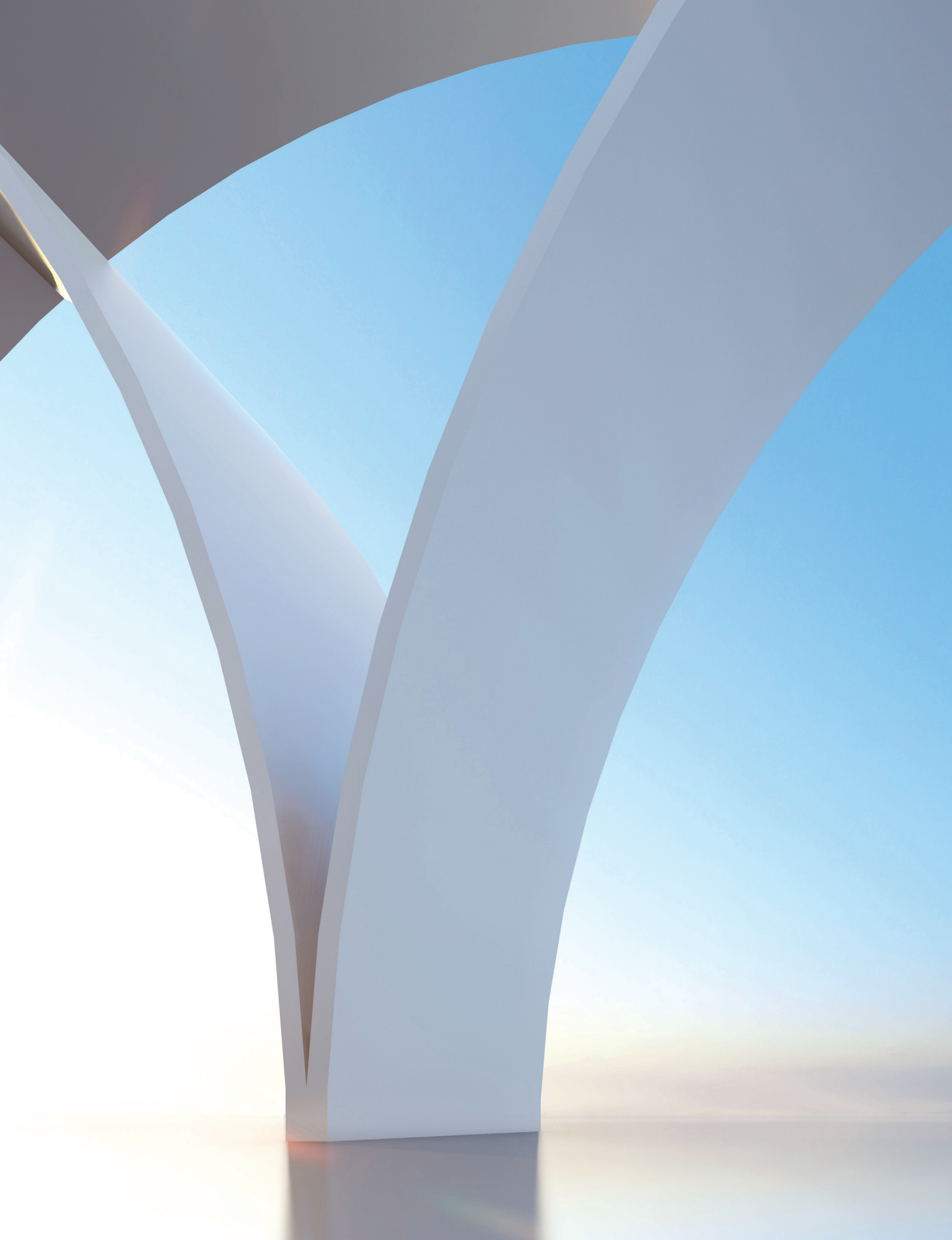




**SUSTAINABILITY
REPORT
2023**

KINGSMEN CREATIVES LTD



CONTENTS

About Kingsmen	02
Our Philosophy	03
Message from Group CEO	04
About this Report	05
Our Approach to Sustainability	06
Our People	09
Our Community	13
Our Environment	15
GRI Index	19
TCFD Index	22

ABOUT KINGSMEN

Established in 1976 and listed on the Mainboard of the Singapore Exchange since 2003, Kingsmen is a leading creator of experiences.

The Group has a network of offices and full-service facilities serving global clients in four main business segments: Exhibitions, Thematic & Attractions, Retail & Corporate Interiors, Research & Design, and Experiential Marketing.

Kingsmen's creative capabilities and seamless end-to-end solutions, through its vertically and horizontally integrated service offerings, coupled with its network of offices and partners, provide clients the benefits of flexibility, speed and value.

Backed by a dedicated team of almost 1,700 employees, our "One-Stop Shop" concept reflects a seamless workflow from sophisticated design capabilities, attention to design & production details, full warehousing facilities to service-oriented project management.

These capabilities are complemented by a combined manufacturing facility of almost 1 million square feet with a full suite of services managed by an efficient team of skilled craftsmen, enabling us to provide both customer satisfaction and stringent quality control.

Building on its design-led, quality and service-driven culture, the Group has established a reputation and visible brand that is synonymous with creative and innovative solutions. Our commitment to quality standards has gained worldwide recognition in the fields of design consultancy, project management and implementation.

OUR PHILOSOPHY

VISION

Design-led, quality
and service-driven

MISSION

To maintain our position as a
leader in the Asia Pacific region

To be an active global player and
be recognised as one of the elite
marketing communication
houses globally

To provide exciting and fulfilling
career opportunities for all members
through continual expansion
and continuous learning

MESSAGE FROM GROUP CEO



On behalf of the Board of Directors and senior management, I am pleased to present Kingsmen's 2023 Sustainability Report. This report details our commitment to, and progress on, our sustainability efforts across people, community, and environment.

The year 2023 unfolded amidst a backdrop of global uncertainty, marked by inflation and geopolitical tensions. We acknowledge the profound impact of such uncertainties across our operations and surroundings.

Kingsmen's Board of Directors and senior management are firmly committed to advancing our sustainability strategy. Recognising the interconnectedness of our actions with broader societal and environmental concerns, we have integrated sustainability into our core business strategy. We identified material sustainability issues, integrated them into our business plans and continue to oversee their management and monitoring. Our commitment extends beyond the short-term horizon, as we work towards long-term sustainability goals while remaining responsive to immediate challenges.

Central to our sustainability ethos is the recognition of our people as our greatest asset. We empower our people to stay agile and adaptable, by investing in their well-being, engagement, training, development, and retention. This dedication has not gone unnoticed, as evidenced by our recent recognition as one of 'Singapore's Best Employers 2023' by The Straits Times and Statista – the third time since 2020 that we have been listed among the top 250 companies.

Furthermore, we understand the importance of actively engaging with and supporting our community. Through various initiatives aimed at youth development and education, like job-shadowing, mentorship and innovative programmes offering real-life industry experience, we strive to make a positive impact on the lives of those around us. Our efforts extend beyond mere philanthropy, we aim to nurture talent and contribute to the long-term sustainability of Singapore's creative industry.

In alignment with our commitment to environmental stewardship, we took further steps to improve our

environmental performance. Following our first Taskforce on Climate-related Financial Disclosures ("TCFD") report in 2022, we have strengthened our climate-related disclosures for 2023. We recognise the increasing global awareness on environmental sustainability and climate change, which presents both risks and opportunities. Our focus remains on mitigating risks and capitalising on opportunities.

Understanding the rising customer demand for sustainable solutions, we have proactively pursued measures to meet these expectations. This includes attaining the ISO 20121 certification for Event Sustainability Management Systems and welcoming a dedicated sustainability executive to our team. We also empowered our business partners to reduce their carbon footprint, having completed a carbon emission pilot study at Gastech 2023 and waste tracking for six exhibitions. These initiatives pave the way for the introduction of carbon emission assessments as a value-added service for our esteemed business partners.

As we reflect on our sustainability journey, we are grateful for the support of our stakeholders. Together, we are laying the groundwork for a more sustainable future. On behalf of Kingsmen's Board of Directors and senior management, I extend a heartfelt gratitude to each of you for your continued partnership and commitment.

ANDREW CHENG
Group CEO

ABOUT THIS REPORT

This standalone Sustainability Report covers the environmental, social and governance aspects of our business operations and progress to date. This report is prepared in accordance with the Global Reporting Initiative's ("GRI") Standards 2021. This report is also produced in accordance with the SGX-ST Listing Rules (711A and 711B) – Sustainability Reporting.

REPORTING PERIOD AND SCOPE

This report covers the sustainability progress of Kingsmen and its subsidiaries (the "Group") from 1 January to 31 December 2023 ("FY2023"). The metrics reported cover Kingsmen's Singapore-based operations. Where available and appropriate, we have included the historical data for the previous year of FY2022 for comparison. There has not been any restatement of figures for data disclosed in the previous year.

This report supplements Kingsmen's Annual Report 2023, which can be found on our corporate website www.kingsmen-int.com. In accordance with our efforts to be more environmentally friendly, this report is only available online. Data provided in this report has been verified internally for accuracy. For future sustainability reports, we may seek to have data externally assured.

We welcome your feedback. Please reach us at info@kingsmen-int.com.

OUR APPROACH TO SUSTAINABILITY

STRATEGY

At Kingsmen, our commitment to sustainability is integral to our vision of achieving enduring profitability while embodying responsible corporate citizenship. We are dedicated to embedding sustainability deeply within our organisational culture, actively engaging stakeholders, staying attuned to industry dynamics, and proactively identifying and addressing sustainability risks and opportunities. To guide our efforts, we have established sustainability goals that are intricately linked to our business aspirations.

Our sustainability strategy is underpinned by three core pillars:

- 1) **Market Relevance and Profit Generation:** We strive to be relevant in the marketplace, generating profits that benefit not only our stakeholders but also the wider community.
- 2) **Stakeholder Value Creation:** We are committed to creating sustainable value for our stakeholders and aligning our long-term business strategies with their interests.
- 3) **Continuous Improvement:** We continuously refine our sustainability framework, focusing on enhancing performance around our key material issues.

GOVERNANCE

Robust governance is fundamental to our business success. At Kingsmen, the highest levels of leadership prioritise long-term success built upon corporate responsibility and sustainable performance, while considering the interests of all stakeholders. The Group has in place the following governance structure to ensure effective formulation of sustainability policies, implementation of actions, and tracking of outcomes:

- Kingsmen's **Board of Directors** oversees governance and sustainability-related matters across the Group, working closely with senior management to engage stakeholders, identify material sustainability issues, set targets, and prioritise initiatives. As part of its mandate to develop and review the Group's corporate governance and risk management framework, the Board also oversees and integrates climate-related risks and opportunities into the overall business strategy. All Board members have sufficient knowledge on sustainability matters, having attended the relevant training as prescribed by the SGX-ST.

- Working hand in hand with the Board, the **senior management** oversees stakeholder engagement, identifies material sustainability issues, sets sustainability targets, provides implementation guidance, and monitors progress. Senior management members also address the Group's risk management and mitigation plans.
- Supported by senior management, the **Sustainability Committee**, comprising representatives from various business divisions, was established in FY2022. The committee coordinates the implementation of sustainability actions and performance reporting across the Group.

OUR APPROACH TO SUSTAINABILITY

STAKEHOLDER ENGAGEMENT

We value transparent and ongoing communication with our stakeholders. This commitment was especially crucial amidst the dynamic changes of FY2023.

The Group recognises the importance of constantly reviewing its business and sustainability strategy in order to generate long-term value. We actively engage in meaningful dialogue with four key stakeholder groups:



Our stakeholders’ feedback, concerns and views help us identify material sustainability issues, guiding the implementation of our sustainability initiatives, and refining our sustainability strategy. To facilitate this dialogue, we engage with our stakeholders through the following communication channels:

STAKEHOLDERS	FORMS OF ENGAGEMENT
<p>CUSTOMERS</p>	<ul style="list-style-type: none"> • Ongoing progress meetings • After-sales service • Electronic Direct Mailers
<p>SUPPLIERS & BUSINESS PARTNERS</p>	<ul style="list-style-type: none"> • Meetings, emails, and phone calls
<p>EMPLOYEES</p>	<ul style="list-style-type: none"> • Regular employee engagement • Newsletters • Training courses • Feedback sessions within teams • Performance appraisals • Team building activities
<p>SHAREHOLDERS</p>	<ul style="list-style-type: none"> • Annual General Meeting • Investor Relations (“IR”) team ensures that all material announcements are posted in the IR section of the corporate website • End-of-year financial results briefings • SGXNET announcements






OUR APPROACH TO SUSTAINABILITY

MATERIALITY ASSESSMENT

To identify sustainability issues with the most significant impact on stakeholders and business performance, we conducted a materiality assessment aligned with our business objectives. We used the following three-step process to determine materiality.



In FY2023, the Board of Directors, senior management and Sustainability Committee reaffirmed the following key material sustainability issues:

THEME	MATERIAL SUSTAINABILITY ISSUES	READ MORE IN OUR
 Economic performance	Economic performance	Annual Report > 'Financial Statements' section
 Governance	Governance	Annual Report > 'Corporate Governance Report' section
 People	Employee well-being and engagement Employee training and development Talent attraction, development and retention Leadership development Workplace health and safety	Sustainability Report > 'Our People' section
 Community	Community involvement	Sustainability Report > 'Our Community' section
 Environment	Sustainable working environment Sustainable solutions	Sustainability Report > 'Our Environment' section

OUR PEOPLE

People are our most valuable asset, fundamental to our business and overall success. We are deeply committed to fostering an environment where they can thrive, build rewarding careers, and realise their full potential. Our human resource policies and Code of Conduct are designed to ensure fair remuneration, comprehensive benefits, prioritised health and safety, and opportunities for career development and training. These policies are regularly reviewed by management and are fully compliant with legal standards in the jurisdictions where we operate.

To cultivate a resilient organisation, we make significant investments in various aspects of our employees' well-being and engagement. This includes initiatives focused on employee training and development, talent attraction,

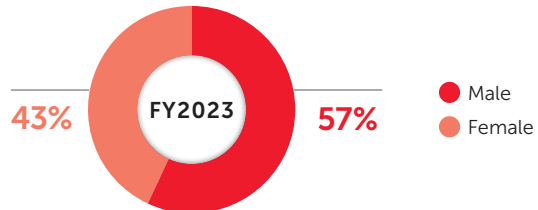
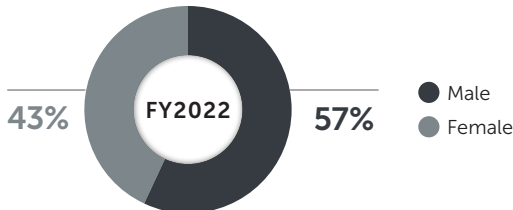
retention, and leadership development, alongside ensuring workplace health and safety. Our leadership team spearheads and empowers our workforce to remain agile and adaptable – traits which are much needed to navigate the challenges of today's ever-evolving landscape.

Our dedication to supporting our employees has been acknowledged through our recognition as one of 'Singapore's Best Employers 2023' by The Straits Times, Singapore's national newspaper, and Statista, a global research company. This recognition is determined by an independent large-scale survey which involved more than 17,000 employees in Singapore. We are honoured to have ranked 149th among the top 250 companies – our third time since 2020 to be listed.

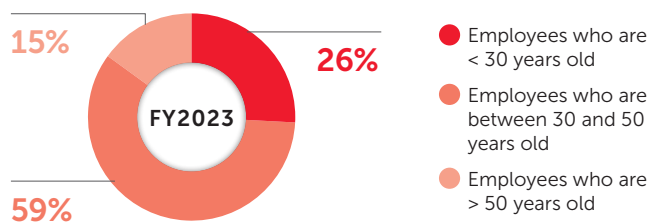
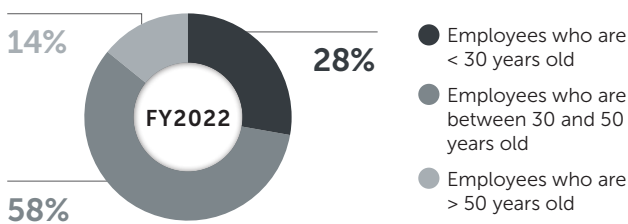
Furthermore, we were also the sole company amongst 'Media & Advertising' employers within the top 250.

We deeply value diversity and inclusivity, regardless of race, religion, gender, age, sexual orientation, heritage, marital status, disability status, or nationality. We believe that building a culture of holistic inclusivity begins at the leadership level. In FY2023, we continued to monitor the diversity of our workforce, building upon the disclosures made for the first time in FY2022. We are pleased to report that our workforce maintains a strong diversity across genders and age groups, consistent with our FY2022 demographics.

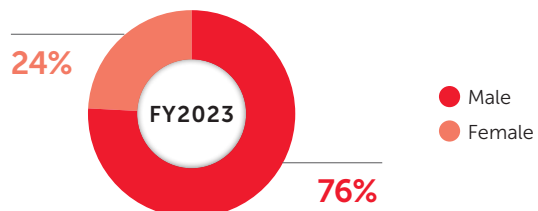
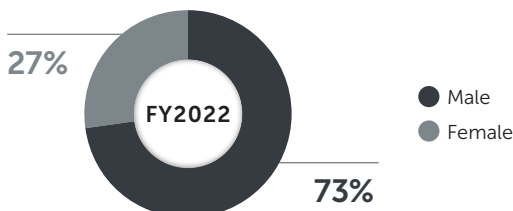
COMPOSITION OF WORKFORCE, BY GENDER



COMPOSITION OF WORKFORCE, BY AGE



COMPOSITION OF SENIOR MANAGEMENT, BY GENDER

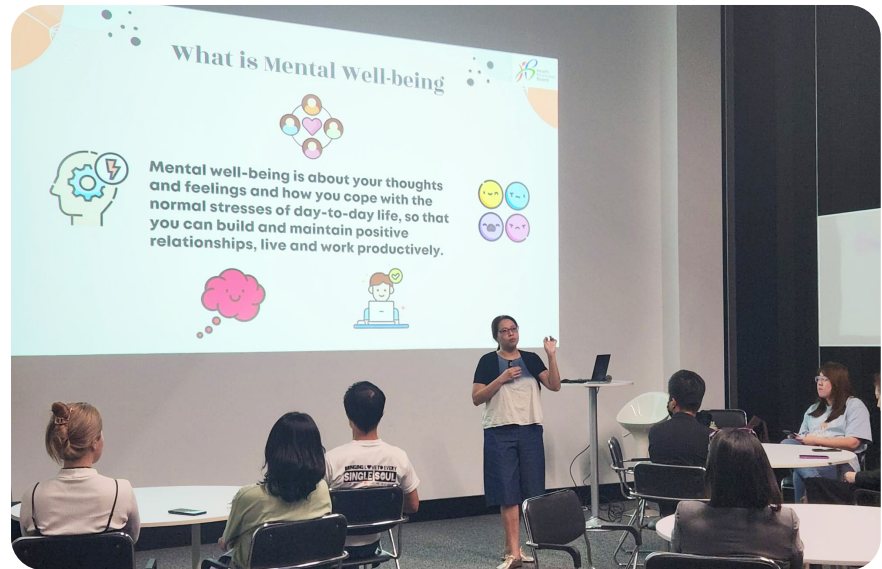


OUR PEOPLE

EMPLOYEE WELL-BEING AND ENGAGEMENT

In our commitment to continually enhance employee well-being and engagement, we organised our inaugural Staff Appreciation Day, inviting family members to join in a day of fun and bonding at Kingsmen's HQ. Additionally, we organised a mental wellness talk on 'The Art of Mindfulness' by the Singapore Health Promotion Board for our Singapore-based employees, providing them with techniques for relaxation and well-being. Our ongoing initiatives from FY2022, including the Family Care Leave programme, the healthy lifestyle fund, and monthly fruit distributions, remained in place. Furthermore, we are dedicated to exploring new opportunities to enhance our employees' well-being.

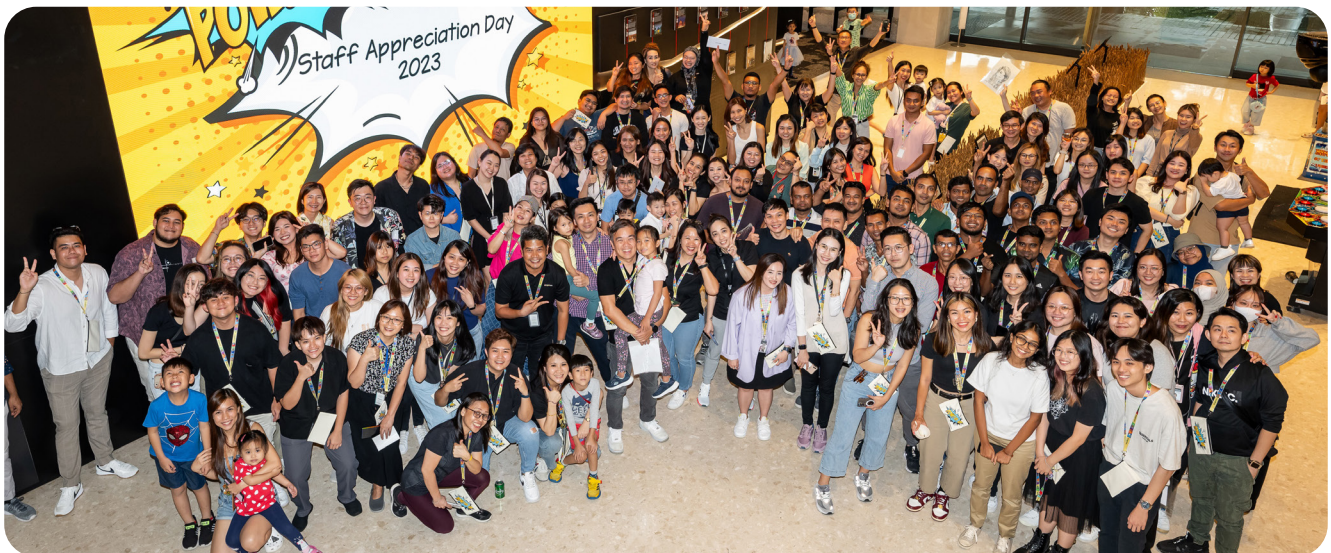
With the retreat of the Covid-19 pandemic, many employers have ceased flexible working arrangements. Nevertheless, at Kingsmen, we continue to champion a flexible working environment, maintaining flexible arrangements with our employees where feasible.



Even as our employees continue to enjoy our work-from-anywhere programme, we recognise that employee engagement is vital in fostering connections and alignment with our business. To this end, we ensure regular communication touchpoints through virtual and physical town hall meetings and sharing sessions. Additionally, we organise focus group sessions to gather

feedback from employees on ways to improve our work environment and engagement practices.

To encourage team bonding and cohesion, we continued with our monthly 'Active Fridays', allowing employees to organise their own interest group activities, such as cooking, wine appreciation, and sports.



OUR PEOPLE

EMPLOYEE TRAINING AND DEVELOPMENT

As a Group dedicated to nurturing talent, we prioritise the sustainable employability of our workforce through continuous investment in employee development. Our culture revolves around continuous learning and professional growth, offering education, training and mentorship programmes designed to empower individuals at every level within a supportive and rewarding environment.

All new Kingsmen employees undergo a comprehensive onboarding programme, providing insights into Kingsmen's culture, an overview of the Group, and knowledge of their day-to-day roles and responsibilities.

We promote and support employee development and organisational effectiveness by providing tailored training programmes aligned with the strategic needs of the Group. By investing in creative, technical and leadership skills, we provide our workforce with opportunities for both professional and personal development, ensuring their engagement with the Group and the industry. Our training initiatives encompass a range of programmes, from core functional competencies to leadership capabilities and life skills, delivered through on-the-job training and coaching.

In FY2023, the Kingsmen Academy and our overseas offices continued to offer online and physical training programmes, covering technical skills, digital skills, leadership skills and mental well-being. By continuing to invest in the upskilling and reskilling of our people, we aim to equip them with the right skill sets and mindset to meet the evolving demands of the industry while delivering high quality work to our clients.

TALENT ATTRACTION, DEVELOPMENT AND RETENTION

Attracting, developing, and retaining talent stands as cornerstone of building a resilient organisation. To attract new talent, we actively engaged in numerous campus recruitment drives at institutes of higher learning in Singapore, including the National University of Singapore (NUS), Nanyang Technological University (NTU), Singapore University of Technology and Design (SUTD), Nanyang Academy of Fine Arts (NAFA), LASALLE College of the Arts, the Institute of Technical Education (ITE), as well as all the Polytechnics in Singapore. We also hosted 'Coffee Talk at Kingsmen', providing participating students from institutes such as NUS, NTU, and the Management Development Institute of Singapore with an opportunity to gain insights into our organisation through sharing of our experiences and facility tours.

Additionally, we participated in the ITE Work-Study Diploma programme, offering ITE graduates opportunity to kickstart their careers while working towards a nationally recognised diploma, bridging the gap between theory and practice.

At Kingsmen, we firmly believe in cultivating future leaders from within. To achieve this, we continually nurture emerging talent by providing ongoing evaluation, guidance, training, and engagement. Our commitment to develop future leaders is inclusive, with all employees having access to leadership training opportunities. Identified employees who exhibit clear leadership potential and ambition are given equal opportunities and environment to develop their management and leadership skills. They undergo a mentorship programme, engaging regularly with senior management to learn core management, leadership, and interpersonal skills, laying a solid groundwork for their progression into future managerial and leadership roles.

As part of our talent development ecosystem, we prioritise internal mobility and redeployment, enriching our existing talent pool, and most importantly, to retain talent within our organisation.



OUR PEOPLE

LEADERSHIP DEVELOPMENT

We employ a structured leadership development framework to develop skilled leadership competencies, laying a strong foundation for future leaders. Through regular mentoring sessions and participation in annual regional conferences, we accelerate the development and involvement of a strong regional talent pool across the Group.

These conferences serve as platforms for best practice sharing, strategic and tactical discussions, and address topics such as change management, organisational culture and thought leadership. These are opportunities for future leaders to form strong bonds with colleagues from across the Group's various business divisions and country offices, while expanding their knowledge, and sharpening their skills to be effective leaders.

Delegates from Singapore attended the conferences in person, while overseas delegates participated virtually, ensuring the continuation of these impactful gatherings even amidst the challenges of FY2023.

WORKPLACE HEALTH AND SAFETY

We are fully committed to ensuring the health and safety of all our employees and we conduct our operations in strict accordance with all workplace health and safety laws, standards, and codes of practice.

In FY2023, our workforce sustained zero workplace fatalities. We remain steadfast in our efforts to enhance our operating procedures and training initiatives to further minimise safety incidences. For instance, our Green Committee ensures compliance with all regulatory requirements,

conducts onsite safety inspections, enforces robust fire safety plans, and implements safety-related training of all operational staff. Additionally, we conducted the annual fire evacuation exercise at our HQ building and held tabletop exercises for our Company Emergency Response Team (CERT) members and fire wardens, ensuring their continued familiarity with emergency procedures and protocols.



OUR COMMUNITY

At Kingsmen, we recognise our responsibility to contribute positively to the communities in which we operate. In FY2023, we continued our long-standing commitment to community engagement, focusing on initiatives that align with our industry and contribute to youth development and education, reflecting our ethos of continuous learning.

We actively encourage innovation and creativity within the community through collaborations with educational institutions. Continuing our five-year 'Empowering Learners, Inspiring Change' campaign initiated in FY2021, we fostered innovation and creativity through partnerships with educational institutions and industry partners.

One such collaboration included our job-shadowing programme with students from Temasek Polytechnic's (TP) School of Design and a Business Mentorship Network programme with students pursuing a Diploma in Hospitality & Tourism Management at TP. In FY2023, we continued with the programme's second run, providing guidance to aid students in their growth and development, particularly in their career aspirations.

Furthermore, Kingsmen's creative arm, KR+D, collaborated with the SUTD to develop a prototype, providing students with real-life industry experience and mentorship.



We also conducted learning journeys and industry sharing sessions for students of various educational institutions, offering insights on digital and experiential retail topics with students from TP's Hospitality & Tourism Management faculty. We also shared our experience in crafting immersive experiences and embracing cutting-edge technologies involving AI with students from Singapore Polytechnic's (SP) Media, Arts & Design School, and industry trends and insights with students from Nanyang Polytechnic's School of Design & Media.



OUR COMMUNITY

Beyond direct engagement with students, we support Singapore's creative industry through knowledge-sharing initiatives with professional associations and institutions, aiming to positively steer creative education in Singapore. These efforts include the lecturer industrial attachment programme, where a SP lecturer was attached to our KR+D's team for 160 hours to gain hands-on experience and insights into the industry's best design practices. In addition, one of our Creative Directors serves on the ITE's Academic Advisory Committee, which examines and approves syllabuses of ITE courses, and on the Design Education Advisory Committee under

DesignSingapore Council, which aims to shape a globally recognised design education unique to Singapore and fostering closer collaboration between design education and the industry.

Recognising the importance of meaningful employee engagement in embedding environmental sustainability into the workplace, we organised a beach clean-up at Tanah Merah Beach. This hands-on experience enabled employees to witness the impact of environmental issues such as waste and biodiversity loss firsthand and reflect on how individual actions can impact the environment. In the same spirit, we also participated in

Earth Hour 2023, an initiative by the World Wildlife Fund by switching off lights and electrical devices for one hour, joining a global movement to advocate for urgent action on climate change and nature conservation.



OUR ENVIRONMENT

Our sustainability approach is designed to generate value for both our Group and our clients, considering both short and long-term perspectives throughout the planning and execution phase of our projects. Recognising that our business processes can have both positive and negative environmental impacts, we strive to deliver immediate solutions while minimising our environmental footprint and maximising long-term environmental benefits.

SUSTAINABLE WORKING ENVIRONMENT

In alignment with global efforts to conserve scarce resources, we are dedicated to continuously seeking ways to deliver environmentally friendly projects.

Our conservation initiatives include integrating environmentally friendly practices into our processes, minimising the environmental impact of our business operations across all our offices and production facilities. Standard operating procedures incorporate practices aimed at reducing water and energy consumption.

In terms of water consumption, we attained the Water Efficient Building ("WEB") (Basic) certification from PUB, Singapore's national water agency, in FY2022. This certification programme encourages businesses, industries, schools and buildings to adopt water efficient measures in their premises and processes, for example by installing water efficient fittings and adopting the WEB recommended flow rates or flush volumes.

Kingsmen's water consumption increased in FY2023 by about 8% compared to FY2022, due to a rise in occupancy as more colleagues returned to the office post-pandemic.

WATER CONSUMPTION (CUBIC METRE)

FY2022

6,610

Recognising that climate change is an existential threat, particularly in low-lying areas like Singapore, we are committed to playing our part in combating climate change. While Kingsmen may not be a major emitter of greenhouse gases (GHG), we are actively reducing our GHG emissions by cutting down on business-related travel, transitioning from physical to virtual meetings, and embracing digital technologies in the workplace. Our flexible working arrangements further contribute to reducing GHG emissions from employee commuting.

We regularly maintain and upgrade equipment in our production facilities to enhance electrical energy efficiency.

FY2023

7,141

Project scheduling ensures optimal efficiency in equipment operation. We remain committed to exploring innovative ways to manage and reduce our carbon footprint, leveraging new technologies for efficiency and productivity gains. To drive decarbonisation at Kingsmen, it is critical for us to monitor our energy consumption and GHG emissions. We disclosed our electricity consumption and Scope 2 (indirect) GHG emissions for the first time for FY2022. Building on this, and in line with the Task Force on Climate-related Financial Disclosure ("TCFD") recommendations, we are disclosing our Scope 1 (direct) GHG emissions for the first time, as follows:

ELECTRICITY CONSUMPTION (KWH '000)

FY2022

1,359

SCOPE 1 GHG EMISSIONS (TONS CO₂-EQUIVALENT)

FY2022

DID NOT MEASURE

FY2023

1,444

20

SCOPE 2 GHG EMISSIONS (TONS CO₂-EQUIVALENT)

FY2022

557

FY2023

592

Kingsmen's electricity consumption and therefore Scope 2 GHG emissions increased in FY2023 by about 6% compared to FY2022, due to an increase in business activities. We will continue to monitor our Scope 3 (indirect) GHG emissions, with a view to disclose these metrics when viable.

OUR ENVIRONMENT

Climate risks and opportunities

We continuously assess climate-related risks and opportunities. We have identified and prioritised these risks and opportunities based on likelihood and impact over different time horizons, using two divergent Shared Socioeconomic Pathways ("SSPs") from the Intergovernmental Panel on Climate Change ("IPCC") Sixth Assessment Report 2021:

- A positive scenario (SSP1-2.6) whereby global CO₂ emissions would be reduced to net-zero around 2075, with estimated warming of +1.8°C by 2080-2100; and
- A negative scenario (SSP3-7.0) whereby global CO₂ emissions would double by 2100, with estimated warming of +3.6°C by 2080-2100.

We identified the following risks over the short term (next 5 years), medium term (next 5-10 years) and long term (beyond 10 years) time periods.

RISKS AND OPPORTUNITIES	TIME PERIOD	IMPACTS	MITIGATION MEASURES
1. Physical Risks			
Extreme weather incidents	Short term	Increased severity of extreme weathers events (floods) affecting our operations and supply chain.	Consider engaging third party expertise to assess and insure at-risk assets. Incorporate checks and stress/resilience testing into project implementation and supply chain delivery.
Long-term climate change	Long term	Extreme prolonged impact from climate change, such as water stress, sea level rise, and coastal flooding. These affect the country's infrastructure.	Monitor trends and factor these into decisions on infrastructure and outdoor projects.
2. Policy and Legal Transition Risks			
Implementation of carbon tax and dependence on the state of decarbonisation of the local electricity grids	Short to medium term	<p>Singapore's carbon tax was raised from S\$5/tCO₂e to \$25/tCO₂e with effect from 1 Jan 2024. It will be subsequently raised to \$45/tCO₂e in 2026, with a view to reaching \$50-80/tCO₂e by 2030.</p> <p>Kingsmen also has operations in other countries which have implemented, or are considering implementing, a carbon tax or equivalent carbon pricing regulation. These include Japan, China, and Indonesia.</p> <p>In these jurisdictions, electricity suppliers are likely to pass on the carbon tax in the form of higher electricity prices, which will increase our operating costs and affect our profitability. If the local grid is unable to reduce its emission factor over time, this would limit our ability to reduce our emissions from purchased electricity.</p>	Reduce energy consumption by adopting more energy efficient equipment and manufacturing processes. Explore switching to renewable energy when this option is viable.

OUR ENVIRONMENT

RISKS AND OPPORTUNITIES	TIME PERIOD	IMPACTS	MITIGATION MEASURES
Mandatory GHG emissions disclosures and decarbonisation targets	Short term	Regulators, stock exchanges and corporate customers are requiring additional disclosures regarding emission metrics and targets. For example, the Accounting and Corporate Regulatory Authority and Singapore Exchange (SGX) RegCo has announced new requirements for SGX-listed companies to make climate-related disclosures in alignment with the International Sustainability Standards Board (ISSB) framework starting from FY2025.	Pre-empt these requirements by setting and disclosing clear decarbonisation targets and pathways aligned with global standards.
3. Technology Transition Risks			
Green supply chain	Short to medium term	If there are requirements for Kingsmen to source from a greener supply chain, the costs of our materials may increase. This will affect our competitiveness.	Explore more opportunities to adopt new product designs with a smaller carbon footprint. Incorporate GHG emission considerations into supply chain development and decision-making.
4. Market Transition Risk			
Changing customer expectations	Short to medium term	If more customers take their service providers' carbon footprint into account when making procurement decisions, failure to respond to these customer expectations could erode customer retention. Potential increase in cost given the requirement to source for greener products and services.	Identify and anticipate changes in customers' needs. Continue to reaffirm sustainability as key consideration throughout our organisation. Incorporate GHG emission considerations into supply chain development and decision-making.

Our climate change assessment has highlighted several potential opportunities for Kingsmen:

- Cost savings** – By embracing more sustainable product designs, we can reduce material usage, lower GHG emissions, and minimise physical waste. Upgrading our manufacturing, IT, office and logistics equipment to more energy-efficient models not only reduces energy consumption but also saves costs.
- Increased competitive advantages, access to new markets and business growth** – The increase in demand for low-carbon emission events and services represents new potential business opportunities for us. By offering more sustainable solutions for our customers, we can strengthen product competitiveness, solution offerings and better meet customers' needs and requirements. Doing so will also enhance our overall branding and reputation in the eyes of investors and employees. We have already started to explore these new business opportunities (see 'Sustainable Solutions' section).
- Improved operational and financial resilience** – By adopting green sourcing and optimising our supply chain's sustainability and resilience, we will be in a better position to attract backing from investors and other key shareholders.

OUR ENVIRONMENT

SUSTAINABLE SOLUTIONS

Our designers and project management teams prioritise environmentally friendly and sustainable practices. Environmental considerations are integrated into planning stages, with constant collaboration to enhance project eco-friendliness. We introduce new or innovative products and materials to minimise waste generation, where feasible, both in design and procurement process.

In FY2023, we attained the ISO 20121 certification for Event Sustainability Management Systems. This international standard promotes responsible consumption, alleviates strain on local infrastructure, and reduces environmental impact. While the certification focuses on event sustainability, we extend its principles to design consultancy, project management, and construction across various sectors. To ensure the success of these initiatives, we have raised awareness of ISO 20121 and its implementation among our employees, and recruited a dedicated executive focused on sustainability matters.

Continuing our commitment to sustainability, we encourage clients to consider innovative, climate-friendly solutions. From collapsible structures, mobile event apps, virtual events, software for remote co-creation to state-of-the-art audio-visual solutions, we work closely with clients to identify sustainable alternatives that align with their business objectives.

We actively engage with business partners to raise awareness of carbon footprint reduction. In FY2023, we conducted a pilot study to measure carbon emissions at Gastech 2023, providing valuable insights into our environmental impact. Additionally, we implemented waste tracking for six exhibitions, further enhancing our understanding of sustainability practices within our operations. These initiatives serve as a foundation for our future plans to offer carbon emission assessment as a value-added service to exhibitors. By leveraging our expertise and data-driven insights, we aim to support our partners in adopting more sustainable practices and reducing their environmental footprint.

We are also proud to be part of the Global Meetings, Incentives, Conferences & Exhibitions ("MICE") Sustainability Alliance, and the International Federation of Exhibition & Event Services ("IFES"). We are involved in promoting sustainability within the events industry. These alliances bring together key stakeholders to envision a sustainable future for our industry and future generations.



GRI INDEX

GRI STANDARDS		REPORT REFERENCE
GRI 2: General Disclosures 2021		
2-1	Organisational details	<ul style="list-style-type: none"> Annual Report 2023 ("AR 23") > Corporate Information (page 28)
2-2	Entities included in the organisation's sustainability reporting	<ul style="list-style-type: none"> Sustainability Report 2023 ("SR 23") > About This Report (page 5)
2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> SR 23 > About This Report (page 5)
2-4	Restatements of information	<ul style="list-style-type: none"> Nil
2-5	External assurance	<ul style="list-style-type: none"> Data provided in this report has been verified internally for accuracy. For future sustainability reports, we may seek to have data externally assured.
2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> SR 23 > About Kingsmen (page 2)
2-7	Employees	<ul style="list-style-type: none"> SR 23 > Our People (page 9)
2-9	Governance structure and composition	<ul style="list-style-type: none"> SR 23 > Our Approach to Sustainability > Governance (page 6) AR 23 > Corporate Governance Report (pages 29-44)
2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-11	Chair of the highest governance body	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> SR 23 > Our Approach to Sustainability > Governance (page 6)
2-15	Conflicts of interest	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-16	Communication of critical concerns	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-17	Collective knowledge of the highest governance body	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-19	Remuneration policies	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-20	Process to determine remuneration	<ul style="list-style-type: none"> AR 23 > Corporate Governance Report (pages 29-44)
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> SR 23 > Message from Group CEO (page 4)
2-23	Policy commitments	<ul style="list-style-type: none"> Throughout SR 23
2-24	Embedding policy commitments	<ul style="list-style-type: none"> Throughout SR 23
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> SR 23 > About This Report (page 5)
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> Throughout SR 23

GRI INDEX

GRI STANDARDS		REPORT REFERENCE
2-28	Membership associations	• Refer to our Kingsmen website – Awards and Affiliations
2-29	Approach to stakeholder engagement	• SR 23 > Our Approach to Sustainability > Stakeholder Engagement (page 7)
2-30	Collective bargaining agreements	• 0% of workforce are participating in collective bargaining agreements
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	• SR 23 > Our Approach to Sustainability > Materiality Assessment (page 8)
3-2	List of material topics	• SR 23 > Our Approach to Sustainability > Materiality Assessment (page 8)
3-3	Management of material topics	• SR 23 > Our Approach to Sustainability > Materiality Assessment (page 8)
Topic-Specific Standards		
Economic Disclosures		
GRI 201: Economic performance		
201-1	Direct economic value generated and distributed	• AR 23 > Financial Statements (pages 45-135)
201-2	Financial implications and other risks and opportunities due to climate change	• SR 23 > Our Environment > Sustainable Working Environment (pages 16-17)
GRI 202: Market presence		
202-2	Proportion of senior management hired from the local community	• AR 23 > Board of Directors, Senior Management (pages 8-13)
Environmental Disclosures		
GRI 302: Energy		
302-1	Energy consumption within the organisation	• SR 23 > Our Environment > Sustainable Working Environment (page 15)
302-4	Reduction of energy consumption	• SR 23 > Our Environment > Sustainable Working Environment (page 15)
302-5	Reduction in energy requirements of products and services	• SR 23 > Our Environment > Sustainable Solutions (page 18)
GRI 303: Water and effluents		
303-1	Interactions with water as a shared resource	• SR 23 > Our Environment > Sustainable Working Environment (page 15)
303-5	Water consumption	• SR 23 > Our Environment > Sustainable Working Environment (page 15)
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	• SR 23 > Our Environment > Sustainable Working Environment (page 15)
305-2	Energy indirect (Scope 2) GHG emissions	• SR 23 > Our Environment > Sustainable Working Environment (page 15)
305-3	Other indirect (Scope 3) GHG emissions	• We will continue to monitor this, with a view to disclose this when viable.

GRI INDEX

GRI STANDARDS		REPORT REFERENCE
305-4	GHG emissions intensity	<ul style="list-style-type: none"> We will continue to monitor this, with a view to disclose this when viable.
305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> SR 23 > Our Environment > Sustainable Working Environment (page 15)
Social Disclosures		
GRI 401: Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> SR 23 > Our People (pages 9-12)
GRI 403: Occupational Health and Safety		
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> SR 23 > Our People > Workplace Health & Safety (page 12)
403-6	Promotion of worker health	<ul style="list-style-type: none"> SR 22 > Our People > Employee Well-being & Engagement (page 10)
GRI 404: Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> SR 23 > Our People > Employee Training & Development (page 11)
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> SR 23 > Our People (pages 9-12)
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> SR 23 > Our Community (pages 13-14)

TCFD INDEX

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCES AND REMARKS
1. Governance Disclose the organisation's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities	As part of its mandate to develop and review the Group's corporate governance and risk management framework, the Board also oversees climate-related risks and opportunities, and integrates these considerations into overall business strategy. SR23 > 'Our Approach to Sustainability > Governance' section (page 6)
	b) Describe management's role in assessing and managing climate-related risks and opportunities	
2. 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	Risks <ul style="list-style-type: none"> • Extreme weather incidents • Long-term climate change • Implementation of carbon tax and dependence on the state of decarbonisation of the local electricity grids • Mandatory GHG emissions disclosures and decarbonisation targets • Requirements for green supply chain • Changing customer expectations Opportunities <ul style="list-style-type: none"> • Cost savings • Increased competitive advantages, access to new markets and business growth • Improved operational and financial resilience SR23 > 'Our Environment > Sustainable Working Environment' section (page 15)
	b) Describe the impact of climate-related risks and opportunities on the organisation's business, 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	

TCFD INDEX

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCES AND REMARKS
3. 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	We will undertake deeper climate risk analysis to assess the likelihood and impact of climate-related risks.
	b) Describe the organisation's processes for managing climate-related risks	We aim to utilise our established enterprise risk management system to address material climate risks. SR23 > 'Our Environment > Sustainable Working Environment' section (page 15)
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	
4. 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	SR23 > 'Our Environment > Sustainable Working Environment' section (page 15)
	b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	We are undertaking an analysis to set appropriate targets, where relevant.

Kingsmen Creatives Ltd

Co. Reg. No. 200210790Z

The Kingsmen Experience

22 Changi Business Park Central 2
Singapore 486032

Tel (65) 688 000 88

info@kingsmen-int.com
www.kingsmen-int.com

kingsmen