

Everyday **ESSENTIALS**
Tomorrow's **SUSTAINABILITY**

SUSTAINABILITY REPORT 2024

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ABOUT PSC CORPORATION LTD

[GRI 2-1, 2-2, 2-6]

03

Established in 1974, PSC Corporation Ltd (collectively mentioned as “**PSC**” or “**the Group**” hereafter, encompassing the same operations and subsidiaries declared in the financial report) is a homegrown leader in the Fast-Moving Consumer Goods (“**FMCG**”) sector, providing quality, value-driven essential products to households in Singapore and beyond. Listed on the Mainboard of the Singapore Exchange since 1990, PSC is renowned for its extensive portfolio of trusted brands, including Royal Umbrella rice, Fortune tofu, Beautex paper products, Golden Circle oil, and many more. With a robust presence in Singapore and Malaysia, PSC has become synonymous with excellence, reliability, and innovation. Our quality products are also exported to over 15 countries, including regions such as the European Union, South Africa, the Middle East, and other parts of Asia.

Headquartered in Singapore, PSC’s operations are supported by manufacturing facilities and subsidiaries in Singapore and Malaysia. These subsidiaries cater to a diverse range of consumer needs – from soybean-based products and noodles to paper goods and food staples. Our diverse consumer essential business is covered by eight subsidiaries. For manufacturing of soybean-based products, noodles and Asian desserts, we have Fortune Food Manufacturing Pte Ltd (“**FFM SG**”) and its subsidiary Fortune Food Manufacturing Sdn Bhd (“**FFM MY**”). Manufacturing of paper products is covered by Tips Industry (M) Sdn Bhd (“**TIPS**”), a subsidiary under Tipex Pte Ltd (“**TIPEX**”). For distribution of consumer staples such as rice, oil, tofu, tissue paper and other agency brands to supermarkets, convenience stores, minimarts, petrol marts, caterers, institutions, ship chandlers, hotels, restaurants, cafes, bakeries, food courts, hawker centres and online retailers in Singapore, we have Topseller Pte Ltd (“**Topseller**”). Meanwhile, SOCMA Trading (M) Sdn Bhd (“**SOCMA**”) distributes and markets a wide range of products including confectionery, snacks, beverages, groceries and paper for well-known brands such as Mentos, Chupa Chups, TaoKaeNoi, Tai Sun, Nature’s Wonders, Square Fruit, Meiji, Café21, Vimto, Mazola and Harmuni. Its distribution network extends to more than 27,000 retail points in the Malaysia Peninsular, East Malaysia and Brunei. Lastly, we take pride in supporting Singapore local food service outlets through wholesale distribution of food products under C.K.H. Food Trading Pte Ltd (“**CKH**”). In 2024, we acquired a 51% stake in a coffee roaster and wholesale distributor of coffee and tea dust, Kim Guan Guan Coffee Trading Pte Ltd (“**KGG**”).

As PSC celebrates 50 years of innovation and excellence, the Group remains focused on driving sustainable growth through strategic investments, expanding markets, and fostering a culture of creativity and collaboration. With a deep commitment to evolving with consumer trends and maintaining strong stakeholder relationships, PSC continues to build enduring connections with current and future generations.

ABOUT PSC CORPORATION LTD

[GRI 2-1, 2-2, 2-6]

OUR MISSION AND VISION

VISION

To be a multi-faceted consumer essentials company with strategic investments in the region.

MISSION

- Building strong partnerships
- Fostering an open and creative culture, attracting and nurturing talents
- Providing innovative products, portfolio building, meeting stakeholders' needs
- Achieving operational excellence
- Building strong financial capabilities

SUSTAINABILITY VISION AND MISSION STATEMENT

“PSC is a leading consumer essential provider that strives to protect the environment by prioritizing resource efficiency in our business operations and responsible sourcing in our value chain”.

MEMBERSHIP AND ASSOCIATIONS

[GRI 2-6, 2-28]

- Singapore Institute of Directors
- Singapore Business Federation
- Singapore Retailers Association
- Singapore National Employers Federation
- Singapore Manufacturing Federation
- Singapore Food Manufacturers’ Association

OUR SUSTAINABILITY MILESTONES AND ACCREDITATIONS

- FSC-CoC (Forest Stewardship Council – Chain of Custody)
- ISO9001:2015 (Quality Management System)
- ISO14001:2015 (Environmental Management System)
- Bureau Veritas Certification
- HACCP Certified 2020
- ISO 22000 Food Safety Certified
- FSSC 22000, Version 5.1 (Food Safety System Certification)

ABOUT THIS REPORT

ORGANISATIONAL DETAILS

[GRI 2-1, 2-2]

Sustainability is becoming a cornerstone of PSC's business, and we continue to demonstrate this commitment in our eighth annual Sustainability Report for the financial year 2024. In this report we share our sustainability management approach, strategies, targets and progress in relation to Environmental, Social and Governance ("ESG") topics for PSC and our subsidiaries in Singapore and Malaysia which includes Topseller, FMM SG, FMM MY, TIPEX, TIPS, CKH, SOCMA and KGG, Tat Seng Packaging Group Ltd, in which we have strategic investment, is an SGX-listed company and will be covering its sustainability performance separately under its annual sustainability report.

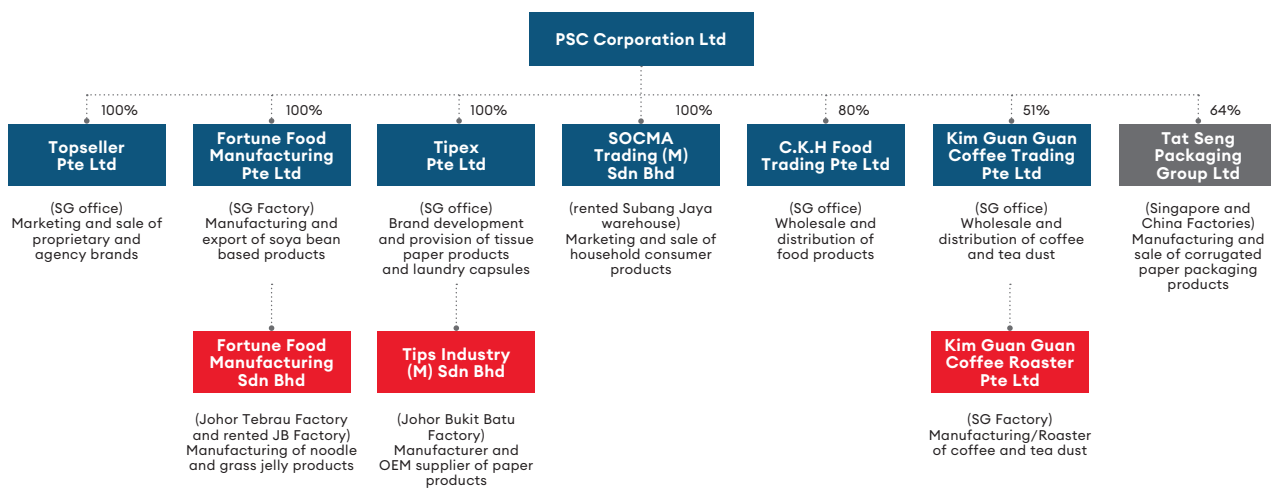


Figure 1: The Group's Corporate Structure and Shareholdings Breakdown

REPORTING PERIOD AND FREQUENCY

[GRI 2-3a]

This report is published on an annual basis and should be read in conjunction with the Group's Annual Report 2024. Unless otherwise specified, this report covers the Group's financial year 2024 from 1 January 2024 to 31 December 2024.

PUBLICATION DATE

[GRI 2-3c]

This report is published on 25 April 2025 upon approval from the Board of Directors. No printed copies were produced.

REPORTING FRAMEWORK

As a public listed company, this report is prepared in accordance with SGX Listing Rules 711A and 711B on a “comply or explain” basis and aligns with the requirements of the six primary components outlined in Practice Note 7.6.

The sustainability report is prepared in accordance with the Global Reporting Initiative (“GRI”) Universal Standards 2021, established by the Global Sustainability Standards Board, to standardise reporting practices across the Group and its subsidiaries. The GRI Standards were adopted as the primary reporting framework due to its wide adoption, which enhances comparability of our performance with our peers in the industry, and it enables us to demonstrate effectively to our different stakeholders how we contribute to sustainable development.

Our climate-related disclosures adopt the recommendations outlined on Task Force on Climate-related Financial Disclosures (“TCFD”), following the phrased approach proposed by the SGX.

RESTATEMENT OF INFORMATION

[GRI 2-4, 2-6]

Other than the acquisition of a new subsidiary, KGG, in 2024, there has been no changes in the organisation’s ownership, activities, services, market presence, value chain, or industry sector compared to the FY2023 reporting period. Additionally, there was no involvement of minority interests, nor were there any mergers, or disposals of entities during this period.

There is restatement of energy consumption and greenhouse gas (“GHG”) absolute emissions and intensity made from previous reporting period in 2023. This revision is due to additional information becoming available following a data validation exercise and the acquisition of a new entity. The restatement ensures that the disclosed information accurately reflects the Group’s operations. Further details can be found in the Energy and GHG emissions section of this report. No other information is being restated.

EXTERNAL ASSURANCE AND INTERNAL REVIEW

[GRI 2-5]

We have established an internal review process of our sustainability governance and reporting in line with the SGX Practice Note 7.6 Sustainability Reporting Guide. The review forms part of our governance framework ensuring adequate effective internal control to add credibility to the approach undertaken in our reporting. This ensures a transparent, verifiable, accurate, and balanced reporting to our stakeholders. While there has not been an external assurance for this report, we will continue to review the need for external assurance, taking into consideration regulatory requirements and the evolving reporting landscape.

FEEDBACK

[GRI 2-3d]

We welcome feedback from our stakeholders for further improvement in our sustainability performance and reporting. For enquiries regarding the Group’s sustainability initiatives or the content of this report, please contact us at:

Sustainability Reporting Officer
 Address: 348 Jalan Boon Lay S(619529)
 Email address: corpcomms@psccorporation.com
 Tel (65) 6268 4822
 Fax (65) 6266 2607

MESSAGE FROM THE BOARD

[GRI 2-9b, 2-12, 2-14, 2-22]

Dear Stakeholders,

The Board of PSC Corporation Ltd recognizes that FY2024 has brought significant challenges and opportunities against the backdrop of global economic uncertainty, climate change, evolving consumer preferences, and regulatory shifts. Macroeconomic pressures such as inflation, currency volatility, and rising costs have reshaped consumer behaviour, while heightened health-consciousness, digital transformation, and sustainability demands are driving new business imperatives. Amid these dynamics, PSC remains committed to aligning its strategy with long-term value creation, operational resilience, and sustainability.

The global economic environment continues to challenge businesses with cost pressures, supply chain disruptions, and the need for adaptive pricing strategies. PSC has proactively managed these challenges by optimizing raw material costs, diversifying supplier networks, and refining demand forecasting. To cater to shifting consumer preferences for affordable, value-driven options, we are exploring offering a wider range of economical products and bulk-purchase incentives while maintaining profitability.

Health consciousness and personal well-being have become key drivers of consumer choices. In response, PSC has incorporated healthier options into its product development process while aligning with national initiatives such as the Healthier Choice Symbol and Nutri-Grade labeling. These efforts ensure that our products not only meet evolving consumer expectations but also comply with regulatory standards.

Digital transformation is a cornerstone of PSC's growth strategy. Our investments in our e-store (www.psc.com.sg), social media outreach, and innovative channels like live streaming demonstrate our commitment to staying ahead in an increasingly digital marketplace. These initiatives strengthen our connection with consumers and enhance brand visibility in both B2B and B2C segments.

Sustainability remains central to PSC's business strategy, addressing climate challenges, regulatory requirements, and consumer demand for eco-friendly solutions. We have advanced key initiatives such as solar panel installations at our Singapore and Malaysia facilities, reducing energy costs and carbon emissions. We continue to innovate in sustainable packaging, collaborating with suppliers to meet functional and environmental standards while aligning with the SG Green Plan 2030.

The Board recognizes the risks posed by climate change, including extreme weather, rising production costs, and regulatory requirements. PSC mitigates these risks through product diversification, improved energy efficiency, and proactive supply chain management. Our localized production efforts and participation in Singapore's rice stockpile scheme further enhance food security and operational resilience.

Food safety remains a cornerstone of PSC's operations. Rigorous supplier evaluations, adherence to international safety standards, and robust quality control ensure the integrity of our products. From transparent labelling to cold chain logistics, PSC upholds its commitment to delivering safe and high-quality consumer essentials.

The Board also supports initiatives to improve energy efficiency and explore fleet electrification. While challenges remain with current electric vehicle technology, PSC has made progress by replacing diesel forklifts with electric ones and expanding solar energy utilization, significantly reducing our carbon footprint.

PSC's sustainability journey is guided by clear governance, strategic goals, and stakeholder engagement. The Board remains steadfast in its support, having approved key initiatives such as the installation of solar panels and the development of a comprehensive sustainability roadmap. By integrating sustainability into our core strategy, PSC is well-positioned to navigate the complexities of the global landscape while delivering lasting value to all stakeholders.

Sincerely,
PSC's Board of Directors



Sustainability in our Board

[GRI 2-9, 2-11, 2-12, 2-17]

The Board of Directors is composed of seven members, including the Executive Chairman, two Non-Executive and Non-Independent Directors, and four Non-Executive and Independent Directors. The composition of the Board in FY2024 complies with Provision 2.2 of the 2018 Code as Independent Directors make up the majority of the Board where the Chairman is not independent. The Board plays a pivotal role in overseeing the Group's sustainability governance, management, and disclosure processes. Its roles also include incorporating sustainability considerations, including environmental and social factors, into strategic planning.

To strengthen its effectiveness and uphold its duty of due diligence, the Board is supported directly by three specialized committees: the Audit and Risk Committee ("**ARC**"), Nominating Committee ("**NC**"), and Remuneration Committee ("**RC**"). These committees play a critical role in overseeing key governance areas, conducting evaluations, and providing in-depth reviews to ensure well-informed, transparent, and facilitate informed decision-making at the Board level.

The Board is committed to diversity, with at least 10% of board seats reserved for women and representation across different age groups. Directors bring a wide range of expertise in business management, accounting, legal, banking, finance, IT, engineering, economics, and industry-specific knowledge, enabling them to exercise objective and independent judgment on corporate matters. The Board members' respective tenures, other significant positions and competencies are disclosed in our Annual Report FY2024 in the Board of Directors and the Board composition and guidance section. Independent Directors, who constitute the majority of the Board, impartially oversee corporate matters, ensuring decisions are made in the best interest of the Group and its stakeholders.

The Directors are provided with comprehensive information about the Group's history, mission, values, and operations upon appointment. In alignment with the Group's commitment to sustainability, all Directors have undergone a one-time training on sustainability reporting and are periodically updated on industry trends, sustainability developments, regulatory changes, and emerging risks during Board and committee meetings or at specifically convened sessions. This ensures they remain well-equipped to fulfil their duties effectively and support the Group's long-term objectives.

Board Nomination

[GRI 2-10, 2-17]

The NC is tasked with critical governance responsibilities, including overseeing succession planning for Directors and evaluating nominees or candidates for appointment to the Board and its various committees. The NC also assesses the performance of existing Directors and recommends their re-election and re-appointment to ensure continued leadership effectiveness.

In identifying qualified candidates for Board nomination, the NC aligns with our corporate board diversity policy, which considers diversity a key factor in ensuring effective decision-making and governance. In doing so, the NC adopts a merit-based approach, considering factors such as character, competencies, expertise, skills, track record, background, and other qualities essential for fostering a diverse and inclusive culture. This approach seeks to encourage multiple perspectives while eliminating conscious or unconscious bias and discrimination. As a result of this approach, the Board benefits from the collective expertise of its Directors, who bring in diverse knowledge from areas such as business management, accounting, legal, banking and finance, IT, engineering, economics, and other industries. This broad range of expertise ensures well-rounded decision-making and strategic oversight.

To support its efforts, the NC may supplement its internal search and selection process by engaging qualified independent advisors to identify prospective candidates for directorship.

The NC is also guided by relevant regulatory requirements, including the Listing Rules issued by the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), the Companies Act 1967, and the 2018 Code of Corporate Governance. In line with these requirements, the NC considers attributes such as gender, age, ethnicity, and geographic representation to enhance board diversity.

Evaluation of the Board’s Performance [GRI 2-18]

The Board conducts a formal annual assessment of its effectiveness as a whole, as well as the performance of its Board Committees and individual Directors. This evaluation process, overseen by the NC, provides valuable insights into the Board’s overall functioning and identifies areas for improvement. The performance evaluation is carried out annually and is based on feedback and self-assessment by Directors.

The evaluation process allows the Board to receive valuable feedback from Directors on enhancing its effectiveness. It ensures Directors remain focused on their duties and contributions while enabling the NC to assess whether Directors with multiple board responsibilities are adequately fulfilling their roles.

The Board then considers any recommendations arising from the evaluations, including changes to Board composition or the appointment of new members, where appropriate. The selected performance criteria remain consistent year-over-year unless deemed necessary for revisions, with changes justified by the Board. No external facilitators were engaged for the evaluation process in FY2024. However, the NC retains full authority to engage such facilitators if necessary, with costs borne by the company.

Remuneration Policies [GRI 2-19, 2-20]

The Board has implemented a formal and transparent procedure for developing policies on Director and Executive remuneration, as well as determining the remuneration packages for individual Directors and key management personnel. Directors do not participate in decisions regarding their own remuneration. The Group’s remuneration policy is designed to offer market-competitive compensation packages that reward successful performance and attract, retain, and motivate Directors and key management personnel. The RC ensures a structured and transparent process for setting remuneration packages and provides recommendations to the Board on all remuneration matters. In its review, the RC considers industry pay standards, employment conditions at comparable companies, the company’s relative performance, the performance of individual Directors and key management personnel, and the long-term interests of the Group. The RC seeks to ensure that remuneration is competitive, aligned with shareholders’ interests and promotes the Group’s long-term success. The remuneration policy adopted comprises a fixed component, variable cash component which is linked to the achievement of annual performance targets, and market-related benefits. The review and recommendation process covers all aspects of remuneration, including Directors’ fees, salaries, allowances, bonuses, options, share-based incentives and awards, and benefits-in-kind. Shareholders’ approvals are sought at the 2024 Annual General Meeting (“**AGM**”) for the payment of the Directors’ proposed fees with 99.979% of the votes cast in support of the resolution.

Prevention of Conflict of Interest

[GRI 2-15]

The Board has established clear policies and procedures for managing conflicts of interest. When Directors encounter a conflict of interest, they will recuse themselves from discussions and decisions related to the conflict. The company adheres to the rules under Chapter 9 of the Listing Manual of the SGX-ST for Interested Person Transactions (“**IPTs**”). To ensure compliance with these rules, the ARC meets biannually to review potential IPTs, ensuring they are conducted on normal commercial terms and are not prejudicial to shareholders’ interests. In cases of potential conflicts of interest, the concerned Director does not participate in discussions and refrains from influencing other Board members. The Group did not enter any IPTs and there were no material contracts involving the interests of any Director or controlling shareholder at the end of FY2024.

Please refer to the Corporate Governance section of our Annual Report FY2024 for detailed information relating to the Composition of the Board, Criteria for nominating of Board members, Prevention and mitigation of conflict of interest, Board diversity, Communication of critical concerns, Collective knowledge of the highest governance body, Evaluation of the performance of the highest governance body, Remuneration policies and processes to determine remuneration.

SUSTAINABILITY GOVERNANCE AND LEADERSHIP

[GRI 2-12, 2-13, 2-14, 2-16]

PSC is dedicated to embedding sustainability governance across its operations and established a comprehensive sustainability reporting structure in 2024. At the top of this structure, the Board serves as the highest authority, overseeing sustainability governance,

management, and disclosure. It is responsible for defining the Group’s sustainability direction, setting targets, and shaping the overall approach to progress and management. This structure enhances transparency by clearly defining the sustainability governance roles and responsibilities across the Board, Senior Management, and Middle Management levels.

The Board delegates the review of sustainability-related aspects, including risks and opportunities, to the ARC, who is supported directly by the Group Sustainability Taskforce. The taskforce is responsible for overseeing and tracking the Group’s sustainability Target and Performances. Within this structure, the Sustainability Reporting Officer (“**SRO**”) collaborates with the Sustainability Working Team, which consists of Heads of Department (“**HODs**”) from various subsidiaries. The HODs report directly to the Group Chief Financial Officer (“**CFO**”) and Executive Vice President (“**EVP**”) on sustainability matters, ensuring alignment with the Group’s overall strategy and objectives.

The Sustainability Working Team plays a key role in preparing the Group’s annual Sustainability Report in terms of collecting the necessary data and ensuring on their accuracy and integrity. Meanwhile, PSC’s community are encouraged to contribute feedback on the organisation’s ESG impacts through the Sustainability Work Team and Group Sustainability Taskforce, fostering an inclusive and responsive approach to sustainability management. The Board convenes three times a year during scheduled Board meetings to review updates on sustainability-related progress and issues. Additionally, they receive timely updates via email as necessary, particularly when approval or endorsement is required for matters such as materiality assessments, sustainability report approvals, and updates on roadmap development progress.

During the reporting period, the ARC conducted an internal review to ensure the reporting approach is appropriate. The Board reviews and validates the disclosed material topics and related information before providing the approval for the Sustainability Report. Notably, in 2024, PSC began integrating sustainability and climate-related risks into the Group’s annual risk assessment. The results of this assessment are presented to the ARC during Board meetings, further embedding sustainability considerations into the Group’s decision-making processes.

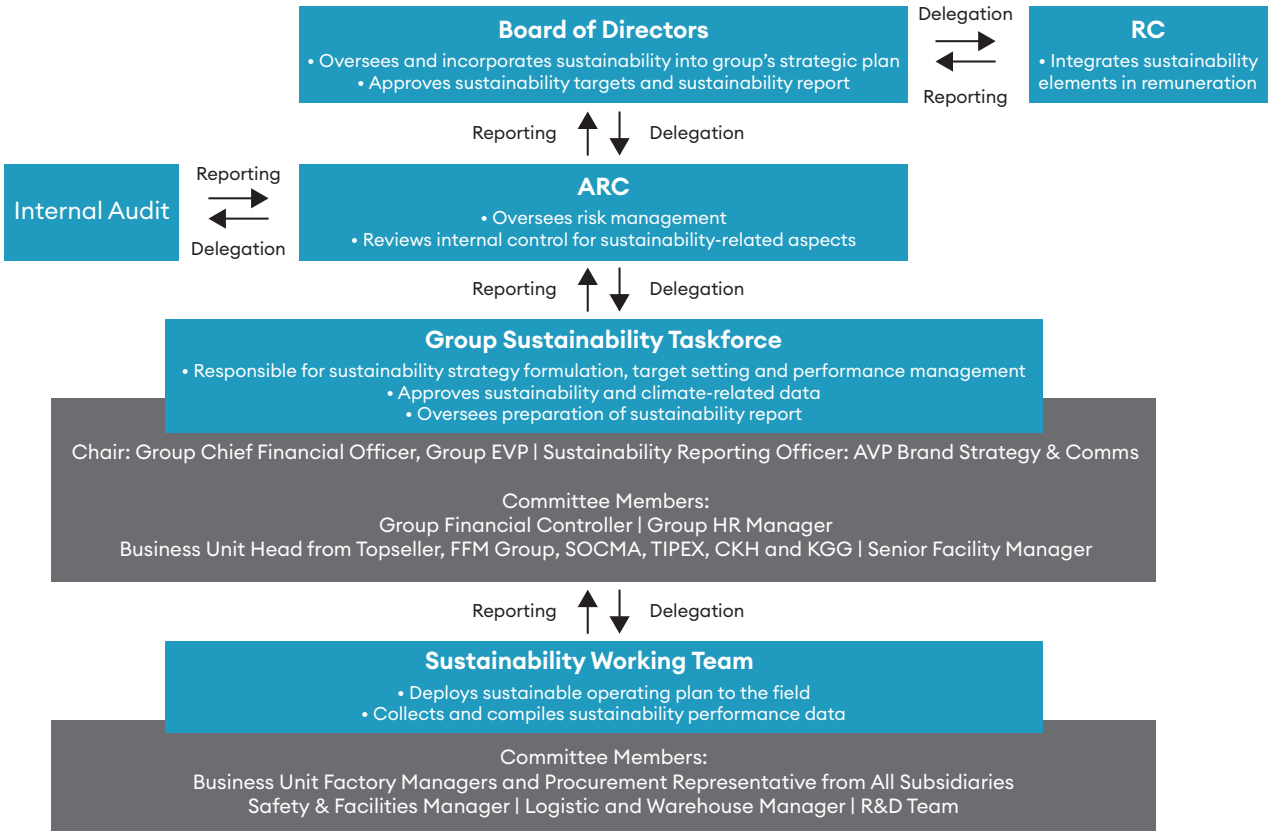


Figure 2: Sustainability Reporting Structure

POLICIES AND PRACTICES

[GRI 2-23, 2-24, 2-25, 2-26, 2-27]

We believe that business should be conducted responsibly and ethically, and accountability, underpinned by due diligence practices to ensure integrity and long-term sustainability.

We are committed to upholding the highest standards of compliance, risk management, and human rights, ensuring strict adherence to all applicable laws and regulations while fostering trust and transparency in all our operations. Our policies are approved by our senior management and endorsed by the Board if necessary, or by the ARC. Policies for Investor Relations, Fraud, Insider Trading, Code of Conduct, Privacy and Personal Data Protection Act are approved by senior management whereas our Whistle-blowing policy are approved by the ARC. All approved policies apply to all the Group's activities and business relationships within our supply chain. These policies, upon approval, are disseminated to the Group through internal communication channels by the relevant HODs, such as emails or internal circular, or departmental briefings and trainings. Policies are available for employees to download via our electronic HR portal which all new hires will have access to and briefed about during their orientation. These are also shared externally with our business partners via verbal or written agreements.

Privacy Policy and Personal Data Protection Act ("PDPA") Policy

- Ensures secure storage of all personal data collected from within the Group and the Group's immediate and prospective customers, suppliers and shareholders
- Complies with Singapore's Personal Data Protection Act 2012
- Binds any third-party service provider and business associates that handle any personal data with strict confidentiality undertakings or agreements
- Provide an overview of our collection, use, disclosure, management, retention and protection of personal data
- Provides data subject the right to withdraw consent, request access, limit processing or rectify his/her personal data through request to corpcomms@psccorporation.com or DPO@psccorporation.com
- Can be found on www.psccorporation.com

Whistle-Blowing Policy

- Provides an avenue for Group employees and external party to report any alleged wrongful act¹ without fear or favour
- The company does not tolerate any retaliation against an employee who reports in good faith and will make every reasonable effort to protect the identity of the whistleblower wherever possible.
- Directs all whistleblowing cases to Chairman of Board-level ARC who will be assisted by two independent Whistleblowing Investigation Officers appointed by the ARC
- The eventual findings will refer to the Board and law enforcement being engaged if necessary
- Can be found on www.psccorporation.com together with the reporting mechanism

Anti-Corruption Practices

- Requires strict compliance with applicable laws and regulations by Directors, Management and employees
- Strictly prohibits offerings and acceptance of bribes

Fraud Policy

- Strict compliance with applicable laws and regulations

Investor Relations Policy

- Making timely, full and accurate disclosures in accordance with the listing rules of SGX-ST
- Provides shareholders with access to timely and material information
- Encourages two-way communication through <https://www.psccorporation.com/contacts/>
- Restrains disclosure of classified information that may impact its competitive position in the market
- Restrains forward-looking statements including financial forecasts
- Restrains response to market rumours or speculations

¹ Alleged wrongful act or critical concern covers breaches or non-compliance of applicable laws, regulations or rules that may have negative or significant impact to the Group's reputation and/or performance; reliable and truthful financial reporting; work place policies of the Group including adequacy and effectiveness of systems of internal controls addressing (financial, operational, compliance and information technology risks) and risk management systems; measures that safeguard the assets and resources of the Group; and fair treatment to all staff, especially with regard to health and safety issues.

IPTs Policy

- Comply with the requisite rules under Chapter 9 of the Listing Manual of the SGX-ST for IPTs
- ARC review half yearly on any IPTs to ensure they are executed on normal terms and will not be prejudicial to the interests of the shareholders
- Any Director concerned does not participate in discussions or exercise of influence whenever a potential conflict of interest arises

Insider Trading Policy

- Complies with Rule 1207(19) of the Listing Manual of the SGX-ST and other relevant laws
- Reminds Directors and employees to refrain from dealing with the Group's shares one month before the Group's announcement of financial results
- Directors, officers and connected persons to always observe insider trading laws when dealing with the securities even within permitted trading period
- Restricts dealing in the Group's securities on short-term considerations

Commitments to Address and Remediate Negative Impacts

[GRI 2-25, 2-26]

Our latest Corporate Governance Statement and Whistle-blowing Policy are published and accessible on our website to build trust and encourage two-way communications with our internal and external stakeholders.

We strive to identify, address and remediate negative impacts directly linked to our operations and products through public and open grievance channels listed below. To track the effectiveness of these mechanisms, we actively monitor stakeholder feedback and ensure timely resolutions. When concerns are raised, we promptly initiate internal investigations, engage the relevant teams, and implement necessary rectification actions.

Company-specific

PSC:	https://www.psccorporation.com/contacts/
Topseller:	https://www.topseller.com.sg/contact-us/
FFM SG:	https://fortunefood.com.sg/contact-us/ https://www.facebook.com/fortunefoodmfgsg/ https://www.instagram.com/fortunefoodmfgsg/
TIPEX:	https://www.tipex.com.sg/contact-us
TIPS:	https://www.tipsindustry.com/cont/contact-us
SOCMA:	https://www.socma.com.my/contact-us.php
CKH:	https://ckhfoodtrading.com/contact/
KGK:	https://www.kimguangan.com.sg/pages/contact

Brand-specific

Royal Umbrella Rice:	https://www.royalumbrellasg.com/say-hi
Okome Rice:	https://www.facebook.com/okomeshortgrain/
Golden Peony Rice:	https://www.instagram.com/goldenpeonyricesg/
Taj Basmati Rice:	https://www.tajbasmati.com/contact
Golden Circle Oil:	https://www.instagram.com/goldencirclesg/
Beautex Tissue Paper:	https://www.beautexsg.com/contact-us/ https://www.facebook.com/BeautexSingapore https://www.instagram.com/beautexsingapore/
Kim's Duet Coffee:	https://www.facebook.com/KimsDuet/ https://www.instagram.com/kimsduet/

Compliance with Laws and Regulations

[GRI 2-27]

PSC operates under strict compliance with local and international laws and regulations, ensuring that all business activities uphold the highest ethical standards. During FY2024, there were no fines or non-monetary sanctions related to violations of laws, underscoring the Group's commitment to maintaining a culture of integrity and transparency.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Governance

[GRI 2-12, 2-13, 2-14, 201-2]

The SGX requires all listed companies to publish an annual sustainability report on a 'comply or explain' basis, as outlined in Practice Note 7.6 of the SGX-ST Listing Rules. This includes compliance with the TCFD recommendations. SGX encourages a phased approach to TCFD adoption over three years.

As a listed entity in the food products industry, PSC follows Listing Rule 711B, which mandates climate-related disclosures aligned with TCFD's four core pillars. In line with SGX's recommendations for our sector, PSC is progressively working towards full TCFD alignment. Having incorporated TCFD disclosures, especially the four pillar of Governance, Strategy, Risk management and Metrics and Targets under the Climate-related Risks and Opportunities section in our FY2023 Sustainability Report, this year we conducted a qualitative scenario analysis and initiated Scope 3 GHG emissions data collection as part of SGX's recommended phased approach. These efforts strengthen our ability to assess climate-related risks and enhance our management strategies.

The global food product industry is undergoing significant changes due to climate-related risks and opportunities. Extreme weather events, shifting precipitation patterns, and rising temperatures are disrupting agricultural supply chains, leading to lower crop yields, increased production costs, and rising food prices. Water scarcity and soil degradation further threaten long-term food security.

As a company operating in the consumer essentials sector, PSC faces several climate and environmental challenges that impact

our operations and long-term sustainability. Our mission of "Building strong partnerships, growing in new markets" requires us to remain vigilant about climate change and its effects on our business and value chain. The Board recognizes the critical climate-related risks facing our sector, including:

- Supply chain disruptions due to extreme weather events.
- Increased energy consumption to maintain food product quality under rising temperatures.
- Regulatory pressures to reduce GHG emissions from operations.
- Evolving customer expectations regarding corporate sustainability and reputation.

We are committed to mitigating GHG emissions, addressing these risks, and strengthening the resilience of our business against climate-related challenges.

Sustainability Governance & Oversight

PSC's Board of Directors, led by the Executive Chairman, with support from the CFO and EVP, oversees sustainability and climate-related governance. Detailed governance structure can be found in the Sustainability Governance and Leadership section of this report.

The Board is responsible for:

- Overseeing sustainability and climate-related risks & opportunities.
- Integrating ESG factors into long-term strategic planning.
- Approving and updating sustainability policies, risk management frameworks, internal controls, sustainability reports, and targets.
- Embedding a sustainability-driven culture across all levels of the organisation.

- Validating the sustainability roadmap initiative whereby a refined governance structure, defined goals and targets, long-term strategies and initiatives are established to guide future sustainability efforts

Strategy

With support from an external consultant, we identified four key climate-related risks, categorized under transition risks and physical risks, based on their severity and likelihood. These risks were validated through a survey analysis and approved by the Board.

Table 1: Key Climate-Related Risks Identified

Risk Type	Risk Category	Risk Level	Risk Identified
Transition Risk	Market	High	Increased cost of raw materials
Transition Risk	Market	Medium	Changing customer behaviour
Transition Risk	Policy and Legal	Medium	Increased pricing of GHG emissions
Physical Risk	Acute	Medium	Increased severity of extreme weather events (e.g., cyclones and floods) affecting production

Commitment to Climate Action

Sustainability and climate-related issues are discussed biannually at Board meetings. The Board views sustainability as an integral part of PSC’s overall business strategy, recognizing it as both a driver of long-term value creation and a critical factor in risk management. Integrating sustainable practices is essential not only for regulatory compliance but also for enhancing brand reputation, operational efficiency, and resilience against environmental risks. PSC remains committed to embedding sustainability across our business and aligning our strategies with evolving climate-related challenges and opportunities. The following sections outline our strategy, risk management approach, and performance measurement framework to ensure we achieve our sustainability targets effectively.

Risk Management

Qualitative Scenario Analysis

In the global food product industry, qualitative scenario analysis is a strategic tool used to assess climate-related risks and opportunities without relying solely on numerical models. For a company like PSC Corporation Ltd, operating in the consumer essentials sector, this approach helps evaluate how different climate scenarios could impact business operations, supply chains, and market dynamics over time.

By leveraging qualitative scenario analysis, PSC can proactively identify risks, adapt business strategies, and capitalize on opportunities, ensuring long-term resilience in a rapidly evolving climate landscape. As part of our stakeholder engagement survey, we identified key climate-related risks and assessed their potential financial, operational, and regulatory impacts. This analysis supports long-term resilience planning, ensuring customer safety, operational continuity, and financial stability, while reinforcing our commitment to climate adaptation and sustainability.

Scenario Framework & Approach

To align with global climate science and policy frameworks, we conducted qualitative scenario analysis based on two Shared Socioeconomic Pathways (“SSPs”): SSP1 and SSP5. These scenarios, selected in accordance with the Intergovernmental Panel on Climate Change (“IPCC”) guidelines, allow us to assess both the impact of societal choices and the trajectory of GHG emissions.

The SSP framework presents five alternative pathways for future societal development, each examining how different Representative Concentration Pathways (“RCPs”) might unfold based on underlying socioeconomic characteristics and policy assumptions. These climate scenarios form the foundation of our analysis.

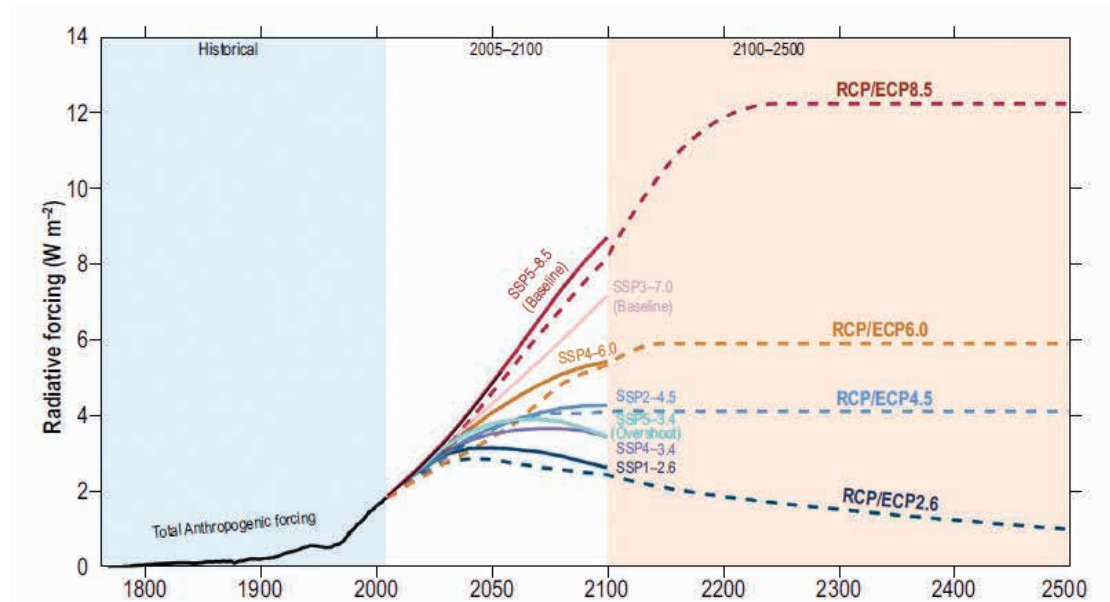


Figure 3: Five SSP Pathways. Source: IPCC Ch 1 Supplementary Material [2]

Methodology & Business Implications

PSC collaborated with the external consultant to conduct a desktop review and qualitative analysis, incorporating industry expertise and credible analytical tools to assess business-relevant risks and opportunities under each scenario. This process enables our Board to make informed decisions on mitigation and adaptation strategies, ensuring long-term business sustainability. To ensure a comprehensive risk assessment, we analysed four key climate-related risks (three transition risks and one physical risk) across the two SSP scenarios, as outlined in the following tables.

Scenario Analysis Time Horizon

PSC applies the following timeframes for assessing climate-related risks and opportunities:

- Short Term: 1 to 3 years
- Medium Term: 3 to 5 years
- Long Term: 5 to 10 years

Table 2: PSC’s Qualitative Scenario Analysis for Transition Risks

TRANSITION RISKS scenario analysis under SSP 1 scenario				
SSP1 (temperature varying from 1 to 1.9°C) is the only pathway that meets the aspirational goal of the Paris Agreement by limiting global warming to below 1.5°C. Under this scenario, societies switch to more sustainable practices, with the focus shifting from economic growth to overall well-being. There are more investments in education and health to accelerate the demographic transition. Inequality is reduced both across and within countries.				
Impact of Transition risks				
High transition risks	Higher push on policies to reduce emissions	Rapid technological changes	Target for net zero by 2050 and limit global warming to 1.5°C	The sustainability of food businesses is challenged by global market volatility, climate change impacts, geopolitical decisions, and disease outbreaks
Risk Type				
<ul style="list-style-type: none"> • Increased cost of raw materials • Market transition risks are assessed as high over the short to medium term in our risk matrix. 				
Potential Impacts				
The rising cost of raw materials in the food industry, particularly essential commodities like soya beans, is driven by factors such as climate change, supply chain disruptions, and increasing global demand. These price fluctuations impact production costs, profit margins, and consumer prices, posing challenges for food manufacturers. To remain competitive, companies must explore cost management strategies, alternative sourcing, and operational efficiencies to mitigate the effects of rising raw material costs.				

Some of the impacts faced by PSC are outlined below,

- Inflation and currency fluctuation can affect our business costs.
- Increased global demand for plant-based protein, animal feed, and biofuels contributes to price pressure.
- Supply Chain Disruptions: Higher transportation costs, labour shortages, and port congestion affect the availability and price of raw materials.
- Geopolitical Tensions & Trade Policies: U.S.-China trade relations, export restrictions, and tariffs impact global raw materials supply and pricing.
- Rising costs means that consumers will seek for more affordable and value-for-money options.

Adaptation or Mitigation Strategies

Managing raw material costs is a key challenge for food businesses. We must adopt a balanced approach-ensuring financial sustainability while maintaining food quality, optimizing supply chains, exploring alternative ingredients, and implementing cost-efficient production practices to navigate rising costs without compromising consumer trust.

As a mitigation strategy PSC,

- Diversifies procurement channels by securing raw material supplies to ensure continuity. For critical imported raw materials, we commit to a fixed quantity to maintain supply stability.
- Monitors price fluctuations and issues purchase orders to lock in prices when raw material costs are rising.
- Sources from alternative suppliers to ensure price competitiveness and supply continuity, purchasing from different sources and countries.
- Maintains strict quality standards – ensuring all raw materials are Halal-certified and comply with HACCP/ISO certifications.
- Communicates transparently with customers about cost challenges to manage expectations regarding pricing.

Risk Type

- Changing customer behaviour
- Market transition risk rated as medium in the medium and long term in our risk matrix.

Potential Impacts

Evolving consumer preferences are reshaping the food production industry, driving companies to adapt to new demands. Consumers are increasingly seeking healthier, sustainable, and convenient food options, pushing manufacturers to reformulate products, enhance transparency, and adopt eco-friendly practices. The shift toward plant-based diets, clean labels, and ethical sourcing influences product innovation and supply chain decisions. Additionally, digital engagement and e-commerce growth are transforming how food products are marketed and distributed.

Some of the impacts faced by PSC are outlined below,

- Meeting Consumer Expectations & Managing Reputation Risks – With growing consumer awareness and a strong demand for sustainable products and packaging, brands that embrace these changes have the opportunity to strengthen customer loyalty and gain a competitive edge in the market.
- Sustainability & Ethical Sourcing – Consumers increasingly prefer environmentally friendly packaging and responsibly sourced ingredients, including organic and healthier food options.
- Transparency & Traceability – Clear labelling, sustainability certifications, and ethical business practices are increasingly becoming key preferences among customers, reflecting a growing shift towards more conscious consumer choices.
- Pricing Sensitivity – Economic uncertainties continue to impact consumer purchasing power, making affordability a crucial factor.
- Recycled Packaging Demand – There is a rising demand for recycled packaging as customers increasingly prioritize sustainability. While current audits often emphasize FSC-CoC (Forest Stewardship Council Chain of Custody) compliance and social responsibility standards, the shift towards recycled materials is expected to gain momentum and this may drive up the cost of packaging.

Adaptation or Mitigation Strategies

As customer behaviour evolves, food producers should explore possible ways to meet new demands driven by shifting preferences and expectations. Increasing consumer awareness around sustainability and ethical sourcing, along with a growing preference for healthier and eco-friendly products, are reshaping market dynamics. In response, PSC is actively addressing these changes through several mitigation strategies to maintain business agility and competitiveness.

As a mitigation strategy PSC,

- Securing Subsidies & Reinforcing Business Resilience – To cushion the impact of cost increases, PSC seeks subsidies from principals and reinforces business resilience through agile models that can evolve with the changing consumer landscape.
- Supplier Evaluation & Long-Term Agreements – PSC continues to evaluate alternative suppliers to secure competitive deals without compromising on quality. Long-term supply agreements and rebates are negotiated to further mitigate cost fluctuations.

- Recalibrating Packaging – In response to changing packaging demands, suppliers are adjusting the recyclable rice bag sizes for packaging in Singapore to ensure compatibility with PSC’s machinery.
- Our subsidiaries work closely with packaging suppliers to find solutions that meet both environmental and functional needs. Under the Mandatory Packaging Report (“MPR”), they also report packaging use and submit plans to reduce, reuse, or recycle packaging, encouraging ongoing efforts to minimize waste.

Risk Type

- Increased pricing of GHG emissions
- Policy and Legal transition risk rated as medium over the short to medium term in our risk matrix.

Potential Impacts

The rise in carbon pricing and the cost of compliance with climate regulations are placing additional financial pressure on businesses, especially those operating in energy-intensive industries. As governments enforce stricter climate policies, companies are facing rising operating costs due to increased energy prices and fluctuating environmental taxes. Moreover, stricter regulations demand more detailed disclosures on climate actions, and failure to comply may result in significant penalties and operational disruptions. These challenges are compounded by the increasing pressure to reduce carbon footprints, especially in the production and distribution of consumer essentials, which often involves high energy consumption. The transition to renewable energy, while essential, incurs upfront costs that add to business expenses, making it crucial for companies to strategically navigate these financial hurdles.

Some of the impacts faced by PSC are outlined below,

- Carbon Pricing & Compliance Costs – Businesses face higher costs due to carbon pricing and the need to comply with local climate regulations.
- Rising Operating Costs – Increased energy prices and fluctuations in environmental taxes raise overall business expenses.
- Regulatory Pressure – Companies are required to provide more comprehensive disclosures on climate actions, with penalties for non-compliance.
- Energy-Intensive Production – The production and distribution of consumer essentials contribute significantly to GHG emissions, requiring more sustainable solutions.
- Adoption of Renewable Energy – The initial costs of adopting renewable energy sources increase business expenses, adding to financial burden.

Adaptation or Mitigation Strategies

As we operate in Singapore and Malaysia, with a global value chain, the impact of carbon pricing is an emerging concern. Currently, only PSC has paid carbon taxes as part of its electrical invoices, while other subsidiaries have not incurred any carbon tax liabilities. However, with expected policy changes in the medium to long term, the outlook on carbon pricing is likely to shift. Carbon pricing, in various forms, is expected to play a central role in global climate strategies as countries transition to net zero over the next three decades. As of now, 46 countries have implemented carbon pricing policies, with this number expected to grow as momentum builds. Consequently, carbon taxes and incentives are likely to become a significant factor in future operations.

In response to these evolving challenges and the increasing emphasis on sustainability, we have intensified our efforts to integrate sustainability within our operations and across our value chain to reduce GHG emissions.

Our mitigation strategy is outlined below,

- Solar Panel Installation – We have installed solar panels at our Singapore (Blk C FFM SG) and Malaysia (TIPS) factories in mid and late 2023, respectively, to reduce reliance on fossil fuels and lower carbon emissions.
- Soya Beans Pulp Utilization – FFM SG sells its soya beans pulp (okara) to a third party for processing into animal feed, reducing waste and contributing to the circular economy.
- Exploration of EV Trucks – We have conducted trials on electric trucks and are exploring their potential to replace our existing diesel-powered delivery vehicles, especially the smaller 10-foot trucks. Even though preliminary findings show that current EV trucks might not be fully able to meet our full-load delivery requirements, we will continue to study the feasibility of its adoption.
- Regulatory Monitoring – We closely monitor the latest regulatory developments and assess their impact, especially in relation to energy use, to stay ahead of compliance requirements.
- Proactive Regulatory Updates – We continuously update our knowledge on regulatory changes in the regions where we operate, ensuring we are prepared for any upcoming adjustments in environmental policies.

Below paragraphs outline the potential changes in the landscape.

- In Singapore², the National Environment Agency (“NEA”) imposes carbon tax to all industrial facilities with an annual direct GHG emissions of 25,000 tonnes of carbon dioxide equivalent (“tCO₂e”).
- Malaysia³ does not levy an explicit carbon price but may consider implementing it in the future.

Opportunities Arising from the Transition Risks

The three transition risks analyzed present significant opportunities for PSC to enhance production efficiency, meet evolving consumer expectations, and maintain competitiveness and quality. By committing to these opportunities, PSC can reduce carbon emissions, prepare for the evolving regulatory landscape surrounding climate change, and ultimately drive long-term business growth.

The PSC Board has recommended the following plans to balance risks and opportunities:

1. **Set Sustainability Goals and Targets** – Align all business units towards common sustainability objectives to ensure cohesive efforts across the company.
2. **Ensure Financial Viability** – Assess the return on investment (ROI) of sustainability initiatives and leverage available government funding or support to make these efforts financially viable.
3. **Mitigate Climate Risks through Innovation** – Focus on innovation to increase resource efficiency and minimize climate risks.
4. **Explore New Growth Opportunities** – Develop eco-friendly products, packaging, and explore new markets and customer segments to capture emerging demand.
5. **Enhance Stakeholder Engagement** – Improve communication with stakeholders by regularly sharing sustainability progress and updates.

By recognizing and capitalizing on these opportunities, PSC not only mitigates the risks associated with the transition to a more sustainable future but also position itself for long-term success in a rapidly changing business environment.

Table 3: PSC's Qualitative Scenario Analysis for Physical Risks

PHYSICAL RISKS scenario analysis under SSP 5 scenario

SSP5 (temperature varying from 5 to 8.5°C) is a Business as Usual (“BAU”) scenario, where the push for economic and social development is coupled with the exploitation of abundant fossil fuel resources and the adoption of resource and energy-intensive lifestyles around the world. The high-growth energy intensive SSP5 shows the most overall emissions of any SSP, ranging from 104 GtCO₂ to 126 GtCO₂ in 2100⁴, resulting in warming of 8.5°C.

Impact of Physical Risks

High physical risks	Minimal transition policies are expected to be in place	Rapid technological development, but high challenges to climate adaptation due to persistent inequality and poverty in many parts of the world	Severe physical risks driven by increased GHG emissions despite some technological advancements	Increased frequency of extreme weather events (droughts, floods, cyclones) disrupting supply chains, affecting crop yields, and increasing operational costs
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² <https://www.nea.gov.sg/our-services/climate-change-energy-efficiency/climate-change/carbon-tax>

³ <https://www.mida.gov.my/carbon-pricing-path-towards-carbon-neutral-growth-in-malaysia/>

⁴ <https://www.carbonbrief.org/explainer-how-shared-socioeconomic-pathways-explore-future-climate-change/>

Risk Type

- Increased severity of extreme weather events (e.g., cyclones and floods) affecting production
- Acute physical risk rated as medium in the medium and long terms in our risk matrix.

Potential Impacts

The increasing severity of extreme weather events, such as cyclones, floods, and intense storms, presents acute physical risks to Singapore's food product industry. While Singapore itself is not directly impacted by cyclones due to its geographic location, it remains highly vulnerable to disruptions in global supply chains and localized extreme weather events. With over 90% of its food supply imported, Singapore is particularly susceptible to climate-related disruptions in major food-exporting countries. Our raw materials are sourced from many countries including China, USA, Canada, Indonesia, Malaysia, Taiwan, Vietnam, all of which are facing risks from climate change.

The major impacts PSC may experience are,

- Extreme weather events in source countries can lead to crop failures. Such weather-related supply shortages drive up prices of raw materials (eg soya beans, rice), affecting manufacturers and retailers.
- Extreme heat and humidity, coupled with possible power outages or logistical delays, might compromise food quality, safety, and shelf life.
- Rising food production and energy costs are impacting our sales and profitability.

Increasing regulations aimed at reducing carbon emissions are driving business spending upwards, with initial costs associated with transitioning energy-intensive production and distribution systems to renewable energy sources.

- Consumers are increasingly seeking sustainable products and packaging. With the Singapore government's efforts to promote healthier eating habits-such as the Healthier Choice Symbol, initiatives to reduce salt intake, and Nutri-grade labelling for beverages-there is growing consumer awareness around adopting healthier options.
- Singapore is actively working towards enhancing food security through local production initiatives ("30 by 30" strategy) to reduce dependence on imports. Companies are encouraged to align with policies promoting local sourcing, climate resilience, and sustainability.

Adaptation or Mitigation Strategies

PSC recognizes the challenges that climate and environmental risks pose to our operations and long-term sustainability. To strengthen our resilience against acute physical risks and ensure consistent food supply, quality control, and price stability, we have implemented several adaptation and mitigation measures.

Our strategy is outlined below:

Supply Chain Disruptions

- Diversified sourcing and strengthened partnerships – PSC sources from multiple regions and this reduces our reliance on any single country and thus lowers our risk. Long-term partnerships with reliable suppliers also help us in times of crises.
- Strengthen risk management and contingency planning – PSC conducts regular risk assessments to identify risks and mitigation strategies across its business operations. A comprehensive contingency plan such as ensuring sufficient buffer stocks can help manage any disruptions.
- Collaborate with Government and Industry – PSC works closely with government agencies and industry bodies to stay informed on regulatory changes and access support during crises.
- Due to the price volatility of raw materials, we are reassessing our pricing strategy to ensure that we maintain an adequate profit margin.

Singapore's food security and maintaining sufficient food reserves

- PSC is one of the importers under the rice stockpile scheme. This scheme ensures an adequate supply of rice in the Singapore market. As confirmed by the authority, the scheme had been revised to higher stockpile quantity from 2024-2025.
- Through FFM SG, our tofu products are manufactured at our Singapore factory. FFM also procures eggs from local suppliers. Across the border, it is also supported by FFM MY that manufactures noodles and grass jelly.
- CKH, our subsidiary that specialises in food service channels, procures around 95% of their supplies from local suppliers too.
- PSC usually maintains 2-3 months stock of raw material.
- KGG strives to maintain 2 months stock of raw material.

Food Safety

- PSC employs a multi-faceted approach to maintain and enhance food safety across sourcing, manufacturing, and distribution.

Procurement Practices:

- Our subsidiaries conduct regular supplier evaluations and audits to ensure quality consistency.
- As part of business continuity plan, continue evaluating alternative suppliers without compromising quality.
- Localisation of suppliers to ensure fresher raw materials are used for better quality products.
- As part of our procurement practices, validation of process information is required, that is, if the production plant has HACCP-based reference Food Safety plan developed by a responsible authority to meet regulatory and customer requirement or has developed their own plan following the Codex Alimentarius model.
- Royal Umbrella Thai Hom Mali Rice passed quality tests, hygienic and safety regulations. The production process is standardised and certified by ISO9001, ISO14001, Good Manufacturing Practices (“**GMP**”), Hazard Analysis and Critical Control Points (“**HACCP**”) and British Retail Consortium (BRC).
- FFM SG’s factory in Singapore is FSSC22000 certified. Its Malaysia factory is HACCP certified. We maintain high standards and quality checks for our products and manufacturing process. Our R&D and Quality Control team conducts rigorous checks on different batches of products to ensure quality and consistency. Likewise, KGG is FSSC22000 certified, and we conduct regular checks to ensure consistent quality and taste profile in our products.
- Ensure employees undergo training in food safety practices. We also maintain strict hygiene protocols at our manufacturing facility.
- Multiple customer feedback channels allow consumers to highlight any quality concerns to us directly enabling fast corrective actions.
- Marketing and labelling on product packaging – all information printed on the product packaging such as nutritional information panel, allergens and shelf life are accurate, and adheres to SFA regulations.
- Warehousing and logistics management: ensure cold chain is maintained for chilled products during transportation. Our warehouse and logistics team practices First-in-First-out (based on product expiry) and segregates food and non-food items for storage and delivery.

E-commerce, Digital Marketing and Social Media:

- Social media plays an important role in shaping consumers' opinions and purchase decisions. Hence, we also invest in influencer outreach on social media for our brands.
- PSC has also launched our own e-store (www.psc.com.sg) to cater to B2C customers.
- Affiliate marketing and live streaming are becoming increasingly popular in Singapore, and we plan to collaborate with key opinion leaders and live streamers to explore these channels as new avenues for selling our products.

FFM SG had encountered low stock situation on the soya beans due to uncontrollable factors such as port and rail strikes. However, we did have the safety stocks to ensure no impact to our production. We do keep 2 – 3 months inventories for raw material (import from overseas), and packaging material are purchased locally.

Also, when faced with uncontrollable situations such as shipment delays, we switch temporarily to local purchases for non-key SKUs.

In addition to the measures mentioned above, PSC is actively seeking alternative suppliers located closer to our region to reduce order lead times and enhance supply continuity. We remain vigilant about extreme weather conditions, particularly during the monsoon season, to assess potential impacts on business operations and implement timely tactical adjustments. As part of our business continuity plan, we will continue to evaluate alternative suppliers while ensuring that product quality remains uncompromised.

As a small, low-lying city-state, Singapore is highly vulnerable to climate change impacts such as rising sea levels, intense rainfall, dry spells, and other extreme weather events. While severe flooding is not yet a frequent occurrence, continuing business-as-usual operations will contribute to environmental stress on the island. Rising sea levels, combined with higher tides and more frequent storm surges, will increase the likelihood and intensity of extreme sea-level events. A flood that once occurred every 100 years could become a once-in-10-year event⁵. Given these trends and uncertainties, PSC's operations are likely to face more frequent disruptions, making it essential to implement stronger mitigation measures and work towards a low-carbon economy.

⁵ <https://www.mss-int.sg/docs/default-source/v3-brochures/v3-sea-level.pdf>

Table 4: Climate Change Impacts in Singapore

Singapore

Floods are a common occurrence in Singapore usually caused by a combination of heavy rainfall, high tides, and drainage problems, especially in low-lying areas. Most floods in Singapore are flash floods that subside within a few hours. Although most floods cause only minor inconveniences, Singapore has also experienced several severe floods that have resulted in widespread devastation as well as destruction to life and property (infrastructure and properties).

Singapore has seen some of the country's worst flash floods in the last few years. With the sea level rise due to climate change, the situation could get worse in the long term. As per the Singapore's Third National Climate Change Study (V3), the mean sea level around Singapore is projected to rise by 0.23m to 1.15m⁶ by the end of the century, and up to around 2m by 2150 under the high emissions scenario. A higher baseline sea level means we will experience more floods. Higher sea level could worsen the impacts of heavy rain or high tides. If we add an event like heavy rainfall – which is common in Singapore – coinciding with high tide, we will see flash floods that are more damaging than what we experience now.

Singapore is a low-lying island and about 30% of Singapore's land is less than 5m above sea level. Under extreme sea-level scenarios where the sea level rise reaches 4m to 5m in 2100, our coastlines are at risk. Extreme weather events, such as typhoons, rarely hit Singapore, but it has happened before. In 2001, Typhoon Vamei⁷ made landfall just north of Singapore. If such rare event were to occur again, it could inflict much more damage with a higher sea level in 2100.

Our analysis is presented in the following maps⁸, which illustrate the projected land areas expected to be below the annual flood level in 2050 and 2100. While the facility itself is not anticipated to be affected by flooding or sea level rise in the near future, coastal areas in the countries where PSC operates may experience disruptions, potentially impacting the supply chain. Based on this study, it is recommended to enhance mitigation strategies and maintain ongoing monitoring as conditions evolve to prevent severe disruptions.

⁶ <https://www.nea.gov.sg/media/news/news/index/latest-climate-projections-for-singapore-show-intensifying-urban-heat-and-more-wet-dry-extremes#:~:text=Mean%20Sea%20Level%20to%20Rise,sheets%20to%20global%20sea%20levels>.

⁷ https://www.researchgate.net/publication/251439293_Typhoon_Vamei_An_equatorial_tropical_cyclone_formation#:~:text=This%20was%20the%20first%20recorded%20occurrence%20of,the%20southeastern%20portion%20of%20the%20Malaysian%20state

⁸ https://coastal.climatecentral.org/map/13/103.7059/1.3295/?theme=sea_level_rise&map_type=year&basemap=terrain&contiguous=true&elevation_model=best_available&forecast_year=2100&pathway=ssp3rcp70&percentile=p50&refresh=true&return_level=return_level_1&rl_model=coast_rp&slr_model=ipcc_2021_med

Projection of Land projected to be below annual flood level in 2050 Singapore (left), Malaysia (Right) are depicted below.

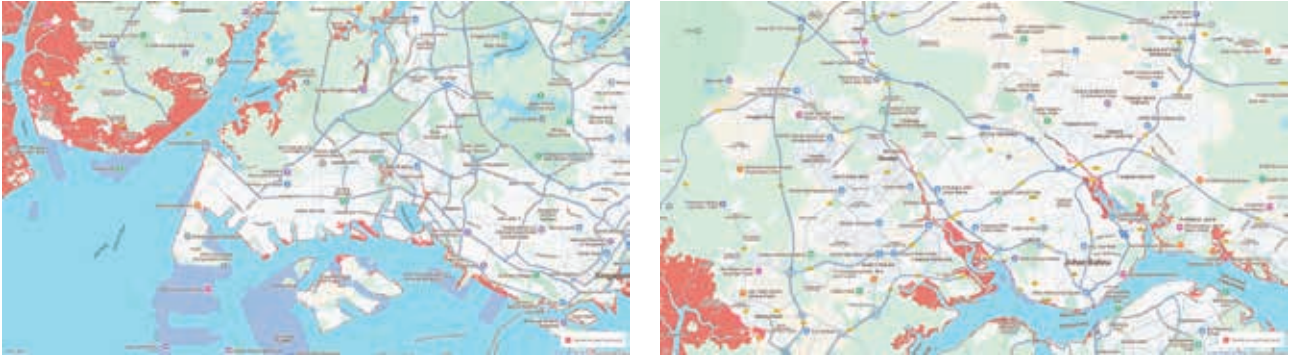


Figure 4: 2050 Flood Level in Singapore and Malaysia

Projection of Land projected to be below annual flood level in 2100 Singapore (left), Malaysia (Right) are depicted below.



Figure 5: 2100 Flood Level in Singapore and Malaysia

Conclusion of Analysis: Impact of Heat Stress and Precipitation on Operations

As a food production company, PSC is particularly vulnerable to the climate-related risks arising from climate change. The operational challenges posed by these risks are expected to intensify in the coming years, requiring greater management attention and proactive mitigation efforts. The increasing severity of these risks could affect PSC's operations, raise production costs, disrupt supply chains, and potentially harm our reputation. To enhance resilience, PSC recognizes the importance of addressing both immediate challenges and long-term climate risks by taking decisive actions. We remain committed to reducing GHG emissions, improving sustainability practices, and strengthening disaster readiness to safeguard our long-term competitiveness and operational efficiency.

Risk Management, Metrics, and Targets

PSC adopts a structured approach to risk management, overseen by the ARC under a comprehensive Risk Management Framework. This approach includes:

- **Risk Identification:** Regular assessment of both existing and emerging risks.
- **Risk Analysis:** Evaluation of ESG risks based on their potential impact and likelihood.
- **Risk Assessment:** Prioritization of risks to guide strategic response efforts.
- **Risk Treatment:** Development and implementation of action plans to address identified gaps.
- **Risk Monitoring:** Continuous tracking of risk trends, mitigation effectiveness, and incidents.
- **Risk Reporting:** Regular reviews of climate risk exposures and disclosures by the ARC.

In FY2023, PSC integrated climate-related risks into our overall risk assessment, aligning with global sustainability goals. We have already made significant strides in mitigating emissions and transitioning toward a low-carbon future. This year, we started on selected categories of Scope 3 emissions reporting, with plans to continuously refine our methodology as more activity data becomes available.

Future Climate Action Initiatives

PSC is committed to implementing tangible sustainability measures, including:

- **Enhancing Energy Efficiency:** Across our operations to reduce overall energy consumption.
- **Increasing Renewable Energy Use:** Expanding the share of renewable energy in our energy mix.
- **Reducing Material Waste:** Through improved resource management practices – Soya Beans Pulp Utilization and MPR initiatives, as well as continuously exploring ways to reduce general waste generated in our operations.
- **Electrification of Transport Fleet:** Transitioning towards electric vehicles for our logistics operations. – PSC actively engaging with external EV truck suppliers to explore innovative solutions that align with our operational needs.
- **Expanding Solar Panel Installations:** To reduce reliance on conventional energy sources and support sustainable operations. TIPS completed its solar panel installation in December 2023, earning the Green Energy Partnership certification from PlusXenergy Services. This initiative is expected to save 30% in costs and reduce carbon emissions by 435.35 tCO₂e annually, equivalent to planting 10,884 trees.

We recognize the urgency of climate action and have aligned our sustainability targets with Singapore's Green Plan 2030, contributing to the national commitment of achieving net zero emissions by 2050. PSC actively supports government-led initiatives and continually refines our efforts to contribute meaningfully to global decarbonization goals.

STAKEHOLDER INCLUSIVENESS

[GRI 2-29, 3-3f]

We understand that fostering strong relationships with our stakeholders is essential to achieving sustainable growth. The Group considers stakeholders to be those impacted by the company's activities and whose actions, in turn, can influence the company's operations. The company's website (<https://www.pssccorporation.com>) is an important conduit for communicating with our stakeholders. We actively identify and engage with key stakeholder groups to better understand their perspectives, concerns, and expectations. These engagements allow us to address critical issues, refine our strategies, and align our sustainability efforts with stakeholder priorities.

Through meaningful dialogue and collaboration across various platforms, we aim to build trust, foster transparency, and create shared value that supports long-term success for both the company and our stakeholders. This engagement with our stakeholders provides valuable insights into key focus areas for implementing initiatives that enhance our performance on material topics relevant to our business. It also enables us to establish more meaningful targets, allowing us to effectively track and measure our progress. Table 5 provides a summary of the stakeholder groups that we engage continuously with, our engagement approaches, the stakeholders' interest, and our responses to their concerns.

Table 5: List of Stakeholders and Our Response to Their Interests

Stakeholders	Engagement Approaches	Interests and Concerns	Our Responses
Customers	<ul style="list-style-type: none"> Regular communications via email, phone or face-to-face Annual/bi-annual business review meetings Store visits by salesperson and merchandisers Trade shows 	<ul style="list-style-type: none"> Product quality and safety Consumer health and safety Fair and reasonable product pricing Sustainability policies and performance Compliance with applicable laws and regulations 	<ul style="list-style-type: none"> Maintain FSSC 22000 certification Maintain regular communication with customers for targeted response to their needs Integrate sustainability considerations into our business strategy
Consumer	<ul style="list-style-type: none"> Roadshows and sampling activities via promoters Social media Marketing & Sales Promotions Brand communications through advertising Dedicated consumer hotline/website enquiry form Product packaging Annual Report and Sustainability Report 	<ul style="list-style-type: none"> Product quality and safety Fair and reasonable product pricing Brand sustainability 	<ul style="list-style-type: none"> Maintain FSSC 22000 certification Maintain regular communication through social media and on-ground sampling activities or roadshows

Stakeholders	Engagement Approaches	Interests and Concerns	Our Responses
Shareholders and Investors	<ul style="list-style-type: none"> Corporate announcements via sgx.com Annual Report and Sustainability Report Annual General Meeting (AGM) 	<ul style="list-style-type: none"> Timely and regular updates on financial performance, business strategies and announcements Higher financial return Regular dividend Market presence Transparency in disclosure 	<ul style="list-style-type: none"> Maintain half-yearly financial statement announcements Latest announcements, press releases and link to SGX on corporate website
Suppliers	<ul style="list-style-type: none"> Regular business meetings Annual Audits Tender management system Regular communications via emails & calls 	<ul style="list-style-type: none"> Compliance with applicable laws and regulations Workplace safety Business opportunity 	<ul style="list-style-type: none"> Maintain fair and robust procurement system Support local businesses Uphold honest and ethical business conducts
Employees	<ul style="list-style-type: none"> Annual performance evaluation Ongoing performance evaluation 	<ul style="list-style-type: none"> Fair remuneration Safe and healthy work environment Equitable rewards and recognition Career advancement Training and development opportunities 	<ul style="list-style-type: none"> Maintain competitive remuneration Conduct regular performance review Ongoing risk assessment for all production sites Encourage learning and development and monitor training hours
Local community	<ul style="list-style-type: none"> Outreach programmes Meetings/dialogues with community representatives Donation of products to the less privileged community 	<ul style="list-style-type: none"> Career opportunities for locals Promotion of good health and quality of life Stimulating local economy Sustainability performance 	<ul style="list-style-type: none"> Maintain community engagement and outreach Uphold fair and non-discriminatory recruitment procedure Monitor and improve sustainability performance
Government, International Organisations and NGOs	<ul style="list-style-type: none"> Active outreach for collaboration Audit participation Email communications 	<ul style="list-style-type: none"> Good governance Fair labour practices Safe and healthy work environment Accurate product labelling Sustainability practice 	<ul style="list-style-type: none"> Maintain compliance with applicable laws and regulations Monitor and improve sustainability performance Maintain transparent reporting

MATERIALITY ASSESSMENT

[GRI 2-12, 2-13, 2-14, 2-29, 3-1, 3-2]

We conduct an annual materiality assessment to identify the ESG issues that are most relevant to our business and stakeholder. As the most recent stakeholder survey was completed in 2023⁹, reference was still taken from the survey, ensuring that stakeholder feedback remained integral to our assessment. We combined the data from the survey with other assessment methodologies as part of this year’s materiality assessment.

Our Materiality Assessment Process



Figure 6: Steps in the Materiality Assessment

We benchmarked the top ESG topics identified from the surveys against three FMCG industry peers of similar size and scale. The assessment also considered the broader trends within the consumer goods sector, as well as our own ESG priorities reported over the past three years.

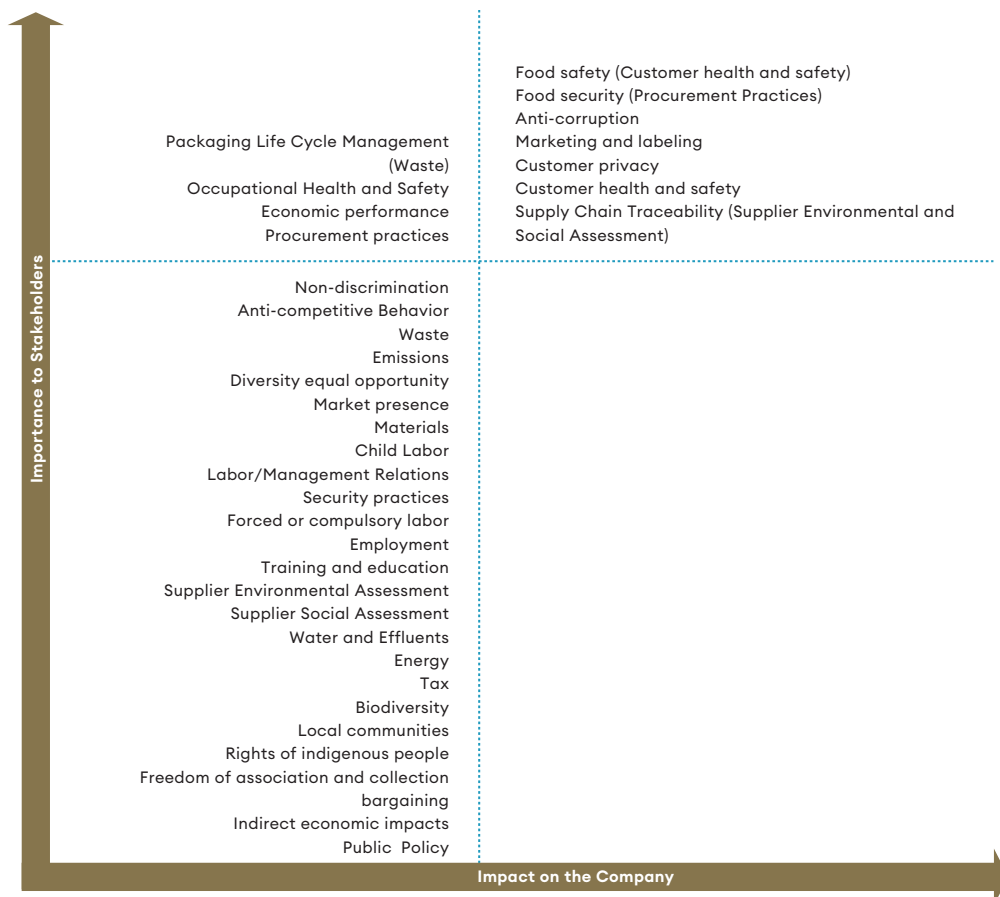


Figure 7: Materiality Matrix based on FY2023 Stakeholder Engagement Surveys

⁹ The online stakeholder engagement survey in 2023 collected responses from 11 internal stakeholders (senior management, middle management and general employees) and 19 external stakeholders (service providers, suppliers and investors).

The result from the stakeholder engagement survey were prioritized on a Materiality Matrix based on their impact on the company and importance to stakeholders.

The identified material topics were validated and approved by the Board.

The finalised list of material topics for FY2024 is shown in Table 6.

Table 6: Finalised List of the Group's Material Topics for FY2024

Material Topics	Boundary, where impact of the material topic occurs										Impacts addressed in this Report	
	Within Operation ¹⁰			Outside Operation ¹¹								
	Board	Management	General Employees	Customers	Consumers	Shareholders & Investors	Suppliers	Financial Institutes	Government & NGOs	Local Communities		
Economic												
1	Economic Performance	✓	✓	✓	✓		✓	✓	✓			Economic
2	Procurement Practices	✓	✓	✓	✓	✓		✓		✓	✓	Supply Chain Impact & Resilience
Environment												
3	Energy	✓	✓	✓	✓	✓	✓			✓	✓	Climate Change
4	Emissions	✓	✓	✓	✓	✓	✓		✓	✓	✓	Climate Change
5	Waste	✓	✓	✓	✓	✓		✓		✓	✓	Waste and Circularity
6	Supplier Environmental Assessment	✓	✓	✓	✓	✓		✓	✓	✓	✓	Supply Chain Impact & Resilience
Social												
7	Employment	✓	✓	✓			✓			✓	✓	Human Capital and Diversity
8	Occupational Health and Safety	✓	✓	✓			✓			✓		Health & Safety
9	Training and Education	✓	✓	✓				✓			✓	Human Capital Development
10	Supplier Social Assessment	✓	✓	✓	✓	✓		✓	✓	✓	✓	Supply Chain Impact & Resilience
11	Customer Health and Safety	✓	✓	✓	✓	✓		✓		✓		Health & Safety
12	Marketing and Labelling	✓	✓	✓	✓	✓		✓		✓		Customer Awareness

¹⁰ The Group's activities have contributed directly to this impact.

¹¹ The Group contributes indirectly to this impact through its business relationships etc.

DRIVING THE ECONOMY

ECONOMIC PERFORMANCE

[GRI 201]

Management Approach, Impacts, Policies, Actions

[GRI 3-3]

At PSC, strong economic performance is the cornerstone of our sustainability strategy, empowering us to create enduring value for all stakeholders. By adhering to statutory requirements and local laws, we not only ensure compliance but also contribute to broader community objectives, such as food security and safety. However, we recognise that rapid market expansion and evolving regulatory landscapes may pose potential risks, including financial volatility and compliance challenges.

Our approach integrates sound financial management, operational excellence, and strategic growth initiatives, enabling resilience in dynamic market conditions. Anchored by responsible and sustainable business practices, we strive to achieve profitability while addressing environmental and social imperatives. This unwavering commitment enhances our capacity to invest in innovation, nurture talent, and support the communities we serve, paving the way for sustainable growth and shared success.

To ensure our continuous economic and operational performance, the Group presents its budget, which includes revenue projections, profit targets, and new initiatives, to the Board for approval before the start of every financial year. This structured approach sets clear performance benchmarks. Subsequently, monthly operations meetings between senior management and Operations teams serve as a critical mechanism to track subsidiary performance, ensuring transparency, accountability, and agility in decision-making. These meetings provide a forum for assessing progress, identifying challenges, and implementing necessary corrective actions in a timely manner.

By maintaining a structured performance management system, PSC enhances its ability to adapt to evolving market conditions, strengthen governance, and drive long-term value creation.

Table 7: The Group's Audited Economic Performance in FY2023 and FY2024

	Group	
	FY2023	FY2024
	S\$'000	S\$'000
Economic Value Generated		
Revenue, interest income & disposal gains	490,754	502,081
Economic Value Distributed		
Operating costs (e.g. materials, product components & other operating costs)	390,063	396,188
Employee wages and benefits:		
Employee costs include salaries and benefits	62,670	67,678
Payments to providers of capital:		
Dividend & interest paid	7,112	10,906
Payments to governments:		
Net Incomes taxes paid	8,179	7,895
Economic value retained		
Direct economic value generated – Economic value distributed	22,730	19,414
Net profits in SGD:	29,842	30,320

Employee Benefit and Financial Subsidy from Government

[GRI 201-3, 201-4]

We contribute to our employee’s retirement savings according to Singapore’s and Malaysia’s government pension scheme, Central Provident Fund (“**CPF**”) and Employee Provident Fund (“**EPF**”), respectively. In FY2024, the Group received a total of \$714K (excluding Tat Seng) from the Singapore government in grant, primarily for prescribed stockpile quantity support, progressive wage credit scheme and system development.

Target

PSC’s economic performance goal is to achieve sustainable growth and profitability. To accomplish this, PSC prioritizes optimizing revenue streams, controlling cost drivers, and exploring growth opportunities, all supported by a strong management reporting system. Additionally, PSC will continue to assess risks and opportunities related to climate change using frameworks such as TCFD and IFRS, as these factors could substantially influence operations, revenue, or expenses.



BETTERING THE PLANET

ENERGY

[GRI 302]

Energy Management

[GRI 3-3]

PSC is committed to optimizing energy usage and reducing GHG emissions across our operations. The Group recognises that ineffective energy management can lead to excessive energy consumption resulting in higher operational costs and increased carbon emissions contributing to environmental degradation and regulatory risks. In 2023, we successfully installed solar panel systems at FFM SG and TIPS, demonstrating our commitment to transitioning toward renewable energy sources and enhancing energy efficiency.

Energy Reduction Initiatives

[GRI 3-3d, 302-4, 305-5]

To further our efforts, PSC engaged a sustainability consultant to develop a comprehensive energy optimization roadmap. This roadmap explores potential initiatives aimed at improving energy efficiency and reducing Scope 1 and Scope 2 GHG emissions. It provides a structured approach for identifying and implementing solutions that align with our sustainability goals, offering insights into our planned actions to enhance energy performance. These efforts reflect our dedication to continuous improvement and our broader commitment to responsible energy management.

Completed Initiatives

- **Solar Panel Installation:** Over the years, PSC has been investing in the installation of solar panels at our facilities to drive the adoption of green energy. In FY2023, PSC installed solar panel systems at FFM SG (September) and TIPS (December), significantly increasing our adoption of renewable energy. With the addition of these solar panels, PSC Singapore HQ compound's green energy adoption has been significantly increased and the total green energy generated in FY2024 is 38% of on-site usage.

- **Efficient Heat Exchangers:** At the FFM SG manufacturing facility, we replaced existing heat exchangers with water-efficient models. This upgrade reduced water consumption and produced cleaner wastewater, which in turn lowers the energy required for effluent treatment before discharge.
- **Renewable Energy-Based Electricity Providers:** PSC's operations at Jalan Boon Lay which includes PSC, Topseller, FFM SG, TIPEX, and CKH has transitioned to a renewable energy service provider, Flo Energy, in FY2024. This covers 91% of PSC's electricity consumption in Singapore. We will continue to evaluate the feasibility of supporting KGG in making a similar transition in the future.

Planned and Potential Initiatives

- **LED Lighting Transition:** Switching to energy-efficient LED lighting to reduce electricity consumption across facilities in Singapore and Malaysia
- **Energy Audits for Optimization:** Conducting detailed energy audits to identify opportunities for optimizing the efficiency of chillers, boilers and other energy-intensive equipment
- **Low-GWP Refrigerants:** Assessing the feasibility of substituting existing refrigerants with options that have lower global warming potential ("GWP") to reduce Scope 1 emissions
- **Electric Vehicle ("EV") Feasibility Evaluation:** Evaluating the transition to smaller 10-foot electric trucks for CKH, assessing their feasibility and impact on operations, as well as continuing to explore and conduct feasibility tests on larger-capacity electric trucks

Refinement in Methodology

[GRI 2-4a, ai, aii]

We have adjusted our FY2023 energy consumption data within this sustainability report due to additional information made available following a data validation exercise. Due to an enhanced and streamlined data collection process, electricity consumption figures have shown an increase for two subsidiaries, TIPS and SOCMA, improving the data accuracy on their electricity consumption for FY2023. We have also adjusted petrol usage data following clearer processes designed to define petrol usage for company-owned vehicles versus business travel or employee commute. This led to a reduction in reported petrol usage in FY2023. Lastly, we have adjusted the solar energy usage for our Singapore compound to improve its accuracy, leading to a reduction in solar energy usage in FY2023.

As a whole, the total energy consumed in FY2023 decreased by 7% as compared to the levels previously reported. Our energy intensity for 2023 was thus updated to 0.249 GJ/\$'000 revenue from the previously reported 0.269 GJ/\$'000 revenue.

Energy Consumption Within the Organisation (Scope 1 and 2)

[GRI 3-3e, 302-1, 302-3]

In FY2024, increased business activities which drove higher Group revenue and the addition of a new entity, KGG, led to an overall 14% increase in energy consumption. This is reflected by a slight increase in energy intensity from 0.249 GJ/\$'000 revenue in FY2023 to 0.270 GJ/\$'000 revenue in FY2024. We continue making progress in working towards enhancing the Group's overall energy efficiency with initiatives such as integrating Tipex and Topseller's logistics resources and relocating CKH onto PSC's premises. The additional solar panels installed in both Singapore and Malaysia, as well as the switch to Flo Energy had also contributed to an increase in energy consumed from renewable sources by 246% as compared to 2023.

Table 8: Yearly Summary of Energy Consumption and Intensity within the Organisation

Scope 1 ^{Appendix 3.1}				Scope 2 ^{Appendix 3.2}		
Diesel Consumed by Machines and Company Vehicles	Petrol Consumed by Company Vehicles	Natural Gas Consumed by Machines	LPG Consumed by Machines	Grid Electricity	Renewable Service Provider	Solar Energy¹²
707,902 litre (CF: 0.03655 GJ/litre)	10,855 litre (CF: 0.03323 GJ/litre)	14,367 mmBTU (CF: 1.0551 GJ/mmBTU)	4,800 litre (CF: 0.0255 GJ/litre)	2,023,576 kWh (CF: 0.0036 GJ/kwh)	2,476,602 kWh (CF: 0.0036 GJ/kwh)	1,994,709 kWh (CF: 0.0036 GJ/kwh)
25,874 GJ	361 GJ	13,642 GJ	123 GJ	7,285 GJ	8,916 GJ	7,181 GJ
Total Energy Consumption (related to Scope 1 emission sources) 39,999 GJ				Total Energy Consumption (related to Scope 2 emission sources) 23,382 GJ		
47,284 GJ Total non-renewable energy consumption		+	16,097 GJ Total renewable energy consumption		=	63,381 GJ Total energy consumption in FY2024
Energy Intensity (Using Segment Revenue as denominator) 0.270 GJ/\$'000 revenue						

¹² The Renewable Energy Certificates (RECs) generated by PSC for its FY2024 solar energy are in the process of registration and retirement at the time of reporting, targeted for completion in 2025.

BETTERING THE PLANET

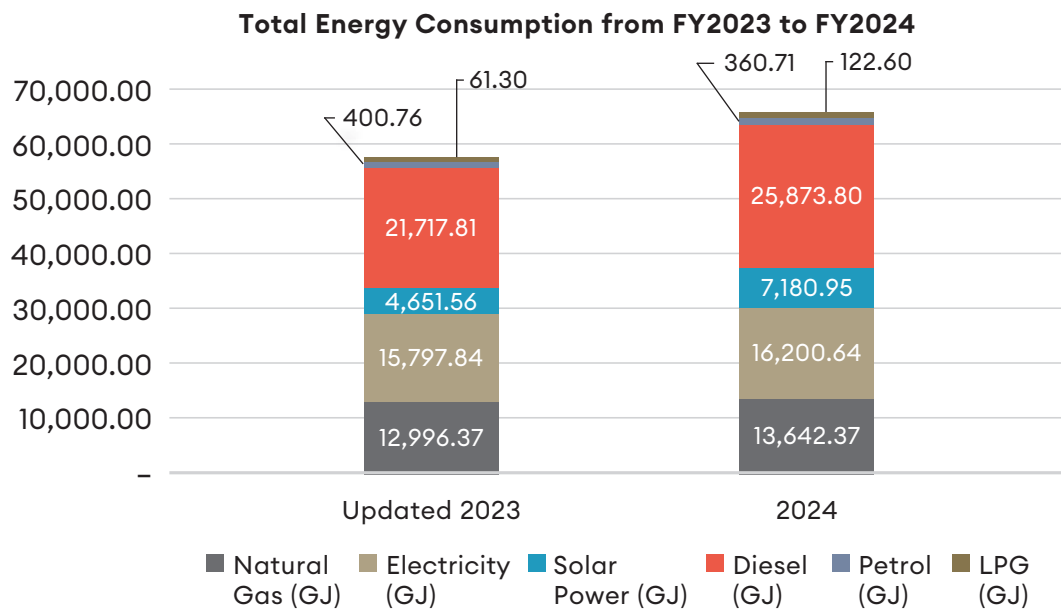


Figure 8: The Group's Yearly Total Energy Consumption from FY2023 to FY2024

Target and Performance

PSC is committed to reduce our dependence on non-renewable energy and to improve our energy consumption efficiency. With the support of external consultancy, we have developed a sustainability roadmap which includes extending our initiative to switch from existing grid electricity supply to a renewable energy source for our newly acquired subsidiary KGG, the electrification of our vehicle fleet and improving our boiler's energy efficiency. The feasibility in implementing these solutions is being studied for the next phrase of our transition.

EMISSIONS

[GRI 305]

Management approach, Impacts, Policies, Actions

[GRI 3-3]

Effective GHG emissions management is essential for mitigating climate change and ensuring long-term business resilience. Gaps in addressing emissions can lead to increased climate change and increases exposure to climate-related risks such as extreme weather events and supply chain disruptions. In addition, it can also result in regulatory penalties, reputational risks, rising energy costs and diminished competitiveness as industries transition to low-carbon solutions. Acknowledging these risks, the company strives towards proactive management and reduction of our GHG emissions in alignment with global sustainability goals.

The Group adopts the operational control approach to define the organisational boundary for reporting GHG emissions, which accounts for the carbon dioxide equivalent ("CO₂e") of the seven GHGs covered by Kyoto Protocol, with emissions values calculated using the GHG Protocol and the IPCC Fifth Assessment Report ("AR5"). This robust framework ensures accurate and consistent reporting of our emissions footprint.

In FY2022, we initiated energy consumption and emissions monitoring, conducting annual performance reviews and continuously refining our monitoring methods to drive improvements.

In FY2023, we expanded the scope of our non-renewable energy monitoring and Scope 1 emissions reporting to include diesel, petrol, and LPG consumption, ensuring more comprehensive coverage.

In FY2024, we enhanced our reporting process by onboarding ESGpedia, an ISO 14064-1-validated and GRI-licensed digital platform. This one-stop ESG data and solutions platform, implemented across our subsidiaries in Q3 FY2024 and fully operational by November 2024, standardizes and streamlines data collection. It also automates the calculation of Scope 1, Scope 2, and selected Scope 3 GHG emissions through the use of built-in emission factors within the platform, increasing accuracy and efficiency. In FY2024, we also initiated Scope 3 screening to identify key categories of Scope 3 emissions for inclusion in our GHG emissions reporting, prioritizing data availability and accuracy.

Setting FY2023 as Base Year and Refinement in Methodology

[GRI 2-4a, ai, aii]

PSC has selected FY2023 as its base year for GHG emissions target setting for several important reasons:

- **Relevance and Representativeness of Operations:** FY2023 reflects PSC's normal operational conditions, excluding any anomalies. This ensures that the baseline is a true representation of its typical business performance, providing a solid foundation for comparing future performance.
- **Improved Data Collection Methodology and Data Update:** We have adjusted our FY2023 GHG emissions data within this sustainability report due to additional information made available following a data validation exercise. We have re-categorised relevant petrol usage data from Scope 1 to Scope 3, enhancing accuracy. Electricity consumption figures have shown an increase due to an enhanced and streamlined data collection process for two subsidiaries, TIPS and SOCOMA. This improved data

collection methodology has resulted in our FY2023 Scope 1 and Scope 2 GHG emissions being adjusted 18% lower and 116% higher respectively as compared to previously reported levels. This improved accounting methodology provides us with a more accurate representation of PSC's emissions profile as compared to the previous year, which improves our alignment with the GHG Protocol's recommendations.

- **Alignment with the Science Based Targets Initiative ("SBTi"):** Following SBTi recommendations, FY2023 is the most recent year in which GHG inventories include comprehensive emissions data.

Overall, FY2023 is considered a reasonable baseline year, providing a reliable, accurate, and internationally recognized starting point for PSC's Sustainability Roadmap, allowing meaningful comparisons of the Group's sustainability performance over the next 7 years through 2030.

GHG emissions (Scope 1 and 2)

[GRI 3-3e, 305-1, 305-2]

The operational teams across PSC's subsidiaries entered activity data for Scope 1 and Scope 2 directly into ESGpedia. For Scope 3, data provided by PSC was bulk uploaded into the platform by ESGpedia's team. Emissions were calculated using the platform's built-in emissions factors, ensuring consistency and accuracy in reporting.

In FY2024, we saw an overall 9% decrease in Scope 1 and Scope 2 emissions as compared to the previous year. Scope 1 emissions increased by 17% primarily due to increased business activities and the addition of a new entity, KGG, while Scope 2 emissions decreased by 45% primarily due to the transition to a renewable energy service provider, Flo Energy, in our Singapore compound.

BETTERING THE PLANET

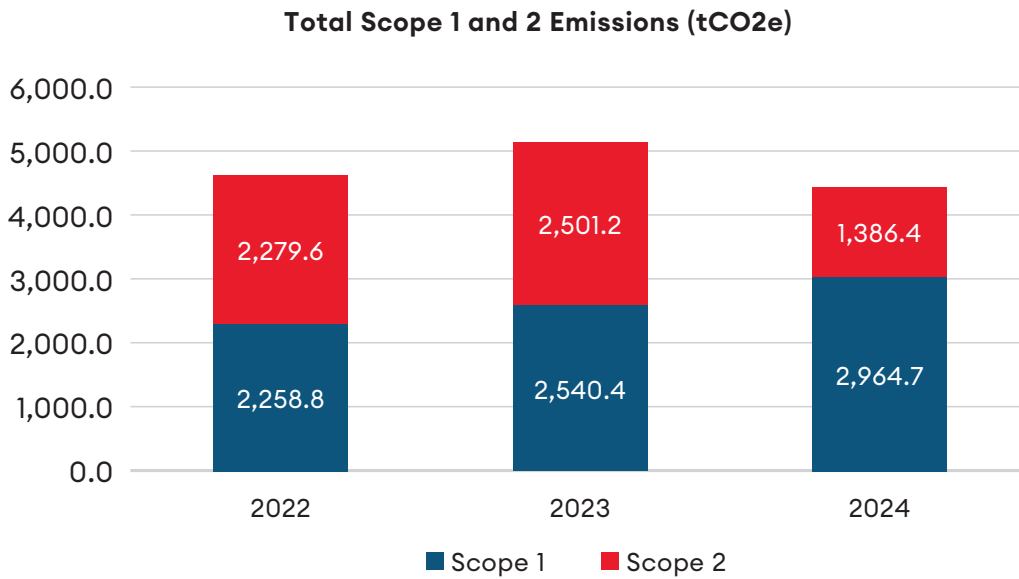


Figure 9: The Group's Yearly Scope 1 & 2 Emissions Performance

Other indirect GHG emissions (Scope 3)

[GRI 3-3e, 305-3]

In FY2024, PSC began screening and reporting selected Scope 3 emissions categories relevant to our business operations. This initial screening was guided by the level of impact our activities have on the different categories of Scope 3 emissions, as well as the availability and readiness of data. The categories selected include:

- Category 1: Purchased goods and services
- Category 4: Upstream transportation (inbound and outbound logistics)
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting
- Category 13: Downstream leased assets

As this marks PSC's first voluntary effort to include Scope 3 GHG emissions in our reporting, we are focusing on these areas as a starting point. Over time, we aim to expand the scope of reporting by enhancing our data collection processes and building organisational knowledge. This phased approach reflects our commitment to improving transparency and comprehensively addressing our emissions footprint.

Table 9: Consolidated Scope 1, 2 and selected 3 absolute and emissions intensity

Scope 1 ^{Appendix 4}					Scope 2 ^{Appendix 5}
Diesel Consumed by Machines and Company Vehicles	Petrol Consumed by Company Vehicles	Natural Gas Consumed by Machines	LPG Consumed by Machines	Fugitive Emissions Unintentional leakage from equipment	Grid Electricity
1,891 tCO ₂ e	25 tCO ₂ e	766 tCO ₂ e	14 tCO ₂ e	268 tCO ₂ e	1,386 tCO ₂ e
Total Scope 1 Emissions					Total Scope 2 Emissions
2,965 tCO ₂ e					1,386 tCO ₂ e
Total GHG Emissions (Scope 1 and 2)					
4,351 tCO ₂ e					
Emissions Intensity (Scope 1 and 2) (Using Segment Revenue as denominator)					
0.019 tCO ₂ e/\$\$'000 revenue					
Selected Scope 3 ^{Appendix 6}					
Category 1 Purchased Goods and Services	Category 4 Upstream Transportation	Category 5 Waste Generated in Operations	Category 6 Business Travel	Category 7 Employee Commuting	Category 13 Downstream Leased Assets
444,654 tCO ₂ e	192 tCO ₂ e	1,512 tCO ₂ e	942 tCO ₂ e	1,961 tCO ₂ e	62 tCO ₂ e
Total GHG Emissions (Selected Scope 3)					
449,324 tCO ₂ e					
Total GHG Emissions (Scope 1, 2 and selected 3)					
453,675 tCO ₂ e					

Out of the selected Scope 3 categories, Category 1: Purchased Goods and Services make up 99% of PSC's Scope 3 emissions. This is a result of the substantial volume of goods and services we procure across our large supplier network across our entities, reflecting the nature of our business operations. This first screening exercise helps us greatly in identifying the major contributors to our Scope 3 emissions. We will continue to refine our data collection and accounting methodology to explore opportunities to reduce our Scope 3 emissions.

BETTERING THE PLANET

Target and Performance

[GRI 305-1d, 305-5]

PSC is committed to reducing our carbon footprint to ensure the sustainability of our business. As part of our comprehensive sustainability roadmap, we have developed a decarbonization strategy that targets current GHG emissions hotspots and identifies three key solutions to mitigate emissions from these major sources:

- Transitioning from existing grid electricity to a renewable energy source to reduce emissions from electricity consumption
- Conduct feasibility study to evaluate the transition to smaller 10-foot electric trucks to determine impact on operations
- Enhancing the energy efficiency of our boilers to reduce GHG emissions

By implementing these initiatives, PSC aims to achieve a potential 38% reduction in carbon emissions by 2030, using 2023 as the base year.

WASTE

[GRI 306]

Waste Management Approach

[GRI 3-3]

PSC is committed to implementing effective waste management practices that prioritize reduction, recycling, and repurposing to minimize environmental impact. Ineffective waste management can lead to environmental degradation, regulatory non-compliance, and increased operational costs. It can also lead to negative impact to our brand and limit business opportunities as stakeholders increasingly prioritize environmental responsibility.

The majority of waste generated from our operations is food waste, with okara – soy beans pulp byproduct from soymilk production – accounting for a significant portion. To ensure responsible management of okara, surplus quantities are immediately pumped into enclosed storage tanks directly from the soymilk extraction plant to prevent

contamination. This waste is then collected by third-party waste management partners and repurposed as animal feed, contributing to a circular economy. Quantities of okara waste are systematically monitored to improve tracking and management. In addition, our R&D team continues to explore with external parties on re-purposing okara into other products such as high-fibre bakery products to further reduce waste. As part of our commitment to sustainable packaging, our R&D team is also exploring the potential for biodegradable packaging for tofu tubs, aiming to minimize the environmental impact of packaging waste.

Other food waste generated during operations is collected by third-party waste collectors and processed through controlled combustion methods, in line with local regulation, to ensure environmentally responsible disposal. Designated areas within our facilities are allocated for waste weighing and segregation prior to collection by third-party vendors. This systematic approach ensures accuracy in waste tracking and supports ongoing efforts to improve waste management efficiency.

Other types of waste, including paper, plastics, wood, and general waste, are addressed through various recycling and reduction initiatives. These efforts focus on enhancing resource recovery, minimizing landfill contributions, and fostering a culture of sustainability throughout our operations.

By integrating responsible waste management into our operational strategy, PSC aims to reduce waste generation, explore innovative solutions for waste reuse, and contribute to a more sustainable future.

Waste Management Initiatives

[GRI 306-2]

At PSC, we constantly look at ways to minimize waste generation and to manage waste responsibly across our operations. Our initiatives focus on reducing environmental impact through innovative waste repurposing, recycling, and sustainable practices.

Table 10: Waste Management Initiatives and Their Approaches

Business Subsidiary	Waste Management Approach
<p>FFM SG</p>	<p>Educating employees on techniques to prevent food loss, optimize production processes, and minimize waste.</p> <p>Liaising with raw material suppliers to ensure alignment with our Principles for Sustainable Agriculture and Supplier Guiding Principles. This includes verifying that raw materials are produced to meet stringent commercial, regulatory, safety, and quality standards.</p> <p>Collaboration with a third-party vendor to repurpose soybean waste (okara) into animal feed, contributing to a circular economy and minimizing waste. To ensure the quality and safety of surplus okara, it is immediately transferred to enclosed stainless-steel storage tanks directly from the soymilk extraction plant, preventing cross-contamination. This practice underscores our dedication to resource optimization and waste reduction.</p> <p>Providing clear product storage instructions, freshness guidelines, and best-before dates to ensure consumers can maximize the usability of our products.</p> <p>Offering a range of serving sizes to cater to diverse consumer needs, reducing potential wastage due to over-purchasing.</p>
<p>FFM MY</p>	<p>Categorizing waste streams to optimize reuse and recycling. Hazardous materials are rigorously identified and disposed of in strict compliance with Malaysia’s Department of Environment regulations, safeguarding the environment and surrounding communities.</p> <p>All scheduled waste collected is recorded in service report from waste collector.</p>
<p>TIPS</p>	<p>Incorporated recycled paper into their product portfolio with aim to increase the percentage of recycled paper content in their various paper-based products like box and pocket tissues, toilet rolls, kitchen towels and paper napkins.</p> <p>Recycle unavoidable paper waste from production through a third-party wastepaper collector to reduce the amount of waste directed to landfill.</p> <p>Hazardous waste such as waste ink, lubricant, and ink containers were handled as scheduled waste which complies with Environmental Quality Regulations.</p>
<p>TIPEX</p>	<p>Engages audiences on social media to encourage the reuse and recycling of their products. These initiatives highlight the transformative potential of collaborative efforts in promoting sustainable practices, from production to post-consumer use.</p>

BETTERING THE PLANET

Business Subsidiary	Waste Management Approach
TOPSELLER	Actively partner with suppliers who share our commitment to environmental responsibility, driving innovative solutions across the value chain. A notable example is Royal Umbrella, a leading rice brand, which transitioned to mono-material polyethylene packaging in 2021. This shift not only reduced packaging thickness while maintaining durability but also significantly enhanced material recyclability. Building on this commitment, Topseller introduced the “Upcycling with Royal Umbrella” initiative, inspiring consumers to repurpose rice packaging into practical items such as pencil cases, notebooks, and tote bags through instructional videos.

Waste Data
[GRI 306-3, 306-4, 306-5]

Waste measurement was typically conducted by either third-party collectors or facility operators, with waste categorized by type. Below is a breakdown of our waste data. Our total waste in FY2024 was 4,357 tonnes, which saw an increase of 6% from FY2023 to FY2024, with food waste comprising 71% of the total.

3,342 tonnes of waste consisting of food waste, paper, plastic and wood were diverted from disposal, of which 2,665 tonnes of okara waste were repurposed as animal feed. The remaining 1,015 tonnes comprised of around 6 tonnes of metal, 435 tonnes of food waste, and 573 tonnes of general waste, which had been directed to offsite disposal.

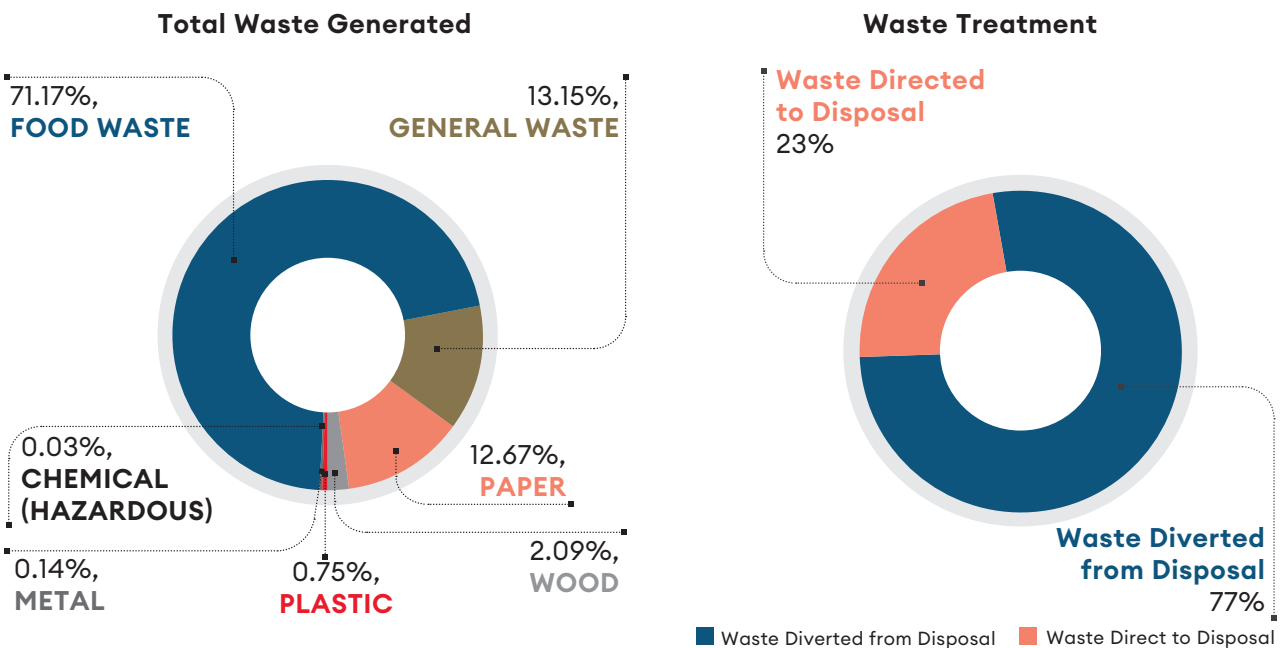


Figure 10: The Group’s Waste Breakdown for FY2024

Target and Performance

[GRI 3-3e]

Our strategy for addressing waste is also covered as part of our sustainability roadmap. To address this issue, a waste audit is proposed to identify the primary sources, including contributions from both individuals, operations and within our supply chain. Based on the audit findings, closer collaboration with the relevant stakeholders and supply chain partners can be looked at to minimize waste from packaging and material handling. Our primary food waste, okara, is already repurposed as animal feed however our R&D team will continue to explore any other potential use for it.

We will closely track and monitor waste performance data related to these initiatives should they be implemented to evaluate their effectiveness. This approach will not only help us achieve our sustainability objectives but also drive long-term cost savings and enhance resource efficiency across the company.



RESPONSIBLE SUPPLY CHAIN

PROCUREMENT PRACTICES

[GRI 204, 2-6]

Supporting Local Supply Chain

[GRI 3-3]

Procurement practices that prioritize local supply chains are essential for fostering economic growth, reducing environmental impact, and building resilient operations. By supporting local suppliers which operations reside in the same geographical location as the company's main business activity, companies can strengthen communities, reduce carbon footprints, and enhance stakeholder relationships. Conversely, an over-reliance on global suppliers can lead to increased vulnerability to geopolitical disruptions, supply chain bottlenecks, and fluctuating costs.

Supporting local economies and fostering supply chain resilience are integral to PSC's procurement practices. In alignment with Singapore's '30 by 30' vision – aimed at meeting 30% of the country's nutritional needs through local food production by 2030 – the Group collaborates with local farmers and suppliers to strengthen food security and sustainability.

By prioritizing local sourcing, PSC helps sustain the local farming community, reduces its carbon footprint, and enhances food traceability. This improved traceability instils confidence among customers and strengthens the Group's supply chain management. Beyond food ingredients, PSC actively sources raw materials and packaging from local suppliers, who are rigorously audited to ensure adherence to ISO and FSSC standards. Suppliers must also meet the Group's stringent quality, pricing, and minimum order quantity ("**MOQ**") requirements.

These procurement practices highlight PSC's integrated approach to supporting local communities, ensuring product quality, and advancing national efforts toward food security and sustainability.

Local Procurement Initiatives

[GRI 204-1]

- CKH procures up to 95% of its supplies from local sources, demonstrating a strong commitment to bolstering local agriculture.
- FFM SG also contributes to this vision by incorporating locally produced eggs into its signature egg tofu. The eggs are sourced from farms recognized for ethical and responsible practices, including one supplier accredited with the Certified Humane label by the American non-profit Humane Farm Animal Care ("**HFAC**"). Additionally, Singapore's stringent regulations ensure that eggs produced locally are antibiotic-free, further enhancing the quality and safety of these ingredients.
- KGG prioritises working with local suppliers for its packaging, merchandising and marketing materials, with up to 85% of its procurement budget spent on local suppliers. There are also plans for KGG to implement an improved framework that considers responsible sourcing, and to outline ethical and sustainability expectations for its suppliers.



Target and Performance

[GRI 3-3e]

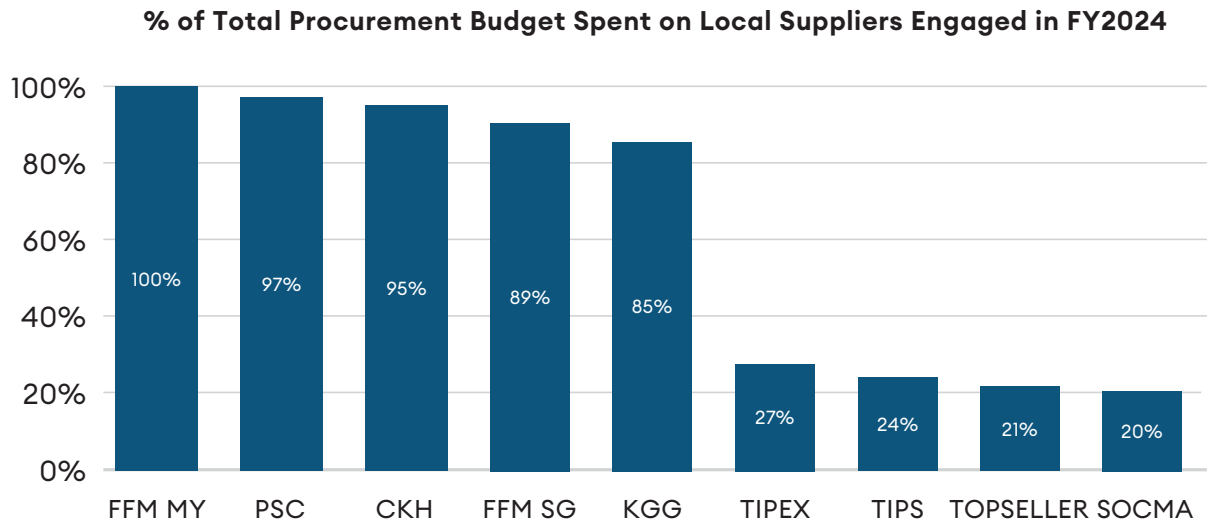


Figure 11: Percentage of Total Procurement Budget Spent on Local Suppliers Engaged in FY2024 by subsidiaries

In FY2024, PSC’s subsidiaries have seen an overall increase in the percentage of procurement budget spent on local suppliers. Notably, in FY2024, FFM MY maintained 100% of its total procurement budget spent on local suppliers, while Topseller increased its total procurement budget for local suppliers from 3% to 21%, and SOCMA from 16% to 20% in FY2024. Our entities aim to continue working with local suppliers to explore opportunities to further increase their percentage of total procurement budget spent on them.

SUPPLIER ENVIRONMENTAL AND SOCIAL ASSESSMENT

[GRI 308, 414]

Sustainable Supply Chain Management

[GRI 3-3]

At PSC, sustainable supply chain management is integral to our commitment to environmental stewardship, food safety, and social responsibility. We prioritize working with suppliers who share our dedication to minimizing environmental impacts and promoting ethical practices, ensuring a comprehensive approach to supplier assessment that incorporates both environmental and social criteria. Without a robust supplier assessment in these areas, the Group risks being associated with environmental degradation, human rights violations and unethical practices, which can result in reputational damage, legal liabilities and loss of consumer trust. Additionally, it could expose businesses to supply chain disruptions, regulatory penalties and financial losses.

RESPONSIBLE SUPPLY CHAIN

Supplier Environmental Assessment [GRI 308]

PSC collaborates with suppliers who actively prevent, mitigate, and remediate significant environmental impacts, rewarding those who implement sustainable practices. We procure paper from well-managed forests or recycled materials, ensuring sustainability in our operations. Most of our virgin pulp jumbo roll suppliers hold certifications such as ISO 9001, ISO 14001, and FSC-CoC, reflecting their compliance with high environmental standards.

TIPS, our tissue paper manufacturing arm, prioritizes suppliers with certifications such as FSC-CoC, upholding environmental and social responsibility throughout the paper production process. They work with eight FSC-certified pulp and recycled paper suppliers from Southeast Asia. These suppliers are required to provide official documents, such as product certificates of analysis, to verify the authenticity of their sustainable practices.

PSC has a long-standing partnership with C.P. Intertrade Co. Ltd. (“**CP Intertrade**”) in Thailand, the main supplier for our rice products. Through the Royal Umbrella Sustainability Rice Cultivation Campaign, CP Intertrade has supported community sustainability since 2016. This initiative emphasizes good agricultural practices under Good Agriculture Practice Plus (“**GAP PLUS**”), certified by Thailand’s Ministry of Agriculture and Cooperative. The program ensures environmentally friendly farming methods, fair market prices for farmers, and quality-controlled agricultural products. It also contributes to food safety, GHG emission reduction, and overall sustainability within the rice supply chain.

FFM actively supports local egg producers certified for ethical and responsible farming practices, ensuring animal welfare and quality production. Additionally, our FSSC22000 certification ensures that all ingredients sourced for FFM are 100% traceable and sustainable, reinforcing the integrity of our supply chain.

Supplier Social Assessment [GRI 414]

As a key player in food manufacturing and distribution, PSC places significant emphasis on food safety, hygiene, and environmental management when assessing suppliers. By incorporating these elements into our supplier assessments, PSC ensures a more comprehensive screening process that addresses both environmental and social dimensions. This integrated approach underpins PSC’s commitment to sustainable supply chain management, fostering long-term partnerships with responsible suppliers who align with our values and goals. Through these efforts, we aim to drive positive change across our supply chain while supporting global sustainability initiatives.

Target and Performance [GRI 3-3e]

As a new initiative for the Group, we will be working to formalise a Group Procurement Policy by Q3 2025 to include environmental and social criteria into the evaluation of our suppliers. This corporate level policy will subsequently be cascaded down across our subsidiaries for their implementation. Potential social assessment would include workplace management practices, robust health and safety systems, policies against forced and child labour, prevention of discrimination and harassment, adherence to a code of business conduct, and sustainable procurement practices.

MARKETING AND LABELLING [GRI 417]

Empowering Purchase Decisions [GRI 3-3, 417-1]

Sustainable marketing and labelling are essential for building consumer trust and transparency. By accurately communicating environmental and social commitments, companies can strengthen their brand and meet growing consumer demand for ethical products. PSC prioritizes empowering customers and consumers with accurate and reliable information to make well-informed purchasing

decisions. We emphasize transparency in our marketing efforts and clarity in product labelling to uphold consumer trust, prevent safety risks, and support sustainable choices. This is so as failing to do so could lead to accusations of greenwashing, reputational damage, and loss of customer loyalty. Misleading claims or lack of transparency may also result in regulatory penalties and erode competitive advantage.

Nutrition and Health Claims Compliance

PSC adheres to the stringent requirements of the Singapore Food Act and Regulations, ensuring that all product nutrition labels meet mandatory guidelines. Nutritional claims are only included when accompanied by a comprehensive Nutrition Information Panel (“**NIP**”), which is verified through analysis by accredited laboratory services. For products seeking the Healthier Choice Symbol (“**HCS**”) certification, rigorous external laboratory testing is conducted to confirm compliance with the program’s nutritional standards.

Regulatory Compliance and Transparent Auditing

Our operational standards undergo regular audits by the Singapore Food Agency (“**SFA**”) to ensure that all records and product labels are well-documented and compliant with the Sale of Food Act and the Singapore Food Regulation. A dedicated brand and marketing team safeguards adherence to advertising regulations, while R&D and Quality Assurance (“**QA**”) departments ensure product labels meet all relevant legal requirements.

Sustainability in Labelling

PSC integrates sustainability into its labelling practices. For example, our Royal Umbrella Thai Hom Mali Rice packaging features printed QR

codes that provide details about the product’s origin and ESG impact. Additionally, we highlight the recyclability of the packaging, encouraging consumers to participate in recycling efforts. For our paper products, TIPS substantiates its sustainability claims with certifications, including ISO 9001:2015, ISO 14001:2015, HACCP, ISO 22000, and FSC-CoC, ensuring transparency and quality.

Holistic Oversight in Marketing and Labelling

PSC ensures that all circulated information, including brochures, newsletters, advertisements, and product literature, is accurate, truthful, and compliant with relevant laws and regulations. The sales and marketing team meticulously proofreads and approves all artwork, ensuring compliance with requirements from bodies such as The Islamic Religious Council of Singapore (“**MUIS Singapore**”), the Health Promotion Board (“**HPB**”), Singapore Food Regulations, and any export-related regulatory authorities. This includes verifying product descriptions, ingredient information, logos, health claims, and packaging design to meet the highest standards of transparency, accuracy, and cultural inclusivity.

This comprehensive approach underscores PSC’s dedication to informed consumer choices, regulatory excellence, and sustainable business practices.

Target and Performance

[GRI 3-3e, 417-2, 417-3]

In 2024, there was no non-compliance incident regarding product and service information, labelling and marketing communications. Moving forward, we target to maintain zero case of non-compliance for product marketing and labelling for the long term.

HEALTH AND SAFETY

CUSTOMER HEALTH AND SAFETY

[GRI 416]

Food Health and Safety

[GRI 3-3, 416-1]

As a manufacturer and distributor of food products, ensuring a consistently high level of food safety and quality is one of PSC's highest priorities. The risks for not doing so include product recalls, legal liabilities, and severe reputational damage. Overlooking customer safety can endanger individuals, erode consumer trust, and result in significant financial penalties. Operating within a complex supply chain, we navigate challenges arising from supply chain disruptions and evolving agricultural practices, particularly in the context of a changing climate, which might affect the quality of our raw materials resulting in health and safety impacts. In addition, incorrect production processes and storage condition could also potentially affect our product quality. Despite these challenges, PSC takes pride in upholding its brand reputation through robust and comprehensive management processes and initiatives.

Commitment to High-Quality Raw Materials

PSC subjects all raw materials to stringent inspection and quality checks to ensure they meet the highest safety standards for production. By prioritizing the integrity of raw materials, we ensure that only the best inputs are used in the production of our finished products.

Strict Control in New Product Formulation

The development of new products is guided by rigorous technical studies conducted by our R&D team or OEM manufacturers. Each production process adheres strictly to the approved formulation, with any changes requiring authorization and thorough evaluation by the R&D or OEM teams. This ensures that all new products meet stringent safety and quality criteria.

Regular Quality Checks and Testing

PSC conducts regular quality checks and submits all our products for external laboratory testing as mandated by the SFA. These measures

ensure our products consistently comply with all health and safety regulations, safeguarding consumer confidence in our offerings.

Comprehensive Inspections and Hygiene Standards

Our internal QA team conducts regular inspections of our facilities and food production lines, complemented by additional checks from the SFA, to maintain exceptional hygiene standards and ensure safe food production practices and proper storage condition of our raw materials and products. During maintenance activities in the production area, all production operations are suspended, and no products are allowed in the vicinity. Following maintenance, the production area and equipment undergo thorough cleaning and sanitization before any production activities resume. Moving forward, we would also be looking at collaborating with regulatory bodies for compliance updates and best practices, and work closely with retail partners to reinforce proper storage & distribution guidelines to ensure the highest hygiene standards.

Responsible Sourcing and Ethical Practices

PSC is dedicated to responsible sourcing and stringent food safety regulations. For instance, all eggs used in our products are locally sourced and free from antibiotics in accordance with Singapore's regulations. Furthermore, one of our key egg suppliers is certified by the HFAC for ethical and humane farming practices, underscoring our commitment to ethical sourcing.

Promoting Healthier Choices and Non-GMO Ingredients

PSC is committed to promoting healthier food options. We utilize non-GMO-certified soya beans and offer a range of products recognized by the HPB under the "Healthier Choice" initiative. Products seeking the HCS certification undergo rigorous external laboratory testing to confirm compliance with the program's nutritional standards. Through ongoing innovation, we are increasing the proportion of healthier products, ensuring they meet nutritional and quality standards while addressing consumer demand for health-conscious options.

Certifications and Continuous Improvement [GRI 3-3f]

PSC prioritizes continuous improvement to maintain its leadership in food safety and quality through industrial certifications and continuous improvement. FFM SG is FSSC 22000-certified, while FFM MY holds HACCP certification. Our new entity KGG is both FSSC 22000 and Halal certified. Our R&D and Quality Control teams rigorously test product batches to ensure quality, safety, and consistency. By driving product innovation, we remain committed to offering healthier, safer, and more sustainable product options for our consumers.

We have also established feedback channels to allow consumers to highlight any quality concerns to us directly enabling fast corrective actions and improvement to our processes. Hence our processes are continually refined based on feedback from stakeholders and partners, ensuring adherence to the highest industry standards. Through these initiatives, PSC underscores our unwavering dedication to customer health and safety, ensuring that every product reflects our commitment to excellence and consumer well-being, offering customers the assurance and peace of mind they deserve while enjoying our products.

Target and Performance [GRI 3-3e, 416-2]

In 2024, there was no incident of non-compliance concerning health and safety impacts.

Moving forward, we target to maintain zero case of non-compliance for health and safety of our products for the long term.

OCCUPATIONAL HEALTH AND SAFETY [GRI 403]

Occupational Health and Safety (OHS) Management System [GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8]

At PSC, we are committed to ensuring a safe and healthy workplace for our employees, contractors, suppliers, and vendors. Maintaining high safety standards is a top priority, as we

recognize that unsafe working conditions can result in accidents, legal risks, and harm to our reputation. Our safety policy reflects this dedication to protecting everyone involved in our operations. Poor OHS standards may also result in increased absenteeism, employee turnover, and financial losses, undermining long-term business viability. Our comprehensive policies and risk management systems are designed to ensure that all employees work in an environment that promotes safety and well-being. These policies encompass a wide range of areas, including occupational health and safety, fire safety, premises security, environmental protection, and hygiene, offering holistic coverage to safeguard our workforce.

To empower employees, we provide clear and relevant information, training, and supervision, ensuring that all staff are informed about potential hazards in the workplace. Employees are also trained on the necessary safety measures to mitigate these risks such as attending relevant safety courses including working at height, operating of scissor lift and occupational first aid. We also engaged external safety consultant to conduct briefing sessions on Workplace Safety and Health Legislation. We also included incident reporting processes and case studies on past incidents as part of the briefing sessions. We have established a Health and Safety Hazard Guidelines document, which identifies major operational hazards and outlines recommended mitigation strategies. Employees are to remove themselves immediately from work situations that they believe could cause injury or ill health and will be protected against any reprisals.

Our proactive approach to risk management includes regular risk assessments conducted by the Safety Committee. These assessments evaluate activities and processes based on the severity and likelihood of potential injuries or illnesses. The results guide the establishment of appropriate control measures to reduce risks, ensuring a safer working environment. Additionally, preventive maintenance is carried out to keep our facilities and equipment in optimal working condition, minimizing any safety hazards. PSC also enforces strict

HEALTH AND SAFETY

in-house personal protective equipment (PPE) requirements for all visitors, suppliers, and vendors entering our premises.

PSC, FFM SG, and Topseller hold **bizSAFE Level 4 certifications**, demonstrating our adherence to the stringent safety management requirements set by the **Workplace Safety and Health Council (“WSHC”)**. These certifications reflect our comprehensive approach to safety, including accident reporting, incident investigation, and emergency preparedness. Our safety management systems cover all employees, contractors and visitors to PSC and are subject to audits every three years by Ministry of Manpower (“**MOM**”)-approved or Singapore Accreditation Council (“**SAC**”)-approved auditors. PSC also maintains a rigorous selection process to ensure contractors and suppliers uphold strong safety records and practices. We foster constant and open communication with them to address any safety concerns.

Going forward, PSC aims to enhance our OHS practices by adopting cutting-edge technologies for hazard detection and incident prevention, further fostering a culture of continuous improvement in workplace safety. This commitment to health and safety strengthens organisational resilience while promoting a productive, safe, and supportive environment for our workforce.

Promotion of Worker Health [GRI 403-6]

At PSC, we prioritize the overall health and well-being of our employees by ensuring that adequate welfare facilities and arrangements are in place. We recognize that a healthy workforce is essential to our success, and as such, we provide resources to support both physical and mental health. To further promote employee well-being, our HR department organizes and coordinates a variety of recreational activities designed to encourage physical activity, foster team spirit, and support mental wellness among our employees.

In addition to recreational activities, we periodically partner with external healthcare providers to offer annual health screenings for

all employees. This proactive approach helps to monitor health conditions and identify potential risks early, ensuring that our workforce remains healthy and fit.

Beyond physical health, we recognize the importance of mental well-being in fostering a balanced and productive work environment. Our commitment extends to providing a supportive workplace culture where employees have access to resources and support for managing stress, mental health challenges, and work-life balance.

By integrating wellness initiatives, health screenings, and recreational activities, we create a holistic approach to employee well-being, helping to enhance job satisfaction, productivity, and long-term health. This approach underscores PSC’s dedication to not only meeting the physical health needs of employees but also nurturing their overall mental and emotional well-being.

Target and Performance

[GRI 3-3b,e, 403-9, 403-10]

Our recordable work-related injuries reduced from 13 cases in FY2023 to 10 cases in FY2024, aligning to our target to reduce number of incidents. Our definition of occupational ill health is illness due to workplace conditions. In FY2024, there was no recordable ill health.

Continuing our monitoring of work-related injuries, we target to improve our monitoring to better cover work-related health and safety performance indicators for all our subsidiaries in FY2025.

Table 11: The Group’s Work-Related Injury in FY2024

	Number of cases
Fatalities as a result of work-related injury	0
High-consequence work-related injuries (excluding fatalities)	0
Recordable work-related injuries	10

EMPLOYMENT

[GRI 401]

Human Capital and Employee Benefits

[GRI 3-3, 2-30, 401-2]

The Group values human capital and considers our employees to be our greatest asset. We are dedicated to fostering a fair and equitable approach in our employment practices. We recognise that not doing so can lead to high turnover, low morale, and legal disputes. It may also damage the company’s brand, reduce competitiveness, and hinder long-term growth by not being able to attract talent. For our current workforce, we aim to provide competitive employment terms and benefits, as well as a supportive environment that encourages professional growth. Clear and transparent policies have been established, covering areas such as leave entitlements, staffing and selection, employee transfers, retirement, and the rehiring of former employees.

In 2024, 4% of our employees were covered by collective bargaining agreements. For the remainder of our workforce, comprehensive coverage is provided under their respective local employment regulations and fair employment guidelines. In Singapore, the Group adheres to the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) guidelines, promoting fair and merit-based employment practices.

Table 12: Employee Benefits

<p style="text-align: center;">Leave Entitlement</p> <ul style="list-style-type: none"> • Annual leave • Medical leave • Hospitalisation Leave • Parental leave • Marriage leave • Childcare leave • Extended Childcare leave • Unpaid Infant Care Leave • Adoption Leave • Compassionate Leave • Examination leave • No-Pay Leave 	<p style="text-align: center;">Employee Insurance</p> <ul style="list-style-type: none"> • Personal Accident Insurance • Employee Hospitalisation Insurance and Benefits • Workmen’s Compensation Insurance • Business Travel Insurance
<p style="text-align: center;">Retirement Provision</p> <ul style="list-style-type: none"> • Contribution to employee’s retirement saving according to local regulations 	<p style="text-align: center;">Career Development</p> <ul style="list-style-type: none"> • In-house training • Training Sponsorship • Professional Membership reimbursement

Our People

[GRI 2-7, 2-8]

Equality and diversity are integral to PSC's recruitment practices, forming the foundation of our corporate culture. By embracing varied backgrounds and perspectives, we cultivate a dynamic workforce that fosters innovation, creativity, and success. Our recruitment processes are governed by local employment legislation and our Equal Opportunities Policy, ensuring fairness, inclusivity, and merit-based hiring across all organisational levels.

Based on our personnel records from our human resources department as of 31 December 2024, PSC employed a total of 897 individuals, excluding 7 Board members. Among them, 92% are permanent staff, and 8% are temporary staff. Additionally, 99% of our workforce are full-time employees, while 1% are part-time employees. In FY2024, we did not employ any non-guaranteed hours workers or engage individuals outside formal employment structures. There were no significant fluctuations in the number of employees in FY2024 and compared to FY2023.

PSC maintains a gender-balanced workforce across Senior Management, Middle Management, and General Staff, reflecting our dedication to equal opportunities and empowerment.

Our employee demographics, calculated based on specific categories, demonstrate our commitment to fostering an inclusive environment that supports growth and success for all employees. This focus on diversity and inclusion underpins PSC's progress and long-term sustainability.

Table 13: The Group's Employee Breakdown in FY2024 by Employee Category, Age Group and Gender

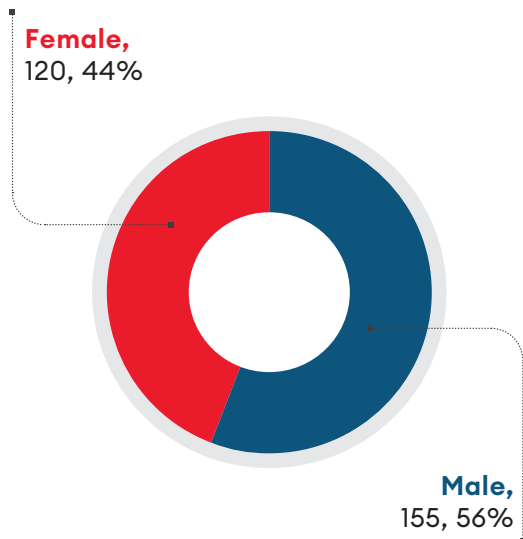
Headcount by Age Group			Employee Category Total Headcount	Headcount by Gender	
7 (100%) >50 y/o			Board 7	6 (86%) ♂	1 (14%) ♀
5 (31%) 30 – 50	11 (69%) >50 y/o		Senior Management 16	7 (44%) ♂	9 (56%) ♀
2 (3%) <30 y/o	46 (61%) 30 – 50	28 (37%) >50 y/o	Middle Management 76	37 (49%) ♂	39 (51%) ♀
161 (20%) <30 y/o	437 (55%) 30 – 50	195 (25%) >50 y/o	General Staff 793	441 (56%) ♂	352 (44%) ♀
3 (25%) <30 y/o	9 (75%) 30 – 50		Workers (who are not employees) 12	11 (92%) ♂	1 (8%) ♀

Table 14: The Group's Employee Breakdown in FY2024 by Permanent, Temporary, Full-Time and Part-Time Staff

Headcount by Region		Employee Category Total Headcount	Headcount by Gender	
682 Local	140 Overseas	Permanent Employee 822	443 ♂	379 ♀
36 Local	39 Overseas	Temporary Employee 75	53 ♂	22 ♀
718 Local	168 Overseas	Full-Time Employee 886	485 ♂	401 ♀
0 Local	11 Overseas	Part-Time Employee 11	11 ♂	0 ♀

New Hires and Turnover
[GRI 401-1]

Breakdown of New Hire by Gender



Breakdown of New Hire by Age Group

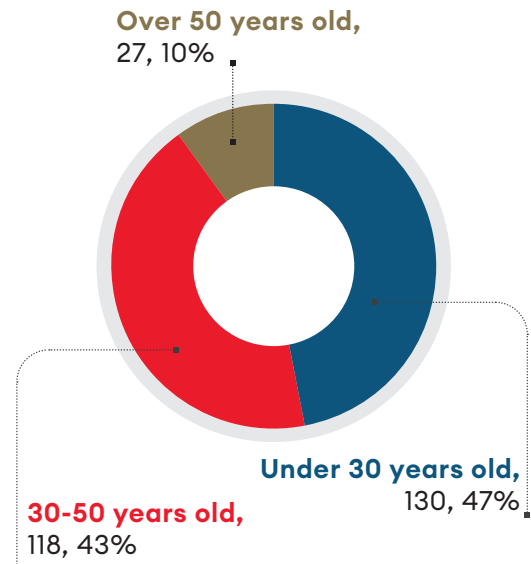


Figure 12: The Group's New Hire by Gender and Age Group in FY2024

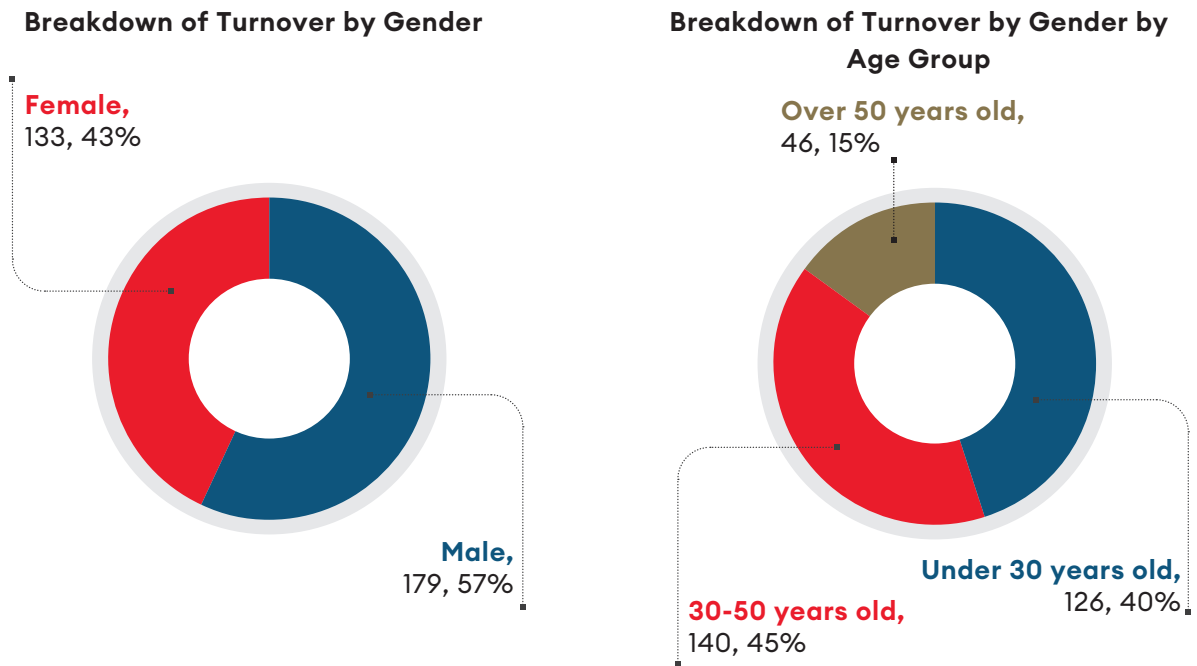


Figure 13: The Group's Turnover by Gender and Age Group in FY2024

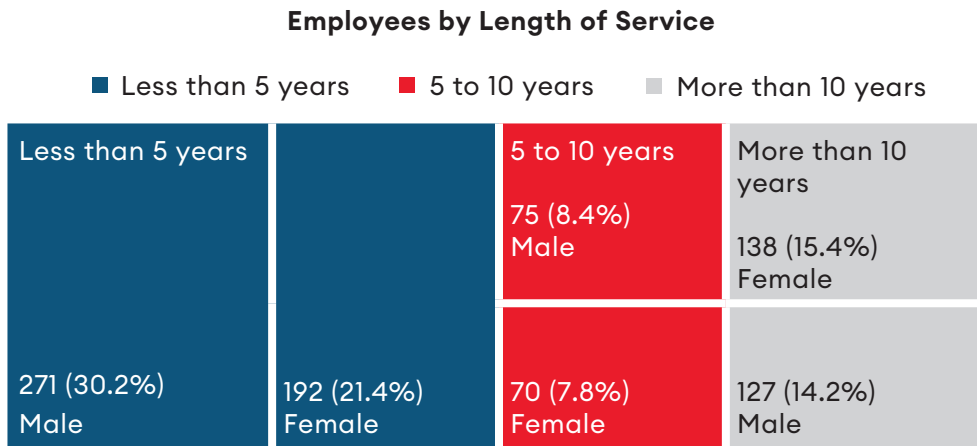


Figure 14: The Group's Total Employee by Length of Service in FY2024

Parental Leave

[GRI 401-3]

We update our parental leave policies in accordance with employment practices under local regulations. 612 employees were entitled to parental leave in FY2024. We define parental leave as paternity leave and maternity leave.

Table 15: Parental Leave Breakdown by Gender

Male	Parental Leave Disclosure	Female
268	Number of Employees with Parental Leave Entitlement	344
14	Number of Employees that Took Parental Leave in FY2024	13
14	Number of Employees that Returned to Work in FY2024 After Parental Leave Ended	11
100%	Return to Work Rate	85%
13	Number of Employees that Returned to Work After Parental Leave Ended and Still Employed 12 Months After Return	10
93%	Retention Rate	91%

$$\text{Return to Work Rate} = \frac{\text{Number of Employees that Returned to Work in FY2024 After Parental Leave Ended}}{\text{Number of Employees that Took Parental Leave in FY2024}} \times 100$$

$$\text{Retention Rate} = \frac{\text{Number of Employees that Returned to Work in FY2024 After Parental Leave Ended and Still Employed 12 Months After Return}}{\text{Number of Employees that Returned to Work After Parental Leave Ended in FY2023}} \times 100$$

Target and Performance

[GRI 3-3e]

To secure the long-term success and sustainability of our operations, we focus on attracting and retaining top talent through competitive compensation and by promoting fair and equitable work practices. The increase in turnover rate in 2024 is due to performance-related assessment for certain new hires and we will continue to review our remuneration and staff benefits to stay competitive and improve staff retention. We have set a target in 2023 to achieve lower turnover rate and improve new hire rate in the subsequent three years from FY2023.

[GRI 401-1]

Table 16: The Group's Employment FY2024 Target and Performance

Performance Indicator	Performance		Target set in FY2023
Annual Turnover Rate	FY2023	FY2024	To achieve a lower turnover rate in the next three years
	31%	34.8%	
Annual New Hire Rate	FY2023	FY2024	To improve new hire rate in the next three years
	37%	30.7%	

Gender Distribution (Annual)

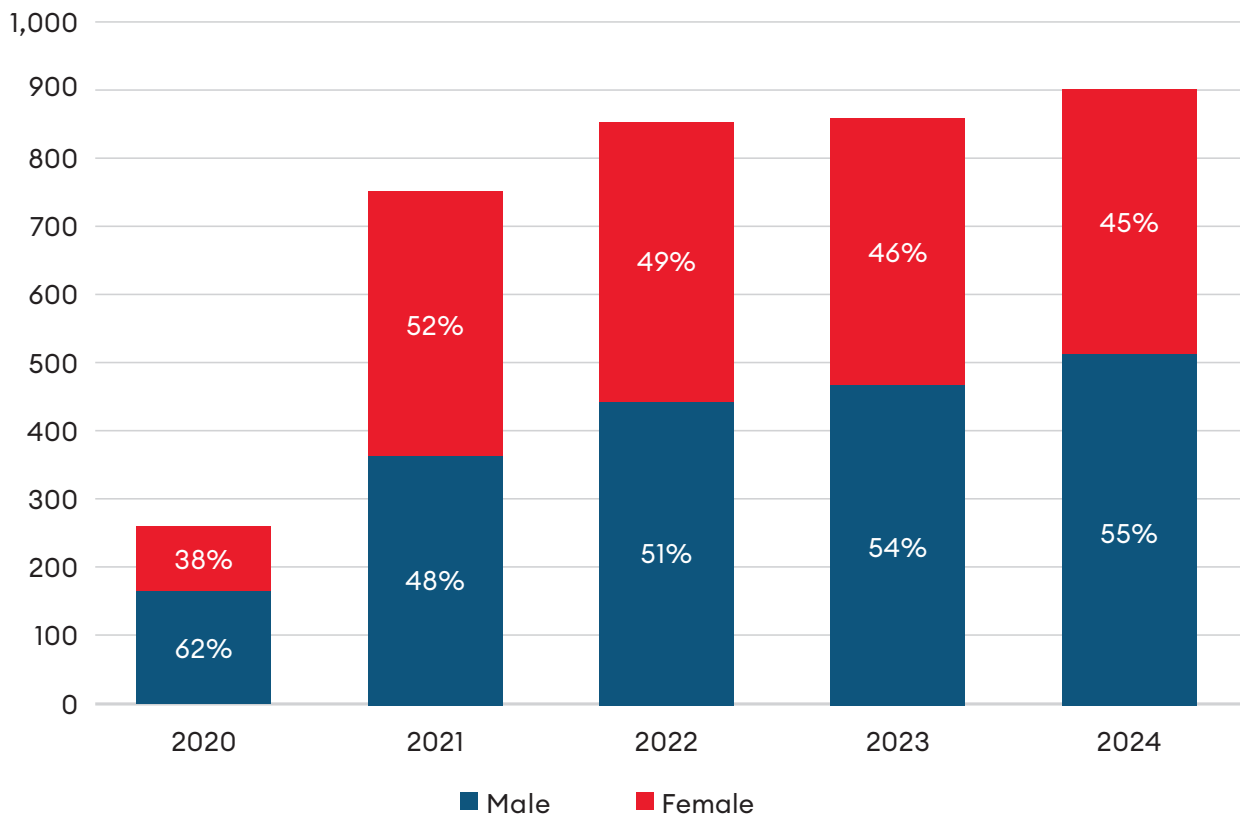


Figure 15: The Group's Yearly Gender Distribution

TRAINING AND EDUCATION

[GRI 404]

Our People's Growth

[GRI 3-3, 404-2a]

The Group firmly believe that our people are our most valuable asset, and their growth is a cornerstone of our success. By cultivating a culture of continuous learning and career development, we empower our employees to excel in their roles while contributing to the company's long-term vision. The lack of a robust culture in this area can lead to skill gaps, reduced productivity, and an inability to compete in a rapidly evolving market. It may also result in higher turnover, disengaged employees, and missed opportunities for growth by not being able to attract the right talent.

We are committed to fostering a workplace where skills are constantly honed, knowledge is deepened, and safety remains paramount. Our comprehensive training programs are designed to address the diverse needs of our workforce, ensuring that every team member is equipped with the tools and expertise to thrive in a dynamic industry landscape.

New employees embark on their journey with a robust onboarding program that familiarizes them with our company values, processes, and safety protocols. Beyond orientation, our training modules span a wide range of specialized topics critical to our operations and industry standards. These include allergen and chemical management, online quality control techniques, Halal food certification standards, GMP, HACCP, and food handling procedures.

To enhance operational efficiency and workplace safety, we also offer focused training on machinery safety, such as boiler operations and forklift handling, along with education on navigating regulatory requirements like Malaysian customs processes. These tailored programs not only ensure compliance with local and international standards but also position our teams to anticipate and adapt to emerging challenges.

Additionally, PSC is dedicated to promoting a culture of innovation and leadership. By offering opportunities for professional development, such as workshops, certifications, and hands-on training sessions, we aim to build a workforce that is not only technically proficient but also engaged, motivated, and aligned with the company's goals.

Through our investment in training and education, PSC reinforces its commitment to creating a resilient, knowledgeable, and future-ready workforce – one that grows in tandem with our aspirations for excellence and sustainability.

Career Development and Resilience

[GRI 404-2b]

PSC places significant emphasis on fostering the professional growth and adaptability of our employees, ensuring they are equipped to seize opportunities and overcome challenges in their career journeys. The performance appraisal process plays a critical role in this effort, offering constructive feedback to help employees identify their strengths and address areas for improvement. These appraisals also serve as a platform to recommend upskilling opportunities tailored to individual career goals and the evolving demands of the industry.

During periods of organisational change, such as restructuring, PSC provides robust transition assistance to support employees in maintaining employability and financial stability. This includes a severance pay package designed to provide immediate support and collaboration with external agencies for re-employment services.

For employees in Singapore, PSC works closely with the Employment and Employability Institute (e2i) to offer career guidance, job-matching services, and training opportunities for Singaporean citizens and Permanent Residents. Similarly, for employees in Malaysia, we coordinate with PERKESO's Employment Insurance System (EIS) to provide income replacement benefits and re-employment assistance. These measures ensure employees have access to the resources they need to successfully transition to new opportunities.

By integrating continuous career development with resilience-focused initiatives, PSC enables employees to grow and adapt, creating a sustainable and supportive environment for long-term success.

[GRI 404-1, 404-3]

Table 17: The Group's Average Training Hours by Employee Category and Gender

Average Hour of Training by Employee Category		
Senior Management 6.66 hrs	Middle Management 12.90 hrs	General Staff 6.70 hrs
Average Hour of Training by Gender		
7.39 hrs ♂		6.83 hrs ♀

Table 18: The Group's Percentage of Employees with Appraisal and Career Development Review by Employee Category and Gender

Employees with Appraisal by Employee Category		
Senior Management 87.5%	Middle Management 97%	General Staff 91%
Number of Employees with Appraisal by Gender (Percentage out of gender's total)		
♂ 86%		♀ 96%

Target and Performance

[GRI 3-3e]

We see a gradual progress in our training performance in terms of average training hours per employee. The reduction in average training hours for our female employees may be attributed to our current emphasis on safety and technical training in areas such as logistics and manufacturing, which traditionally see higher participation from male employees. Moving forward, we target to achieve 12 training hours – equivalent to at least 1.5 days of training per employee per year by 2030.

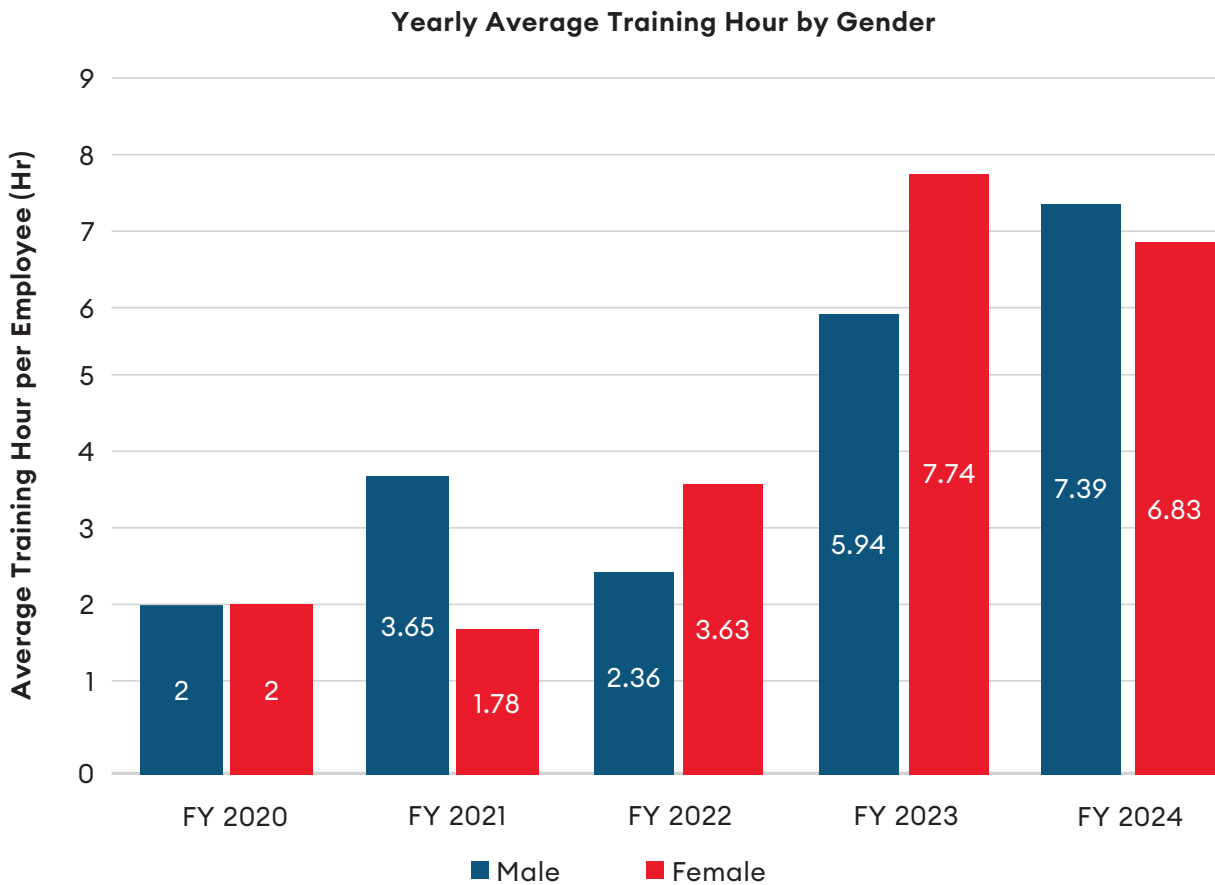


Figure 16: The Group’s Yearly Performance on Average Training Hour per Employee by Gender

APPENDIX

Appendix 1: GRI Content Index

Statement of use	PSC Corporation Ltd. has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
General Disclosures				
GRI 2: General Disclosures 2021	2-1 Organisational details		About PSC Corporation Ltd, Page 3-4 Organisational Details, Page 6	
	2-2 Entities included in the organization's sustainability reporting		About PSC Corporation Ltd, Page 3 Organisational Details, Page 6	
	2-3 Reporting period, frequency and contact point		About This Report, Page 6-7	PN7.6-6.1
	2-4 Restatements of information		Restatement of Information, Page 7 Energy, Page 41 Emissions, Page 43	
	2-5 External assurance	b: Not applicable as report has not been externally assured	External Assurance and Internal Review, Page 7	PN7.6-5.1
	2-6 Activities, value chain and other business relationships		About PSC Corporation Ltd, Page 3-4 Membership and Associations, Page 5 Restatement of Information, Page 7 Procurement Practices, Page 50-51	

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
	2-7 Employees		Our People, Page 58-59	
	2-8 Workers who are not employees		Our People, Page 58	
	2-9 Governance structure and composition	c(vi): Information unavailable because no relevant representation	Message from the Board, 8-9 Sustainability in our Board, Page 10	PN7.6-3.1
	2-10 Nomination and selection of the highest governance body		Board Nomination, Page 10-11	
	2-11 Chair of the highest governance body		Sustainability in our Board, Page 10	
	2-12 Role of the highest governance body in overseeing the management of impacts		Message from the Board, 8-9 Sustainability in our Board, Page 10 Sustainability Governance and Leadership, Page 12-13 Climate-Related Risks and Opportunities, 18-19 Materiality Assessment, 36-37	
	2-13 Delegation of responsibility for managing impacts		Sustainability Governance and Leadership, Page 12-13 Climate-Related Risks and Opportunities, Page 18-19 Materiality Assessment, 36-37	

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GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
	2-14 Role of the highest governance body in sustainability reporting		Message from the Board, 8-9 Sustainability Governance and Leadership, Page 12-13 Climate-Related Risks and Opportunities, Page 18-19 Materiality Assessment, 36-37	
	2-15 Conflicts of interest		Prevention of Conflict of Interest, Page 12	
	2-16 Communication of critical concerns		Sustainability Governance and Leadership, Page 12-13	
	2-17 Collective knowledge of the highest governance body		Sustainability in our Board, Page 10 Board Nomination, Page 10-11	
	2-18 Evaluation of the performance of the highest governance body		Evaluation of the Board's Performance, Page 11	
	2-19 Remuneration policies	a(ii) to (iv): Information unavailable	Remuneration Policies, Page 11	
	2-20 Process to determine remuneration		Remuneration Policies, Page 11	
	2-21 Annual total compensation ratio	Information unavailable for disclosure to prevent upward pressure from market competition		
	2-22 Statement on sustainable development strategy		Message from the Board, Page 8-9	PN7.6-4.1.f

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
	2-23 Policy commitments	a(i): Information not available as company policies are in compliance with local regulations	Policies and Practices, Page 14-16	
	2-24 Embedding policy commitments		Policies and Practices, Page 14-16	
	2-25 Processes to remediate negative impacts		Policies and Practices, Page 14-17	
	2-26 Mechanisms for seeking advice and raising concerns		Policies and Practices, Page 14-17	
	2-27 Compliance with laws and regulations		Policies and Practices, Page 14-17	
	2-28 Membership associations		Membership and Associations, Page 5	
	2-29 Approach to stakeholder engagement		Stakeholder Inclusiveness, Page 34-35	PN7.6-3.6 PN7.6-4.35
			Materiality Assessment, 36-37	
	2-30 Collective bargaining agreements		Human Capital and Employee Benefits, Page 57	
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Materiality Assessment, Page 36-37	PN7.6-4.2 PN7.6-4.35
	3-2 List of material topics		Materiality Assessment, Page 37	PN7.6-4.1.a

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GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics		Economic Performance, Page 38	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed		Economic Performance, Page 38	
	201-2 Financial implications and other risks and opportunities due to climate change		Climate-Related Risks and Opportunities, Page 18-33	
	201-3 Defined benefit plan obligations and other retirement plans		Economic Performance, Page 39	
	201-4 Financial assistance received from government		Economic Performance, Page 39	
Procurement Practices				
GRI 3: Material Topics 2021	3-3 Management of material topics		Procurement Practices, Page 50	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		Procurement Practices, Page 51	
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics		Energy, Page 40-42	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
GRI 302: Energy 2016	302-1 Energy consumption within the organization		Energy, Page 41-42	
	302-2 Energy consumption outside of the organization	Information unavailable due to data collection challenges		
	302-3 Energy intensity		Energy, Page 41	
	302-4 Reduction of energy consumption		Energy, Page 40	
	302-5 Reductions in energy requirements of products and services	Information unavailable because process not implemented		
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics		Emissions, Page 42-46	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		Emissions, Page 43-46	
	305-2 Energy indirect (Scope 2) GHG emissions		Emissions, Page 43-46	
	305-3 Other indirect (Scope 3) GHG emissions		Emissions, Page 44-45	
	305-4 GHG emissions intensity		Emissions, Page 45	
	305-5 Reduction of GHG emissions		Energy Page 40 Emissions, Page 46	
	305-6 Emissions of ozone-depleting substances (“ ODS ”)	Information unavailable due to data collection challenges		
	305-7 Nitrogen oxides (“ NOx ”), sulfur oxides (“ SOx ”), and other significant air emissions	Information unavailable due to data collection challenges		

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GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics		Waste, Page 46-49	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		Waste, Page 46-48	
	306-2 Management of significant waste-related impacts		Waste, Page 46-48	
	306-3 Waste generated		Waste, Page 48	
	306-4 Waste diverted from disposal		Waste, Page 48	
	306-5 Waste directed to disposal		Waste, Page 48	
Supplier Environmental Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics		Supplier Environmental and Social Assessment, Page 51-52	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Information unavailable – Plan to formalize a Group Procurement Policy by Q3 2025 (Page 53)		
	308-2 Negative environmental impacts in the supply chain and actions taken	Information unavailable – Plan to formalize a Group Procurement Policy by Q3 2025 (Page 53)		

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics		Employment, Page 57, 62	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		Employment, Page 59-60, 62	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Employment, Page 57	
	401-3 Parental leave		Employment, Page 61	
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics		Occupational Health and Safety, Page 55-56	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		Occupational Health and Safety, Page 55-56	
	403-2 Hazard identification, risk assessment, and incident investigation		Occupational Health and Safety, Page 55-56	
	403-3 Occupational health services		Occupational Health and Safety, Page 55-56	
	403-4 Worker participation, consultation, and communication on occupational health and safety		Occupational Health and Safety, Page 55-56	
	403-5 Worker training on occupational health and safety		Occupational Health and Safety, Page 55-56	
	403-6 Promotion of worker health		Occupational Health and Safety, Page 56	

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GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Occupational Health and Safety, Page 55-56	
	403-8 Workers covered by an occupational health and safety management system		Occupational Health and Safety, Page 55-56	
	403-9 Work-related injuries		Occupational Health and Safety, Page 56	
	403-10 Work-related ill health		Occupational Health and Safety, Page 56	
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics		Training and Education, Page 63, 65	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		Training and Education, Page 64	
	404-2 Programs for upgrading employee skills and transition assistance programs		Training and Education, Page 63	
	404-3 Percentage of employees receiving regular performance and career development reviews		Training and Education, Page 64	

GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
Supplier Social Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics		Supplier Environmental and Social Assessment, Page 51-52	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Information unavailable – Plan to formalize a Group Procurement Policy by Q3 2025 (Page 53)		
	414-2 Negative social impacts in the supply chain and actions taken	Information unavailable – Plan to formalize a Group Procurement Policy by Q3 2025 (Page 53)		
Customer Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics		Customer Health and Safety, Page 54-55	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		Customer Health and Safety, Page 54	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Customer Health and Safety, Page 55	

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GRI Standard	Disclosure	Reasons for Omission	Page number(s) and/or URL(s)	SGX Requirement
Marketing and Labelling				
GRI 3: Material Topics 2021	3-3 Management of material topics		Marketing and Labelling, Page 52-53	PN7.6-4.1.c PN7.6-4.1.d LR711B-1.b LR711B-1.c
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling		Marketing and Labelling, Page 52-53	
	417-2 Incidents of non-compliance concerning product and service information and labelling		Marketing and Labelling, Page 53	
	417-3 Incidents of non-compliance concerning marketing communications		Marketing and Labelling, Page 53	

Appendix 2: TCFD Content Index

	Details of Four Thematic Areas	Recommended Disclosure	Page number(s) and/or URL(s)
Governance	Disclose the organization's governance around climate related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	Page 18-19
		b) Describe management's role in assessing and managing climate related risks and opportunities.	
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Page 19, 26
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Page 21-33
		c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Page 20-33
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate related risk.	Page 19-21
		b) Describe the organization's processes for managing climate related risks.	Page 21-33
		c) Describe how processes for identifying, assessing, and managing climate related risks are integrated into the organization's overall risk management.	Page 12-13, 19, 33

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	Details of Four Thematic Areas	Recommended Disclosure	Page number(s) and/or URL(s)
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 33
		b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.	Page 43-45
		c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.	Page 41, 45

Appendix 3: Conversion Factors for Energy

1. Conversion factors for Scope 1 energy sources:

- a. Conversion of diesel from L to GJ is 0.03655 GJ/Litre. 2006 IPCC Guidelines, Energy, Chapter 1 Table 1.2 and Chevron diesel fuel tech review.
- b. Conversion of petrol from L to GJ is 0.03323 GJ/Litre. 2006 IPCC Guidelines, Energy, Chapter 1 Table 1.2 and Intechopen.
- c. Conversion of natural gas from mmBTU to GJ is 1.0550559* 0.9. NEA Greenhouse Gas Emissions Measurement and Reporting Guidelines, Part II Appendix, 29 May 2023.
- d. Conversion of LPG from L to GJ is 0.0255 GJ/Litre. 2006 IPCC Guidelines and IEA AMF TCP.

2. Conversion factors for Scope 2 energy sources:

- a. Conversion of electricity from kWh to GJ is 0.0036 GJ/kWh.

Appendix 4: Emission Factors for Scope 1 Greenhouse Gas Emissions

All Scope 1 GHG emissions, with the exception of Natural Gas, are calculated through ESGpedia, utilizing its built-in emission factors with sources as follows:

1. Emission factors for Scope 1 energy sources:

a. Mobile combustion

- i. Fuel Net Calorific Value retrieved from IPCC Volume 2, Energy, Chapter 1 Introduction

Singapore Assets Emission Factors

- ii. Fuel Density retrieved from UK DEFRA 2024 Fuel Properties
- iii. Fuel Emission Factors retrieved from Singapore Business Federation, Net Zero Hub Resource Portal

Non-Singapore Assets Emission Factors

- iv. Fuel Density retrieved from UK DEFRA 2023 Fuel Properties
- v. Fuel Emission Factors (for CO₂, CH₄, N₂O) retrieved from IPCC Volume 2, Energy, Chapter 3 Mobile Combustion

b. Stationary combustion

- i. Fuel Net Calorific Value retrieved from IPCC Volume 2, Energy, Chapter 1 Introduction

Singapore Assets Emission Factors

- ii. Fuel Density retrieved from UK DEFRA 2024 Fuel Properties
- iii. Fuel Emission Factors retrieved from Singapore Business Federation, Net Zero Hub Resource Portal
- iv. Natural Gas Emission Factor is 53.3220 kgCO₂e/mmBTU, retrieved from Singapore Business Federation, Net Zero Hub Resource Portal, 2006

Non-Singapore Assets Emission Factors

- v. Fuel Density retrieved from UK DEFRA 2023 Fuel Properties
- vi. Fuel Emission Factors retrieved from 2006 IPCC Guidelines for National Greenhouse Gas Inventories

c. Fugitive emissions

- i. Refrigerants' GWP Values retrieved from IPCC AR6 WGI, Chapter 7

APPENDIX

Appendix 5: Emission Factors for Scope 2 Greenhouse Gas Emissions

All Scope 3 GHG emissions are calculated through ESGpedia, utilizing its built-in emission factors with sources as follows:

1. Emission factor for electricity is based on respective location Grid Emission Factor (“**GEF**”):
 - a. Singapore (2024) GEF is 0.412 kgCO₂/kWh. Singapore Energy Market Authority, Singapore Energy Statistics 2024 Chapter 2: Energy Transformation
 - b. Malaysia (2022) GEF is 0.774. My Energy Stats, Grid Emission Factor (GEF) in Malaysia

Appendix 6: Emission Factors for Scope 3 Greenhouse Gas Emissions

All Scope 3 GHG emissions are calculated through ESGpedia, utilizing its built-in emission factors with sources as follows:

1. Category 1: Emission factors obtained from ecoinvent, Exoibase, GLORIA database, Singapore Green Building Council (“**SGBC**”), Thailand Greenhouse Gas Management Organization (“**TGO**”), U.S. Environmental Protection Agency Environmentally-Extended Input-Output (“**US EPA EEIO**”) Model, and WRAP.
2. Category 4: Emission factors obtained from Department for Environment Food and Rural Affairs (“**DEFRA**”) and TGO.
3. Category 5: Emission factors obtained from DEFRA, Singapore Emission Factors Registry (“**SEFR**”), TGO, and U.S. Environmental Protection Agency GHG Emission Factors Hub (“**US EPA EF Hub**”).
4. Category 6: Emission factors obtained from DEFRA, GLORIA database, and the Intergovernmental Panel on Climate Change Sixth Assessment Report (“**IPCC AR6**”).
5. Category 7: Emission factors obtained from DEFRA and SEFR.
6. Category 13: Emission factors obtained from SEFR.



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