

Sustainability Report 2024

UnUsUaL™
飛凡有限公司 LIMITED



www.unusual.com.sg

TABLE OF CONTENTS

Board Statement	3
About This Report	4
Corporate Profile	6
Sustainable Governance	7
Stakeholder Engagement	8
Material Topics	9
Procurement Practices	10
Anti-Corruption	11
Emissions	12
Employment	15
Diversity and Equal Opportunities	17
Non-Discrimination	19
Supplier Social Assessment	20
TCFD Report	21
GRI Content Index	25
TCFD Content Index	27

BOARD STATEMENT

At UnUsUaL Limited, our commitment to sustainability and corporate governance shapes every aspect of our operations. Since our incorporation in 1997, we have consistently prioritised robust governance practices, emphasising accountability, compliance, and integrity. Our focus extends beyond operational success to encompass significant environmental responsibilities and the promotion of sustainable practices throughout our business.

The Board plays a critical role in overseeing our climate strategy and disclosures, ensuring they are comprehensive and aligned with our broader business objectives and sustainability strategies. In line with our dedication to environmental stewardship, we have implemented a phased approach to climate-related disclosures, where we will reference the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”).

Our governance framework, highlighted in the Code of Corporate Governance 2018, underpins and supports our sustainability efforts. The Champion Team, led by Senior Management and the CEO, drives the implementation and periodic review of our sustainability initiatives, including our approach to climate-related risks and opportunities. This team is instrumental in integrating sustainability deeply into our strategic planning and operational practices.

As UnUsUaL continues to progress in the pursuit of ensuring the sustainable growth of the Group, we would like to extend our appreciation to our employees, customers, business partners, and investors for joining us on this journey. We look forward to sharing our achievements with our valued shareholders in the years to come.

The Board remains deeply involved in guiding and reviewing the Group's sustainability and governance strategies. We are committed to enhancing these strategies continually, thereby ensuring the long-term sustainability and success of UnUsUaL Limited. We welcome feedback from all our stakeholders, which is invaluable in helping us refine our practices and address emerging challenges effectively.

We are committed to maintaining transparency and accountability in our efforts and look forward to another year of making meaningful progress towards our sustainability goals.

Leslie Ong Chin Soon

Executive Director and CEO

30 July 2024

ABOUT THIS REPORT

UnUsUaL Limited (the “Company” or the “Group”) is pleased to present our Sustainability Report. This report provides an overview of the accomplishments and progress made towards Economic, Environment, Social, and Governance (“EESG”) matters. The data presented in this report covers the Company and its subsidiaries, UnUsUaL Entertainment Pte. Ltd., UnUsUaL Productions Pte. Ltd., UnUsUaL Development Pte. Ltd., UnUsUaL Productions (M) Sdn. Bhd., UnUsUaL Entertainment International Limited, and UnUsUaL Culture Development Co. Ltd., as well as its joint ventures White Mount International Pte. Ltd. and Isotope Productions Pte. Ltd., during the financial year commencing 1 April 2023 to 31 March 2024 (“FY2024”).

This report is prepared with reference to the Global Reporting Initiative (“GRI”) Universal Standards 2021 and is in line with the requirements of the Singapore Exchange Securities Trading Limited (“SGX-ST”) Rules 711A and 711B of the Listing Manual Section B: Rules of Catalist (the “Catalist Rules”) of the SGX-ST. The GRI Standards, which are recognised as the representation of international best practices, were chosen as the reporting framework for their strong principles and comprehensive guidance. The report presents the Company's sustainability journey and highlights the material factors that have been considered in its preparation. The four reporting principles for defining reporting content for this report are:

- Stakeholder inclusiveness: Beyond identifying our stakeholders and responding to their expectations and interests, we actively engage our employees, third-party suppliers, contractors and artistes in the reporting process.
- Sustainability context: Providing a comprehensive analysis of performance within the broader framework of sustainability.
- Materiality: Focusing on issues that impact business growth and of utmost importance to our stakeholders.
- Completeness: Including full coverage of material topics and boundaries that have significant economic, environmental, and social impacts to enable stakeholders to assess UnUsUaL’s performance in the reporting period.

UnUsUaL Limited is committed to aligning its reporting practices with the TCFD recommendations, which serve as a guide for effectively disclosing the financial impacts of climate change on our operations. We have implemented a phased approach to the TCFD and climate-related disclosures in this report. We aim to continually enhance our data quality to meet future disclosure requirements.

In our effort to conserve the environment, no hard copies of this report are printed. The digital copy of the report is available at the following links:

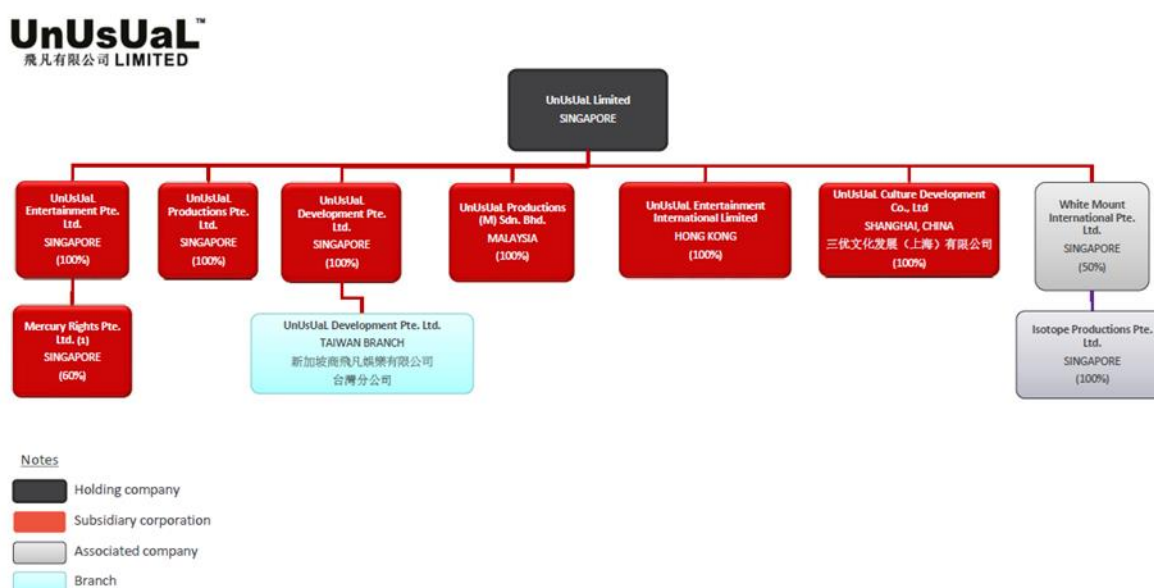
1. Our website: www.unusual.com.sg
2. SGXNet: <https://www.sgx.com/securities/company-announcements>

We have presented our data in this report in good faith and to the best of our understanding. We have not sought external assurance for this report and will consider doing so in the future. We are dedicated to listening to our stakeholders' feedback on any aspect of our sustainability performance, which can be submitted at ir@unusual.com.sg.

CORPORATE PROFILE

Founded in 1997, UnUsUaL Limited began as a provider of stage, sound, and lighting equipment rentals. Over the years, we have become a leading name in Asia, focusing on organising and producing extensive live concerts and events featuring both Asian and international artists. With operations spanning Singapore, Malaysia, China, and Hong Kong, we have solidified our position as a key player in the industry.

As of 31 March 2024, our Group structure is as follows:



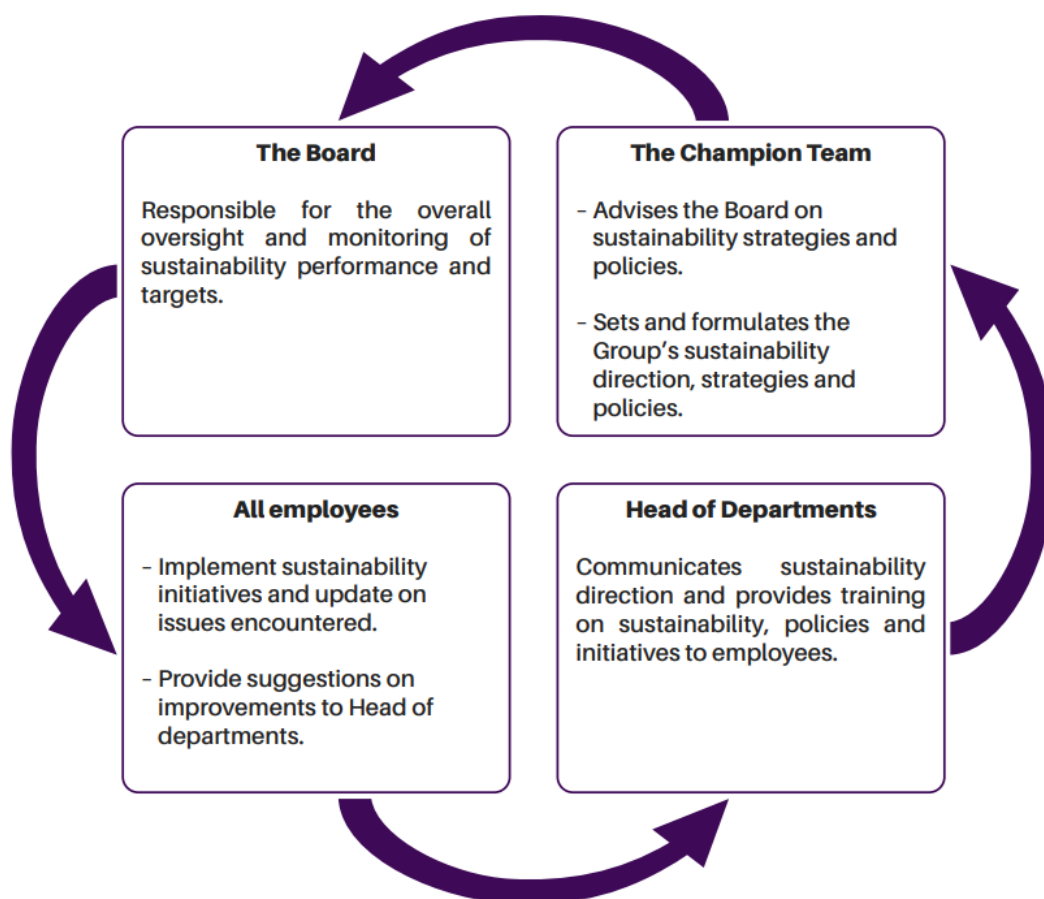
1. Submitted to strike off to ACRA on 21 Feb 2024

In 2016, UnUsUaL was acquired by mm2 Asia Limited, a Singapore-based SGX Mainboard listed producer of films, TV, or online content. UnUsUaL was subsequently listed on the SGX-ST Catalist on 10 April 2017.

SUSTAINABLE GOVERNANCE

At UnUsUaL, we prioritise the implementation of robust corporate governance practices, emphasising accountability, legal compliance, and integrity. We understand the importance of cultivating a solid corporate governance framework to foster the enduring success and sustainability of our operations. Our governance structure encompasses a range of policies and protocols, including the Code of Conduct Policy and Whistle-Blowing Policy, aligned with the standards delineated in the Code of Corporate Governance 2018.

The Board oversees the management and monitoring of material ESG factors by supervising the formulation of the Company's comprehensive corporate governance practices and sustainability strategies. The Champion Team, comprising the CEO and Senior Management, plays a pivotal role in formulating, implementing, and reviewing the Group's sustainability policies, practices, development programs, and initiatives. This involves conducting periodic reviews, facilitated with the assistance of staff at all levels, as demonstrated below:



Training and Updates for the Board

In compliance with the enhanced SGX-ST sustainability reporting rules announced in December 2021, all directors of the Board have successfully completed the mandatory ESG training course as at the date of this report.

STAKEHOLDER ENGAGEMENT

We consistently interact with a wide array of stakeholders through multiple channels, utilising their input to shape our strategy and foster transparency. The following table encapsulates our principal stakeholders, engagement approaches, as well as their concerns and expectations.

List of stakeholder groups	Engagement Channels/ Type of stakeholder engagement	Frequency of Engagement	Key topics/ concerns	Organisation's response
Artistes and agents	Informal dialogues/ discussions and phone calls	Ad-hoc	Quality management, price negotiation	Pricing
Consumers and customers	Email enquiries, social media, and phone calls	Regularly throughout the year	Availability and quality of events	
Employees	Performance appraisal, informal dialogues and phone calls, whistle-blowing channel	Annually	Employee compensation, benefits, equal employment opportunities	1. Welfare benefits 2. Career progression
Government and regulators	Regular reporting	Ad-hoc	Regulatory matters	1. Regulatory compliance 2. ISO Certifications
Investors and shareholders	Company's website and annual general meeting	Yearly	Financial and economic performance, strategic planning, sustainability reporting	1. Business performance 2. Financial results 3. Business development
Media and entertainment companies	Media releases	Regularly throughout the year	Advertising	Product
Venue managers and contractors	Meeting, informal dialogues and phone calls	Regularly throughout the year	Quality management, price negotiation	Product pricing

MATERIAL TOPICS

Our initial materiality assessment in FY2018 was conducted in line with the GRI Standards, aiming to pinpoint the pertinent stakeholders and ascertain the key EESG factors significant to both our stakeholders and the Company. Annually, we undertake comprehensive research on EESG matters, followed by validation through focus group discussions with our sustainability reporting champion team. These focus groups include both internal and external stakeholders, ensuring that all relevant stakeholders are involved in determining our key material factors. These dialogues serve to collect input on the identified sustainability issues and validate the accuracy of our assessment. We are committed to periodically reassessing the identified material factors to uphold our ongoing relevance.



The illustrated four-step process above has greatly facilitated our efforts in identifying and managing relevant EESG issues. We conducted a comprehensive examination of the identified sustainability risks and their potential implications to gain a complete understanding before devising mitigation strategies. This approach enabled us to grasp the sustainability concerns paramount to our key stakeholders. Subsequently, we pinpointed the material factors and assessed their significance within the framework of our business operations, adhering to the GRI standards.

Subsequently, we worked in collaboration with pertinent departments to implement the endorsed strategies and action plans, which are overseen by the Board. Our dedication persists in improving the identification and handling of material matters on an annual basis, ensuring their ongoing pertinence to our stakeholders.

We would like to highlight that the material topics for the current year remain consistent with previous years, as they continue to hold significant implications and influence on our business and stakeholders. The material topics identified are listed below.

1. Procurement practices
2. Anti-corruption
3. Emissions
4. Employment
5. Diversity and equal opportunities
6. Non-discrimination
7. Supplier social assessment

PROCUREMENT PRACTICES

We are dedicated to partnering with high-quality suppliers and contractors who demonstrate reliability and compliance with applicable laws and regulations. We understand that maintaining sustainable working relationships hinges on collaborating with partners who share our commitment to these principles, which is vital for our industry success.

UnUsUaL collaborates closely with several dependable third-party suppliers and contractors to ensure the successful execution of top-tier events and concerts for our audiences. These partners are engaged in diverse facets of our operations, including supplying sound, lighting, and video equipment, constructing performance sets, managing venue areas, handling ticketing services, and providing security. We have a long-standing relationship with these suppliers and contractors, and most of them are sourced from the local community where the events take place.

Proportion of spending on local suppliers

GRI 204-1	FY2024		FY2023	
	Singapore	Malaysia	Singapore	Malaysia
a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally).	70%	30%	81%	19%
b. The organization's geographical definition of 'local'.	Local representative of the supplier in Singapore and Malaysia			
c. The definition used for 'significant locations of operation'.	Singapore and Malaysia			

Target

Moving forward, our goal is to continue to increase the proportion of suppliers who meet our assessment criteria without any negative social practices reported. We are currently in the process of setting quantitative targets and will disclose them in the next sustainability report.

ANTI-CORRUPTION

Integrity, responsibility, and accountability serve as the cornerstone principles guiding the Company's operations. To bolster our unwavering stance against corruption and bribery, we've established an Employee Code of Conduct (referred to as the "Code"). This Code serves as a guiding framework for all staff, outlining expected conduct in their engagements with customers, business partners, and colleagues.

Operationally, the Champion Team, in conjunction with relevant departments within the Company, remains tasked with assessing the sufficiency and efficacy of mitigation measures and managing financial, operational, and compliance risks. This process is supported by our external consultant, BDO LLP.

Anti-Corruption Policy and Compliance (GRI 205-2, 205-3)

UnUsUaL maintains a strict zero-tolerance policy towards bribery, corruption, extortion, and embezzlement. Before commencing any business transactions, we unequivocally communicate this stance against corruption and bribery to all our business partners. Upholding the highest standards of integrity and accountability, the Company ensures that all employees are well-versed in our internal policies and procedures regarding anti-bribery and anti-corruption.

All operations at UnUsUaL have been assessed for risks related to corruption, and zero significant incidents of corruption were identified in FY2024. There were no reports of significant improprieties concerning UnUsUaL's business practices and operations, and zero significant legal and regulatory non-compliance incidents in FY2024.

Whistle Blowing Policy

The Group has instituted a robust whistle-blowing policy to enable the confidential reporting of any instances of fraud or irregularities by internal or external parties. This encompasses concerns related to malpractice, impropriety, statutory non-compliance, or any form of wrongdoing. Copies of the whistle-blowing policy are readily available through the administration department to all directors, officers, and employees within the Group, as well as external entities.

We provide confidential and accessible channels for employees to voice their concerns. Upon receipt of whistle-blowing reports, the Audit Committee conducts thorough investigations. Subsequently, appropriate disciplinary actions are determined based on the findings of the investigation. We place a high priority on safeguarding employees who report in good faith, ensuring they are protected from any discrimination, retaliation, harassment, or victimisation as a result of their whistle-blowing actions. In FY2024, we did not receive any reports for misconduct or malpractice.

Target

In the future, the Audit Committee will persist in assisting the Board with its oversight of anti-corruption measures and enhancing UnUsUaL's compliance and governance frameworks. We are currently in the process of setting quantitative targets and will disclose them in the next sustainability report.

EMISSIONS

As the world experiences more frequent extreme weather events such as droughts, floods, and heatwaves due to climate change, UnUsUaL remains dedicated to reducing our environmental footprint for the long-term benefit of our business, stakeholders, and communities. Consistent with global initiatives to mitigate greenhouse gas ("GHG") emissions, we have been diligently monitoring our emission levels to pinpoint areas where significant reductions in GHG emissions can be achieved.

Scope 1 Emissions

In FY2024, the Company relies on diesel and petrol-powered vehicles. The table below demonstrates the direct GHG emissions measured in metric tons of carbon dioxide equivalent (MT CO₂e) based on the fuel consumption¹ in litres of diesel-powered vehicles (i.e. lorries) and petrol-powered vehicles owned by the Company.

(GRI 305-1)	FY2024		FY2023 ²	
Type	Fuel Consumption (litres)	Direct GHG emissions (MT CO ₂ e)*	Fuel Consumption (litres)	Direct GHG emissions (MT CO ₂ e)*
Diesel-powered vehicles	3,871,970	10,297.01	3,010,150	8,005.11
Petrol-powered vehicles	6,551,350	15,363.08	5,706,440	13,381.75
Total	10,423,320	25,660.09	8,716,590	21,386.85

*Emissions Factors taken from UK Government GHG Conversion Factors for Company Reporting.

The Company's fuel consumption and GHG emissions increased in FY2024 as compared to the FY2023. In FY2024, UnUsUaL consumed a total of 10,423,320 litres of fuel, which was higher than the fuel consumption of 8,716,590 litres in FY2023. Therefore, higher fuel consumption led to an increase in the direct GHG emissions. The total GHG emissions for FY2024 amounted to 25,660 MT CO₂e, representing an increase of 19.98% from the FY2023 emissions of 21,387 MT CO₂e. This increase in fuel consumption mainly due to the increase in number of show performance. While our fuel consumption increased, our overall intensity ratio has decreased, reflecting our continued dedication to sustainable growth.

¹ Fuel Consumption has been restated in litres instead of kilolitres.

² The emission figures for FY2023 have been restated due to the use of a different emission factor taken from UK Government GHG Conversion Factors for Company Reporting.

Scope 2 Emissions

Our Scope 2 emissions primarily consist of electricity consumption in our Singapore premises. The following table illustrates the electricity consumption during the two reporting periods.

(GRI 305-2)	FY2024	FY2023
Electricity consumption (kWh)	43,652.20	48,772.97
Scope 2 Indirect GHG emissions (MT CO ₂ e) ³	18.20	20.34

In FY2024, the electricity consumption decreased from 48,772.97 kWh to 43,652.20 kWh, thus resulting in lower GHG emissions by 10.52%. This is indicative of our dedication to actively reducing wastage. Our employees have diligently engaged in energy-saving practices, such as setting their notebooks to power-saving modes when not in use and turning off air conditioning and lights during lunch breaks and after office hours.

The Company also acknowledges the importance of accounting for energy consumption and emissions from external parties, including suppliers and customers, in its efforts towards sustainability.

GHG Emissions Intensity

In FY2024, the GHG emissions per revenue stood at 0.000345 MT CO₂e/S\$'000, representing a significant reduction of 52.9% compared to the previous year's figure of 0.000732 MT CO₂e/S\$'000. This reduction demonstrates the Company's efforts in reducing GHG emissions relative to its revenue. It reflects the Company's strong dedication to sustainable practices and improved environmental performance across its operations.

(GRI 305-4)	FY2024	FY2023
Scope 1 Direct GHG emissions (MT CO ₂ e)	25,660	21,387
Scope 2 Indirect GHG emissions (MT CO ₂ e)	18.20	20.34
Revenue (S\$'000)	74,428	29,229
Emission intensity ratio (MT/S\$'000)	0.000345	0.000732

Emissions of ozone-depleting substances and other significant air emissions (GRI 305-6, GRI 305-7)

There was no ozone-depleting substance used and other significant air emissions in FY2024 and FY2023.

³ Updated emission factor for purchased electricity taken from Singapore's Energy Market Authority ("EMA"), which has been updated due to EMA changing their Grid Emission Factor. Therefore, the emission figures for FY2023 has also been restated.

Target

Looking ahead, we are unwavering in our dedication to strengthen our endeavours in managing GHG emissions within acceptable limits, in accordance with our comprehensive sustainability strategy aimed at preserving the environment. The Company is steadfast in its commitment to pinpoint energy and GHG emissions reduction strategies and will proceed with creating a monitoring system to track the decrease in energy usage and GHG emissions. We are currently in the process of setting quantitative targets and will disclose them in the next sustainability report.

EMPLOYMENT

Our workforce has been instrumental in propelling our business forward since its inception. In line with our dedication to the physical and mental wellness of our employees, we endeavour to foster a workplace that is equitable, secure, and welcoming, promoting values of equality, diversity, and inclusion. While our employees are not governed by collective bargaining agreements, they are afforded the freedom to associate as they see fit.

New Employee Hires and Turnover (GRI 2-7, GRI 401-1)

At UnUsUaL, we prioritise both retaining our current staff and attracting new talent. As of 31 March 2024, our team consisted of 20 permanent employees, all based in Singapore. We experienced a turnover rate of 19.51% with four resignations during the year. Nonetheless, our retention rate remained strong at 80.95%. These figures underscore our commitment to maintaining a stable and dynamic workforce. We continue to refine our strategies to enhance these rates and ensure our team aligns with our long-term goals. The data for employee retention and recruitment is illustrated below:

Total employees by gender

	FY2024	FY2023
Female	13	13
Male	7	8
Total	20	21 ⁴

New employee hires by gender

	FY2024	FY2023
Female	2	1
Male	1	2
Total	3	3

New employee hires by age group

	FY2024	FY2023
Below 30	1	1
30-50 years	2	2
Above 50 years	0	0
Total	3	3

The Company acknowledges the significance of retaining staff to maintain the seamless operation of our business, and our human resource department is dedicated to enhancing our staff retention rate. These endeavours encompass the formulation of supportive human resource policies and the cultivation of a positive work environment characterised by transparent and open communication between employees and management, fostering a strong sense of belonging and shared purpose.

⁴ One employee was based in Malaysia, while the remaining 20 employees were based in Singapore.

Employee turnover by gender

	FY2024	FY2023
Female	3	1
Male	1	8

Employee turnover by age group

	FY2024	FY2023
Below 30	0	3
30-50 years	4	6
Above 50 years	0	0

Navigating these developments requires a professional approach, acknowledging the challenges posed by the pandemic while also recognising the potential benefits stemming from increased turnover rates. By carefully balancing the retention of our skilled workforce with the integration of new talents, we can effectively navigate these uncertain times, thereby fortifying our organisation's resilience and fostering continued growth.

Employee Benefits (GRI 401-2)

In line with our dedication to fostering a positive and enriching workplace environment, we prioritise the well-being of our employees. To this end, we offer a range of employee benefits in accordance with labour regulations to enhance their overall well-being and effectiveness. These benefits include life insurance, healthcare coverage, disability, and invalidity benefits, as well as parental leave entitlements for all full-time employees based in Singapore. We do not have part-time employees.

Parental Leave (GRI 401-3)

At our Company, we encourage working parents to take the legally mandated parental leave they need. We have implemented proper handover procedures to minimise any disruption to the roles and responsibilities of these employees during their leave. In FY2024, none of our employees took parental leave during the year.

	FY2024	FY2023
Return to work rate	NIL	100%

Workers Who are Not Our Employees (GRI 2-8)

We do not have any workers who are not employees.

Target

Looking ahead, as live performances resume, UnUsUaL is actively seeking new talent to augment our current team and drive our future expansion. Additionally, we aspire to achieve a staff retention rate exceeding 90% in the upcoming financial year. We are currently in the process of setting quantitative medium and long-term targets and will disclose them in the next sustainability report.

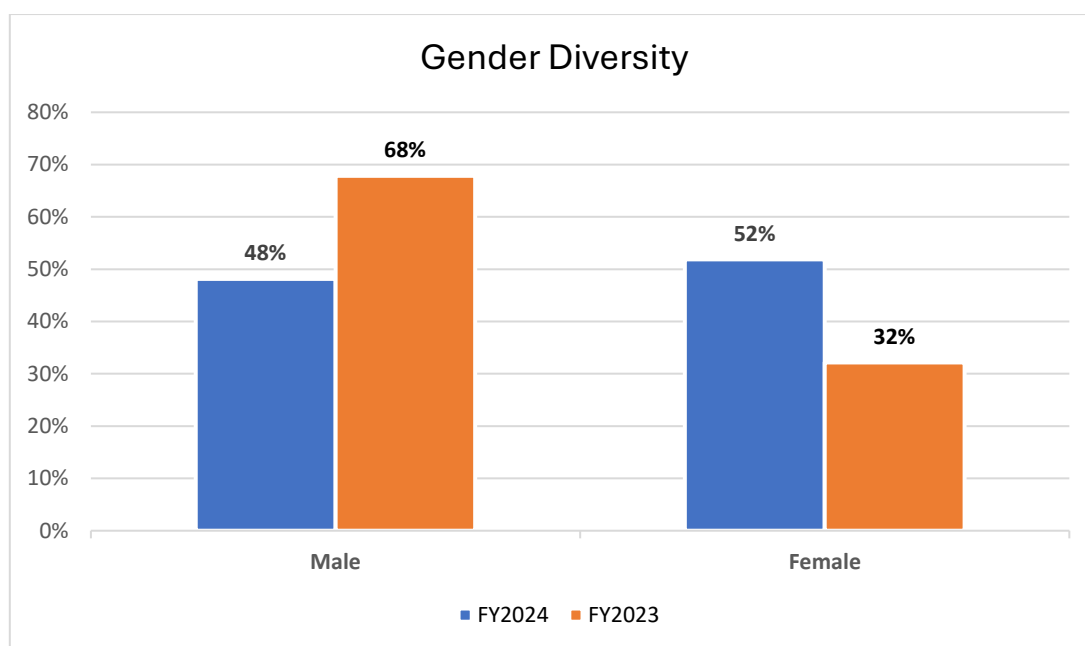
DIVERSITY AND EQUAL OPPORTUNITIES

Fostering a positive work culture is essential for maximising employee potential and cultivating a strong sense of belonging. We are committed to nurturing an inclusive and equitable work environment where all employees are treated with fairness and respect. Discrimination of any kind is strictly prohibited, and we are dedicated to offering equal opportunities to every member of our team.

At UnUsUaL, we embrace and value diversity, appreciating the multitude of cultures, perspectives, and experiences that enrich our workforce. Our fair employment practices are rooted in meritocracy, ensuring that we recruit, train, and assess employees based solely on their skills and abilities, without bias towards age, gender, or nationality.

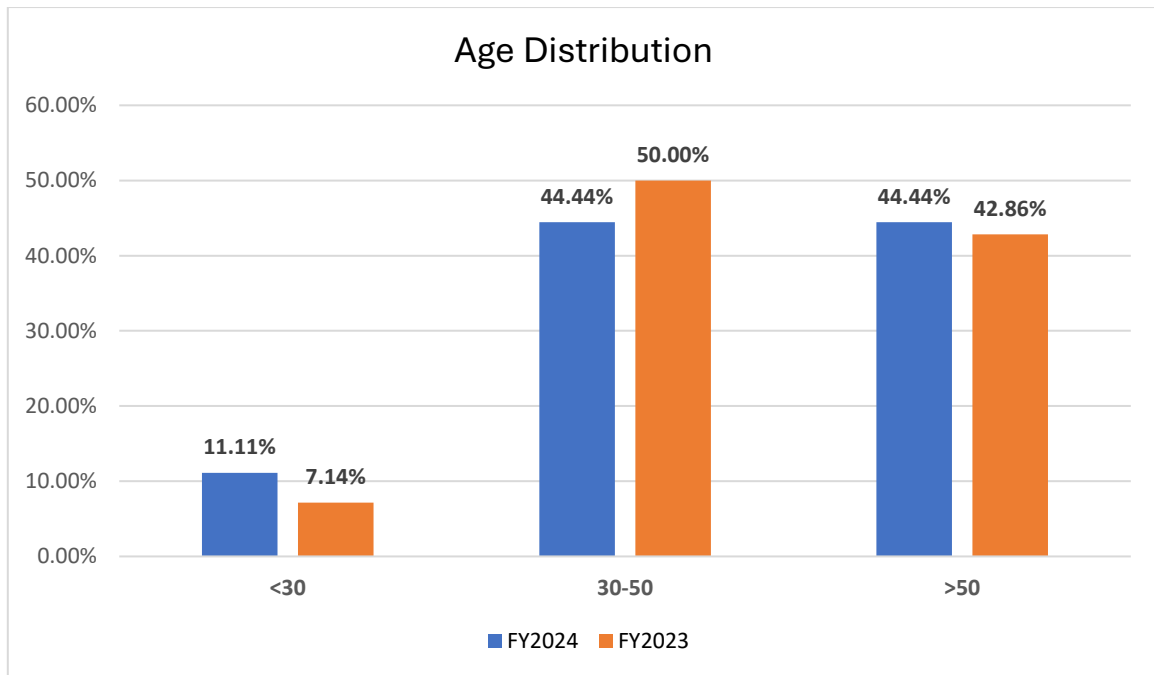
Diversity of governance bodies an employees (GRI 405-1)

Our commitment to diversity extends to both our workforce and our Board of Directors. With directors hailing from diverse backgrounds, we benefit from a broad spectrum of perspectives at the highest level, enhancing strategic guidance for the Group. In line with our diversity objectives, the Board adopted a Board Diversity Policy on April 25, 2023.



UnUsUaL made significant efforts in implementing inclusive practices that resulted in a higher representation of women in the firm (as depicted above), with the female-to-male ratio increasing from 32% to 52% in FY2024. We are committed to foster and enhance this gender balance in our organisation as we move forward.

The chart below represents our commitment in developing a diverse and inclusive workforce, exemplified by our diverse workforce comprising individuals across three generations: Baby Boomers (>50), Gen X (30-50), and Gen Z (<30).



From an age profile perspective in FY2024, we have 3 individuals below the age of 30, along with 11 employees and 1 Director between the ages of 30 and 50. Furthermore, we have 6 employees and 6 Directors who are above 50 years old. The diversity in age within our organisation underscores our profound recognition of the rich array of experiences and perspectives that each age demographic contributes.

Target

We are wholeheartedly dedicated to preserving and nurturing this diversity going forward, as it is instrumental in cultivating a dynamic and forward-looking workforce. We take pride in the advantages that stem from embracing diversity and are steadfast in our commitment to maintaining an inclusive atmosphere that nurtures innovation and fosters growth.

NON-DISCRIMINATION

We are dedicated to ensuring a workplace environment that is free from any form of misconduct, including discrimination, sexual harassment, and bullying. Our policy maintains zero tolerance for such behaviour, and we will take decisive action, including potential termination of employment, against individuals found to engage in such conduct.

The Group is dedicated to offering fair compensation to all employees, ensuring equal pay regardless of gender or age. Throughout the current reporting period, there have been no reported cases of workplace discrimination or misconduct.

SUPPLIER SOCIAL ASSESSMENT

As a part of our rigorous New Supplier Assessment process, we evaluate third-party suppliers and contractors for project purchases, based on a set of criteria. This assessment involves obtaining supplier's ACRA Business Profile, informal background checks, review of past track records. The criteria encompass various factors, including but not limited to:

- Track record and reputation
- Business registration number,
- Financial strength
- Size of operations
- Ability to meet supply requirements of company
- Adherence to quality standards/ accreditations

By thoroughly assessing their performance in these areas, we ensure that all suppliers endorsed by UnUsUaL share our steadfast commitment to delivering high-quality outcomes.

During FY2024, we did not identify any nonconformity in the abovementioned areas from a sample of our new suppliers that underwent New Supplier Assessment. Social criteria have not been considered during our new supplier assessment process; however, we plan to incorporate social criteria in the evaluation process within the next 2 years.

Target

Moving forward, we aim to conduct thorough background checks and review the performance records of all new suppliers, with an aim to ensure 100% our key suppliers comply with the relevant ESG laws, regulations, industry codes, practices, and standards. We plan to incorporate social criteria in our New Supplier Assessment within the next 2 years. We are currently in the process of setting quantitative targets and will disclose them in the next sustainability report.

TCFD REPORT

As UnUsUaL Limited continues to integrate sustainability deeply into our corporate strategy, we recognise the importance of robust and transparent climate-related financial disclosures. In alignment with the TCFD, this section of our Sustainability Report is dedicated to outlining our governance, strategy, risk management, and the metrics and targets that guide our climate-related efforts.

Our commitment to the TCFD framework underlines our proactive approach to identifying, assessing, and managing climate risks and opportunities that could impact our business operations and financial planning. We aim to provide our stakeholders with a clear view of how UnUsUaL Limited is prepared to handle the transitional and physical risks associated with climate change, and how we are positioning ourselves to seize the opportunities that arise from a shifting global landscape towards sustainability in this report and in future reporting.

In line with SGX-ST's Sustainability Reporting Guide Practice Note 7F, the Group will be adopting a phased approach towards including climate-related disclosures in our sustainability report. Outlined below is our roadmap for climate reporting, structured around the four primary pillars of the TCFD. We will continue to review and update the roadmap to ensure it is in line with external business environments and regulatory changes.

	YEAR 1 (FY2024)	YEAR 2 (FY2025)	YEAR 3 (FY2026)
Governance	Described the governance structures, including Board oversight and management's role.	-	-
Strategy	-	Identify the climate-related risks, opportunities, and impacts.	Scenario analysis with quantitative outcomes.
Risk Management	-	-	Describe the processes for identifying, assessing, and managing climate related risks and how this is integrated with the organisation's overall risk management.
Metrics and Targets	Computed and disclosed UnUsUaL Limited's operational carbon footprint (Scope 1 and Scope 2 GHG emissions).	Identify metrics used for the assessment.	Identify targets in quantitative terms.

GOVERNANCE

Overview Of Board Oversight:

At UnUsUaL Limited, the Board's oversight of climate-related risks and opportunities is a fundamental component of our governance structure. The Board ensures that climate-related issues are integrated into our strategic framework, aligning with the overarching objective to enhance sustainable practices throughout the organisation.

Frequency of Board Involvement

The Board and its relevant committees are informed about climate-related issues on an annual basis or as and when necessary. This ensures that all members are updated on the latest developments and strategies, maintaining a consistent focus on sustainability within the governance framework.

Strategic Review and Integration

Annually, and as necessary, quarterly during board meetings, climate-related considerations are factored into the review and guidance of the company's strategy, major plans of action, risk management policies, and financial planning. This occurs notably in the third quarter board meetings, reflecting our proactive approach to incorporating these critical elements into the heart of our business planning and decision-making processes.

Performance Objectives and Monitoring

The integration of climate-related risks and opportunities into the organisation's performance objectives is currently in the initial phases of development. The Board is actively involved in setting these objectives and employs key performance indicators (“KPIs”) to monitor progress and alignment with industry benchmarks. This ongoing monitoring is crucial as it supports the strategic adjustment and enhancement of performance targets related to climate impacts.

Capital Expenditures, Acquisitions, and Divestitures

To date, there have been no major decisions on capital expenditures, acquisitions, or divestitures specifically influenced by climate considerations. However, the Board remains vigilant and prepared to incorporate such considerations as necessary to ensure alignment with long-term sustainability goals.

Skills Matrix for Board Members

Recognising the importance of informed leadership in tackling climate issues, UnUsUaL Limited has developed a skills matrix for board members that includes climate change expertise. This matrix is part of our broader commitment to enhancing board capabilities and is instrumental in providing ongoing education and training in climate-related areas. This initiative is reflective of our commitment to aligning with the recommendations of the TCFD and ensuring that our governance practices robustly support our sustainability objectives.

Through these structured approaches and strategic oversight, UnUsUaL Limited aims to continuously enhance its governance mechanisms to address the evolving landscape of climate-related risks and opportunities, underscoring our dedication to sustainability at the highest levels of management.

Management’s roles and responsibilities:

At UnUsUaL Limited, management is actively involved in assessing and managing climate-related risks and opportunities. This responsibility is crucial to our broader environmental and sustainability strategy and is supported by specific management roles and committees that are accountable to the Board.

Responsibilities and Reporting

Management-level positions and committees assigned with climate-related responsibilities are tasked with both assessing and managing these issues. These responsibilities include the preparation and analysis of detailed reports on climate-related risks and opportunities. These management roles and committees report their findings and recommendations directly to a committee of the Board, ensuring that strategic decisions are informed by the latest insights and aligned with overall governance frameworks.

Informed Decision-Making

The process by which management stays informed about climate-related issues involves the regular preparation of a comprehensive report. This report serves as the basis for ongoing monitoring and decision-making regarding climate strategies.

Monitoring Climate-Related Issues

The Financial Controller plays a key role in the organisation by reporting on climate-related issues on an annual basis or as and when necessary. This structured reporting ensures that all data pertaining to climate risks and opportunities are accurately captured and reviewed at appropriate intervals.

Integration into Management Functions

Management embeds climate-related risks and opportunities into the organisation's functions by actively monitoring these areas and seeking external consultancy to provide additional insights and guidance. This approach helps in refining our strategies and adapting to new environmental challenges and opportunities as they arise.

Expertise and Strategic Approach

While currently there is no designated subject matter expert on sustainability or climate change within key managerial roles, UnUsUaL Limited leverages its collective expertise and commitment to sustainability principles across the management team. This collective knowledge drives our strategic approach to climate governance, ensuring that environmental considerations are deeply integrated into all levels of decision-making and operational planning.

Commitment to TCFD Recommendations

UnUsUaL Limited's management approach aligns with the recommendations of the TCFD, focusing on the identification, assessment, and management of climate-related risks and embedding these considerations into the heart of corporate strategy. This approach underscores our commitment to proactive environmental stewardship and responsible corporate governance.

METRICS AND TARGETS

Greenhouse Gas Emissions:

As part of our commitment to sustainability and transparency, we have established a baseline inventory for our Scope 1 and 2 emissions, covering the extent of our business operations as detailed in this report. With an eye towards the future, we are dedicated to refining our carbon accounting methods, aiming to include all entities under UnUsUaL Limited's operational control.

Our greenhouse gas emissions are a crucial metric for measuring and mitigating our climate-related risks, and we are actively exploring ways to capitalise on the climate-related opportunities we have identified. For a more comprehensive understanding of our carbon footprint, please refer to the "Emissions" section of this report.

While we have not yet set explicit reduction targets for these metrics, we are committed to continually enhancing the quality and scope of our disclosures in future reports. We plan to establish clear targets in the FY2025 reporting cycle to further underscore our commitment to mitigating climate-related impacts as part of our broader sustainability strategy. The Group is currently evaluating appropriate targets for these measures.

GRI CONTENT INDEX

Statement of use	UnUsUal Limited has reported the information cited in this GRI content index for the period 1 April 2023 to 31 March 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page reference
2-1	Organisational details	Annual Report page 15
2-2	Entities included in the organisation's sustainability reporting	Annual Report page 15
2-3	Reporting period, frequency, and contact point	Page 4-5
2-4	Restatements of information	Page 12, 13
2-5	External assurance	Page 5
2-6	Activities, value chain and other business relationships	Page 6-8
2-7	Employees	Page 15-16
2-8	Workers who are not employees	Page 16
2-15	Conflicts of interest	Annual Report page 19
2-17	Collective knowledge of the highest governance body	Page 7
2-19	Remuneration policies	Annual Report page 32 - 35
2-20	Process to determine remuneration	Annual Report page 32-35
2-21	Annual total compensation ratio	Information is not provided due to confidentiality constraints
2-22	Statement on sustainable development strategy	Page 3
2-28	Membership of associations	Nil
2-29	Stakeholder engagement	Page 8
2-30	Collective bargaining agreements	NA
3-1	Process to determine material topics	Page 9
3-2	List of material topics	Page 9
Procurement Practices		
204-1	Proportion of spending on local suppliers	Page 10

GRI CONTENT INDEX (CONT'D)

GRI Standard	Disclosure	Page reference
Anti-corruption		
205-2	Communication and training about anti-corruption policies and procedures	Page 11
205-3	Confirmed incidents of corruption and actions taken	Page 11
Emissions		
305-1	Direct (Scope 1) GHG emissions	Page 12
305-2	Energy indirect (Scope 2) GHG emissions	Page 13
305-4	GHG emissions intensity	Page 13
305-5	Reduction of GHG emissions	Page 13
305-6	Emissions of ozone-depleting substances	Page 13-14
305-7	Nitrogen oxides, sulphur oxides, and other significant air emissions	Page 13-14
Employment		
401-1	New employee hires and employee turnover	Page 15-16
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 16
401-3	Parental leave	Page 16
Diversity and Equal Opportunities		
405-1	Diversity of governance bodies and employees	Page 17-18
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Page 19
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	Page 20

TCFD CONTENT INDEX

Disclosure Focus Area	Recommended Disclosure	Location/Remarks
Governance		
Disclose the organisation's governance around climate-related risks and opportunities.	a. Describe the board's oversight of climate-related risks and opportunities.	Page 22 – 24
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	Page 23 – 25
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	As part of reporting in our phased approach, UnUsUaL Limited will be disclosing this in 2025 and 2026.
	b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management		
Disclose how the organisation identifies, assesses, and manages climate-related risks.	a. Describe the organisation's processes for identifying and assessing climate-related risks.	As part of reporting in our phased approach, UnUsUaL Limited will be disclosing this in 2026.
	b. Describe the organisation's processes for managing climate-related risks	
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	

TCFD CONTENT INDEX (CONT'D)

Disclosure Focus Area	Recommended Disclosure	Location/Remarks
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 24
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Page 12-14
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	As part of reporting in our phased approach, UnUsUaL Limited will be disclosing this in 2026.