

QAF Limited



# 2024 SUSTAINABILITY REPORT



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# SUSTAINABILITY REPORT

## INTRODUCTION

### About this Report

[GRI 2-1, 2-3]

QAF Limited (the “**Company**” or “**QAF**”) is pleased to present our eighth annual Sustainability Report (“**SR**”) covering our business operations for the period 1 January 2024 to 31 December 2024 (“**FY2024**”).

### Reporting Scope

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

Unless otherwise stated, this Report covers the following entities, which are collectively referred to as the “**Group**”:

Entity	Location	Segment
QAF Limited	Singapore	Corporate Office (“ <b>QAF HQ</b> ”)
Gardenia Foods (S) Pte Ltd (“ <b>Gardenia Singapore</b> ” or “ <b>GFS</b> ”)	Singapore	Bakery
Gardenia Bakeries (Philippines) Inc. (“ <b>GBPI</b> ”) Philfoods Fresh-Baked Products Inc. Nutribaked Food Products Inc. Nutrimax Fresh-Baked Inc. Vitabread Food Products Inc. (collectively “ <b>Gardenia Philippines</b> ”)	Philippines	Bakery
Gardenia Bakeries (KL) Sdn Bhd* (“ <b>GBKL</b> ”) Bakers Maison (M) Sdn Bhd (“ <b>BMM</b> ”) Farmland Bakery (M) Sdn Bhd (“ <b>Farmland Malaysia</b> ” or “ <b>FLM</b> ”) Millif Industries Sdn Bhd (“ <b>Millif</b> ”)	Malaysia	Bakery
Bakers Maison Pty Ltd (“ <b>Bakers Maison Australia</b> ” or “ <b>BMA</b> ”)	Australia	Bakery
Ben Foods (S) Pte Ltd (“ <b>Ben Foods Singapore</b> ” or “ <b>BFS</b> ”) NCS Cold Stores (S) Pte Ltd (“ <b>NCS Cold Stores</b> ”) QAF Fruits Cold Store Pte Ltd (“ <b>QAF Fruits</b> ” or “ <b>QAFF</b> ”)	Singapore	Distribution and Warehousing (“ <b>D&amp;W</b> ”)

\* The Group has 50% interest in the ownership and voting rights of GBKL that is held through a wholly owned subsidiary.

### Reporting Framework

[GRI 2-3]

This report is prepared with reference to the Global Reporting Initiative’s (“**GRI**”) Standards 2021, and we have applied the following principles to define the report content and quality of information:

- GRI Reporting Principles for defining report content: Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness
- GRI Reporting Principles for defining report quality: Balance, Clarity, Accuracy, Timeliness, Comparability and Reliability

GRI data was collected at a subsidiary level and where appropriate, has been aggregated to provide a group-level view. GRI Standards guide our reporting as it is a globally recognised framework that enables a standardised approach for businesses to report on critical sustainability issues; and encourages transparency and consistency in the data presented. The GRI content index relevant to this report can be found on pages 87 to 89.

This year, we continue to follow the recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”) in our climate reporting. Our TCFD disclosures can be found on pages 49 to 58.

This report is aligned with the reporting requirements of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Rules 711A and 711B.

Our last sustainability report was published in March 2024. We publish our sustainability reports annually and our reports for previous years are available on our website [www.qaf.com.sg](http://www.qaf.com.sg).

In accordance with SGX-ST Listing Rule 711B, our sustainability reporting process is subject to internal review. QAF does not currently conduct external assurance on our sustainability reporting, but intends to adopt external assurance in the coming years when it becomes mandatory.

### Feedback

[GRI 2-3]

If you wish to provide feedback on our report, please send it to [sustainability@qaf.com.sg](mailto:sustainability@qaf.com.sg).

# SUSTAINABILITY REPORT

## BOARD STATEMENT

[GRI 2-22]

The Board of Directors (“**the Board**”) is dedicated to enhancing sustainability throughout the QAF Group. We seek to improve our approach year on year as we continue to integrate sustainability throughout our operations.

The Board is pleased to present its FY2024 Sustainability Report, which provides an update on our material environmental, social, and governance (“**ESG**”) performance and our ESG initiatives for the Group, pursuant to the reporting requirements of SGX-ST Listing Rules 711A and 711B.

The Board assumes overall responsibility for the Group’s sustainability direction and maintains oversight over the management and monitoring of QAF’s material ESG factors. As part of the Board’s oversight, the Board has confirmed that the material ESG topics reviewed in the prior year remain relevant to the Group for FY2024.

In efforts to continuously ensure our disclosures remain robust and relevant to the regulatory developments in sustainability reporting, we conducted a gap review of our sustainability disclosures against the International Sustainability Standards Board (“**ISSB**”) IFRS S1 and S2 this year. Through this process, QAF has developed a phased approach towards alignment with the SGX RegCo’s requirements for all issuers which begins its climate-related disclosures to IFRS S2 starting from FY2025.

This year, we have expanded our disclosures to include the energy consumption and GHG emissions of QAF’s corporate office. We also re-examined our targets for material ESG topics and widened their scope. Whilst setting more measurable targets and creating greater alignment with our medium-term strategic goals, we have established new targets primarily related to quantitative mid-term objectives. We have also commenced a supplier climate risk assessment to better understand the effect of physical and transition risks on the Group’s supply chain. More details of this assessment can be found on page 51. We have also conducted a preliminary Scope 3 emissions calculation exercise in line with GHG Protocol and identified material categories to our Group, allowing us to focus our efforts on improving data availability and quality.

We continue to channel our efforts into enhancing our performance and driving sustainability initiatives throughout our operations. As a food business, the safety and quality of our products, along with prioritising consumer and employee health and wellness, remains paramount for QAF. The QAF Group is dedicated to achieving excellence across all areas of our operations, and the formally recognised accomplishments received this year are a testament to our team’s dedication and unwavering commitment to this goal. The Board is pleased to highlight several notable achievements in FY2024, which are detailed on page 34 of this report.

The food industry faces growing expectations to minimise environmental impact and enhance transparency. We recognise the need to stay agile and adaptable in navigating our business through a rapidly evolving landscape.

Looking ahead, we will continue to measure our sustainability progress and strive to create long-term value for our key stakeholders.

## The Board of Directors

QAF Limited



## SUSTAINABILITY REPORT

### QAF – AT A GLANCE

[GRI 2-1, 2-6]

QAF is a leading regional food company with core businesses in Bakery, and Distribution and Warehousing. We have an extensive operations and distribution network across the Asia-Pacific region. We employ more than 10,000 people regionally and are listed on the Singapore Exchange Securities Trading Limited.

Our bakery operations manufacture branded packaged bread, bread-based snacks and specialty French-style frozen and par-baked breads and pastries. Our distribution and warehousing business is a leading importer and distributor of a wide range of regionally established food and beverage brands.

We are committed to enhancing shareholder value by pursuing a strategy of long-term sustainable growth and value creation. In this respect, we engage with the communities in which we operate and seek to, amongst others, strengthen our market position and brand equity and expand the operations of our core businesses and distribution networks.



# SUSTAINABILITY REPORT

## AWARDS AND RECOGNITION

The Group has been awarded with the following recognitions during 2024:

- 1** QAF maintained its place in the Singapore Exchange's Fast Track list in recognition of its high corporate governance standards and good compliance track record.

- 2** QAF was the joint winner of the **Singapore Corporate Governance Award 2024, Mid Cap Category**, awarded by the Securities Investors Association Singapore in recognition of our good corporate governance and sustainability practices which promote shareholder interests while achieving good business and financial results.



- 3** Gardenia Philippines was one of the **finalists** of the **"Excellence in Ecology and Economy Awards 2024"** organised by the Philippine Chamber of Commerce and Industry. The award seeks to recognise companies with pioneering and innovative environmental programmes, improved environmental performance, or outstanding environmental stewardship projects.

- 4** Gardenia Philippines was recognised as one of the **Circle of Excellence Awardees** for the **"Top Employer of the Year"** category at the Asia CEO Awards 2024. This award recognises Gardenia's contributions to the nation's development, and the opportunities they have given to Filipinos.



- 5** For 2024, Gardenia Singapore is the No. 1 Best Selling Bread Brand in Singapore in terms of value and volume sales. It has also secured No. 1 status from NielsenIQ in four categories, namely, "White Bread", "Wholemeal Bread", "Flavoured Bread" and "Non-filled Bun Bread" for the period January to December 2024.



- 6** At the FairPrice Partners Excellence Awards 2025, Gardenia Singapore received the **"Top Business Partner of the Year Award"** for achieving holistic growth with outstanding sales, and providing strong partnership support.



- 7** Gardenia Singapore was awarded **"Customer Favourite Brand 2024"** award by DFI Retail Group for delivering high-quality and customer-centric products. Gardenia Singapore was also awarded the **"Favourite Brands" award** for the Bakery category by 7-Eleven. These accolades underscore the company's dedication to delivering trust-worthy and value-for-money products which consistently exceed consumers' expectations.



- 8** In 2024, Gardenia Singapore maintained its **Grade A status** for the 30<sup>th</sup> consecutive year under the Singapore Food Agency's Food Establishment Licensing Scheme which covers food hygiene and safety standards.

- 9** In Malaysia, Gardenia was awarded the **"Putra Brand Platinum Award (Foodstuff Category)"** for year 2024, the fifteenth year it has won the "Putra Brand Award" and the sixth year it has won the Platinum award. Gardenia was also awarded **"Putra Most Enterprising Brand of the Year"** for the first time. The award was received in recognition of its international market expansion through innovation, excellence in marketing communication and branding practices, impactful corporate social responsibility programmes and excellence in product development.



- 10** Gardenia Malaysia was also awarded a **Silver Award** under the **Corporate Branding Category** of the Malaysia Public Relations Awards organised by the Public Relations and Communications Association of Malaysia. The award recognises Gardenia Malaysia's "Gardenia Wellness Begins at Home 2024 - Normalising Mental Wellness Conversations" campaign.



- 11** Ben Foods Singapore was presented with the **"Customer Favourite Brand"** award at the Stronger Together Partners Awards Dinner 2024, organised by DFI Retail Group. This recognition reflects the trust and loyalty of its customers for its proprietary brand, *Cowhead*, and its commitment to product quality and consistency.



- 12** Ben Foods Singapore was one of the recipients of the **"Preferred Business Partner Award"** in the FairPrice Partners Excellence Awards 2025. This award recognises Ben Foods' strong partnership with FairPrice, built on reliable supply, quality products, and effective collaboration.



# SUSTAINABILITY REPORT

## SUSTAINABILITY AT QAF – QAF’S 5 PILLARS

At QAF, we believe sustainable growth is key to both our long-term success and the well-being of the communities and environment in which we operate. To guide our efforts, QAF has been utilising the United Nations Sustainable Development Goals (“SDG”)s 5Ps framework since FY2019, adapting it to fit our organisation’s context. This adaptation includes the addition of “Products and Process”. Our sustainability strategy focuses on “5Ps” – “Prosperity”, “Products and Process”, “Planet”, “People”, and “Peace and Partnerships”. These 5 pillars help us tackle key environmental, economic, and social challenges in a transparent and measurable way.

We outline below the five key pillars of sustainability at QAF and describe how each contributes to our long-term vision for sustainable growth.



- 1) **Prosperity:** Prosperity goes beyond financial success to encompass the ethical principles and governance frameworks that complement sustainable growth. We are committed to maintaining transparency and upholding high standards of integrity, guided by our robust business ethics and anti-corruption policies.
- 2) **Products and Process:** We prioritise food safety and quality, with stringent standard operating procedures and quality management systems in place so as to achieve compliance with food safety standards. Bakery staff involved in food handling undergo regular food safety training to remain updated on food safety requirements and standards. We are also focused on promoting healthy lifestyles by offering diverse products that cater to various dietary preferences.
- 3) **Planet:** The Group is focused on reducing our environmental impact and we have implemented solar panels and LED lighting at our facilities to reduce reliance on non-renewable energy. Together with our efforts in recycling and waste reduction, we work towards building a circular economy that lowers resource consumption.
- 4) **People:** QAF Group promotes a diverse and inclusive workforce focused on employee well-being, while offering health and wellness programmes to support our employees. By investing in training, leadership development, and career advancement, we build a skilled and engaged workforce that drives QAF Group’s long-term success.
- 5) **Peace and Partnerships:** Our community support projects and disaster relief work, combined with strategic partnerships with non-governmental organisations (“NGOs”) and government bodies, enable us to offer a positive impact on our communities.



# SUSTAINABILITY REPORT

## Our Approach towards Sustainable Growth

To strengthen our commitment to sustainable growth, the Group has also identified two priority SDGs to focus our efforts on. SDG 3 and SDG 12 were identified as these are most relevant to our material topics.



### Ensure healthy lives and promote well-being for all at all ages

As a food manufacturer, we are committed to delivering healthy products, advocating healthy consumption habits among our consumers and encouraging healthy lifestyles among our employees. We aim to work with schools and various organisations to promote Nutrition, Health and Wellness education. Through innovation, we believe we continue to work towards creating a portfolio that includes wholesome products with great taste. Beyond products, we work with our partners to promote healthy eating and active lifestyles.



### Ensure sustainable consumption and production patterns

At QAF, we continue to work towards improving the efficiency of our production and distribution operations.

We will continue to expand our initiatives to promote responsible consumption and production. This includes adopting efficient resource management strategies, reducing food waste, exploring sustainably sourced and packaged products, and advocating for recycling within our operations.

## Sustainability Governance

[GRI 2-9, 2-12, 2-13, 2-14, 2-17]

Governance provides the framework necessary for a resilient and sustainable future. It involves implementing strategies, policies, and practices that align with QAF's sustainability goals.

The Board assumes overall responsibility for the Group's sustainability direction and delegates the oversight over sustainability reporting to the Audit and Risk Committee ("ARC"), which reports directly to the Board.

The ARC is tasked with overseeing and providing recommendations to the Board on sustainability reporting. Pursuant to this, the ARC is responsible for the approval of material economic, environmental, social, and governance ("EESG") factors identified during the materiality assessment, as well as the review of the Group's sustainability policies, practices, performance, and targets, including climate-related matters, for the purpose of such reporting. Refer to the responsibilities of the ARC in the Corporate Governance Report on page 109 for more information.

Supporting the ARC is the Sustainability Working Group, which includes a Joint Group Managing Director and Company executives from the Group head office. This group plays a more operationally focused role, working closely with the business units to fulfill the Group's commitment to positive sustainable advancements. The Sustainability Working Group formally reports to the ARC at each board committee meeting and provides both scheduled and ad-hoc updates between board committee meetings to keep the

ARC apprised of developments and progress in the Group's sustainability journey. Collectively, the Sustainability Working Group manages climate-related risks and opportunities at the Group level, including the assessment and direction of appropriate mitigation actions.

To further strengthen the reporting process, QAF has engaged an independent consultant to advise the Group on this report.

To enhance sustainability competencies and provide updates with the latest sustainability trends, all Board members have attended SGX-ST prescribed sustainability training course(s) offered by the Singapore Institute of Directors. Sustainability Working Group members regularly attend sustainability training and workshops to remain updated on the latest developments in sustainability reporting.

Figure 1: QAF Sustainability governance structure






# SUSTAINABILITY REPORT

## STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

### Stakeholder Engagement



[GRI 2-16, 2-26, 2-29]

Stakeholders are individuals or groups who are impacted by or interested in our activities. Building strong relationships with our material stakeholders is vital to QAF as it ensures that our approach towards sustainable growth remains relevant and effective. We build and maintain close connections to attain a better understanding of alternative perspectives on key issues.





Key Stakeholders	Key Topics and Concerns	Engagement Methods <sup>1</sup>	Examples of Engagement Frequency
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Orientation for newly hired employees</li> </ul>	<ul style="list-style-type: none"> <li>Discussion of expectations and employee commitments</li> </ul>	<ul style="list-style-type: none"> <li>Weekly, or prior to commencement of new employees at Gardenia Philippines</li> <li>Prior to commencement of new employees at Gardenia Singapore and BMA</li> <li>Annually and prior to commencement of new employees at Farmland Malaysia</li> </ul>
	<ul style="list-style-type: none"> <li>Career progression/development</li> </ul>	<ul style="list-style-type: none"> <li>Training and career development initiatives</li> <li>Regular performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>Periodically throughout the year</li> <li>3-month and 5-month intervals for new hires and semi-annually for tenured employees at Gardenia Philippines</li> <li>1-month, 3-month and 6-month intervals for new hires at BMA and Farmland Malaysia.</li> <li>Quarterly one on one discussions for existing employees at BMA.</li> <li>Annual review for performance appraisal at Gardenia Singapore</li> </ul>
	<ul style="list-style-type: none"> <li>Feedback sessions with manager at BMA</li> <li>Cross training for production staff at BMA</li> </ul>	<ul style="list-style-type: none"> <li>Feedback sessions with manager at BMA</li> <li>Cross training for production staff at BMA</li> </ul>	<ul style="list-style-type: none"> <li>One on one conversations quarterly</li> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Compensation and other benefits</li> </ul>	<ul style="list-style-type: none"> <li>Health and wellness related initiatives</li> <li>Mental health support, and mental health and well-being programmes at Gardenia Philippines and BMA</li> <li>Vaccination programmes at Gardenia Philippines and BMA</li> </ul>	<ul style="list-style-type: none"> <li>Health and wellness related initiatives</li> <li>Mental health support, and mental health and well-being programmes at Gardenia Philippines and BMA</li> <li>Vaccination programmes at Gardenia Philippines and BMA</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly "Wellness Week" event at Gardenia Philippines</li> <li>Periodically during the year at BMA</li> <li>Periodically during the year</li> <li>Periodically during the year</li> </ul>

<sup>1</sup> Includes virtual engagements, where applicable.

# SUSTAINABILITY REPORT

Key Stakeholders	Key Topics and Concerns	Engagement Methods <sup>1</sup>	Examples of Engagement Frequency
		<ul style="list-style-type: none"> <li>Discussion of performance and achievements</li> </ul>	<ul style="list-style-type: none"> <li>Annual performance reviews are held</li> <li>Periodically during the year for Gardenia Philippines</li> <li>Quarterly one on one conversations at BMA</li> </ul>
		<ul style="list-style-type: none"> <li>Virtual and social team building activities</li> </ul>	<ul style="list-style-type: none"> <li>Periodically during the year for Gardenia Philippines</li> <li>Quarterly for BMA</li> </ul>
		<ul style="list-style-type: none"> <li>Engagement with applicable trade unions</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> </ul>
		<ul style="list-style-type: none"> <li>Livelihood training for employee dependents at Gardenia Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Periodically during the year</li> </ul>
	<ul style="list-style-type: none"> <li>Sustainability Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Materiality reviews</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Shareholders</b> 	<ul style="list-style-type: none"> <li>Business and financial performance, strategy, and outlook</li> </ul>	<ul style="list-style-type: none"> <li>Release of financial results and other announcements, and other relevant disclosures through SGXNet and QAF's website</li> <li>Publish Annual Report</li> <li>Annual General Meeting</li> <li>Extraordinary General Meeting(s), where necessary</li> <li>Responding to questions raised through channel provided (info@qaf.com.sg)</li> </ul>	<ul style="list-style-type: none"> <li>Half-yearly results announcements</li> <li>As and when required</li> <li>Annually</li> <li>As and when required</li> <li>Ongoing as and when relevant questions/concerns are raised</li> </ul>
<b>Customers and Consumers</b> 	<ul style="list-style-type: none"> <li>Quality of products</li> </ul>	<ul style="list-style-type: none"> <li>Participation in interactive roadshows held in conjunction with health promotion campaigns or initiatives</li> <li>Participation in in-store promotions with health-related campaigns and initiatives</li> <li>Customer satisfaction surveys</li> <li>Customer feedback and internal feedback review meetings for Gardenia Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Periodically during the year</li> <li>Periodically during the year</li> <li>Daily monitoring of customer feedback and internal review meetings twice a year for Gardenia Singapore</li> </ul>
	<ul style="list-style-type: none"> <li>Nutritional content of products</li> <li>Availability/accessibility of products</li> </ul>	<ul style="list-style-type: none"> <li>Product packaging including nutritional panels and logos such as "Healthier Choice" logos.</li> <li>Digital Advertisements, Transit Ads, and marketing and sales promotions</li> <li>Interaction between brands and customers via websites and social media platforms</li> <li>Customer surveys</li> </ul>	<ul style="list-style-type: none"> <li>Periodic product review to strengthen the "Healthier Choice" positioning of our Singapore products</li> <li>Regular interaction throughout the year</li> </ul>
	<ul style="list-style-type: none"> <li>Customer and business partner relationships</li> </ul>	<ul style="list-style-type: none"> <li>Gardenia Singapore and BMA conduct business reviews and updates with key customers/retailers</li> </ul>	<ul style="list-style-type: none"> <li>Periodically during the year</li> </ul>

## SUSTAINABILITY REPORT

Key Stakeholders	Key Topics and Concerns	Engagement Methods <sup>1</sup>	Examples of Engagement Frequency
<b>Suppliers and Business Partners</b> 	<ul style="list-style-type: none"> <li>Supplier and business partner relationships</li> </ul>	<ul style="list-style-type: none"> <li>Supplier and business partner meetings</li> </ul>	<ul style="list-style-type: none"> <li>Periodically during the year</li> <li>Ongoing for BMA</li> </ul>
	<ul style="list-style-type: none"> <li>Quality of materials supplied</li> <li>On-time delivery of products</li> </ul>	<ul style="list-style-type: none"> <li>Regular audits of factories</li> <li>Audits by third parties and business partners</li> </ul>	<ul style="list-style-type: none"> <li>Periodically during the year</li> </ul>
<b>Government and Regulators</b> 	<ul style="list-style-type: none"> <li>Compliance with relevant rules and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Routine and ongoing communication and collaboration</li> <li>Compliance with mandatory reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> </ul>
<b>Local Communities</b> 	<ul style="list-style-type: none"> <li>Promote healthier lifestyles and raise awareness of the importance of food nutrition on overall mental and physical health</li> </ul>	<ul style="list-style-type: none"> <li>Participation in interactive roadshows held in conjunction with healthy eating promotion campaigns</li> <li>Participation in health and wellness activities at schools, offices, supermarkets, communities and hospitals held in conjunction with promoting healthy eating</li> <li>Educational plant tours at Gardenia Philippines showcasing our bread-making facility</li> <li>"Kusina ni Gardee" (Gardee's Kitchen) bread recipe digital videos and art cards on social media by Gardenia Philippines</li> <li>Promotion of healthier lifestyles via social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>
	<ul style="list-style-type: none"> <li>Help improve the livelihoods and living quality of the local community</li> </ul>	<ul style="list-style-type: none"> <li>Activities to support philanthropic, community and charitable causes</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>
<b>Industry Bodies</b> 	<ul style="list-style-type: none"> <li>Short and long-term interests of the industry body groups</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with industry bodies including Philippine Baking Industry Group</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year for Gardenia Philippines</li> </ul>

# SUSTAINABILITY REPORT

## Materiality Assessment

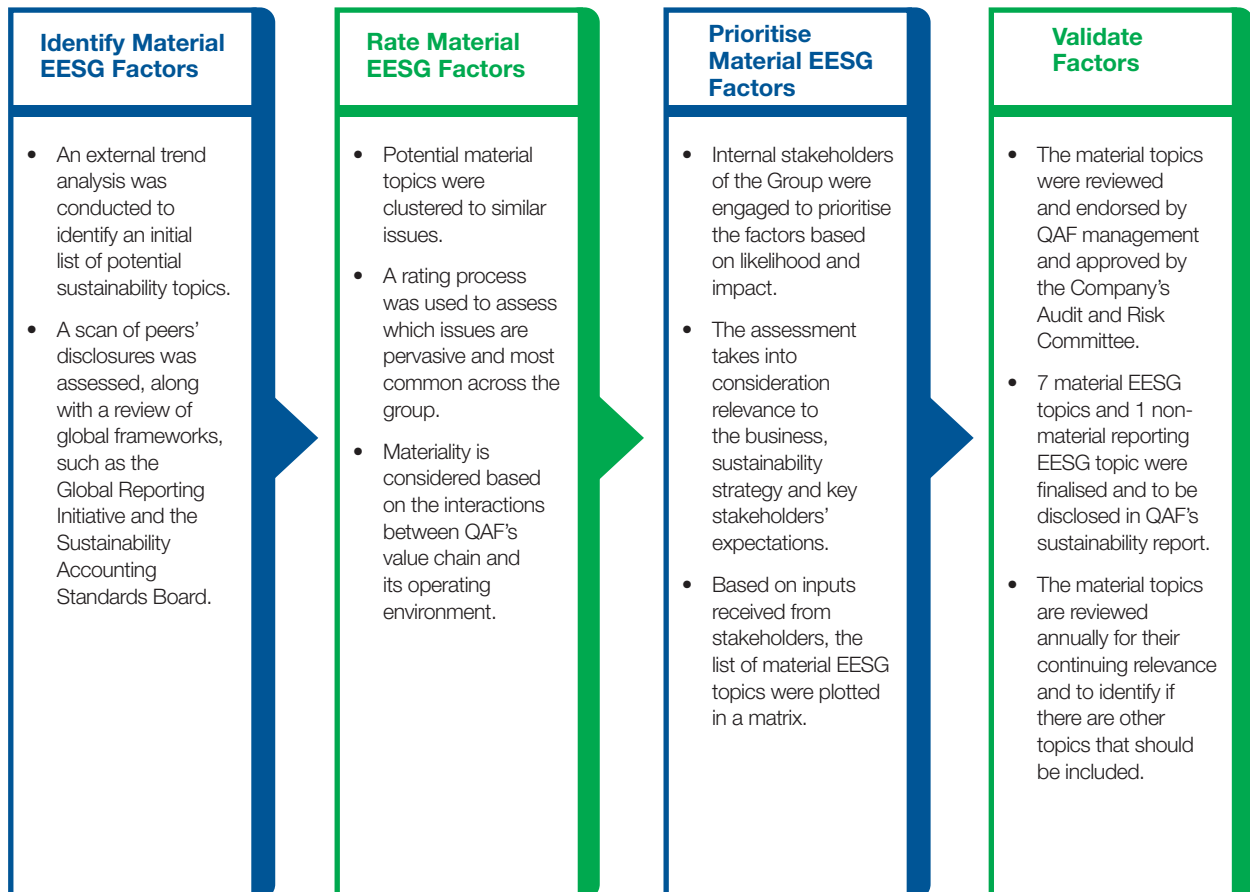
[GRI 2-29, 3-1]

QAF undertook a comprehensive four-step materiality assessment process in FY2022 which was reviewed again in FY2023. During this process, we engaged internal stakeholders to identify and assess the EESG topics of significance to the Group. This process takes into consideration Rule 711B(1) of the SGX-ST Listing Manual and draws guidance from certain GRI Standards.

The Board has reviewed the Group's material topics and concluded that the seven material EESG topics and one non-material topic identified remained relevant in FY2024.

Our materiality methodology adopts a data-driven approach to evaluate our material stakeholders' perspectives. Guided by the GRI Materiality Principle, the materiality assessment comprised the following steps:

Figure 2: Overview of materiality assessment methodology










# SUSTAINABILITY REPORT

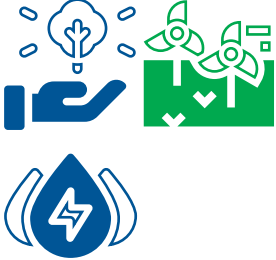

## Material Mapping and Topic Boundary

[GRI 3-2]


Guided by the GRI Standards and the SGX Practice Note 7.6 Sustainability Reporting Guide, the Group has identified the following material EESG topics displayed in the table below. These topics are categorised into five distinct pillars known as the 5Ps – “Prosperity”, “Products and Processes”, “Planet”, “People”, and “Peace and Partnerships”. The table highlights the significance of these material topics in relation to the Group’s business and its material stakeholders.

Alignment to 5Ps	Material Topic	Materiality to QAF	Key Stakeholder/s
<b>Prosperity</b>	Economic Performance 	Our financial performance is essential in delivering shareholder value and achieving long-term growth of the Company.	<ul style="list-style-type: none"> <li>Shareholders</li> <li>Employees</li> </ul>
	Governance and Ethics: Ethical and Fair Business Practices 	Our governance structure, business ethics, anti-corruption policies and procedures, and compliance against laws and regulations.	<ul style="list-style-type: none"> <li>Employees</li> <li>Shareholders</li> <li>Government and Regulators</li> </ul>
	Governance and Ethics: Data Protection and Cybersecurity 	Promote governance in the management of cybersecurity.	<ul style="list-style-type: none"> <li>Consumers</li> <li>Customers</li> <li>Government and Regulators</li> </ul>
<b>Products and Processes</b>	Consumer Health and Safety: Product Responsibility 	Commitment to food safety and quality to our customers.	<ul style="list-style-type: none"> <li>Consumers</li> </ul>
	Consumer Health and Safety: Promoting Healthy Eating and Lifestyles 	Helping consumers lead healthy lives by catering to consumers’ varying nutritional needs, tastes and initiatives to help consumers understand the benefits of a healthy diet and lifestyle on wellness.	<ul style="list-style-type: none"> <li>Consumers</li> </ul>

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Alignment to 5Ps	Material Topic	Materiality to QAF	Key Stakeholder/s
<b>Planet</b>	<p>Resource Management (comprising Energy Management, Waste Management and Water Management)</p> 	<p>Going beyond environmental compliance and running environmentally sustainable operations.</p>	<ul style="list-style-type: none"> <li>Shareholders</li> <li>Suppliers and Business Partners</li> <li>Government and Regulators</li> </ul>
<b>People</b>	<p>Our People (comprising Occupational Health &amp; Safety, Employee Training &amp; Development)</p> 	<ul style="list-style-type: none"> <li>Creating safe working environments.</li> <li>Investing in developing skills capabilities of our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> </ul>

The Group has also identified a non-material EESG reporting topic that is relevant to QAF.

Alignment to 5Ps	Reporting Topic	Relevance to QAF	Stakeholder/s
<b>Peace and Partnerships</b>	<p>Community Engagement</p> 	<p>Supporting economic development and creating positive social impact of the less fortunate and fostering strong ties within the communities in which we operate.</p>	<ul style="list-style-type: none"> <li>Local Communities</li> </ul>

# SUSTAINABILITY REPORT

## PROSPERITY

This pillar encompasses our commitment to robust economic performance as well as stringent ethical and fair business practices. Both material topics are core to achieving organisational excellence, and upholding strong corporate governance to maintain our company's growth and delivering value to shareholders.

### Economic Performance [Material topic]

[GRI 3-3]

Maintaining financial stability, achieving strong economic performance, and upholding our Corporate Governance principles are crucial for the strategic and sustainable long-term growth of the Group. This positively impacts our shareholders and other material stakeholders involved in our business.

Our economic performance is disclosed in the Chairman's Statement, Joint Group Managing Directors' Report and Financial Highlights as contained in our FY2024 Annual Report on pages 2 to 7 and is confirmed in the audited financial statements of the FY2024 Annual Report.

### Governance and Ethics: Ethical and Fair Business Practices [Material topic]

[GRI 2-15, 2-16, 2-25, 2-26, 2-27, 3-3]

#### Corporate Governance

Our corporate governance is guided by the Singapore Code of Corporate Governance. For further details, please refer to our Corporate Governance Report, which is located on pages 91 to 116 of our FY2024 Annual Report.

#### Anti-corruption

The board maintains a zero-tolerance stance towards all forms of fraud, corruption and unethical behaviour. The Group prioritises ethical conduct, transparency, and the effective management of conflicts of interest. Our Code of Business Ethics emphasises our commitment to conducting business with integrity and good ethical standards, and compliance with relevant anti-bribery and anti-corruption laws. Corrupt practices could expose both the Group and the individuals involved to criminal and civil liabilities, as well as damage the Group's reputation and the confidence of its material stakeholders. In addition to the Code of Business Ethics, certain entities within our Group have also implemented local policies tailored to their specific operational needs and jurisdictions.

## Whistleblowing Policy

The ARC is responsible for oversight and monitoring of whistleblowing. The Group has put in place a Whistleblowing Policy that provides an avenue for our officers and employees to raise, in confidence, concerns regarding actual or suspected improprieties on financial reporting, corruption, bribery, fraud and other matters, directly to the Chairman of the ARC or the Group Legal Counsel.

Under the Whistleblowing Policy, whistleblowers raising genuine concerns in good faith are not at risk of losing their jobs or risk suffering from reprisal as a result, even if they are mistaken. The Company seeks to treat complaints in a confidential and sensitive manner. A complaint is only to be disclosed to persons in the Group on a need-to-know basis so as to carry out an investigation (subject to exceptions such as legal and regulatory requirements to disclose). The ARC considers the concerns raised, and, amongst others, if there are grounds for proceeding further with the case, may consult relevant persons from the Group as necessary, conduct its own investigation or review and/or instruct parties such as the internal or external auditors and lawyers to conduct further investigations or review.

## Tax Governance

Strong tax governance and tax risk management are essential to good corporate governance. Tax governance encompasses a well-defined and communicated corporate policy on taxation that is approved at a senior level of a company and reflects the attitude and culture of the company towards managing its tax risks. Tax risk management involves implementing a robust tax control framework to identify, mitigate and monitor key tax risks on an ongoing basis.

A company that adopts strong tax governance and risk management practices instils confidence in its stakeholders and the general public by demonstrating transparency in its tax matters and contributing its fair share of taxes.

The Company's Tax Governance Policy with respect to its Singapore based operations was submitted to the Inland Revenue Authority of Singapore ("IRAS") for endorsement under the Tax Governance Framework programme. This was approved by IRAS in May 2024. Through a strong corporate governance culture and practice, QAF Group is committed to ensure accurate, transparent and timely submission of tax returns. Business strategies pursued are supported by bona-fide commercial and economic circumstances, and in compliance with relevant tax laws. The Company's Joint Group Managing Director, assisted by the Chief Financial Officer and Tax Vice President, escalate tax matters based on the materiality threshold to the Board and ARC.

## SUSTAINABILITY REPORT

QAF continues to participate in the IRAS Goods and Services Tax (“**GST**”) – Assisted Compliance Assurance Programme (“**ACAP**”). In recognition of its efforts in ensuring GST compliance and its commitment to incorporate GST risk management as part of good corporate governance, QAF was awarded a five-year “ACAP Premium” status from 2021 to 2026.

### Governance and Ethics: Data Protection and Cybersecurity [Material topic]

[GRI 3-3]

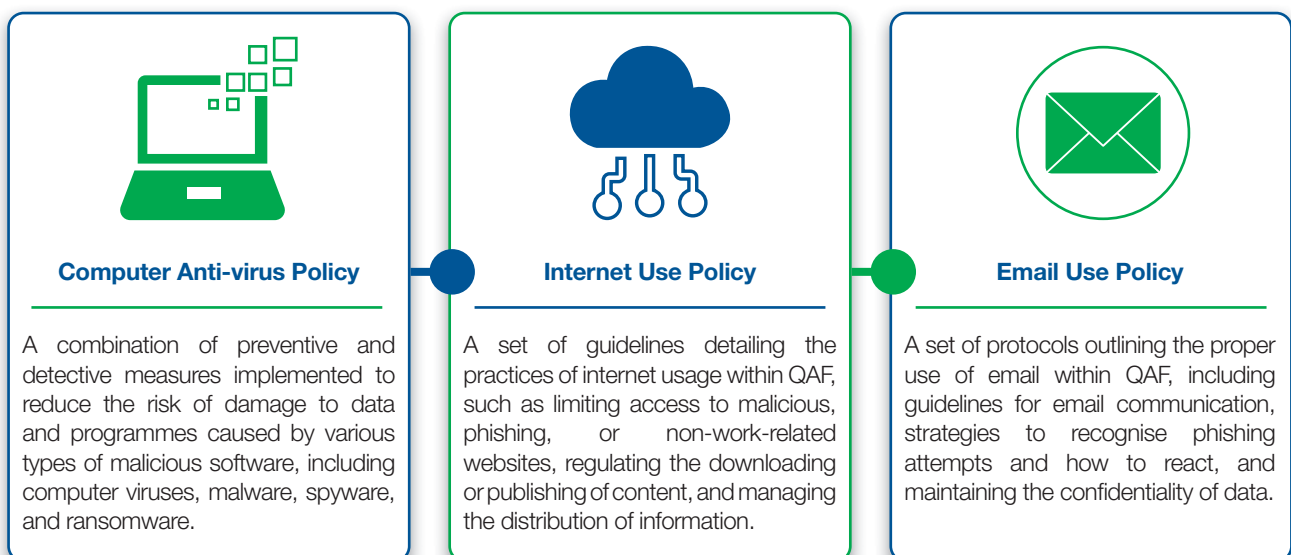
Data protection and cybersecurity have been identified as key areas of focus in our Group, especially as we integrate more technology into our operations. In response to the increasing frequency and complexity of cyber threats and data breaches, the Group is dedicated to enhancing our protective measures and preparedness to secure our data and guarding against cyberattacks. We achieve this by focusing on three core pillars across the group: Process (mitigation measures), Technology (system security), and People (cybersecurity awareness education).

#### Must-Know IT Policy

The Group has established a comprehensive IT policy, the “Must Know IT Policy”, which outlines the guidelines for the secure usage of email, internet, antivirus software, password protocols, personal data protection, and data and information classification. This policy is easily accessible to all employees and is subject to regular reviews and updates. During the year, we updated the policy to include the safe and secure use of Generative AI tools while protecting individual and company information.

Key features of QAF’s Group IT Policy are highlighted below in Figure 3.

Figure 3: Summary of QAF’s Group IT Policy



Some of our best practices regarding data protection and cybersecurity are highlighted below.

#### Data Backup and Recovery

The Group recognises the critical need for reliable systems and data backup and recovery processes, encompassing both on-site and off-site backups. Regular backup of essential data to secure storage and maintaining reliable backup procedures are vital for prompt data restoration in case of data loss, system malfunctions, or security breaches like ransomware attacks.

Our IT team conducts and validates technical restorations on a regular basis to confirm data availability and recoverability. Additionally, we perform IT disaster recovery exercises on key operational and financial systems and data.



## SUSTAINABILITY REPORT

### Incident Response Management

To build cyber resilience and enhance our ability to respond and recover effectively, we have standardised our cybersecurity incident response management at the QAF corporate office since FY2023. This entailed the formation of a Crisis Management Team and Cyber Incident Response Team, defining their roles and responsibilities, and outlining the incident response process.

In FY2024, our key business units, including GBPI, GBKL, GFS, BFS and BMA, have also established their incident response process and formed their Crisis Management Team and Cyber Incident Response Team.

### Investing in People (the Human Firewall)

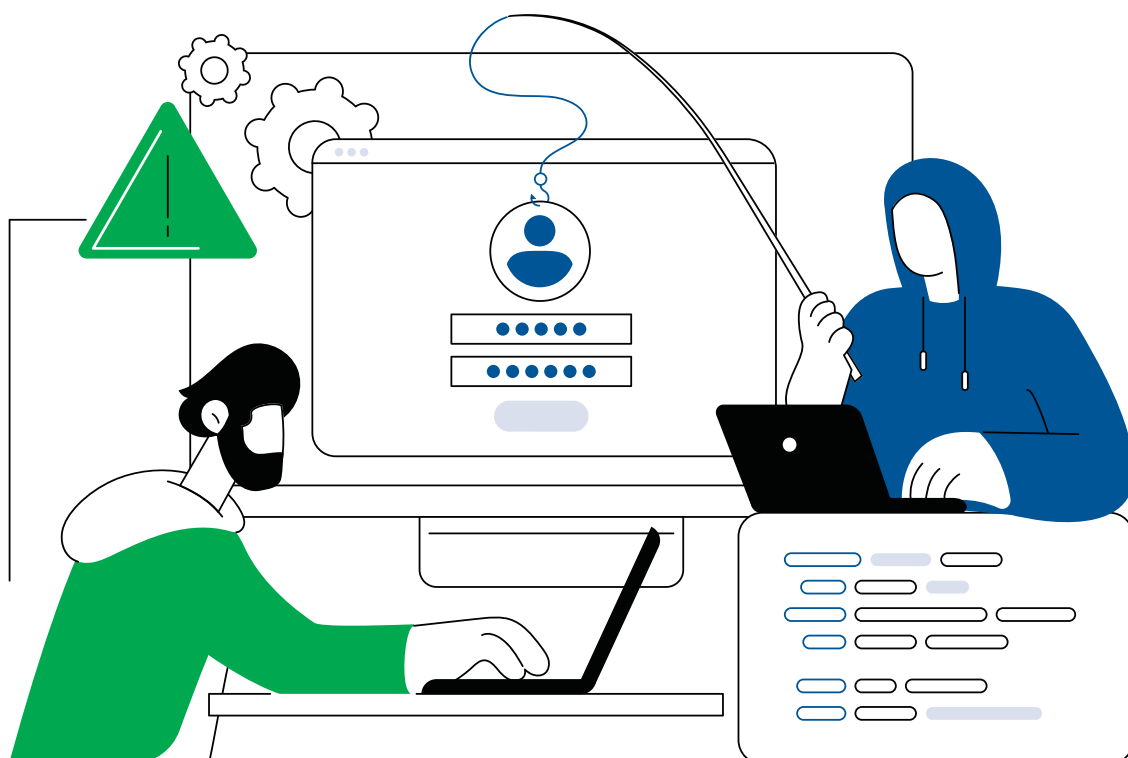
We recognise that our employees are crucial in combating cyber threats. To foster a culture of cybersecurity awareness and responsibility across the group, we continuously educate our staff through various initiatives. These include:

- Distributing monthly newsletters on cyber related news and tips to employees so that they are kept abreast of recent cyber incidents and best practices to identify, detect, protect, and respond to social engineering and email phishing.
- Conducting annual cybersecurity awareness training and assessment.
- Conducting annual simulated email phishing exercise to validate employees' preparedness and readiness.

In FY2024, we conducted an online training and assessment on our cyber incident response process and management for QAF corporate office's Crisis Management Team and Cyber Incident Response Team.

### Vulnerability Assessment and Penetration Testing

In FY2024, we conducted a vulnerability assessment and penetration testing for QAF corporate office and our business units, including GBPI, GBKL, GFS, BFS, BMM, FLM and BMA.



# SUSTAINABILITY REPORT

## PRODUCTS AND PROCESS

We support the health and well-being of our consumers through responsible product design and advocating healthy eating. Our processes are designed to deliver safe and quality products to our consumers. Furthermore, we actively support the awareness of our consumers on healthy eating habits and active lifestyles by offering a range of nutritional options to meet different dietary needs.

### Consumer Health and Safety – Product Responsibility [Material topic]

[GRI 3-3, 416-1, 417-1]

#### Our Commitment to Food Safety and Quality

The Group is committed to producing food that is consistently of high quality and complies with all relevant food safety standards. We adhere to stringent standard operating procedures with the aim of ensuring that our products and production processes are safe, hygienic and compliant with the relevant regulations and quality standards. Throughout the year, all our Group's bakery facilities have maintained their internationally-recognised food quality and safety certifications, including ISO, Food Safety System and/or Hazard Analysis and Critical Control Point ("HACCP") certifications. Regular internal quality audits are also conducted to monitor adherence to quality management systems and food safety standards.

Our bakery operations' systematic Quality Assurance programmes apply periodic sampling and testing to monitor against the safety and quality standards of our raw materials specifications. Bakery staff involved in food handling periodically undergo training on food safety and hygienic practices.

The Group conducts periodic review on product labelling to check that information are updated with the latest regulatory requirements, thus providing our consumers with correct product information, such as expiry dates, allergen declarations, ingredients and nutritional content.

Please refer to "Appendices: Certifications" section on page 85 for the Group's quality and food safety certifications.

#### Key case studies

- 1) Gardenia Singapore continues to hold Grade A status for the 30<sup>th</sup> consecutive year under the Singapore Food Agency's Food Establishment Licensing Scheme which covers food hygiene and safety standards. Every year, relevant production employees attend Workforce Skills Qualification Food Safety Course, Food Hygiene & Allergen Training Courses and Food Safety & Hygiene Management workshops to stay updated on safety and correct hygienic practices on food handling.
- 2) Every year, relevant employees at Bakers Maison Australia attend a two-hour Food Safety Update course, conducted by Australian Food Microbiology. This course is specially designed for the food industry and serves to ensure that employees are kept abreast of the latest food safety topics. Topics covered in this course include legislation, food safety hazards, temperature control, refrigeration, chilling and cold holding, cooking, hot holding and reheating, food handling, principles of safe food storage, cleaning, and food premises and equipment. At the end of the course, all employees receive a certificate which confirms their participation.

# SUSTAINABILITY REPORT

## Consumer Health and Safety – Promoting Healthy Eating and Lifestyles [Material topic]



[GRI 3-3]

### Innovating and Developing Nutritious and Tasty Foods

Our Gardenia bakeries regularly review its product offerings to remain relevant to evolving consumer preferences and industry trends. Our innovation team continuously develops new delicious products with ingredients which offer nutrients that promote good health.

The Group's in-house research and development ("R&D") teams manage the development of new products, focusing on nutritional value, taste, shelf-life and compliance with local food safety and product labelling regulations. A dedicated team of 34 staff, including professional staff, baking technologists, laboratory technicians and support staff, handles Gardenia's R&D and compliance tasks.

A selection of the new products launched by the Group in FY2024 is set out below.

New products launched in FY2024	Key features of new products
<p>Launched in Singapore:</p>  <p><b>Gardenia Nutri-Ace Hearty Oat Wholemeal Loaf</b></p>	<p>A low in sugar loaf which is high in dietary fibre and contains Beta-Glucan. It also contains Protein, Iron and Vitamin B1, B2 and B3. Oat beta-glucans have been shown to lower or reduce blood cholesterol. High blood pressure is a risk factor in the development of coronary heart disease.</p>
<p>Launched in the Philippines:</p>  <p><b>HealthiGrain® Multigrain Loaf</b></p>	<p>A healthy bread loaf which combines the wholesome benefits of 10 grains such as chia seeds, sunflower seeds, oat grains, and barley, with the tangy notes of sourdough, delivering a uniquely flavourful, soft and moist sensory experience. The loaf is high in Vitamin D3, Vitamin E and Folate and a source of Vitamin A, Zinc and fibre.</p>

We prioritise promoting and offering healthy, accessible, and affordable eating choices for our consumers.

### Cultivating Healthier Food Choices

We promote nutrition education and encourage healthy eating habits among our consumers. In the Philippines and Singapore, we collaborate with government agencies and educational institutions to encourage consumers to adopt dietary choices which are beneficial to their health, such as increasing wholegrains and fibre intake. To encourage consumers to create healthier meals at home, Gardenia Philippines published recipe videos on its social media pages such as Facebook, Instagram and TikTok featuring delicious and healthy meals prepared using *Gardenia* loaves and buns.

### Expanding Reach for Consumer Convenience

Operating sixteen factories across four countries, our products are able to reach consumers through a diverse distribution network including supermarkets, hypermarkets, convenience stores, mini marts, petrol kiosks, caterers, restaurants, hotels, hospitals, airlines, and schools. Our bakery operations deliver fresh bread to approximately 81,000 third-party outlets and through major e-commerce platforms. This extensive network enables consumers to have easy access to our healthier food offerings.

## SUSTAINABILITY REPORT

### Making Our Products Affordable

To maintain affordability for the lower income market, the Group's bakery operations offer selected product ranges, such as the *NeuBake* bread range in the Philippines, the *Super Value* bread range in Singapore, and the *Gardenia Bonanza Keluarga* in Malaysia. During the year, the *NeuBake* range has been expanded with product offerings in smaller pack size, which include *NeuBake Econo Pack White Bread* (300g) and *NeuBake Econo Pack Wheaten Bread* (375g) to cater to smaller-sized families.

We also run various retail promotions, including discounts, bundle deals, and value pack offers, throughout the year to provide savings for consumers.

### Key case studies

#### 1) Singapore

Gardenia Singapore has 15 wholemeal retail products certified by Health Promotion Board, Singapore (“**HPB**”) as “*Healthier Choice*”, two of which includes “*Low GI*” loaves.

Gardenia Singapore worked with various organisations such as Health Promotion Board, Singapore, Diabetes Singapore, Raffles Hospital, Singhealth, Singapore Cancer Society and Khoo Teck Puat Hospital to educate and encourage consumers to increase their intake of wholegrains. This is done through sponsorship of events such as “World Obesity Day”, “World Heart Day” and “World Cancer Day”. At the “World Diabetes Day” event, Gardenia Singapore organised educational activities at the event booth to promote the importance of low GI food. A dietitian was also invited for a health talk and recipe demonstration to showcase how to include low GI bread in our daily diet to reduce the risks of diabetes.



At the “World Diabetes Day” event, Gardenia Singapore invited a dietitian for a health talk and recipe demonstration to showcase how to include low GI bread in our daily diet to reduce the risks of diabetes.

#### 2) Philippines

In 2024, Gardenia Philippines’ plant tours were attended by almost 312,000 students from over 1,400 schools. In addition, the “School Nutri-Tour” programme reached out to more than 106,000 students from over 200 schools through an hour-long programme, which provided nutrition education, a sandwich recipe demonstration, physical activities and bread sampling for public and private school children.

Gardenia Philippines continued its “Corporate Wellness Movement” to support both private sector and government employees in achieving their health and wellness goals. This programme offered nutrition consultations conducted by registered Nutritionist-Dietitians through both in-person and video conference sessions. These complimentary workshops were attended by over 80,000 participants from 230 offices in 2024.

Gardenia Philippines also participated in seven Diskwento Caravans in various provinces across the country as part of its continuous support to the Department of Trade and Industry (“**DTI**”). This government-led initiative, which is a collaboration between DTI and local food manufacturers, aimed to provide selected communities with access to essential goods and commodities at discounted prices.

#### 3) Malaysia

In 2024, Gardenia Malaysia organised 8CTIVE™ School Tour, a programme endorsed by the Ministry of Education. The objective was to educate students on a healthy diet. The tour was conducted at 50 secondary schools, reaching out to over 82,000 students. A talk on healthy diet and lifestyle was conducted and students were distributed with free sample packs of the *Gardenia Breakthru Bran & WheatGerm Bread*. Students also participated in a contest called Resepi Sihat (Healthy Recipe) whereby they had to create a video on a healthy recipe.



In 2024, Gardenia Malaysia organised 8CTIVE™ School Tour at 50 secondary schools, reaching out to over 82,000 students to educate them on a healthy diet.



# SUSTAINABILITY REPORT

## PLANET

This pillar underscores our dedication to environmental stewardship. It addresses our strategies for climate risk management and emphasises efficient resource management – focusing on water conservation, waste reduction, and energy optimisation. Through these efforts, we aim to reduce our ecological footprint and promote climate-friendly solutions in our operations.

### Climate Risk Management and Reporting (TCFD disclosures)

QAF commenced reporting its climate risk assessment in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in 2022. This section provides an overview of the implementation status of the TCFD recommendations relating to four key areas: Governance, Strategy, Risk Management, and Metrics and Targets.

The new International Sustainability Standards Board (ISSB) Standards – IFRS S1 and S2 will apply from 2025 and will incorporate the recommendations of the TCFD. In 2024, QAF conducted a gap analysis against the ISSB IFRS S1 and S2 requirements in anticipation of aligning our disclosures in a phased approach over the coming years.

TCFD Pillar	Recommended Disclosure	QAF's Approach	Report Section
<b>Governance</b>	<p>a) Describe the Board's oversight of climate-related risks and opportunities.</p> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p>The Board is ultimately responsible for the Company's reporting on climate-related risks and opportunities and approves the disclosures in the Annual and Sustainability Reports. Annually, the Board is apprised on climate-related assessments, issues, and updates to the climate risk register.</p> <p>For more details regarding the Group's ARC and the QAF Sustainability Working Group's role in managing climate-related risks and opportunities, please refer to page 36 in the "Sustainability Governance" section.</p>	<b>Sustainability Governance</b>
<b>Strategy</b>	<p>a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.</p> <p>c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p><b>Identification of climate-related risks and opportunities</b></p> <p>In FY2023, QAF conducted its first climate risk assessment for operations located in Singapore, the Philippines, Malaysia, and Australia. The climate risk assessment provided an understanding of climate change impacts on our business strategy, operations, and financial position under different climate scenarios, and enabled the group to assess its resilience across various time horizons to better prepare for future impacts.</p> <p>The assessment involved in-depth research into various climate-related physical and transition risks, categorising and assessing the relevance and impact of each risk to QAF. QAF adopted two climate scenarios and three time-horizons as part of the climate scenario analysis. The first scenario aligns with the 2015 Paris Agreement target of limiting global temperature rise to within 2°C above pre-industrial levels. The second scenario reflects a continuation of historical patterns in development. The analysis was conducted across short-term (by 2025), medium-term (by 2030), and long-term (by 2050) time horizons, which were selected based on our business operations and a landscape study on appropriate timeframes. The categorisation of risks was conducted in reference to QAF's Enterprise Risk Management (ERM) framework.</p>	<b>Climate-Risk Assessment</b>

# SUSTAINABILITY REPORT

TCFD Pillar	Recommended Disclosure	QAF's Approach	Report Section
		<p>As a result of the assessment, QAF has recognised ten categories of high climate-related risks: five pertaining to transition risks and five relating to physical risks. Transition risks are anticipated to be impactful for QAF over the medium- and long-term time horizons, especially under the net zero scenario, where customer preferences and regulations shift towards a sustainable and low-carbon economy. Conversely, physical risks such as changes in precipitation and rising average temperatures are set to be more apparent under the business-as-usual (BAU) scenario.</p> <p><b>Impact of climate-related risks and opportunities</b></p> <p>The use of qualitative climate scenario analysis offers QAF comprehensive insights into the potential impact of climate-related risks and opportunities across various assumptions, trends, pathways, and hypotheses. The impacts of both physical and transition risks to QAF's operations are further elaborated within the tables below on pages 54 to 56.</p> <p>To address these risks, the Group has implemented mitigation measures to reduce inherent risks and ensure business resilience, also detailed on pages 54 to 56. As part of ongoing efforts to enhance and optimise operations, QAF consistently reviews its mitigation strategies and adopts a forward-thinking management approach. For example, as a manufacturer and wholesaler, QAF is committed to minimising the effects of increased energy costs associated with greenhouse gas emissions by implementing energy-efficient technologies and optimising production processes.</p> <p>To address material physical risks, QAF is evaluating flood protection measures and backup power sources at its most vulnerable sites to minimise disruption to production and operations. Contingency plans are being developed to diminish the risk of loss in production in the event of disruption at one or more locations. Additionally, QAF will also consider physical risk of current locations when evaluating any extension of current leased premises, and implementation of relevant measures when upgrading facilities. Currently, risk mitigation measures are not critical over the shorter term but are being evaluated for future implementation ahead of medium to long-term impacts. Nevertheless, QAF remains vigilant and will assess and modify its strategy as required.</p>	

## SUSTAINABILITY REPORT

TCFD Pillar	Recommended Disclosure	QAF's Approach	Report Section
		<p><b>Integration of climate resilience into our strategy and operations</b></p> <p>We integrate climate resilience into the foundation of our corporate strategy and operations by proactively identifying climate-related risks and opportunities. The scenarios used are applicable to QAF for planning and decision-making purposes and will be revised regularly and whenever significant changes occur in our business.</p> <p>This year, we have also conducted a supplier climate risk assessment for key ingredients used in our bakery business to identify our business' climate resilience, including understanding how our operations can withstand and adapt to climate-related challenges, such as extreme weather events, supply chain disruptions, and regulatory changes. This proactive approach aims to mitigate risks, safeguard our supply chain, and maintain business continuity. Please see the impacts of suppliers' physical and transition risks to QAF, as well as the Group's mitigation actions on page 55 for more details.</p> <p>QAF has recently developed mid-term targets as part of our strategy to broaden our climate mitigation planning. Please see the 'Metrics and Targets' section on page 58 for more details.</p>	

# SUSTAINABILITY REPORT

## Climate-Risk Assessment

Aligning to our Group risk management processes, we conducted a climate scenario analysis across our entities. The following illustrates our risk assessment approach and scope of scenario analysis:

### Risk Assessment Approach



### Scenario Analysis

The Intergovernmental Panel on Climate Change (“IPCC”) identified potential future scenarios for climate change. A climate scenario describes a plausible trajectory for future levels of greenhouse gas (“GHG”) emissions. QAF conducted the analysis based on the following climate scenarios, which were mapped to the Representative Concentration Pathways (RCP) scenarios adopted by IPCC for physical risks and the Network for Greening the Financial System (NGFS) for transition risks.

Physical and Transition Climate Change Risk Assessment Scope					
<b>Assessment Scope</b>	<ul style="list-style-type: none"> <li>Physical Risk: Manifests from extreme weather events and longer-term shifts in climate</li> <li>Transitional Risk: Manifests from the shift towards a low-carbon economy</li> </ul>				
<b>Scenarios</b>	Net-Zero			BAU	
<b>Time Horizons</b>	<b>Medium Term (2030)</b>	<b>Long Term (2050)</b>	<b>Short Term (2025)</b>	<b>Medium Term (2030)</b>	<b>Long Term (2050)</b>
<b>For physical risks and key assumptions</b>	<b>IPCC RCP 2.6</b>		<b>IPCC RCP 8.5</b>		
	GHG emissions are strongly reduced, resulting in global average temperature increase of no greater than 2°C in an organised transition. <sup>2</sup>		Minimal policies or actions are in place to support decarbonisation, GHG emissions continue to rise with continued high fossil fuel usage. Depicting implications of a future with higher physical risks. <sup>2</sup>		
<b>For transition risk and key assumptions</b>	<b>NGFS Net Zero Scenario</b>		<b>NGFS Nationally Determined Contributions (NDCS) Scenario</b>		
	Assumes ambitious climate policies are introduced immediately. Net CO <sub>2</sub> emissions to reach zero around 2050, with a chance of limiting global warming to below 1.5°C by the end of the century, with transition risks expected to be high. <sup>3</sup>		Assumes that the moderate and heterogeneous climate ambition reflected in the conditional NDCs at the beginning of 2021 continues over the 21st century, with transition risks expected to be relatively low. <sup>3</sup>		

<sup>2</sup> For more information please visit: Intergovernmental Panel on Climate Change, Topic 2 – Future Climate Changes, Risks and Impacts, [https://ar5-syr.ipcc.ch/topic\\_futurechanges.php](https://ar5-syr.ipcc.ch/topic_futurechanges.php)

<sup>3</sup> For more information please visit: Network for Greening the Financial System Scenarios Portal, <https://www.ngfs.net/ngfs-scenarios-portal/explore/>

## SUSTAINABILITY REPORT

### Physical and Transition Risks

QAF focuses on high-risk factors in the following table but maintains firm commitment to review and monitor all recognised climate-related risks. The risks deemed as high under various scenarios are consolidated in the following table:

Scenario Risk and Category/Time Horizon	Net-Zero		BAU		
	Medium Term (2030)	Long Term (2050)	Short Term (2025)	Medium Term (2030)	Long Term (2050)
<b>Physical Risk</b>					
Acute: Change in precipitation (Increased intensity, frequency and/or duration of flooding)	✓	✓	✓	✓	✓
Acute: Extreme temperature spells	✓	✓		✓	✓
Acute: Extreme weather (Increased intensity, frequency and/or duration of storms)			✓	✓	✓
Chronic: Change in average temperature				✓	✓
Supplier physical risks*	✓			✓	✓
<b>Transition Risk</b>					
Market: Changes in customer behaviour	✓	✓			✓
Market: Uncertainty in market signals	✓	✓	✓		
Policy and Legal: Increased pricing of GHG emissions across the value chain, Supplier transition risks		✓			
Reputation: Shifts in consumer preferences	✓	✓			
Technology: Costs to transition to lower emissions technology	✓				

\* QAF, with core businesses in Bakery, and Distribution and Warehousing, relies on a diverse network of suppliers across different countries. However, these suppliers are exposed to climate-related risks both physical and transition-related, which can disrupt supply chains, increase production costs and have an indirect financial impact on QAF.

To address this, a desktop study was conducted in FY2024 to evaluate the climate risks faced by our key ingredient suppliers, taking into account the countries of origin of their raw materials. This assessment evaluated both the impact comprising exposure and vulnerability as well as the likelihood of the risk affecting QAF. This analysis was conducted for different time horizons and climate scenarios.



## SUSTAINABILITY REPORT

Additional details regarding the risks and QAF's strategy to mitigate these risks are presented below:

Risk and Category	Impact of Risk	Mitigation Actions
<b>Physical Risks</b>		
<b>Acute: Change in Precipitation (Increased intensity, frequency and/or duration of flooding)</b>	<ul style="list-style-type: none"> <li>Projected increase in frequency and intensity of extreme weather events in the medium and long term, especially in Philippines, Malaysia, and Singapore.</li> <li>Costs associated to weatherproof facilities can become prohibitive</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate installation of flood mitigation measures (i.e. barriers) at premises and assess backup energy supply in case of grid or utility disruption.</li> <li>Ensure sufficient insurance coverage.</li> <li>Develop and maintain operationally ready business continuity plans which may include ramping up production in alternative sites to mitigate production capacity loss.</li> </ul>
<b>Acute: Extreme temperature spells</b>	<ul style="list-style-type: none"> <li>High or extreme temperatures can result in heatwaves. Particularly the Philippines in the medium to long term, and especially in the BAU scenario.</li> <li>Heatwaves can result in decreased worker productivity and increased costs with higher cooling loads.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate alternative architectural designs to enhance ventilation and airflows.</li> <li>Monitor developments in Occupational Health and Safety standards and evaluation of technology targeted to improve operational comfort.</li> </ul>
<b>Acute: Extreme weather (Increased intensity, frequency and/or duration of storms)</b>	<ul style="list-style-type: none"> <li>For the BAU scenario, in the medium and long term, floods are predicted to occur more often and with greater severity, potentially disrupting road access and resulting in factory shutdowns, particularly relevant to Manufacturing facilities in Malaysia and the Philippines.</li> <li>Operational disruptions can result in significant decrease in revenue.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate installation of flood mitigation measures (i.e. barriers) at premises and assess backup energy supply in case of grid or utility disruption.</li> <li>Ensure sufficient insurance coverage.</li> <li>Activation of business continuity plan.</li> </ul>
<b>Chronic: Change in average temperature</b>	<ul style="list-style-type: none"> <li>Rising global temperatures will lead to an escalation in cooling requirements. In Malaysia and the Philippines, temperatures are expected to increase by an estimated 1.6 degrees, in the long term under the BAU scenario.</li> <li>Production delays caused by affected infrastructure and lower productivity can result in significant revenue impact.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate initiation or installation of energy-efficient or environmentally friendly cooling measures or systems.</li> <li>Ongoing monitoring and evaluation of developments in Heating, Ventilation and Air Conditioning ("HVAC") technologies, with view to implement viable options.</li> </ul>

## SUSTAINABILITY REPORT

Risk and Category	Impact of Risk	Mitigation Actions
<b>Supplier physical risks</b>	<ul style="list-style-type: none"> <li>Acute and chronic physical risks, such as severe storms, droughts, and rising temperatures, may affect QAF's suppliers' raw material production and infrastructure over the medium to long term.</li> <li>These factors could influence the availability and cost of key raw materials to QAF like flour, milk and gluten, potentially impacting suppliers' production and indirectly affecting QAF.</li> </ul>	<ul style="list-style-type: none"> <li>Our supplier-focused study has enhanced our understanding of the risks associated with key raw materials and their market resilience</li> <li>Using the results of the study, QAF can strengthen its supply chain management. By maintaining a diversified supplier network and monitoring market conditions for price fluctuations, QAF is able to ensure smooth operations despite change in climate conditions.</li> </ul>
<b>Transition Risks</b>		
<b>Market: Changes in customer behaviour</b>	<ul style="list-style-type: none"> <li>Large segment of consumers committing to purchasing from 'sustainable' brands. This risk is especially prevalent in net zero scenario where businesses are expected to improve traceability and transparency, and potential revenue impact if customers' expectations are not met.</li> </ul>	<ul style="list-style-type: none"> <li>Expand on range of products to accommodate variety of consumer preferences.</li> <li>Close monitoring of sales results by product, conducting customer surveys to keep abreast of graduating shifts in consumer preferences.</li> <li>Investment in branded retail consumer staple products to build customer loyalty.</li> </ul>
<b>Market: Uncertainty in market signals</b>	<ul style="list-style-type: none"> <li>Greater investor scrutiny over supply chain ESG impacts. Investors expect companies to demonstrate decarbonisation efforts including value chain engagement.</li> <li>Lack of investment in transition initiatives resulting in more limited access to capital due to decreased investor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on a continuous improvement approach to realise decarbonisation efforts.</li> <li>Investment in green energy generation (i.e., solar) and energy reduction (efficient equipment and lighting).</li> </ul>
<b>Policy and Legal: Increased pricing of GHG emissions across the value chain, Supplier transition risks</b>	<ul style="list-style-type: none"> <li>Carbon pricing policies in some countries may impact the agricultural sector in upstream supply chain, resulting in increased operational costs for suppliers procuring raw agricultural products.</li> <li>Increase in fuel and energy costs incurred in manufacturing processes observed where carbon taxes are passed through.</li> <li>Supplier transition risks, driven by global shifts toward sustainability and net-zero goals, could lead to increased costs for QAF's raw materials</li> </ul>	<ul style="list-style-type: none"> <li>Consider adopting viable lower emissions technology.</li> <li>Reducing emissions throughout production processes through improving energy efficiency.</li> <li>Close monitoring of current emissions to facilitate cost evaluation and future planning.</li> <li>Explore green rebates and financing arrangements for adoption of new technologies.</li> <li>Maintain a diversified supplier network and monitor market conditions for price fluctuations.</li> </ul>

## SUSTAINABILITY REPORT

Risk and Category	Impact of Risk	Mitigation Actions
<b>Reputation: Shifts in consumer preferences</b>	<ul style="list-style-type: none"> <li>Consumers shift away from traditional packaged food products. Packaged food companies are driven to expand product offerings to cater to shift in customer preferences.</li> <li>Increase in capital expenditure for research and development to ensure accommodating shifts in consumer preferences will not compromise food quality and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Close monitoring of market and sales performance to ensure that products are aligned with the latest consumer trends and choices.</li> <li>Review sourcing arrangements (including purchasing from locations closer to manufacturing facilities).</li> <li>Reviewing equipment and energy requirements.</li> <li>Review product development, particularly relating to sustainable packaging.</li> </ul>
<b>Technology: Costs to transition to lower emissions technology</b>	<ul style="list-style-type: none"> <li>Local policies necessitate QAF reduce emissions by purchasing more energy-efficient equipment</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring of commercially available technologies.</li> <li>Scheduling current asset replacement or deferral to reduce future transition costs associated with adopting new technology.</li> </ul>

### Opportunities

Our assessment in FY2023 revealed that the current landscape features minimal climate-related opportunities for early business adoption within the Group. In view of this, we continue to evaluate opportunities focusing on improvements to our existing processes, raw material sourcing, renewable energy and low-energy initiatives, as well as exploring emerging technologies related to sustainable packaging and advancements in the distribution industry.

## SUSTAINABILITY REPORT

TCFD Pillar	Recommended Disclosure	QAF's Approach	Report Section
<b>Risk Management</b>	<p>a) Describe the organisation's processes for identifying and assessing climate-related risks.</p> <p>b) Describe the organisation's processes for managing climate-related risks.</p> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.</p>	<p>QAF's climate scenario analysis approach continues to mature. The Group adopts an integrated top-down risk review process that enables systematic identification and prioritisation of all material risks. In FY2024, we updated our group risk profile and Group ERM policy and Corporate Governance Report to encompass climate risk. Various internal stakeholders were consulted during these assessments to secure diverse insights and perspectives.</p> <p>Using QAF's existing risk parameters as a guide, physical and transition risks were assessed based on their 'Likelihood' and 'Impact' on QAF's businesses. 'Likelihood' measures the probability of a particular risk occurring, while 'Impact' evaluates the severity of its consequences on the QAF group if the risk materialises. A matrix combines these ratings to provide an overall risk assessment, which is then used to evaluate, prioritise, and mitigate each risk. The risk parameters outlined in the ERM framework have been used to evaluate climate-related risks in our scenario analysis.</p> <p>The ERM assessment is rolled into the Group ERM Policy which is approved by the ARC, which oversees its implementation. The ARC reviews key enterprise risks identified through the ERM process, along with the corresponding risk mitigation strategies. The Group recognises that climate risks are business risks, which can potentially impact the Group's assets, revenue, operations, supply chain, product design, and stakeholder engagement.</p> <p>QAF integrates various climate considerations into its broader enterprise decision-making processes under its revised Group ERM Policy. Climate risk has been identified as one of QAF's top material risks, ranking second. This shapes our approach to identifying, evaluating, and managing the risks and opportunities associated with climate change. More information can be found in our Corporate Governance Report on pages 105 to 107 of our FY2024 Annual Report.</p>	<b>Corporate Governance Report</b>

## SUSTAINABILITY REPORT

TCFD Pillar	Recommended Disclosure	QAF's Approach	Report Section
<b>Metrics and Targets</b>	<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (“GHG”) emissions, and the related risks.</p> <p>c) Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets.</p>	<p>Since FY2022, the Group has closely monitored and disclosed its energy consumption and Scope 1 and 2 GHG emissions, in line with the GHG Protocol Corporate Accounting and Reporting Standard (“<b>GHG Protocol</b>”) methodology. This can be found in the “Scope 1 and Scope 2 GHG Emissions” section on page 62.</p> <p>This year, QAF has also conducted a preliminary Scope 3 emissions assessment in line with GHG Protocol and have identified material categories to our Group. We will continue to work on refining our data tracking and availability ahead of future disclosure.</p> <p>We have engaged with the CEOs of our business units to set common, meaningful, and measurable climate-related targets. For our ‘Resource Management’ material topic, we have set mid-term FY2030 targets to achieve a 4.5% reduction in energy consumption and a 1% reduction in mobile fuel consumption per metric tonne of sales volume, using FY2023 as the baseline year. These targets reinforce our commitment to emissions reductions. Moving forward, QAF remains dedicated to monitoring our performance and setting new targets to ensure accountability and effective management of identified issues.</p>	<p><b>Energy Management</b></p> <p><b>Scope 1 and Scope 2 GHG emissions</b></p>



# SUSTAINABILITY REPORT

## Resource Management [Material topic]

[GRI 3-3]

The careful management of natural resources is crucial to sustainable existence. Over-exploitation of resources can lead to damaged ecosystems and negatively impact human rights, while responsible management can lead to positive environmental, economic and social outcomes.

We are committed to responsibly managing vital resources such as energy and water by continuously monitoring our practices. Our goal is to reduce energy consumption and waste generation, thereby minimising our environmental impact and contributing to a healthier planet.

### Energy Management

[GRI 3-3]

The Group optimises our energy consumption to reduce our greenhouse gas emissions and operating expenses. This is achieved through regular monitoring of our energy usage and evaluating available energy efficiency solutions and renewable energy technology.

The Group's energy management initiatives across its facilities include:

#### 1) The implementation of solar technology to generate renewable energy.

- As of 31 December 2024, the Group has approximately 7,600 square metres ("**sqm**") (FY2023: 4,800 sqm) of solar panels in operation. Solar panels are installed in the key geographical locations of Singapore, Malaysia, Philippines and Australia. Refer to "Key case study" section for more details.
- Gardenia Singapore has initiated a pilot project aimed at testing the feasibility of standalone solar lighting. Fourteen solar-powered lighting fixtures were set up to enhance energy savings and energy efficiency.

#### 2) Heat recovery system

- A heat recovery system is in use at one of our factories in Malaysia. This system produces hot water directly from the condensers of the factory cooling system, instead of using electrical heaters to heat water separately. The hot water is used to clean the cream roll injectors and bread cooler conveyors. A similar heat recovery system is also in use at one of the factories of GBKL.

#### 3) Roof repainting

- Repainting of roofs in white at 2 plants in the Philippines has reduced temperatures inside the plants.

#### 4) Use of energy efficient technologies

- Installation and use of LED lights and sensor activated lighting at the Group's factories, offices and warehouses.
- Utilising energy efficient technology such as inverter-type air-conditioning units with energy-saving features, enhancing cooling efficiency while minimising energy usage and the deployment of capacitor banks in electrical systems to improve power factor and reduce energy wastage.

# SUSTAINABILITY REPORT

## Key case study

Since FY2017, the Group has implemented solar technology to generate renewable energy, with the first solar panels being installed at Bakers Maison Australia followed by at GBKL's facility in Malaysia since FY2021.

### Singapore:

In Q4 2023, QAF Fruits installed 2,800 sqm of solar panels, which became operational in January 2024. For 2024, the solar panels generated more than 693,000 kWh of renewable energy. This translates to a reduction of over 285 tonnes of CO<sub>2</sub> emissions.

### Philippines:

Approximately 1,217 sqm of solar panels have been installed at our Group's Laguna plant since FY2023. For FY2024, the solar panels at its Laguna plant generated more than 314,000 kWh of renewable energy. The use of renewable energy also led to a reduction of over 251 tonnes of CO<sub>2</sub> emissions.

In 1H 2024, Gardenia Philippines has commenced installation of approximately 1,250 sqm of solar panels at its Cagayan de Oro plant. The solar panels are expected to be operational in 1Q 2025.



*New solar panels installed at QAF Fruits which became operational in FY2024.*

# SUSTAINABILITY REPORT

## Performance

[GRI 2-4, 302-1, 302-3, 305-1, 305-2, 305-4]

The Group closely monitors its energy consumption and Scope 1 and 2 GHG emissions, measured in line with the GHG Protocol Corporate Accounting and Reporting Standard (“GHG Protocol”) methodology. We have identified key climate metrics and targets as mentioned in “Climate Risk Management and Reporting (TCFD disclosures)” section. Our energy consumption and the corresponding Scope 1 and 2 GHG emissions disclosures are gathered from all aspects of our operations, across our operating markets as per the reporting scope defined on page 82. In 2024, the Group has expanded our disclosures to include energy consumption and GHG emissions of QAF corporate office.

The energy consumption of QAF Group (Bakery, GBKL JV, D&W and corporate office) are presented into two categories – production and operations, and transport-related activities. Whilst we expect an increase in energy usage in the coming years due to our ongoing efforts to expand business volumes, we are committed to managing our energy consumption proactively, through initiatives such as implementing solar power projects and enhancing our focus on energy efficiency throughout the Group.

The disclosure of energy intensity is presented on a per metric tonne (production volume) basis, given that production constitutes a substantial portion of our business. With the expected growth of our business, monitoring of intensity will provide insights to our energy efficiency performance.

### Energy consumption and energy intensity (2023 and 2024)

Metric	Bakery		GBKL JV		D&W		QAF HQ		Total	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
<b>Production and operations</b>										
Electricity consumption, non-renewable (MWh)	54,176.96	58,345.07	63,602.01	61,459.08	10,274.37	9,755.35	–	64.85	128,053.34	129,624.35
Electricity consumption, renewable (MWh)	350.89	568.71	248.72	286.42	–	478.55	–	–	599.61	1,333.68
Fuel consumption, stationary combustion (TJ)	185.91*	194.61	240.42	237.96	–	–	–	–	426.33*	432.57
<b>Transport-related activities</b>										
Fuel consumption, mobile combustion (TJ)	207.91*	201.62	441.50	442.36	10.74	11.40	–	–	660.15*	655.38
<b>Total usage based on category</b>										
Production and operations (TJ)	382.21*	406.70	470.28	460.24	36.99	36.84	–	0.23	889.48*	904.01
Transport-related activities (TJ)	207.91*	201.62	441.50	442.36	10.74	11.40	–	–	660.15*	655.38
<b>Energy intensity (per metric tonne “MT” of production volume)</b>										
Production volume (MT)	174,229.52*	178,027.17	141,952.70	138,418.23	Not relevant		Not relevant		Not relevant	
Production and operations (TJ/MT)	0.00219*	0.00228	0.00331	0.00333	Note		Note		Note	

Note: As production volume is not relevant in the context of Distribution and Warehousing segment and QAF HQ, disclosure of intensity cannot be provided.

\* Minor restatements of FY2023 data have been made which have not materially impacted prior year disclosures.

The total energy consumption for QAF Group was 1,549.63 TJ for 2023 and 1,559.39 TJ for 2024, representing a 0.63% increase from the previous year. This change is due to a slight increase in bakery production volume in FY2024, which resulted in greater electricity consumption and stationary fuel usage. In our assessment of energy intensity, we focused on our Bakery segment and GBKL JV, which saw an increase of 4.11% and 0.60% respectively from the previous year.

# SUSTAINABILITY REPORT

## Scope 1 and Scope 2 GHG emissions (2023 and 2024)

Metric	Emission and Intensity Disclosure									
	Bakery		GBKL JV		D&W		QAF HQ		Total	
Year	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
<b>Production and operations</b>										
GHG emissions – Scope 1 (tCO2e)	26,175.89*	24,900.21	18,032.31	17,788.94	2,893.18	2,243.52	–	–	47,101.38*	44,932.67
GHG emissions – Scope 2 (tCO2e)	37,754.86	40,185.27	41,010.58	38,043.17	4,282.36	4,019.21	–	27.03	83,047.80	82,274.68
GHG emissions – Total Scope 1 and 2 (tCO2e)	63,930.75*	65,085.48	59,042.89	55,832.11	7,175.54	6,262.73	–	27.03	130,149.18*	127,207.35
<b>Transport-related activities</b>										
GHG emissions – Scope 1 (tCO2e)	15,643.08*	15,169.49	33,165.87*	33,233.93	808.10*	857.50	–	–	49,617.05*	49,260.92
<b>Emissions by scope</b>										
GHG emissions – Scope 1 (tCO2e)	41,818.97*	40,069.70	51,198.18*	51,022.87	3,701.28*	3,101.02	–	–	96,718.43*	94,193.59
GHG emissions – Scope 2 (tCO2e)	37,754.86	40,185.27	41,010.58	38,043.17	4,282.36	4,019.21	–	27.03	83,047.80	82,274.68
GHG emissions – Scope 1 and 2 (tCO2e)	79,573.83*	80,254.97	92,208.76*	89,066.04	7,983.64*	7,120.23	–	27.03	179,766.23*	176,468.27
<b>GHG emissions intensity</b>										
Production volume (MT)	174,229.52*	178,027.17	141,952.70	138,418.23	Not relevant		Not relevant		Not relevant	
Production and operations – Total Scope 1 and 2 (tCO2e/MT)	0.367*	0.366	0.416	0.403	Note		Note		Note	

Note: As production volume is not relevant in the context of Distribution and Warehousing segment and QAF HQ, disclosure of intensity cannot be provided.

\* Minor restatements of FY2023 data have been made which have not materially impacted prior year disclosures.

In 2023, the Group's GHG emissions was 96,718.43 tCO2e for Scope 1 and 83,047.80 tCO2e for Scope 2. In 2024, there was a reduction in emissions, with Scope 1 decreasing to 94,193.59 tCO2e, representing a 2.61% decrease from the previous year. Similarly, Scope 2 emissions decreased to 82,274.68 tCO2e, representing a 0.93% reduction from the previous year.

In our analysis of emissions intensity, we concentrated on our Bakery segment and GBKL JV, which saw a decrease of 0.27% and 3.13% respectively from the previous year. This decrease was primarily due to the reduced usage of refrigerants, which caused a reduction in fugitive emissions under Scope 1, and the adoption of solar renewable energy by QAFF and Gardenia Philippines, which contributed to reduced Scope 2 emissions. Solar panels were only operational at QAFF and GBPI since 1Q2024 and 2H2023.

## SUSTAINABILITY REPORT

### Waste Management

[GRI 3-3, 306-2]

The Group is conscious of our environmental footprint, and we aim to better manage and reduce our waste through continuous improvement by reducing, reusing and recycling (“3R”) the by-products generated in our factories.

As part of the mandatory requirement of the National Environment Agency (Singapore) (“NEA”) for 3R Plans, the Group’s two key subsidiaries in Singapore, Gardenia and Ben Foods, have also submitted their mandatory packaging data and 3R plans to the NEA since 2022.

### Reduce

The Group aims to reduce plastic and paper usage. We are exploring the reduction of plastic packaging thickness for some of our products. For example, Gardenia Singapore, a signatory to the Singapore Packaging Agreement, started to reduce the packaging thickness for some *Gardenia* products since 2022. This initiative has resulted in a reduction of about 4,669 kg of plastic from FY2022 to FY2024. Gardenia Singapore plans to extend these reductions to more *Gardenia* products in FY2025.

As part of its ongoing commitment to reducing plastic use in product packaging, Ben Foods Singapore is transitioning to more sustainable packaging solutions. Since FY2022, its *Cowhead UHT Milk* 200ml products were packaged with paper straws instead of plastic straws. For its *Cowhead* pancake range, BFS has phased out the white plastic-wire clips in October 2024, replacing them with non-plastic, paper-wire alternatives.

Gardenia Singapore has also encouraged consumers to ‘go green’ by distributing reusable non-woven shopping bags and reusable sandwich boxes with purchase of selected *Gardenia* loaves.

The Group is transitioning to paperless transactions to reduce paper consumption and wastage.

### Reuse

In addition to reducing the amount of food waste produced, the group is also focusing on increasing its reuse. In FY2024, BMA donated approximately 151 tonnes (FY2023: 121 tonnes) of edible bread and pastry dough waste to local farmers. The waste is utilised as animal feed. Gardenia Philippines has diverted more than 15,000 tonnes of bread waste to fish meal

in FY2024. During the year, Gardenia Singapore continued to work with several local start-ups, such as Less & Co, which upcycles unsold bread into beverages for Food Service and Retailers, and Prefer, which produces bean-free coffee. Since December 2024, Gardenia Singapore has also commenced on a community project to provide market surplus bread every week to beneficiaries of the Food From The Heart organisation and It’s Raining Raincoats.

### Recycle

The Group aims to recycle the cardboard and plastic we use. We have set up recycling programmes where we collect corrugated board and plastic waste from our factories and warehouses, and send them to recycling plants. In FY2024, Ben Foods Singapore recycled approximately 89 tonnes of corrugated cardboard, 8 tonnes of plastic and 0.4 tonnes of paper. Since FY2017, BMA has been recycling the cardboard waste it generates. In FY2024, it recycled approximately 64 tonnes. To reduce cardboard usage, BMA also introduced reusable food grade plastic crates in its production facility instead of using cardboard cartons. Gardenia Philippines also continued their waste segregation processes to divert recyclable materials away from landfill.

The Group is currently working towards collecting waste generation data from our operations.



*Ben Foods Singapore is transitioning to more sustainable packaging solutions, such as use of paper straws instead of plastic straws for Cowhead UHT milk range, as well as use of paper-wire clips instead of plastic-wire clips for Cowhead Pancakes range.*



## SUSTAINABILITY REPORT

### Key case study

Since FY2023, Gardenia Philippines, through its partner facility, started to recycle product packaging into school chairs, which are then donated to local schools. This innovative approach not only reduces packaging waste, but also provides school-going children with valuable classroom furniture. To-date, Gardenia Philippines has donated 300 school chairs. In FY2024, Gardenia Philippines partnered with local government units to broaden the impact of the plastic collection drive within local communities, resulting in an estimated collection of almost 2,200 kg of plastics. The plastics can be recycled to make more than 70 school chairs, which are scheduled for donation to schools in FY2025.

### Water Management

[GRI 3-3, 303-2]

Water is a fundamental resource in the food industry. Our bakery operations are heavily reliant on water consumption for the manufacturing of its products. Hence, it is vital that we monitor and manage our water consumption to avoid depletion of a local resource. To optimise water usage within their operations, Gardenia Philippines has invested in water conservation technologies. The Group's factory in Johor also harvests rainwater for toilet flushing.

The Group is currently working towards collecting water consumption data from our operations.

In our operations, we discharge wastewater. We are committed to adhering to the applicable regulations and wastewater requirements of local authorities when discharging wastewater to the sewers. At our bakeries, oil interceptors and strainers are used to prevent oil, grease, or sludge from entering the sewers. The interceptors are inspected, cleaned, and regularly maintained. Where required by the local authorities, testing and monitoring of standard effluent parameters are performed at an accredited laboratory, and test reports are submitted to the respective local authorities. These tests encompass critical factors such as pH value, discharge temperature, oil and grease content, biological oxygen demand, and total suspended solids.



In FY2024, Gardenia Philippines collected almost 2,200 kg of plastics, which can be recycled to make school chairs.

# SUSTAINABILITY REPORT

## PEOPLE

At the heart of our corporate responsibility and sustainability efforts lies the unwavering commitment to the safety and well-being of our employees. Recognising that a healthy, safe, and fulfilled workforce is fundamental to productivity and innovation, we invest in nurturing employees' development and providing a safe working environment. This holistic approach not only encourages our employees to stretch their potential but also drives superior business performance, cementing the foundation for our Group's enduring success and resilience.

### Our People [Material Topic]

[GRI 2-7, 405-1]

#### Total Employees by Employment Type and Region

Year	2023			2024		
	Full time contract	Part time contract	Total	Full time contract	Part time contract	Total
Philippines	4,522	–	4,522	4,539	–	4,539
Singapore	659	3	662	623	2	625
Malaysia	4,661	–	4,661	4,700	–	4,700
Australia	150	–	150	93	76	169
	9,992	3	9,995	9,955	78	10,033

#### Total Employees by Gender

Year	2024	
	Employees by gender	% of total employees by gender
Male	7,955	79.3%
Female	2,078	20.7%
Total	10,033	100.0%

#### Total Employees by Age

Year	2024	
	Employees by age group	% of total employees by age group
Under 30 years old	2,987	29.8%
30 to 50 years old	6,218	62.0%
Over 50 years old	828	8.2%
Total	10,033	100.0%

# SUSTAINABILITY REPORT

## Occupational Health and Safety (“OHS”)

[GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6]

Creating a high-quality working environment is essential for QAF Group’s continued success. Inadequate health and safety procedures lead to higher injury rates and lost workdays, and can adversely affect employee performance and disrupt our operations. The Group is committed to creating a healthy, safe, and inclusive workplace that supports the well-being of our employees.

To support this commitment, we have established OHS policies at all our bakeries. This year, two major D&W subsidiaries, Ben Foods Singapore and NCS Cold Stores, also implemented OHS policies. Our OHS policies and procedures comply with the local OHS regulations of the respective countries in which we operate, and aim to reduce or minimise workplace hazards and occupational illnesses. We identify and assess work-related hazards and risks through a risk assessment conducted for new processes and activity at least once every 3 years. A hierarchy of controls is employed to manage potential hazards and reduce risks. The controls include Elimination (physically removing the hazard), Substitution (replacing the hazard), Engineering Controls (isolating people from the hazard), Administrative Controls (changing the way people work), and wearing of Personal Protective Equipment. Where required, our manufacturing facilities are also subject to audits or inspections by the local Safety and Health regulators or external vendors at least once every 3 years.

We have established Safety Committees which conduct meetings on a regular basis to discuss workplace hazards, injuries and any safety-related concerns. The committees discuss preventive and corrective actions for safety incidents and other necessary precautionary measures to prevent these incidents happening in the future. As an additional safeguard, employees can confidentially report safety concerns without fear of retaliation, in line with the Group’s Whistleblowing Policy.

We also provide OHS training for employees in areas such as Workplace Safety and Health, Occupational First Aid, Forklift Safety, Chemical Handling, Safe Driving, Fire Fighting, Emergency Response, Scaffold Awareness, Safety in Confined Spaces, and Safety when Performing Work at Height. Such training is conducted at least once every 2 years so that our employees are equipped with the knowledge to perform their duties in a safe manner and know how to respond effectively to emergencies or workplace accidents.

OHS initiatives implemented at some of our bakery facilities include:

- Employees working in areas with high noise levels are provided with hearing protection to reduce noise exposure. Production employees also undergo mandatory annual audiometric examinations to monitor their hearing health.
- Other Personal Protective Equipment, such as safety harness, safety shoes, gloves and goggles, are also provided for production employees.
- Chemical health risk assessments were also performed to assess the level of chemicals which our employees are exposed to, and to assess the effectiveness of personal protective equipment to reduce or eliminate employees’ risks of chemical exposure.

### Key case studies

#### 1) Philippines

- In FY2024, Gardenia Philippines conducted Mandatory Eight-hour Safety and Health (“**MESH**”) training, which were attended by 199 employees. This programme, which is conducted monthly by in-house safety officers for all plant-based employees, covered topics such as safety behaviour awareness, personal protective equipment, accident investigation, material safe handling, machine and electrical safety, emergency preparedness, hazard identification, risk assessment and control, and ergonomics.
- At Gardenia Philippines, the flooring is slip-resistant and walkways are kept clear. To reduce temperature inside the plants and prevent heat stress for employees, roofs at 2 plants in the Philippines were repainted to a white colour during the year.



Gardenia Philippines organised MESH training for plant-based employees.

# SUSTAINABILITY REPORT

## 2) Singapore

- Gardenia Singapore organises an annual Defensive Safety Training course for the delivery team to equip them with the techniques to mitigate potential road hazards.
- First aid kits are provided at all departments and Automated External Defibrillator machines are also placed within the company premises for emergency cardiac situations.
- In recognition of its commitment to workplace safety, Gardenia Singapore is also accredited with BizSAFE Level 4 by the Workplace Safety and Health Council.
- As part of our Workplace Health and Safety initiative, we have organised 2 workshop sessions on Fire Safety and Simplified CPR+AED at QAF corporate office.

### Access to Healthcare Services

The Group prioritises the physical and mental health of our employees by providing employees with easy access to both occupational and non-occupational health services. In Singapore, Malaysia, and the Philippines, employees have access to panel clinics and are covered under our group hospital and medical insurance plans.

### Supporting Employee well-being

Throughout the year, the Group also implemented various initiatives targeted at addressing employee well-being.

Key initiatives to support employees' physical well-being include:

#### Philippines

- Gardenia Philippines has an on-site clinic where employees can seek a consultation with the company physician. The company nurse is also available on day and night shifts. Gardenia Philippines also has an ambulance on standby, so that transport to medical facilities is readily available where necessary. Free flu vaccinations are also provided for employees.

## Singapore

- During the year, Gardenia Singapore organised two rounds of complimentary health screening for all its employees. It also distributed goodie bags comprising supermarket vouchers and food items, to all employees for Lunar New Year and Singapore's National Day celebrations to help staff defray the rising cost of living. Inhouse catering food and wholemeal bread are provided as complimentary meals to all staff. In addition, meal allowances are also provided to staff who are not based in offices.
- A health screening workshop was conducted for NCS Cold Stores and QAF Fruits employees in November 2024.

## Australia

- Bakers Maison Australia conducts biennial fitness-to-work assessments for its employees. Free flu vaccinations are also provided to employees. BMA also introduced discounted fresh fruit and juices for employees via its onsite café, to support employee health & well-being. BMA celebrated International Harmony Day with a multicultural feast, whereby all administrative, logistics and production staff brought home-cooked meals to share and celebrate their heritage and cultural background, driving inclusiveness and engagement across the team.



*BMA celebrated International Harmony Day with a multicultural feast, whereby all administrative, logistics and production staff brought home-cooked meals to share and celebrate their heritage and cultural background.*



## SUSTAINABILITY REPORT

### Malaysia

- Gardenia Malaysia organised the Gardenia All-Stars Treasure Hunt 2024. The main objective of the programme was to encourage teamwork among employees, as well to boost employee morale and create better engagement. The programme also provided side activities for the staff family members to enjoy the day while their spouses were 'hunting'. It was a rewarding day of fun and celebration fueled by great teamwork and great prizes.
- Since September 2024, Farmland Malaysia started organising bi-monthly badminton sessions which are open to all employees. This initiative is aimed at promoting physical activity, reducing stress and fostering stronger interpersonal bonds among employees.

Key initiatives to support employees' mental well-being include:

### Philippines

- Gardenia Philippines provided webinars focusing on improving one's mental health and well-being. It also implemented "Wellness Week" activities to educate and promote the positive effects of health and wellness within the workplace.

### Singapore

- During the year, Gardenia Singapore conducted three Mental Wellness and Fatigue Management sessions to educate employees on the importance of maintaining mental well-being and managing fatigue effectively.



All BMA employees were updated on the EAP programme that is available to access at any time, and the importance of mental health and support networks was discussed.

The sessions were facilitated by Concord Associates Pte Ltd. These sessions covered recognising signs of fatigue, managing workplace stress, building resilience, achieving work-life balance, incorporating practical techniques like mindfulness, breathing exercises, and time management. Interactive discussions and case studies encouraged collaboration and real-world application of strategies, particularly benefitting employees in high-pressure roles.

### Australia

- To address mental health concerns, Bakers Maison Australia has an Employee Assistance Programme ("EAP") in place. All employees have full day access to an EAP provider, Acacia. Acacia provides mental health support, coaching and advice on a range of personal issues. In September, BMA invited a member of the Acacia team to the BMA site for "R U OK Day". All BMA employees were updated on the EAP programme that is available to access at any time, and the importance of mental health and support networks was discussed.

### Malaysia

- In 2024, Gardenia Malaysia organised a series of Mental Health Wellness training to employees from clerical to managerial levels. The sessions were conducted by Dr. Annathurai Ranganathan, a distinguished HRDF certified Trainer with expertise in psychology. During the sessions, Dr. Annathurai shared his knowledge and experience on mental health and healthy lifestyle with almost 150 Gardenia Malaysia staff.



In 2024, Gardenia Malaysia organised a series of Mental Health Wellness training for almost 150 staff.



# SUSTAINABILITY REPORT

## Employee Training and Development

[GRI 3-3, 404-1, 404-2, 404-3]

Employee competency is enhanced through continuous training. We believe in providing adequate training opportunities to empower our staff with the right skills and expertise needed to excel both professionally and personally.

Our training programmes, organised to equip employees with essential technical and soft skills, are delivered by in-house trainers, subject matter experts, or external training providers. By providing the right training, we not only improve our employees' professional performance but also enhance their overall personal development.

### Average hours of Employee Training by Gender

Year	2024	
Gender	Training Hours	Average Training Hours per Employee
Male	42,146	5.3
Female	16,077	7.7
<b>Total</b>	<b>58,223</b>	<b>5.8</b>

### Percentage of employees receiving regular performance and career development reviews by Gender

Year	2024	
Gender	Employees Receiving Performance review	% of total employees receiving a Performance Review
Male	3,573	44.9%
Female	1,531	73.7%
<b>Total</b>	<b>5,104</b>	<b>50.9%</b>

Training programmes conducted during the year by entities under the Group include:

#### Philippines

Gardenia Philippines has 3 main types of employee training programmes:

- The Building Blocks Training Programmes, which encompass training for new hires, soft skills development, and updates on government and regulatory requirements. Participation in these training programmes is mandatory for all employees.
- The Expert's Track Training Programmes, which are designed to enhance the specific functional or technical expertise of employees.
- The Leader's Track Training Programmes, which are focused on building the leadership capabilities of supervisors, senior supervisors, and assistant managers.

## SUSTAINABILITY REPORT

### Malaysia

- During the year, targeted professional development programmes were initiated for two Farmland Malaysia employees:
  - o Quality Assurance (“**QA**”): One QA employee was nominated to attend a Bakery course in Thailand conducted by UFM Baking and Cooking School. The course was a specialised 42 days training programme designed to deepen technical expertise within the bakery industry.
  - o Human Resources (“**HR**”): One HR personnel was selected to attend a professional course focused on HR practices, which will support skill-building in strategic HR management and strengthen the department’s overall capabilities.
- Gardenia Malaysia continues its focus on team building. During the year, a team bonding programme was organised for more than 90 employees. The programme was conducted over three sessions at Malacca and Port Dickson, Negeri Sembilan:
  - o The first and second session, “Poka-Yoke team Enhancement Programme – Minimise Human Error and Downtime”, was attended by operations staff from officer to managerial levels in the Production, Research & Development, Quality Assurance, and Engineering Departments. Poka Yoke, a Japanese concept, is a lean manufacturing methodology aimed at preventing errors or mistakes in production.
  - o The third session, “Harnessing Excellent Individual & Group Towards High Performance Team”, was organised for non-operation staff from non-officer to managerial levels. Activities focused on a group of individuals working together to achieve a set of goals, with leaders and members transforming their group into a team resulting in improved quality, productivity and work environment.



During the year, a team bonding programme was organised by Gardenia Malaysia for more than 90 employees.

## SUSTAINABILITY REPORT

### Singapore

- Gardenia Singapore employees attended courses related to Food Safety, Hygiene, and Allergen Management, Defensive Driving, Mental Wellness and Fatigue Management, Workplace Safety and Sustainability Awareness. The sustainability-focused workshops covered topics such as waste reduction, energy efficiency, and environmentally conscious practices to align operations with global sustainability goals.
- Employees from the Distribution & Warehousing business attended courses related to workplace safety and health, food safety, first aid, operating of scissor lift, as well as GST Workshop.

### Australia

- Selected BMA employees from the Logistics, Finance, Production, and Supply and Demand functions attended intermediate and advanced Microsoft Excel training to enhance their skills in analysis and reporting.

Additionally, selected employees participated in leadership and other role-specific trainings throughout the year. The trainings covered a range of topics including food safety refresher, technology updates, personal development, and forecasting and demand management.

# SUSTAINABILITY REPORT

## PEACE AND PARTNERSHIPS

QAF believes in creating positive social impact for the less fortunate and fostering strong ties within the communities in which we operate. The Group actively supports initiatives that benefit the communities tied to our business, engaging in various philanthropic, community, and charitable efforts, as well as investing in the well-being of future generations. These initiatives demonstrate our ongoing dedication to creating lasting social good.

### Supporting Philanthropic, Community and Charitable Causes

In FY2024, *Gardenia* products were donated by the Group to the community, benefitting more than 3.2 million households. Through these donations, we have supported charitable organisations, students, frontline workers, lower income groups and vulnerable individuals.

The key philanthropic, community and charitable causes which we contributed to include the following:

#### Key bread and other donation programmes



- Gardenia Philippines' Daily Bread Nutrition Programme, which donated more than 1.7 million packs of bread and other products to about 3,000 charitable organisations in various parts of the Philippines. The Gardenia Philippines' Nutrition Assistance Programme donated over 39,000 units of products to almost 1,600 public elementary school students.
- Gardenia Malaysia's initiative to provide breakfast to students sitting for the Sijil Pelajaran Malaysia examination. In 2024, Gardenia Malaysia distributed approximately 34,590 units of *Gardenia* products to more than 6,000 students at over 30 schools. Gardenia Malaysia's Bag-2-School Programme, an annual programme to help under-privileged students prepare for the new school term, has benefitted more than 1,500 students in FY2024.
- Gardenia Singapore donated over 46,000 *Gardenia* loaves and buns to the community. Beneficiaries include less fortunate households, healthcare organisations, social service agencies, community services centres, NGOs, as well as workers in the public service sector and migrant workers.
- BFS donated 800 boxes of *Cowhead Assorted Tartlets* and *Cowhead Gold Bite Egg Cookies* to support "Gift from the Heart", an annual initiative by the Food, Drinks, and Allied Workers Union to help lower-income members. BFS also supported Wild Rice and Nanyang Academy of Fine Arts in their fund raising by donating \$9,000 and \$10,000 respectively.
- BMA also contributed products to the Sydney French Open, helping raise over A\$20,000 for Redkite charity, an organisation supporting families facing childhood cancer.



*Gardenia* Malaysia's Bag-2-School Programme, an annual programme to help under-privileged students prepare for the new school term, has benefitted more than 1,500 students in FY2024.



## SUSTAINABILITY REPORT

### Disaster relief and recovery support for local communities



- In 2024, Gardenia Philippines provided immediate food relief to Filipinos affected by natural calamities and disasters. Through its Quick Response programme, Gardenia Philippines distributed more than 193,000 units of *Gardenia* products to families and individuals affected by typhoons and different incidents of fires and floods in various parts of the Philippines.
- In 2024, Gardenia Malaysia continued to collaborate with the Social Welfare Department to distribute more than 180,000 units of *Gardenia* products to the communities in affected areas and at the relief centres in Johor, Pahang, Kelantan and Terengganu.

### Development of future generations through nurturing young talents



- Gardenia Malaysia offered internship positions to 20 local university students from various fields to equip them with real-life working experience so that they will be better prepared to join the workforce in the future. Gardenia Singapore also offered internship positions in the R&D department to two students from local polytechnics. The interns were provided with hands-on baking experience.

### Support for an inclusive community



- Gardenia Singapore supported the Singapore National Paralympic Council's Charity Walkathon, St. Andrew's Autism Centre's fund-raising walk, as well as The Purple Parade, which is a movement to celebrate the abilities of persons with disabilities. Gardenia Singapore raised awareness for the Purple Parade movement through a social media post encouraging consumers to pledge their support for persons with disabilities by joining The Purple Parade event to promote an inclusive society. During the year, Gardenia Singapore also supplied bread supply to Yellow Ribbon Singapore, a statutory board under the Ministry of Home Affairs that helps ex-offenders reintegrate into society.
- During the year, BMA continued its ongoing support for the local Broderick Gillawarna School for disabled primary school students, through the donation of iPads and school supplies for the students' usage.



Through its Quick Response programme, Gardenia Philippines distributed Gardenia products to families and individuals affected by natural calamities and disasters.



## SUSTAINABILITY REPORT

### Promoting Public Awareness on Mental Health

As a brand integral to many households, Gardenia understands the significance of the family as a pillar of society. Amidst rising mental health challenges, we are dedicated to fostering public knowledge on maintaining mental health through our brand's educational outreach.

Examples of our initiatives conducted during the year include:

#### Supporting Teenage Mental Health

Under the #GardeniaCares Wellness Begins at Home campaign, Gardenia Malaysia continued its collaboration with NobleDr+, a non-governmental organisation that promotes Mental Health Programme for teenagers at schools called #beMINDful. Its main goal is to provide more extensive awareness on making mental health a priority and reducing stigma, in line with the World Health Organisation's vision of "Make mental health for all a global priority". For 2024, the collaboration with NobleDr focused on providing screening and intervention for school students at Sekolah Jenis Kebangsaan Tamil. It also promoted awareness about mental health among parents and students, and encouraged more people to normalise speaking up about their mental health and be comfortable to seek help.



In 2024, Gardenia Philippines employee volunteers planted over 2,000 seedlings.

### Promoting Mental Health in the Workplace

To commemorate World Mental Health Day, Gardenia Singapore sponsored wholemeal bread to hospital staff at the Mental Wellness Fair organised by Mount Alvernia Wellness Centre, to show our support in encouraging conversation about mental health in the workplace.

### Caring for Our Environment

Since 2014, Gardenia Philippines has been actively engaged in tree planting activities. In 2024, employee volunteers planted over 2,000 seedlings. Additionally, Gardenia Philippines has been recognised by the Laguna Lake Development Authority as a "Pagkilala at Pasasalamat" (To Recognise and to Acknowledge) awardee for its invaluable contributions and unwavering support towards the organisation's campaigns, including coastal clean-up drives.



Gardenia Philippines has been recognised by the Laguna Lake Development Authority as an awardee for its invaluable contributions and unwavering support towards the organisation's campaigns, including coastal clean-up drives.

# SUSTAINABILITY REPORT

## PERFORMANCE SNAPSHOT AND TARGETS




[GRI 2-27, 205-3, 416-2, 417-2, G4 FP5]

QAF acknowledges the importance of setting targets in-line with our strategic aims. This year, we have reviewed our short-term targets and improved their robustness. We have also developed measurable mid-term Group targets.

● Short Term Targets (for FY2025)      ● Medium Term Targets (for FY2030)

FY2024 Targets	FY2024 Performance	Short/Medium-term Targets	Time horizon
<b>Material ESG Topic: Governance and Ethics (Ethical and Fair Business Practices)</b>			
Maintain zero confirmed incidents of corruption.	During the year, 3 incidents of employee misappropriation of company property were identified. Two employees were dismissed, and one was given a written final warning.	Zero confirmed cases of material corruption.  <i>GRI 205 defines "... Corruption includes practices such as bribery, facilitation payments, fraud, extortion, collusion, and money laundering"</i>	● ●
<b>Material ESG Topic: Governance and Ethics (Data Protection and Cybersecurity)</b>			
1. To conduct annual cybersecurity awareness training and assessment for all QAF subsidiaries.	1. Conducted annual cybersecurity awareness training and assessment for QAF and all its subsidiaries.	1. To continue annual cybersecurity awareness training and assessment for QAF and all its subsidiaries.	● ●
2. To conduct an annual simulated email phishing exercise for all QAF subsidiaries.	2. Conducted an annual simulated email phishing exercise for QAF and all its subsidiaries.	2. To continue an annual simulated email phishing exercise for QAF and all its subsidiaries.	● ●
		3. Zero incidences of reportable regulatory breaches of customer privacy in the key geographical locations of Singapore, Malaysia, Philippines and Australia.	● ●

## SUSTAINABILITY REPORT

FY2024 Targets	FY2024 Performance	Short/Medium-term Targets	Time horizon
<b>Material ESG Topic: Consumer Health and Safety (Product Responsibility)</b>			
<p>1. Maintain the FY2023 percentage of total production volume manufactured in sites certified by an independent third-party according to internationally recognised food safety management system standards.</p> <p>2. Zero incidents of non-compliance with applicable laws and regulations relating to food safety of its Bakery products, resulting in a fine or penalty or regulatory warning.</p>	<p>1. Percentage of total production volume manufactured in sites certified by an independent third-party according to internationally recognised food safety management system standards is maintained at 100% for Bakery segment.</p> <p>2. There was 1 incident of non-compliance with applicable laws and regulations relating to food safety and product information and labelling of its Bakery products, resulting in a “Stern Warning” issued by the Singapore Food Agency on 7 May 2024.</p> <p>An immediate corrective action was implemented with new printed packaging that includes all allergen statements. The transition to the new packaging was completed by the end of May 2024.</p>	<p>1. Maintain the percentage of total production volume manufactured in sites certified by an independent third-party according to internationally recognised food safety management system standards at 100% for Bakery segment.</p> <p>2. Zero incidents of non-compliance with applicable laws and regulations relating to food safety of its Bakery products, resulting in a fine or penalty or regulatory warning.</p> <p>3. Zero incidents of non-compliance with applicable laws and regulations relating to product information and labelling of its Bakery products, resulting in a fine or penalty or regulatory warning.</p>	<p></p> <p></p> <p></p>

## SUSTAINABILITY REPORT

FY2024 Targets	FY2024 Performance	Short/Medium-term Targets	Time horizon
<b>Material ESG Topic: Consumer Health and Safety (Promoting Healthy Eating and Lifestyles)</b>			
<ol style="list-style-type: none"> <li>Gardenia Singapore aims to develop more variants of healthier and innovative products that keep up with changing market demands. It will continue to actively promote the health benefits of its range of wholemeal and multi-grain products to consumers.</li> <li>Gardenia Philippines aims to continue producing more innovative and healthier product offerings for different target markets.</li> </ol>	<ol style="list-style-type: none"> <li>Gardenia Singapore launched the <i>Gardenia Nutri-Ace Hearty Oat Wholemeal Loaf</i>, a low in sugar loaf which is high in dietary fibre and contains Beta-Glucan. It also contains Protein, Iron and Vitamin B1, B2 and B3.  Gardenia Singapore worked with various organisations such as Health Promotion Board, Singapore, Diabetes Singapore, Raffles Hospital, Singapore Cancer Society and Khoo Teck Puat Hospital to educate and encourage consumers to increase their intake of wholegrains. This is done through sponsorship of events such as “World Obesity Day”, “World Heart Day” and “World Cancer Day” where complimentary wholemeal or multi-grain products were provided.</li> <li>Gardenia Philippines launched the <i>HealthiGrain® Multigrain Loaf</i>, a healthy bread which combines the wholesome benefits of 10 grains such as chia seeds, sunflower seeds, oat grains, and barley. The loaf is high in Vitamin D3, Vitamin E and Folate and a source of Vitamin A, Zinc and Fiber.  It also launched the <i>NeuBake Econo Wheaten Bread</i> in 375g, an addition to the existing 560g loaf. The loaf is high in Iron and a source of Fiber, Calcium, Vitamin A and Vitamin B3.</li> </ol>	<ol style="list-style-type: none"> <li>The Group plans to develop at least 1 new variant of healthier products such as wholemeal or multi-grain products.</li> <li>Continue to conduct or support educational activities aimed at encouraging healthy eating habits among consumers.</li> </ol>	<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>

## SUSTAINABILITY REPORT

FY2024 Targets	FY2024 Performance	Short/Medium-term Targets	Time horizon
<b>Material ESG Topic: Consumer Health and Safety (Promoting Healthy Eating and Lifestyles)</b>			
<p>3. GBKL will concentrate on the existing range of healthy grain products that was relaunched in 2023, such as <i>Breakthru</i> and <i>Gourmet Selections</i>. We will continue creating awareness campaigns towards promoting healthy eating habits. This includes continuing the 8CTIVE School Tour 2.0 – Excellence Programme “Balanced Nutrition, Excellent Students”, a programme endorsed by the Ministry of Education. In 2024, we plan to visit more schools across Peninsular Malaysia and target to reach around 83,000 students. The students will be educated on healthy eating habits and the programme will also include some physical games plus a sample of <i>Breakthru</i> bread for them to take home.</p>	<p>3. GBKL continued creating awareness campaigns towards promoting healthy eating habits. This included continuing the 8CTIVE™ School Tour. The main objective was to educate students on a healthy diet. The tour was conducted at 50 secondary schools, reaching out to over 82,000 students. A talk on healthy diet and lifestyle was conducted and students were distributed with free sample packs of the <i>Gardenia Breakthru Bran &amp; WheatGerm Bread</i>. Students also participated in a contest called Resepi Sihat (Healthy Recipe) which they had to create a video on a healthy recipe.</p>		
<b>Material ESG Topic: Resource Management</b>			
<p>1. Maintain no incidents of material non-compliance with the applicable regulations and wastewater requirements of the local authorities in respect to the water quality discharge.</p> <p>2. Complete additional installations of solar energy at QAF Group facilities.</p>	<p>1. There were no incidents of material non-compliance with the applicable regulations and wastewater requirements of the local authorities in respect to the water quality discharge.</p> <p>2. In Q4 2023, QAF Fruits installed 2,800 sqm of solar panels, which became operational in January 2024.</p>	<p>1. Maintain no incidents of material non-compliance with the applicable regulations and wastewater requirements of the local authorities in respect to the water quality discharge.</p> <p>2. Complete additional installations of solar energy at QAF Group facilities.</p> <p>3. Achieve a 4.5% reduction in energy consumption per metric tonne of sales volume by FY2030, with a baseline year of FY2023.</p> <p>4. Achieve a 1% reduction in mobile fuel consumption per metric tonne of sales volume by FY2030, with a baseline year of FY2023.</p>	<p>● ●</p> <p>● ●</p> <p>●</p> <p>●</p>



## SUSTAINABILITY REPORT

FY2024 Targets	FY2024 Performance	Short/Medium-term Targets	Time horizon
<b>Material ESG Topic: Our People</b>			
<i>Employee Training and Development</i>			
<ol style="list-style-type: none"> <li>Gardenia Singapore will conduct an annual departmental training plan to review the training requirements of its employees.</li> <li>BMA will invest in the education and development of its people to build their knowledge, skills, and capabilities.</li> <li>Gardenia Philippines will continue with the semi-annual competency assessment of employees, as the basis for both Departmental and Annual Training Plans.</li> <li>GBKL, BMM &amp; Millif will continue in-house training on Food Handler, Operational Prerequisite Programme/ Critical Control Point training and comprehensive induction programme that cover food safety topics, Halal Awareness, safety at workplace and security induction.</li> </ol>	<ol style="list-style-type: none"> <li>Gardenia Singapore conducted an annual departmental training plan to review the training requirements of its employees.</li> <li>BMA invested in the education and development of its employees to build their knowledge, skills and capabilities.</li> <li>In FY2024, Gardenia Philippines continued with the semi-annual competency assessment of employees, as the basis for both Departmental and Annual Training Plans.</li> <li>GBKL, BMM and Millif continued in-house training on Food Handler, Operational Prerequisite Programme/ Critical Control Point training and comprehensive induction programme that covered food safety topics, Halal Awareness, safety at workplace and security induction.</li> </ol>	<ol style="list-style-type: none"> <li>QAF Group will maintain current level of training hours per employee whilst introducing new initiatives to increase overall hours.</li> <li>Conduct yearly performance and career development review for eligible employees.</li> <li>Achieve an average of 15 training hours for all employees (yearly).</li> </ol>	<p>●</p> <p>● ●</p> <p>●</p>

## SUSTAINABILITY REPORT

FY2024 Targets	FY2024 Performance	Short/Medium-term Targets	Time horizon
<b>Material ESG Topic: Our People</b>			
<i>Occupational Health and Safety</i>			
<p>1. BMA will continue to run in-house first aid training, food safety refresher training and fire safety training. Monthly Workplace Health and Safety (“WHS”) committee meetings will be conducted to review safety concerns and near-miss incidents.</p> <p>2. Gardenia Singapore will continue to organise in-house Occupational First Aid training for its employees and refresher Food Hygiene/ Hazard Control Plan and Food Allergy training for its production workers. It will conduct Workplace Safety and Health training for different groups of employees and organise annual audiometric examination tests for production workers.</p> <p>3. Gardenia Philippines will conduct Basic Occupational Safety and Health (“BOSH”) training for all newly hired employees as mandated by the labour and employment department of the Philippines.</p>	<p>1. BMA ran in-house first aid training, food safety refresher training and fire safety training. BMA also conducted monthly WHS committee meetings to review safety concerns and near-miss incidents that occurred during the month and took all necessary corrective action.</p> <p>2. Gardenia Singapore continued to organise Occupational First Aid training for its employees and refresher Food Hygiene/ Hazard Control Plan and Food Allergy training for its production workers. It also conducted Workplace Safety and Health training for different groups of employees and organised annual audiometric examination tests for production workers.</p> <p>3. Gardenia Philippines conducted BOSH training for all newly hired employees as mandated by the labour and employment department of the Philippines.</p>	<p>1. BMA will continue to run in-house first aid training, food safety refresher training and fire safety training. Monthly WHS committee meetings will be conducted to review safety concerns and near-miss incidents.</p> <p>2. Gardenia Singapore will continue to organise Occupational First Aid training for its employees and refresher Food Hygiene/ Hazard Control Plan and Food Allergy training for its production workers. It will continue to conduct Workplace Safety and Health training for different groups of employees and organise annual audiometric examination tests for production workers.</p> <p>3. Gardenia Philippines will conduct BOSH training for all newly hired employees as mandated by the labour and employment department of the Philippines.</p>	<p>●</p> <p>●</p> <p>●</p>

## SUSTAINABILITY REPORT

FY2024 Targets	FY2024 Performance	Short/Medium-term Targets	Time horizon
<b>Material ESG Topic: Our People</b>			
<i>Occupational Health and Safety</i>			
<p>4. GBKL, BMM &amp; Millif will again conduct in-house Emergency Preparedness, Fire Fighting and Hazard Identification, Risk Assessment and Risk Control training for Safety Committee Members and Emergency Response Team Members. We will also organise Chemical Handling training and Hearing Conservation Programme for our different groups of operation staff. Additionally, annual audiometric tests will also be conducted for operation staff.</p>	<p>4. GBKL, BMM &amp; Millif conducted in-house Emergency Preparedness, Fire Fighting and Hazard Identification, Risk Assessment and Risk Control training for Safety Committee Members and Emergency Response Team Members. We also organised Chemical Handling training and Hearing Conservation Programme for our different groups of operation staff. Additionally, annual audiometric tests were also conducted for operation staff.</p>	<p>4. GBKL, BMM &amp; Millif will continue to conduct in-house Emergency Preparedness, Fire Fighting and Hazard Identification, Risk Assessment and Risk Control training for Safety Committee Members and Emergency Response Team Members. We will also continue to organise Chemical Handling training and Hearing Conservation Programme for our different groups of operation staff. Additionally, annual audiometric tests will also be conducted for operation staff.</p> <p>5. Farmland Malaysia will conduct quarterly WHS committee meetings to review and improve work health and safety practices. It will also conduct annual in-house emergency preparedness and fire-fighting drill.</p> <p>6. Monthly WHS committee meetings will be held by BFS and NCS to assess and enhance workplace health and safety practices. BFS and NCS will also conduct monthly fire safety inspections and two fire drills per year.</p>	<p>●</p> <p>●</p> <p>●</p>

# SUSTAINABILITY REPORT

## APPENDICES

### Definitions, Boundaries and Methodologies

[GRI 2-2, 2-7, 302-1, 302-3, 305-1, 305-2, 305-4, 403-1, 416-2, G4 FP5]

#### Boundaries for Sustainability Report (unless otherwise defined in the specific sections)

Entity	Location	Segment
QAF Limited	Singapore	Corporate Office ("QAF HQ")
Gardenia Foods (S) Pte Ltd (" <b>Gardenia Singapore</b> " or " <b>GFS</b> ")	Singapore	Bakery
Gardenia Bakeries (Philippines) Inc. (" <b>GBPI</b> ") Philfoods Fresh-Baked Products Inc. Nutribaked Food Products Inc. Nutrimax Fresh-Baked Inc. Vitabread Food Products Inc. (collectively " <b>Gardenia Philippines</b> ")	Philippines	Bakery
Gardenia Bakeries (KL) Sdn Bhd* (" <b>GBKL</b> ") Bakers Maison (M) Sdn Bhd (" <b>BMM</b> ") Farmland Bakery (M) Sdn Bhd (" <b>Farmland Malaysia</b> " or " <b>FLM</b> ") Millif Industries Sdn Bhd (" <b>Millif</b> ")	Malaysia	Bakery
Bakers Maison Pty Ltd (" <b>Bakers Maison Australia</b> " or " <b>BMA</b> ")	Australia	Bakery
Ben Foods (S) Pte Ltd (" <b>Ben Foods Singapore</b> " or " <b>BFS</b> ") NCS Cold Stores (S) Pte Ltd (" <b>NCS Cold Stores</b> ") QAF Fruits Cold Store Pte Ltd (" <b>QAF Fruits</b> " or " <b>QAFF</b> ")	Singapore	Distribution and Warehousing (" <b>D&amp;W</b> ")

#### Energy

- This report covers non-renewable electricity consumption (purchased electricity), renewable electricity consumption (solar generation) and non-renewable fuel consumption (natural gas, diesel use and liquified petroleum gas).
- Total energy consumption within the organisation is calculated in Joules and presented under the categories of 'production and operations' and 'transport-related activities'.
- The conversion factor used to convert kilowatt-hours (kWh) to terajoules (TJ) is 3.6e-6.
- Energy intensity is derived by taking total energy consumption from production and operations activities (in terajoules) divided by the total production volume (in MT). This offers a representation of energy efficiency specifically in our primary business activities. The production volume used for bakery is 178,027.17 MT and for GBKL is 138,418.23 MT.
- As production volume is not relevant in the context of Distribution and Warehousing segment and QAF HQ, disclosure of intensity cannot be provided.

#### GHG Emissions

- The GHG emissions are reported in accordance with the guidelines outlined in the GHG Protocol Corporate Accounting and Reporting Standard. Our methodology employs the operational control approach, where we take responsibility for GHG emissions from operations under its direct control. CO<sub>2</sub>e emissions are estimated based on the conversion factors from Intergovernmental Panel on Climate Change ("**IPCC**") Guidelines AR4 and 5 for National Greenhouse Gas Inventories.
- Direct (scope 1) and indirect (scope 2) emissions are included in the calculation. CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O is included in the calculation of the GHG emissions. Scope 2 emission uses a location-based method.

## SUSTAINABILITY REPORT

- Direct (scope 1) and indirect (scope 2) emissions are calculated in tonnes of CO<sub>2</sub> equivalent (“tCO<sub>2</sub>e”) and presented under the categories of ‘production and operations’ and ‘transport-related activities’.
- Direct (scope 1) and indirect (scope 2) emissions are included in the calculation of the GHG emissions intensity.
- Emission intensity is derived by taking total emissions from production and operations (in tCO<sub>2</sub>e) divided by the total production volume (in MT). This offers a representation of emission efficiency specifically in our primary business activities.
- For FY2024 data, the production volume used for emission intensity calculation is similar to that used for energy intensity calculation, which is 178,027.17 MT for bakery and 138,418.23 MT for GBKL.
- As production volume is not relevant in the context of Distribution and Warehousing segment and QAF HQ, disclosure of intensity cannot be provided.

### **GRI G4 FP5 (Percentage of production of volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards)**

- This report identifies the sites that have undergone third-party certification for internationally recognised food safety management system standards, considering the total production volume.
- The denominator is the total production volume of all the sites operated by the reporting organisation where products are manufactured.
- This report calculates the percentage in accordance with GRI G4 FP5 by dividing the production volume certified by an independent third party for internationally recognised food safety management system standards across all the Bakery entities of the reporting organisation where products are manufactured to get the percentage.

### **OHS**

- OHS Management Systems refers to a set of interrelated or interacting elements to establish an occupational health and safety policy and objectives, and to achieve those objectives. This definition is based on the International Labour Organisation (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001.

### **Consumer Health and Safety**

- Incidents of non-compliance with regulations and/or voluntary codes concerns the direct health and safety impacts of products and services on consumers.

### **Employees**

- An individual who is in an employment relationship with the organisation. All employee data relates to the headcount as of 31 December 2024.



## SUSTAINABILITY REPORT

### Policies for Material ESG Topics

Material ESG Topics	Applicable to which entity?	Name of policy/procedure/check sheet
Consumer Health and Safety: Product Responsibility	<ul style="list-style-type: none"> <li>Gardenia Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Food safety policy</li> <li>Consumer Health and Safety Standard Operating Procedures (“<b>SOP</b>”)</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Good Manufacturing Practices (“<b>GMP</b>”) Agreement with plant-based employees</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Malaysia</li> <li>BMM</li> <li>Millif</li> </ul>	<ul style="list-style-type: none"> <li>Food safety policy</li> <li>GMP Systems Overview</li> </ul>
	<ul style="list-style-type: none"> <li>Farmland Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Food safety procedure</li> </ul>
	<ul style="list-style-type: none"> <li>Bakers Maison Australia</li> </ul>	<ul style="list-style-type: none"> <li>Quality Assurance Good Hygiene Practices &amp; GMP Check Sheet</li> </ul>
	<ul style="list-style-type: none"> <li>Ben Foods Singapore</li> </ul>	<ul style="list-style-type: none"> <li>New Products SOP</li> <li>Listing SOP</li> </ul>
Consumer Health and Safety: Promoting Healthy Eating and Lifestyles	<ul style="list-style-type: none"> <li>Gardenia Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Consumer Health and Safety SOP</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>New Product Development SOP</li> </ul>
Resource Management (Energy Management)	<ul style="list-style-type: none"> <li>Gardenia Malaysia</li> <li>BMM</li> <li>Millif</li> </ul>	<ul style="list-style-type: none"> <li>Energy Policy</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Energy Policy</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Energy Policy</li> </ul>
	<ul style="list-style-type: none"> <li>Farmland Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Energy &amp; Sustainability Policy</li> </ul>
Resource Management (Waste Management)	<ul style="list-style-type: none"> <li>Ben Foods Singapore</li> <li>NCS Cold Stores</li> </ul>	<ul style="list-style-type: none"> <li>Waste Management SOP</li> </ul>
	<ul style="list-style-type: none"> <li>Farmland Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Energy &amp; Sustainability Policy</li> <li>Waste Management SOP</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Waste Disposal Policy</li> <li>Baking of Dough Waste Policy</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Malaysia</li> <li>BMM</li> <li>Millif</li> </ul>	<ul style="list-style-type: none"> <li>Waste Disposal Policy</li> </ul>
Resource Management (Water Management)	<ul style="list-style-type: none"> <li>Gardenia Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Water Policy</li> </ul>
Our People (Occupational Health and Safety)	<ul style="list-style-type: none"> <li>Bakers Maison Australia</li> </ul>	<ul style="list-style-type: none"> <li>Work, Health &amp; Safety Policy</li> <li>Risk Management Policy and Procedure</li> <li>Safety and Emergency (Freezer and Chiller Areas)</li> <li>Monthly WHS Committee Meeting Policy &amp; Procedure</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Safety Manual</li> <li>Emergency Action Plan</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Employee health, safety and well-being SOP</li> </ul>

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Material ESG Topics	Applicable to which entity?	Name of policy/procedure/check sheet
	<ul style="list-style-type: none"> <li>Gardenia Malaysia</li> <li>BMM</li> <li>Millif</li> <li>Farmland Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Safety and Health Policy</li> </ul>
	<ul style="list-style-type: none"> <li>Ben Foods Singapore</li> <li>NCS Cold Stores</li> </ul>	<ul style="list-style-type: none"> <li>Safety and Health Policy</li> </ul>
Our People (Employee Training and Development)	<ul style="list-style-type: none"> <li>Gardenia Malaysia</li> <li>BMM</li> <li>Millif</li> <li>Farmland Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Training Policy</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Philippines</li> </ul>	<ul style="list-style-type: none"> <li>Training and Development Policy</li> </ul>
	<ul style="list-style-type: none"> <li>Gardenia Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Employee training and development SOP</li> </ul>

### Certifications

[GRI 416-1]

Name of entity	Name of internationally recognised quality or food safety certification
<ul style="list-style-type: none"> <li>Gardenia Bakeries (Philippines) Inc.</li> <li>Philfoods Fresh-Baked Products Inc.</li> <li>Nutribaked Food Products Inc.</li> <li>Nutrimax Fresh-Baked Inc.</li> <li>Vitabread Food Products Inc.</li> </ul>	<ul style="list-style-type: none"> <li>ISO 9001: 2015 Quality Management Systems</li> <li>HACCP certification</li> </ul>
<ul style="list-style-type: none"> <li>Gardenia Foods (S) Pte Ltd</li> </ul>	<ul style="list-style-type: none"> <li>ISO 22000: 2018 – Food Safety Management System</li> </ul>
<ul style="list-style-type: none"> <li>Gardenia Bakeries (KL) Sdn Bhd</li> <li>Bakers Maison (M) Sdn Bhd</li> <li>Millif Industries Sdn Bhd</li> </ul>	<ul style="list-style-type: none"> <li>ISO 22000: 2018 – Food Safety Management System</li> <li>HACCP certification</li> </ul>
<ul style="list-style-type: none"> <li>Farmland Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>Food Safety System Certification FSSC22000 v5.1, Food Manufacturing</li> </ul>
<ul style="list-style-type: none"> <li>Bakers Maison Australia</li> </ul>	<ul style="list-style-type: none"> <li>SQF Food Safety Code: Food Manufacturing Edition 9</li> <li>SQF Quality Code Edition 9</li> </ul>
<ul style="list-style-type: none"> <li>Ben Foods Singapore</li> <li>NCS Cold Stores</li> </ul>	<ul style="list-style-type: none"> <li>ISO 22000: 2018 – Food Safety Management System</li> </ul>
<ul style="list-style-type: none"> <li>Ben Foods Singapore</li> </ul>	<ul style="list-style-type: none"> <li>ISO 14001:2015 Receiving, Storage and Delivery of Frozen, Chilled, Dry food products, Alcoholic and other Beverages and Raw Meat Processing Operations</li> </ul>

# SUSTAINABILITY REPORT

## Memberships and Initiatives

[GRI 2-28]

Location	Name of Memberships
Singapore	<ul style="list-style-type: none"> <li>• GS1 Singapore Council</li> <li>• Singapore Manufacturers' Federation</li> <li>• Singapore Business Federation</li> <li>• Singapore Food Manufacturers' Association</li> <li>• Singapore Bakery &amp; Confectionery Trade Association</li> <li>• Singapore National Employers Federation</li> <li>• International Association of Refrigerated Warehouses – World Food Logistics Organisation (IARW-WFLO) Warehouse Membership</li> </ul>
Philippines	<ul style="list-style-type: none"> <li>• Employers Confederation of the Philippines, Inc.</li> <li>• European Chamber of Commerce</li> <li>• Filipino-Chinese Bakery Association, Inc.</li> <li>• Laguna International Industrial Park Association, Inc.</li> <li>• Makati Business Club</li> <li>• Philippine Marketing Association</li> <li>• People Management Association of the Philippines</li> <li>• Philippine Baking Industry Group</li> <li>• Philippine Chamber of Food Manufacturers, Inc.</li> <li>• Philippine Institute for Supply Management</li> <li>• Philippine Society for Talent Development</li> </ul>
Malaysia	<ul style="list-style-type: none"> <li>• Federation of Malaysian Manufacturers</li> <li>• Malaysia External Trade Development Corporation</li> <li>• Malaysian Investment Development Authority</li> <li>• SME Association of Malaysia (South Johor)</li> </ul>
Australia	<ul style="list-style-type: none"> <li>• Food Standards Australia New Zealand</li> <li>• New South Wales – Food Authority</li> <li>• Australian Institute of Food Science &amp; Technology</li> <li>• Canterbury-Bankstown Council</li> </ul>

Location	Name of External Initiative
Singapore	Singapore Packaging Agreement
Philippines	Philippine Integrity Initiative

# SUSTAINABILITY REPORT

## GRI Context Index

Statement of use	QAF Limited has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location: Report section	Page No.	
<b>GRI 2: General Disclosures 2021</b>	The organisation and its reporting practices			
	2-1	Organisational details	Annual Report 2024 (QAF Group), About this Report, Reporting Scope, QAF – At a Glance	Page 8-9, 31, 33
	2-2	Entities included in the organisation's sustainability reporting	Reporting Scope, Definitions, Boundaries and Methodologies	Page 31, 82
	2-3	Reporting period, frequency and contact point	About this Report, Reporting Framework, Feedback	Page 31
	2-4	Restatements of information	Planet	Page 61, 62
	Activities and workers			
	2-6	Activities, value chain and other business relationships	Annual Report 2024 (Operational Review), Reporting Scope, QAF – At a Glance	Page 17-28, 31, 33
	2-7	Employees	People, Definitions, Boundaries and Methodologies	Page 65, 83
	Governance			
	2-9	Governance structure and composition	Annual Report 2024 (Board of Directors), Sustainability Governance, Annual Report 2024 (Corporate Governance Report)	Page 10-14, 36, 91, 94-95
	2-10	Nomination and selection of the highest governance body	Annual Report 2024 (Corporate Governance Report)	Page 94-95, 97-98
	2-11	Chair of the highest governance body	Annual Report 2024 (Board of Directors)	Page 10
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	Page 36
	2-13	Delegation of responsibility for managing impacts	Sustainability Governance	Page 36
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	Page 36
	2-15	Conflicts of interest	Prosperity, Annual Report 2024 (Corporate Governance Report, Additional Information on Directors Seeking Re-Election)	Page 43, 92, 115, 203
	2-16	Communication of critical concerns	Stakeholder Engagement, Prosperity	Page 37-39, 43
	2-17	Collective knowledge of the highest governance body	Sustainability Governance	Page 36
	2-19	Remuneration policies	Annual Report 2024 (Corporate Governance Report)	Page 99-101
	2-20	Process to determine remuneration	Annual Report 2024 (Corporate Governance Report)	Page 99

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GRI Standard	Disclosure	Location: Report section	Page No.
	Strategy, policies, and practices		
	2-22 Statement on sustainable development strategy	Board Statement	Page 32
	2-25 Processes to remediate negative impacts	Prosperity	Page 43
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement, Prosperity	Page 37-39, 43
	2-27 Compliance with laws and regulations	Prosperity, Products and Process, Performance Snapshot and Targets	Page 43-44, 75-76, 78, 80
	2-28 Membership associations	Memberships and Initiatives	Page 86
	Stakeholder engagement		
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, Materiality Assessment	Page 37-39, 40
<b>GRI 3: Material topics 2021</b>	3-1 Process to determine material topics	Materiality Assessment	Page 40
	3-2 List of material topics	Material Mapping and Topic boundary	Page 41-42
<b>Material Topic: Economic performance</b>			
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Prosperity	Page 43
<b>Material Topic: Governance and Ethics (Ethical and Fair Business Practices)</b>			
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Prosperity	Page 43-44
<b>GRI 205: Anti-corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken	Performance Snapshot and Targets	Page 75
<b>Material Topic: Governance and Ethics (Data Protection and Cybersecurity)</b>			
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Prosperity	Page 44-45
<b>Material Topic: Consumer Health and Safety (Product Responsibility)</b>			
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Products and Process	Page 46
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Products and Process, Certifications	Page 46, 85
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Performance Snapshot and Targets, Definitions, Boundaries and Methodologies	Page 76, 83
<b>GRI 417: Marketing and Labelling 2016</b>	417-1 Requirements for product and service information and labelling	Products and Process	Page 46
	417-2 Incidents of non-compliance concerning product and service information and labelling	Performance Snapshot and Targets	Page 76
<b>GRI G4: Food Processing Sector Disclosures</b>	FP5 Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards	Performance Snapshot and Targets, Definitions, Boundaries and Methodologies	Page 76, 83



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GRI Standard	Disclosure	Location: Report section	Page No.
<b>Material Topic: Consumer Health and Safety (Promoting Healthy Eating and Lifestyles)</b>			
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Products and Process	Page 47-48
<b>Material Topic: Resource Management (comprising Energy Management, Waste Management and Water Management)</b>			
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Planet	Page 49-64
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	Planet, Definitions, Boundaries and Methodologies	Page 61, 82
	302-3 Energy intensity	Planet, Definitions, Boundaries and Methodologies	Page 61, 82
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Planet, Definitions, Boundaries and Methodologies	Page 62, 82-83
	305-2 Energy indirect (Scope 2) GHG emissions	Planet, Definitions, Boundaries and Methodologies	Page 62, 82-83
	305-4 GHG emissions intensity	Planet, Definitions, Boundaries and Methodologies	Page 62, 82-83
<b>GRI 303: Water and Effluents 2018</b>	303-2 Management of water discharge-related impacts	Planet	Page 64
<b>GRI 306: Waste 2020</b>	306-2 Management of significant waste-related impacts	Planet	Page 63
<b>Material Topic: Our People (comprising Occupational Health and Safety, Employee Training and Development)</b>			
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	People	Page 65-71
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	People, Definitions, Boundaries and Methodologies	Page 66-68, 83
	403-2 Hazard identification, risk assessment, and incident investigation	People	Page 66-68
	403-3 Occupational health services	People	Page 66-68
	403-4 Work participation, consultation, and communication on occupational health and safety	People	Page 66-68
	403-5 Worker training on occupational health and safety	People	Page 66-68
	403-6 Promotion of worker health	People	Page 66-68
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	People	Page 69
	404-2 Programmes for upgrading employee skills and transition assistance programmes	People	Page 69-71
	404-3 Percentage of employees receiving regular performance and career development reviews	People	Page 69
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	People, Annual Report 2024 (Corporate Governance Report)	Page 65, 94-95

