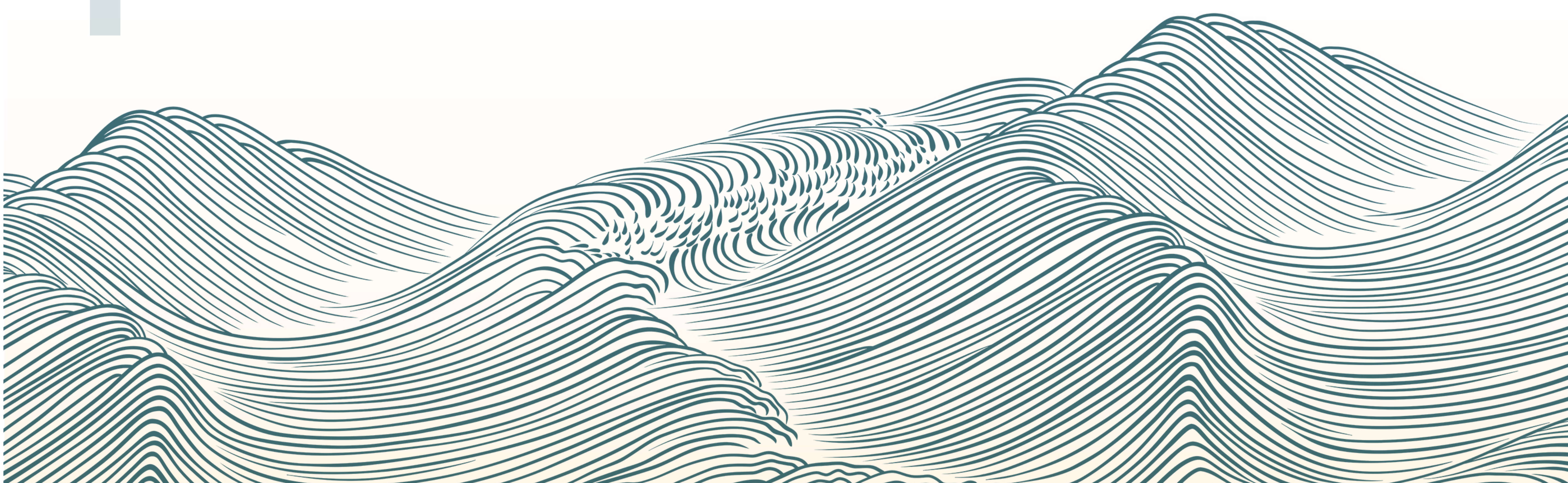
WING TAI HOLDINGS LIMITED

Sustainability Report 2025



WingTai Asia

Legacy of Trust. **Hallmark of Excellence**

Content

List of Abbreviations

Abbreviation	Definition
AML	Anti-Money Laundering
BCA	Building and Construction Authority
BMS	Building Management System
CSAT	Customer Satisfaction
CSR	Corporate Social Responsibility
CTC	Company Training Committee
EES	Employee Engagement Survey
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
EV	Electric Vehicles
FSC	Forest Stewardship Council
GFA	Gross Floor Area
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HODs	Heads of Department
HR	Human Resource
IFRS	International Financial Reporting Standards
IHRP	Institute for Human Resource Professionals
ISO	International Organisation for Standardisation

Abbreviation	Definition
ITE	Institute of Technical Education
KWSH	Kwong Wai Shiu Hospital
PAHU	Pre-Air Handling Unit
PDPA	Personal Data Protection Act
REC	Renewable Energy Certificate
ROI	Return on Investment
SDGs	Sustainable Development Goals
SGBC	Singapore Green Building Council
SGLS	Singapore Green Labelling Scheme
SGX	Singapore Exchange
SGX-ST	Singapore Exchange Securities Trading Limited
SISEU	Singapore Industrial and Services Employees' Union
SLE	Super Low Energy
TAFEP	Tripartite Alliance for Fair & Progressive Employment Practices
TCFD	Task Force on Climate-related Financial Disclosures
VAV	Variable Air Volume
WSH	Workplace Safety and Health
WWF	World Wildlife Fund

About this Report

Wing Tai Holdings Limited ("the Company", together with our subsidiaries, "the Group") is pleased to issue our 8th annual Sustainability Report. This report provides insights into our continued efforts in managing our Environmental, Social and Governance ("ESG") impact to create a more sustainable future.

Reporting Scope and Period

Unless explicitly mentioned otherwise, this report outlines the Group's initiatives, performance and targets related to material ESG factors for the financial year ended 30 June 2025 ("FY25").

The scope of this report covers the Group's property and retail businesses[1] in Singapore (where the Group is headquartered) and Malaysia, which together contribute over 95% of the Group's revenue[2] as at 30 June 2025.

Commercial Property	**Singapore** › Winsland House › Winsland House II	**Japan** › Far East Village Hotel Tokyo, Asakusa[3]
Corporate Offices	**Singapore** › Winsland House I › Paeonia Place	**Malaysia** › First Avenue › Le Nouvel KLCC[4] › Menara Boustead Penang › Bukit Mertajam Sales Gallery & Office
Residential Property Currently in Development	**Singapore** › The LakeGarden Residences › River Green	**Malaysia** › Jesselton Hills
Retail Stores Directly Managed	**Singapore** › G2000	**Malaysia** › Furla › MANGO › Sergent Major

1 Our hospitality business is not included in the reporting scope as it is managed by Lanson Place Hospitality Management Limited which is owned and operationally controlled by Wing Tai Properties Limited.
2 Please refer to Annual Report 2025, page 113.
3 Far East Village Hotel Tokyo, Asakusa is owned but not operationally controlled by the Group. While it has been included in our climate risk assessment for the year, it has been excluded from our GHG emissions inventory, which is prepared based on the operational control approach in accordance with the GHG Protocol.
4 Offices of Malaysia Central's project management, property management, leasing and marketing are housed in Le Nouvel KLCC.

In addition, the Group operates in the People's Republic of China, represented by its subsidiary company, Wing Tai China Pte. Ltd., and in Hong Kong, represented by the Group's associated company, Wing Tai Properties Limited, as well as in Australia and Japan through its investment arm. Our focus in these markets is property investment and development and hospitality management.

Please refer to Page 113–115 of the Company's annual report for the entire list of entities (with the exception of inactive and dormant entities) included in the consolidated financial statements.

This report outlines the Group's commitment and approach to our sustainability journey with valued stakeholders, including shareholders, investors, customers, employees, business partners, suppliers, contractors, government agencies, and the communities in which we operate.

Reporting Standard

This report complies with the requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules 711A and 711B, as well as Practice Note 7.6 Sustainability Reporting Guide. It has been prepared with reference to the Global Reporting Initiative ("GRI") Standards 2021, which was chosen for their international recognition, global comparability, and comprehensiveness across ESG disclosures.

This report also includes climate-related disclosures fulfilling the recommendations outlined by Task Force on Climate-related Financial Disclosures ("TCFD"). We are looking to enhance the climate-related disclosures for alignment with International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards as required for listed companies in Singapore.

These standards and frameworks provide structure and guidance for the Group's sustainability strategy and efforts. Additionally, this report outlines the Group's contributions to the United Nations' Sustainable Development Goals ("SDGs") demonstrating our commitment to addressing global sustainability challenges.

Independent Assurance

The Group acknowledges the importance of internal reviews and external assurance in enhancing the accuracy and reliability of the sustainability disclosures. To date, our sustainability reports have been subject to the internal review process in line with our existing internal review frameworks.

We have engaged our internal auditors to incorporate a review of the sustainability report as part of our risk-based internal audit plan. Moving forward, the Group plans to align with Singapore's climate reporting and assurance roadmap and obtain limited external assurance on Scope 1 and 2 greenhouse gas ("GHG") emissions from the financial year ended 30 June 2030.

Link to Other Relevant Reports

The report should be read in conjunction with our Annual Report 2025 ("Annual Report") for a broader view on our overall performance, including ESG matters.

Both reports are accessible on our website, https://www.wingtaiasia.com/.

Feedback

The Group welcomes any questions or feedback on this report via https://www.wingtaiasia.com/contact-us

Corporate Statement

Wing Tai embraces a corporate philosophy centered on building strong partnerships and delivering enduring value and quality through our property and retail businesses.

Guided by our core values: Integrity, Teamwork, Leadership, Passion, and Continuous Improvement, we grow from strength to strength like the resilient Tembusu tree in our corporate logo. Bringing together world-class craftsmanship and resources, we endeavour to create premium property developments across Asia Pacific, enriching lives today and leaving a legacy for future generations.

Corporate Philosophy

Achieve winning partnerships with business partners, customers and staff

Maintain a strong track record of quality, design and an extensive portfolio of property and retail offerings

Core Values

- Integrity
- Teamwork
- Leadership
- Passion
- Continuous Improvement

Sustainability Approach

Board Statement

As Wing Tai continues to navigate an increasingly complex and fast-evolving global landscape, we recognise that long-term success must be built on a foundation of sustainability and responsibility to the communities and environments in which we operate. The Board at Wing Tai is committed to our core values by fostering sustainable impact and building an enduring legacy of our property and retail business.

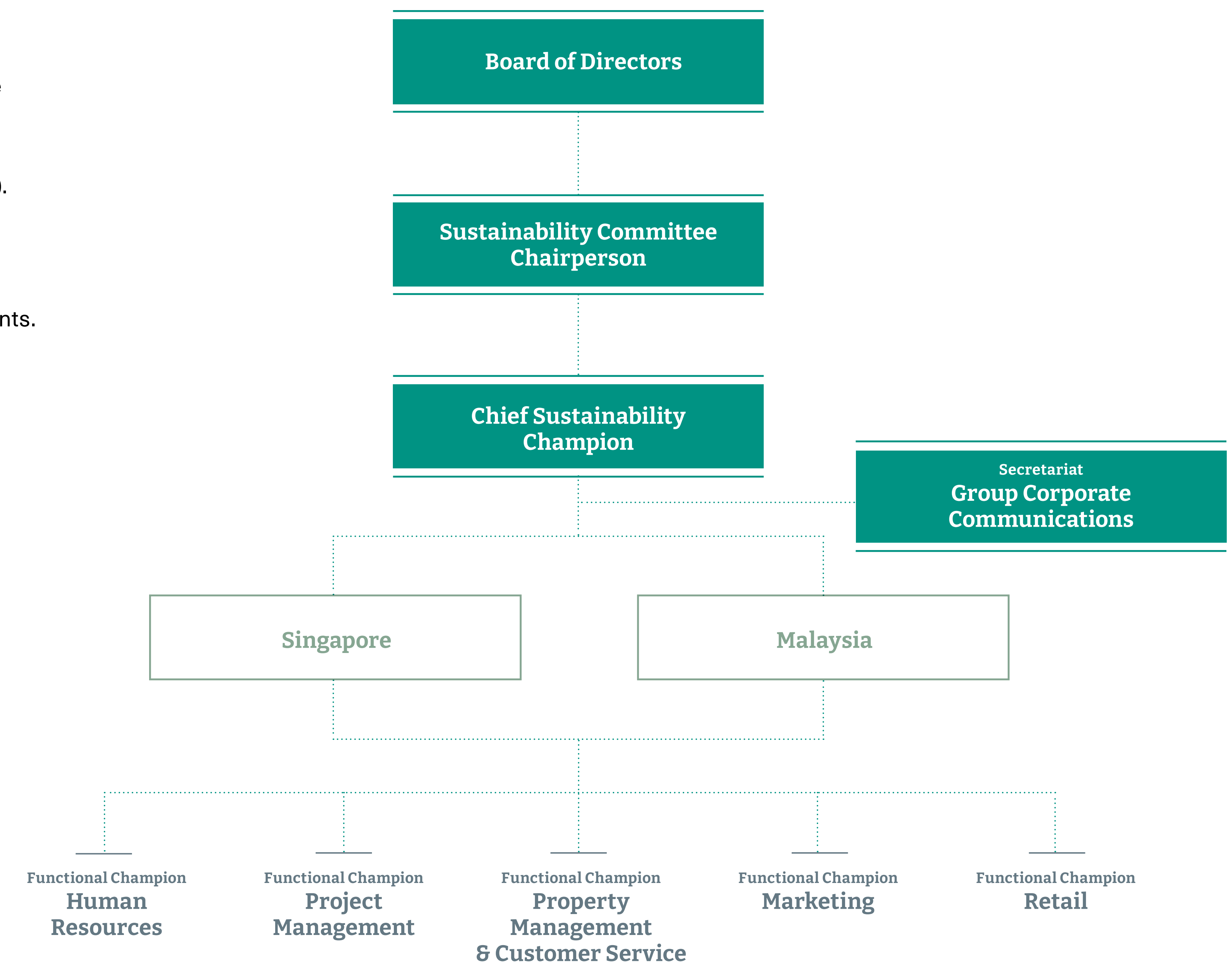
The Board oversees and guides the Group's ESG strategy, ensuring effective management and monitoring of the Group's ESG performance. This includes reviewing and approving ESG material factors and the Group's annual Sustainability Report.

Moving ahead, the Group will work closely with our stakeholders to define short-, medium- and long-term sustainability targets that align with our strategic objectives and contribute meaningfully to the communities we serve. ESG considerations will remain integral to our business development and integration. The Board remains firmly dedicated to working with management and our stakeholders to drive positive impact and lasting value for both the society and the environment.

Sustainability Governance

The Board provides strategic oversight and guidance for Wing Tai's sustainability efforts, striving to build capacity through sustainability training, including those prescribed by the Singapore Exchange ("SGX"). A Sustainability Committee, led by the Executive Director and supported by the Chief Sustainability Champion, oversees the Group's sustainability initiatives and compliance with regulatory requirements. This committee, comprising Functional Champions from key departments, reports to the Board on the Group's sustainability performance and progress.

The Board also reviews and approves the annual Sustainability Report, which covers the material factors and comprehensively discloses the Group's sustainability performance and commitments. The report includes data and feedback from stakeholders collected by Functional Champions.



Stakeholder Engagement

The Group engages with key stakeholders through various methods, including dialogues, surveys, and feedback channels. This enables us to gain insights into stakeholders' concerns and needs, informing our sustainability decision-making and how we create long-term value. Stakeholders are identified and prioritised based on their levels of influence and dependence on the business.

The table on the right summarises our key stakeholder groups, methods of engagement and how we respond to their concerns.

Stakeholder	Engagement Method(s)	Topics raised	The Group's response
Shareholders	› Annual General Meeting › Annual report › Sustainability report › Half-yearly financial results › Company website › Company LinkedIn page	› Corporate governance › Financial performance and long-term value creation › Climate change › Sustainability risks	› Risk management framework › Corporate governance framework › Provide transparent and timely communication announcements › Climate scenario analysis › Sustainability report
Regulators/ Government authorities	› Regulator site visits/inspections › Circulars	› Health and safety compliance › Environmental compliance › Board diversity › ESG capacity building	› Regular reporting to regulators on compliance issues › Board diversity policy › Board and employee attendance in sustainability trainings
Homebuyers, Retail Customers	› In-store feedback › Online feedback via wt+ website or in-store QR code › Online engagement via social media platforms, live-streaming services, and e-commerce sites › Post-handover survey on homebuyer satisfaction	› Product quality › Customer service › Store ambience › Sustainable products and services	› Quick response and resolution of issues › Online and convenient solutions which allow for quick interactions between brand and customers › Product quality, health and safety
Employees	› Online Employee Feedback Channel › W!nspire — Company Intranet › Company LinkedIn page › Annual Employee Engagement Survey ("EES")	› Enhancing work processes and procedures › Improving workplace environment and conditions › Enhancing customer service › Better work-life balance › Keeping abreast with corporate updates and direction › Connecting with colleagues EES Key Measurable Factors include: › Leadership communication › Resource availability › Customer focus and service › Recognition and praise for work › Consistency with company core values › Collaboration across teams › Continuous process improvement › Personal care at work › Sustainability and Corporate Social Responsibility ("CSR") initiatives	› Ensure that all employees' feedback is promptly addressed › Enhanced flexible work arrangement › Organise engaging social and recreational activities, including sustainability workshops › Engage retail shopfloor employees through monthly shop visits to address Human Resource ("HR") related matters › Timely updates on W!nspire to ensure employees are informed of Company's updates, policies, and procedures

Stakeholder	Engagement Method(s)	Topics raised	The Group's response
Community	› CSR activities	› Social responsibility	› Financial aid and donations through Wing Tai Foundation › Employee volunteering and engagement › Active member of the Orchard Road Business Association
Contractors	› On-site meetings	› Occupational Health and Safety › Product quality	› Contractors' ISO 14001, ISO 9001 and ISO 45001 compliance › BizSafe Certified › Building and Construction Authority ("BCA") Green and Gracious Star Certified

Supply Chain Management

The Group's key suppliers are the contractors appointed for the construction of property developments. We apply a stringent selection process, evaluating potential contractors against pre-qualification criteria such as proven track record, industry experience, financial stability, and their commitment to upholding high standards in quality, environmental management, and occupational health and safety.

All appointed contractors are required to comply with applicable laws and regulations, conduct business ethically, and uphold fair labour practices. The Group typically works with contractors certified under ISO 9001 Quality Management Systems, ISO 14001 Environmental Management Systems, ISO 45001 Occupational Health and Safety Systems, or local green certification schemes such as BCA's Green and Gracious Builder ("GGBC") Scheme.

Materiality Assessment

In FY25, we reviewed our material ESG topics to ensure their continuous relevance to our business and stakeholders. We continue to implement ESG initiatives aligned with the identified material topics.

The Group's material ESG factors are outlined below:

Environmental Responsibility	› Energy › Emissions
People Matters	› Human Capital Management › Growth and Development › Occupational Health and Safety
Market Responsibility	› Corporate Governance, Ethics and Anti-Corruption › Product Quality, Health and Safety
Caring for the Community	› CSR and Philanthropy

Our Contribution to UN Sustainable Development Goals ("SDGs")

Wing Tai's sustainability initiatives align with eight of the 17 SDGs that are most relevant to our business operations. This alignment supports our efforts to holistically embed sustainability throughout our business functions and reflects our commitment to contributing to the global sustainable development agenda.

The table on the right summarises how Wing Tai is contributing to the specific SDGs and targets.

Environmental Responsibility

Material Topic(s)	SDG	SDG Target	Initiative(s)
› Energy › Emissions	**SDG 7** Affordable and Clean Energy	**7.3** By 2030, double the global rate of improvement in energy efficiency	› Implementation of energy-saving practices in Singapore and Malaysia's corporate offices › Integration of innovative smart features for efficient energy use in our developments, such as • Energy-saving LED lights • Rainwater harvesting • Water-saving devices in plumbing and sanitary wares • Electric Vehicle ("EV") charging stations › Incorporation of communal green spaces in property developments
	SDG 12 Responsible Consumption and Production	**12.2** By 2030, achieve the sustainable management and efficient use of natural resources	› Incorporate green features into developments where possible › Consistently achieved Green Mark Gold or Green Mark Gold Plus certification for developments › Guide contractors with BCA's Green and Gracious Builder Scheme › Use of Green Label Products certified by Singapore Green Building Council ("SGBC") and Singapore Green Labelling Scheme ("SGLS") in The LakeGarden Residences and River Green › Raise eco-consiciousness amongst consumers through initiatives such as garment recycling and single-use shopping bag charges
	SDG 13 Climate Action	**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	› Educate employees on sustainability and help them start on their own sustainability journey › Evaluate climate-related risks and opportunities through climate scenario analysis

People Matters

Material Topic(s)	SDG	SDG Target	Initiative(s)
› Human Capital Management	**SDG 5** Gender Equality	**5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	› Three out of nine Board of Directors are female › High proportion of female employees demonstrates our commitment to diversity and equal opportunities
› Human Capital Management › Occupational Health and Safety	**SDG 8** Decent Work and Economic Growth	**8.8** Protect labour rights and promote safe and secure working environments for all workers	› Awarded BizSAFE Level 3 qualification › Full compliance with the Workplace Safety and Health ("WSH") Act › Weekly health and safety training at worksites › Signed on as a WSH advocate since 2025
› Human Capital Management › Growth and Development	**SDG 10** Reduced Inequalities	**10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard	› Re-employment offered to experienced staff post-retirement › Organised training programmes and workshops for employee development › Conduct annual performance reviews

Market Responsibility

Material Topic(s)	SDG	SDG Target	Initiative(s)
› Product Quality, Health and Safety › Corporate Governance, Ethics and Anti-Corruption	**SDG 16** Peace, Justice and Strong Institutions	**16.3** Promote the rule of law at the national and international levels and ensure equal access to justice for all	› Stringent contractor criteria ensure high construction standards › Engaged design for safety consultants › Rigorous checks on construction quality before completion
		16.5 Substantially reduce corruption and bribery in all their forms	› Strict anti-bribery and corruption policy › Whistleblowing policy for reporting unethical and fraudulent activities confidentially › Zero incidents of corruption or bribery

Market Responsibility

Material Topic(s)	SDG	SDG Target	Initiative(s)
› Product Quality, Health and Safety › Corporate Governance, Ethics and Anti-Corruption	**SDG 16** Peace, Justice and Strong Institutions	**16.6** Develop effective, accountable and transparent institutions at all levels	› Adherence to responsible marketing regulations › Close communication between marketing team and real estate agents for accurate property advertisements › Integration of anti-money laundering checks into sales managment system › Completion of Digital Transformation Roadmap to enhance risk management and cybersecurity

Caring for the Community

Material Topic(s)	SDG	SDG Target	Initiative(s)
› CSR and Philanthropy	**SDG 2** Zero Hunger	**2.1** End hunger and ensure food access for all people, particularly the poor and people in vulnerable situations, ensuring they have access to sufficient, safe and nutritious food	› Organised food donation drive for needy seniors of Kwong Wai Shiu Hospital ("KWSH") and KWSH Active Ageing Centre and Senior Care Centre › Organised Boys' Brigade Share-A-Gift Project to collect and distribute essentials to beneficiaries

Environmental Responsibility

Wing Tai is dedicated to managing its climate and environmental impact in alignment with the commitments and priorities of the countries where it operates. We actively foster a culture of sustainability by empowering our employees, tenants, and customers to make environmentally responsible choices — contributing collectively to a greener, more sustainable future.

Building for a Greener Future

At Wing Tai, we are committed to reducing our environmental footprint by integrating sustainable principles into our design and development processes. This includes adopting eco-friendly construction methods and materials and incorporating green features into both residential and commercial properties wherever feasible.

Residential Properties

In Singapore, we aim to work with main contractors certified by BCA's GGBC Scheme, that promotes environmental protection and sets standards for gracious construction practices during the construction of the projects. In FY25, all of our main contractors are GGBC- or ISO-certified[5].

Our developments incorporate green features such as motion sensor lights, solar panels, green perimeters, rainwater harvesting, and EV charging points.

Through our concerted efforts, the Group's Singapore developments consistently achieve BCA Green Mark Gold or Green Mark Gold Plus certification. Our current project, The LakeGarden Residences, has achieved the BCA Green Mark Platinum Super Low Energy ("SLE") certification, with four exemplary badges. Our latest project, River Green, has become the first residential development in Singapore to obtain the provisional BCA Green Mark Platinum SLE certification with five exemplary badges.

In Malaysia, our developments integrate sustainable design features to enhance resource efficiency and environmental performance. Common areas are fitted with energy-efficient LED lighting, while water-saving plumbing fixtures and sanitary ware help reduce water consumption. Building orientation is optimised to minimise solar heat gain and improve natural ventilation, contributing to overall energy efficiency. Our Penang projects have adopted more sustainable construction practices by replacing traditional mass concrete with sand blankets as the base flooring underlay. This shift significantly reduces the use of cement and concrete — materials known for their high carbon footprint — thereby lowering the environmental impact of our developments.

Commercial Properties

Our investment properties, Winsland House I and Winsland House II in Singapore have successfully completed recertification of Green Mark Gold Plus in FY25.

These two properties have undergone periodic retrofitting to reduce their carbon footprint, such as the retrofitting and optimisation works on the air-conditioning systems, which were completed in FY25, to improve energy efficiency and reduce GHG emissions. We also implemented energy-saving practices, such as turning off air-conditioning in the main lobby during off-peak hours.

Retail Stores

For new stores, revamps, and pop-up retail locations in both Singapore and Malaysia, we strive to utilise recycled materials whenever possible, such as display shelves, to extend their lifespan before being sent for recycling, while adhering to the design guidelines of our brand principals. Our stores in Malaysia are currently using LED lighting, while our stores in Singapore are also progressively switching to LED lighting to enhance energy efficiency.

In FY25, our latest wt+ pop-up store at Lalaport BBCC, Malaysia, was built using 100% reused floor fixtures.

5 This includes ISO 9001 Quality Management Systems, ISO 14001 Environmental Management Systems, ISO 45001 Occupational Health and Safety Systems

Spotlighting Winsland House I & II

BCA Green Mark Gold Plus Recertified

Efficient Water Management

- PUB Water Efficient Building (Basic) certified

Eco-Friendly Toiletry Products

- Using SGLS certified paper products, such as jumbo toilet rolls and multi-fold hand paper towels

Electric Vehicle Charging Stations

- Installed four (4) EV charging stations

Energy Efficient Equipment

- Efficient air-conditioning chiller plant and airside system of not more than 0.78kW/RT
- Air Handling Units with high efficiency axial fans, variable speed drives, carbon dioxide sensors and UVC emitters

Efficient Waste Management

- Promoted recycling by placing recycling bins at all levels of Winsland House I and Winsland House II
- E-waste recycling bins are available at the level two walkway for easy disposal by tenants

Energy Efficient Lighting

- Installed energy-saving LED lighting throughout the building, including car parks, corridors, toilets, and passenger lift lobbies

Regular Green Initiatives

- Organised Earth Hour, Singapore World Water Day, and e-waste recycling drives

Raising Eco-Consciousness Among Stakeholders

As Wing Tai progresses on its sustainability journey, we remain committed to cultivating environmental consciousness among our stakeholders — within our organisation and across the wider community — encouraging collective action toward a more sustainable future.

Commercial Properties

Our tenants play a crucial role in improving the buildings' sustainability performance. We have rolled out a Green Building User Guide to all tenants at Winsland House I and Winsland House II, promoting sustainable practices in office design, operations and maintenance to reduce the environmental footprint of the buildings. The guide outlines good practices to reduce energy and water consumption and minimise waste. It encourages the use of energy-efficient appliances, non-toxic and green label materials, and eco-friendly cleaning products, while advocating for responsible behaviours such as carpooling, recycling, and optimising lighting and air-conditioning use.

To support responsible waste management, recycling bins are provided on every floor, and we partner with ALBA Group to offer periodic complimentary doorstep e-waste collection, ensuring safe disposal. We have implemented energy improvement and waste reduction plans aimed at educating building users on ways to lower energy consumption, as well as raise awareness and encourage tenants' efforts to reduce waste generation. We also encourage participation in green initiatives such as Earth Hour and Singapore World Water Day.

In line with Singapore's goal to build a robust EV charging network, we installed four charging stations at Winsland House I and Winsland House II in May 2025, providing convenience to tenants and visitors with EVs.

Corporate Offices & Employees

Since 2010, Wing Tai has participated in Earth Hour by turning off non-essential lights in properties and offices across the region for one hour at 8:30pm each year, while encouraging employees to do the same at home.

Beyond Earth Hour, we promote energy-conscious behaviours in the workplace by reminding employees to switch off air-conditioning and lights during lunch breaks or when spaces are unoccupied. We continue to digitise work processes and documentation to reduce the paper consumption, while providing recycling bins to encourage responsible waste segregation and disposal.

Retail Division

In Singapore, our retail division remains committed to the "3R Plan" waste reduction principles and continues to reduce, reuse, and recycle product packaging whenever feasible. To further support eco-conscious choices, we offer Forest Stewardship Council ("FSC")-certified paper bags and reusable tote bags made from plastic bottles.

In FY25, we reaffirmed our support for Earth Hour by switching off non-essential lights in retail stores for one hour at 8:30pm on 22 March 2025. As part of our commitment to circular fashion, we partnered with Carousell in January 2025 to extend the lifecycle of pre-loved G2000 clothing. Through this initiative, customers are encouraged to return their preloved clothing in exchange for a S$4 voucher per piece, redeemable on their next purchase. The collected clothing is resold via Refash, Carousell's secondhand retail platform. The initiative is currently available at seven stores including VivoCity, Raffles City, Plaza Singapura, NEX, Tampines 1, Northpoint City, and Parkway Parade, and has received encouraging response. We remain committed to raising awareness and expanding customer participation.

This year, our Malaysia retail division launched an upcycling campaign with Kloth Malaysia, a women-led social enterprise dedicated to textile and plastic recycling. The initiative repurposed old denim from customers into accessories such as pouches, backpacks, lanyards, cardholders, and knot bags, which were made available to wt+ members through points redemption. At Furla, wt+ Platinum members received exclusive discounts on new bags when they brought in their old ones, which the division is exploring donating to those in need. Additionally, we organised a series of upcycling workshops for our members.

Our retail stores continue to actively participate in sustainability initiatives organised by the malls where they are located.

To further encourage eco-friendly habits and sustainable practices, we continue our collaboration with various environmental organisations through a series of initiatives and campaigns. The collaborations are outlined on the right.

Location	Campaigns/Initiatives	Mechanism	Contributions in FY25
Singapore	Repurpose fashion	The Group donates S$0.10 to the World Wildlife Fund ("WWF") for every kg of garment dropped in the collection bins at all our retail stores	Donated a total of S$7,640.78 to WWF as at 30 June 2025
	Single-use shopping bag charge	The Group charges S$0.10 for single-use shopping bags at all our retail stores. Proceeds are donated to WWF	
Malaysia	Single-use shopping bag charge	The Group charges RM0.30 for single-use shopping bags at all MANGO stores. Proceeds are channeled to support Reefcheck Malaysia, a Tioman Marine Conservation Group in its "Save The Marine" initiatives	Donated RM5,170 to Reefcheck Malaysia as at 30 June 2025
	MANGO's recycling programme	In partnership with Kloth Malaysia, recycling boxes are placed at all MANGO stores for customers to give their pre-loved garments a second life. To encourage participation, wt+ rewards are granted to shoppers based on the quantity of garments they drop off and the number of store drop-offs	Collected 300kg of garments as at 30 June 2025

Moving forward, our Retail division plans to conduct regular campaigns to encourage shoppers to bring their own reusable bags, and to promote upcycling initiatives through collaborations with organisations like Kloth.

Our Commitment to Climate Resilience
(Task Force on Climate-Related Financial Disclosures)

This section outlines Wing Tai's climate-related disclosures in alignment with the TCFD framework and the SGX Practice Note 7.6 Sustainability Reporting Guide. It details how climate-related risks and opportunities are integrated into our business and operations across the four pillars: governance, strategy, risk management, and metrics and targets.

In FY25, we progressed on our climate journey by strengthening our understanding of climate-related risks and opportunities across our portfolio. Building on our initial qualitative assessment of physical and transition risks in FY24, we expanded both the scope and depth of the climate risk assessment to gain more comprehensive insights into our risk exposure and climate resilience.

Beyond our Singapore properties, Winsland House I and Winsland House II, two additional properties have been included in the scope: Le Nouvel KLCC and Far East Village Hotel Tokyo, Asakusa. A quantitative scenario analysis was performed over the selected physical and transitional risks to evaluate the potential financial effects on our business and operations, enabling more informed decision-making and risk management.

Looking ahead, we will continue to refine and enhance our climate risk assessment and management process in line with evolving regulatory requirements, stakeholder expectations, and industry best practices.

Governance

Wing Tai's Board provides oversight and strategic direction on the Group's sustainability agenda, including its climate strategy. The Board approves sustainability targets, and reviews progress and performance annually to ensure alignment with long-term business goals.

To support this, the Sustainability Committee executes the Group's sustainability initiatives and manages sustainability risks and opportunities, including climate-related ones. The committee then reports to the Board, ensuring transparency and accountability in the Group's progress.

For more information on sustainability and corporate governance practices, please refer to the Sustainability Governance section on Page 4 of this report and Page 16–30 of the FY25 Annual Report.

Strategy

Wing Tai integrates climate considerations into its business strategy to strengthen long-term resilience and drive value creation. In FY25, we expanded the scope of assets included in climate risk assessment and conducted a quantitative scenario analysis to assess the potential financial and business impacts of relevant climate-related risks and opportunities.

The parameters used in this year's assessment, including scenario pathways and time horizons, remain consistent with those applied in FY24, which include the following:

Parameters	
Climate scenarios	Below 2°C (RCP 2.6) and 4°C (RCP 8.5)
Time horizons	Short term (2030), Medium term (2050) and Long term (2100)
Types of climate risks	Physical and Transition risks
Coverage scope	Four properties across Singapore, Malaysia, and Japan
Property types	Commercial, Residential and Hospitality
Baseline year	2024

RCP 2.6: Low-emissions scenario, limiting global temperature rise to below 2°C by 2100, that assumes strong global mitigation efforts, including rapid decarbonisation, widespread adoption of clean technologies, and robust climate policies.

RCP 8.5: High-emissions scenario assumes continued growth in greenhouse gas emissions with minimal mitigation efforts. It reflects a future dominated by fossil fuel use, limited climate policy intervention, and high population and economic growth. Under RCP 8.5, global temperatures could rise by more than 4°C by 2100, leading to severe physical climate risks such as extreme heat.

Climate-related risks

Six climate-related risks were selected for impact quantification based on their potential significance to our business and operations. They were determined through a prior qualitative risk assessment process, where we identified climate-related risks and opportunities most relevant to the Group.

- **Rising temperatures:** Increased baseline temperatures may lead to higher energy consumption for cooling, reduced thermal comfort, and long-term strain on building systems.
- **Heatwaves:** More frequent and intense heat events could increase maintenance and adaptation costs.
- **Policy risks (carbon tax exposure):** Potential introduction or tightening of carbon pricing mechanisms could increase operating costs, particularly for energy-intensive assets.
- **Technology risks:** Transitioning to low-carbon and energy-efficient technologies may require significant capital investment and operational adjustments.
- **Market risks:** Volatility of energy prices could lead to significant and unpredictable increases in operational costs.

Further details on potential impacts of relevant climate-related risks and opportunities, along with our mitigation and adaptations measures, are presented in the tables on the right.

Physcial Risk			Time Horizon			
Risk	**Description**	**Potential impacts**	**2030**	**2050**	**2100**	**Mitigation and Adaptation Measures**
Rising Mean Temperature (Chronic) Exposure to heatwaves (Acute)	Rising average atmospheric temperature Frequent and intensified heat waves	› Rising cooling requirements are expected to drive up electricity consumption, leading to increased operational costs **Singapore and Malaysia:** › Assets are likely to experience greater impacts due to the heightened cooling demand associated with their tropical climate conditions **Japan:** › The rise in average temperature is expected to result in potential cost saving due to reduced heating required in winter season	Low	Low	Low	Building Management System ("BMS") control and regular monitoring of cooling systems **Singapore:** › Winsland House I and Winsland House II have obtained BCA Green Mark Gold Plus recertification in 2025 › Ongoing retrofitting and optimisation of air handling unit ("AHU") and chiller plants to obtain better energy efficiency

Transition Risks			Time Horizon			
Risk	**Description**	**Potential impacts**	**2030**	**2050**	**2100**	**Mitigation and Adaptation Measures**
Policy and regulation	Exposure to rising carbon taxes	› Operating expenses may rise due to the implementation of carbon taxes, particularly in regions with established carbon pricing frameworks such as Singapore › However, the overall financial impact remains low across all assets under short-, medium-, and long-time horizons, as Wing Tai's portfolio has minimal Scope 1 emissions, limiting direct exposure to carbon taxation	Low	Low	Low	Proactively monitor carbon tax policy developments across operating regions to anticipate and adapt to changes in tax structures
Technology	Decarbonisation requirements will drive the real estate industry to adopt green energy and innovations to ensure resilience	› Increase in capital costs to adopt energy efficient technology **Singapore:** › The financial impact mainly stems from Singapore due to significant energy footprint	Low	Low	Low	Explore the usage of Renewable Energy Certificates ("RECs")
Market	Fluctuating energy prices	Energy prices are expected to fluctuate more considerably in RCP 2.6 than RCP 8.5 **Singapore and Malaysia:** › Properties in Singapore and Malaysia are likely to face greater exposure to rising energy prices due to their high energy consumption	Low	Low	Low	Maintain and enhance BMS to monitor and optimise energy use throughout the building. This can include automated controls for lighting, heating, and cooling to reduce electricity consumption

Climate-related opportunities

The identified climate-related opportunities are relevant to assets in Singapore, Malaysia, and Japan.

Opportunity	Description	Potential Impacts
Energy Efficiency & REC Integration	Improve energy efficiency through operational controls and integrate REC to offset carbon footprint without physical upgrades	› Potential reduction in electricity costs, supporting green branding and access to sustainability-linked financing or tenant incentives
Green leasing for commercial buildings	Green lease clauses and sustainability engagement programmes can be used to encourage energy-saving behaviours among tenants	› Potential reduction of electricity costs through shared savings while enhancing its appeal to ESG-conscious tenants, potentially increasing occupancy and rental rates
Strategic asset positioning	Existing green features (e.g. BCA Green Mark Gold Plus, Le Nouvel KLCC's energy efficient design) can be leveraged in marketing materials to attract premium buyers and tenants	› Strengthening market positioning for rental and sale through showcasing sustainability credentials
Government incentives and grants	Leverage local grants (e.g. Energy Efficiency Grant, Green Mark Incentive Scheme for Existing Building 2.0, Eco-friendly lodging Subsidy Scheme etc) for energy audits, lighting upgrades, or tenant engagement programmes	› Potentially reduced upfront costs and improved Return on Investment ("ROI") on sustainability initiatives

Disclaimer

The climate scenario analysis presented in this report is based on a set of assumptions, models, and publicly available data sources that reflect plausible future climate pathways. These scenarios are not forecasts or predictions of future outcomes. They are intended solely to illustrate potential impacts of climate-related risks and opportunities on Wing Tai's business strategy under different hypothetical conditions.

The analysis involves inherent uncertainties, including but not limited to:

1. Limitations in climate modelling and socio-economic assumptions.
2. Evolving regulatory, technological, and market developments; and
3. Data availability and quality across our operations.

Accordingly, the results of this analysis should not be interpreted as definitive projections of financial performance or as guarantees of future outcomes. Stakeholders should exercise caution when using this information for decision-making purposes.

Wing Tai assumes no obligation to update or revise the scenarios or related disclosures as new information becomes available, except as required by applicable laws and regulations.

Risk Management

Wing Tai applies a structured process to identify, assess, and monitor climate-related risks and opportunities, which consists of three main steps:

1. **Scenario Selection:** Consistent climate scenarios (RCP 2.6 and RCP 8.5) were applied across short-, medium-, and long-term horizons (2030, 2050, and 2100), building on FY24 qualitative assessment and ensuring relevance to the Group's business context.
2. **Risk identification and data collection:** Material climate-related risks and opportunities were identified through a qualitative assessment, which adopts a likelihood and magnitude framework aligned with the Group's Enterprise Risk Management ("ERM") framework. A list of data points has been collected to support the analysis.
3. **Quantitative assessment and validation:** Selected risks were quantified for potential financial impacts. The outcome has been validated with internal stakeholders, covering significant risks, potential opportunities, and resilience measures.

Sustainability risk, including climate-related, has been integrated into the Group's ERM framework and programme. We review the climate-related risks together with other business risks during the Group's ERM review. The review includes evaluation of the inputs and parameters used to assess these risks, including data sources and scope of operations.

Metrics and Target

Wing Tai monitors climate-related metrics, including energy consumptions and GHG emissions, to track environmental performance. These metrics are reported annually in the Group's Sustainability Report.

To strengthen climate risk management, we are refining the scope of our GHG inventory. This includes developing a more comprehensive Scope 3 emissions inventory to capture both upstream and downstream activities. Expanding our coverage will provide a clearer view of our carbon footprint and enable better management of climate-related risks across the value chain.

The Sustainability Committee monitors progress against climate-related targets and initiatives and reports key developments to the Board of Directors. We will continue to review and update our metrics and targets in line with evolving regulations and stakeholder expectations.

For our investment properties in Singapore, Winsland House I and Winsland House II, we have set a target to reduce energy consumption and Scope 2 GHG emissions by 4% by 2030. This target supports our efforts to enhance operational efficiency and aligns with national and global climate objectives.

For more details on our climate-related metrics, targets, and performance data, please refer to the Energy and GHG Emissions sections of this report on Page 18–21.

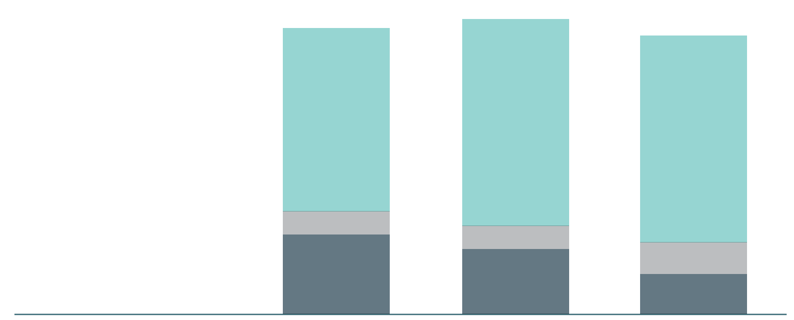
Energy[6]

Total energy consumption across the Group remained stable. While the energy usage increased from the opening of additional retail stores in Malaysia and extended operating hours of the Bukit Mertajam Sales Offices & Gallery in Penang, we observed energy savings in our commercial properties. This was primarily driven by the retrofitting of energy efficient equipment in Winsland House I and Winsland House II, such as air-conditioning upgrades and chiller system optimisation.

No significant abnormalities in energy consumption were observed, with month-on-month variances remaining below 10%.

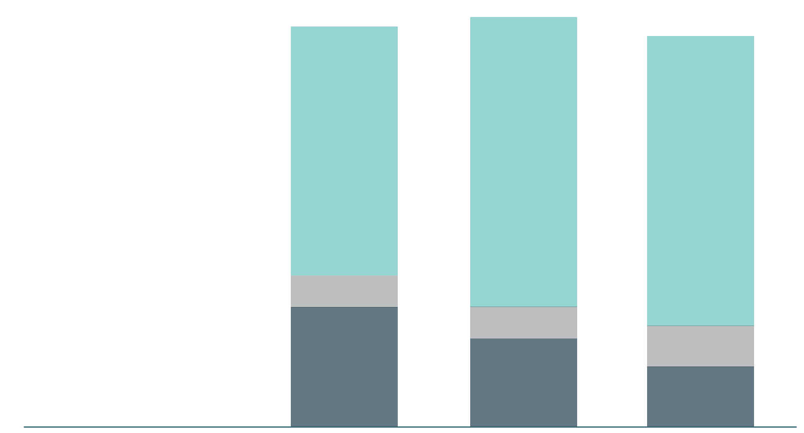
The Group has chosen the occupied Gross Floor Area ("GFA") as the metric for calculating energy intensity ratio for each respective year. This ratio includes the energy from purchased electricity consumed within our organisation. This reflects our energy performance of space utilisation based on the actual occupied GFA specific to each reporting period.

Total Energy Consumption (MWh)



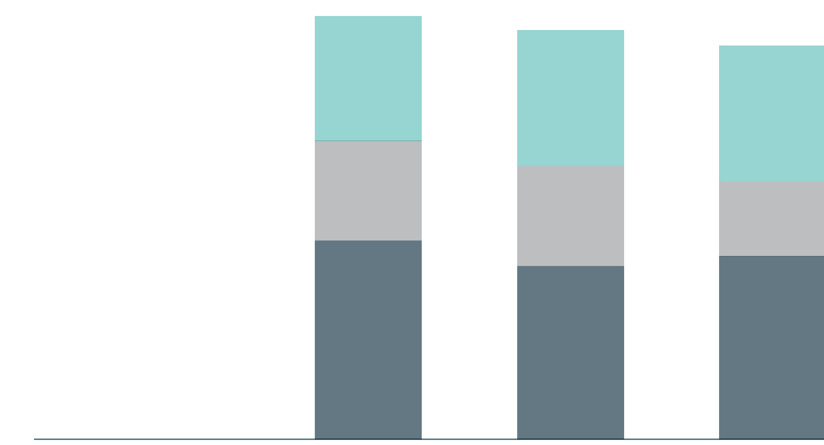
	FY25	FY24	FY23
Commercial Properties[7]	**3,675**	4,035	4,039
Corporate Offices[8]	**460**	458*	633
Retail Stores[9]	**1,660**	1,312*	885*
Total	**5,795**	5,805*	5,557*

Total Energy Consumption (GJ)[10, 11]



	FY25	FY24	FY23
Commercial Properties	**13,228**	14,526	14,542
Corporate Offices	**1,658**	1,650*	2,281
Retail Stores	**5,977**	4,723*	3,186*
Total	**20,864**	20,899*	20,009*

Total Energy Intensity by GFA Occupied (MWh/m²)

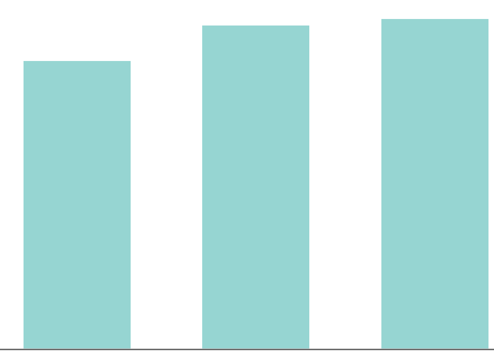


	FY25		FY24		FY23	
	GFA Occupied (m²)		GFA Occupied (m²)		GFA Occupied (m²)	
Commercial Properties	**38,941**	**0.09**	38,941	0.10	38,941	0.10
Corporate Offices	**5,757**	**0.08**	5,757	0.08*	12,655	0.05
Retail Stores	**10,434**	**0.16**	9,456*	0.14*	6,091*	0.15*
Total	**55,132**	**0.11**	54,154	0.11	57,687*	0.10

6 The values marked with (*) in this section have been revised in Wing Tai Sustainability Report 2025. The differences in energy consumption performance data are the result of corrections made to the underlying data sources for FY24 and/or FY23.
7 Covers: Singapore — Winsland House I and Winsland House II, which includes Winsland Serviced Suites.
8 Covers: Singapore — Winsland House I (Level 10 & Basement) and Paeonia Place (formerly KA Place. Relocated from 7000AMK in November 2022). Malaysia — First Avenue, Le Nouvel KLCC, Menara Boustead Penang, and the Bukit Mertajam Sales Gallery & Office.
9 Covers: Singapore — G2000. Malaysia — Furla, MANGO, Sergent Major.
10 Covers the same operational segments as the energy consumption in Megawatt hours (MWh).
11 Conversion from MWh to GJ is based on the standard factor of 1 MWh = 3.6 GJ. Minor discrepancies may occur due to rounding of decimal values.

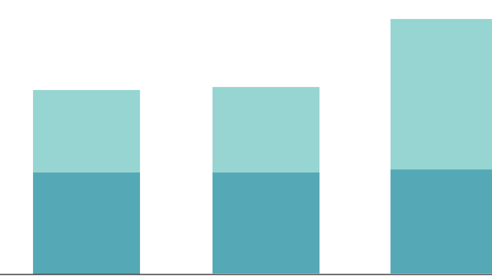
Total Energy Consumption by Business Segments (MWh)

Commercial Properties



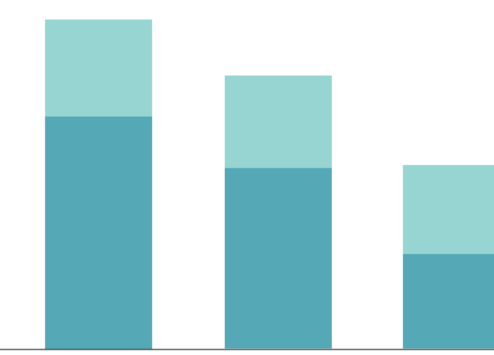
	FY25	FY24	FY23
Singapore	**3,675**	4,035	4,039

Corporate Offices



	FY25	FY24	FY23
Singapore	**211**	214	387
Malaysia	**249**	244*	246
Total	**460**	458*	633

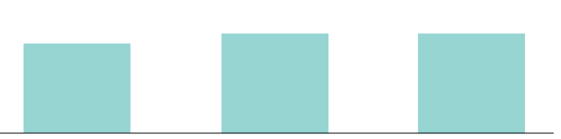
Retail Stores



	FY25	FY24	FY23
Singapore	**478**	440	424*
Malaysia	**1,182**	872*	461
Total	**1,660**	1,312*	885*

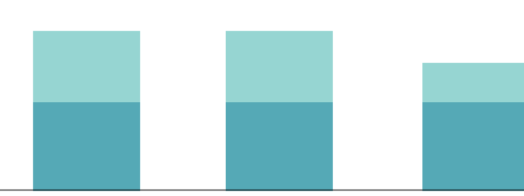
Total Energy Intensity by GFA Occupied (MWh/m²)

Commercial Properties



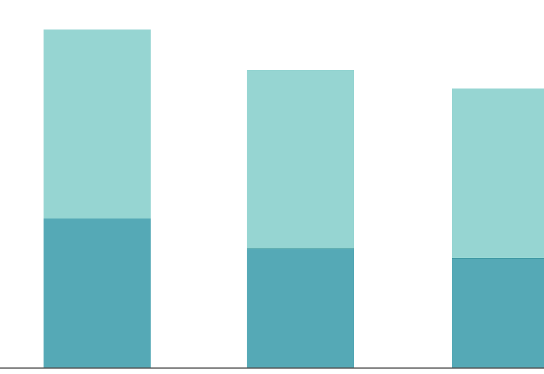
	FY25		FY24		FY23	
	GFA Occupied (m²)		GFA Occupied (m²)		GFA Occupied (m²)	
Singapore	**38,941**	**0.09**	38,941	0.10	38,941	0.10

Corporate Offices



	FY25		FY24		FY23	
	GFA Occupied (m²)		GFA Occupied (m²)		GFA Occupied (m²)	
Singapore	**3,124**	**0.07**	3,124	0.07	10,022	0.04
Malaysia	**2,633**	**0.09**	2,633	0.09*	2,633	0.09
Total	**5,757**	**0.08**	5,757	0.08*	12,655	0.05

Retail Stores



	FY25		FY24		FY23	
	GFA Occupied (m²)		GFA Occupied (m²)		GFA Occupied (m²)	
Singapore	**2,474**	**0.19**	2,385*	0.18*	2,475*	0.17*
Malaysia	**7,960***	**0.15**	7,071	0.12	4,216	0.11
Total	**10,434**	**0.16**	9,456*	0.14*	6,691*	0.13

Our Targets and Looking Forward

Target(s) for FY25

- To obtain Green Mark Gold Plus certification renewal for Winsland House I and Winsland House II in FY25 — Achieved
- To replace corridor lightings of office levels with LED lightings for both Winsland House I and Winsland House II — Achieved
- To replace passengers' lift lobby lightings with LED lightings for Winsland House I — Achieved

Going forward in FY26, we aim to:

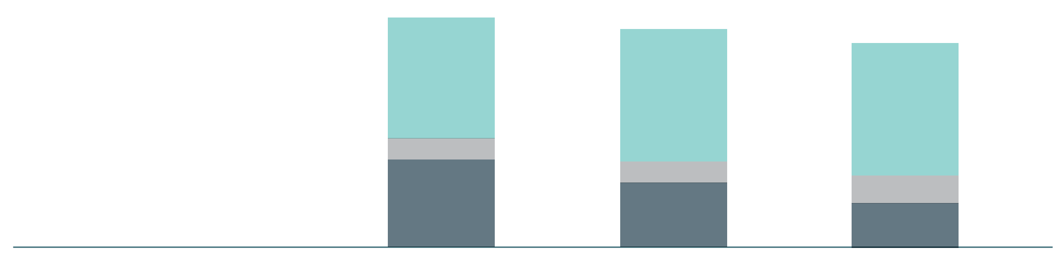
- To replace Variable Air Volume ("VAV") System for the air-conditioning supply air duct from levels 1, 4 to 10 of Winsland House I
- To replace cooling tower infill & drift eliminators for cooling towers 1, 2 & 3 at Winsland House I and cooling towers 1 & 2 at Winsland House II
- To replace pre-air handling ("PAHU") unit at Winsland House II

GHG Emissions[12]

In FY25, the Group's total Scope 2 GHG emissions from purchased electricity rose by nearly 4%, primarily due to the expansion of retail operations in Malaysia and extended operating hours at the Bukit Mertajam Sales Office & Gallery in Penang. Meanwhile, energy-efficient retrofits at Winsland House I and Winsland House II, including air-conditioning upgrades and chiller system optimisation, contributed to improved energy performance and reduced emissions in our commercial properties.

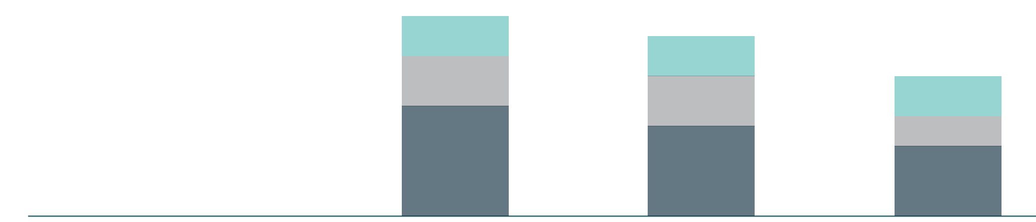
As we have not identified fuel consumption in FY25 within our owned and controlled assets, GHG Scope 1 emission is expected to be negligible.

Total GHG Scope 2 emissions (tCO_2e)[13]



	FY25	FY24	FY23
Commercial Properties	**1,514**	1,662	1,664
Corporate Offices	**280**	277	350
Retail Stores	**1,112**	856	532
Total	**2,906**	2,795	2,546

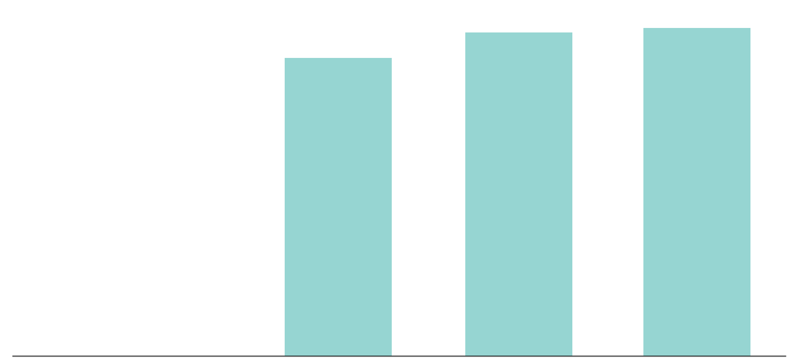
Total Scope 2 Emissions Intensity by GFA Occupied (tCO_2e/m^2)



	FY25		FY24		FY23	
	GFA Occupied (m^2)		GFA Occupied (m^2)		GFA Occupied (m^2)	
Commercial Properties	**38,941**	**0.04**	38,941	0.04	38,941	0.04
Corporate Offices	**5,757**	**0.05**	5,757	0.05	12,655	0.03
Retail Stores	**10,434**	**0.11**	9,456	0.09	6,691	0.07
Total	**55,132**	**0.05**	54,154	0.05	57,687	0.04

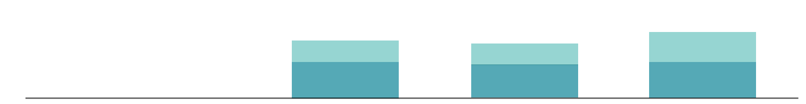
Total GHG Scope 2 emissions (tCO_2e)

Commercial Properties



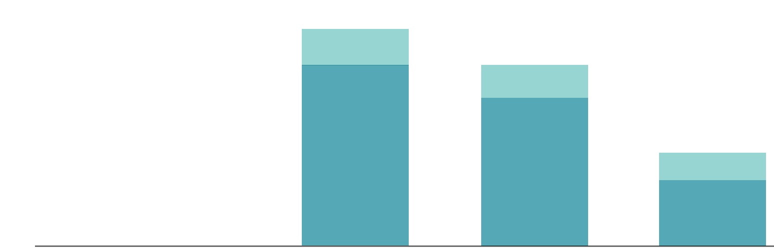
	FY25	FY24	FY23
Singapore	**1,514**	1,662	1,664

Corporate Offices



	FY25	FY24	FY23
Singapore	**87**	88	159
Malaysia	**193**	189	191
Total	**280**	277	350

Retail Stores



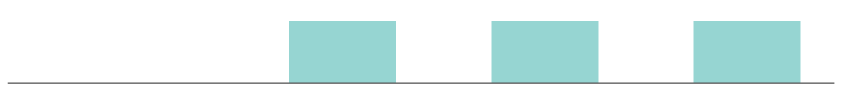
	FY25	FY24	FY23
Singapore	**197**	181	175
Malaysia	**915**	675	357
Total	**1,112**	856	532

12 The emission values for FY24 and FY23 in this section have been revised with updated emissions factors.

13 The Electricity Grid Emission Factor used for Singapore and Malaysia was 0.412 kg CO_2/kWh and 0.77 kgCO_2e/kWh respectively. Sources: https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2, cdddb88f-aaa5-4e1a-9557-e5f4d779906b

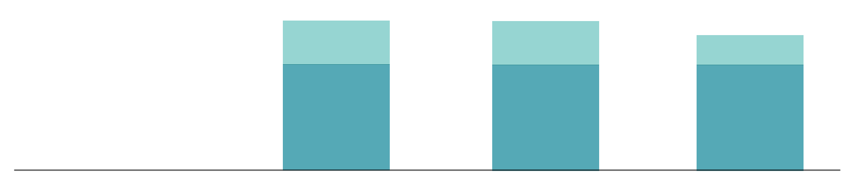
Total Scope 2 Emissions Intensity by GFA Occupied ($tCO_2e/m2$)

Commercial Properties



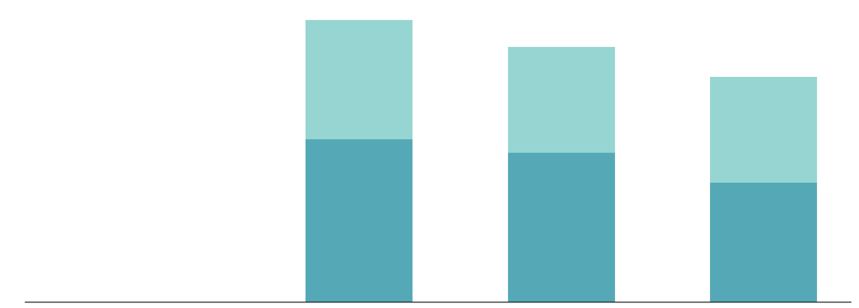
	FY25		FY24		FY23	
	GFA Occupied (m^2)		GFA Occupied (m^2)		GFA Occupied (m^2)	
Singapore	**38,941**	**0.04**	38,941	0.04	38,941	0.04

Corporate Offices



	FY25		FY24		FY23	
	GFA Occupied (m^2)		GFA Occupied (m^2)		GFA Occupied (m^2)	
Singapore	**3,124**	**0.03**	3,124	0.03	10,022	0.02
Malaysia	**2,633**	**0.07**	2,633	0.07	2,633	0.07
Total	**5,757**	**0.05**	5,757	0.05	12,655	0.03

Retail Stores



	FY25		FY24		FY23	
	GFA Occupied (m^2)		GFA Occupied (m^2)		GFA Occupied (m^2)	
Singapore	**2,474**	**0.08**	2,385	0.07	2,475	0.07
Malaysia	**7,960**	**0.11**	7,071	0.10	4,216	0.08
Total	**10,434**	**0.11**	9,456	0.09	6,691	0.08

Our Targets and Looking Forward

Target(s) for FY25

- Adopt a consistent GHG emissions consolidation approach, following GRI standards and the GHG Protocol, to establish an accurate baseline year key for decarbonisation — Ongoing

Going forward in FY26, we aim to:

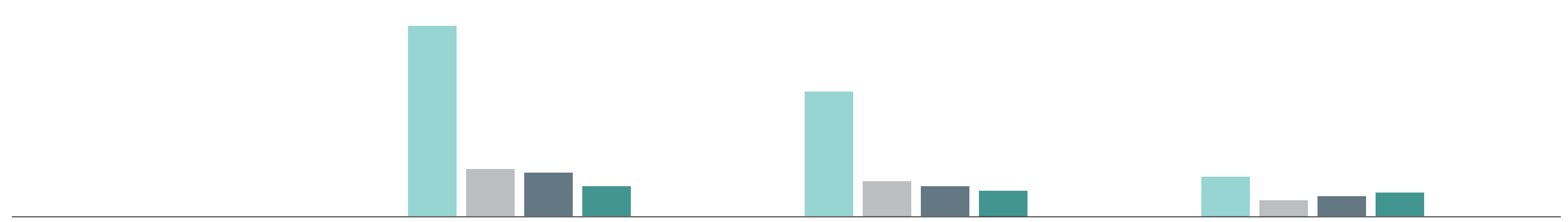
- Continue working towards adopting a consistent GHG emissions consolidation approach, based on GRI standards and the GHG Protocol, to establish an accurate baseline year key for decarbonisation

Waste

Recycling[14]

The Group has noted an improvement in recycling rates at Winsland House I and Winsland House II following the installation of recycling bins on every level. This initiative has heightened recycling awareness among building occupants. Additionally, regular reminders to cleaning staff have spurred more proactive efforts in segregating non-recyclable and recyclable waste.

Breakdown of Recycled Waste (kg)



	FY25	FY24	FY23
Paper	**1,076**	680	214
Plastic	**245**	207	102
Metal	**234**	194	108
Glass	**168**	154	150
Total	**1,723**	1,235	574

14 Recycling data is based on waste collected by SembWaste Pte Ltd.

People Matters

At Wing Tai, we believe that the wellbeing and resilience of our employees underscore our success. We prioritise building strong relationships with our employees and fostering an environment that supports their growth and wellbeing.

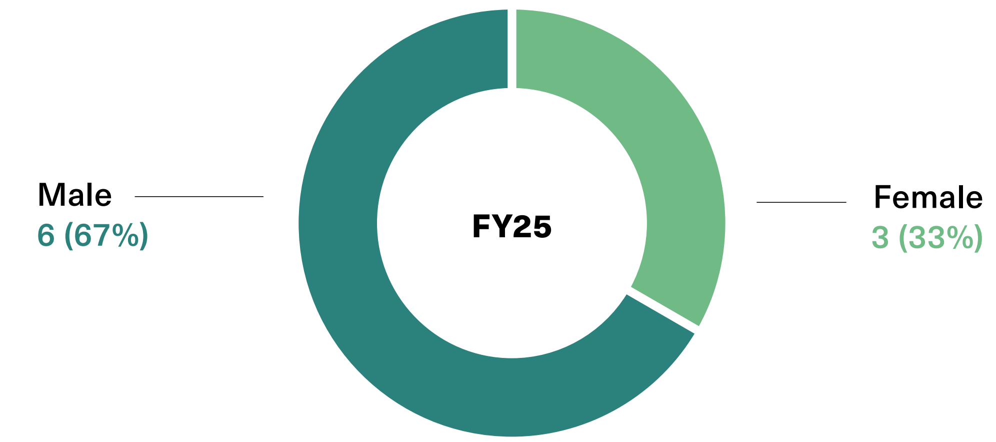
As of 30 June 2025, Wing Tai has a total of 665 employees in Singapore and Malaysia, with 555 full-time employees and 110 part-time employees.

Diversity and Equal Opportunities for All

Diversity fosters creativity and innovation, which are the key drivers for our long-term success. The Group is committed to cultivating an inclusive workplace where people from diverse backgrounds can thrive and contribute meaningfully. We ensure equal opportunities for all employees and we actively re-employ experienced staff beyond retirement age, leveraging their institutional knowledge to mentor younger colleagues.

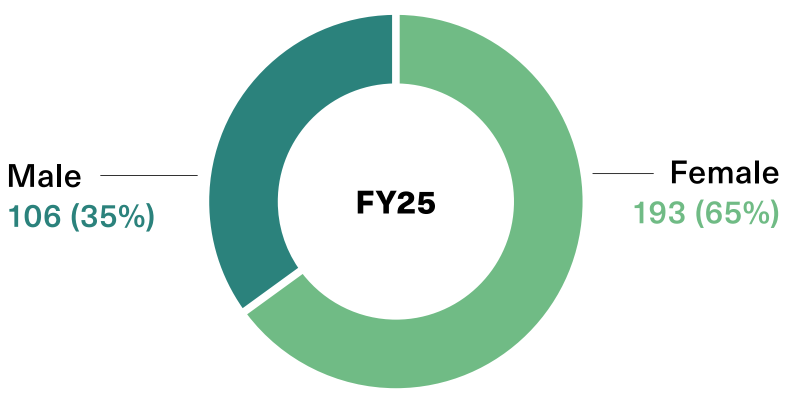
This philosophy is embedded in our Recruitment & Selection Policy as well Retirement Policy. We are committed to gender diversity across all levels of the organisation. As of FY25, one-third (33%) of Wing Tai's Board of Directors are female, which is above average for SGX-listed companies. In Singapore, 65% of the Group's employees are female, and 60% of the key management team are women. In Malaysia, 66% of the employees are female, with women making up 60% of the key management team. Over the past three years, the proportion of female employees has consistently remained around 65% in both Singapore and Malaysia.

Overview of Board



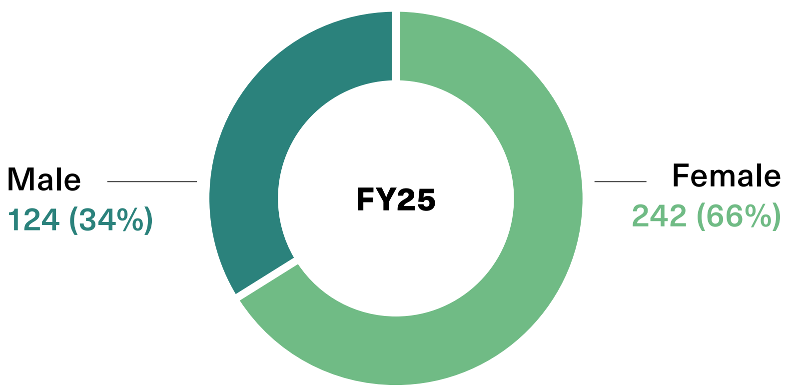
	Male		Female	
	Number	%	Number	%
FY24	6	67	3	33
FY23	6	67	3	33

Overview of Singapore



	Male		Female	
	Number	%	Number	%
FY24	111	34	219	66
FY23	119	34	233	66

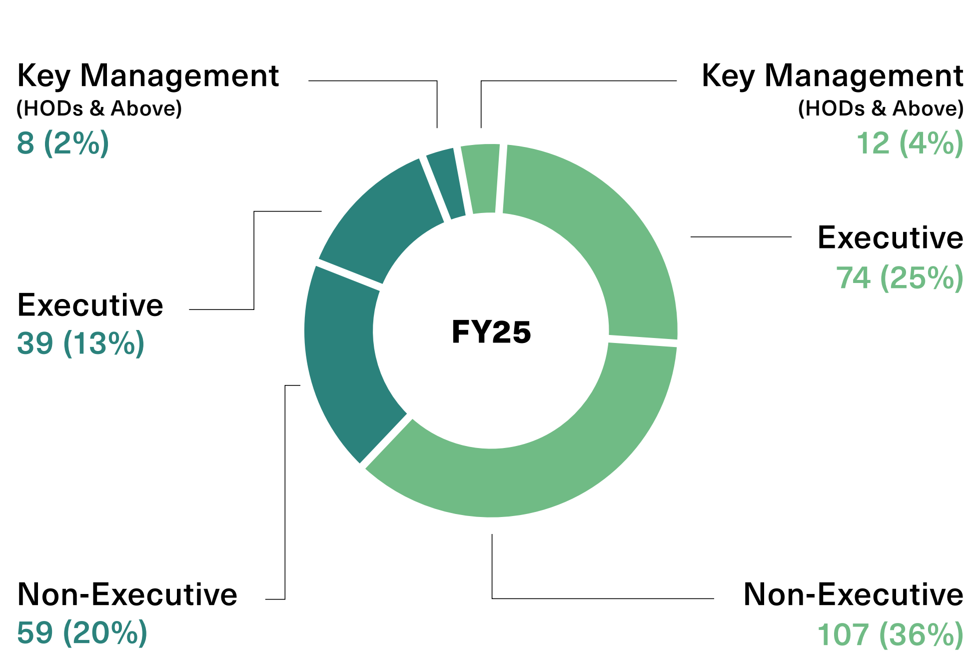
Overview of Malaysia



	Male		Female	
	Number	%	Number	%
FY24	134	35	246	65
FY23	115	34	225	66

Singapore[15]

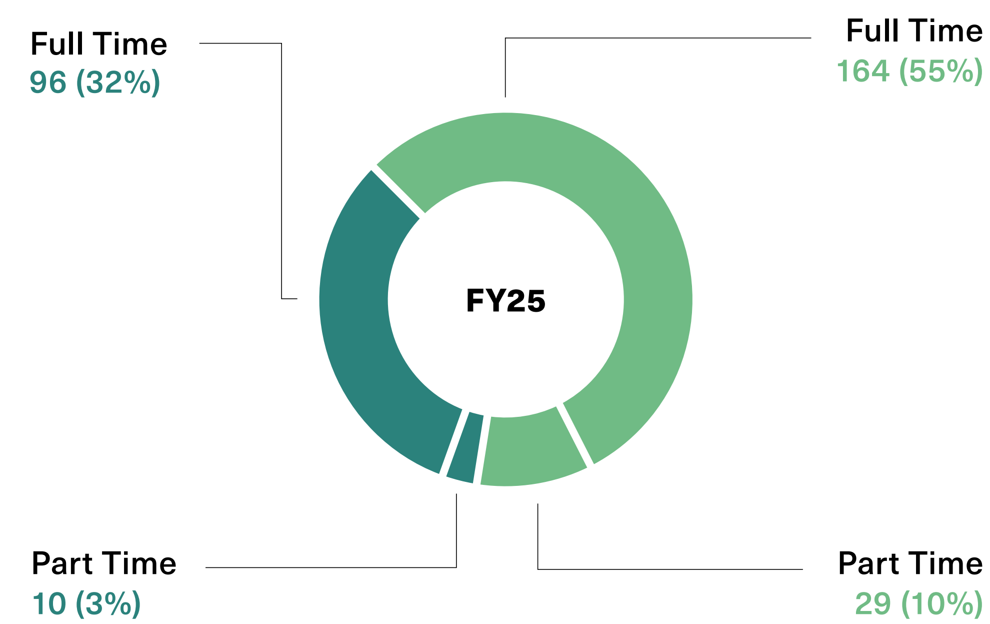
Employment Level



FY24	Male Number	Male %	Female Number	Female %
Key Management (HODs & above)	10	3	13	4
Executive	38	12	85	26
Non-Executive	63	19	121	36

FY23	Male Number	Male %	Female Number	Female %
Key Management (HODs & above)	9	3	13	4
Executive	45	13	85	24
Non-Executive	65	18	135	38

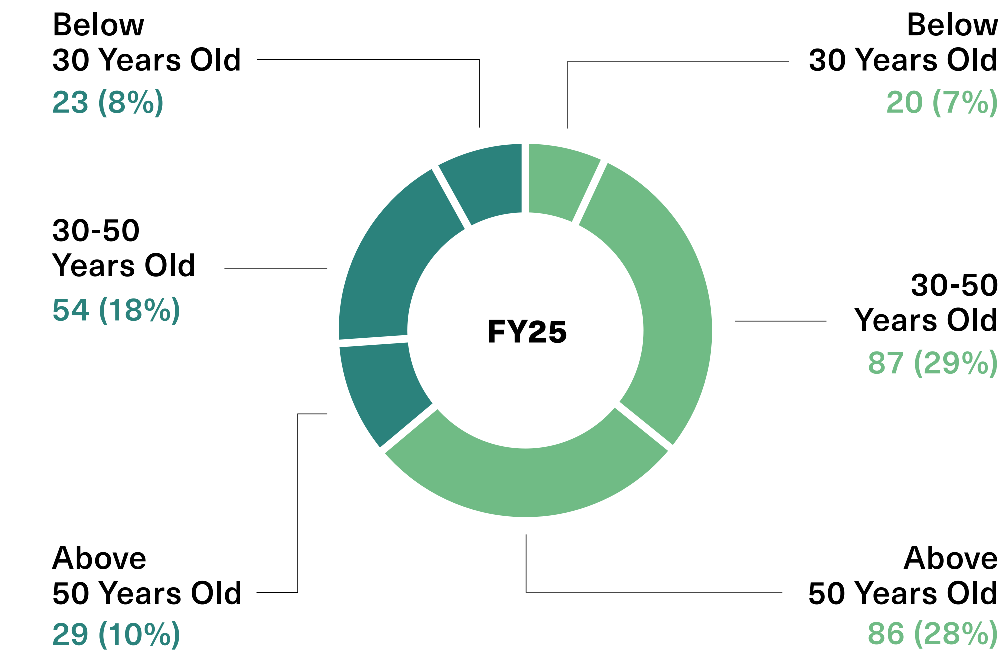
Employment Type



FY24	Male Number	Male %	Female Number	Female %
Full Time	105	32	198	60
Part Time	6	2	21	6

FY23	Male Number	Male %	Female Number	Female %
Full Time	108	31	204	58
Part Time	11	3	29	8

Age



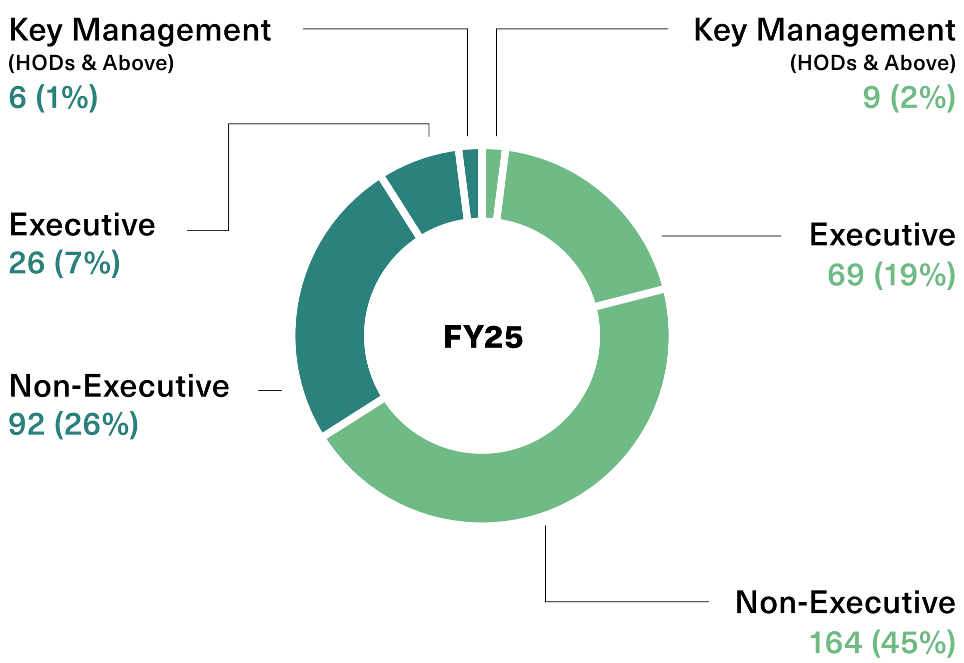
FY24	Male Number	Male %	Female Number	Female %
Below 30 Years Old	23	7	28	9
30-50 Years Old	56	17	103	31
Above 50 Years Old	32	10	88	26

FY23	Male Number	Male %	Female Number	Female %
Below 30 Years Old	27	8	38	11
30-50 Years Old	64	18	106	30
Above 50 Years Old	28	8	89	25

15 Percentage may not add up due to decimal rounding.

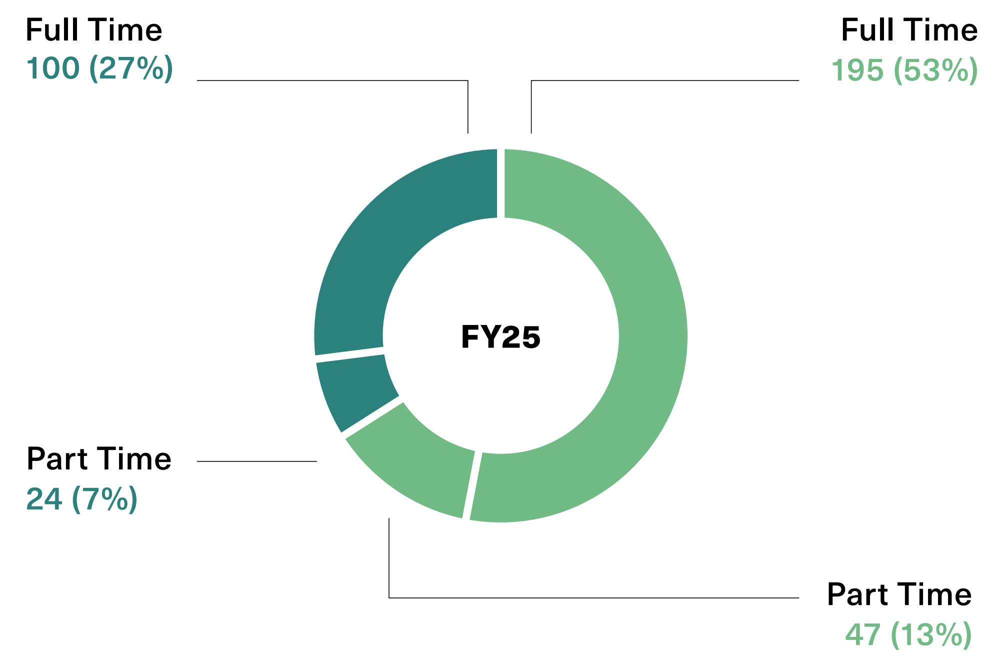
Malaysia[16]

Employment Level



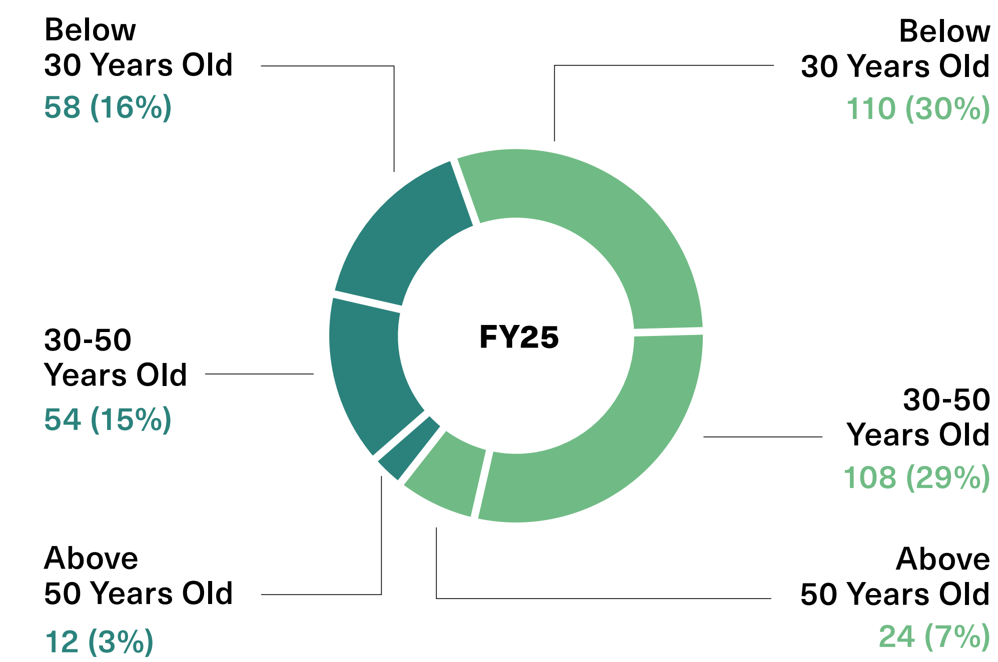
	Male		Female	
FY24	Number	%	Number	%
Key Management (HODs & above)	7	1	9	2
Executive	26	7	72	19
Non-Executive	101	27	165	44
FY23				
Key Management (HODs & above)	6	1	8	2
Executive	26	8	77	23
Non-Executive	83	25	140	41

Employment Type



	Male		Female	
FY24	Number	%	Number	%
Full Time	113	30	205	54
Part Time	21	5	41	11
FY23				
Full Time	107	32	192	56
Part Time	8	2	33	10

Age

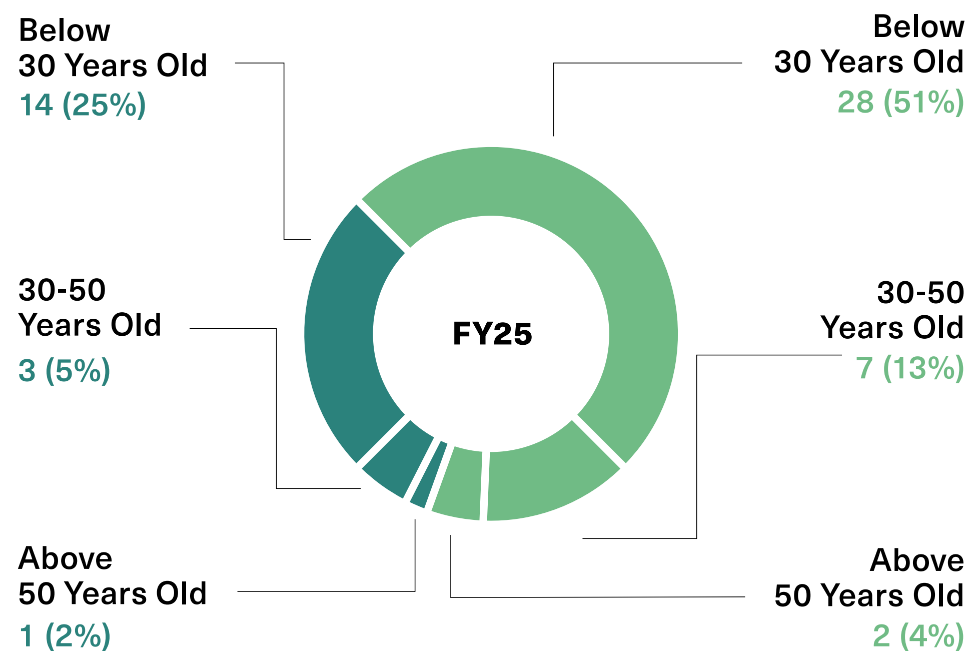


	Male		Female	
FY24	Number	%	Number	%
Below 30 Years Old	68	18	120	32
30-50 Years Old	54	14	106	28
Above 50 Years Old	12	3	20	5
FY23				
Below 30 Years Old	50	15	95	28
30-50 Years Old	51	15	108	32
Above 50 Years Old	14	4	22	6

16 Percentage may not add up due to decimal rounding.

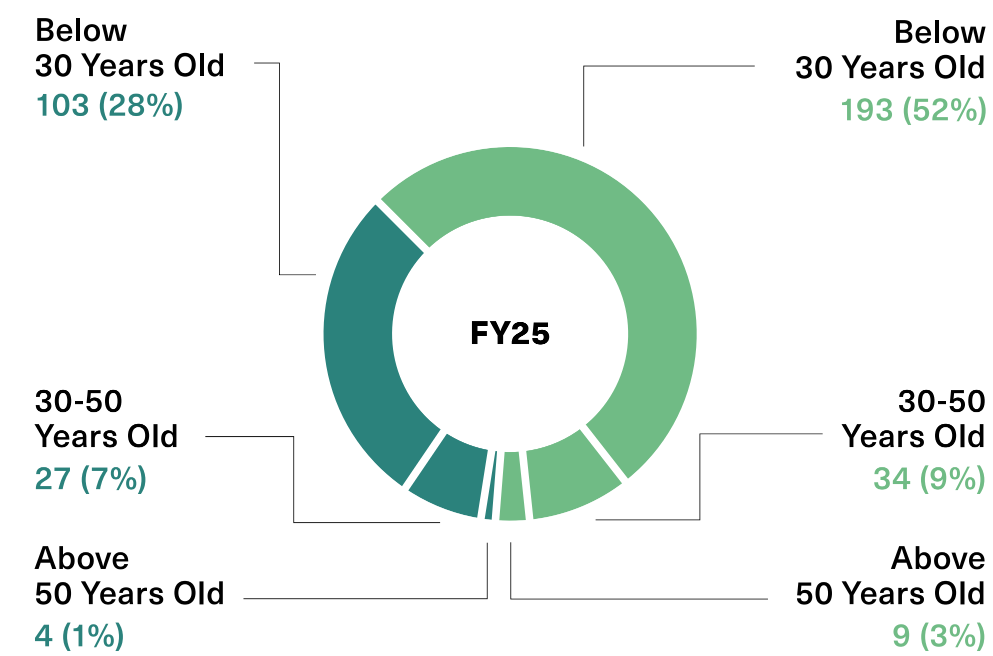
New Hires[17]

Singapore



	Male		Female	
FY24	Number	%	Number	%
Below 30 Years Old	24	35	19	27
30-50 Years Old	8	12	13	19
Above 50 Years Old	0	0	5	7
FY23				
Below 30 Years Old	33	33	41	40
30-50 Years Old	8	8	14	14
Above 50 Years Old	2	2	3	3

Malaysia

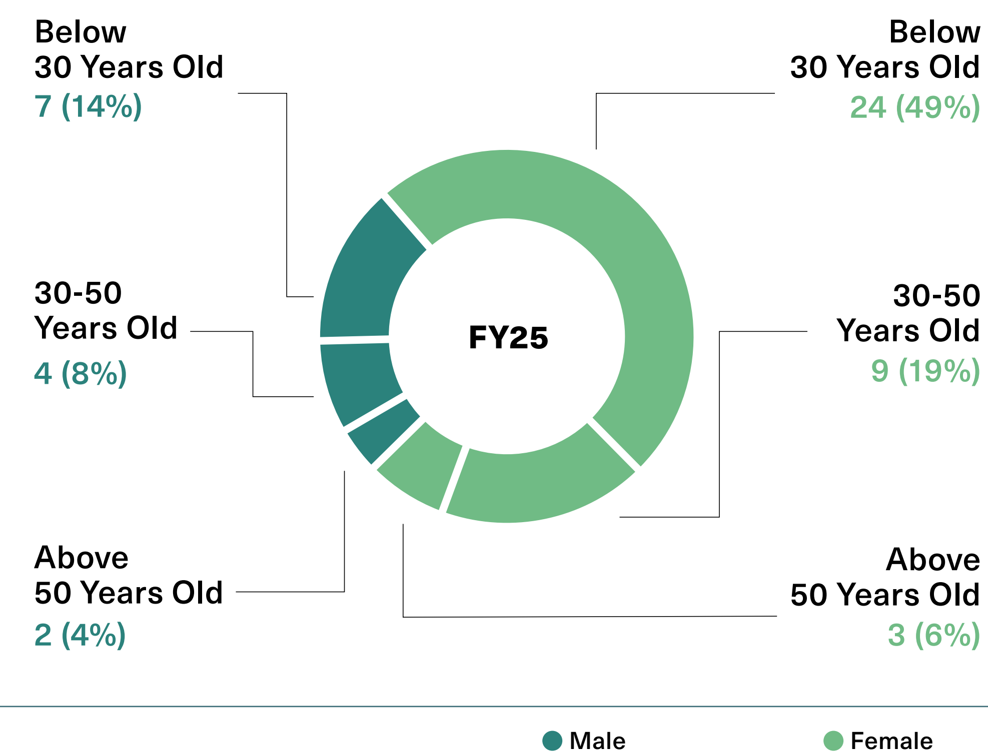


	Male		Female	
FY24	Number	%	Number	%
Below 30 Years Old	98	30	173	52
30-50 Years Old	15	4	36	11
Above 50 Years Old	4	1	5	2
FY23				
Below 30 Years Old	67	23	140	48
30-50 Years Old	25	9	45	16
Above 50 Years Old	7	2	6	2

17 Percentage may not add up due to decimal rounding.

Voluntary turnover[18]

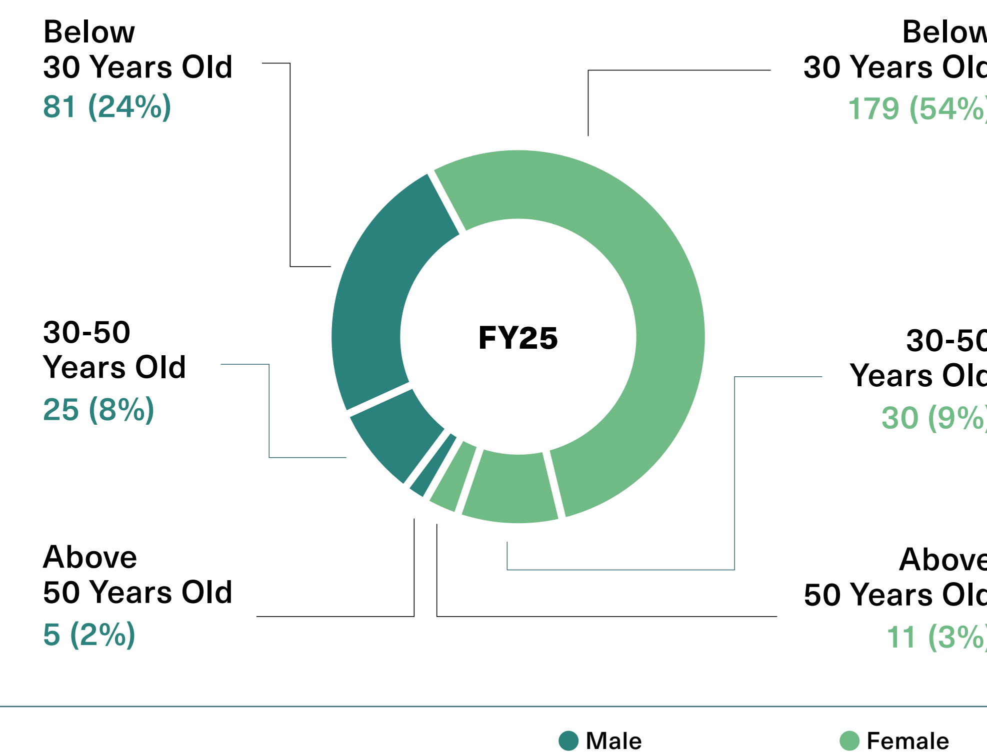
Singapore



FY24	Male Number	Male %	Female Number	Female %
Below 30 Years Old	18	24	23	31
30-50 Years Old	12	16	17	23
Above 50 Years Old	0	0	5	6

FY23	Male Number	Male %	Female Number	Female %
Below 30 Years Old	17	21	27	33
30-50 Years Old	5	6	20	25
Above 50 Years Old	2	3	10	12

Malaysia



FY24	Male Number	Male %	Female Number	Female %
Below 30 Years Old	68	26	124	48
30-50 Years Old	15	6	40	15
Above 50 Years Old	6	2	8	3

FY23	Male Number	Male %	Female Number	Female %
Below 30 Years Old	39	19	96	47
30-50 Years Old	15	7	44	22
Above 50 Years Old	5	2	7	3

18 Percentage may not add up due to decimal rounding.

Human Capital Management

The Group's human capital management strategy consists of five key pillars, with 'Growth and Development' being a material topic.

Fair Labour Practices

Wing Tai is committed to upholding fair and progressive employment practices in line with local labour regulations and best practices such as Tripartite Alliance for Fair & Progressive Employment Practices ("TAFEP") guidelines. The commitment includes standards on term-contract employees, flexible work arrangements, grievance handling, and recruitment practices in Singapore. We are also a corporate partner of the Institute for Human Resource Professionals ("IHRP"), which recognises the competencies of our HR practices.

We ensure fair recruitment practices by focusing on candidates' qualifications, skills, and experience, while avoiding any potentially discriminatory questions during interviews. In December 2024, we introduced an enhanced flexible work arrangement policy which allows employees with childcare or caregiving needs to request hybrid work arrangements. Employees may also adjust their working hours or opt for part-time work, subject to approval by their HOD.

We maintain a collaborative relationship with the Singapore Industrial and Services Employees' Union ("SISEU") which includes limited representation for eligible executive-level employees. As at 30 June 2025, approximately 31%[19] of Wing Tai's Singapore-based employees are covered by collective bargaining agreements.

Talent Attraction

The Group continues to strengthen its talent pipeline through strategic partnerships and job placement schemes with institutions of higher learning, government agencies, and trade associations. These efforts support the recruitment of both fresh graduates and mid-career professionals.

In Singapore, we work closely with the Institute of Technical Education ("ITE") to offer retail internship opportunities, placing seven interns across our retail outlets in FY25. In Malaysia, we work with universities and colleges to provide internship opportunities and run the Retail Management Trainee Programme.

Employee Engagement

We foster a culture of open communication and continuous engagement through multiple platforms, including the employee feedback channel, the employee engagement survey, and the Group's intranet portal – W!nspire. Retail division employees also receive regular business performance updates through townhall sessions. These initiatives ensure transparency in employee engagement and alignment across teams at Wing Tai.

In November 2024, our annual Employee Engagement Survey saw an 84% participation rate and a composite eSat score of 68 — reflecting consistent employee satisfaction levels across recent years.

The survey focused on employees' emotional commitment, motivation, and involvement towards achieving business goals, helping to guide efforts that enhance productivity, retention, and morale. It covers key areas such as company values, leadership, communication, manager effectiveness, collaboration, support, career development, recognition, and work-life balance.

Key strengths highlighted included constructive manager feedback, effective communication, and employees feeling well-equipped with necessary job skills. Post-survey, HODs engaged their teams to identify improvement areas and implement targeted actions. A group-wide survey is planned for FY26 to continue monitoring and enhancing employee engagement.

Employee Wellbeing

At Wing Tai, we are committed to enhancing employee wellbeing through various programmes which improve physical, mental, and emotional health. We aim to foster a workplace culture that supports work-life harmony by offering staggered working hours, paid Family Care Leave, and initiatives such as 'Eat with Your Family Day'. Effective from 1 April 2025, the extended Paternity Leave and new Shared Parental Leave further enhanced our family-friendly practices.

Our Flexible Benefits Programme promotes health and wellness, complemented by regular talks and workshops to maintain a happy, healthy, and engaged workforce. We also organise pre-orders for festive goodies and pastries for our employees.

In FY25, we conducted 20 health and wellness talks, financial talks, hands-on craft workshops, and various wellbeing activities across Singapore and Malaysia.

Mental health remains a key focus. We continue to nurture a supportive environment where employees are encouraged to seek help when needed — whether through their HOD or the Singapore Counselling Centre under the Employee Assistance Programme. We ensure confidentiality in all the support we provide.

Our Targets and Looking Forward

Target(s) for FY25

› Organise at least one health/wellness lunch talk or workshop every quarter	Achieved

Going forward in FY26, we aim to:

› Continue to organise at least one health/wellness lunch talk or workshop every quarter

19 Full-time non-executive divided by total number of employees.

Growth and Development

The Group actively engages employees and supports them in realising their full potential through learning and development opportunities. This is key to talent retention and enhances employees' adaptability to changes in the business and the external environment.

We invest in our employees' growth and development by offering training programmes aligned with their professional aspirations. Through structured learning opportunities, we empower our people to build skills, enhance performance, and advance their careers.

Managers conduct annual performance reviews to provide constructive feedback, recognise individual contributions and achievements, and discuss areas for improvement. These conversations play a key role in supporting career progression, strengthening employee engagement, and improving job satisfaction across the organisation.

Training Programmes and Workshops

Our employees participate in a wide range of training programmes and workshops covering financial, business and technical knowledge. These include areas such as building materials, sustainability, and updates in government regulations. They also receive soft skills training to enhance their personal and professional development. In addition, Company Training Committee ("CTC") comprising representatives from SISEU and our retail division was established to collaborate on initiatives aimed at retraining and reskilling frontline retail staff.

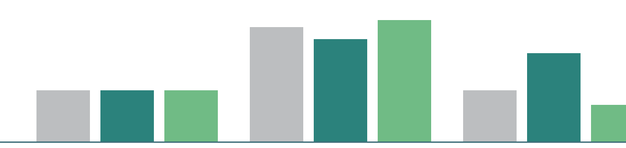
As part of the Progressive Wage Model, retail shopfloor employees in Singapore are required to take courses related to service leadership, security practices, and team empowerment. Product workshops were conducted to equip them with specific product knowledge during seasonal launches, as well as in-store service training to improve service standards.

In FY25, we achieved an average of 20 training hours per employee in Singapore and 107 training hours per employee in Malaysia.

In Singapore, the lower average training hours were due to most retail shopfloor staff having completed their required Progressive Wage Model training in previous years.

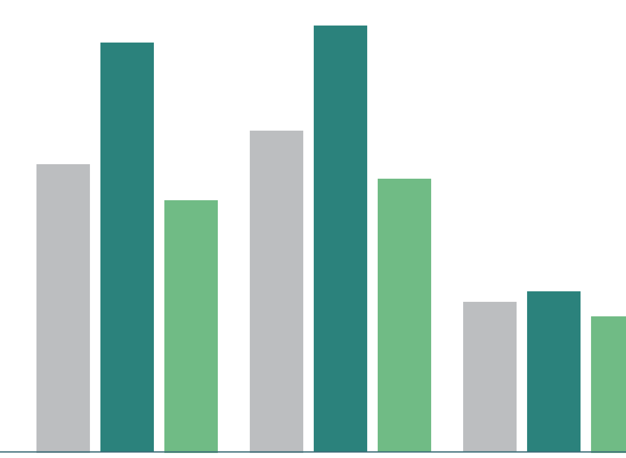
Average Training Hours – Employee

Singapore



	FY25	FY24	FY23
Per Employee	**20**	43	19
Per Male Employee	**20**	39	31
Per Female Employee	**20**	45	13

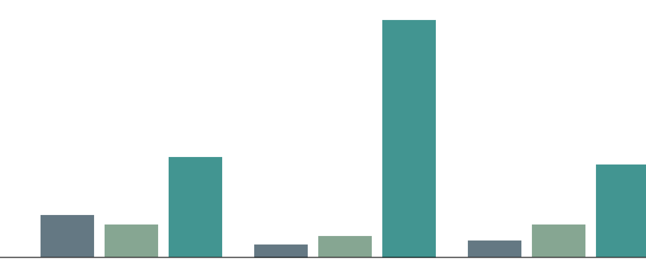
Malaysia



	FY25	FY24	FY23
Per Employee	**107**	114	50
Per Male Employee	**148**	151	51
Per Female Employee	**86**	93	49

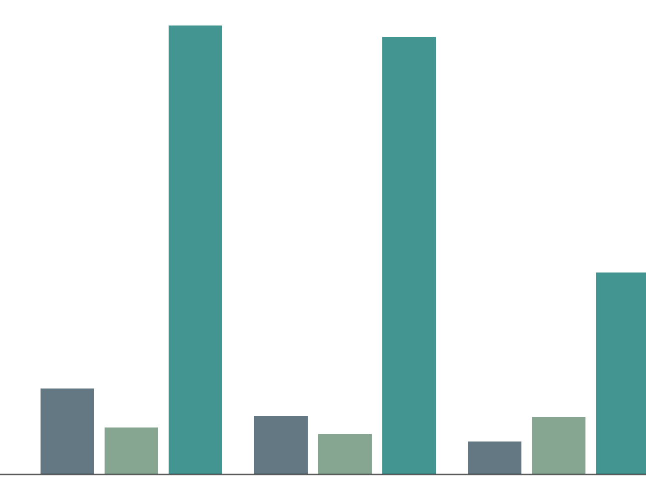
Average Training Hours – Employment Type

Singapore



	FY25	FY24	FY23
Key Management (HODs & above)	**13**	6	7
Executive	**12**	9	12
Non-Executive	**28**	75	26

Malaysia



	FY25	FY24	FY23
Key Management (HODs & above)	**25**	20	12
Executive	**16**	14	18
Non-Executive	**159**	156	57

Performance Review

At Wing Tai, 100% of our employees participate in annual performance and career development reviews. These sessions provide a structured platform for managers to provide constructive feedback, recognise individual strengths and identify areas for improvement. Discussions also cover career progression, key performance indicators, and rewards. Additionally, HODs assess their teams' learning needs in alignment with the Group's development framework, ensuring that training and upskilling efforts are targeted and effective.

Our Targets and Looking Forward

Target(s) for FY25

› Increase average training hours per employee from 8 hours to 16 hours per year	Achieved

Going forward in FY26, we aim to:

› Maintain average 16 training hours per employee

Occupational Health and Safety

The health and safety of our employees and workers is a top priority. They play a pivotal role in bringing our vision to life through attractive property and retail offerings. Therefore, we are committed to enhancing workplace health and safety and mitigating workplace risks.

Championing Workplace Safety as a WSH Advocate

In Singapore, Wing Tai has signed on as a WSH Advocate[20] in FY25, reaffirming our commitment to advancing WSH standards and best practices — both within our development and the industry. We believe workplace safety is a shared responsibility that requires collaboration among all stakeholders, with the developer leading the way.

Stringent Risk Assessments

The Group is BizSAFE 3 qualified and adheres to the Workplace Safety and Health Act in Singapore and the Occupational Safety and Health (Amendment) Act 2022 in Malaysia.

Safety is integrated into every stage of our projects, laying a strong foundation for alignment on WSH goals and outcomes from the start of each project. Our appointed contractors in Singapore must meet stringent pre-qualification criteria, including being WSH-accredited, such as being BizSAFE or ISO compliant. In Malaysia, contractor selection is based on qualification including certifications from the Construction Industry Development Board and the Department of Public Works, as well as proven track records and referrals.

Regular workplace risk assessments are conducted at worksites in both Singapore and Malaysia. Project teams carry out routine site inspections to review safety conditions, identify potential WSH issues, and ensure timely rectification to uphold high safety standards. In addition, site walks with all project stakeholders including developers, main contractors and project consultants are conducted monthly. Some contractors also conduct weekly unannounced inspections to ensure strict compliance with health and safety protocols.

Empowering Onsite Workers Through Safety Training

Our project team works closely with the main contractor to conduct monthly toolbox sessions and weekly training programmes tailored to current site activities. These sessions provide technical knowledge and ensure that all staff and workers remain updated and vigilant in WSH practices, strengthening our collective safety culture and operational excellence.

In FY25, there were zero fatalities, high-consequence work-related injuries, or recordable work-related injuries involving our employees or the workers of our main contractors at Wing Tai-managed properties and worksites.

We will continue to conduct regular assessments of health and safety risks arising from work processes and ensure full compliance with all applicable occupational health and safety laws and regulations.

Safety Campaign & Appreciation Day

The LakeGarden Residences has proudly maintained a zero-incident record since demolition works began in November 2023.

In October 2024, we launched a safety campaign in collaboration with our main contractor, China Construction (South Pacific) Development Co. Pte. Ltd. As part of this initiative, both Wing Tai and China Construction reaffirmed our shared commitment to a safe and healthy work environment by signing a Safety Pledge.

To celebrate this milestone and encourage continued ownership of workplace safety, we recognised 14 workers and supervisors for their outstanding dedication and exceptional focus on safety at a special appreciation event. The celebration concluded with a lunch for all staff, as a gesture of appreciation for their collective efforts in upholding our safety standards.

Our Targets and Looking Forward

Target(s) for FY25

Target	Status
› Achieve zero work-related injuries resulting in fatalities across all operations	Achieved
› Continue to assess any health and safety risks arising from work processes	Achieved

Going forward in FY26, we aim to:

- Maintain zero work-related injuries resulting in fatalities across all operations
- Continue to assess any health and safety risks arising from work processes

20 A key initiative under the WSH Council to recognise workplace safety excellence.

Market Responsibility

Wing Tai is committed to trust, integrity, and building winning relationships with stakeholders to achieve sustainable growth. We uphold strict corporate governance and responsible business practices, while maintaining high standards of product quality and safety and customer service.

Corporate Governance, Ethics and Anti-Corruption

The Group has established several ethics and anti-corruption policies across our operations. New hires are briefed on these policies upon joining, and all employees can access the policies anytime via the intranet and dedicated apps. Additionally, employees are required to declare any conflict of interest annually.

Whistle-Blowing Policy	Wing Tai encourages our employees and external parties to raise concerns, in confidence, about possible irregularities. Concerns can be raised through various channels to the Internal Audit department and/or the Chairman of the Audit & Risk Committee.
Code of Conduct Policy	Wing Tai expects our employees to adhere to honest and ethical business practices and behaviour when conducting business on behalf of the company.
Anti-Bribery and Corruption Policy	Wing Tai adopts a strict policy against bribery and corrupt practices. Any employee found guilty of engaging in unethical practices or giving or receiving bribes will be subject to the appropriate disciplinary proceedings.
Data Protection Policy	Wing Tai adheres to the strict guidelines outlined respectively in the Singapore and Malaysia Personal Data Protection Act ("PDPA") for managing, protecting, and processing stakeholders' personal data. If stakeholders have any queries regarding how the Group manages their data, they can reach out to the data protection officer for the respective business units (corporate, property, and retail).

In FY25, there were zero confirmed incidents or reports of corruption, unethical behaviour and bribery. There were also no reported leaks, thefts or loss of customer data.

Our Targets and Looking Forward

Target(s) for FY25

- Maintain zero incidents of corruption, unethical behaviour and bribery — Achieved

Going forward in FY26, we aim to:

- Maintain zero incidents of corruption, unethical behaviour and bribery

Responsible Marketing Practices

As an organisation that values integrity and trust, we are committed to providing accurate, consistent, and transparent information to prospective homebuyers.

Our marketing team ensures accurate, clear, fair, and responsible property representations in all marketing campaigns and collaterals. We comply fully with all relevant regulations and voluntary codes, and our Sales Gallery and show units strictly adhere to regulatory guidelines.

All marketing materials provide accurate depictions, including clearly labelled and drawn-to-scale floor plans, unit dimensions, and details of materials and finishes — ensuring customers know exactly what they are buying.

The Group works exclusively with licensed real estate agencies and closely monitor their activities to ensure compliance with market guidelines and regulations, including personal data protection and Anti-Money Laundering ("AML") requirements. We integrate robust AML checks into our sales management system to detect suspicious transactions and safeguard against regulatory breaches and reputational risks.

We uphold a zero-tolerance policy for misrepresentations of our residential properties and continuously benchmark our practices against industry best standards to safeguard the interests of our homebuyers.

In FY25, there were no reported incidents of non-compliance with regulations and voluntary codes related to product and service information or labelling that resulted in a fine, penalty, or warning for our residential properties.

Product Quality, Health and Safety

The Group is renowned for the premium quality of its developments and its commitment to operational excellence. Product quality and safety remain top priorities for Wing Tai.

Property Division

Quality, health, and safety compliance are cornerstones of our development standards. The Group has established rigorous quality control processes across every phase of the property development lifecycle. Our Project, Design, and Property teams work closely to ensure that the unit layouts are robust, functional, and efficient. In Singapore, we also engage design-for-safety consultants to provide feedback and recommendations on the proposed layouts.

We engage trusted and reputable contractors who are certified in ISO 14001, ISO 9001, and ISO 45001, or who operate with compliant occupational health and safety management systems. This ensures our developments uphold high standards of environmental management, construction quality, and workplace safety.

At every stage of construction, rigorous inspections are conducted to ensure that our developments meet all regulatory and internal standards. Before handover, our Project team and contractor carry out a final assessment to verify that materials, electrical systems, and functional elements are safe, compliant, and built to specifications. Regular site visits by our management team further reinforce quality assurance and safety oversight — ensuring that every development we deliver is not only well-built, but also safe and reliable for future residents.

Retail Division

Our retail division works closely with brand principals to ensure that retail products comply with relevant safety regulations. These principals implement comprehensive company-wide product safety policies and compliance processes, including guidelines on children's apparel and use of restricted chemicals and substances. This ensures that only consumer-safe and highest quality products reach our customers.

In FY25, there were no reported incidents of non-compliance relating to the health and safety impact of our property and retail products.

Commitment to Delivering Customer Satisfaction

Wing Tai is dedicated to maintaining the highest standards of business excellence and customer service. We believe exceptional service fosters brand loyalty and drives business growth.

At Wing Tai, our commitment to customers extends beyond mere transactions. We strive to listen to their needs and enhance their experience with innovative solutions.

Property Division

Our property division prides itself on high-level customer satisfaction and exceptional after-sales care. The property management team's deep knowledge of development facilities and unit features ensures effective demonstrations and clarifications during handover, facilitating a smooth transition for homeowners.

To further enhance homeowners' experience, our team leverages technology to streamline reporting, tracking, and resolution of defects. Post-handover surveys are conducted to assess homeowners' satisfaction across areas such as service experience, home designs, workmanship, and amenities. Their feedback provides valuable insights for our upcoming projects, ensuring that we continually improve our product offerings.

Retail Division

In FY25, the Singapore retail division engaged customers through interactive pop-ups and digital campaigns. G2000 launched an interactive pop-up store, themed "No Monday Blues", showcasing the latest TECHWork Collection through interactive games and exclusive workshops. A "What's Your Office Personality" quiz was also introduced to help customers discover workwear best suited to their personality, adding a layer of personalisation to the shopping journey.

Across both Singapore and Malaysia, our retail divisions have collaborated with fashion and lifestyle influencers to showcase new collections and highlight the versatility of our brands' products — demonstrating how they seamlessly complement everyday routines. These efforts are amplified through social media platforms such as Instagram, Facebook, TikTok, and Xiaohongshu, allowing us to connect with shoppers in dynamic and relatable ways. Looking ahead, the retail division plans to further leverage livestreaming to reach a broader audience, offering a more convenient and interactive way to engage with our brands in real time.

In Malaysia, the retail division focused on engaging customers through sustainability programmes, as outlined on Page 13 of the report.

In FY25, the Customer Satisfaction ("CSAT") score for the Singapore retail division was approximately 91%, consistent with the score in FY24. Additionally, almost 90% of our G2000 stores attained a score of ≥80 in the Mystery Shoppers Programme, which is consistent with the previous year.

Meanwhile, based on feedback from more than 7,700 customers from MANGO, Furla and Sergent Major, Malaysia's retail division maintained an average satisfaction rate of 98% on customer service, products and store ambience. In addition to in-store feedback forms, customers are also encouraged to share their experiences through Google Reviews, providing valuable insights to further enhance the shopping experience.

Our Targets and Looking Forward

Target(s) for FY25

› Ensure that all our property and retail products maintain zero health and safety impact	Achieved

Going forward in FY26, we aim to:

- Ensure that all our property and retail products maintain zero health and safety impact

Caring for the Community

The Group is committed to fulfilling its corporate citizenry role in nation-building and caring for the communities where we operate.

Supporting Social Inclusivity

Wing Tai partnered with Pathlight School to transform the construction hoarding of River Green into a vibrant community art canvas. Featuring 30 inspiring artworks by students from Pathlight School, the canvas showcases their unique interpretations of River Valley and the Singapore River and will be displayed throughout the construction of River Green.

This initiative not only provides a platform for neurodivergent artists to display their talents but also fosters social inclusivity by highlighting neurodiversity and the value these individuals bring to the community. Through this unique collaboration, we aim to encourage more people to embrace diversity and step forward to help others realise their aspirations. It is also a wonderful opportunity to engage the community — inviting people to discover, experience, and interact with art as part of their everyday lives.

This initiative is in line with Wing Tai's commitment to foster inclusion and make a meaningful impact in the communities we operate in.

Our Targets and Looking Forward:

Target(s) for FY25

- To organise at least two CSR events involving staff engagement with beneficiaries — Achieved

Going forward in FY26, we aim to:

- Continue to organise at least two CSR events involving staff engagement with beneficiaries

CSR and Philanthropy

The Group continues to extend financial aid and in-kind donations to the underprivileged youth and elderly in need through the Wing Tai Foundation. This reflects our recognition of the elderly's contributions to Singapore's nation-building and the importance of nurturing the younger generation. Beyond financial giving, we actively engage our employees to contribute meaningfully to the communities around us.

Giving Back to the Community

In FY25, the Group reaffirmed its dedication to building a more inclusive, supportive, and engaged community through financial donations to various beneficiaries, including the SingHealth Fund, Goh Chok Tong Enable Fund, and the Marine Parade Community Care Hub.

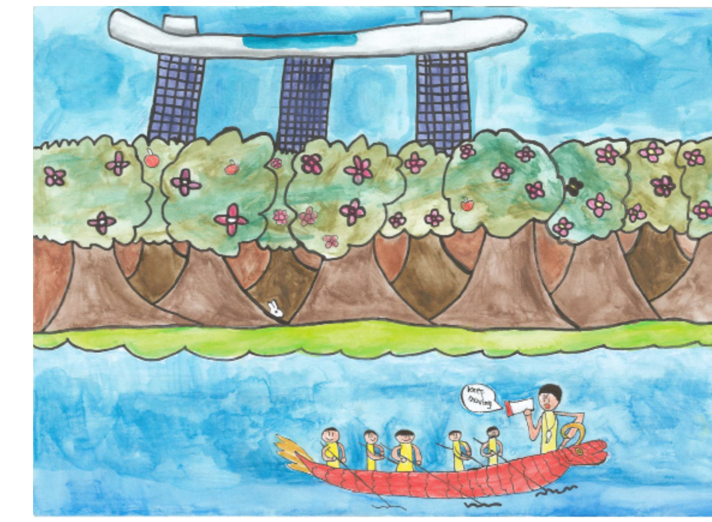
Employee Volunteering

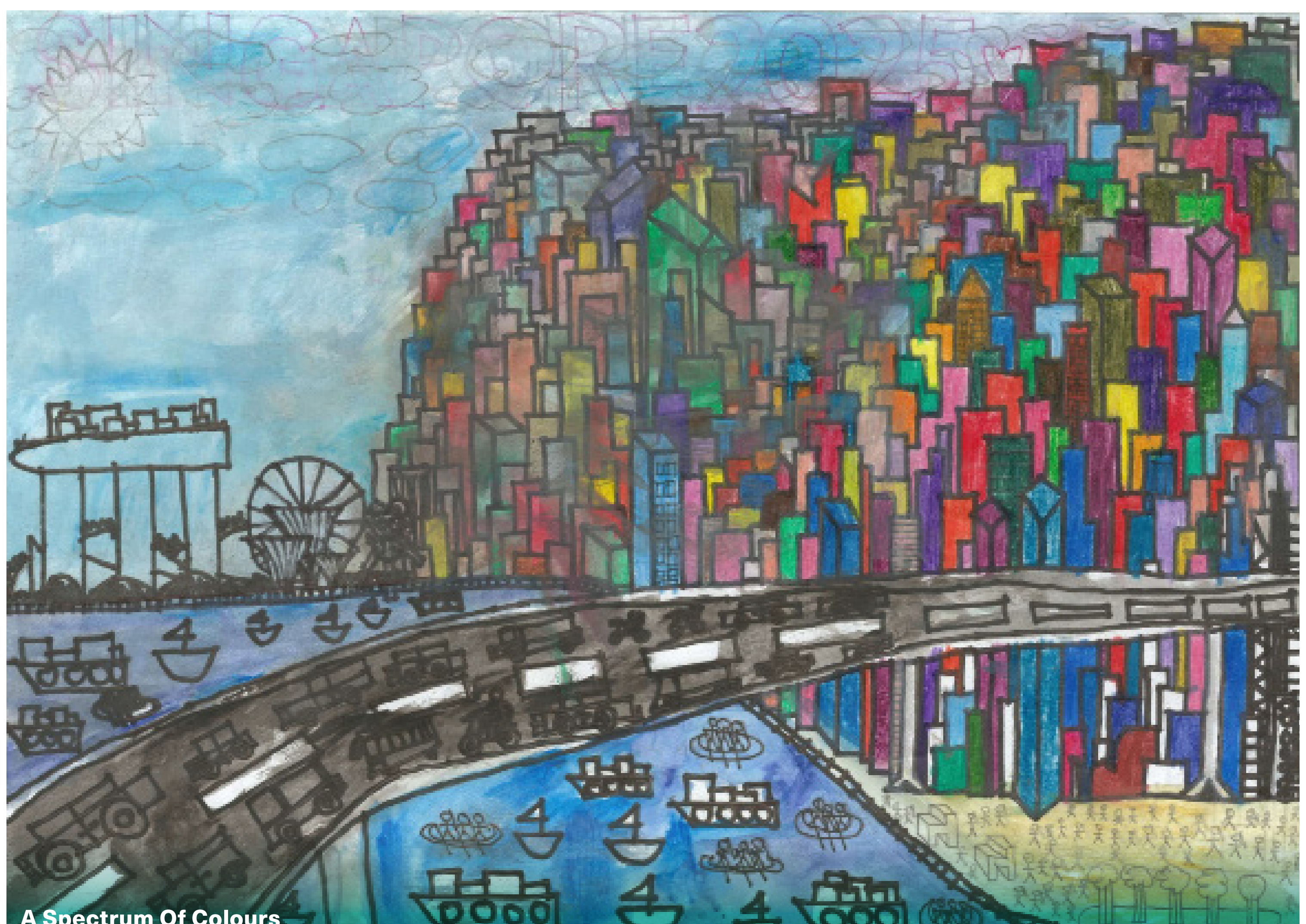
During the year, over 90 employees across the Group participated in various community outreach initiatives, making a tangible difference in the lives of beneficiaries and reinforcing our commitment to care and compassion.

Social Purpose	Initiatives	Location	Outreach/Contributions
Community Engagement	Mid-Autumn Festival Celebrations at NTUC Health Co-operative Limited Senior Day Care (Serangoon Central)	Singapore	› Engaged over 70 elderly over games and handicraft sessions
	Lunar New Year Celebrations at NTUC Health Co-operative Limited Senior Day Care (Serangoon Central)	Singapore	› Engaged over 70 elderly over games and handicraft sessions
Food Donation Drive	The Boys' Brigade: Share-A-Gift Project	Singapore	› Collected over 2,000 food items benefitting 100 families › Delivered packed hampers to the homes of 62 beneficiaries
	Kwong Wai Shiu Hospital	Singapore	› Collected over 950 food items for over 1,200 seniors of Kwong Wai Shiu Hospital and KWSH Active Ageing Centre and Senior Care Centre
	Shelter Home (For Children)	Malaysia	› Donated 80 essential daily items benefitting 16 children

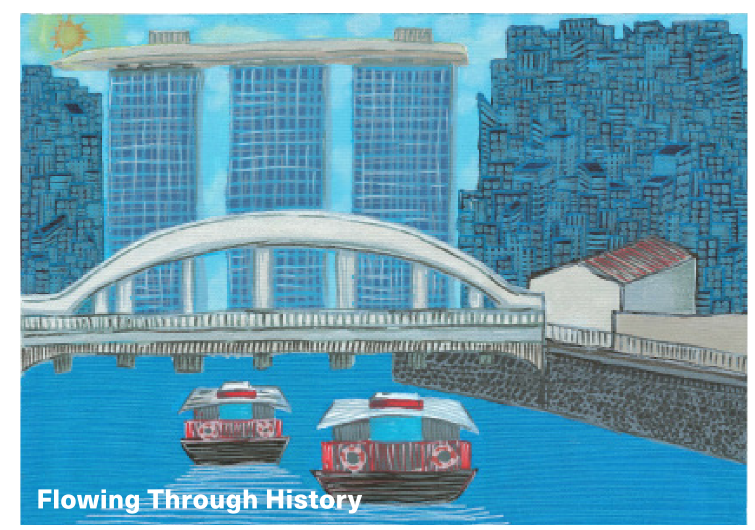
We conduct periodic post-event surveys to gather employee feedback. This helps us identify areas for enhancement and design activities that better align with their interests, ensuring our employees remain engaged and motivated to participate in our outreach efforts.

Artworks by Students from Pathlight School

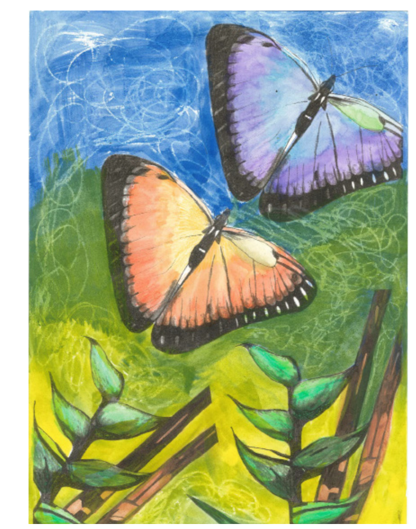




A Spectrum Of Colours



Flowing Through History

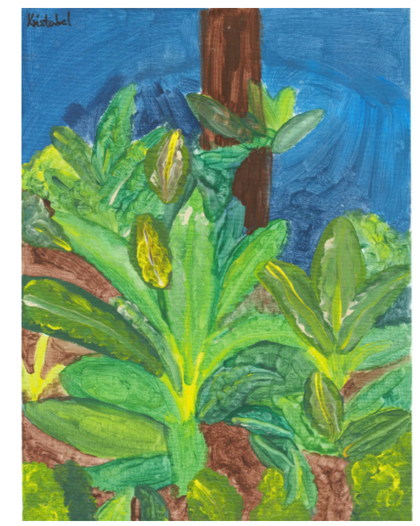


"I feel really happy and proud to have my artwork displayed on the community canvas. It's very special to see it in a place where many people can walk by and enjoy it. I didn't expect it to be chosen, so I feel thankful too.

My artwork was inspired by the things I see around the Singapore River like the boats, the buildings, and the people walking by. I wanted people to feel calm and happy when they see it."

Marcus Goh
Flowing Through History & A Spectrum Of Colours

Artworks by Students from Pathlight School

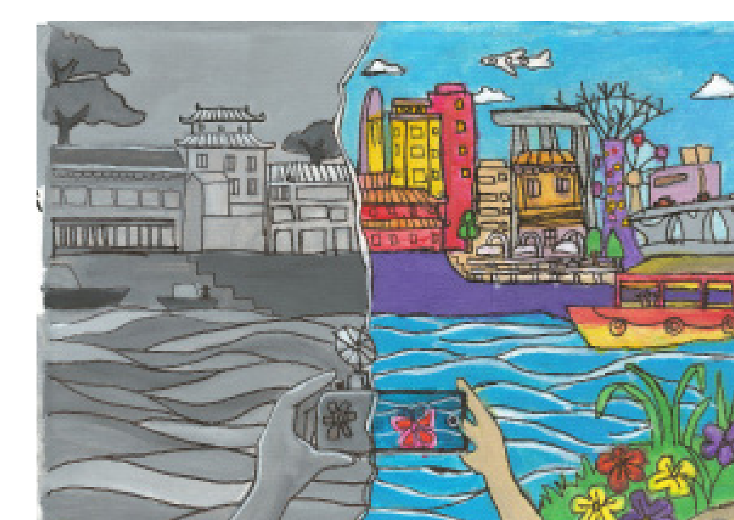



Community & Wellness along Singapore River

"I feel nervous but also excited to have my work displayed. It makes me smile to think that someone might stop and look at my art, and feel good. I hope it makes their day a little better.

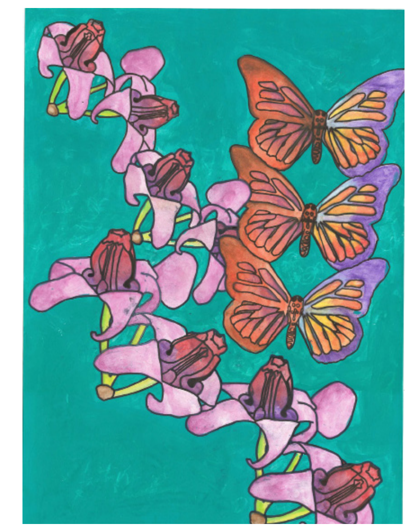
This artwork shows people enjoying sports and leisure in a friendly, green park. I visited Kim Seng Park and saw a group of children running together. I liked what I saw because I am also in a running club CCA in school. Through my artwork, I want to share the joy of wellness and connecting with nature."

Brennan Tay,
Community & Wellness Along Singapore River



Artworks by Students from Pathlight School

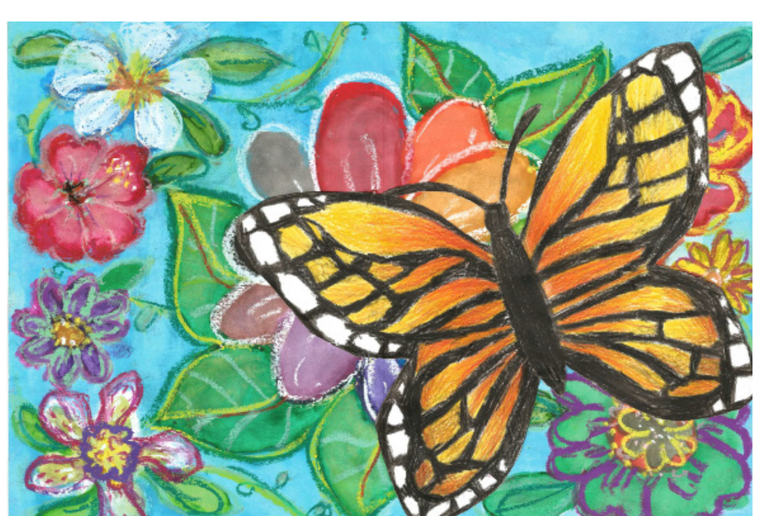

A Playful Night At The Singapore River



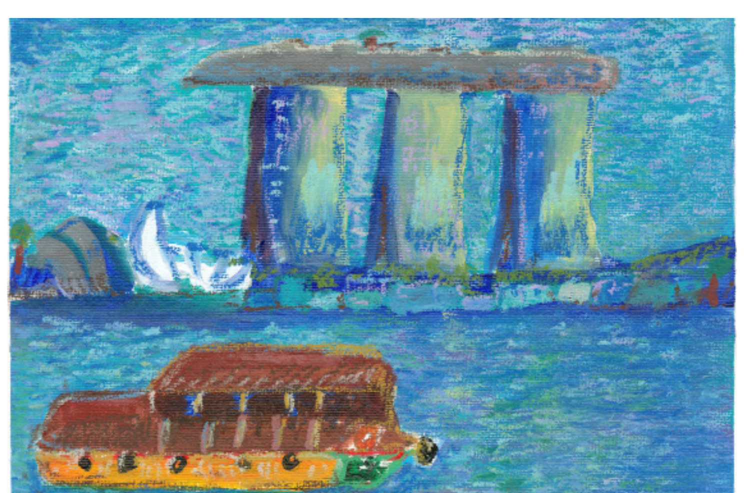
"I feel grateful and excited to have my work displayed and showcased at such a prime area, where many people can see it.

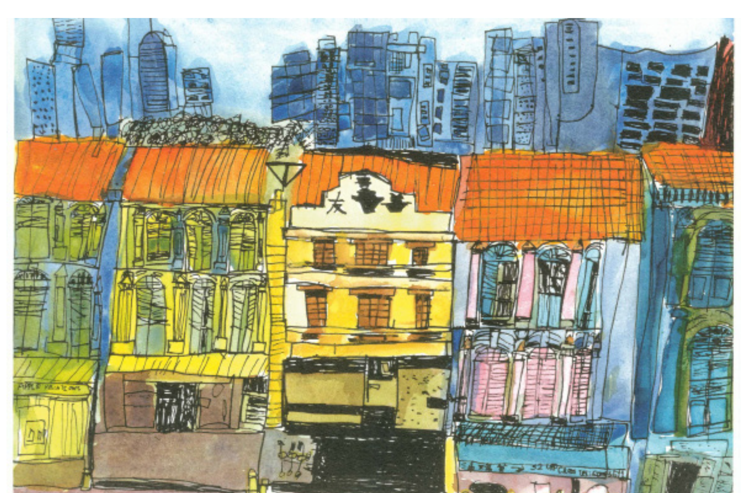
I wanted to bring out that sense of nostalgia for our older and current generations by combining two significant parts of their childhood and Singapore's history into one frame. My message is that even in a fast-paced, modern city like Singapore, we should find time to reconnect with simpler joys in life."

Nurdaanya Mohamed Hafiz
A Playful Night At The Singapore River



Artworks by Students from Pathlight School





"I am truly impressed with the artworks created by our students. Their interpretation and voices are visually seen in their artworks. Each artwork has its own expressions, uniqueness and distinctive styles, showcasing their individual growth and talent.

Although some of our students face challenges with verbal communication, their artworks demonstrate their individual perspectives and interpretation of themes they have chosen."

Ms Nurhilda Anuar
Subject Head, Art Department, Pathlight School

"We are grateful for such opportunities that provide a platform for students with special needs to shine. Art is a powerful form of self-expression that allows our students to express their unique perspectives. Their artworks reflect their unique perspectives and their pure, heartfelt desire to bring joy and smiles to others.

Often, when people think of neurodivergence, they may view it as a deficit or something unfamiliar, which may lead to misunderstanding. Through these artworks, we hope those mindsets will shift, and they will see that neurodivergence is something to be embraced and celebrated, that it can offer fresh ways of seeing the world and help us notice the beauty and details in things that we might otherwise miss."

Ms Linda Kho
Senior Principal, Pathlight School

To discover the stories behind each artwork and learn more about the talented student artists:
https://rivergreen.sg/art-collaboration.html

Memberships, External Initiatives And Charters

Wing Tai maintains memberships in relevant local and international businesses and communities including:

- Institute for Human Resource Professionals (IHRP)
- International Real Estate Federation Malaysian Chapter (FIABCI)
- Malaysian Employers Federation (MEF)
- Malaysia Retailers Association (MRA)
- Orchard Road Business Association (ORBA)
- Real Estate and Housing Developers' Association Malaysia (REHDA)
- Real Estate Developers' Association of Singapore (REDAS)
- Singapore National Employers Federation (SNEF)
- Singapore Retailers Association (SRA)

Wing Tai is committed to making a meaningful impact through our engagement with these associations. We endeavour to contribute actively to advance their visions and missions, support their objectives and foster a collaborative environment that benefits all stakeholders.

GRI Content Index

Statement of use

Wing Tai Holdings Limited has reported the information cited in this GRI content index for the period from 1 July 2023 to 30 June 2024 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Page No
GRI 2	General Disclosures 2021	
2-1	Organisational details	Refer to Page 113–115 of Annual Report
2-2	Entities included in the organization's sustainability reporting	About this report, 1
2-3	Reporting period, frequency and contact point	About this report, 1-2
2-4	Restatements of information	Environmental Responsibility, 18-20
2-5	External assurance	About this report, 2
2-6	Activities, value chain and other business relationships	Refer to Page 113–115 of Annual Report
2-7	Employees	People Matters, 22
2-8	Workers who are not employees	People Matters, 30
2-9	Governance structure and composition	Sustainability Efforts, 4
2-10	Nomination and selection of the highest governance body	Refer to Page 19–21 of Annual Report
2-11	Chair of the highest governance body	Refer to Page 6, 19 of Annual Report
2-12	Role of the highest governance body in overseeing the management of impacts	Refer to Page 4–6 of Annual Report
2-13	Delegation of responsibility for managing impacts	Refer to Page 4–6 of Annual Report
2-14	Role of the highest governance body in sustainability reporting	Sustainability Efforts, 4
2-15	Conflicts of interest	Refer to Page 28, 29, 31 of Annual Report
2-16	Communication of critical concerns	Refer to Page 28–31 of Annual Report
2-17	Collective knowledge of the highest governance body	Sustainability Efforts, 4
2-18	Evaluation of the performance of the highest governance body	Refer to Page 21 of Annual Report
2-19	Remuneration policies	Refer to Page 21–23 of Annual Report
2-20	Process to determine remuneration	Refer to Page 21–23 of Annual Report
2-21	Annual total compensation ratio	Refer to Page 21–23 of Annual Report

GRI Standard	Disclosure	Page No
GRI 2	**General Disclosures 2021**	
2-22	Statement on sustainable development strategy	Board Statement, 4
2-23	Policy commitments	Market Responsibility, 31
2-24	Embedding policy commitments	Market Responsibility, 31
2-25	Processes to remediate negative impacts	Market Responsibility, 31
2-26	Mechanisms for seeking advice and raising concerns	Market Responsibility, 31
2-27	Compliance with laws and regulations	Market Responsibility, 31–32
2-28	Membership associations	Memberships, External Initiatives and Charters, 37
2-29	Approach to stakeholder engagement	Sustainability Efforts, 5–6
2-30	Collective bargaining agreements	People Matters, 27
GRI 3	**Material Topics 2021**	
3-1	Process to determine material topics	Sustainability Efforts, 6
3-2	List of material topics	Sustainability Efforts, 6
3-3	Management of material topics	Environmental Responsibility, People Matters, Market Responsibility, Caring for the Community, 10–36
GRI 302	**Energy 2016**	
302-1	Energy consumption within the organization	Environmental Responsibility, 18–19
302-3	Energy intensity	Environmental Responsibility, 18–19
GRI 305	**Emissions 2016**	
305-1	Direct (Scope 1) GHG emissions	Environmental Responsibility, 20
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Responsibility, 20–21
305-4	GHG emissions intensity	Environmental Responsibility, 20–21

GRI Standard	Disclosure	Page No
GRI 401	**Employment 2016**	
401-1	New employee hires and employee turnover	People Matters, 25-26
401-3	Parental Leave	People Matters, 27
GRI 403	**Occupational Health and Safety 2018**	
403-9	Work-related injuries	People Matters, 30
GRI 404	**Training and Education 2016**	
404-1	Average hours of training per year per employee	People Matters, 28–29
404-3	Percentage of employees receiving regular performance and career development reviews	People Matters, 29
GRI 405	**Diversity and Equal Opportunity 2016**	
405-1	Diversity of governance bodies and employees	Refer to Page 19–20 of Annual Report People Matters, 22
GRI 413	**Local Communities 2016**	
413-1	Operations with local community engagement, impact assessments, and development programmes	Caring for the Community, 34
GRI 416	**Customer Health and Safety 2016**	
416-1	Assessment of the health and safety impacts of product and service categories	Market Responsibility, 32
GRI 417	**Marketing and Labeling 2016**	
417-2	Incidents of non-compliance concerning product and service information and labeling	Market Responsibility, 32
GRI 418	**Customer Privacy 2016**	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Market Responsibility, 31–32