STGROUP

ST Group Food Industries Holdings Limited

Sustainability
Report *2025*

BOARD STATEMENT

Dear Stakeholders,

On behalf of the Board of Directors (the "**Board**") of ST Group Food Industries Holdings Limited (**"ST Group"** or the **"Company"**, and together with our subsidiaries, the **"Group")**, we are pleased to present our Sustainability Report for the financial year ended 30 June 2025 ("**FY2025**"). This report outlines our ongoing commitment to embedding Economic, Environmental, Social, and Governance ("**EESG**") considerations into our business operations and strategy. As we navigate an increasingly complex operating landscape, we remain guided by our purpose to create long-term, sustainable value for all stakeholders.

Our Board of Directors prioritises sustainability as a core component of our business and strategic direction. The Board plays an active role in overseeing the Group's sustainability agenda by integrating EESG considerations into corporate strategy, identifying material EESG factors, and monitoring their effective management. To further enhance this oversight, a Sustainability Taskforce, led by our Operations Manager, has been established to coordinate the implementation of sustainability initiatives across various business units, ensuring alignment with our overall objectives.

Our sustainability efforts focused on three key areas: (1) ensuring the health, safety, and satisfaction of our customers; (2) reinforcing our commitment to environmental responsibility; and (3) nurturing and retaining a skilled, motivated workforce. These priorities reflect our broader mission to deliver exceptional food experiences while acting as a responsible corporate citizen.

We have also taken proactive measures to strengthen our resilience against climate-related risks, particularly those affecting food security and supply chain stability. Our approach includes the adoption of sustainable procurement practices, collaboration with environmentally responsible suppliers, and the introduction of energy- and waste-efficient practices across our restaurant operations.

Our people remain central to our success. By investing in their growth and well-being, we continue to build a strong foundation for delivering lasting value and strengthening our organisational culture.

As we look ahead, we acknowledge that the path toward sustainability is ongoing. The Board remains committed to continuous improvement and will continue to guide the Group in adopting responsible business practices, driving innovation, and fostering collaboration across our stakeholder ecosystem.

We extend our sincere gratitude to our employees, franchise partners, customers, shareholders, and communities for their continued trust and support. Together, we will work towards a more inclusive, sustainable, and resilient future.

Sincerely,

The Board of Directors

ORGANISATION PROFILE

ST Group Food Industries Holdings Limited is an established F&B group that was incorporated in the Republic of Singapore on 11 January 2018. The Group was listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") on 3 July 2019.

ST Group operates across key international markets, including Australia, New Zealand, and the United Kingdom. The Group's business is structured into four core segments:

- F&B Retail: Comprising a portfolio of brands directly managed and operated by the Group.
- Franchise: Encompassing sub-franchised and sub-licensed outlets within its network.
- Supply Chain: Involving the sale of food and beverage ingredients and related supplies to franchisees, facilitated through the Group's Central Kitchen.
- Machine Income: Derived from electronic dart machines placed in sub-franchised "i Darts" outlets.

Since its inception in 2011, ST Group has secured exclusive franchise and licensing rights for six internationally recognised brands—"PappaRich", "NeNe Chicken", "Gong Cha", "Hokkaido Baked Cheese Tart", "IPPUDO", and "i Darts"—across multiple territories. In addition to these partnerships, the Group has developed two proprietary brand concepts: "PAFU" and "KURIMU", launched in December 2017 and July 2019 respectively. Further strengthening its brand portfolio, ST Group acquired the trademark rights for "PappaRich" in Australia and New Zealand in March 2022, enabling greater control over the brand's regional expansion. In June 2023, the Group also entered the Asian grocery segment with the launch of a joint-venture supermarket under the Maita brand. In November 2023, the Group ventured into a new brand "Homm". In November 2024, the Group opened its first "TamJai" SamGor Mixian outlet in Melbourne's central business district. In March 2025, the Group launched its new brand "Onimusubi", Japanese flavoured rice ball and opened first outlet in a major shopping centre in Melbourne. In June 2025, the Group opened its first franchised brand "EatAlley" savouring authentic Malaysian food outlet in Melbourne's central business district.

Between 2012 and 2023, ST Group experienced substantial growth, adding more than 100 outlets across its core markets. As of 30 June 2025, the Group operates a total of 177 outlets, with most being across Australia, New Zealand, and the United Kingdom. The Central Kitchen plays a strategic role in maintaining consistency in product quality across the network and supports ongoing research and development to drive culinary innovation.

ABOUT THIS REPORT

This report offers a comprehensive insight into ST Group's sustainability endeavours, management strategies, and accomplishments from 1 July 2024 to 30 June 2025.

Reporting Principles & Statement of Use

In our commitment to transparency and aligning with international best practices, this report has been prepared with reference to the Global Reporting Initiative ("**GRI**") Universal Standards 2021. It complies with the requirements outlined in Rules 711A and 711B of the SGX-ST Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**").

ST Group is reporting with reference to the GRI Standards as it is widely recognised as the global benchmark for transparency in disclosing EESG information. To ensure the relevance and integrity of this report, we have rigorously applied the following GRI reporting principles:

- Content Principles: Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness.

- Quality Principles: Accuracy, Balance, Clarity, Comparability, Reliability, and Timeliness.

A GRI Content Index is provided at the end of this report to offer a structured overview of our disclosures.

Our reporting approach is also guided by the United Nations Sustainable Development Goals ("**UN SDGs**"), which reinforce our commitment to sustainable development and reflect our progress toward creating long-term positive impact.

In addition, ST Group has adopted the Task Force on Climate-related Financial Disclosures ("**TCFD**") framework to integrate climate-related insights into our reporting. We have undertaken a preliminary assessment of climate-related risks and opportunities relevant to our operations and have disclosed material climate-related risks and opportunities in this report. Looking ahead, we aim to broaden the scope of our climate-related disclosures and align them progressively with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("**ISSB**"), strengthening our accountability and transparency on climate matters over time.

The Board has reviewed and approved the contents of this report, ensuring comprehensive coverage of all key topics.

Reporting Scope

This report covers the geographical regions where the Group mainly operates, namely Australia, New Zealand, and the United Kingdom. With Australia serving as our operational headquarters and primary base of activity, the report provides insights across our core business segments: Food and Beverage ("**F&B**") Retail, Franchise operations, and Supply Chain functions. For further details on the group's investment in subsidiaries, joint ventures and associates, please refer to pages 121 – 136 of our FY2025 Annual Report.

Assurance

The Group has implemented strong internal controls and verification processes to ensure the accuracy and reliability of the information presented in this report. Since FY2022, CLA Global TS has been engaged to perform internal review on selected sections of our sustainability reporting processes on a rotational basis. The Group has not sought external assurance for the sustainability report, and will consider doing so in the future.

Availability & Feedback

This report complements the Group's FY2025 Annual Report, which can be accessed online via SGXNet and our corporate website. We value input from our stakeholders to enhance our sustainability efforts. Please direct any questions or feedback regarding this report to: info@stgroup.net.au.

OUR SUSTAINABILITY STORY

ST Group has witnessed the tangible effects of climate change on our supply chain and has proactively adapted to meet the expectations of environmentally conscious consumers. Sustainability is embedded across our supply chain operations, with a strong emphasis on responsible sourcing practices. We are committed to avoiding harm to endangered species and ensuring that essential ingredients, such as cooking oils, are procured from sustainable sources.

At the core of our business is a mission to deliver authentic Asian cuisine across our markets, preserving the rich culinary heritage and unique flavours that define each of our brands. We uphold rigorous food safety and hygiene standards to ensure that every dish meets the highest quality benchmarks.

Our people are central to our success. We continue to invest in comprehensive training and development to equip our employees with up-to-date industry skills. In recognition of our environmental responsibilities, we have adopted several green initiatives across our operations, including the installation of solar panels, energy-efficient LED lighting, and the use of designs that optimise natural ventilation.

Looking ahead, ST Group remains firmly committed to sustainability. We will continue exploring innovative practices and strategic collaborations to effectively navigate the challenges of climate change and drive meaningful impact.

Our Sustainability Approach

The Board places strong emphasis on sustainability, working closely with senior management to steer the Group's overall sustainability agenda. To support this commitment, a dedicated Sustainability Taskforce—led by the Operations Manager—has been established to guide and coordinate sustainability efforts across business units, ensuring consistent and effective implementation of initiatives.

Sustainability considerations are fully embedded within the Group's strategic planning process. The Board plays an active role in identifying and endorsing material EESG factors, ensuring they are properly managed and closely monitored. To strengthen governance and oversight, all Board members have completed the mandatory sustainability training required under the latest SGX guidelines. This reflects the Group's commitment to responsible leadership and long-term value creation.
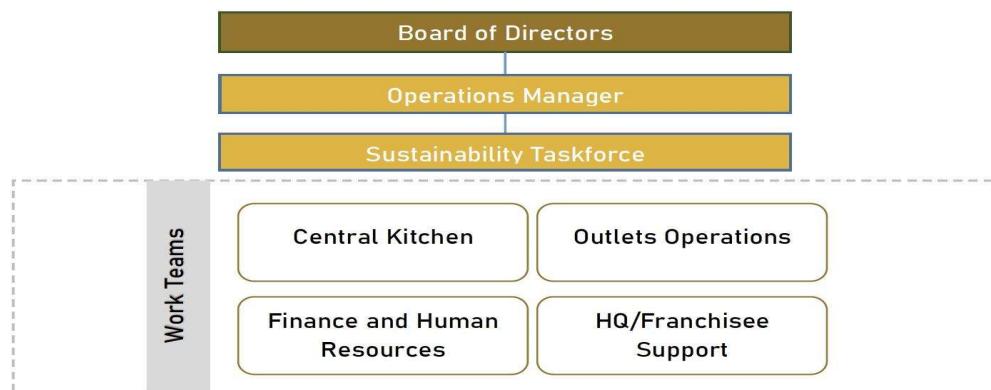
Contribution to the Sustainable Development Goals

The Group's business strategy is closely aligned with the UN SDGs, underscoring its enduring commitment to sustainable development. The UN SDGs provide a global framework for tackling key social, environmental, and economic challenges. The following section outlines the Group's ongoing efforts and contributions towards supporting and advancing these global objectives.

SUSTAINABLE DEVELOPMENT G**O**ALS

Focus Areas	UN SDGs	The Group's Contributions	Targets for FY2026
Focus 1: Governance & Ethics	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Foster robust corporate governance, uphold non-discriminatory practices, and cultivate collaborative partnerships with government and regulatory bodies to promote sustainable development.	• To maintain zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption.
Focus 2: Our Customers	2 ZERO HUNGER / 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure that all our customers have access to safe and nutritious food.	• To maintain zero non-compliance incidents or health concerns relating to our customers' health and safety. • Ensure that all our outlets meet regulatory and brand-specific requirements
Focus 3: Our Environment	7 AFFORDABLE AND CLEAN ENERGY / 12 RESPONSIBLE CONSUMPTION AND PRODUCTION / 13 CLIMATE ACTION	• Enhance energy efficiency and promote the adoption of renewable energy sources like solar energy whenever feasible. • Minimise resource wastage through reduction, recycling, and reuse initiatives. • Regularly monitor paper and energy consumption to identify opportunities for improvement. • Identify and implement strategies to enhance resource efficiency and optimise resource usage.	• To maintain our energy intensity ratio of 0.05 kWh per million AUD in revenue at our Central Kitchens. • To maintain our emissions intensity ratio at 44.6 tCO$_2$e per million AUD in revenue. • To maintain zero incidents of non-compliance with local environmental guidelines

Focus Areas	UN SDGs	The Group's Contributions	Targets for FY2026
Focus 4: Our People	5 GENDER EQUALITY	• Create employment opportunities and enhance productivity through technological innovation. • Implement non-discriminatory hiring practices to ensure fair employment opportunities.	• To conduct annual performance appraisals and reviews for 100% of all our employees. • To maintain zero number of fatalities or high consequence work-related injuries

Focus Areas	UN SDGs	The Group's Contributions	Targets for FY2026

Awards and Certifications

The Group has received numerous awards and prestigious accreditations from reputable international organisations, acknowledging its excellence in the F&B industry:

ACCREDITATIONS

HACCP (Hazard Analysis & Critical Control Points) – Central Kitchen

Papparich Central (Melbourne) Pty Ltd

EXPIRY: 13 APRIL 2026
AWARDING ORGANISATION: HACCP AUSTRALIA PTY LTD

ISO 9001:2015 Quality Management

Papparich Central (Melbourne) Pty Ltd

GRANTED / EXPIRY: FEBRUARY 2021 / FEBRUARY 2027
AWARDING ORGANISATION: ICG COMPLIANCE PTY LTD

AWARDS

Eat Drink Design Awards **Best Retail Design 2020**	**Chadstone 2018 Annual Retail Excellence Awards – Winner in the Food Category**
### Kurimu the Glen	### PappaRich
YEAR: 2020 AWARDING ORGANISATION: ARCHITECTURE MEDIA, AUSTRALIA	JANUARY 2018 & JULY 2018 AWARDING ORGANISATION: CHADSTONE SHOPPING CENTRE MELBOURNE, AUSTRALIA
Lord Mayor's Choice Award	**Fast 50 Contender**
### PappaRich	### Gong Cha
YEAR: 2018 AWARDING ORGANISATION: LORD MAYOR ANDREW WILSON PARRAMATTA SYDNEY, AUSTRALIA	YEAR: 2018 AWARDING ORGANISATION: DELOITTE FAST 50 2018 REGIONAL AWARDS, NEW ZEALAND
Best Café of the Year 2018	**Best New Concept**
### Gong Cha Newmarket	### ST Group, Hokkaido Baked Cheese Tart
YEAR: 2018 AWARDING ORGANISATION: NEWMARKET BUSINESS AWARDS 2018, NEW ZEALAND	YEAR: 2017 AWARDING ORGANISATION: QSR MEDIA, DETPAK AWARDS 2017, AUSTRALIA
5 Star Food Safety Awards in Recognition of 5 Star Food Safety Practices	**City of Monash Golden Plate Award for 5 Stars in the Food Safety Assessment**
### PappaRich Express	### PPR Co Outlets Pty Ltd
YEAR: 2017 AWARDING ORGANISATION: CITY OF MANNINGHAM VICTORIA, AUSTRALIA	YEAR: 2017 AWARDING ORGANISATION: CITY OF MONASH PUBLIC HEALTH UNIT, AUSTRALIA

STAKEHOLDER ENGAGEMENT

The Group believes that stakeholder engagement is integral to the building of a sustainable business. We actively engage in meaningful and productive dialogue with our stakeholders and participate in various industry and government forums to keep abreast of any material stakeholder issues.

We identify key stakeholders as groups who have material impact or could potentially be impacted by our operations. After evaluating our engagement with key stakeholders of the Group and the recommendations of an EESG consultant, we identified key concerns that are important to both our external and internal stakeholders as well as how we have addressed those concerns.

The following table summarises our key stakeholders, engagement platforms, their key concerns, and our responses to the concerns.

Stakeholders	Engagement platforms	Key concerns	Our Responses/Outcomes	Relevant Focus Area
Employees	Performance appraisal Training and education	• Remuneration and benefits • Training and development • Ethics and conduct • Diversity and fair employment • Health and safety	• Provide intensive training for each employee in the areas of health and safety • Provide meaningful performance review and feedback for staff • Ensure career advancement opportunities are available for qualified employees • Provide timely updates on organisational changes and policies • Provide HR and work safety training	Focus 4: Our People
Customers	Customer surveys / reviews Advertisements/ media campaigns	• Food safety and hygiene • Variety of food • Ethical procurement practices • Customer service and food quality • Personal data protection	• Provide a pleasant dining experience for our customers and staying updated on consumer tastes and preferences. • Maintain stringent food hygiene and safety standards. • Comply fully with data protection regulations and implement proper customer data and management practices.	Focus 1: Governance and Ethics Focus 2: Our Customers

Stakeholders	Engagement platforms	Key concerns	Our Responses/Outcomes	Relevant Focus Area
Suppliers	Supplier evaluation Supplier management	• Health and safety • Ethical Procurement practices • Environmental compliance • Socioeconomic compliance	• Obtain clarifications on supplier practices and provide feedback for further improvement • Ensuring suppliers provide quality produce with our high standard of quality control.	Focus 1: Governance and Ethics Focus 3: Our Environment
Community	Corporate social responsibility programme Sponsorship Corporate donations	Community engagement services	Identify beneficiaries, their needs, and the amount of support available from the Group	No specific Focus Area
Government and Regulators	Industry seminars	• Food safety and compliance • Ethical procurement practices • Personal data protection	• Comply fully with all laws and regulations • Engage regulators on regulatory changes and developments	Focus 1: Governance and Ethics Focus 3: Our Environment
Shareholders	Company announcements Annual reports Sustainability reports	• Economic performance • Ethical procurement practices • Anti-corruption	Publish informative and insightful Annual Reports, Sustainability Reports, and announcements	Focus 1: Governance and Ethics

MATERIALITY ASSESSMENT

The Group identifies material topics by evaluating their significance to both internal and external stakeholders. Our materiality assessment process for this report comprises the following key steps:

1. **Identification** – We begin by identifying topics that are relevant to the Group, taking into account sector-specific risks and opportunities.

2. **Prioritisation** – These topics are then prioritised based on their relevance to stakeholder concerns and alignment with our values, policies, operational systems, strategic goals, financial planning, and long-term business model.

3. **Review** – We conduct regular reviews to ensure the continued relevance of previously identified material topics.

4. **Validation** – The final list and order of disclosure are validated by the Board to ensure alignment with the Group's strategic direction.

In alignment with the GRI 2021 Standards, we have refined our reporting approach to focus on a concise set of material issues that reflect our key sustainability impacts and priorities. This year, we have updated the materiality assessment to review if any changes were relevant. As a result, one topic, Diversity and Equal Opportunity, has been removed following this year's materiality assessment. In light of evolving cultural norms, increased awareness, and widespread education, practices associated with Diversity and Equal Opportunities are now established practice within the countries where the Group operates and is closely linked with the disclosures in the material topic for employment. Consequently, the Group has assessed that it no longer represents a material issue and has therefore excluded it from the list of material topics.

Each material topic is accompanied by defined boundaries, indicating where its related impacts occur, whether within the Group's operations or across our value chain.

Material Topics	Boundaries
Governance	
GRI 205: Anti-corruption	The Group
Environmental	
GRI 302: Energy	The Group
GRI 305: Emissions	
GRI 306: Waste	F&B Retail and Supply Chain
Social	
GRI 401: Employment	The Group
GRI 403: Occupational Health and Safety	
GRI 416: Customer Health and Safety	

ANTI-CORRUPTION

Management Approach

ST Group is firmly committed to maintaining the highest levels of ethical conduct and integrity throughout our operations. Our company culture is built on fundamental principles of honesty, accountability, and responsibility, which are clearly outlined in our Employee Code of Conduct. This code serves as a vital framework that sets expectations for all employees, directors, and partners to act with transparency and reject any form of corruption or bribery.

In today's complex global business environment, we recognise the importance of proactively managing corruption risks. Accordingly, we have put in place strong systems and controls designed to identify, monitor, and reduce potential risks related to unethical practices. These efforts reinforce our commitment to operate with full transparency and preserving the integrity of all our business dealings.

Operations Assessed for Risks Related to Corruption
GRI 205-1

ST Group adopts a proactive stance in safeguarding the integrity of our operations by continuously assessing potential corruption risks. Throughout our assessment process, we identified and addressed operations subject to these risks. At the outlet level, cash theft was identified as a potential risk, which we mitigate through the daily consolidation and reconciliation of all cash transactions at the close of business. At headquarters, the risk of bribery is managed through strict internal controls, including the requirement for dual signatories on invoices exceeding $2,000 and a verification process involving two individuals before any payments are processed.

We are pleased to report that no significant corruption risks were detected during this period, highlighting our ongoing commitment to transparency and ethical conduct. We remain vigilant and will continue to regularly review and assess our operations to prevent any future occurrences of corruption.

Taking a precautionary approach, we embed these considerations into both strategic planning and daily operations through a robust risk management system. For more information on our corporate governance and risk management practices, please refer to the Corporate Governance section of our FY2025 Annual Report.

Communication and Training about Anti-Corruption Policies and Procedures
GRI 205-2

We place strong emphasis on effective communication and training as key tools in preventing corruption within our organisation. It is essential that all individuals, from Board members to employees, participate in regular training on our anti-corruption policies. This ensures our workforce remains well-informed and equipped to act as a first line of defence against corrupt practices.

These training sessions reinforce our dedication to ethical conduct and clearly communicate the standards of behaviour expected from everyone. Furthermore, we require employees—especially those involved in procurement—to disclose any potential conflicts of interest with suppliers every six months. This practice promotes greater transparency across all business dealings.

Confirmed Incidents of Corruption and Actions Taken
GRI 205-3

In FY2025, ST Group is proud to report that no confirmed cases of corruption were identified. Additionally, no legal proceedings related to corruption involved the Group or its employees during the year. Our whistleblowing policy, which provides a clear and responsible channel for reporting suspected misconduct, recorded no incidents throughout the period.

We continue to uphold the highest ethical standards and remain committed to prompt and decisive action against any potential corruption.

Targets
Looking ahead to FY2026 and beyond, the Group has set clear targets to maintain and build upon our positive progress:

- **Zero Corruption Incidents**: We are dedicated to preserving our spotless record by preventing any incidents of corruption, bribery, or related legal cases.
- **Ongoing Employee Training**: Annual training on anti-corruption policies, procedures, and ethical standards will continue for all employees, ensuring our workforce remains informed and aligned with our values.
- **Continuous Enhancement**: Recognising the need for ongoing vigilance, we will regularly review and strengthen our anti-corruption measures to keep advancing our ethical governance practices.

These goals support our overarching commitment to foster a culture of integrity and accountability throughout ST Group and in all our interactions with partners, customers, and communities.

FY2025 Targets	Maintain zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption
FY2025 Performance	Achieved zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption
FY2026 Targets	Maintain zero incidents of corruption, bribery in all their forms and public legal cases relating to corruption

WASTE

Management Approach

ST Group recognises the significant environmental impact of waste generated by our operations, particularly within the food and beverage industry. Committed to responsible management, we focus on reducing waste generation, promoting recycling, and ensuring environmentally sound disposal methods that align with both our sustainability targets and international best practices.

In response to evolving regulations, we have taken decisive action. Following the New South Wales government's ban on single-use plastics effective 1 June 2022, we phased out plastic bags by depleting existing stock and switching entirely to paper bags across all outlets. Likewise, after single-use plastic cutlery was banned nationwide in New Zealand (1 October 2022) and Australia (1 November 2022), we replaced plastic cutlery with wooden or biodegradable alternatives to support these environmental initiatives.

In FY2025, the review of food waste at our Central Kitchens is in progress, and we are in the process of implementing a food waste tracking system designed to identify major waste contributors. This system will initially be launched at our Central Kitchen on 120 Turner Street, with plans to extend it to the kitchen at 130 Turner Street. For new store fit-outs, we prioritise reusing existing fixtures left by former tenants to conserve natural resources, such as wood, that would otherwise be consumed for new installations.

Recycling is a key component of our waste reduction efforts. At our PappaRich dine-in outlets, we are transitioning from disposable wooden and plastic tableware to more durable and recyclable steel alternatives. This switch reduces frequent replacements, minimises waste, and utilises steel's recyclability to extend the lifecycle of materials.

We are committed to regularly review and enhance our waste management strategies to ensure compliance with relevant laws and industry standards while fulfilling stakeholder expectations. Going beyond compliance, we actively explore innovative opportunities and partnerships to further shrink our environmental footprint, underscoring our dedication to safeguarding natural resources for future generations.

Management of Significant Waste-Related Impacts
GRI 306-2

To mitigate the environmental impact of our waste, ST Group has implemented several targeted initiatives. We have partnered with a certified supplier who holds Safe Quality Food ("**SQF**") and Hazard Analysis and Critical Control Points ("**HACCP**") certifications, ensuring high standards in food safety. This supplier is responsible for collecting and recycling our used cooking oil, which is then converted into biodiesel and other sustainable products. Their SQF certification remains valid until 2 July 2026, and they maintain HACCP accreditation for managing waste cooking oil through 31 May 2026.

In FY2025, approximately 334,491 litres (FY2024: 319,653 litres) of used cooking oil were collected and processed in an environmentally responsible way. This initiative not only supports responsible waste disposal but also contributes to advancing the circular economy. In locations with limited space, our

staff diligently separate recyclable from non-recyclable waste, reflecting our commitment to sustainability at the operational level. We continuously review and refine our waste management practices to enhance efficiency and ensure compliance with local regulations.

Waste Generated

GRI 306-3

In FY2025, our Central Kitchen generated approximately 114.815 metric tonnes of waste (FY2024: 105.515 tonnes), which was managed in a responsible and sustainable manner. A significant portion of this waste was directed to licensed waste management companies for sorting and recycling, ensuring minimal environmental impact.

One of our key initiatives involves the recycling of used cooking oil. At the Central Kitchen, used oil is collected in designated containers and returned to our certified supplier for further processing into biodiesel and other environmentally friendly products. This practice not only supports waste reduction efforts but also helps mitigate the environmental footprint typically associated with traditional disposal methods.

Through these measures, we continue to enhance our waste management practices and reinforce our commitment to sustainable operations.

Performance and Targets

In FY2025, ST Group aimed to achieve zero incidents of non-compliance with local environmental regulations. This objective serves as a vital benchmark of the ongoing improvements and effectiveness of our waste management programme. We are pleased to report that we met this goal, and we have reaffirmed it as a continued priority for FY2026 and beyond.

This target reflects our proactive approach to environmental responsibility. By closely monitoring our operations and waste streams, we ensure full compliance with regulatory standards and prevent any lapses in environmental performance.

Our commitment is further demonstrated through ongoing enhancements in waste segregation, recycling efforts, and responsible disposal practices. These initiatives not only reduce potential environmental harm but also strengthen the foundation of our sustainability strategy. In achieving this target, we reinforce our role as responsible stewards of the environment, protecting natural resources while positively contributing to the communities in which we operate.

FY2025 Targets	Zero incidents of non-compliance with local environmental guidelines
FY2025 Performance	Achieved zero incidents of non-compliance with local environmental guidelines
FY2026 Targets	Zero incidents of non-compliance with local environmental guidelines

EMPLOYMENT

Management Approach

ST Group places great value on its workforce, recognising that our employees are central to the Group's continued success. As we grow and evolve, our commitment to fostering an inclusive, supportive, and engaging work environment remains unwavering. We believe that a satisfied and motivated team plays a vital role in driving customer satisfaction and strengthening overall business performance.

In FY2025, we embraced a more collaborative approach to decision-making by actively involving junior and frontline employees in discussions that affect daily operations. By integrating their insights, we ensure that our decisions are grounded in on-the-ground realities, enhancing operational effectiveness and promoting a sense of empowerment and ownership across all levels of the organisation.

Our dedication to employee well-being is reflected in the competitive and comprehensive benefits we offer. From complying with government-mandated carers and parental leave policies to promoting flexible work arrangements, we strive to meet the varied needs of our workforce. Through these efforts, we aim to create a workplace culture where employees feel respected, supported, and equipped to succeed.

Benefits Provided to Full-Time Employees That Are Not Provided to Temporary or Part-Time Employees
GRI 401-2

ST Group is dedicated to provide fair and competitive compensation and benefits that reflect the commitment and contributions of our employees. While we strive to offer equitable support to both part-time and full-time team members, certain benefits are tailored specifically for full-time employees in recognition of their sustained involvement and critical role within our operations.

For example, corporate staff based at our headquarters are provided with laptops, allowing them the flexibility to work remotely when necessary. This not only enhances operational efficiency but also supports a healthier work-life balance by accommodating diverse working needs.

Performance and Targets

ST Group is deeply committed to foster a motivated, high-performing, and engaged workforce by setting clear goals and implementing targeted initiatives. In FY2025, we successfully met our target of conducting annual performance reviews for 100% of our employees at the headquarters, a milestone we aim to maintain in FY2026 and beyond. These reviews are central to our strategy for driving continuous professional growth and cultivating a culture of accountability and development.

Our focus on employee engagement and satisfaction remains a key priority, as these elements are critical to reducing turnover and enhancing overall productivity. To strengthen this foundation, our medium-term (1-3 years) goal is to conduct a comprehensive review of employee performance metrics and align incentives with departmental objectives. This structured approach ensures recognition of individual contributions while reinforcing alignment with broader business goals.

Looking ahead, ST Group envisions a workplace culture built on meritocracy, where advancement is based on performance and capability. We plan to further empower senior staff to serve as mentors

to newer team members, promoting knowledge sharing and fostering leadership development across the organisation.

By investing in our people and prioritising fair, transparent, and forward-looking practices, we are building a resilient workforce poised to support ST Group's sustained growth and long-term success.

FY2025 Targets	To conduct annual performance appraisals and reviews for 100% of all our employees
FY2025 Performance	Conducted annual performance appraisals and reviews for 100% of all our employees
FY2026 Targets	To conduct annual performance appraisals and reviews for 100% of all our employees

OCCUPATIONAL HEALTH AND SAFETY

Management Approach
GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

At ST Group, safeguarding the health, safety, and well-being of our employees is a core priority. We are committed to maintain a safe and supportive work environment across all areas of our operations—including kitchens, restaurant outlets, and production warehouses—by enforcing strict safety protocols and fostering a strong culture of awareness and accountability.

Our comprehensive Health and Safety Policy Statement is available to all employees and outlines our approach to workplace safety. It includes policies on:

- **Code of Conduct**, which sets expectations for responsible and ethical behaviour

- **Drug and Alcohol Use**, to manage substance misuse in the workplace

- **Fitness for Work**, to promote employee health and safety awareness

- **Return-to-Work**, to support employees returning after illness or injury

- **Bullying and Harassment**, to prevent misconduct and support affected staff

In FY2025, we continued to provide our staff with targeted training initiatives. Fire warden training was provided to warehouse and head office staff, and outlet managers received emergency handbooks with clear protocols for managing unforeseen situations. Regular safety training continues to ensure our workforce is equipped to prevent and manage workplace risks effectively.

We actively encourage employees to report hazards, incidents, or near-misses to their supervisors promptly. To support this, ST Group provides comprehensive workplace injury insurance across all regions of operation and guarantees immediate medical attention in the event of any workplace incident. All incidents are managed under strict Standard Operating Procedures ("**SOPs**"), with thorough documentation and follow-up actions to prevent recurrence.

We believe that employee feedback plays a vital role in shaping safer work environments. As such, we maintain open channels of communication and regularly engage staff to address any occupational health and safety concerns.

Work-related injuries
403-9

At ST Group, the safety and well-being of our employees remain a top priority. As part of our ongoing commitment to workplace safety, our operations team actively monitors and assesses potential hazards. Through this process, we have identified heavy lifting and oil burns as two of the primary risks faced by our staff, particularly in kitchen and production environments.

These hazards have been carefully evaluated for their potential to result in high-consequence injuries. Encouragingly, no such injuries related to these risks were reported during the reporting period, reflecting the effectiveness of our existing controls.

To further mitigate these risks, we have implemented a range of targeted safety measures. For example, work shifts are carefully regulated to prevent employee fatigue. While extended shifts may occasionally occur, we enforce mandatory break periods and avoid scheduling excessively long working hours to protect our team's physical health and alertness.

In addition, we provide practical, work-safe training programs to ensure that employees are well-equipped to manage the specific hazards they may encounter in their roles. These programs are designed to enhance safety awareness and build essential skills for risk prevention.

ST Group's commitment to creating a safe, hazard-aware work environment is unwavering. We remain proactive in identifying risks, refining our procedures, and investing in preventive measures to ensure the continued safety of our workforce.

Our proactive safety approach continues to deliver strong outcomes. In FY2025, we recorded zero high-consequence injuries, work-related fatalities, or major health incidents, successfully meeting our safety targets. This exemplary performance demonstrates the effectiveness of our health and safety strategy and reinforces our commitment to creating a safe and respectful workplace for all team members.

Work-related injuries	Target for FY2025	Performance in FY2025
Number of fatalities	0	0
Number of high-consequence work-related injuries	0	0
Number of recordable work-related injuries	0	0
Rate of recordable work-related injuries	0	0

FY2025 Targets	To maintain zero number of fatalities or recordable work-related injuries
FY2025 Performance	Maintained zero fatalities or work-related injuries
FY2026 Targets	To maintain zero number of fatalities or high-consequence work-related injuries

CUSTOMER HEALTH AND SAFETY

Management Approach

At ST Group, our mission is to deliver an outstanding dining experience that prioritises both the quality of our cuisine and the safety and comfort of our customers. Our restaurant layouts are thoughtfully designed to provide ample seating, ensuring a pleasant and private atmosphere while minimising the risk of accidents. To uphold high hygiene standards, access to food preparation areas is strictly limited, and safety notices and barriers are clearly displayed during cleaning to keep patrons informed and protected.

We are deeply committed to maintain excellence in food safety and service quality. Regular audits and inspections are conducted to ensure all outlets comply with regulatory and internal brand standards. To support continuous improvement, we actively seek and incorporate feedback from customers and staff, allowing us to refine our offerings and address any concerns promptly.

Assessment of the Health and Safety Impacts of Product and Service Categories
GRI 416-1

ST Group takes a systematic approach to evaluate the health and safety impacts of all products and services. We conduct ongoing assessments covering every stage—from ingredient sourcing and storage to food preparation and final presentation. This thorough process helps ensure that every meal we serve is not only delicious but also safe for consumption.

Incidents of Non-compliance Concerning the Health and Safety Impacts of Products and Services
GRI 416-2

In FY2025, we are proud to report zero incidents of non-compliance regarding the health and safety impacts of our products and services. This outcome reflects our strict adherence to safety protocols and the diligence of our teams in maintaining them.

Performance and Targets

Our flawless safety and compliance record in FY2025 underscores our commitment to uphold the highest standards. Moving into FY2026 and beyond, we aim to maintain this level of performance by reinforcing compliance, refining our audit processes, and delivering targeted training across all outlets. Our goal is to prevent any health-related incidents while continuing to offer a safe and enjoyable dining experience for every customer.

| FY2025 Targets	To maintain zero number of non-compliance incidents or health concerns relating to our customers' health and safety
	To ensure that all our outlets meet regulatory and brand-specific requirements
FY2025 Performance	Maintained zero non-compliance incidents or health concerns relating to our customers' health and safety.
	All outlets met regulatory and brand-specific requirements.
FY2026 Targets	To maintain zero number of non-compliance incidents or health concerns relating to our customers' health and safety
	To ensure that all our outlets meet regulatory and brand-specific requirements

ENERGY

Management Approach

ST Group is committed to responsible energy management as a vital component of reducing our environmental footprint and ensuring long-term business sustainability. Building on our previous initiatives, we have fully integrated energy efficiency into our core operational strategies. From the design of our outlets to the daily operations of our Central Kitchens, energy conservation remains a key priority. This report focuses on the energy consumption of the Central Kitchens only, and we plan to expand the scope of our data collection to align with the requirements of the ISSB standards from FY2026, as mandated by SGX.

We actively incorporate feedback from both customers and staff to fine-tune our energy practices, ensuring they remain practical and effective. Our proactive approach not only supports operational efficiency but also aligns with global sustainability benchmarks, reflecting our commitment to balance business performance with environmental responsibility.

Energy Consumption within the Organisation
GRI 302-1

In FY2025, gas consumption decreased by approximately 5.0% due to the switch to more electrical appliances. Consequently, purchased electricity rose by 14.7% reflecting both the shift and the higher production volume for certain new brands.

Gas Consumption (MJ)

FY2024: 940,766.6
FY2025: 894,231.0

Electricity Consumption (kWh)

	FY2024	FY2025
Self-generated electricity (no RECs)	5,794.7	3,605.2
Purchased Electricity	537,771.1	616,873.0

■ Purchased Electricity   ■ Self-generated electricity (no RECs)
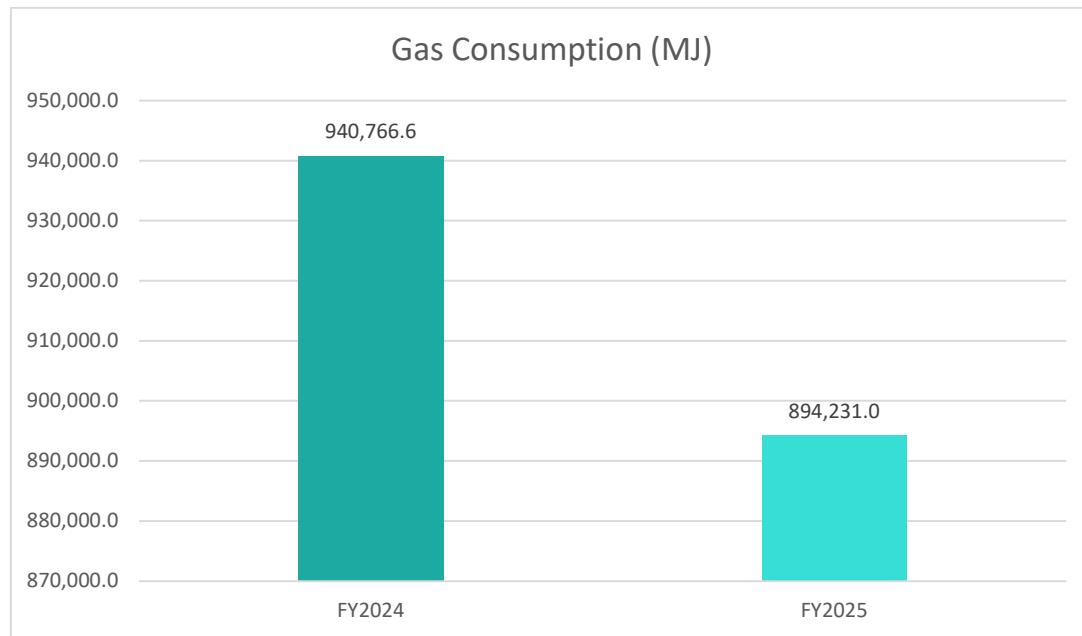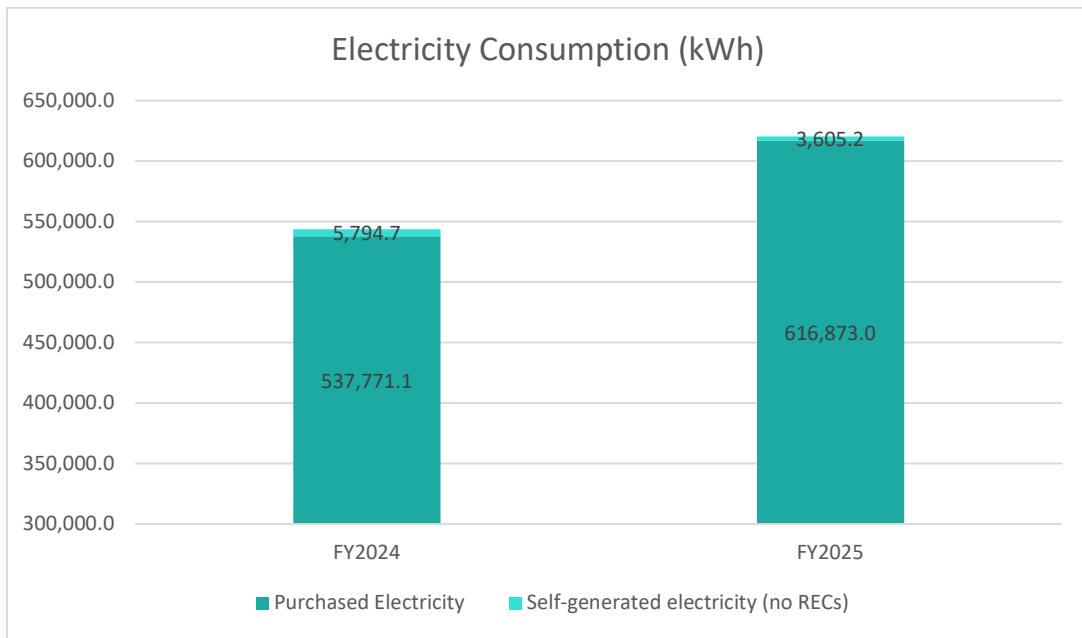
Energy Intensity
GRI 302-3

ST Group evaluates the energy efficiency of its operations by measuring total energy consumption relative to revenue generated, with a particular focus on our Central Kitchen operations in Australia. Our energy intensity ratio, calculated by dividing total electricity usage by the gross revenue of the Central Kitchen, has remained the same at 0.05 kWh per AUD in revenue from the Central Kitchen in FY2025, which shows that the increase in electricity consumption is proportional to our Supply Chain revenue-generating activity.

Reduction of Energy Consumption
GRI 302-4

At our retail outlets, we have improved energy efficiency by implementing LED lighting and utilising natural ventilation. These measures not only lower energy consumption but also enhance the overall dining experience for our customers.

In our energy-intensive Central Kitchens, we have taken further steps by installing solar panels to tap into renewable energy sources. This initiative helps meet our higher energy demands while reinforcing our long-term (3-5 years) commitment to sustainability and responsible energy use. In addition, we achieved a 5% reduction in gas consumption by switching to more electrical appliances. These efforts have reduced both operating costs and carbon emissions, while ensuring that production efficiency and food quality are not compromised.

While there have not been electricity consumption reductions in FY2025, we have continued to maintain our energy intensity ratio at 0.05 kWh per million AUD in revenue from the Central Kitchen, which shows that electricity consumption has increased in proportion to increased activity from our Supply Chain.

Looking ahead, we remain committed to reducing energy consumption across all operations through a variety of targeted initiatives. These include the widespread adoption of energy-efficient LED lighting, the integration of natural ventilation into outlet designs, and regular maintenance of kitchen equipment to optimise fuel efficiency and combustion performance.

Performance and Targets

In FY2025, the Group achieved its target of maintaining energy intensity across all outlets while continuing to explore innovative energy-saving technologies and improving the energy efficiency of our Central Kitchen. These efforts build on our FY2025 progress and reflect our ongoing dedication to responsible energy management. Looking ahead to FY2026 and beyond, we will continue striving to meet or exceed these standards, reinforcing our long-term commitment to operational efficiency and environmental sustainability.

|	
FY2025 Targets	To maintain our energy intensity ratio of 0.05 kWh per million AUD in revenue at our Central Kitchens
FY2025 Performance	Maintained our energy intensity ratio of 0.05 kWh per million AUD in revenue at our Central Kitchens
FY2026 Targets	To maintain our energy intensity ratio of 0.05 kWh per million AUD in revenue at our Central Kitchens

EMISSIONS

Management Approach

At ST Group, we recognise the critical importance of managing and reducing greenhouse gas ("**GHG**") emissions, particularly in light of global climate change challenges. Minimising our environmental impact is integral to our sustainability strategy. This report focuses on the scope 1 and 2 emissions of the Central Kitchens only, and we plan to expand the scope of our data collection to align with the requirements of the ISSB standards from FY2026, as mandated by SGX.

Direct (Scope 1) GHG emissions[1]
GRI 305-1

Our Scope 1 GHG emissions primarily originate from fuel combustion within our Central Kitchens during food preparation processes. To address this, we focus on enhancing fuel efficiency through consistent and thorough maintenance of our kitchen equipment. This ensures optimal system performance while minimising direct emissions. Our proactive approach to emission control reflects our broader commitment to environmental responsibility and operational sustainability.

At ST Group, we determine our GHG emissions using the operational control consolidation method as outlined by the GHG Protocol, developed by the World Resources Institute and the World Business Council for Sustainable Development. This accounts for all GHGs (CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3) and focuses on Scope 1 direct emissions. This year, we have achieved a 6.3% reduction in scope 1 emissions, consistent with the reduction in gas consumed.

Scope 1 GHG Emissions (tCO_2e)

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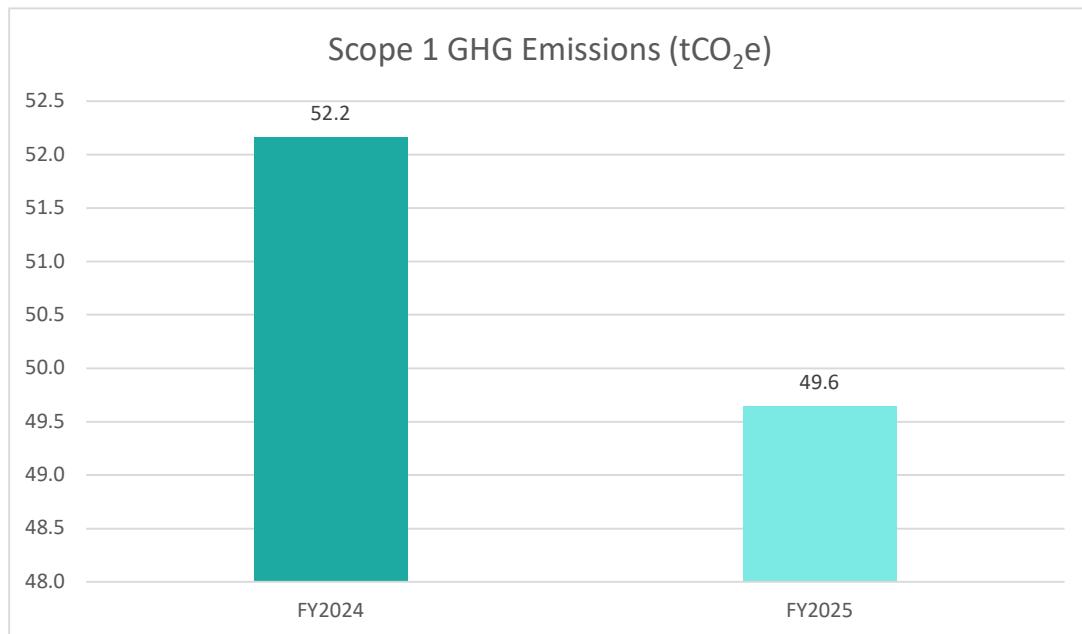
[1] Emissions factors are supplier-specific

Indirect (Scope 2) GHG emissions
GRI 305-2

Our scope 2 emissions are attributable to our purchase of electricity from the national grid. The increase in emissions was due to higher electricity consumption, as a result of increased activity from our Supply Chain.

Scope 2 emissions calculation method	Scope 2 emissions (tCO$_2$e)	
	FY2024	**FY2025**
Location-based[2]	418.6	484.0
Market-based[3]	478.2	530.5

GHG Emissions Intensity
GRI 305-4

At ST Group, we assess our GHG emissions intensity to evaluate the environmental efficiency of our operations. For our Central Kitchen in Australia, this metric is calculated by dividing total GHG emissions[4] by total revenue, offering a standardised method to track progress and identify areas for improvement.

In FY2025, our GHG emissions intensity was recorded at 45.2 tCO$_2$e per million AUD in revenue (FY2024: 44.6 tCO$_2$e per million AUD in revenue), derived by dividing total emissions of 580.1 tonnes by gross revenue of AUD $12.8 million. This ratio serves as a critical benchmark, providing insights into how effectively we are reducing emissions relative to business growth.

Reduction of GHG Emissions
GRI 305-5

Our total emissions and GHG emissions intensity have increased by 10.9% and 1.3% from FY2024 to FY2025 respectively. We continue to implement proactive strategies to reduce our GHG emissions across operations. In our Central Kitchen, we have installed solar panels to harness renewable energy, significantly decreasing our reliance on conventional power sources. Within our F&B retail outlets, sustainable measures such as LED lighting and natural ventilation systems have been introduced to reduce energy usage and associated emissions.

All emissions data is calculated in accordance with the GHG Protocol, ensuring accuracy, transparency, and alignment with international standards.

Targets
Looking ahead, our objective for FY2026 and beyond is to continue maintaining or further reduce our emissions intensity ratio, building on the progress made in FY2025. To support this goal, we are prioritising the procurement of energy- and water-efficient machinery to optimise resource use and

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[2] Grid emissions factors are taken from Australia's National Greenhouse Accounts Factors 2024 and 2025 at https://www.dcceew.gov.au/climate-change/publications/national-greenhouse-accounts-factors
[3] Market-based emissions factors are supplier-specific
[4] Total emissions represent scope 1 and market-based scope 2 emissions

lower utility-related emissions. These efforts reaffirm our long-term commitment to environmental responsibility and operational sustainability.

FY2025 Targets	To maintain our emissions intensity ratio at 44.6 tCO$_2$e per million AUD in revenue
FY2025 Performance	1.3% increase in emissions intensity ratio
FY2026 Targets	To maintain our emissions intensity ratio at 45.2 tCO$_2$e per million AUD in revenue
Medium-term Targets (1-3 years)	To reduce usage on non-renewable gas in cooking process by integrating a fully electrical cooking procedures in at least 2 outlets.
Medium to Long-term Targets (1-5 years)	To reduce carbon footprint by reducing imported goods from Central Kitchens by 20% by end of 5 years

TCFD REPORT

Strategy

The tables below detail the climate-related risks and opportunities the Group has identified as material.

Climate-related risks

Type of Risk	Name of Risk	Impacts of risk (strategy, business model and financial)	Direct mitigation actions taken
Physical - Acute	Disruption from Extreme Weather	Heatwaves, or storms can disrupt supply chains, damage stores, reduce customer visits.	We source suppliers from multiple regions to avoid reliance and maintain insurance coverage for climate-related damages.
Transition - Policy and Legal	Compliance to Regulatory Obligation Requirement.	New government regulations on emissions, waste, or packaging could increase compliance costs and require significant operational changes.	We monitor regulatory developments and align operations in advance.
Transition - Market	Changes in Resource Availability/Cost	Supplies and ingredients shortages may raise prices and prevent us from meeting customer needs.	We review and set procurement strategy for alternative supplies.
Transition - reputation	Reputation and Public Perception	Negative public perception can reduce customer trust, hurting sales and revenue. It may also make it harder to attract franchisees, staff, and partners, weakening our market position and long-term growth.	We monitor stakeholder expectations and adjust our practices to meet new sustainability standards. Our efforts include cutting emissions and waste, adopting energy-efficient methods, and sourcing sustainable ingredients and packaging.

Type of Opportunity	Name of Opportunity	Impacts of opportunity (strategy, business model and financial)	Direct management actions taken
Resource Efficiency	Usage of renewable energy source and use of energy saving facility equipment	Using renewable energy and efficient equipment cuts costs. Lower CO_2 emissions can boost reputation and draw eco-friendly customers, increasing sales.	We invest in energy-efficient equipment, including the usage of LED and motion sensors and electric cooking appliances.

Risk Management

Processes for identifying and assessing climate-related risks

The Group integrates EESG risks into its enterprise risk management framework to ensure effective monitoring and oversight. A precautionary approach is applied in both strategic decisions and daily operations, supported by a comprehensive risk management system.

Metrics and Targets

To advance our climate agenda, we have disclosed Scope 1 GHG emissions on page 25 and Scope 2 emissions on page 26 of this Sustainability Report. We will continue to monitor these emissions and disclose Scope 3 emissions where applicable and practicable.

In line with the SGX-ST requirement to report Scope 1 and 2 emissions in compliance with ISSB standards by FY2026, and to achieve full ISSB alignment by FY2030, the Group is assessing additional climate-related metrics for potential inclusion as targets to manage risks.

For FY2026 and beyond, we aim to maintain energy and emissions intensity ratios consistent with our base year FY2025, while continuing to identify practicable targets to address climate-related risks, opportunities, and performance improvements in future reporting.

GRI CONTENT INDEX

Statement of Use	ST Group Food Industries Holdings Limited has reported the information cited in this GRI content index for the period 1 July 2024 to 30 June 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure		Page
GRI 2: General Disclosures 2021	The Organisation and its Reporting Practices		
	2-1	Organisational details	2
	2-2	Entities included in the organisation's sustainability reporting	2 – 3
	2-3	Reporting period, frequency and contact point	3 – 4
	2-4	Restatements of information	N.A.
	2-5	External assurance	4
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	2 – 4
	2-8	Workers who are not employees	N.A.
	Governance		
	2-9	Governance structure and composition	5
	2-10	Nomination and selection of the highest governance body	AR: 28-30
	2-11	Chair of the highest governance body	AR: 26-27
	2-12	Role of the highest governance body in overseeing the management of impacts	5
	2-13	Delegation of responsibility for managing impacts	5
	2-14	Role of the highest governance body in sustainability reporting	5
	2-15	Conflicts of interest	AR: 18, 26
	2-16	Communication of critical concerns	12-13
	2-17	Collective knowledge of the highest governance body	5
	2-18	Evaluation of the performance of the highest governance body	AR: 33-34
	2-19	Remuneration policies	AR: 34-40
	2-20	Process to determine remuneration	AR: 34-40
	Strategy, Policies and Practices		
	2-22	Statement on sustainable development strategy	1
	2-23	Policy commitments	12-28
	2-24	Embedding policy commitments	12-28
	2-25	Processes to remediate negative impacts	12-28
	2-26	Mechanisms for seeking advice and raising concerns	12-13
	2-27	Compliance with laws and regulations	14-15, 20
	2-28	Membership of associations	N.A.
	Stakeholder Engagement		
	2-29	Approach to stakeholder engagement	9-10

GRI Standard	Disclosure		Page
	2-30	Collective bargaining agreements	N.A.
GRI 3: Material Topics 2021	Materiality Assessment		
	3-1	Process to determine material topics	11
	3-2	List of material topics	11
	3-3	Management of material topics	12-28
GRI 205: Anti-corruption 2016	Anti-Corruption and Anti-Competitive Behaviour		
	205-1	Operations Assessed for Risks Related to Corruption	12
	205-2	Communication and Training about Anti-Corruption Policies and Procedures	12
	205-3	Confirmed incidents of corruption and actions taken	13
GRI 302: Energy 2016	Energy Consumption		
	3-3	Management of material topics	21-23
	302-1	Energy consumption within the organisation	21-22
	302-3	Energy intensity	22
	302-4	Reduction of Energy Consumption	22-23
GRI 305: Emissions 2016	Emissions		
	3-3	Management of material topics	24-26
	305-1	Direct (Scope 1) GHG emissions	24
	305-2	Indirect (Scope 2) GHG Emissions	25
	305-4	GHG Emissions Intensity	25
	305-5	Reduction of GHG Emissions	25
GRI 306: Waste 2020	Waste		
	3-3	Management of material topics	14-15
	306-1	Waste generation and significant waste-related impacts	14-15
	306-2	Management of significant waste-related impacts	14
	306-3	Waste Generated	15
GRI 401: Employment 2016	Employee Management		
	3-3	Management of material topics	16-17
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	16
GRI 403: Occupational Health and Safety 2018	Occupational Health and Safety		
	3-3	Management of material topics	18-19
	403-1	Occupational health and safety management system	18
	403-2	Hazard identification, risk assessment, and incident investigation	18
	403-3	Occupational health services	18
	403-4	Worker participation, consultation, and communication on occupational health and safety	18
	403-5	Worker training on occupational health and safety	18
	403-6	Promotion of worker health	18
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	18
	403-9	Work-related injuries	18-19
GRI 416: Customer	Customer Health and Safety		
	3-3	Management of material topics	20

GRI Standard	Disclosure		Page
Health and Safety	416-1	Assessment of the Health and Safety Impacts of Product and Service Categories	20
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	20

TCFD CONTENT INDEX

Disclosure Focus Area	Recommended Disclosure	Page/ Remarks/ Reasons for Omission
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	a. Describe the board's oversight of climate-related risks and opportunities.	5
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	5
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.	27-28. To progressively add on short, medium and long term risks disclosure by FY2031.
	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.	To disclose by FY2031.
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.	28
	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.	
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.	24-26, 28
	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.	