Cool Link (Holdings) Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 8491

2025

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Environmental, Social and Governance Report 2025

INTRODUCTION

Cool Link (Holdings) Limited (the "Company"), together with its subsidiaries (the "Group"), is principally engaged in food and healthcare supplies business in Singapore and Hong Kong. The Group is an importer of food products. The Group principally trades and supplies food products to ship chandlers, trading companies, retailers and the food service industry mainly in Singapore and in other Asia Pacific regions, the Group believes sustainability is the key to achieve continuous success and has integrated it into the Group's business strategies.

This Environmental, Social and Governance Report (the "ESG Report") summarizes the environmental, social and governance ("ESG") initiatives, plans and performances of the Group and demonstrates its commitment to sustainability development.

REPORTING SCOPE

Unless specified otherwise, the ESG Report covers the Group's business activities in Singapore office and warehouses (the "Reporting Scope"), which represent the major sources of the Group's revenue during the year ended 31 December 2025 ("2025" or the "Reporting Period"). The Reporting Scope is determined based on the financial threshold and the full-year effect of operation. The ESG Report covers the Group's policies, compliance issues as well as key performance indicators ("KPI") in environmental and social areas. The Group will extend the scope of disclosures when and where applicable.

REPORTING FRAMEWORK

The ESG Report has been prepared in compliance with all applicable provisions set out in the "Environmental, Social and Governance Reporting Code" (the "ESG Reporting Code") contained in Appendix C2 to the Rules Governing the Listing Securities on GEM of the Stock Exchange of Hong Kong Limited.

For the Group's corporate governance practices, please refer to the section "Corporate Governance Report" contained in the Group's Annual Report 2025.

During the preparation for the ESG Report, the Group has applied the reporting principles in the ESG Reporting Code as follows:

Materiality: Materiality assessment was conducted to identify material issues, thereby adopting the confirmed material issues as the focus for the preparation of the ESG Report. The materiality of issues was reviewed and confirmed by the Board and senior management. For further details, please refer to the sections headed "Stakeholder Engagement" and "Materiality Assessment".

Quantitative: The standards, methodologies and applicable assumptions used in the calculation of KPIs data were supplemented by explanatory notes.

Consistency: Unless otherwise stated, the preparation approach of the ESG Report is consistent with the year ended 31 December 2024 ("2024") for comparison. If there are any other changes in the scope of disclosure and calculation methodologies that may affect comparison with previous reports, explanations will be provided to the corresponding data.

Balance: The ESG Report has provided an unbiased picture of the Group's performance. It avoids selections, omissions, or presentation formats that may inappropriately influence a decision or judgment by the reader.

Environmental, Social and Governance Report 2025

REPORTING PERIOD

The ESG Report describes the ESG activities, challenges and measures taken by the Group during 2025.

ESG GOVERNANCE STRUCTURE

The Group has developed an ESG governance structure to ensure ESG governance aligns with its business strategy and to integrate ESG management into its business operations and decision-making process.

The Board of Directors of the Company (the "Board") holds the overall responsibility for the Group's ESG issues and sets out ESG management approach, strategy, priorities and objectives. The Board is also responsible for setting up ESG targets, aiming at aligning with the global vision of carbon neutrality and enhancing corporate reputation. In order to better manage the Group's ESG performance, related issues and potential risks, the Board at least once annually evaluates and determines ESG-related risks and opportunities of the Group, as well as reviews its performance against ESG-related targets. The Board is also responsible for ensuring the effectiveness of the Group's risk management and internal control systems and approving disclosures in the ESG Report.

To develop systematic management of ESG issues under the Board's delegations, the Group has assigned designated personnel for management and assistance in oversight. The assigned personnel have the responsibility for collecting and analysing ESG data, monitoring and evaluating the Group's ESG performance, keeping track of and reviewing the progress made against the Group's ESG-related targets, ensuring compliance with ESG-related laws and regulations, assisting in conducting materiality assessment and preparing ESG reports. The assigned personnel also arrange meetings regularly to evaluate the effectiveness of current policies and procedures, and formulates appropriate solutions to improve the overall performance of ESG policies. Furthermore, the assigned personnel report to the Board periodically, assist in assessing and identifying the Group's ESG risks and opportunities, ensuring the implementation and effectiveness of the risk management and internal control systems.

STAKEHOLDER ENGAGEMENT

The Group values its stakeholders and their feedback regarding the Group's businesses and ESG aspects. In order to understand and address their key concerns, the Group has maintained close communication with its key stakeholders, including but not limited to shareholders and investors, customers and business partners, employees, suppliers, media, non-governmental organizations ("NGOs") and the public, as well as government bodies and regulators. The Group considers stakeholders' expectations in formulating its businesses and ESG strategies by utilizing diversified engagement methods and communication channels, shown as below.

Stakeholders	Communication channels	Expectations
Shareholders and investors	• Annual general meeting and other shareholder meetings • Financial reports • Announcements and circulars • Company website	• Compliant operation • Risk management • Anti-corruption • Economic performance • Corporate sustainability

Environmental, Social and Governance Report 2025

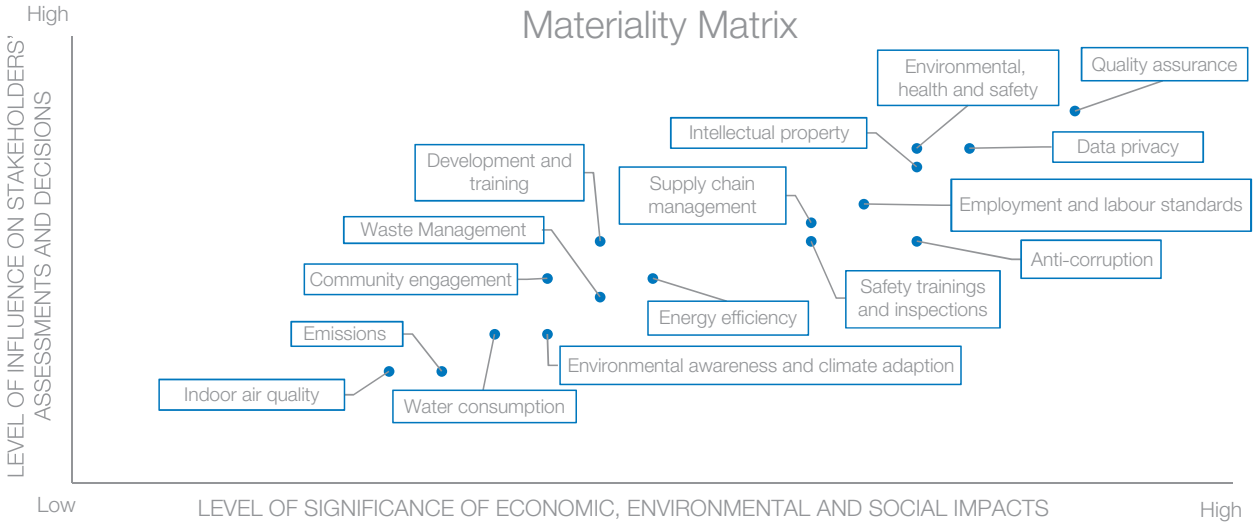
Stakeholders	Communication channels	Expectations
Customers and business partners	• Customer satisfaction survey • Customer service team • Customer support hotline and email	• Food safety and quality • Protection of customers' interest • Quality of products and services provided • Product and service responsibility • Customer information and privacy protection • Compliant operation
Employees	• Trainings, seminars, and briefing sessions • Regular meetings • Regular performance reviews	• Employee health and safety • Employee development and training • Protection of employees' rights and interests • Compliant operation • Equal opportunities
Suppliers	• Supplier management meetings and events • Supplier audit	• Fair and open procurement • Sustainable development of supply chain • Business ethics and reputation
Media, NGOs, and the public	• Community activities • ESG reports	• Transparent information disclosure • Community service • Environmental protection
Government bodies and regulators	• Legal and compliance advisor	• Compliant operation • Risk management • Payment of tax

The Group aims to collaborate with its stakeholders to improve its ESG performance and create greater value for the wider community on a continuous basis.

MATERIALITY ASSESSMENT

The management and staff of the Group's respective major operations have participated in the preparation of the ESG Report to assist the Group in reviewing its operations and identifying relevant ESG issues and assessed the importance of related matters to its businesses and stakeholders. Based on the assessed significant ESG issues, a questionnaire was prepared to collect information from relevant departments and business units of the Group. During 2025, as there is no material change in the Group's business operation, the materiality matrix from the materiality assessment in 2024 is applied to 2025.

The following is a matrix of the Group's material ESG issues included in the ESG Report:



The Group confirmed that it has established appropriate and effective management policies and internal control systems for ESG issues and confirmed that the disclosed contents are in compliance with the requirements of the ESG Reporting Code.

CONTACT US

The Group welcomes stakeholders to provide their opinions and suggestions. You can provide valuable advices in respect of the ESG Report or its performances in sustainable development by email at submission@coollink.com.sg.

Environmental, Social and Governance Report 2025

A. ENVIRONMENTAL

A1. Emissions

The Group primarily acts as a Singapore-based importer of food products. Business operations include but are not limited to the supply of various types of food products, including canned food and packaged beverages in the dry category, various dairy products in the chilled category and ice cream and frozen cakes and pies in the frozen category to the Group's ship supply customers in Singapore. The Group integrates environmental concerns into its decision-making processes and consider potential positive and negative environmental impacts of its businesses.

Given the business nature of the Group, the Group believes that there are only minimal direct environmental impacts in its operations. Nevertheless, the Group continues to stay alert to the potential environmental impacts. The Group has established related environmental policies and green measures to enhance its environmental governance practices and mitigate potential environmental impacts caused by its operations.

On the other hand, the Group is committed to raising employees' environmental awareness and complying with relevant environmental laws and regulations. In the long run, the Group will continue to enhance its environmental management strategies regularly in monitoring and minimizing the environmental impacts brought by its businesses. As such, the Group has established environmental targets in four areas, namely greenhouse gas ("GHG") reduction, energy efficiency, waste management and water conservation, aiming at aligning with the global and national vision of carbon neutrality, leveraging its corporate social responsibility and enhancing corporate reputation. The Group will strive to achieve the targets by implementing appropriate measures in its operation and reviewing the progress towards the targets set. The progress towards the targets set will be reported to the Board by the assigned personnel at least once a year. The following table summarises the targets established by the Group:

Aspect	Targets	Progress
GHG Emissions	• Using the financial year ended 31 December 2021 ("2021") as the baseline year, the Group will reduce its GHG intensity within the Reporting Scope by at least 5% by 2025.	Achieved. The Group will set a new target to maintain or reduce the GHG intensity by the financial year ending 31 December 2030 ("2030"), using 2025 as the baseline.
Waste Management	• The Group will implement a recycling programme at its operation and participate waste reduction awareness activity each year.	Achieved
Energy Efficiency	• Using 2021 as the baseline year, the Group will reduce its energy efficiency intensity within the Reporting Scope by at least 5% by 2025.	Achieved. The Group will set a new target to maintain or reduce the energy consumption intensity 2030, using 2025 as the baseline.
Water Conservation	• The Group will participate in water saving awareness activity each year	Achieved

For each target set, the corresponding measures to achieve such target will be disclosed in the sections of "Emissions" and "Use of Resources".

During 2025, the Group did not have any non-compliance with relevant local environmental laws and regulations in relation to exhaust gas and GHG emissions, water and land discharge, and the generation of hazardous and non-hazardous wastes, including but not limited to Environmental Protection and Management Act of Singapore, Environmental Public Health (General Waste Collection) Regulations of Singapore and Control of Vector and Pesticides Act of Singapore that have a significant impact on the Group.

Emissions

Exhaust Gas Emissions

Due to the Group's business nature, the Group pays attention to the relevant exhaust gas emissions generated at its operations. It strives to mitigate the exhaust gas and GHG generated from its operation process as much as possible. The Group's major sources of exhaust gas emissions are combustion of diesel and petrol from vehicles. During 2025, the amount of exhaust gas generated from vehicles were approximately 1.29 kg (2024: approximately 0.77 kg) of sulphur oxides, approximately 938.41 kg (2024: approximately 225.84 kg) of nitrogen oxides and approximately 89.80 kg (2024: approximately 21.62 kg) of particulate matter. The calculation method of exhaust gas emissions is based on "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by The Stock Exchange of Hong Kong Limited.

The Group has set up a monitoring system for petrol and diesel consumption on site to track the amount of petrol and diesel consumed, and the causes of unexpected high amount of petrol and diesel consumption will be examined. Other measures to mitigate exhaust gas emissions for vehicles are mentioned in the following section on "GHG Emissions".

GHG Emissions

The principal GHG emissions of the Group are direct GHG emissions generated from the petrol and diesel consumption of vehicles and other mobile machine (Scope 1) and energy indirect GHG emissions from purchased electricity (Scope 2). The Group has adopted the following measures to mitigate the direct GHG emissions from petrol and diesel consumption in its operations and to achieve its established target:

- Examined and obtained certification for the vehicles under Section 90 of the "Road Traffic Act" on the prescribed statutory requirements;
- Switched off engine whenever the vehicle is idled;
- Provided maintenance service to the vehicles on a regular basis to ensure the engine performance and its efficient use of fuel; and
- Installed solar energy panels in its Singapore operation and performed feasibility study for expansion of solar energy coverage by launching extended installation.

Consumption of electricity is accounted as the most significant source of indirect GHG emissions. The Group has implemented measures as stated in "Energy Efficiency" of Aspect A2 below in order to reduce energy consumption, and thereby minimizing carbon footprint.

Through these GHG emissions mitigating measures, the employees' awareness on GHG emissions mitigation has been enhanced. During 2025, the total GHG emissions has increased to approximately 459.21 tCO_2e (2024: approximately 421.92 tCO_2e) due to the increase in business activities.

The GHG emission of the Group and its intensity were as follows:

Indicator[1]	Unit	2025	2024
Direct GHG emissions (Scope 1) – Petrol and diesel consumption	tCO_2e	**229.79**	144.52
Indirect GHG emissions (Scope 2) – Purchased electricity	tCO_2e	**217.63**	248.12
Indirect GHG emissions (Scope 3) – Business air travel	tCO_2e	**11.79**	29.28
Total GHG emissions (Scope 1, 2 and 3)	tCO_2e	**459.21**	421.92
Intensity[2]	tCO_2e/m^2	**0.05**	0.05

Note:

1. GHG emission data is presented in terms of carbon dioxide equivalent and are based on, but not limited to, "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standards" issued by the World Resources Institute and the World Business Council for Sustainable Development, the latest Electricity Grid Emission Factor issued by the Energy Market Authority of Singapore, "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange of Hong Kong Limited, "Global Warming Potential Values" from the Intergovernmental Panel on Climate Change ("IPCC") Fifth and Sixth Assessment Report and "2006 IPCC Guidelines for National Greenhouse Gas Inventories" by IPCC.

2. As at 31 December 2025 and 31 December 2024, the Group's total floor area within the Reporting Scope were approximately 9,316.20 m^2 respectively. The data is also used for calculating other intensity data.

Sewage Discharge

During 2025, the amount of sewage discharged has significantly increased to approximately 2,162.70 m^3 (2024: approximately 1,616.60 m^3). Its intensity was approximately 0.23 m^3/m^2 (2024: approximately 0.17 m^3/m^2). The Group has established related procedures for water discharge at its operations to prevent water pollution.

The sewage discharged of the Group and its intensity were as follows:

Indicator	Unit	2025	2024
Sewage discharged	m^3	**2,162.70**	1,616.60
Intensity	m^3/m^2	**0.23**	0.17

Waste Management

Hazardous waste handling method

Despite the Group did not generate hazardous wastes due to its business nature, it has established guidelines in governing the management and disposal of hazardous wastes. In case there is any hazardous waste produced, the Group must engage a qualified chemical waste collector to handle such waste, which is complied with the relevant environmental regulations and rules.

Non-hazardous waste handling method

The Group's wastes mainly come from office operation, including non-hazardous wastes such as paper. With the aim of minimizing the environmental impacts from non-hazardous wastes generated from its business operations, the Group has implemented measures to handle such wastes and launched different reduction initiatives.

The Group has implemented the following procedures to encourage employees to share responsibilities in waste management and minimize waste generation:

- Used double sided printing or photocopying wherever possible;
- Utilized electronic media for communication;
- Recycled one-sided printed paper;
- Avoided single-use disposable items; and
- Placed "Green Message" reminders on office equipment.

During 2025, the total non-hazardous waste generated has decreased to approximately 55.83 tonnes (2024: approximately 167.38 tonnes).

The non-hazardous wastes discharge of the Group and its intensity were as follows:

Category of waste	**Unit**	**2025**	**2024**
Paper	tonnes	**0.65**	0.68
General waste	tonnes	**55.18**	166.70
Total non-hazardous waste	tonnes	**55.83**	167.38
Intensity	tonnes/m^2	**0.006**	0.018

A2. Use of Resources

Responsible use of resources is one of the Group's missions in achieving sustainability. During the Group's operations, fuels and electricity are frequently consumed. In order to optimize the Group's resource usage, it has established relevant policies and procedures in governing the efficient use of resources, implemented initiatives to reduce unnecessary use of materials and increase energy efficiency, and adopted eco-friendly approaches in its operations. The Group will also learn from the best practices in the industry in order to improve its environmental performance for use of resources.

Energy Efficiency

The major energy consumption of the Group in daily operation is electricity consumption, as well as petrol and diesel consumption via transportation.

Since energy consumption accounts for the major resource consumption in the Group, it aims to identify and adopt appropriate measures to minimize its potential environmental impacts. The Group has developed related policies and initiatives on energy conservation to show its concern on energy efficiency. Regular review is conducted on its energy objectives and targets to seek continuous improvement in the Group's energy performance. Unexpected high electricity consumption will be investigated to find out the root cause and preventive measures will be taken.

During 2025, the Group has performed the following measures relating to promote and enhance energy efficiency:

- Installed solar energy panels in its Singapore operation and performed feasibility study for increasing of solar energy coverage;
- Selected energy-efficient equipment and electrical appliances for production, office and domestic electricity use;
- Encouraged employees to turn off all electrical appliances that come with them when they leave office;
- Turned off all unnecessary lights, air conditioners, computers and other office equipment in office areas, conference rooms and corridors when they are not in use to avoid waste of electricity;
- Regulated the use of air conditioners strictly to prevent waste of electricity;
- Turned off computers (host and monitor) when employees they go out for a long time, and switched computers to standby or sleep mode when employees go out for lunch; and
- Enhanced the maintenance and overhaul of equipment, maintain the best condition of all electronic equipment for efficient use of electricity.

As a result, the employees' awareness of energy conservation has been increased through these energy-saving measures.

During 2025, the total energy consumption of the Group has increased to approximately 1,438,740.22 kWh (2024: approximately 1,164,770.89 kWh) due to the increase in business activities.

The energy consumption of the Group and its intensity were as follows:

Type of energy[3]	**Unit**	**2025**	**2024**
Petrol	kWh	**36,517.04**	49,222.41
Diesel	kWh	**860,861.18**	513,312.48
Electricity	kWh	**541,362.00**	602,236.00
Total energy consumption	kWh	**1,438,740.22**	1,164,770.89
Intensity	kWh/m^2	**154.43**	125.03

Note:

3. The unit conversion method of energy consumption data is based on the Energy Statistics Manual issued by the International Energy Agency.

Water Consumption

Water consumption of the Group is mainly for cleaning and sanitation in office and warehouses. The Group has set up procedures for water conservation measures, and encouraged all employees to develop the habit of water conservation. The Group has been strengthening its promotion on water-saving, posting water saving reminders, and guiding employees to use water reasonably.

The total water consumption of the Group increased to approximately 2,162.70 m^3 in 2025 (2024: approximately 1,616.60 m^3).

The water consumption of the Group and its intensity were as follows:

Water consumed	**Unit**	**2025**	**2024**
Total consumption	m^3	**2,162.70**	1,616.60
Intensity	m^3/m^2	**0.23**	0.17

We have implemented the following procedures to improve our water efficiency:

- Carried out regular leakage tests on concealed piping and checked for overflowing tanks, blockage, worn tap washers and other defects in the water supply system;
- Fixed dripping taps immediately; and
- Reduced water pressure to the lowest practical level.

Since the Group's operation mainly involved administrative office environment and warehouses for storing and packaging shipment goods, there was no significant issue regarding sourcing water that is fit for purpose.

Use of Packaging Materials

As an importer of food products in the ship supply industry, the Group's major packaging materials are pallets, pallet stretch film and foam box. During 2025, the Group has consumed approximately 117.75 tonnes of pallets and pallet stretch film in total (2024: 127.38 tonnes). Furthermore, the Group collected and reused foam box.

A3. The Environment and Natural Resources

Although the core businesses of the Group have limited impact on the environment and natural resources, it recognizes the importance in minimizing the negative environmental impacts of its business operations as an ongoing commitment to corporate social responsibility. The Group follows the related policy to regularly assess the environmental risks of its businesses, adopts preventive measures to reduce potential risks and ensures compliance with relevant laws and regulations. The Group is also devoted to achieving sustainable development for generating long-term values to the community and its stakeholders.

Environmental Awareness

Apart from the measures mentioned in the previous sections, the Group also focuses on raising employees' awareness on the environment and natural resources through various means of environmental education. The Group encourages its staff to participate in campaign or activities relating to the promotion of green environment. Green messages are also posted on the message board to remind colleagues of supporting environmental conservation.

Indoor Air Quality

The Group strives to maintain a good air quality at the workplace, for both office and warehouse. Indoor air quality at the workplace is regularly monitored and measured. By adopting air-purifying equipment in the workplace as well as conducting regular cleaning of air conditioning system, these measures resulted in maintaining indoor air quality and filtering out pollutants, contaminants and dust particles.

A4. Climate Change

Identification and Response

The Group recognises that climate change has been affecting the Group's stakeholders, business operations and communities at different levels. The Group has adopted its Climate Change Policy to enhance its ability to respond to climate impacts and to mitigate the risks and impacts of climate change on the Group, thereby assisting the Group to adapt to and resist climate change. During the Reporting Period, the Group has been monitoring the potential and actual impact of climate change as described below.

Physical Risks

For the acute physical risks, weather-related events such as typhoons and natural disasters may disrupt the business operation in the short term. In order to minimise the disruptions to its business operation, the Group has devised a set of contingency measures that are applicable to the most weather-related events. The Group has developed typhoon and rainstorm arrangements to safeguard the safety of its employees under extreme weather conditions. The work arrangements included reporting for duty, early release from work, the resumption of work, and the special arrangements in respect of essential staff in situations of adverse weather. The Group also gives consideration as much as possible to the different situations faced by individual employees, such as their place of residence, the road and traffic conditions in the vicinity, and adopt a flexible approach with due regard to their actual difficulties and needs.

Transition Risks

For transition risks, the Group may bear higher operating costs due to the potential regulatory change related to carbon reduction requirements. To manage the legal risks that may be brought along by the climate crisis, the Group has taken an array of actions. First, the Group constantly monitors any changes in relevant laws or regulations. Second, the Group has sought compliance consultancy services to reduce legal risks. Third, the Group has been taking comprehensive measures to protect the environment, including measures aimed at reducing GHG emissions. By going beyond current compliance requirements, the Group has a better chance to adapt swiftly to regulatory changes.

B. SOCIAL

B1. Employment

Human resources are the foundation for the Group's continuous development. Hence, it has established relevant employment policies, adopting people-oriented management and realising the full potential of employees. Relevant employment policies are formally documented, covering recruitment, compensation, promotion, working hours and rest periods, diversity and equal opportunities, etc. The Group reviews these policies and its employment practices periodically to ensure continuous improvements of its employment standards.

During 2025, the Group was not aware of any material non-compliance with employment-related laws and regulations including but not limited to the Employment Act of Singapore, that would have a significant impact on the Group.

As at 31 December 2025, there were 56 employees within the Reporting Scope (as at 31 December 2024: 51 employees). The following shows a summary of the Group's employment data within the Reporting Scope:

Workforce by category	Number of employees (as at 31 December 2025)	Number of employees (as at 31 December 2024)
By employment type		
Full time	**56**	50
Part time	**0**	1
By gender		
Male	**36**	29
Female	**20**	22
By Age group		
18-25 years old	**7**	5
26-35 years old	**11**	14
36-45 years old	**17**	16
46-55 years old	**9**	7
56 years old or above	**12**	9
By geographical region		
Singapore	**56**	51

During 2025, the Group's total employee turnover rate within the Reporting Scope was approximately 7.14% (2024: 9.00%), with the breakdown as follows:

Turnover rate by category	2025	2024
By gender		
Male	**7.14%**	12.30%
Female	**10.71%**	–
By Age group		
18-25 years old	**5.36%**	1.80%
26-35 years old	**3.57%**	–
36-45 years old	**3.57%**	3.50%
46-55 years old	**1.79%**	3.00%
56 years old or above	**3.57%**	3.00%
By geographical region		
Singapore	**7.14%**	9.00%

The Group adopts robust and transparent recruitment processes based on merit selection against the job criteria applied. Recruitment of individuals is based on their suitability for the position and potential to fulfil the Group's current and future needs. The Group ensures its employees and applicants are treated and evaluated in a fair way.

Employees are entitled to remuneration package, which includes medical coverage, dental allowance, different types of leaves, company activities and service awards. Bonus and variable bonus will be distributed to staffs based on the Group's yearly sales performance and achievement, as well as their performance appraisal that is also reviewed regularly by heads of department for potential promotion opportunities for employees.

It is the Group's policy, through its Performance Management Process, to review all employees' performance and effectiveness on an ongoing basis. The process is designed to meet the needs and align expectations of both managers and employees and to ensure that all employees have the opportunity to develop and succeed in his or her new job. A new employee will be subject to a probation period as stipulated in his or her employment contract. This can ensure that the Group's raw recruits are satisfied with their employment and have the capability of meeting or exceed the requirements of the position at hand. During this period, their performance and suitability for continued employment will be assessed at regular intervals. At the end of the probation period, a performance review will be conducted to ensure that they are capable of achieving the work performance expectations, KPIs set and productivity standards of the Group.

Working Hours and Rest Periods

The Group has formulated policies in determining the working hours and rest periods for employees in accordance with the Singapore's Ministry of Manpower ("MOM") regulation. Timecards are used to record the attendance and working time of employees to ensure appropriate reimbursement is provided for overtime working. The Group's employees enjoy sufficient benefits including annual leave, public holiday, medical leave, maternity leave, paternity leave, child care leave, extended child care leave, compassionate leave, as well as celebration on their birthday, Chinese New Year, Labour Day, Hari Raya Puasa, Deepavali and Christmas in a form of company trip or Chinese New Year dinner, in which the employees' immediate family member are also invited. Additionally, the Group has set up Long Service Award and Superstar Award to commend employees' contribution and hard work.

Communication Channels

The Group recognizes the importance to maintain close and open communication with employees. Employees are encouraged to exchange information, ideas and views about matters of mutual interest and concern through both formal and informal channels. The Group has established various communication channels with employees. Management reviews the result of the survey and implement corresponding improvement actions.

To foster good relations among employees and between employees and management, the Group recognizes the accumulation of unspoken, unanswered complaints, questions and suggestions will result in employee dissatisfaction and threaten what otherwise can be a satisfactory working environment. Thus, related grievance policy is established to provide procedures and options to employees on how to handle the issues concerned.

Diversity, Equal Opportunities and Anti-discrimination

A diverse and skilled workforce is crucial for its business. The Group is committed to creating and maintaining an inclusive and collaborative workplace culture. The Group is dedicated to providing equal opportunities in all aspects of employment and maintaining workplace that are free from discrimination, physical or verbal harassment against any individual because of race, religion, colour, gender, physical or mental disability, age, place of origin, marital status, and sexual orientation. The Group also strives to ensure that complaints, grievances and concerns, including whistle blowing, are dealt with promptly and confidentially. The Group has zero tolerance on sexual harassment or abuse in the workplace in any form. Regular meetings among management are held semi-annually, and among the heads of department are held weekly. The Group commits to organise five events yearly to bond and better communicate with employees across the operation.

B2. Health and Safety

Environmental, Health and Safety

The Group is committed to providing and maintaining a safe and healthy working environment for the benefit of employees and suppliers. A section on Occupational, Health and Safety Policy Statement has been incorporated in the Employee Handbook, in which the Group is committed to provide, with the assistance of employees, a working environment that protects the health and safety of each team member, customer and visitor. House rules are also established to ensure each department are responsible for maintaining safe working environment. The Group will continue to invest sufficient resources and devote efforts to maintain and enhance safety management to reduce the risks involved in health and safety. During 2025, the Group was not aware of any material non-compliance with health and safety-related laws and regulations including but not limited to Workplace Safety and Health Act of Singapore, that would have a significant impact on the Group. During the past three years including 2025, there were no work-related fatalities. The Group recorded zero lost days due to work injuries in 2025 (2024: 91).

Safety Trainings and Inspections

The Group has incorporated various steps for different levels of management to ensure safety standards are met in its operation. Supervisors are required to check all warehouse facility at the beginning and end of the day to survey for any inconsistencies or safety issues. Assistant checkers are required to perform daily clearance check on worker housekeeping to ensure personal safety.

The Group emphasises to its employees that strict compliance with safety requirements is vital to avoid accidents to themselves or others at work. The Group also requires suppliers to abide by all applicable laws, regulations and safety requirements imposed by the relevant government authorities.

Response to the COVID-19 Pandemic

To cope with the COVID-19 pandemic, the Group has formulated the Operational Guidelines for Pandemic Prevention during the outbreak with reference to the guidelines and announcement on pandemic prevention given by the local government. The Group also set up special work arrangement plan and adopted enhanced health and anti-pandemic measures in its premises to minimise disruption brought by the pandemic to its operation. To secure employees' health and safety and control the risks arising from the pandemic, the Group has stringently monitored the health and safety inspections, routinely disinfected and maintained the cleanliness of its premises and reminded its employees of personal hygiene and social distance.

The occupational health and safety measures are regularly reviewed to ensure its effectiveness.

B3. Development and Training

Development and Training

The Group regards its staff as the most important asset and resource. The Group recognises the valuable contribution its talents make to the continued success of the Group. The Group is committed to unleashing employee potentials towards the delivery of excellence through development of training strategy that focuses on creating values and serving the needs of customers, talents and society.

The Group understands that training and development is indispensable for its staff to keep abreast with the latest trend in the industry. Nurturing talents and polishing the skills of its human capital is critical in leading us to excellence.

Each department in the Group is responsible to review and plan on-the-job training schedule, in which trainings usually include product knowledge and provide better understanding on standard operating procedures. As indicated in the Employee Handbook, employees shall also attend safety courses related to forklift handling and operating, PSA safety regulation and any other in-house or external workshops, which may relate to work safety requirements and within their work scope.

The Group is committed to providing, with the assistance of its staff, a work environment that protects the safety and health of team members, customers and visitors through the identification and control of hazard. Necessary procedures, practices, guidance and information are implemented to assist managers, team members to provide and maintain this environment as mentioned in the Occupational, Health and Safety Policy Statement.

During 2025, the total training hours of employees were approximately 72 hours (2024: approximately 113 hours). During 2025, approximately 19.64%[4] of employees received training with an average training hour[5] of approximately 1.29 hours per employee. The percentages breakdown of employees trained by gender and employee category together with their average training hours were as follows:

	2025		2024	
Category	Breakdown of employees trained[6]	Average number of training hours for employees[5]	Breakdown of employees trained[6]	Average number of training hours for employees[5]
By gender				
Male	**100.00%**	**2.00**	80.00%	2.62
Female	**–**	**–**	20.00%	1.68
By employee category				
Senior management	**–**	**–**	–	–
Middle management	**9.09%**	**3.43**	10.00%	1.33
Frontline staff and other employees	**90.91%**	**1.04**	90.00%	2.59

Notes:

4. The percentage of employees trained is calculated by dividing the number of employees trained during the Reporting Period by the number of employees at the end of the Reporting Period.

5. The average training hours completed per employee (by category) is calculated by dividing the number of training hours for employees (in the specified category) during the Reporting Period by the number of employees (in the specified category) at the end of Reporting Period.

6. The breakdown of employees trained by category is calculated by dividing the number of employees in the specified category who took part in training during the Reporting Period by the total number of employees who took part in training during the Reporting Period and then multiplying by 100%.

B4. Labour Standards

Prevention of Child and Forced Labour

Child and forced labour are strictly prohibited during the recruitment process as defined by laws and regulations. The Group strictly complies with MOM regulation in Singapore, and no child or forced labour is allowed. No employee will be compelled to work against his or her will through force or intimidation of any form or subjected to corporal punishment or coercion of any type related to work. The Human Resource Department has the right to immediately terminate employment contract with employee who violates the laws and regulations.

In addition, employees of the Group work overtime on a voluntary basis and the relevant working hours and overtime regulations are set out in detail in the Employee Handbook in order to avoid any violation of labour standards and to safeguard the rights and interests of employees in a practical manner. The Group prohibits any form of forced labour practices, slavery and trafficking of labour. If any form of forced labour is found, the Group will immediately investigate and immediately stop the forced labour situation, and will communicate and discuss the situation investigated and the opinions collected to the senior management in a timely manner to jointly seek a solution.

During 2025, the Group was not aware of any material non-compliance with child and forced labour-related laws and regulations, including but not limited to the Employment Act of Singapore that would have a significant impact on the Group.

B5. Supply Chain Management

Supply Chain Management

The Group highly values its relationship with suppliers and regards them as important business partners. All suppliers are evaluated carefully and subjected to regular monitoring and assessment. The Group has formulated related policies and procedures to manage its suppliers and the policies and procedures are reviewed regularly.

The Group has standard procedures in engaging any new suppliers and on evaluating and follow-up with existing ones regarding their performance on meeting the product or service specifications, pricing, meeting delivery lead-time and schedule, as well as responsiveness.

The Group would ensure that the procurement are carried out based on the principles of openness, fairness and impartiality to raise efficiency, secure quality, lower risks concerning procurement. The senior management has overall supervision of the procurement process and will regularly carry out supervision and evaluation work, and implement rectification against non-compliance if any.

The Group endeavours to support local economies and prioritises the procurement from local and regional suppliers to lower the carbon footprint during transportation. The Group has also adopted the principle of green procurement and gives priority to suppliers that use environmentally preferable products and services in the selection process. Additionally, the Group concerns about the integrity of suppliers, and selects suppliers and partners with a good business track records and without any material violations of laws or business ethics in the past. The Group would not tolerate any behaviours regarding bribery and corruption, and strictly forbid suppliers from obtaining procurement contracts or partnerships through any forms of transfer of benefits or gifts. If any material violations of laws and regulations are found, the Group will terminate the contract with such suppliers.

During 2025, the Group had 119 suppliers within the Reporting Scope (2024: 179 suppliers), which are all subject to supplier engagement practice. The breakdown of the Group's suppliers were as follows:

Geographical Region	**2025**	**2024**
Singapore	**30**	111
Europe	**32**	21
Southeast Asia	**45**	27
Others	**12**	20

Environmental and Social Responsibilities of Suppliers

Apart from managing quality and cost, the Group also considers suppliers' environmental and social responsibilities as one of the assessment criteria during its procurement processes. For example, the Group examines whether existing or potential suppliers comply with environmental laws and laws governing minimum wage remuneration. The Group maintains close contact with our suppliers and meets regularly to share market information and to ensure compliance with local laws and regulations. Looking forward, the Group will continue to require business partners to attach more importance to the sustainable development performances, to promote the sustainable development of the industry as a whole.

The supply chain management practices are reviewed regularly to ensure their effectiveness.

B6. Product Responsibility

The Group highly values customers' satisfaction and end-users' requirements in its services and products provided. In pursuit of quality excellence, the Group is committed to producing the highest quality food products in a safe and clean environment, adhering strictly to industry hygiene, safety and quality standards.

During 2025, the Group was not aware of any incidents of non-compliance with laws and regulations concerning advertising, labelling and privacy matters relating to products and services provided that have a significant impact on the Group, including but not limited to the Personal Data Protection Act of Singapore, Sale of Food Act of Singapore, Wholesome Meat and Fish Act of Singapore and Regulation of Imports and Exports Act of Singapore.

Quality Assurance

The Group highly emphasises on its product quality, especially focusing on food safety and quality management. In order to ensure food safety, the Group has formulated different guidelines and practices, for instance Food Storage and Food Safety Guide and Refrigerated Storage Practices. These guidelines and practices are carried out by different levels of management parties so to ensure food products are in good conditions. The ISO 22000 Food Safety Team will carry out all elements of the food safety programme, and review the ISO 22000 food safety programme annually and follow significant changes to the process.

The Group has standard recall procedures for imported food products including meat, seafood, fresh fruits and vegetables, as well as processed food. All requests for returns or refund will be reviewed on case-by-case basis and subjected to the Group's approval.

During 2025, there were no products sold or shipped subject to recalls for safety and health reasons (2024: nil). There were no material complaints received (2024: nil). Random checking are carried out more often to prevent occurrence of such incidents.

Data Privacy

The Group respects the values and rights of customers' information assets, and strictly complies with the customers' information security management systems and standards. As stated in the Employee Handbook, employee shall not at any time during or after resignation or termination with the Company, reveal or cause to be revealed to any person or company, any of the trade secrets, confidential operations, processes, dealings or any information concerning the organization, business, finances, transactions or any of its related. In addition, employees shall not download any software to any computer workstation without prior consent of the organization.

Customer Services

To provide a pleasant user experience for its customers, the Group has long established a set of procedures to handle customers' feedback or complaints in a professional manner. Customers' information will be recorded and enquiries or complaints cases received will be transferred to the Business Development Department for further handling. Reviews on feedback or complaints is conducted, and action plans are in place promptly to address the identified issues. Customers' satisfaction is evaluated after the cases are settled, and feedback or complaints may be circulated to management if necessary.

Intellectual Property ("IP")

The Group has indicated clearly in the employment contract regarding IP ownership. In addition, staff are not allowed to install any unauthorised or unlicensed software on their working computers provided by the Group. The Group obtains authorisation in the use of computer software by licensed third parties and adhere to all applicable terms of use prior to utilisation of any properties. The Group also regularly evaluates whether the products and/or services of all its suppliers and partners infringe the intellectual property rights of any third parties. If any party is found to be infringing intellectual property rights, the Group will terminate the cooperation with the organisation.

Advertising and Labelling

As the Group's operational process does not involve advertising and labelling practices, the information relating to advertising and labelling is considered as immaterial to the Group.

B7. Anti-corruption

The Group has zero tolerance on any corruption, fraud and all other behaviours violating work ethics. The Group values and upholds integrity, honesty and fairness in the way it conducts businesses. The Group's major operations formulated such policies on the control and prevention of bribery, extortion, fraud and money laundering between shareholders and related parties in each business operation and trade activity.

During 2025, the Group did not notify any material non-compliance with the relevant laws and regulations of bribery, extortion, fraud and money laundering, including but not limited to the Prevention of Corruption Act of Singapore. The Group has not had concluded legal cases regarding corrupt practices brought against the Group and its employees during 2025.

Anti-corruption and Whistleblowing mechanism

The Group has established a Code of Conduct, which defines misconduct such as bribery, extortion, fraud, and money laundering and the employee shall be liable to dismissal for their misconducts. The management shall continue monitoring the implementation and effectiveness of the established whistle-blowing policy to provide a reporting channel for all employees on any potential unethical acts and malpractices.

The Group commits to raising employees' awareness through providing training on ethical conduct and anti-corruption to employees and directors of the Group. The Group regularly provides anti-corruption training to its directors and staff to enhance their knowledge on anti-corruption legislation as well as necessary skills to handle ethical dilemmas at the workplace. Anti-corruption training also helps to encourage a culture of integrity and enables employees to be disciplined and dedicated to their duties. During 2025, the Group has provided anti-corruption training reading materials for directors and employees to study on their own.

In addition, the Group has adopted a whistleblowing mechanism that allows employees to report anonymously on any possible improprieties, misconducts, malpractices, or irregularities. Reports and complaints received will be handled in a prompt and fair manner. When investigating the authenticity of a case, the Group will seal all relevant documents and suspend relevant personnel to cooperate with relevant departments for review. Once it is determined as material misconduct, the Group will take necessary disciplinary and legal actions. The whistleblower system would be regularly reviewed to assess its implementation effectiveness.

B8. Community Investment

The Group believes that returning to society through social participation and contribution is a form of showing corporate citizenship. The Group also sees the potential in nurturing corporate culture and inspires its employees towards social concerns in the daily work life. The Group would embrace the human capital into the social management strategies to sustain its corporate social responsibility as a part of the strategic development of the Group.

Community Engagement

As a socially responsible corporation, the Group is committed to serving the communities where it operates. The Group recognizes the importance of the well-being of the local communities to the continuous growth of its business. Therefore, the Group follows its ESG Policy to encourage its employees to take part in a wide range of community activities. The Group believes that by participating in community activities, it can increase employees' awareness of citizenship and build positive value.

The Group tries its best to undertake a wide range of philanthropic efforts as well as community initiatives that are catered to the needs of the communities where it operates. Focus areas of the Group's community initiatives include healthcare and elderly care.

During the Reporting Period, the Group primarily focused on business development and allocated resources mainly to daily operations. Therefore, it did not participate in community activities. The Group values giving back to society and will continue to seek opportunities to participate in charitable activities in the future.