enhances social inclusion and leads to beneficial long-term outcomes. The Group's operations teams actively collaborate with various organisations and programmes to address a range of causes, although a specific strategy dedicated to community programmes has yet to be formalised.

Moving forward, KGL Group and UMF Group will work with their respective operations teams to develop a strategic framework for more effective corporate social responsibility initiatives. As part of this effort, FOM has begun collaborating with Malaysia Business Group ("MBG") and House of Hope, a non-profit organisation dedicated to supporting underprivileged and marginalised communities, particularly focusing on children and families in need, since March 2024.

TGF, under the KGL Group, along with FOM, continued to support initiatives related to health, sports, culture and hearing impairment throughout the reporting period. In demonstrating its commitment to community support, TGF employs seven employees with hearing and speech impairments. Through FOM, the UMF Group contributed to programmes aimed at helping underprivileged communities, promoting education and raising health awareness.

FOM hosted an industrial visit in collaboration with JCI Malaysia, a non-profit organisation that focuses on youth leadership and community engagement, to showcase FOM's efforts to connect with, and contribute to the local community. Additionally, FOM welcomed students from the Universiti Teknologi MARA ("UITM") Penang and Universiti Sains Malaysia ("USM") Penang, offering them valuable insights into the food manufacturing industry. These initiatives reflect the Group's commitment to foster educational opportunities and build stronger ties with local academic institutions, supporting the development of future professionals in this field.



TGF's community support



FOM's industrial visits from USM, UITM, and JCI Malaysia

The total community contributions of the Group in FY2024 to support various organisations amounted to approximately SGD94,500, comprising both monetary and non-monetary contributions.

Community Investments (SGD)	FY2022	FY2023	FY2024
KGL Group	700	1,000	300
UMF Group	55,300	70,400	94,200
The Group	56,000	71,400	94,500

Community Investments

Target for FY2024/FY2025	Performance in FY2024
--------------------------	-----------------------

- | | |
|---|---|
| <ul style="list-style-type: none"> Strengthen corporate social responsibility framework with targeted programmes and focus areas to adopt and support. | <ul style="list-style-type: none"> The Group's overall community investments increased significantly in FY2024 compared to FY2023, largely driven by FOM's monthly collaboration with MBG and House of Hope, which began since March 2024. |
|---|---|



In response to increasing stakeholders' demands for responsible business practices, the Group is committed to staying updated on internationally-recognised standards and adopting sustainable management practices throughout its operations.

Product Quality and Responsibility

The Group strives to maintain high health and safety standards for its products and services, adopting food safety management practices to remain competitive. Both TGF and SHC comply with the standards as required by their customers. FOM upholds a Food Safety Policy Statement, Non-GMO Policy Statement and a Halal Policy to ensure hygiene and safety of its products. UMF's Halal Policy and Food Safety Policy Statement reflect its dedication to produce safe, high-quality products for customers and consumers alike.

Across its Malaysian operations, the Group upholds strict quality control and assurance processes to ensure product safety and satisfaction. Both UMF and FOM's manufacturing plants have in-house laboratories for testing, while UMF, which operates a flour mill, has its own baking laboratory for hands-on testing to ensure the finished products meet the required specifications. FOM's production plant follows strict procedures from raw material testing to final packing. Likewise, at UMF's flour milling and dhal processing plants, QC and quality assurance ("QA") inspections are conducted throughout the milling and splitting processes.

In KGL's trading and distribution businesses, quality testing is conducted through visual inspection to ensure packaging meets the basic specifications required by their customers.

Certifications and Quality Standards

The companies within the KGL Group and UMF Group maintain certifications and systems relating to manufacturing and food safety management, as listed below:

- Halal
- MeSTI, Makanan Selamat Tanggungjawab Industri, a food safety assurance certification
- ISO 22000: 2018 Food Safety Management System
- FSSC 22000 V6 Food Safety Management System
- MS 1480: 2018 (HACCP system)
- SIRIM (Wheat Flour) MS85: 2010
- ERSP, Enhanced Regulated Source Programme

TGF, operating within the trading and distribution business, does not hold its own food safety certifications, such as Halal or MeSTI. Instead, these certifications are typically provided by the product manufacturers or suppliers at the request of TGF's customers. The MeSTI certification is issued by the Ministry of Health, while the Halal certification is provided by the Department of Islamic Development of Malaysia.

In FY2024, several surveillance audits (ISO22000, FSSC 22000, MeSTI) were conducted by the relevant certification bodies to ensure compliance with the required standards. Except for UMF, no major non-conformance or product health and safety violations were reported by the respective entities of KGL Group or UMF Group. UMF reported two major non-conformances arising from customer audit and MOH audit, related to chemical control and pest control issues. Immediate rectifications were carried out and briefing were given to relevant departments to increase awareness and prevent recurrence. SHC was fined SGD718 by MOH due to pest control issue. SHC took immediate steps to enhance its pest control programme and addressed gaps at the entry point.

Customer Satisfaction

KGL serves a diverse segment of businesses, including local customers in Singapore, Malaysia, the ASEAN region, the Middle East, and other global markets. In its East Malaysia distribution and trading business, TGF supplies products to a variety of customers, including retail outlets, hotels, restaurants, and industrial partners across Sabah. SHC primarily focuses on distributing starches, wheat flour, and other food products in Peninsular Malaysia. Customers in UMF Group's value chain include distributors, supermarkets, retailers, and industrial users.

To better understand customer and consumer needs, the Group has established various engagement platforms, such as corporate websites, official phone lines and dedicated email channels, to gather feedback. Complaints are managed by the sales departments, while customer feedback is collected through half-yearly satisfaction surveys. These surveys allow customers to evaluate product performance and quality, with the results reviewed by sales teams to determine if further actions are necessary.

KGL Group addresses product complaints by working directly with suppliers and customers. For UMF Group, common issues include product quality and packaging concerns. Both groups have implemented processes to manage complaints, identify root causes, and monitor corrective actions.

Some customers occasionally request audits or site visits at UMF or FOM plants. In response to a customer's request, FOM subscribed to EcoVadis, a globally recognised sustainability rating platform, to evaluate its sustainability practice across various dimensions, such as environment, labour, human rights, ethics, and sustainable procurement. FOM received a score rating of 50, marking an improvement from the previous score of 43. FOM was awarded the Committed Badge by EcoVadis, recognising its strong commitment to sustainability. FOM is dedicated to further improving its score and addressing identified gaps, while deepening its understanding of ESG issues related to the sustainable procurement.

FOM undergoes an annual SMETA (Supplier Ethical Data Exchange or SEDEX Member Ethical Trade Audit). In the latest SMETA audit carried out in March 2024, four non-compliances were recorded, related to working practices and safe working condition. Efforts to address these findings are currently ongoing.

Customer Complaints

	FY2022			FY2023			FY2024		
	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group	KGL Group	UMF Group	The Group
Quality Complaint	0	190	190	3	137	140	2	93	95
Delivery Complaint	0	6	6	0	5	5	3	5	8
Total Number of Complaints^(a)	0	196	196	3	142	145	5	98	103

Note:

(a) Customer complaints are categorised by issues relating to quality, service, and delivery.

In FY2024, five customer complaints were recorded by KGL Group, and 98 cases were recorded by UMF Group, respectively. The 29% reduction in total complaints was mainly driven by the reduction from UMF and FOM, under UMF Group.

UMF Group recorded a 31% reduction in customers complaints, due to the extra focus and efforts by UMF and FOM in enhancing measures to address product quality and packaging issues. However, an additional two complaints were recorded by KGL Group due to delivery issue, which damaged the goods delivered to customer.

Memberships in Business Associations

The companies within the Group are members of several trade and business associations in Singapore and Malaysia, as well as various business federations and food manufacturer associations. Participation in these organisations and groups allows them to stay relevant in industry matters.

KGL	<ul style="list-style-type: none">• Singapore Business Federation (SBF)• Singapore Food Manufacturer's Association (SFMA)
UMF and FOM	<ul style="list-style-type: none">• Federation of Malaysian Manufacturers (FMM)
UMF	<ul style="list-style-type: none">• Malaysian Employers Federation (MEF)• Persatuan Pengilang Tepung Gandum Malaysia (Flour Millers Association of Malaysia)
FOM	<ul style="list-style-type: none">• Malaysia Business Group (MBG)

Product Quality and Responsibility

Target for FY2024/FY2025	Performance in FY2024
<ul style="list-style-type: none">• Maintain customers' complaints at acceptable levels.	<ul style="list-style-type: none">• KGL Group recorded five customer complaints.• UMF Group recorded 98 customer complaints.• 29% reduction in total number of customer complaints for the Group.• FOM's EcoVadis score rating improved from 43 to 50, earning it a Committed Badge in FY2024.

Procurement Practices

The Group relies on a trusted network of partners, suppliers and vendors to ensure efficient operations. KGL and the companies within the Group collaborate with these partners to maintain strong supply chain and is committed to working with those who share its commitment to sustainability. KGL recognises the need to enhance its policies effectively to reflect these commitments.

KGL imports and distributes products from various suppliers, including FMCG suppliers, manufacturers, and other raw material suppliers. It also has a manufacturing business under UMF Group that deals with wheat flour milling and dhal processing activities and FOM, which carries out processing and exporting of oats products from its milling plant in Penang, Malaysia. These companies procure products and services from both direct and indirect suppliers, including those based in Singapore, Malaysia or overseas markets.

Each company has its own internal standard operating procedures and procurement practices to ensure suppliers are selected, evaluated and assessed effectively. As part of UMF Group's commitment to responsible business practices, UMF companies require their suppliers to provide written assurance of their commitment to anti-bribery and corruption policies and compliance with applicable laws and regulations (Integrity Pledge). See further details on the *Ethical Business Practices* section of this Report.

Supplier Selection, Evaluation & Assessment

Suppliers are selected based on type and needs for the business. Transparent partner selection considers factors such as industry experience, reputation, lead times, and cost-effectiveness. KGL Group and UMF Group conduct due diligence on suppliers to verify their credit standing through company searches, market reputation and prior track record with other customers.

Suppliers' performance is monitored through periodic assessment. In its trading and distribution businesses in Malaysia, the Group evaluates its suppliers based on product sales in the market. Many of TGF's suppliers are long-term partners with good track records. KGL procures products such as starches and wheat flour through its subsidiaries and associates to supply local food manufacturers and bakeries in Singapore.

UMF sources raw wheat grains and peas from non-GMO certified suppliers from Canada, Australia, the United States of America and the Black Sea regions. UMF conducts due diligence on those suppliers and assesses their performance regularly. New suppliers are evaluated on trial before further engagement and all suppliers are monitored annually for product quality, delivery efficiency, cost, and service. UMF and FOM's QA department conduct annual audits at the suppliers' site or addresses issues directly. When necessary, raw oats are sourced from an ISCC (International Sustainability and Carbon Certification) Plus certified supplier(s) from Western Australia to meet customer's sustainability requirements.

The Group is considering to incorporate ESG assessment for its suppliers throughout the supply chain. These policies and internal controls will be implemented gradually.

In FY2024, the Group faced similar issues from the previous years with its suppliers during the reporting period, relating to weather uncertainties, geopolitical tensions, and persistent inflation, which led to challenging market conditions.

Procurement Practices

Target for FY2024/FY2025	Performance in FY2024
<ul style="list-style-type: none">Strengthen procurement practices with responsible, sustainable practices in conducting business with third parties.Screen, evaluate, and assess suppliers based on ESG criteria.	<ul style="list-style-type: none">Pending review to implement ESG screening, evaluation, and assessment of suppliers.

GOVERNANCE



RESPONSIBLE BUSINESS

KGL recognises the need to prioritise integrity and transparency as a crucial aspect for managing stakeholders' trust for the Group's long-term success.

Ethical Business Practices

Anti-Bribery and Corruption

KGL maintains a zero-tolerance policy towards corruption and bribery throughout the Group. KGL is currently assessing its internal controls to strengthen its commitment to mitigate corruption and anti-bribery risks as part of a comprehensive group-wide policy.

UMF Group has established an Anti-Bribery and Corruption ("ABC") Policy designed to uphold the highest standards of business ethics and prevent bribery and corruption in its operations.

As part of the measures taken to strengthen anti-bribery and anti-corruption practices, all new and active suppliers are required to sign an Integrity Pledge, which is renewed every three years. In FY2024, 72% of KGL Group's suppliers and 95% UMF Group's suppliers signed and returned the Integrity Pledge. In total, 90% of identified suppliers have committed to the Integrity Pledge. The Compliance Manager of KGL Group and the Compliance Officer of UMF Group will coordinate efforts to ensure continuous monitoring of the execution of Integrity Pledge.

During FY2024, zero cases of bribery or corrupt practices were recorded for the Group. None of the companies within KGL Group and UMF Group were a party to any legal claims on corruption practices brought against any employees of the Group.

Anti-bribery and corruption risk assessments were conducted across all entities within KGL Group and UMF Group in FY2024. The assessments were found to be satisfactory with improvement opportunities identified and is expected to be addressed before the end of the next financial year.

Training on Anti-Bribery and Corruption Policy

During the reporting year, the Group's employees attended training on anti-bribery and corruption practices. All new joiners undergo an induction programme where they are required to familiarise themselves with the Group's ABC Policy.

In FY2024, 552 employees, representing 80% of the Group's workforce, attended training on anti-bribery and corruption. The anti-bribery and corruption training offered in FY2024 was primarily focused on new employees as part of their Induction Programme, and on existing employees as an annual refresher course. In FY2025, we will focus on achieving 100% attendance for anti-bribery and corruption training. This demonstrates our commitment to increase employee awareness and ensuring transparency and accountability in this area.

Whistleblowing Policy

KGL recognises the importance of a safe communication channel for individuals to report any misconduct or irregularities involving any of the parties in the Group. KGL's Whistleblowing Policy provides clear avenues for employees of KGL and its subsidiary companies to raise concerns regarding perceived wrongdoings in financial or related matters, including direct reporting via email to the Chairman of the Audit Committee.

UMF Group's Whistleblowing Policy is designed to enable employees to voice concerns while ensuring protection from retaliations or victimisation for raising issues in good faith. All reports are treated with strict confidentiality, and the policy applies to all employees within UMF and its subsidiaries. Investigations may be conducted by UMF Group's Corruption Risk Committee or individuals approved by the Board of Directors, depending on the nature of the reported issue.

In FY2024, the Group received no reports or complaints through its whistleblowing channels.

Good Corporate Governance

KGL's corporate governance practices and processes are provided under the Corporate Governance section of the 2024 Annual Report. The sustainability governance framework is discussed on page 6 of this Report.

Compliance with Laws and Regulations

To maintain trust with its stakeholders, the Group strives to ensure compliance with the laws and regulations in Singapore, Malaysia, and the countries where it conducts its businesses. We recognise that any failure to comply with, or breach of, any laws or regulations that apply to the Group may lead to fines or sanctions, resulting in reputational damage or the revocation of the companies' certifications or licenses.

During the reporting year, three fines were recorded across the Group, amounting to SGD1,332. SHC received a compound from MOH, for a food hygiene issue, CPM was penalised by Employees Provident Fund (EPF) for a submission error and UMF was fined for inadequate labelling of scheduled waste. The Group takes these compliance gaps seriously and efforts were made to communicate the associated risks internally, implementing measures to prevent similar occurrences in the future. Aside from these fines, there were no significant instances of non-compliance with laws or regulations resulting in fines or for which non-monetary sanctions were incurred in FY2024.

Good Corporate Governance

Target for FY2024/FY2025	Performance in FY2024
<ul style="list-style-type: none"> Maintain zero incidents of corruption to uphold zero tolerance for anti-bribery and corruption practices. Strengthen internal policies relating to Ethical Business Practices and Corporate Governance concerning ESG factors. 	<ul style="list-style-type: none"> Zero reports on corruption practices. Three minor compounds or fines imposed on SHC, FOM and CPM.

GRI CONTENT INDEX

GRI Standard	Disclosure	Section	Reference/Remarks
GRI 2 General Disclosures 2021			
1. The Organisation and its Reporting Practices			
2-1	Organisational details	The Board's Statement About The Group	SR pages 2 to 3, 5 AR page 5 www.khongguanlimited.com
2-2	Entities included in the organisation's sustainability reporting	About This Report About The Group	SR pages 4 to 5 AR page 3 Chairman's Statement www.khongguanlimited.com
2-3	Reporting period, frequency, and contact point	About This Report	SR page 4
2-4	Restatements of information	Energy Management Climate Change and Greenhouse Gas Emissions Waste Management Water Management Diversity and Equal Opportunities Occupational Health and Safety	SR page 17 SR page 19 SR page 23 SR page 25 SR pages 31 and 33 SR page 37
2-5	External assurance	About This Report	SR page 4 No external assurance, but internal review was conducted in FY2024
2. Activities and workers			
2-6	Activities, value chain, and other business relationships	About The Group Procurement Practices	SR pages 5, 42 to 43
2-7	Employees	Employment and Labour Practices	SR pages 27 to 35
3. Governance			
2-9	Governance structure and composition	Sustainability Governance	SR pages 5 to 6 AR pages 10 to 13
2-10	Nomination and selection of the highest governance body	Annual Report	AR pages 15 to 18
2-11	Chair of the highest governance body	Annual Report	AR pages 13 to 14
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Annual Report	SR pages 5 to 6 AR pages 13 to 14
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	SR pages 5 to 6

GRI Standard	Disclosure	Section	Reference/Remarks
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	SR pages 5 to 6
2-15	Conflicts of interest	Annual Report	AR page 6
2-16	Communication of critical concerns	Ethical Business Practices	SR pages 44 to 45
2-17	Collective knowledge of the highest governance body	Sustainability Governance	SR pages 5 to 6
2-18	Evaluation of the performance of the highest governance body	Annual Report	AR pages 17 to 18
2-19	Remuneration policies	Annual Report	AR pages 18 to 20
2-20	Process to determine remuneration	Annual Report	AR page 19
2-21	Annual total compensation ratio	Annual Report	AR page 20
4. Strategy, policies, and practices			
2-22	Statement on sustainable development strategy	The Board's Statement	SR pages 2 to 3
2-23	Policy commitments	Stakeholder Engagement Ethical Business Practices Good Corporate Governance	SR pages 10 to 12, 44 to 45
2-24	Embedding policy commitments	Sustainability Governance Procurement Practices Ethical Business Practices	SR pages 5 to 6 SR pages 42 to 43 SR pages 44 to 45
2-25	Processes to remediate negative impacts	Collective Agreement	SR pages 34 to 35
2-26	Mechanisms for seeking advice and raising concerns	Ethical Business Practices	SR pages 44 to 45
2-27	Compliance with laws and regulations	Good Corporate Governance	SR page 45
2-28	Membership associations	Product Quality and Responsibility	SR page 42
5. Stakeholder Engagement			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	SR pages 10 to 12
2-30	Collective bargaining agreements	Collective Agreement	SR pages 34 to 35
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Ethical Business Practices	SR pages 44 to 45
205-2	Communication and training about anti-corruption policies and procedures	Ethical Business Practices	SR pages 44 to 45
205-3	Confirmed incidents of corruption and actions taken	Ethical Business Practices	SR pages 44 to 45
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Energy Management	SR pages 14 to 17
302-3	Energy Intensity	Energy Management	SR page 17

GRI Standard	Disclosure	Section	Reference/Remarks
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Water Management	SR pages 24 to 26
303-5	Water Consumption	Water Management	SR pages 24 to 26
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Climate Change and GHG Emissions	SR pages 18 to 19
305-2	Energy indirect (Scope 2) GHG emissions	Climate Change and GHG Emissions	SR pages 18 to 19
305-4	GHG emissions intensity	Climate Change and GHG Emissions	SR page 19
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Waste Management	SR pages 22 to 24
306-2	Management of significant waste-related impacts	Waste Management	SR pages 22 to 24
306-3	Waste generated	Waste Management	SR pages 22 to 24
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Diversity and Equal Opportunities	SR pages 32 to 33
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment and Labour Practices	SR page 27
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Occupational Health and Safety	SR pages 36 to 37
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	SR pages 36 to 37
403-5	Worker training on occupational health and safety	Occupational Health and Safety	SR pages 36 to 37
403-9	Work-related injuries	Occupational Health and Safety	SR pages 36 to 37
403-10	Work-related ill health	Occupational Health and Safety	SR pages 36 to 37
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Training and Development	SR pages 33 to 34
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Development	SR pages 33 to 34

GRI Standard	Disclosure	Section	Reference/Remarks
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunities Annual Report	SR pages 31 to 33 AR pages 10 to 13
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Our Communities	SR pages 38 to 39
GRI 416: Customer Health and Safety 2016			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Quality and Responsibility	SR page 40

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