



DELIVERING WITH PURPOSE

Sustainability Report 2024





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Board Statement

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The Board of Directors of Delfi Limited ("Delfi") is pleased to present our eighth Sustainability Report ("SR 2024") which outlines our sustainability performance during the year and details our plans for the future as we continue creating sustainable value for our stakeholders and delivering it with purpose.

2024 was a year of uncertainty in both the sustainability and business environments. With considerable political turmoil globally – especially in the United States presidential election – and the resulting proliferation of political ideologies, a certain amount of scepticism has emerged around the integration of sustainability and climate change into business. In addition, compliance with sustainability regulations has also grown more challenging, with the release of new sustainability- and climate-related disclosure requirements. These challenges, coupled with the need to maintain profitability and competitiveness, require the company to maintain a delicate balance amongst these competing priorities. Despite these challenges, we remain committed to our Sustainable Value Creation philosophy. Delfi's view has always been that sustainability is not a superficial facet of our business, but rather, is inextricably linked to our operations and our long term business vitality and relevance. Sustainable business practices allow us to buttress ourselves against similar upheavals, including supply chain disruptions, climate-related events and changing customer preferences. At the same time, our ability to do good and advocate for sustainable impact is contingent on our financial success.

As we move forward, we acknowledge the need to undertake a more proactive approach to building business resilience against climate-related risks. We have continued to actively monitor and manage our climate-related risks and opportunities, establishing strong climate-related governance and further integrating these procedures into our risk management protocols. We have also charted a roadmap towards improving our climate-related disclosures to better align with the requirements of International Financial Reporting Standards ("IFRS") S1 and S2 as issued by the International Sustainability Standards Board ("ISSB").





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During the year, Delfi reviewed our list of material sustainable topics to further refine our focus on the key areas where we can make significant impacts. It was determined that the ten material matters from FY2023 remain of utmost importance to Delfi's overall sustainability strategy, with a renewed focus on innovation. These material matters were reviewed and approved by the Board and form the foundation of our decision-making processes and long-term sustainability efforts. The Board will continue to consider sustainability issues in Delfi's business strategy and oversee the management and monitoring of the material Environmental, Social and Governance ("ESG") factors, to ensure that Delfi operates responsibly and ethically. Further details can be found on pages 11 to 12 of this Report.

Delfi has also continued to make strides in incorporating innovation – one of our matters of ongoing importance – into our strategy for tackling various business challenges and improve our sustainability performance. For our consumers, we developed more chocolate products with improved nutritional value, enabling snacking in a healthier way. During the year, we also onboarded an environmental data management system to more effectively track and manage our greenhouse gas ("GHG") emissions inventory.

As we forge ahead, we look forward to keeping you informed about the progress of our initiatives. Our efforts have garnered recognition, and we received the Most Transparent Company-Consumer Staples Award for the second year running at SIAS Investors' Choice Awards 2024. We remain committed to collaborating closely with our dedicated team and partners to operate our business responsibly, striving to create a more sustainable economy and world.

FEEDBACK <2-3>

We welcome stakeholder feedback to inform and enhance our reporting and sustainability practices. Please send your comments or queries to the Sustainability Committee at sustainability@delfilimited.com or through the "Contact Us" page on our Delfi limited website at <https://www.delfilimited.com/contact.html>.



Executive Summary

OUR PERFORMANCE

In 2024, our sustainability focus continues to revolve around our value creation pillars. We have made steady advancements towards our existing sustainability targets and have achieved the following through our initiatives:

ENVIRONMENTAL PILLAR

CLIMATE CHANGE

Enhanced Delfi's climate disclosures to achieve greater alignment with the IFRS S1 and S2 standards. Charted a roadmap towards achieving full compliance with the standards

US\$35,800
projected annual savings and an estimated 6.6% reduction in Scope 2 GHG emissions

Operationalised the Solar Panel Project at PT Perusahaan Industry Ceres ("PT Ceres") in September 2024, with a projected annual savings of US\$35,000 and an estimated 6.6% reduction in Scope 2 GHG emissions



100% purchase of Renewable Energy Certificates ("RECs") for the Philippines manufacturing site, reducing our market-based emissions by approximately 12.4%



Implemented an environmental data management system to more effectively manage and track our GHG inventory

Achieved a GHG emissions intensity of 49.1 gCO₂e/piece of product

ENERGY MANAGEMENT

Achieved an energy intensity of 96.1 Wh/piece of product

Initiatives:

876 MWh
reduced annual energy usage



- Flash steam recovery project (PT Ceres): Phase 1, completed in October 2023, has reduced energy usage by approximately 551 MWh/year (0.7%) relative to FY2023. Phase 2, completed in October 2024, is projected to further reduce energy usage by approximately 325 MWh/year (0.4%) relative to FY2023
- Chiller Replacement (DFI): this upgrade achieved a 44% reduction in energy consumption relative to FY2023, lowering carbon emissions by approximately 848 tCO₂e annually

WATER MANAGEMENT

Achieved a water withdrawal intensity of 144.7 cm³/piece of product

Initiatives:

- Implemented technologies, such as a Reverse Osmosis recycle tank, to reduce water consumption and improve process efficiency. Since its implementation in August 2024, an additional reduction of 1,507 m³ (0.9%) was achieved at PT Ceres
- Continuation of the rainwater harvesting project at PT Ceres resulted in a savings of 364 m³ (0.2%) in water withdrawal

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WASTE MANAGEMENT

Achieved a waste intensity of 2.9 g/piece of product

PACKAGING MANAGEMENT

Achieved a 9.3% decrease in total material usage as compared to FY2023



Initiative:

- Achieved an approximately 24.9% overall reduction in operational plastic waste across the Group

SUPPLY CHAIN MANAGEMENT

Commenced formulation of new sustainable procurement policies and procedures

Obtained Rainforest Alliance certification for cocoa under the Van Houten brand

Find out more at [ra.org](https://www.ra.org)



SOCIAL PILLAR

EMPLOYMENT PRACTICES



3:2 MAINTAINED MALE-TO-FEMALE RATIO

- Turnover rates remain stable
- Average permanent staff employment length is at 10.8 years
- New leadership training launched for supervisors and managers at PT Ceres

OCCUPATIONAL HEALTH AND SAFETY

Zero cases

WORK-RELATED FATALITIES AND ILL HEALTH

- 75% decrease** in number of reports on near miss incidents
- 80% decrease** in number of employee grievances on health and safety



PRODUCT LABELLING AND PRODUCT QUALITY & SAFETY

- Implemented Halal Management System for logistics at PT Nirwana Lestari
- Launched the campaign 'Healthy Snack, Healthy You,' featuring 7+ bars, each packed with superfoods and containing less than 100 calories

DELFI CARES

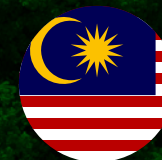


409 volunteers

FROM DELFI INVOLVED IN CORPORATE SOCIAL RESPONSIBILITY ("CSR") ACTIVITIES

1,609 volunteer hours

- Organised a large-scale nationwide beach clean-up in Malaysia across 17 different locations involving 295 volunteers
- Planted 400 mangrove saplings at Kuala Selangor Nature Park



GOVERNANCE PILLAR

BUSINESS ETHICS AND COMPLIANCE

Zero recorded incidents of corruption

Zero legal actions for anti-competitive behaviour, anti-trust and monopoly practices taken against Delfi





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ABOUT DELFI

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Delfi Limited is one of Southeast Asia's leading players in branded chocolate confectionery. Headquartered in Singapore, our principal activities encompass the manufacturing, marketing and distribution of our proprietary brands of chocolate confectionery products across our core markets of Indonesia, Malaysia, the Philippines and Singapore. Additionally, we market and distribute a broad portfolio of reputable international agency brands, capitalising on our extensive distribution networks.

Delfi and Our Philosophy

Our products are made in our two manufacturing facilities in Indonesia and the Philippines, which process key ingredients sourced from a wide range of suppliers around the world. In 2024, a total of 34,836 metric tonnes of products were manufactured by Delfi, which is equivalent to over 1 billion pieces of products. Our distribution network for these includes warehouse facilities, third-party distributors, sub-distributors and wholesalers, and it supplies a broad spectrum of modern trade and traditional trade retail channels,¹ from corner shops and mini-marts to supermarkets and hypermarkets.

Given the nature of our business, Delfi is mindful of how our activities affect the environment and communities in which we operate. Our industry relies heavily on agricultural activities and involves distributing finished products across communities in several different countries. At Delfi, our philosophy on sustainable value creation continues to underpin the way we operate, emphasising the need to balance profit, planet and people. Consequently, we remain dedicated to creating positive long-term value for our stakeholders across our value chains and actively work to embed sustainability into our business policies and operations.

OUR SUSTAINABILITY POLICY

<2-23><2-24>

Delfi subscribes to the United Nations' definition of sustainable development as "*Development that meets the needs of the present without compromising the ability of future generations to meet their own needs*".² Our Sustainability Policy reflects this principle through its four thematic areas of focus: Environmental, Economic, Social and Governance. Together, these form our four Sustainable Value Creation pillars. Serving as our primary framework for managing our material sustainability matters, the policy is regularly reviewed to ensure it remains in line with Delfi's sustainability strategy and the evolving landscape of global and local regulatory standards. This policy is supplemented by separate policies for each material matter, details of which can be found on page 74.

¹ Delfi does not operate any retail premises.

² United Nations World Commission on Environment and Development, Our Common Future (1987).



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OUR VALUES

Integrity, excellence and commitment are the values that guide us at Delfi as we seek to enhance our Group's development, performance and growth. These core values are embedded within our corporate governance and define the fundamentals of our growth strategy.

**Responsible,
committed and
passionate**

**Positive and
motivated
mind-set**

**Sensitivity
to others**

**Respect for
the individual**

Frugality



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OUR BRANDS

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Our main product categories are moulded chocolates, dragées, enrobed wafers, chocolate spreads, baking condiments, wafers and biscuits. We have a portfolio of 14 master brands and more than 80 sub-brands that extend across a broad spectrum of categories in the chocolate confectionery market.

Our established portfolio of longstanding brands in Indonesia includes "SilverQueen", "Ceres" and "Selamat". In the Philippines, our flagship brands are "Goya" and "Knick Knacks". We also hold an exclusive trademark rights licence to the "Van Houten" brand name for consumer chocolate products for markets in Asia, excluding India, Korea and the Middle East.



Over the years, we have also introduced product lines with an increased focus on consumer health. These include chocolates with zero food additives and wafers with yoghurt and berries. Delfi will continue to innovate and tailor its products to meet customer demands, ensuring the sustainability of our business.



Delfi and Our Philosophy

SUSTAINABILITY GOVERNANCE <2-9><2-12><2-13><2-14>

Board

The responsibility for approving Delfi's Sustainability Policy rests with our Board of Directors. The Sustainability Committee ("SC"), formerly known as the Market, Sustainability and Strategy Committee ("MSSC"), is a Board committee established to oversee the implementation of our Sustainability Policy, including the management of climate-related risks and opportunities. The SC is tasked with integrating climate-related considerations into long-term strategic planning and monitoring progress towards climate-related targets. The SC provides the Board with updates on Delfi's management of its climate-related risks and opportunities as needed.

The Board's oversight of sustainability matters extends to the sustainability reporting process. The Board is responsible for reviewing and approving Delfi's material sustainability matters and sustainability targets. It is supported by the SC, which annually reviews Delfi's compliance with reporting requirements.

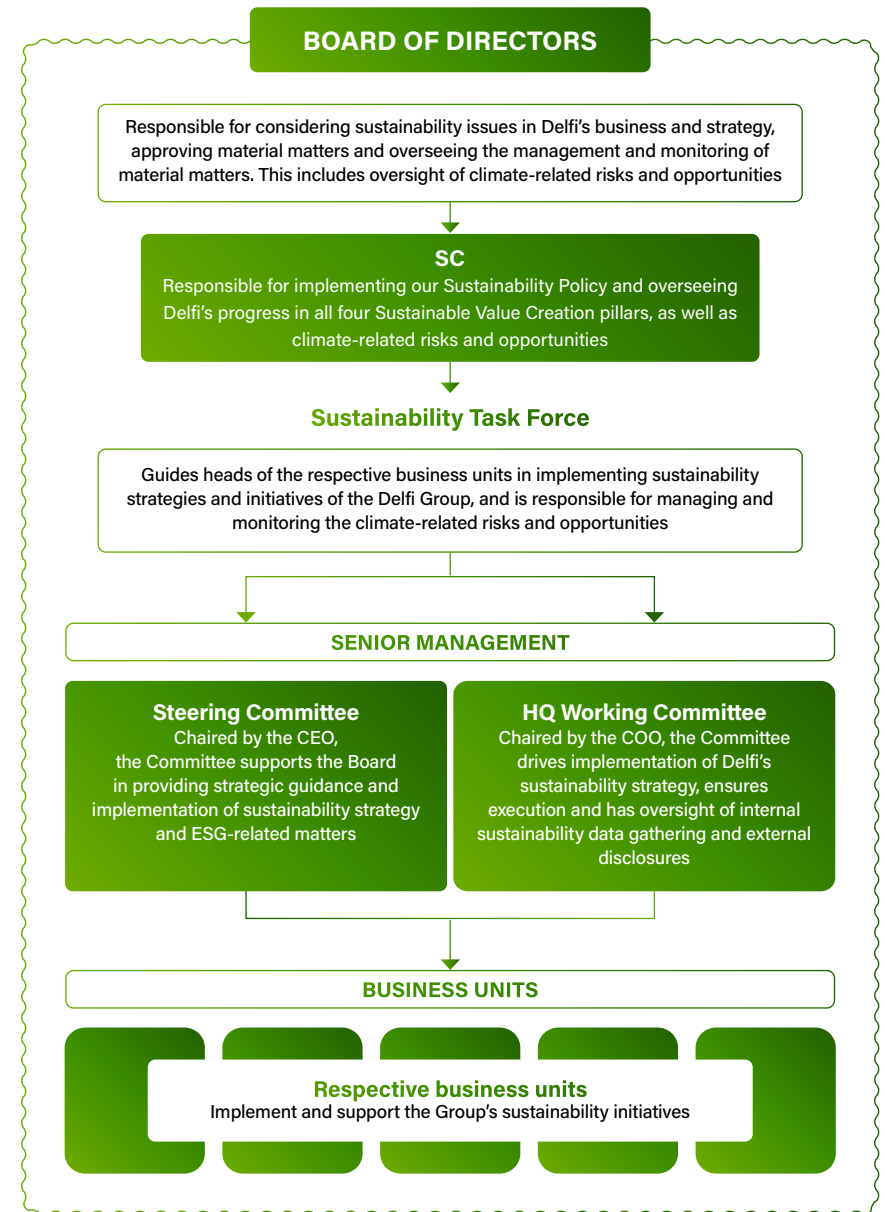
Management

The Sustainability Task Force is a management body charged with supporting the Board and SC in delivering Delfi's sustainability initiatives. This Task Force receives support from the Steering Committee and the Headquarters ("HQ") Working Committee, which collectively provide strategic advice on sustainability-related matters to the SC and drive the execution of these strategies throughout the Group.

The Task Force monitors climate risks and is responsible for implementing climate-related action plans, including operational improvements, business strategies and data collection for reporting purposes.

The HQ Working Committee holds monthly meetings to discuss sustainability concerns, including climate-related risks and opportunities. Additionally, the SC regularly convenes with members of management to discuss operational changes and stakeholder expectations. This includes a dedicated monthly meeting involving the SC, the Audit Committee Chair and sustainability members at HQ. These sessions ensure that members of the Board are kept well-informed about all sustainability matters relevant to Delfi's business and ensures alignment between the Board and management.

The diagram outlines Delfi's sustainability governance structure:





Delfi and Our Philosophy

OUR MATERIAL MATTERS AND VALUE CREATION PILLARS <2-12><2-14><3-1><3-2>

Material matters refer to key ESG topics that have a sizeable impact on Delfi or its stakeholders. In FY2023, we engaged a third party to perform a comprehensive materiality assessment in line with the Global Reporting Initiative (“GRI”) standards and the guidelines of the Singapore Exchange (“SGX”). This assessment aimed to identify Delfi’s most pertinent sustainability topics. The process involved consultations with internal stakeholders and validation sessions with management and the Board, resulting in the determination of ten material matters and two matters of ongoing importance.

This year, we conducted a review of our material matters, which included a desktop scan of our peers, as well as sustainability trends and publications. While the review pointed to potential areas for more comprehensive reporting, it concluded that Delfi’s ten material matters – categorised into four Sustainable Value Creation pillars – remained relevant to our business.

Below is the full list of Delfi’s material matters, along with the United Nations Sustainable Development Goals (“UN SDGs”) and the business segment that is most relevant to each topic.

Value Creation Pillar	Material Matter	Description	Material Matter relevance along the Value Chain			
			Sourcing	Production	Logistics	Selling and consumption
ENVIRONMENTAL	Climate Change	Reducing greenhouse gas emissions and adopting proactive approaches and strategies to adapt and mitigate climate-related risks and seize opportunities	✓	✓	✓	✓
	Energy Management	Effective management and optimisation of energy consumption within Delfi		✓	✓	
	Water Management	Responsible use and management of water resources within Delfi’s operations while preventing pollution and conserving this valuable natural resource		✓	✓	
	Waste Management	Safe and responsible handling of wastewater and waste discharge, as well as minimising waste generation, reducing food waste and promoting recycling for sustainable waste management		✓	✓	
	Supply Chain Management	Ensuring regulatory compliance while promoting environmental and social practices in the supply chain through collaborative engagement with suppliers and business partners for a more equitable and responsible business	✓	✓	✓	
	Packaging Management	Reduce packaging waste during production, transportation and customer consumption, and encourage post-consumer recycling through eco-friendly packaging		✓	✓	✓

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Value Creation Pillar	Material Matter	Description	Material Matter relevance along the Value Chain			
			Sourcing	Production	Logistics	Selling and consumption
SOCIAL	 8 DECENT WORK AND ECONOMIC GROWTH	Employment Practices	✓	✓	✓	
	 3 GOOD HEALTH AND WELL-BEING	Occupational Health and Safety	✓	✓	✓	
	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Product Labelling and Product Quality & Safety		✓		✓
GOVERNANCE	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Business Ethics and Compliance	✓	✓	✓	✓

Value Creation Pillar	Matter of Ongoing Importance	Description	Matter of Ongoing Importance relevance along the Value Chain			
			Sourcing	Production	Logistics	Selling and consumption
ECONOMIC	 8 DECENT WORK AND ECONOMIC GROWTH	Innovation	✓	✓	✓	✓
		Sustainable Value Creation	✓	✓	✓	✓



Delfi and Our Philosophy

OUR STAKEHOLDERS

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Our company's long term business success relies on our capabilities to manage the diverse expectations of our stakeholders. To capture the evolving interests and concerns of these key stakeholders, we engage with them through channels tailored to each stakeholder group and actively seek their feedback.

While we ensure regular communication with our investors, we connect with governments, regulators and trade organisations on an as-needed basis, typically upon their invitation. We also maintain ongoing communication with our suppliers and customers as their concerns are directly related to our logistics and operational arrangements.

Stakeholder Group	Engagement Methods	Key Concerns	Delfi's Response to Key Concerns
Investors	<ul style="list-style-type: none"> Annual General Meeting and regular publications on Delfi's website Half-yearly performance review Meetings with investors/ analysts 	<ul style="list-style-type: none"> Company performance Transparent and accurate reporting 	<ul style="list-style-type: none"> Regular publications on Delfi's website
Consumers	<ul style="list-style-type: none"> Customer Care Portal Social media 	<ul style="list-style-type: none"> Product quality Consumer health Sustainable ingredients Affordability of products 	<ul style="list-style-type: none"> New lines of health-focused products Ongoing optimisation of operations and supply chains to reduce costs
Employees	<ul style="list-style-type: none"> Whistle-blowing channel Biweekly sustainability newsletter Regular meetings 	<ul style="list-style-type: none"> A work environment that safeguards mental and physical health Financial security and fair compensation 	<ul style="list-style-type: none"> Leadership training for select roles Company events including Family Day, Walkathon and Dinner & Dance Yearly performance reviews Mental Wellness Workshop
Local communities	<ul style="list-style-type: none"> Outreach to local communities Social media 	<ul style="list-style-type: none"> Local economies 	<ul style="list-style-type: none"> CSR activities
Suppliers	<ul style="list-style-type: none"> Group-level supply chain assessment Meetings 	<ul style="list-style-type: none"> Reliable and transparent procurement practices Sustainable business practices 	<ul style="list-style-type: none"> Supplier Self-Assessment Timely and transparent payment processes
Customers	<ul style="list-style-type: none"> Maintaining clear and open communication lines Joint collaborations 	<ul style="list-style-type: none"> Customer service Punctual and efficient delivery and payment Supply chain disruptions 	<ul style="list-style-type: none"> Timely update on delivery dates Provision of memos on potential disruptions
Governments, regulators and trade association	<ul style="list-style-type: none"> Keeping abreast of all regulatory measures relevant to its operations Compliance with all regulatory measures 	<ul style="list-style-type: none"> Ethical business practices Regulatory compliance 	<ul style="list-style-type: none"> Annual financial and sustainability reports
Non-profit organisations	<ul style="list-style-type: none"> Outreach and ad-hoc communications Social media 	<ul style="list-style-type: none"> Social causes impacting local communities 	<ul style="list-style-type: none"> Partnerships and CSR activities

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Progress Towards Our Goals

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Delfi has established strategic targets for each of our key material matters taking into account industry benchmarks, feasibility and the impacts on our business and stakeholders. Our targets are reviewed on an annual basis to ensure continued relevance to Delfi's overall sustainability strategy.

In 2024, we reviewed and re-established short-term targets for each material matter. However, our management is still in the process of finalising our medium- and long-term targets. Given the current uncertainty in the political landscape, along with the recent recantations of net-zero commitments from several global companies, Delfi is prioritising realistic and achievable goals that take into account regional dependencies in technology developments and the maturity of our supply chain. We look forward to disclosing our medium- and long-term targets in subsequent reports.

After a careful evaluation, and to improve the transparency and comparability of our sustainability reporting, we have also revised our Group's intensity metric, shifting away from a revenue-based approach, which is more susceptible to external factors like inflation and currency fluctuations. We have determined that using the number of pieces of product manufactured during the year is the most relevant metric for measuring our emissions intensity. Given that our products are discrete items sold and consumed in individual pieces, intensity per piece serves as a more intuitive and representative metric compared to intensity per unit weight.

Material Matter	2024 Targets	Status	Progress	2030 Targets	Timeline
Environmental					
Climate Change	5% absolute reduction of Scope 1 and 2 ³ GHG emissions for 2024 from 2022 baseline		✓	5% reduction in Scope 1 and 2 intensity (gCO ₂ e/piece) from 2023 baseline	2030
Energy Management	2% absolute reduction in electricity consumption relative to prior year		✓	2% reduction in electricity intensity (Wh/piece) from 2023 baseline	2030
	1.5% absolute reduction in fuel consumption relative to prior year		✓	10% reduction in fuel-related energy intensity (Wh/piece) from 2023 baseline	2030
Water Management	2% absolute reduction in water consumption relative to prior year		✓	10% reduction in water withdrawal intensity (cm ³ /piece) from 2023 baseline	2030
				No incidents of material non-compliance associated with water quantity and/or quality permits, standards and regulations	Perpetual
Waste Management	1% absolute reduction in total waste relative to prior year		✓	10% reduction in total waste intensity (g/piece) from 2023 baseline	2030
				Achieve a 'PROPER' Green rating by 2025	2025
Supply Chain Management	Screening of all suppliers as per Environmental and Social Assessment		✓	Screening of key suppliers as per Environmental and Social Assessment	Yearly
	All existing suppliers to complete the Supplier Self-Assessment Program every 3 years		✓	All existing key suppliers to complete the Supplier Self-Assessment Program every 3 years	Perpetual
	Initiate Supplier Self-Assessment Program for distribution units	⚙️	Supplier Self-Assessment has been drafted and is pending formalisation	Supplier Self-Assessment Program for distribution units implemented	2030
Packaging Management	All new suppliers to complete the Supplier Self-Assessment Program based on revised evaluation matrix		✓	All new key suppliers to complete the Supplier Self-Assessment Program based on revised evaluation matrix	Perpetual
	Increase recycled content in paper packaging		✓	20% reduction in virgin paper usage from 2023 baseline	2030
				20% reduction in operational single-use plastic intensity (g/piece) from 2023 baseline	2030

3 Scope 2 emissions refer to Delfi's market-based emissions unless otherwise stated.



Progress Towards Our Goals

Material Matter	2024 Targets	Status	Progress	Future Targets	Timeline
Social					
Occupational Health and Safety	Zero work-related fatalities		✓	Zero work-related fatalities	Yearly
	Zero lost time incidents		✓	Zero lost time incidents	Yearly
				Obtain Occupational Health and Safety ("OHS") Management System ISO 45001 Certification for PT Nirwana Lestari	2025
Employment Practices	Conduct performance and career development reviews		✓	Maintain average training hours for all employees	2030
Product Labelling and Product Quality & Safety	No incidents of material non-compliance with applicable laws and regulations for consumer health and safety		✓	No incidents of material non-compliance with applicable laws and regulations for consumer health and safety	Yearly
	No incidents of material non-compliance with applicable laws and regulations for product information and labelling		✓	No incidents of material non-compliance with applicable laws and regulations for product information and labelling	Yearly
	Implementation of Halal Management System for logistics at PT Nirwana Lestari		✓	Implementation of Food Safety Management System ISO 22000:2018 for Warehouse and Distribution at DMSB	2025
Governance					
Business Ethics and Compliance	Zero recorded incidents of corruption		✓	Zero recorded incidents of corruption	Perpetual

✓ Achieved ⚙ In Progress

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KEY HIGHLIGHTS



876 MWh

estimated annual reduction in energy usage from Flash Steam recovery projects at PT Ceres



6.6%

reduction in Scope 2 GHG emissions from the Solar Panel Project at PT Ceres



1,871 m³

reduction in water withdrawal through water-saving initiatives



9.3%

reduction in material usage for packaging

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Climate Change

MANAGEMENT APPROACH AND PRACTICES <3-3>

The effects of climate change have become increasingly profound, with 2024 witnessing more frequent weather-related disasters. These events can have severe consequences on communities globally, including on Delfi's business operations.

Changing climatic conditions can impact the supply of our key commodities, resulting in price fluctuations and potential shortages. For instance, climate change is profoundly affecting cocoa production in West Africa, where rising temperatures, irregular rainfall and prolonged droughts can result in lower yields and poor-quality beans⁴. These disruptions have caused cocoa prices to increase and resulted in more frequent supply shortages. Addressing climate challenges is crucial not only to preserve the stability of the cocoa industry but also to ensure a sustainable future for both the environment and global supply chains.

The spotlight on climate events has also resulted in more stringent regulations both regionally and locally. In Singapore, SGX will require climate-related reporting according to the IFRS S1 and S2 Standards issued by the ISSB commencing in FY2025. Building on the recommendations of the Task Force on Climate-Related Financial Disclosures ("TCFD"), these standards outline the necessary disclosures for the management of sustainability and climate-related risks and opportunities to our business. In the reporting year, Delfi hired a third-party consultant to assist us in identifying and addressing the gaps in our practices and charting a roadmap towards full compliance with these disclosure requirements.

The following section takes guidance from the ISSB Standards and outlines our approach to identifying and managing the key climate-related risks.



4 UN Trade and Development, Chocolate price hikes: A bittersweet reason to care about climate change (2024).

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Climate Risks and Opportunities Disclosures

GOVERNANCE

Effective management is crucial for addressing the impacts of climate change on our business operations. Delfi's governance framework integrates the oversight of climate change into the responsibilities of various governing bodies, ensuring that the management of climate-related risks and opportunities is assigned to the most suitable business unit.

During the reporting year, Delfi took another step to effectively manage climate-related risks and opportunities by instituting the oversight of these risks and opportunities – as well as any associated trade-offs – into the mandate and responsibilities of the Sustainability Committee. As the primary Board committee responsible for overseeing the implementation of Delfi's sustainability policies, this step reinforces Delfi's commitment to mitigate our business against the effects of climate change.

For more details about Delfi's climate governance, please refer to the Sustainability Governance section page 10.

Strategy and Risk Management

Short-Term - In previous years, the short-term was set to 2025, but was amended to 2030 in the FY2023 assessment, in order to better align with Delfi's strategic planning horizons.

Medium-Term - Medium-term was set to 2040, providing a midway point between the short- and long-term time horizons.
















Long-Term - 2050 was selected as it aligns with the milestone year for many climate scenarios. By this time, regional policies (e.g., carbon pricing) are expected to have been implemented, and the resulting risks to our operations would have become clearly materialised.

Please refer [here](#) for more details our FY2023 Climate Risk Assessment.





Climate Risks and Opportunities Disclosures

TCFD Category	Risk	Short Term (2030)	Medium Term (2040)	Long Term (2050)	Impact to Delfi	Mitigation Actions
Transition						
Policy and Legal	Enhanced emissions reporting obligations	 Medium Risk	 Medium Risk	 Low Risk	<ul style="list-style-type: none">Emissions reporting requirements continue to increase in Singapore, where Delfi is listed. The additional processes and systems required for emissions tracking could incur material costs over the years	<ul style="list-style-type: none">Proactively onboarded emissions accounting platforms aligned to internationally recognised frameworks
Market	Increase in cost of raw materials	 High Risk	 Medium Risk	 Medium Risk	<ul style="list-style-type: none">Changing climatic conditions can contribute to fluctuations in the yields and supplies of Delfi's key ingredients (e.g., cocoa beans), which can result in significantly increased prices and production costs for Delfi	<ul style="list-style-type: none">Continuous review of products and business models, including price adjustment, product reformulation and product sizingOngoing monitoring of market prices and close dialogue with existing and alternative suppliersFoster responsible and sustainable practices within our supply chain to embrace low-carbon initiatives
	Changing customer behaviour	 Medium Risk	 Medium Risk	 Medium Risk	<ul style="list-style-type: none">Increased awareness and demand for sustainable products may require Delfi to significantly revamp its product range and improve supply chain transparency and traceability, including the pursuit of more sustainable certifications	
Physical						
Acute	Increased frequency of extreme weather events, such as storms, heatwaves, droughts and floods	 Medium Risk	 Medium Risk	 Medium Risk	<ul style="list-style-type: none">Impacts on Delfi's own operations are not expected to be severeHowever, these weather impacts are likely to affect the sources of supply and the supply chain resulting in supply-side shortages and price increasesCosts associated with mitigating Delfi's business against increasingly severe weather and climate events are necessary to avoid significant interruptions to business operations from floods or infrastructure damage	<ul style="list-style-type: none">Periodic review and update of the Business Continuity Plan ("BCP") to minimise the impact of potential disruptionsReview insurance plans to ensure adequate coverage for critical assetsMaintain diverse options within the supply chain and shorten the supply chain where possible
Chronic	Change in average temperature	 Medium Risk	 Medium Risk	 Medium Risk	<ul style="list-style-type: none">Increased volatility of raw materials costReduced availability of raw materials/ increased cost of goods sold	<ul style="list-style-type: none">Execute measures concerning raw materials such as modification of product formulations and use of alternative materialsExtend range of product offeringsStrengthen engagement with suppliers to minimise sourcing costs and risksFoster responsible and sustainable practices within our supply chain to embrace low-carbon alternatives

Delfi's overall Enterprise Risk Management is governed by the Risk Management Committee while the ESG-related risk is managed by the SC. ESG-related risks are maintained in the risk register for all business units and Group level and reviewed on a yearly basis. Delfi's view is that the management of each risk is best handled by the business unit that oversees the relevant aspect of Delfi's business. In accordance with this approach, the internal controls and mitigation measures for all risks are integrated into Delfi's day-to-day operations and are owned and executed by the appropriate department. The actions of these departments in relation to climate risk are subject to oversight of the HQ Working Committee/Sustainability Task Force/Sustainability Committee/Delfi Board.

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Climate Risks and Opportunities Disclosures

METRICS AND TARGETS

Delfi is focused on minimising our climate-related impacts through various mitigation activities, detailed in the different chapters in the Environmental section. We monitor our performance through several climate-related metrics that we have assessed to be relevant to our business. The identification of these metrics was partially informed by the IFRS S2 Industry-based Guidance.

Delfi's primary climate-related metric is our GHG emissions. Other metrics include energy consumption and water withdrawal. In addition to being closely linked to Delfi's GHG emissions, these metrics can also serve as measures of our other climate-related impacts. For instance, water is a critical resource in our operations, but combined with the increasing effects of climate change, overconsumption in water-scarce areas can lead to operational and reputational risks for Delfi as well as water shortages for local communities.

Additional metrics such as waste and packaging management are related to the usage of material resources, both in our operations and supply chain. Prudent management of these materials can reduce the need for further upstream production, which contributes to environmental degradation.

Our emissions are outlined in the section below. Please refer to the following chapters for our other climate-related metrics.

Energy consumption: page 22 (Energy Management)

Water withdrawal: page 24 (Water Management)

Waste generated: page 27 (Waste Management)

Packaging management: page 32 (Packaging Management)



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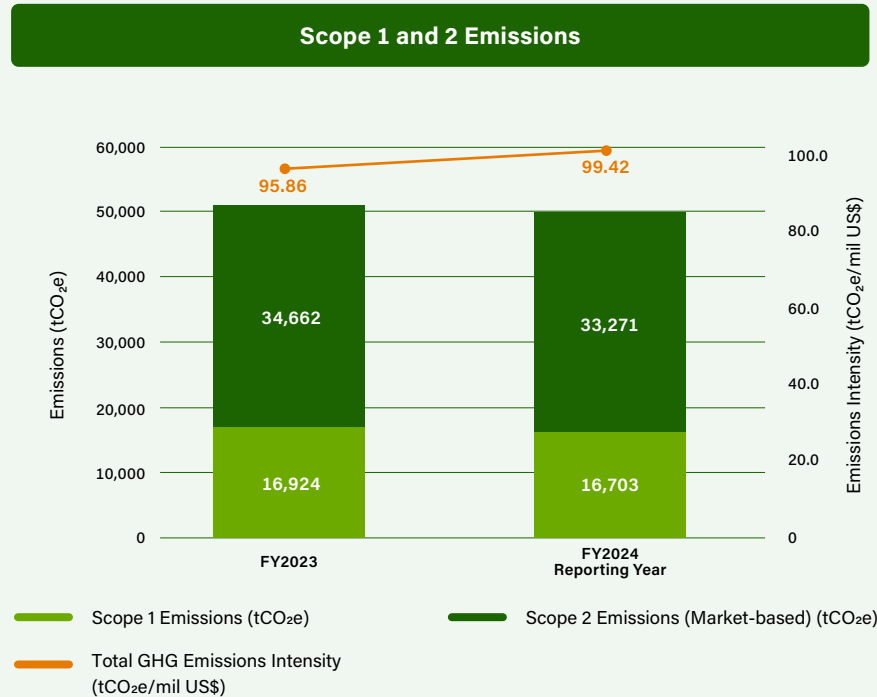


Climate Risks and Opportunities Disclosures

Scope 1 and 2 emissions⁵ <305-1><305-2><305-4><305-5>

We closely monitor our climate impact by tracking our Scope 1, 2 and 3 emissions. During the year, we took steps to improve the accuracy of this process by rolling out a new climate accounting software. See case study on page 71 for more details.

Our Scope 1 and 2 emissions performance in 2024 is shown below:



Our Scope 1 and 2 emissions⁶ dropped by 1.3% and 4.0% respectively as compared to the prior year, with our overall GHG emissions intensity improving by 3.1%. Our Scope 2 location-based emissions also decreased from 39,463 tCO₂e in FY2023 to 38,002 tCO₂e in FY2024.

The reduction is partially due to several projects undertaken during the year in our Indonesian manufacturing and distribution facilities to actively mitigate our climate impact. These include the installation of solar panels to reduce our reliance on grid energy and replacement of our chillers to run on refrigerants with lower Global Warming Potentials ("GWPs").

We are proud to say that during the same period, our manufacturing facility in the Philippines purchased 4,897.8 MWh of RECs, covering 100% of their electricity usage.

The drop in emissions is also attributable to our efforts to reduce our energy consumption, which has a direct influence on our emissions. Please refer to the Energy Management chapter on pages 22-23 for more information.

⁵ Refer to Definitions and Methodology section for more details.

⁶ Scope 2 emissions refer to Delfi's market-based emissions unless otherwise stated.

As discussed under the "Progress Towards our Goals" section, Delfi has revised its intensity metric going forward. In FY2024, our new GHG Emissions intensity was 49.1 gCO₂e/piece of product.

Scope 3 emissions⁵ <305-3>

While managing our operational emissions is important, we also recognise that they are eclipsed by our value chain emissions. Since FY2023, Delfi has estimated its Scope 3 emissions, allowing us to track our suppliers' year-on-year progress. Although Delfi is currently not in a position to influence the emissions associated with our key commodities directly, understanding the services and purchases that contribute most to our indirect emissions is critical. This understanding lays the groundwork for future engagement efforts with our various value-chain stakeholders.

In FY2024, our total Scope 3 emissions were approximately 573,107 tCO₂e, reflecting a 12.8% increase from previous year. This increase was primarily driven by higher purchase volumes of key raw ingredients. Most of these emissions were due to our Purchased Goods and Services (Category 1) and Upstream Transportation and Distribution (Category 4).

Relocation of Warehouse



In addition to technological improvements and the uptake of renewable energy, a key route for emissions reduction is optimising our operations. These initiatives contribute to our sustainability goals and yield substantial improvements in efficiency and operational expenses.

In 2024, we strategically relocated our warehouse in Indonesia to a location far closer to our manufacturing facilities, eliminating the need for third-party rental storage and resulting in an estimated projected annual operational cost savings of US\$772,000.

By shifting to a storage facility 4 km from our factory – compared to the previous facility, which was 109 km away – we have also reduced our annual transportation-related fuel consumption by an estimated 87,500 litres, leading to a reduction of roughly 235 tCO₂e in our Scope 3 emissions.



Energy Management

MANAGEMENT APPROACH AND PRACTICES <3-3>

As food manufacturing is an energy-intensive process, Delfi places a high priority on energy efficiency within its operations. With energy use being inextricably linked to emissions generation, prudent energy management helps us to reduce our operational emissions, thereby mitigating our environmental impact. Increased energy efficiency also has the added benefit of lowering our operational costs across our various manufacturing facilities, a factor that will become increasingly important over time, given the global rise in energy prices.

Delfi's energy management approach comprises the following:

Energy Management Practices



Certified energy managers have been appointed to oversee environmental matters.

Monthly reviews of sustainability data in each manufacturing plant.

Energy Efficiency Opportunities



Energy meters are installed in the production area of our manufacturing facilities to measure the energy usage in each production area and help identify optimisation opportunities for energy consumption.

Reviews and Audits



Our Environmental Management System ("EMS") is internally audited every six months and externally audited on an annual basis.

Management conducts a review every six months to monitor performance and implement corrective actions.

Certifications



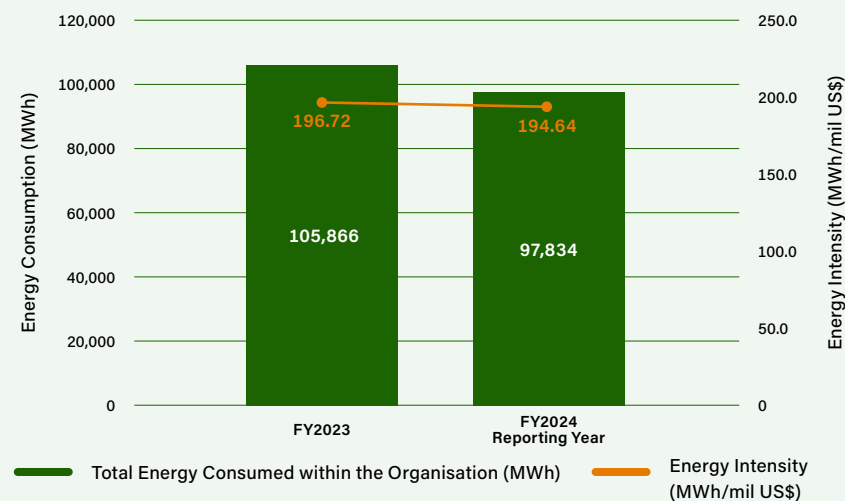
We have obtained ISO 14001:2015 certification for the EMS at our Indonesian manufacturing facility.

PERFORMANCE⁵ <302-1><302-3><302-4>

Our energy consumption in FY2024 dropped by 7.6% from the previous year, with energy intensity seeing a corresponding reduction of 1.1%.

In FY2024, our new energy intensity based on the number of pieces of product manufactured was 96.1 Wh/piece.

Energy Consumption



This reduction is a result of the energy management measures implemented during the reporting period. In FY2024, our largest manufacturing plant – under PT Ceres – underwent a third-party energy audit to identify significant areas for improvement with regards to energy efficiency. Based on the results of the audit, several upgrade works were planned, both for the reporting period and future reporting years. These include:



Replaced conventional lights with more energy efficient LED lamps



Replaced conventional heat pumps in our chillers and boilers with more energy efficient inverters



Installed flash steam recovery units



Installed insulation for hot-water pipes across the plant to reduce heat loss

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Phase 2 of Flash Steam Recovery Project

Phase 2 of our Flash Steam Recovery Project, completed in October 2024, enhances energy efficiency at our manufacturing facility in Indonesia. This phase includes the installation of specialised equipment designed to capture and reuse heat energy from steam that would otherwise be lost through evaporation. The recovered heat is then utilised in hot water jacketing, a crucial component of our production process. Combined with Phase 1, this initiative contributes to an additional annual reduction of 177 tCO₂e in GHG emissions.

This project aligns with our commitment to protecting the environment and reducing energy consumption while advancing our pursuit of PROPER Green certification, building on our current PROPER Blue rating.

Energy Audit



Energy efficiency has become a global priority to reduce environmental impact and operational costs. During the year, we engaged Energy Auditor Consultant PT. Langgeng to conduct a comprehensive energy audit in one of the facilities at our Indonesian manufacturing plant. The audit was a collaborative effort between the PT Ceres facility team and the consultant, and aimed to identify energy losses and implement effective control measures within a critical facility.

The key objectives of the audit were to identify energy losses, evaluate system performance and develop control programs. Findings from the audit revealed inefficiencies in HVAC systems, the need for improved motor and pump technology and opportunities for heat recovery.

Recommended improvements include upgrading to higher-efficiency IE5 motors, recovering heat from air compressors to reheat boiler feed water and installing a separator tank to optimise the Chiller Plant, amongst other enhancements.

Energy Efficiency Upgrade: Chiller Replacement Project



We significantly improved energy efficiency in our Philippines facility by replacing two older chillers with more recent models for centralised air conditioning. This led to a 44% reduction in energy usage in these chillers compared to FY2023, and cut the resulting carbon emissions by approximately 848 tCO₂e. Additionally, the initiative has resulted in cost savings of around US\$93,000, reinforcing our commitment to sustainability and operational efficiency.



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Water Management

MANAGEMENT APPROACH AND PRACTICES

<3-3>

It is estimated that the agriculture and agricultural-adjacent industries account for 70% of freshwater withdrawal worldwide⁷. Water is a crucial resource for food production, and Delfi's business depends on the continuous consumption of water for the manufacture of our products.

Delfi is committed to managing its water consumption to avoid overtaxing local water resources, especially since many of the areas in which we operate, particularly Indonesia and the Philippines, experience significant water stress. Reducing our water consumption also ensures that we avoid the reputational damage that could result from the overconsumption of a scarce resource.

Our operations are supplied mainly by local groundwater sources and are supplemented by municipal water supplies. Our water withdrawal does not exceed the daily limits permitted by local regulations. Our approach and practices to manage water consumption are outlined below:



Water meters are installed on all sites and consistent monitoring is conducted



Monthly sustainability meetings are held to evaluate our water usage. Corrective actions are taken where water usage is abnormally high



Rainwater harvesting in PT Ceres to reduce our reliance on groundwater



Periodic reports on our water efficiency usage programmes are submitted to the respective environmental ministries



Ensure that water is used efficiently to maintain an adequate water supply with nearby communities as water is a communal resource



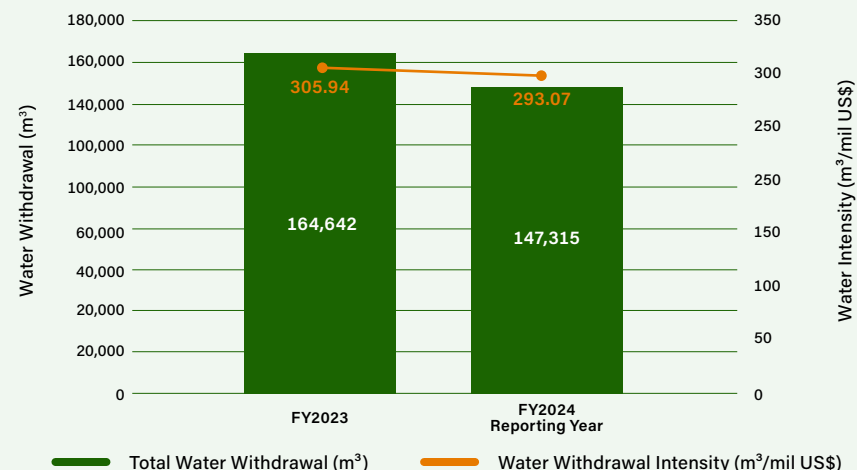
"Zero Processed Water Discharge" project, where all processed water from production and washing is treated and repurposed for sanitation, gardening and boiler feedwater, reducing our water withdrawal

PERFORMANCE⁵

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Water Withdrawal

In 2024, the Group withdrew a total of 147,315 m³ of water, a 10.5% decrease since the previous year. 141,573 m³ of this amount was groundwater and the remainder – 5,742 m³ – was from third-party municipal sources. 132,854 m³ (90.2%) of this amount was withdrawn from water stressed locations.



Our water withdrawal intensity saw a corresponding decrease of 4.2% from the preceding year, which is a result of our water management practices, and the water conservation measures instituted during the reporting period.

In line with our energy and emissions metrics, we have implemented a new metric for water withdrawal intensity based on the number of pieces of product manufactured during the year. Our piece-based intensity for FY2024 was 144.7 cm³/piece.



Water Management

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Rainwater Harvesting

Building on last year's rainwater harvesting programme, we installed three additional collection points on the recycle plant roof at the wastewater treatment plant ("WWTP") leading to the concentrate tank. This enhancement increases rainwater capture and storage capacity while minimising runoff.

Collected rainwater is channelled into storage tanks before being filtered into a deep well to replenish groundwater. Additionally, a portion of the harvested rainwater is utilised as feedwater for the reverse osmosis system. This year, we successfully collected 364 m³ of rainwater, resulting in estimated savings of around US\$400 due to a reduced need for water withdrawal.

Water Recycling from WWTP

To further reduce our water withdrawal, our PT Ceres manufacturing facility in Indonesia installed a 40 m³ tank to store reverse-osmosis treated water from our WWTP. This treated water, which was previously discharged directly into the nearby river, is now used for landscaping as well as for the restrooms in our factory.

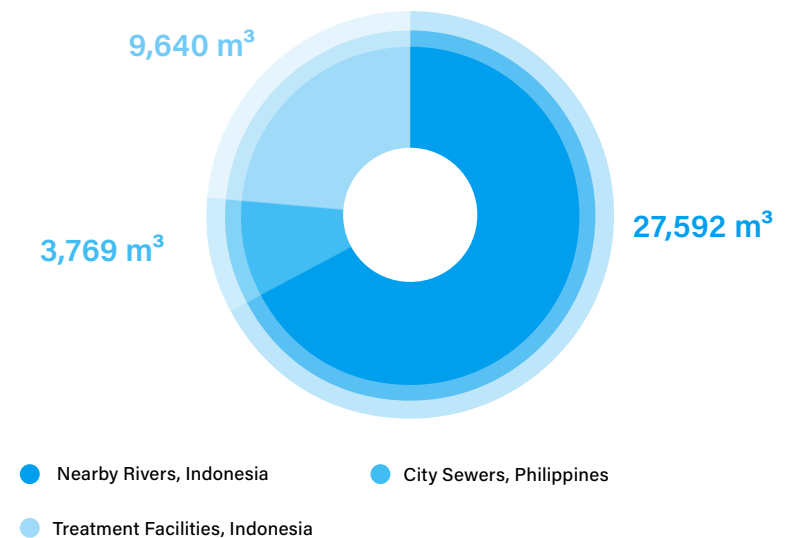
This effort is estimated to have reduced our water withdrawal by roughly 1,507 m³ during the year.



Water Discharge and Water Consumption

The wastewater generated from our manufacturing operations in Indonesia and the Philippines is carefully treated to meet all local regulations before being discharged into nearby water sources. We maintain strict adherence to local water treatment standards, ensuring that our processes do not inadvertently contaminate these communal water sources. The total volume of water discharged in FY2024 was 41,001 m³ and the breakdown is shown below:

Breakdown of Total Treated Water Discharged



Several localities where Delfi operates experience shortages of usable water. An example is Bandung, where the demand for drinking water exceeds the municipal supply and residents sometimes rely on secondary water sources such as rivers and drinking wells. Wastewater from Delfi's manufacturing operations is treated before being discharged into nearby rivers, city sewers and third-party treatment facilities. We take great care to minimise any negative impact on local communities.

The net water consumption in our manufacturing sites was 92,261 m³, a 13.5% decrease from FY2023.



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As our business involves the handling and processing of food, our operations generate waste from both the manufacture of products and the packaging used to keep our products and ingredients fresh and safe for consumption. While we have made significant progress in optimising the amount of packaging needed in our operations – as outlined under the chapter on Packaging Management – the generation of some amount of waste is unavoidable. This waste needs to be properly handled and disposed of to avoid adverse effects to the surrounding environment and populations, including air pollution, water contamination and soil erosion.

Delfi is careful to ensure that all our generated waste is properly managed. Our waste management approach is sufficiently robust to have achieved the following certifications:

Certifications and Ratings

ISO 14001:2015 Environmental Management System obtained for the Indonesian manufacturing plant.

Program for Pollution Control, Evaluation and Rating⁸ (“PROPER”) Blue rating⁹

All our facilities are equipped with the necessary systems to track and manage the waste generated by their operations. Most of our waste is non-hazardous and comprises paper plastic and metals from the manufacturing of packaging materials for our products. A very small proportion of our waste contains hazardous materials from our analytical laboratory and maintenance activities, which must be carefully managed to avoid any negative effects on the environment or community.

⁸ PROPER scheme promotes compliance with existing water pollution regulations. The program uses a five colour-coded performance rating – gold (excellent), green, blue, red and black (poor).

⁹ The Indonesia manufacturing plant is working towards achieving a PROPER Green rating.



Waste is collected by category (hazardous and non-hazardous), monitored and reported during the monthly sustainability meeting.



Only properly accredited waste transporters and treaters are engaged.



Disposal of hazardous waste is reported on a quarterly basis to the Ministry of Environment and Forestry of the Republic of Indonesia.



Certificate of Treatment is issued for disposal of hazardous waste and is reported quarterly to the Department of Environment and Natural Resources.

During the reporting period, we also began reaching out to our suppliers to consider initiatives that could further reduce our waste generation, including exploring options for packaging that would require less material or are recyclable. We look forward to reporting on the outcomes of these collaborations in future years.



Waste Management

PERFORMANCE⁵ <306-3><306-4><306-5>

Waste Generated

In FY2024, our total waste generated across all our business units was 2,921,870 kg, an 8.2% decrease from the previous year. 91.3% of this amount was recycled or re-used, with only 8.7% being disposed of, through methods adherent to local regulations.



2024 Waste			
Waste composition	Hazardous	Non-hazardous	Total (kg)
Preparation for reuse	-	44,094	44,094
Recycled	6,165	2,593,035	2,599,200
Other recovery options	616	24,940	25,556
Waste diverted from disposal	6,781	2,662,069	2,668,850
Incineration	0	227,810	227,810
Landfilling	2,004	23,205	25,210
Other disposal options	0	-	0
Waste directed to disposal	2,004	251,015	253,020
Total waste generated	8,786	2,913,084	2,921,870

Moving forward, we have set new, more representative targets for our environmental intensity metrics, with respect to the number of pieces of product manufactured during the year. In FY2024, our waste intensity was 2.9 g/piece of product.

Driving Sustainability Through Digitalisation in Paper Reduction Initiatives

To promote sustainability and operational efficiency, our business units across the Group have adopted various digital solutions to reduce paper usage across all departments.

Implementation:

- **Digital Document Management:** Docusign and Google Docs workflows were deployed, especially for regularly reviewed documents.
- **Automated Approval Processes:** Nintex was adopted for multi-stage approvals, streamlining workflows for Job Safety Analysis, Working Permit Requests, Alarm Inactivation Requests, Hot Work Permits and New Master Item Requests.
- **Expansion and Continuous Improvement:** Encouraged by the success of these digital transitions, daily production and quality forms are also being gradually shifted to online approval systems.

Outside of digital document management process, we also implement additional paper-reduction strategies wherever possible:

- Encouraging duplex printing and reuse of single-side printed sheets for uncontrolled forms and reducing invoice copies from five to four plies.
- Promoting paperless forms and transactions across Production, Engineering, QA, R&D and Warehouse teams, and reinforcing paper-saving reminders during monthly meetings.
- Monitoring quarterly paper withdrawals to track progress.



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MANAGEMENT APPROACH AND PRACTICES <3-3><308-2><414-2>

While an organisation's environmental and social impacts can stem from its own operations, these are often outweighed by the impacts of its value chain. This is clearly demonstrated in Delfi's own Scope 3 emissions, which accounted for over 90% of our total emissions. Stakeholders – including consumers – are increasingly vocal on this topic, as evidenced by a rising demand for sustainably sourced products.

By developing a sustainable supply chain, Delfi aims not only to mitigate our value chain impacts but also to build operational resilience. Reducing our exposure to social and environmental risks will allow us to navigate any regulatory, societal, or environmental developments without significant adverse effects on our operations.

Delfi's Current Management Practices



All Delfi's key suppliers and partners are required to uphold our Prescribed Standards, Requirements & Practices for the Environment, Social and Working Conditions ("Prescribed Standards"). More details on our Standards are reported under Delfi Limited's Prescribed Standards section on pages 66 to 67.



As a member of the Supplier Ethical Data Exchange ("SEDEX"), one of the world's leading ethical trade membership organisations, Delfi has an obligation to uphold ethical business practices and supply chain transparency. Given the satisfactory result of our SEDEX Members Ethical Trade Audit ("SMETA"), our facility in Indonesia only requires auditing every three years to ensure our operations align with SEDEX's core principles, which include Labour Standards, Health and Safety, Environment and Business Ethics.



A Supplier Self-Assessment ("SSA") is utilised during the procurement stage. The SSA questions are based on internationally recognised standards, e.g., ISO 14001 Environmental Management System, SEDEX membership and Occupational Health and Safety Management System, and local environmental conservation laws.

Supply Chain Assessment

FY2024 saw Delfi progress towards a more sustainable supply chain. We sought to build upon the previous year's efforts to assess our supply chain for ESG risks and identify areas of improvement in our procurement practices. The three-stage assessment identified several prominent environmental and social risks within our supply chain, as well as several opportunities to enhance our own policies and internal procedures. Guided by these results, Delfi is adopting a phased approach to reforming our procurement policies and structures to address any indirect social and environmental harm while also mitigating any supply chain risks to which Delfi is exposed.



For more details on this assessment, please refer to our FY2023 Sustainability Report [here](#)

Enhancements during FY2024

During the year, Delfi also relocated one of our warehouse facilities in Indonesia, reducing its distance from our factory by over 95%, drastically cutting the amount of transportation required for our products. This initiative has reduced our operational expenses and resulted in a drop in our Scope 3 emissions. Further details can be found on page 21 under Climate Change Management.

This year, we also commenced a project to develop and implement a Sustainable Supply Chain policy which is intended to outline more stringent standards and requirements for our key suppliers to ensure sustainable practices within the supply chain. Once completed, this initiative will help us take the next step towards improving our responsible sourcing practices and building a more resilient and ethical food system.

To further demonstrate our sustainable supply chain practices, we have also secured the Rainforest Alliance certification for cocoa under our Van Houten product range. This is an internationally recognised certification for the sustainable farming of cocoa and other raw materials. Attaining this certification showcases our commitment to sustainable sourcing for all our product lines.



Our *Van Houten* chocolates with the Rainforest Alliance logo, made with sustainable cocoa ingredients. Find out more at ra.org

PERFORMANCE <308-1><414-1>

In FY2024, 88% of our new suppliers were screened using environmental and social criteria. Meanwhile, all our existing suppliers are assessed once every three years. This year, 161 suppliers from PT Ceres and 15 suppliers from Delfi Foods Inc. were re-assessed for environmental and social impacts. Based on these assessments, none of the screened suppliers were found to have had any significant social or environmental impacts.

Delfi will continue to monitor our exposure to supply chain risks and refine our procurement policies, standards and practices as necessary.



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MANAGEMENT APPROACH AND PRACTICES

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Delfi's manufacturing and distribution operations utilise packaging materials at every stage. Single-use packaging has become a massive source of waste, making up almost half of all oceanic waste¹⁰. With increasing awareness of the impacts of plastic packaging, various stakeholder groups, including consumers and regulatory bodies, are expecting companies to improve their management and usage of packaging materials.

As a widely used component throughout our business, packaging materials also represent a significant expense for Delfi's operations. Reducing the amount of packaging required for our products and within our operations will realise the dual benefits of mitigating our environmental impact while simultaneously lowering our operational costs.

¹⁰ Earth.org, We Need Sustainable Food Packaging Now. Here's Why (2023).



Packaging Management

Sustainable Packaging in our Operations

In Delfi's manufacturing plant in Indonesia and the Philippines, our four-pillar strategy has been established to minimise the amount of non-renewable packaging material used in our operations.



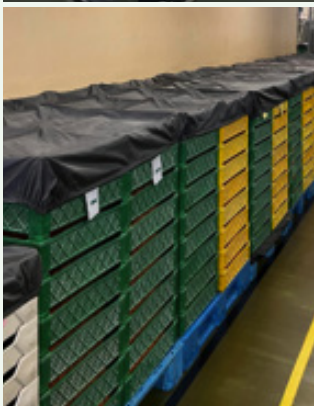
Reduce

Minimising plastic usage by opting for packaging that is thinner, more efficient and uses less overall raw material.



Reuse

Reusing the same plastic packaging multiple times in different stages of the manufacturing to effectively minimise the overall usage of operational plastic in our production processes.



Substitute

Replacing single-use packaging items (e.g., pans and shoe covers) with washable or reusable substitutes to avoid excessive consumption.



Eliminate

Revamping manufacturing processes to remove the need for plastic packaging between the different stages of production.



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Reduction of Single-use Plastic

In 2024, we achieved an approximate 19% reduction in overall operational plastic waste compared to the previous year through a series of targeted initiatives aimed at minimising single-use plastic usage and promoting reuse strategies. Key actions included:

- Replacing shrink wrap with safety belts for transferring semi-finished products.
- Implementing an automated shrink wrap machine to optimise shrink wrap usage per pallet.
- Sourcing an alternative supplier for shrink wrap to reduce waste weight.
- Reducing the size of plastic containers for semi-finished products.
- Reusing plastic materials from raw material and packaging suppliers for both semi-finished products and waste management.
- Replacing various operational plastics with rewashable pan covers, tray covers and pallet covers.
- Eliminating plastic liners for semi-finished products stored in containers or airtight containers.

We remain committed to further reducing operational plastic waste and will continue exploring innovative solutions to enhance sustainability.

Rewashable pan covers (before and after):



Airtight containers (before and after):



Reusable Pallet Covers Initiative



To reduce plastic waste in our operations, we introduced reusable pallet covers in December 2023, starting with an initial batch of 5,400 pieces. By June 2024, with the arrival of additional covers at our outsourced facility, our total inventory increased to 9,800 pieces.

Simultaneously, we optimised our shrink wrap usage by reducing the number of layers from four to two, cutting down film consumption by approximately 8 metres per pallet, equivalent to 125 grams of plastic per use.

As a result, we achieved a significant 58% reduction in plastic waste, from 21,230 kg in 2023 to 8,921 kg in 2024. This initiative also generated cost savings of around US\$36,000, reinforcing our commitment to sustainable operations and waste reduction.



Packaging Management

Sustainable Packaging in our Distribution Chain

Packaging is an essential component of our supply chain, safeguarding the integrity and quality of both our key ingredients and our products. However, we recognise that there are still opportunities to optimise the amount of packaging used at the various stages of transport and delivery to reduce the total amount of waste we generate.



See section above on *Sustainable Packaging in our Operations.*



Whenever possible, we source recycled and reused materials to package our products at our distribution centres while in transit to our customers.



We continuously look for opportunities to redesign the wrappers for our final products to incorporate more recycled and environmentally friendly materials.

Packaging Redesign

In 2024, as part of our ongoing efforts to make our packaging more environmentally friendly, our manufacturing facility in the Philippines reduced the amount of packaging required for our Goya chocolate bars. This involved shrinking not only the amount of wrapping needed for each individual bar, but also the boxes and shipping cases needed to transport the chocolates.

Additionally, the claycoat material used for the Goya boxes was substituted with a recycled kraft material to eliminate the reliance on virgin materials.



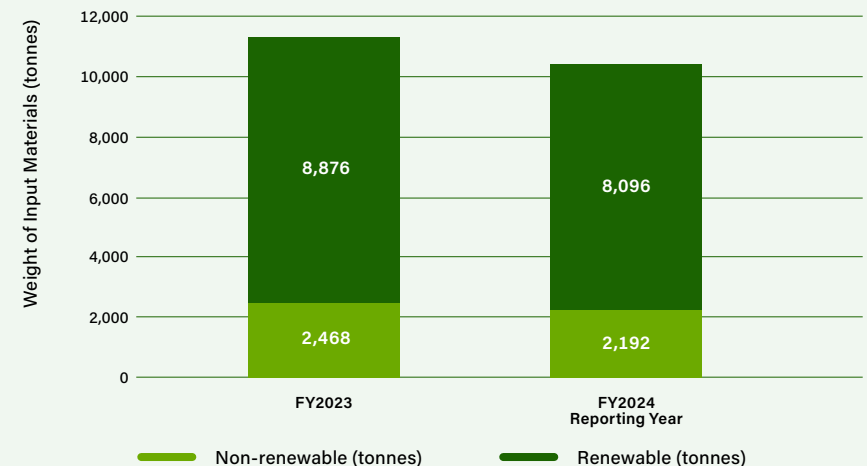
In Indonesia, we further improved our packaging by replacing multi-layer kraft flute with single-layer kraft paper for the innerbox, alongside our ongoing efforts to minimise excess material through size reduction or elimination. These initiatives align with our broader commitment to reducing packaging usage and eliminating non-recyclable packaging. Additionally, we are actively collaborating with industry partners to develop innovative packaging materials and solutions, which we look forward to including in future reports.



PERFORMANCE <301-1><301-2>

In 2024, Delfi's packaging used a total of 10,288 tonnes¹¹ of raw materials, with 74.7% of this composed of recycled materials. This represents a 9.3% decrease in total material usage compared to last year, while the proportion of recycled materials has remained largely constant. Delfi will continue to leverage innovative practices to optimise the use of packaging within our operations and supply chain, to better manage our impact on the environment.

Input Materials of Delfi's Packaging



¹¹ The weight of packaging has been approximated based on the largest packaging size for a more conservative assessment.

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KEY HIGHLIGHTS



New leadership training

launched for managers and supervisors at PT Ceres



75% ↓

decrease in the number of near miss incidents reports



10.8 years average

permanent staff service length



80% ↓

decrease in the number of employee grievances on health and safety



Zero Cases

of work-related fatalities and ill health



Halal Management System

implemented for logistics at PT Nirwana Lestari



Employment Practices

MANAGEMENT APPROACH AND PRACTICES <3-3>

Cultivating a safe and nurturing work environment enhances employee motivation and productivity, enabling employees to reach their full potential. By establishing fair employment practices, we ensure that our employees are treated equally and are adequately compensated. Conversely, poor employment and workplace practices can affect employees' overall well-being. This can negatively implicate talent attraction and retention rates, reducing overall organisational efficiency.



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Employment Practices

We seek to embrace a diverse and inclusive workforce encompassing a variety of ages, genders and backgrounds. This diversity allows our teams to be better supported with a broader range of skills, experiences and knowledge, fostering an environment that promotes the sharing of different insights.

We recognise that our employees form the bedrock of our organisation and play a crucial role in achieving our overall business objectives and fostering sustainable growth. As such, we focus on attracting and retaining the finest talent in the industry. This includes providing our team members with the necessary resources and support to thrive in their respective roles, whilst fostering a positive work culture through employee engagement initiatives.

Corporate Culture Statement and Code of Conduct <2-23><2-24>

Our Corporate Culture and Code of Conduct (“the Code”) encapsulates our philosophy, culture and policies that govern our work systems, processes and procedures. We emphasise the importance of being responsible, committed and passionate, always striving to deliver superior products and services. Our culture of positivity and motivation drives collaboration and support amongst team

members, while our commitment to sensitivity and respect for individuals fosters a professional workplace environment rooted in empathy.

All our employees are requested to familiarise themselves with the Code and understand the key policies and practices that must be upheld at all times. This knowledge is vital for maintaining our corporate culture and ensuring we collectively embody the values that drive our success.

Advancing Workforce Diversity and Inclusion <2-7><2-8>

At Delfi, we firmly believe in upholding merit-based hiring practices to ensure equitable opportunities for all employees. We adhere to the principles of fair employment and are committed to a workplace free from discrimination. Furthermore, our operations across the various countries strictly comply with applicable labour laws and regulations.

As of 31 December 2024, we had a total of 3,055 employees across four countries: Indonesia, Malaysia, the Philippines and Singapore. Our workforce in Indonesia represented the largest proportion at 70%, primarily supporting our manufacturing and distribution operations in our biggest consumer market. Employees in Malaysia and the Philippines constituted 19% and 9% of our workforce respectively, sustaining our operations in these growing markets. Lastly, our headquarters in Singapore comprised 2% of our total workforce.



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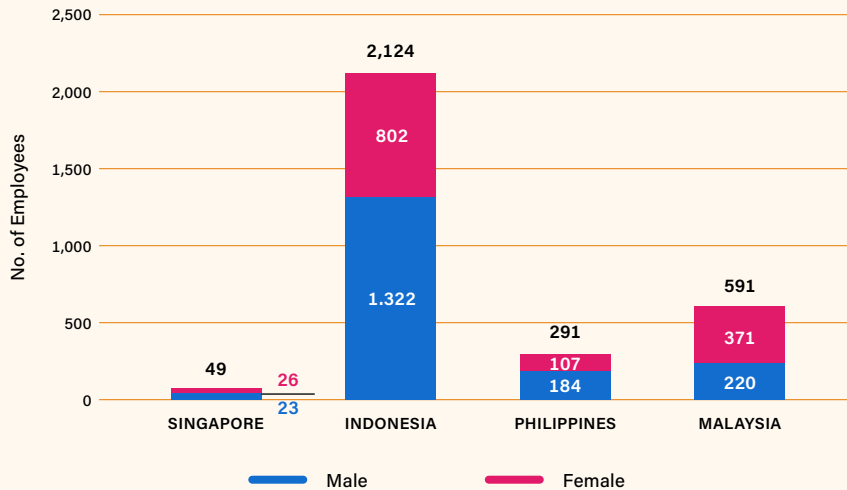
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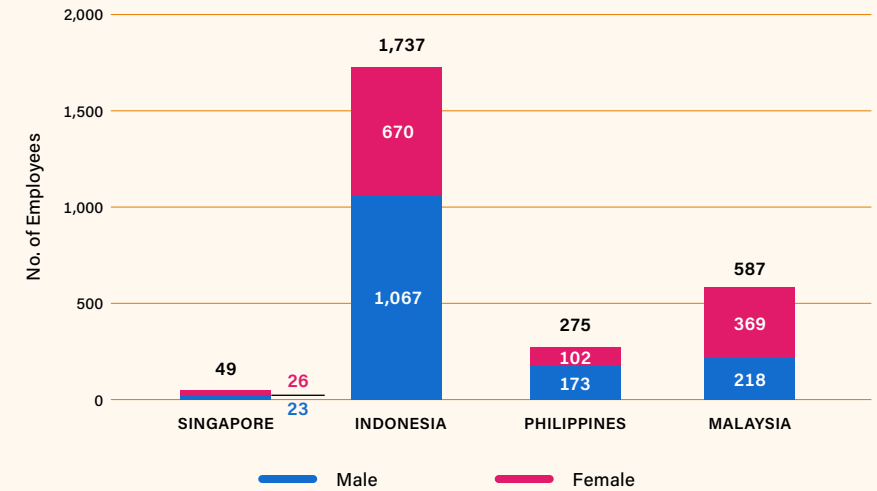
Breakdown of Employees (Permanent and Temporary including Seasonal Contract) by Region and Gender



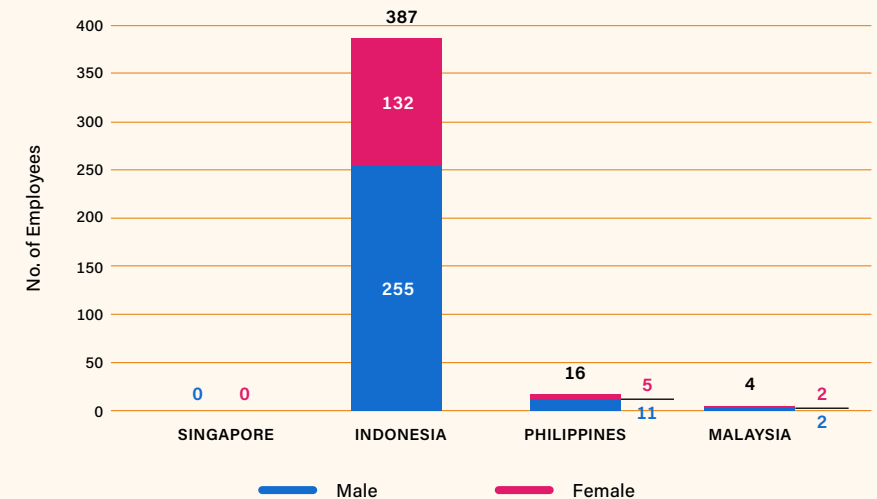
All employees, both permanent and temporary, were hired under full-time contracts, allowing them to enjoy higher salaries and benefits. Delfi does not have any part-time employees or employees without guaranteed hours.

87% of our employees were hired on a permanent contract basis, as we seek to provide greater job stability for the majority of our workforce. The remaining 13% of employees are on temporary contracts due to the semi-seasonal nature of our business, thus enabling us to manage increased demand during peak seasons. Furthermore, the average length of service for our permanent staff across the group is 10.8 years, reflecting positive employee retention and strong loyalty to the organisation.

Breakdown of Employees on Permanent Contract by Region and Gender



Breakdown of Employees on Temporary including Seasonal Contract by Region and Gender





Employment Practices

At Delfi, we are dedicated to fostering diversity, equity and inclusion in our workplace. In 2024, our workforce maintains a men to women ratio of 3:2. On 1 October 2024, Delfi welcomed two new independent directors, whose expertise in the chocolate confectionery and cocoa ingredients industries will enhance the Board's diversity, depth and overall strength.

Breakdown of Governance Bodies by Gender

	Male	Female	Total
Governance Bodies	8	1	9
	89%	11%	100%

Breakdown of Total Employees (Permanent and Temporary including Seasonal Contract) by Employee Category and Gender

	Male	Female	Total
Staff	1,291	838	2,129
	61%	39%	100%
Supervisor	241	291	532
	45%	55%	100%
Middle Management	171	147	318
	54%	46%	100%
Senior Management	46	30	76
	61%	39%	100%

Breakdown of Total Employees (Permanent and Temporary including Seasonal Contract) by Employee Category and Age Group

	< 30 years old	30-50 years old	>50 years old	Total
Staff	558	1,399	172	2,129
	26%	66%	8%	100%
Supervisor	156	293	83	532
	29%	55%	16%	100%
Middle Management	21	259	38	318
	7%	81%	12%	100%
Senior Management	1	44	31	76
	1%	58%	41%	100%



Delfi also engaged 1,066 workers who were not employees for various services, including contractors and suppliers. Services rendered by workers are mainly in the field of maintenance, repair, janitorial, security and consultancy services in the case of our HQ office.

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Employment Practices

Employee Grievance Mechanisms <2-25>

Addressing employee grievances promptly and amicably is crucial to minimise unnecessary escalation and enables the quick identification of unacceptable practices. All employees can raise any grievances that they may have through their Heads of Departments, which will then be escalated accordingly to our Human Resources ("HR") department and the Executive Directors as necessary, or at our manufacturing facilities Union-Management channels. Where there is a need, the Union directly reports to HR or through regular bipartite meetings between management and the Union. Any case that is raised will be investigated and resolved proactively, with counselling and dialogue sessions conducted to ensure all issues are addressed fairly. We handle grievances with confidentiality, ensuring that our employees can raise any concerns without fear of reprisal or retaliation.

Employee Benefits <401-2><401-3>

At Delfi, we seek to build a positive company culture by offering benefits that enhance employee engagement and loyalty. Our employment benefits for our full-time employees encompass insurance, healthcare and parental leave. Beyond the baseline benefits mandated by local labour regulations, the HR team works closely with the country units to review the non-monetary performance-based rewards and programs offered, allowing us to offer the most practical benefits for our employees.

Our employees enjoy a comprehensive benefits package that includes the following:¹²



We partner with globally recognised and reputable third-party medical and financial organisations to ensure that our employees are provided with quality healthcare services and holistic coverage.

Delfi also provides parental leave for employees as we seek to support new parents in spending time with their families. In 2024, a total of 160 employees took parental leave, 73% of men and 91% of women returned to work following parental leave, reflecting a supportive work environment at Delfi.

Number of Delfi Employees Supported with Parental Leave



80
Male



80
Female

Parental Leave Statistics ⁵	Male	Female
Total number of employees entitled to parental leave	1,222	859
Total number of employees that took parental leave	80	80
Total number of employees that returned to work in the reporting period after parental leave ended in 2024	58	73
Total number of employees that returned to work after parental leave ended (2023) that were still employed 12 months after their return to work	97	31
Return to work rates	73%	91%
Retention rates	94%	60%

12 Disability coverage is only to full-time employees in Indonesia, Philippines and Singapore, as employees above 18 years of age in Malaysia are already covered under the Social Security Organisation.



Employment Practices

Employee Training <404-1>

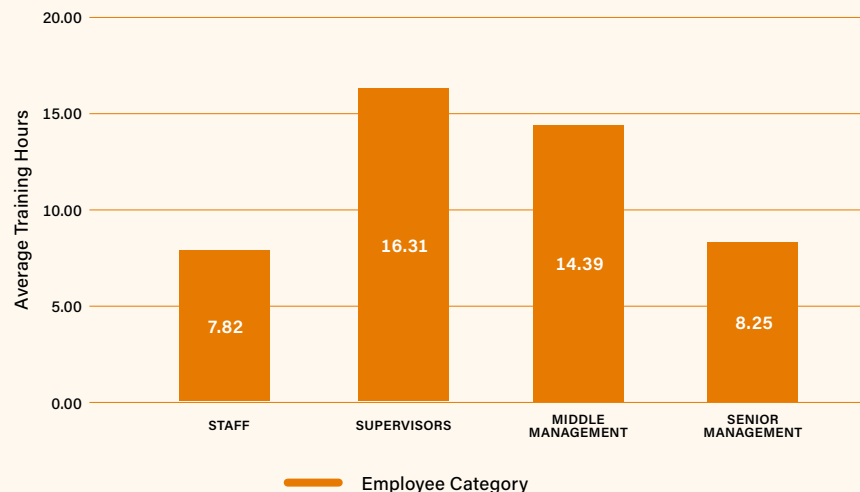
Delfi recognises that the personal and professional development of our employees is key to cultivating a future-ready workforce. Employees need relevant skills to perform their day-to-day duties and should be empowered to achieve their full potential. We have therefore established employee training programmes, designed to boost knowledge and enhance competencies amongst our team members. Trainings such as technical training, leadership and management development, professional development and compliance and regulatory training are currently in place.

In 2024, the average training hours per employee is 10 hours, with similar average training hours for both women and men. The breakdown of average training hours by employee category is as follows, with supervisors undergoing the highest average number of hours of training to help them better manage day-to-day operations of their teams.

Average Training Hours by Gender⁵



Average Training Hours by Employee Category



Leadership Training for Employees in Management Positions at PT Ceres



In June-August 2024, PT Ceres conducted Fundamental Optimist Leadership Training for supervisors and managers. Led by Hendra Hilman International, the "Optimist Leadership 3.0 Training" aimed to enhance the leadership skills of employees in management positions.

Weekly sessions were held for 159 supervisors and managers, covering topics such as positive beliefs, leadership, company values, time management, behaviour, communication, influencing skills, coaching and monitoring. The curriculum included roleplay and group discussions to reinforce learning. Participants attended 12 meetings, totalling 39 training hours each, and completed weekly homework assignments. All trainees passed the monthly evaluation and received certification upon course completion.



This program equipped participants with the tools and strategies needed to lead their teams more effectively in their daily operations, fostering improved collaboration and performance within the organisation.



Employment Practices

Providing Continuous Feedback and Support

<404-3>

We promote a nurturing working environment that encourages continuous improvement, open communication and close collaboration across business units. As part of our commitment to supporting our employees in the development of their careers, we have structured performance review processes in place for feedback and measurement of progress. These reviews are conducted in line with our HR framework and HR cycle on an annual basis.

In 2024, we continued to maintain high rates of employee feedback and reviews. All eligible employees¹³ received performance and career development reviews, reflecting Delfi's dedication towards supporting our employees developing in their careers professionally.

Promoting Employee Physical and Mental Health Well-being

Prioritising the holistic well-being of our employees remains a key focus at Delfi. We organise a variety of events to enhance employee well-being and foster social cohesion, contributing to a positive workplace culture. These events include Family Day, Walkathon and our annual Dinner and Dance. Additionally, we conduct team-building activities throughout the year to promote collaboration and strengthen bonds within our organisation.

Enhancing Mental Well-being of our Employees



In 2024, we held our second virtual mental well-being workshop and expanded it to include other business units across the group. The session centred on cultivating a “humble” mindset to achieve balanced work perspectives and establishing attainable goals for a positive emotional outlook, both professionally and personally. Participants took part in a case-scenario activity utilising the A.R.T. Method (Assess, Reflect, Think) to effectively manage workplace stress and anxiety.

13 Eligible employees exclude those employees governed by a Collective Bargaining Agreement, non-regular employees and new hires who have joined Delfi for less than a year.



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Building Team Spirit Through a Fun-filled Bonding Event at Fun Empire



In July 2024, HQ organised a team bonding event at Fun Empire. Employees were divided into teams and rotated through various giant board games, including Giant Jenga and life-sized Connect 4, along with an added spelling challenge. This engaging activity not only brought excitement, laughter and enjoyment but also strengthened teamwork, strategic thinking, communication and creativity. To top it off, winners were rewarded with vouchers, adding an extra layer of motivation and friendly competition to the event. Overall, the day fostered camaraderie and collaboration amongst colleagues, making it a memorable experience for everyone involved.

Enjoying Year-End Celebrations with a Bowling Bonanza



In December 2024, we wrapped up the year with a Bowling Bonanza at Sonic Bowl @ SAFRA Yishun, facilitated by Fun Empire. To enhance the fun and challenges, participants had to complete a task list as part of the added challenges to win the game. Earlier in the day, we kicked off the celebrations with mini-games in the office, including wrapping a gift using one hand, charades, line dancing and a team lunch. These activities provided a light-hearted atmosphere for everyone to unwind and connect with colleagues as we closed out the year on a high note.



Employment Practices

PERFORMANCE <401-1>

New Hires and Turnover⁵

Our workforce consists of both permanent and temporary including seasonal contract employees to meet our operational demands. As our operational needs fluctuate significantly throughout the year, such as during peak demand seasons of Lebaran, Valentine's Day and Christmas, our temporary contract workers allow us to adjust our workforce size as needed. These temporary contracts offer flexibility to those who prefer short-term work and typically include past hires familiar with our operations.

This is reflected in a high turnover rate when measured against all our employees. However, we have maintained a low turnover rate for our permanent employees:

Number and Rate of New Hires and Turnover for Permanent Employees

Year	Total	New Hires	New Hires Rate	Turnover	Turnover Rate
2023	2,706	385	14%	358	13%
2024	2,648	341	13%	365	14%

Number and Rate of New Hires and Turnover by Gender for Total Employees (Permanent and Temporary including Seasonal Contract)

	2023		2024	
	Male	Female	Male	Female
New Hires	1,103	642	320	228
	49%	41%	18%	17%
Turnover	1,313	707	1,089	599
	59%	45%	62%	46%

Number and Rate of New Hires and Turnover by Age for Total Employees (Permanent and Temporary including Seasonal Contract)

	2023			2024		
	< 30 years old	30 – 50 years old	>50 years old	< 30 years old	30 – 50 years old	>50 years old
New Hires	1,482	249	14	331	205	12
	104%	12%	5%	45%	10%	4%
Turnover	1,696	275	49	1,394	239	55
	119%	13%	16%	189%	12%	17%

Number and Rate of New Hires and Turnover by Region for Total Employees (Permanent and Temporary including Seasonal Contract)

	2023			
	Singapore	Indonesia	Philippines	Malaysia
New Hires	4	1,479	38	224
	9%	52%	13%	39%
Turnover	8	1,780	35	197
	17%	62%	12%	34%
	2024			
	Singapore	Indonesia	Philippines	Malaysia
New Hires	5	289	35	219
	10%	14%	12%	37%
Turnover	2	1,467	48	171
	4%	69%	16%	29%

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Occupational Health and Safety

MANAGEMENT APPROACH AND PRACTICES

<3-3>

Delfi manufactures chocolate and cocoa products at our two manufacturing facilities and has offices across our various locations of operation. Upholding robust health and safety practices protects our employees and allows our operations to continue efficiently. However, negligence in workplace safety can increase the risks of incidents and injuries, lead to infringements on workplace safety regulations, increased medical costs and negatively impact brand perception.

We seek to protect the overall health and well-being of our employees by ensuring a safe work environment with high standards of occupational health and safety practices. Our aim is to create an accident-free workplace, that provides a safe workplace for all employees and allows our employees to engage in their work effectively. This approach also minimises any risks of hazards and injuries to our employees, along with potential negative reputational and financial impacts for the company. Our practices and processes are reviewed regularly to ensure continued effectiveness and compliance, incorporating lessons learnt from past incidents to avoid the recurrence of similar accidents.



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Occupational Health and Safety

OHS Management System

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Delfi's OHS management system is aligned with local requirements¹⁴ and covers all activities, employees and workers in our manufacturing and distribution facilities. The Health and Safety team manages the OHS system at our respective facilities.



Compliance

- Our internal OHS policy aims to eliminate workplace hazards and prevent occupational illnesses in compliance with local laws, regulations and other requirements.
- Practices are updated in line with new OHS regulations.
- In Indonesia, we go beyond national regulations by complying with the ISO 45001:2018 standard at our factory site.
- Periodic reports are submitted to the relevant labour ministries in Indonesia and the Philippines.



Incident Reporting and Hazard Identification

- Employees and workers can report safety observations without fear of reprisal.¹⁵ They have the right to remove themselves from situations that they believe could cause them or another person injury or ill health.
- The "Safety Wednesday" initiative provides a platform to raise concerns and awards points for exemplary safety behaviour. Points are credited to employee's Behaviour Based Safety card. Top ten employees are rewarded with vouchers for exemplary behaviour.
- The "Near Miss" system encourages employees to report near miss incidents and suggest additional safety measures to prevent recurrence.



Audit and Risk Assessment

- Regular reviews and safety checks are conducted to ensure the management system is effectively implemented on the ground.
- The Safety Committee, comprising observers from both management and our workforce, conducts monthly meetings to discuss recent safety incidents and possible corrective measures.
- Biannual management review meetings are conducted to discuss findings and corrective actions implemented.
- Safety risk assessments or audits are carried out at predetermined intervals by the respective business units. Fighting equipment and first aid kits are regularly inspected.
- Indonesia's OHS management system undergoes internal and external audits annually for maintenance of ISO 45001:2018 certification.



Investigation

- For incidents reported or identified, Delfi undertakes necessary actions to eliminate risks based on the hierarchy of controls, prioritising hazards with higher severity and likelihood.
- All investigations are carried out by certified professionals who have demonstrated competence in health and safety.
- Results of the investigations are used to continually improve the OHS management system.

¹⁴ Local requirements are as follows: Health and Safety at Work Act 1974 (Indonesia), Government Regulation (PP) Number 50 of 2012 concerning Implementation of Occupational Safety and Health Management Systems (Indonesia), Republic Act 11058 (Philippines) and Occupational Safety and Health Act 1994 or Act 514 (Malaysia).

¹⁵ Employees are covered under Governing Company Rules and Regulations and Collective Bargaining Agreement aligned with local labour regulations.

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Occupational Health and Safety

Risk Assessments and Hazard Minimisation <403-3><403-9><403-10>

It is paramount to minimise any workplace accidents and ensure the well-being of our workers. We hold each of our employees in high regard and seek to minimise any cases of accidents or fatalities. As part of our efforts, we have a robust system to identify and assess hazards that can lead to workplace injuries and ill health and have adopted measures to minimise the occurrence of such incidents.

Potential Impact	Hazards	Actions to Minimise Hazards	How Hazards were Assessed
High-consequence injury	<ul style="list-style-type: none"> Compressed natural gas area Boiler area Machines with cutters, hydraulic plates and rotating parts Unguarded machinery Faulty electrical equipment Slips and falls Fire hazards from flammable materials 	<ul style="list-style-type: none"> Safety reminders, instructions and signages put up Wearing of Personal Protective Equipment ("PPE") Risk assessments using the Hazard Identification, Risk Assessment and Opportunities Framework Mitigation actions in line with the hierarchy of control Monitoring to ensure adherence to safety and mitigation measures 	<ul style="list-style-type: none"> Safety risks analysis by safety officers or third-party experts Hazards were identified from past accidents and OHS management system and reviews conducted Risk threshold assessed using a combination of the likelihood of occurrence or exposure and severity of injury and ill health that can occur
Work-related ill health	<ul style="list-style-type: none"> Machinery noise Chemical exposure Radiation from X-ray machines Lifting of heavy items Ergonomic hazards Dust from the sugar mill 	<ul style="list-style-type: none"> Safety reminders, instructions and signages put up Wearing of PPE Regular medical check-ups Following safety requirements on Material Safety Data Sheet ("MSDS") Use of Thermoluminescent dosimeter for radiation dose monitoring 	<ul style="list-style-type: none"> Risk assessments conducted Employee feedback Use of safety standards MSDS

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Occupational Health and Safety

Enhancing Health and Safety <403-5><403-6><403-7>

Access to Health Services



Delfi offers comprehensive medical coverage, annual check-ups and easy access to medical services. We ensure our employees are aware of their health benefits through regular updates and provide transport to medical facilities when needed. Additionally, our facility in the Philippines operates a 24-hour internal clinic. During work-week operations, the clinics are staffed by qualified nurses to address our employees' healthcare needs.

Safety Training and Awareness



We implement an annual Health and Safety training programme for all employees, offering training sessions in multiple languages, such as Bahasa Indonesia and Tagalog. Work-related hazards and practices are discussed during training, as well as fire and emergency response protocols. Additional training and qualifying exams are mandated for operations involving higher safety risks.

Engagements with Our Business Partners



Mandatory facility and process inspections are part of our screening process for key potential business partners and suppliers before entering into any agreements.

DFI Fire and Evacuation Drill Promoting Awareness and Preparedness in Times of Emergency



Fire drills are crucial for ensuring workplace safety by familiarising employees with evacuation procedures and the use of fire safety equipment, reducing panic and enhancing preparedness during emergencies.

Two fire and evacuation drills were conducted in collaboration with the Bureau of Fire Protection ("BFP") Marikina on 14 June 2024 and 12 September 2024. Both exercises included a Fire Protection and Safety Seminar led by BFP, an evacuation drill with full employee participation and firefighting exercises using fire extinguishers and fire hoses, which involved the company's Emergency Response Team ("ERT") and volunteer employees. Furthermore, in the June fire drill, a first aid demonstration was conducted by the ERT under the supervision and observation of BFP.





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Health and Safety Trainings and Seminars for Employees in 2024



Internal trainings were held on upholding safe work practices. Topics included mechanical, electrical, chemical and good housekeeping safety, HIRAC (Hazard Identification, Risk Assessment and Control), developing safe work practices and standard operating procedures, safety measures for manual lifting and working at heights, and ensuring workplace emergency preparedness.



Health seminars were held for employees on improving mental wellness, prevention against pulmonary tuberculosis, hepatitis B and lifestyle diseases, family planning and violence at work by doctors from a Health Maintenance Organisation provider.



Forklift Safety Operations Training was conducted for all forklift operators and warehouse personnel.



Occupational Health and Safety

PERFORMANCE

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Throughout 2024, our robust OHS management system has proven effective as evidenced by the continued absence of work-related fatalities and cases of work-related ill health. While our work-related injury rate remains very low, it is important to acknowledge that there were three instances of work-related injuries. These incidents primarily resulted from the unsafe use of machinery, non-compliance with safety protocols and instances of negligence.

In response to each accident, investigations were carried out promptly and stringent measures to prevent reoccurrence were subsequently implemented. Both engineering and administrative controls were implemented. Engineering controls included the addition of grills on crusher machines, while administrative controls included briefings for all employees and thorough cleaning of production washing areas. We continue to strive for a zero-accident workplace as a responsible employer.

Work-related Injuries and Work-related Ill Health Statistics⁵

EMPLOYEES	2022		2023		2024	
Number of hours worked	8,387,405		7,856,110		6,544,246	
	Number	Rate	Number	Rate	Number	Rate
Fatalities because of work-related injury	0	0	0	0	0	0
Fatalities because of work-related ill health	0	0	0	0	0	0
High-consequence work-related injuries	1	0.02	0	0	0	0
Recordable work-related injuries	5	0.12	3	0.08	3	0.09
Main type of work-related injury	Hand injury		Hand injury		Hand and head injury, 2 nd degree burns	
	Cases		Cases		Cases	
Recordable work-related ill health	0		0		0	

NON-EMPLOYEES (OUTSOURCED)	2022		2023		2024	
Number of hours worked	524,935		2,237,114		2,338,128	
	Number	Rate	Number	Rate	Number	Rate
Fatalities because of work-related injury	0	0	0	0	0	0
Fatalities because of work-related ill health	0	0	0	0	0	0
High-consequence work-related injuries	0	0	0	0	0	0
Recordable work-related injuries	2	0.76	2	0.18	0	0
Main type of work-related injury	Hand injury and fall		Leg and eye injuries		-	
	Cases		Cases		Cases	
Recordable work-related ill health	0		0		0	

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Management Approach and Practices <3-3>

Consumers are increasingly becoming more conscious of the impacts of their consumption choices, particularly amongst younger consumers, with a greater demand for products that positively impact their health, the environment and the community¹⁶. In addition, to cater to the needs of our Muslim-majority markets, such as Indonesia and Malaysia, it is essential that our chocolate products continue to have halal certifications.

Product Labelling and Product Quality & Safety

Delfi places a strong emphasis on the quality and safety of food in our production and distribution processes, adhering to the rigorous standards to meet both local and global regulations. Our strict health and safety protocols for products ensure that our chocolate products are not only safe and nutritious, but also of superior quality. Any incidents of contamination or compromise of food safety could lead to regulatory action and pose risks to consumers' health.

With growing scrutiny over sustainability practices and product labelling within the industry, Delfi also recognises the importance of honesty and transparency. Risks of inaccurate labelling can lead to decreased consumer confidence in our products and negatively impact brand image. By providing clear and accurate labelling on our products, we enable our consumers to make well-informed decisions that protect their health and cater to their dietary needs.

16 Havard Business Review, Research: Consumers' Sustainability Demands Are Rising (2023).



Product Labelling and Product Quality & Safety

Our Food Safety Management System <416-1><417-1>

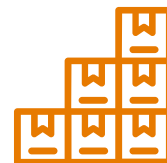
Delfi's Food Safety Management System and key controls provide a robust framework to ensure our products meet the required consumer health and safety standards and continue to be implemented effectively across our operations. In 2024, we successfully passed all the annual external certification audits (such as FSSC 22000, Halal Assurance, ISO 45001 and ISO 14001) with zero critical and major audit findings. The results of internal and external audits are reviewed and confirmed as effectively implemented twice per year at our Management review meetings.

Furthermore, Delfi continues to make progress in improving our food safety management system. In 2024, PT Ceres upgraded its FSSC 22000 certificates from version 5.1 to version 6, while DFI has upgraded to version 6 in February 2025. Halal Certification for Logistic (Storage and Distribution) at Nirwana Lestari Bekasi and Bali were also obtained in third quarter of the year. Lastly, Delfi is in the midst of implementing the food safety and management system and certification for ISO 22000:2018 at DMSB.



Robust Systems

- Our Good Manufacturing Practice establishes criteria for high-quality food manufacturing and is audited monthly.
- We ensure strict adherence to halal standards as part of our manufacturing processes to meet the religious requirements of our Muslim consumers.
- Our Prescribed Standards and best practices are aligned with international market-leading practices for product storage across the value chain to ensure products are in optimal condition and meet the standards of safety and quality for human consumption.



Proactive Risk Identification and Reduction

- HACCP is an internationally recognised hazard identification and management process adopted to ensure end-to-end monitoring of the product development processes. It facilitates the timely identification of food safety standards and eliminates potential hazards to consumer safety.
- We enforce strict surveillance across our production facilities and implement controlled and locked access systems to enhance our food safety protocols.
- 100% of our significant product categories undergo health and safety impact assessments. The process aims to proactively identify opportunities for improvement across product life cycles, ranging from the development of product concepts to production.



Transparent Labelling

- FSSC 22000 Food Safety System Certification provides a framework for effectively managing the Group's food safety responsibilities. FSSC 22000 is fully recognised by the Global Food Safety Initiatives ("GFSI") and is based on existing ISO Standards.
- Our labels include the product's expiry date, recommended storage conditions, allergen declaration, ingredients and compliance with halal standards. We also highlight information, such as the nutritional value of our confectionary products on our product labels, the use of vegan-friendly ingredients, natural colours and flavours or increased cocoa content percentage.

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Enhancing the Safety and Quality of Our Equipment at PT Ceres (Production Facility)

Strategic investments in technology, equipment and process improvements play a vital role in enhancing food safety and quality. By adopting advanced detection systems, upgrading equipment materials and improving infrastructure, we strive not only to mitigate risks but also to strengthen our reputation as a trusted brand in delivering safe, high-quality food products to the market.

This year, we undertook a comprehensive upgrade of our safety and quality infrastructure such as installation of more X-ray units and regeneration of metal detection systems with better performance and features. These enhancements have significantly improved our detection capabilities, minimising the risk of contaminated products and ensuring compliance with food safety standards.



Before



After

Our mild steel storage tank has also been replaced with a stainless steel one to ensure greater durability and further reduce the risk of rust contamination. Additionally, a new jacketing system was installed in the transfer pipes. This helps to improve product consistency by maintaining stable temperatures and increases energy efficiency during production.



Before



After



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Supporting Continuous Improvement through Our Kaizen Programme at PT Ceres (continued from 2023)

In 2023, Delfi introduced the Kaizen Programme at our factories to strengthen the food safety culture, involving all staff members, including management, shop floor employees and operators and group leaders. 'Kaizen' means 'change for the better' in Japanese and is a business philosophy encouraging continuous improvement of all employees. With this programme, food safety initiatives carried out by employees undergo quarterly reviews and exceptional efforts are rewarded.



This year, the Kaizen competition was held again at PT Ceres, where representatives from various departments teamed up to propose new improvements with regards to food safety. In this year's edition, coaching sessions were conducted to help adopt more effective food safety practices. Employees from other departments, other than production, also participated in this competition. Such events help to cultivate the mindset that food safety is of utmost importance throughout the organisation.



Product Labelling and Product Quality & Safety

Encouraging Healthy and Nutritious Snacking

Delfi is dedicated to promoting healthier lifestyles by expanding our product range to include nutritious snack options. This initiative responds to the growing consumer demand for snacks that satisfy cravings while contributing positively to overall well-being. To achieve this, we collaborate with a multidisciplinary team from diverse backgrounds, each playing a vital role in the development of our healthier products.

To date, we offer lines of chocolate products that incorporate ingredients with more nutritious benefits such as yoghurt, green tea, chia seeds, oats, nuts and fruits. In addition to creating new products with healthy ingredients, we have also enhanced existing offerings by increasing the cocoa content and reducing sugar and dairy levels. We also offer vegan products, such as our *Van Houten* Vegan chocolate bars, for those who prefer plant-based options.

Delfi's Healthier Snacking Products

Our *Cha Cha* Minion chocolate candies use all natural colours, instead of artificial colours, and come with collectible Minion toys.



The *SilverQueen* Bites have been made using yoghurt, natural pink colouring and green tea powder. Yoghurt is known to be a rich source of calcium and packed with vitamins, while green tea is rich in antioxidants.



Our *Selamat* Wafers are free from trans fat and cholesterol and are high in fibre, a healthy snacking option for consumers to enjoy.



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Product Labelling and Product Quality & Safety

Furthermore, Delfi has rolled out marketing campaigns to encourage consumers to choose more nutritional snacking options. These campaigns leverage community partnerships, event participation and influencer endorsements to improve overall consumer engagement and awareness on healthy snacking.

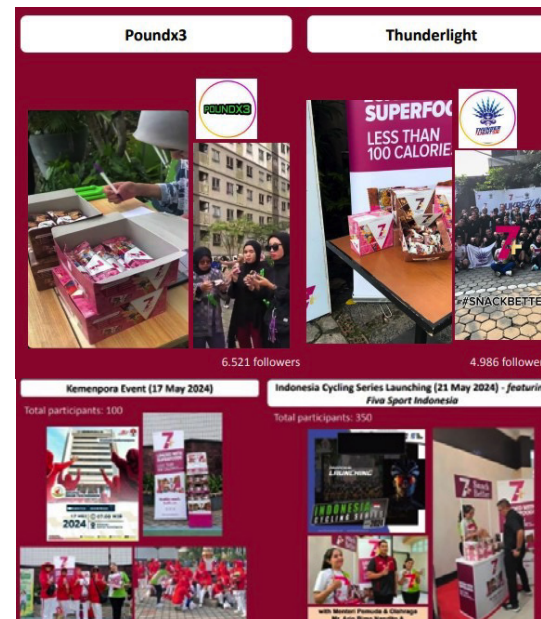
Engaging with the Community to Promote Healthier Snacking Options

Nutritional Goodness S.A. introduced the 7+ bar, a nutritious snack with superfoods like chia seeds, yogurt and berries, all under 100 calories. To promote 7+ as a healthier snacking option, we collaborated with sports communities such as Eksperia.id, Jogja Running, Poundx3 and Thunderlight, highlighting how the 7+ bar supports an active and healthy lifestyle.

Furthermore, we participated in various sports events, setting up booths to provide samples and promote 7+ bars. This direct engagement allowed consumers to taste the product and learn about its nutritional benefits first hand. Collaborations with key opinion leaders ("KOLs") further amplified the promotion as these influencers endorsed the 7+ bar at these sporting events and through their social media platforms, increasing the overall reach to a wider audience.



LESS THAN
100 CALORIES PER BAR





Product Labelling and Product Quality & Safety

Customer Care

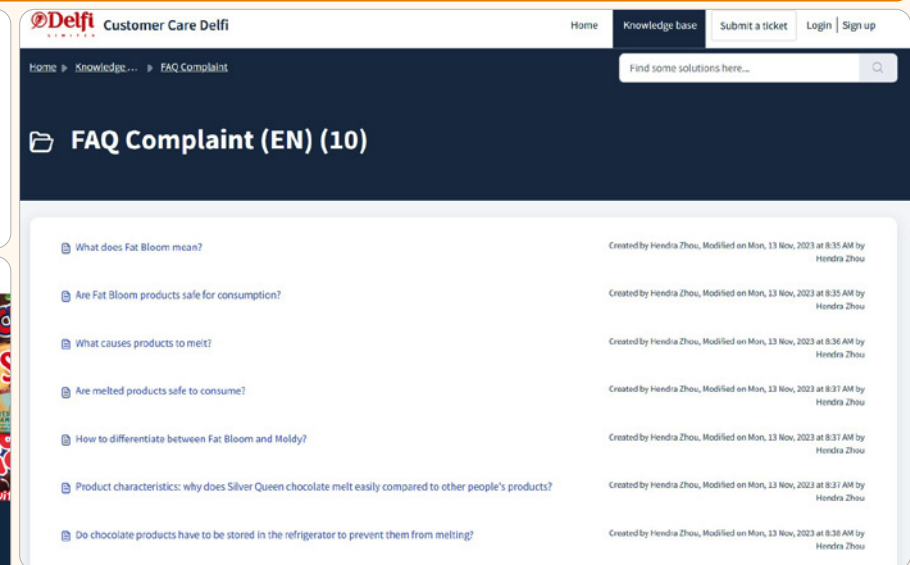
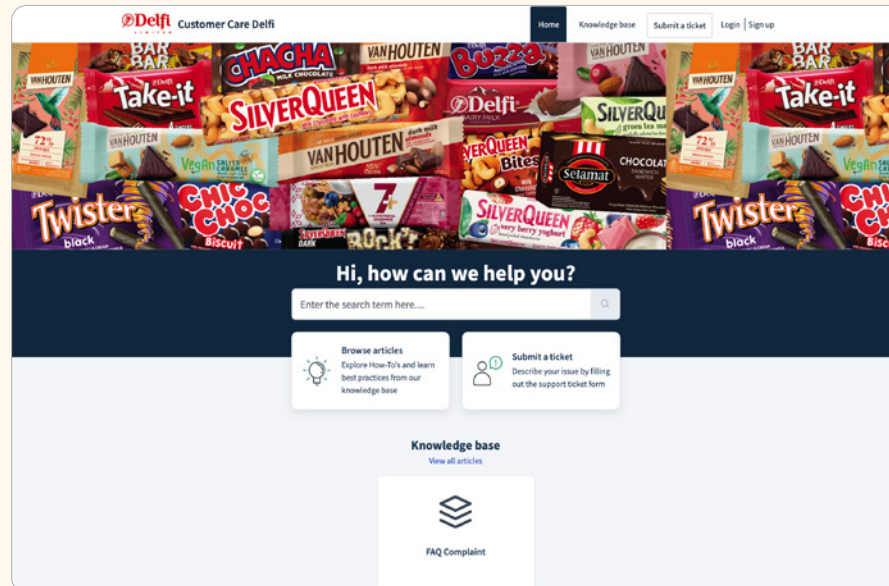
At Delfi, understanding our customers' preferences, behaviours and feedback is paramount as we strive to create chocolate products that will continue to attract consumers. We deeply value customer input, integrating it into our strategies and planning processes. Our management firmly believes that this invaluable feedback has played a crucial role in fostering customer loyalty and enhancing our market competitiveness, thereby contributing to our sustainable business growth over the years.

Various processes and channels have been established for customers to provide feedback, and these have been integrated into our day-to-day operations. Delfi follows a standardised Consumer Customer Care Procedure across all business units, ensuring a consistent approach to addressing any customer health and safety concerns. As such, each complaint can be promptly addressed, highlighting our commitment to providing a smooth and enjoyable customer service experience. Feedback from our stakeholders is also discussed at our fortnightly customer complaint meetings.

Improved Customer Care Through Our Freshdesk Suite Portal

This year, we have fully launched the Freshdesk Suite Delfi Customer Care Portal as we seek to enhance customer service through quicker responses.

Through this platform, customers can submit a ticket to raise any complaints or feedback. Each ticket raised will be handled in a prompt and amicable manner. Furthermore, a list of frequently asked questions ("FAQ") regarding Delfi's chocolate products are available on the site to allay consumer concerns.



With the launch of this new portal, we have been able to gather more consumer feedback. Furthermore, the platform allows us to follow-up with any feedback or complaints more closely, improving overall consumer experience. Insights gathered through the portal have revealed that our consumers' top concerns are product quality, consumer health and the use of sustainable ingredients.

This customer care portal can be accessed at:
<https://custcare.delfilimited.com/support/home>

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Product Labelling and Product Quality & Safety

PERFORMANCE

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In 2024, we continue to ensure zero incidents of material non-compliance with applicable laws regarding consumer health and safety. There were also zero incidents of material non-compliance related to product information and labelling or marketing communications, which reflect our commitment to responsible marketing and labelling practices.

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Delfi Cares

Delfi seeks to enhance the well-being of the local communities in which we operate by creating positive environmental and social impact. Our efforts focus on uplifting the lives of marginalised and underprivileged individuals. By implementing community initiatives that deliver long-term benefits and directing investments to address local needs, we aim to build trust and forge stronger connections with the surrounding communities.

Furthermore, volunteerism also plays a pivotal role in nurturing our company culture and the formation of strong, cohesive teams. We encourage employees to collaborate and give back to society through meaningful activities, which in turn strengthens team dynamics and reinforce our social license to operate.

Our internal CSR framework guides our CSR activities and philanthropy efforts. Each of the three pillars represents a core area where we believe we can significantly contribute and foster a lasting positive impact.

Delfi's CSR Framework





Delfi Cares

In FY2024, 409 volunteers from Delfi contributed a total of 1,609 hours to various causes across Singapore, Philippines, Malaysia and Indonesia, such as benefitting communities through monetary and product donations, improving community health and participating in local ecosystem restoration efforts.

409

VOLUNTEERS FROM DELFI

1,609

VOLUNTEER HOURS CONTRIBUTED

Philanthropy Through Product Donations



Providing Food Donations to Underprivileged Local Communities



Five batches of food donations were made to Yayasan Food Bank Malaysia in July and August to support the underprivileged and local communities. A total of 502 cases of chocolates and gummies were donated to 34 organisations, bringing joy to a total of 1,106 beneficiaries ranging from students, flood victims and the homeless.



Uplifting Others to Do Good Through Product Donations



DMSB supported the Eagles Grammar Charity Carnival in 2024 which was raising funds for kidney dialysis patients who faced barriers in paying for treatment at Eagles Dialysis Centre and support for a local orphanage, K.I.D.s. Product donations included 99 cases of chocolates, 50 cases of gummies, 800 boxes of cough syrup sachets and 40 cases of respirators.

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Philanthropy Through Product Donations



Partnering with Other Organisations to Support Students with Hygiene Kits and Snacks



Delfi Philippines collaborated with Lions Club of Marikina Valley Host and Meritxell World Children Foundation to provide hygiene kits and snacks for 300 students at Kapitan Moy Elementary School, spreading delight amongst the students at school that day.



Organising a Donation Drive to Support an Indigenous Group During the Holiday Season



In the spirit of giving during the Christmas season, Delfi Philippines partnered with Overland 2300 to support the Aeta tribe located at San Jose Tarlac City Sito Tala and Sitio Baag. Gifts of *Knick Knacks* chocolates and *Goya* chocolates were presented to 500 locals, bringing cheer to the community during the festive season.



Supporting the Dementia Community Through Goodie Bag Sponsorships

Delfi supported SportCares's event, 'A Day to Remember', organised to create a safe space for meaningful social interactions for individuals living with dementia and their families. Delfi contributed *Take It* chocolate wafers fingers and *Van Houten* chocolates to the goodie bags for event participants, contributing to an overall eventful day for the participants.





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Fostering a Healthy Society



Promoting Nutritional Meals for Children



Delfi is committed to promoting healthy eating and snacking, recognising the importance of encouraging children to consume nutritious meals during their developmental stages. In recognition of this, PT NL partnered with the Foodbank of Indonesia for two distributions of cereal donations. The first distribution took place on 20 September 2024, benefitting 18 institutions, including elementary schools, early childhood education centres and integrated health posts in Bekasi City and Bekasi Regency. A second distribution occurred on 4 October 2024, reaching 26 institutions, comprising elementary schools and early childhood education centres in Jakarta.



Providing Nutritional Support to Children with Stunting



PT NL partnered with KRIS Stop Stunting in NTT, an organisation which seeks to encourage the community to consume balanced and nutritious meal and provides food assistance to children with stunting. Through this partnership, a total 100 cases of Kellogg Corn Flakes were donated, supporting 4,555 individuals with having a more nutritious start to their day.



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Greening Our Communities



Supporting Mangrove Reforestation Efforts at Kuala Selangor Park



In 2024, DMSB continued to support local mangrove reforestation efforts, recognising the importance of mangroves in conserving the area's rich biodiversity, sequestering carbon and protecting coastal shorelines. In partnership with the Malaysian Nature Society ("MNS"), 40 DMSB volunteers planted a total of 400 saplings in hopes that these saplings will continue to mature into thriving mangrove trees that will enhance the ecosystem's resilience.



Nationwide Beach Clean-up Across 17 Different Locations



On 26 October 2024, DMSB's employees gathered to participate in a large, concerted effort to clean beaches at 17 different locations across the country (Selangor, Melaka, Seremban, Sandakan, Tawau, Kora Kinabalu, Batu Pahat, Johor Bahru, Kota Bharu, Kuantan, Langkawi, Penang, Kuching, Miri, Sibul, Alor Setar and Perak). This clean-up was organised to support the protection of local marine ecosystems through the removal of debris and trash, and thus, positively impacting the local community. 295 employees worked tirelessly from 9am-1pm to remove litter from the beaches, highlighting a strong sense of community amongst our employees as they united in this effort. This initiative not only helped to preserve our natural ecosystems but also fostered teamwork and collaboration amongst the employees, reflecting Delfi's overall commitment to environmental stewardship and community engagement.



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Greening Our Communities



Working Together to Clean the Beaches at Batu Karas Beach and Pangandaran Sunset Beach



In December, PT Ceres held a beach cleanup event that brought together a team of 36 volunteers to remove litter, debris and other pollutants from the coastline. The cleanup occurred at two beaches in Bandung - Batu Karas Beach and Pangandaran Sunset Beach - resulting in a total of 198 volunteer hours. This initiative was designed not only to clean the selected areas but also to educate employees and residents on the significance of preserving a clean environment to safeguard the ecosystem and marine life.



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Upgrading Community Infrastructure



Donation of Furniture to Enhance Local School Facilities



Building on our support in 2023 for the construction of Wanakerta II Elementary School in the Telukjambe Barat District this year, Delfi donated furniture to the 'Dinas Pendidikan Kabupaten Karawang' (Karawang Regency Education Office). This included desks, chairs and whiteboards for the classrooms, headmaster's room, teachers' room, library and school clinic, providing essential infrastructure for the school to facilitate lessons for students effectively. Delfi's total contribution amounted to approximately IDR182,000,000.



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Business Ethics and Compliance

KEY HIGHLIGHTS



Upheld Prescribed Standards

and Code of Conduct:
Zero cases of
impropriety



Upheld fair trade,

open competition and
anti-trust laws



Enhancing the Board's diversity,

skills and industry
expertise with the
appointment of a new
chairperson and two
new members



Business Ethics and Compliance

MANAGEMENT APPROACH AND PRACTICES <3-3><206-1>

Delfi consistently ensures that we uphold the highest standards of ethics and responsibility across our different markets. Our business ethics and compliance are governed by our Prescribed Standards and Code of Conduct. This helps to ensure transparency, reliability and integrity in our day-to-day operations while retaining the trust our stakeholders have in us. Any cases of misconduct or failure to meet compliance requirements can significantly disrupt our operations, impact our stakeholders and cause reputational and financial damage to the business. In 2024, there were no recorded incidents of corruption and no legal actions for anti-competitive behaviour, anti-trust and monopoly practices for Delfi.

Furthermore, we have in place a strong sustainability governance and leadership structure, which is crucial for spearheading and driving our sustainability agenda. Our leadership provides clear and definitive guidance, supporting Delfi in its sustainability ambitions and overall business growth.



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Business Ethics and Compliance

Corporate Governance

<2-9><2-12><2-13><2-14><2-17>

At Delfi, our Board is responsible for the oversight of sustainability strategy, goals and performance and oversees our Sustainability Policy. Our Board of Directors is composed of a team of accomplished professionals from diverse backgrounds, each bringing their unique skills and competencies to drive the shared goal of creating sustainable value for Delfi and its stakeholders.

In 2024, our Board underwent several changes to ensure continued relevance of expertise and experiences. With effect from 23 April 2024, Mr Doreswamy Nandkishore has been appointed as Chairman of the Board. Two new Independent Directors, Mr Chin Koon Yew and Mdm Lim Seok Bee, were also appointed with effect from 1 October 2024. To date, our Board comprises nine members – three Executive Directors, five Independent Directors and one Non-Executive Non-Independent Director. For more details on Board structure and composition, please refer to the Corporate Governance Report in our Annual Report 2024.

Our Board members are well-informed on the latest sustainability trends and are prepared to oversee sustainability matters at Delfi. As of the publication of this report, all Board members have completed their SGX-mandated sustainability training, with the latest undergoing training in March 2025.

Regular Board meetings are conducted to closely monitor and oversee business operations. The Board is provided with the necessary resources to carry out its obligations in alignment with Group policies, corporate governance standards and the interests of shareholders. When urgent commercial or corporate matters arise, Board meetings are convened to seek guidance or make decisions. All Directors must adhere to Delfi's Code of Conduct and act in the Company's best interests.

The Board is supported by the Sustainability Committee, which is chaired by Mr Pedro Mata-Bruckmann, a Non-Executive Non-Independent Director. All other members of the SC are independent, and the mandate of the SC includes promoting, developing and advancing sustainability strategies and/or initiatives; and ensuring the concept of "sustainability" is applied in all aspects of our business.

Various committees are in place to assist the Board, including the Executive Committee, Audit Committee, Remuneration Committee, Nominating Committee, Risk Management Committee and the Sustainability Committee. These committees provide guidance to management and the full Board and regularly review matters under their respective areas of responsibility.

A complete report of our corporate governance practices, in compliance with the Code of Corporate Governance 2018, can be found under our Corporate Governance Report in our Annual Report 2024.

Delfi's Standards

<2-23><2-24>

At Delfi, we are committed to championing our sustainability agenda. We seek to achieve the following:



Embrace the needs of the community



Care for the environment



Act in the interests of all our stakeholders



Sustainability in sourcing materials and our production

All partners, suppliers, stakeholders and employees are required to adhere to and uphold our Prescribed Standards. These Standards are designed to ensure that our policies and operations safeguard the environment and promote the safety and well-being of our workforce and the community. Embracing this principle is a fundamental requirement for our future growth, which we aim to achieve in collaboration with other responsible business partners and suppliers who share our vision, mission and business approach.

Our Standards comprise the minimum ESG requirements expected from our suppliers. Our approach is based on international laws, regulations and the core conventions as defined in the fundamental principles of human rights at work, namely:

- The Universal Declaration of Human Rights (UN, 1948)
- Convention on the Rights of the Child (UN, 1989)
- The Rio Declaration on Environment and Development (UN, 1992)
- The Ten Principles of the UN Global Compact Framework (UN, 2000)
- The Johannesburg UN World Summit on Sustainable Development (UN, 2002)

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Business Ethics and Compliance

The following table summarises the elements covered in our Standards:

Summary of Elements in The Delfi Prescribed Standards, Requirements & Practices for the Environment, Social & Working Conditions



Enviroment

- Air pollution
- Noise pollution
- Water and ground pollution
- Energy reduction
- Reduction of other environmental impacts
- Storage, transportation and handling of chemicals
- Storage, handling and transportation of hazardous and non-hazardous waste



Social

- Health and safety
- Safety hazards and fire prevention
- Housing facilities and accomodation
- Wages, benefits and working hours
- Child labour
- Forced and bonded labour
- Discrimination
- Freedom of association
- Harrassment, abuse and disciplinary action



Governance

- Legal compliance
- Confidentiality and intellectual property
- Ethics and business

Code of Conduct

<2-23><2-24>

The Code of Conduct is applicable to the Board of Directors, management team and all employees. This Code delineates the ethical standards and principles that should guide the actions and responsibilities of directors and employees, ensuring the highest levels of personal and corporate integrity. It also defines the fundamental values and norms that shape the Group's professional behaviour and governance. The Code of Conduct covers topics including Delfi's zero tolerance stance for corruption, anti-competitive behaviour and any forms of discrimination. Furthermore, the Code sets out the requirements for business units to be good corporate citizens in the countries where they operate, abiding with local laws and regulations.

All Delfi's employees are required to understand and reaffirm the Code of Conduct annually. Any changes in their personal circumstances which could cause them to be in conflict with the company's interest must be declared when it occurs.

Whistle-blowing, Ethics and Grievance Mechanisms

<2-16><2-25><2-26>

These mechanisms have been established to provide an avenue for stakeholders to raise ethical concerns and grievances. Additionally, stakeholders may voice their issues on ESG-related issues through our sustainability email address. To protect stakeholders from the risk of retaliation, all issues reported are treated with strict confidentiality and the identities of reporting personnel are protected.

Any ethical concerns and issues raised will be evaluated by the Ethics Committee and reported to the Audit Committee, while the ESG-related concerns and issues will be addressed by the Chairman of Sustainability Committee and the Ethics Committee as well.

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Anti-corruption <205-1><205-2>

All our operations across Indonesia, the Philippines, Malaysia and Singapore were assessed for corruption risks. No significant risks were identified in our assessment.

All our employees are expected to comply with our anti-corruption policies and procedures, and we communicate these policies and procedures to our employees.

Number and Percentage of Employees Who Received Communication on Anti-Corruption Policies by Employee Category and Region

LOCATION	Employee Category				Total	
	Staff	Supervisors	Middle Management	Senior Management	Number of employees	Percentage of employees
Indonesia	1,554	365	172	30	2,121	100%
Philippines	147	89	19	36	291	100%
Malaysia	575	66	71	45	757	100%
Singapore	6	21	16	6	49	100%

Number and Percentage of Employees Who Received Training on Anti-Corruption by Employee Category and Region

LOCATION	Employee Category				Total	
	Staff	Supervisors	Middle Management	Senior Management	Number of employees	Percentage of employees
Indonesia	23	114	164	21	322	15%
Philippines	147	89	19	36	291	100%
Malaysia	1	0	41	1	43	7%
Singapore	9	0	0	1	10	20%

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Conducting Fraud Awareness Training

To further strengthen anti-corruption measures and our compliance culture, we conducted fraud awareness training this year. Personnel identified as being at higher risk for fraud and unlawful activities were selected for supplementary training, including employees from our Sales, Purchasing, Supply Chain and Finance departments. The training sessions were led by our Head of Internal Controls, who facilitated active participation through discussions and case studies designed to prepare employees for potential scenarios where fraud could arise. Additionally, queries raised by employees were addressed and clarified during the sessions.



PERFORMANCE
<205-3>

In 2024, no incidents of corruption were recorded within Delfi and we continue to strive to maintain such performance in the years to come.



Economic Pillar

Innovation and Sustainable Value Creation

KEY HIGHLIGHTS



**US\$502.7
million**

Total Revenue
Generated



**US\$15.2
million**

Group Corporation
Tax Paid



**US\$51.0
million**

Total Employee
Benefits Expenses

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In an industry characterised by rapid changes and evolving consumer preferences, it is crucial for Delfi to stay agile and adaptable. Innovation serves as a fundamental pillar of our business and we seek to adopt innovative solutions to tackle our various sustainability-related challenges.

Under our environmental policy, employees are encouraged to identify innovations that integrate sustainability into their daily activities. A key step in this direction has been the recent adoption of a new carbon accounting digital platform. This tool enables us to harness technology to measure and track our greenhouse gas emissions more effectively, reducing data inaccuracies and operational inefficiencies.



SWEEP Carbon Accounting Software



Delfi recognises the importance of reliable and verifiable sustainability disclosures, particularly for our Scope 1, 2 and 3 GHG emissions, which are under heightened scrutiny from stakeholders due to the global focus on climate change. During the reporting year, Delfi began the process of onboarding SWEEP, a carbon accounting platform.

SWEEP enables the automated accounting of emissions in accordance with the GHG Protocol and incorporates functions that allow for the documentation of evidence to support these calculations, such as invoices. This not only provides more accurate emissions figures for reporting purposes, but also facilitates future external audits of our emissions data.

The software will allow Delfi to better track its emissions across its entities, business units and facilities. Collectively, these functions will make it easier to identify emissions hotspots and intervention opportunities within our business operations and value chain.

Furthermore, we see potential in innovating to create chocolate products that support healthier and more nutritious diets. At Delfi, we have invested into our research and development capabilities, fostering collaboration across team with diverse expertise and backgrounds.

Moving forward, we are committed to exploring new opportunities and innovations that can take us further on our sustainability journey, including packaging, supply chain management and resource efficiency.



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Most Transparent Company Award

(Consumer Staples) category at the Securities Investors Association Singapore ("SIAS") Investors' Choice Awards 2024, marking the second year that Delfi has won the award.

At Delfi, we are dedicated to creating value for all our stakeholders and contributing to sustainable and inclusive growth. Going beyond the pursuit of economic value, we seek to bring positive value for people and the planet, allowing us to distinguish ourselves as a business and retain our competitiveness in the long run.

Stakeholders are increasingly attentive over how companies manage their key ESG issues and sustainability performance. We have been striving for improvements in our sustainability journey over the years and provide clear and transparent disclosures on our progress through our annual sustainability reports and timely release of sustainability-related announcements.

Furthermore, we continue to maximise economic value creation for our shareholders and investors. We harness various business strategies to achieve this goal, including establishing leading brands in Indonesia and regional markets, our own brands and agency brands strategy, enhancing effective distribution networks and routes-to-market capabilities, optimising supply chain and procurement strategies and leveraging on innovation throughout the business. Our sustained economic performance enables our business to thrive and deliver chocolate creations for consumers to enjoy.

As a committed employer and advocate for sustainable economic progress, we contribute to local economic growth in the regions where we operate, supporting our employees with livelihoods and various benefits to enhance their overall well-being.

US\$502.7

million generated in revenue
in FY2024

US\$51.0

million employee benefits
contributed in FY2024

US\$15.2

million corporate tax paid
in FY2024

Further details on the Economic Pillar can be found in our Annual Report 2024.



About This Report

REPORTING PERIOD AND SCOPE

<2-2><2-3><2-6>

This Report covers the period from 1 January to 31 December 2024 (“2024”), with historical period performance for 2023 and 2022 included for comparison purposes, where possible.

This Report covers our operations in Indonesia, Malaysia, the Philippines and Singapore and includes our manufacturing facilities, distribution operations and our headquarters office.

Unless otherwise stated, this Sustainability Report covers the following entities, referred to as the “Group”.

Entity ¹⁷	Country	Principal activities
Delfi Limited	Singapore	Marketing and distribution of products
Ceres (International) Marketing Pte Ltd	Singapore	Marketing of consumer confectionery products
McKeeson Consultants Private Limited	Singapore	Provision of technical services to our business units
PT Perusahaan Industri Ceres	Indonesia	Manufacturing and marketing of chocolate confectionery products
PT Nirwana Lestari	Indonesia	Marketing and distribution of chocolate confectionery and other consumer products
PT Delfi Yuraku Indonesia ¹⁸	Indonesia	Manufacturing, sale and marketing of a range of chocolate snack of products
Delfi Foods, Inc.	Philippines	Manufacturing of chocolate confectionery products
Delfi Marketing, Inc.	Philippines	Marketing and distribution of chocolate confectionery and other consumer products
Delfi Marketing Sdn Bhd (Malaysia)	Malaysia	Marketing and distribution of healthcare and other consumer products

REPORTING STANDARDS AND GUIDELINES

This Report has been prepared with reference to the Global Reporting Initiative (“GRI”) 2021 Standards, as it provides a widely accepted and standardised approach to reporting sustainability impacts and performance. It further serves as a framework to ensure transparency and consistency in the data presented. This Report complies with the Singapore Exchange Limited (“SGX”) Listing Rules 711A and 711B for Sustainability Reporting and has incorporated climate disclosures in line with the TCFD recommendations. Furthermore, Delfi has included all 27 Core ESG Metrics published by the SGX.

In preparation for the upcoming IFRS S1 and S2 regulations, Delfi has reviewed its climate-related disclosures and has developed a roadmap towards full compliance with these requirements.

Kindly refer to the GRI Content Index on pages 77 to 80 and SGX 27 Core Metrics Content Index on page 81 for mapping the disclosures within this Report.

INTERNAL REVIEW

<2-5>

This Report has been prepared with internal controls in place and reviewed by our internal audit team under the oversight of the Audit Committee. The review was conducted in accordance with the “Guide to Internal Review of a Sustainability Report” issued by the Institute of Internal Auditors in November 2022.

No external assurance was conducted for this Report. However, Delfi may consider undergoing external review in the future.

LIST OF CERTIFICATIONS

It should be noted that several of the systems and procedures mentioned in this Report have been the subject of external certification audits conducted in the ordinary course of Delfi’s business. These include audits to obtain the following certifications:

Certification	Description
ISO 14001:2015	Environmental Management System
ISO 45001:2018	Occupational Health and Safety Management System
ISO 22000:2018	Food Safety Management System
FSSC 22000:2018	Food Safety System Certification 22000

¹⁷ PT General Food Industries has been excluded from the reporting scope as it has been dormant since the second quarter of 2021.

¹⁸ PT Delfi Yuraku Indonesia is a subsidiary of the joint venture. Current and historical data for the joint venture is captured under PT Perusahaan Industri Ceres.



Policies for the Material Matters

SUPPORTING POLICIES FOR MATERIAL MATTERS <2-23>

Delfi has supporting policies for each material matter, as outlined below:

Climate Change	Energy Management	Water Management
<ul style="list-style-type: none"> Corporate Sustainability Policy 	<ul style="list-style-type: none"> Energy management policies 	<ul style="list-style-type: none"> Water management policies
Waste Management	Packaging Management	Supply Chain Management
<ul style="list-style-type: none"> Waste and effluent management policies 	<ul style="list-style-type: none"> Corporate Sustainability Policy 	<ul style="list-style-type: none"> Prescribed Standards, Requirements & Practices for the Environment, Social and Working Conditions
Occupational Health and Safety	Employment Practices	Product Labelling and Product Quality & Safety
<ul style="list-style-type: none"> Occupational Health and Safety Policy 	<ul style="list-style-type: none"> HR Policy Code of Conduct Collective Bargaining Agreement 	<ul style="list-style-type: none"> Quality & Food Safety Policy
Business Ethics and Compliance		
<ul style="list-style-type: none"> Code of Conduct 		

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Greenhouse Gas Emissions	Direct (Scope 1) GHG emissions: GHG emissions from combustion of fuel used for equipment under Delfi's operational control. Carbon dioxide (CO ₂), methane (CH ₄) and nitrous oxide (N ₂ O) were included in the GHG emissions calculation and expressed in carbon dioxide equivalents (CO ₂ e).		
	Electricity indirect (Scope 2) GHG emissions: GHG emissions that result from the generation of purchased electricity used for leased spaces and buildings owned and under Delfi's operational control. Scope 2 emissions are expressed in carbon dioxide equivalents (CO ₂ e).		
	Location-based method The following table details the GEF values (in kgCO ₂ or kgCO ₂ e/kWh) used for the relevant geographies:		
		FY2023	FY2024
	Singapore	0.4168	0.412
	Malaysia	0.6488	0.6488
	Indonesia	0.80	0.80
	Philippines (DFI)	0.7122	0.7122
Energy	Philippines (DMI)	0.966	0.966
	Market-based method From FY2024, Delfi has adopted both location-based and market-based reporting for its Scope 2 GHG emissions in accordance with the GHG Protocol Scope 2 Guidance, in order to provide more accurate emissions quantifications by accounting for different contractual instruments and enhancing the precision of emissions factors, including methods to account for renewable energy certificates ("RECs"). Based on the current availability of data, location-based grid emission factors have been adopted. Delfi will seek to adopt higher precision emission factors where possible in future.		
	Other indirect (Scope 3) GHG emissions: GHG emissions that are a consequence of Delfi's activities, but occur from sources not owned or controlled by Delfi. This includes both upstream and downstream emissions. Scope 3 emissions have been calculated and expressed in carbon dioxide equivalents (CO ₂ e).		
	GHG emissions intensity: GHG emissions intensity metrics are expressed in metric tonnes of carbon dioxide equivalents per million US\$ of revenue (tCO ₂ e/mil US\$), unless otherwise stated.		
	Direct energy consumption: Calculated using the consumed fuel volume used multiplied by the density of fuel and energy density of the fuel.		
	Energy intensity: Energy intensity metrics are expressed in megawatt-hour of electricity per million US\$ of revenue (MWh/mil US\$), unless otherwise stated.		
	Water consumption: Measures water used by an organisation such that it is no longer available for use by the ecosystem or local community in the reporting period is calculated by taking the difference between water withdrawal and water discharged.		
	Water intensity: Water intensity metrics are expressed in cubic meter of water withdrawn per million US\$ of revenue (m ³ /mil US\$), unless otherwise stated.		
Waste	Waste: Refers to anything that the holder discards, intends to discard, or is required to discard expressed in kilograms (kg) or multiples and excludes effluents.		
	Waste disposed: Any operation which is not recovery, even where the operation has, as a secondary consequence, the recovery of energy. It is the end-of-life management of discarded products, materials and resources in a sink or through a chemical or thermal transformation that makes these products, materials and resources unavailable for further use. (e.g., incineration with/without energy recovery, landfilling)		
	Waste diverted from disposal: Any waste recycled, reused or sent to other recovery operations.		
	Waste intensity: Waste intensity metrics are expressed in kilograms of waste generated per million US\$ of revenue (kg/mil US\$), unless otherwise stated.		



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Social Pillar	
Training Hours	<p>Average training hours per employee = Total number of training hours provided to employees / Total number of employees</p> <p>Average training hours per female = Total number of training hours provided to female employees / Total number of female employees</p> <p>Average training hours per male = Total number of training hours provided to male employees / Total number of male employees</p> <p>Average training hours per employee category = Total number of training hours provided to each category of employees / Total number of employees in each category</p>
Parental Leave	<p>Return to work rate = (Total number of employees that did return to work after parental leave/ Total number of employees due to return to work after taking parental leave) x 100</p> <p>Retention rate = (Total number of employees retained 12 months after returning to work following a period of parental leave/ Total number of employees returning from parental leave in the prior reporting period(s)) x 100</p>
New Hires and Turnover	<p>Rates are computed as a percentage of total employee numbers by gender, age and region, as at end of financial year 2024.</p> <p>New hires rate = Number of new hires (by the relevant category) / Number of employees as at end of financial year 2024 (by the relevant category)</p> <p>Turnover rate = Number of employees who leave the Group (by the relevant category) / Number of employees as at end of financial year 2024 (by the relevant category)</p>
Work-related Injuries and Ill Health	<p>For manufacturing sites, actual working hours were recorded. For the HQ and distribution operations (except DMI), an estimated 8-hour working day was used to calculate the overall working hours.</p> <p>Rate of fatalities as a result of work-related injury = (Number of fatalities as a result of work-related injury/Number of hours worked) x 200,000</p> <p>Rate of high-consequence work-related injuries (excluding fatalities) = (High-consequence work-related injuries (excluding fatalities) /Number of Hours Worked) x 200,000</p> <p>Rate of recordable work-related injuries = (Recordable work-related injuries/Number of hours worked) x 200,000</p> <p>Work-related ill health cases refer to occupational diseases cases.</p>

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

Reference:

SR – Delfi Limited’s Sustainability Report 2024

AR – Delfi Limited’s Annual Report 2024

Delfi Limited’s Sustainability Report 2024 references the following disclosures from the GRI Standards (2021) and Topic-Specific Standards 2016, 2018 and 2020 where applicable:

GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
GRI 2: General Disclosures 2021		
Organisation and its Reporting Processes		
2-1	Organisational details	About Delfi (SR page 7), Our Brands (SR page 9)
2-2	Entities included in the organisation’s sustainability reporting	About this Report (SR page 73), Information on entities apart from the entities in ‘Reporting Scope’ can be found in Delfi’s Annual Report
2-3	Reporting period, frequency and contact point	About this Report (SR page 73), Feedback (SR page 4)
2-4	Restatements of information	Figure for FY2023 Scope 1 emissions has been restated due to additional information on natural gas usage acquired during FY2024. Figure for FY2023 Scope 3 emissions has been restated due to the recomputation of activity data for certain categories. Figure for FY2023 number of hours worked for employees has been restated to include hours for DMI national sales personnel. The rate of recordable work-related injuries for employees remains unchanged.
2-5	External assurance	About this Report (Page 73)
Activities and Workers		
2-6	Activities, value chain and other business relationships	About Delfi (SR page 7), Our Brands (SR page 9), Our Stakeholders (SR page 13)
2-7	Employees	Advancing Workforce Diversity and Inclusion (SR page 35 to 37)
2-8	Workers who are not employees	Advancing Workforce Diversity and Inclusion (SR page 37)
Governance		
2-9	Governance structure and composition	Sustainability Governance (SR page 10), Corporate Governance (page 66)
2-10	Nomination and selection of the highest governance body	Corporate Governance (AR page 48 to 80)
2-11	Chair of the highest governance body	Corporate Governance (AR page 48 to 80)
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance (SR page 10), Our Material Matters and Value Creation Pillars (SR page 11 to 12), Corporate Governance (SR page 66)
2-13	Delegation of responsibility for managing impacts	Sustainability Governance (SR page 10), Corporate Governance (SR page 66)
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance (SR page 10), Our Material Matters and Value Creation Pillars (page 11 to 12), Corporate Governance (SR page 66)
2-15	Conflicts of interest	Corporate Governance - Independent Judgement (AR page 53)
2-16	Communication of critical concerns	Whistle-blowing and Grievance Mechanisms (SR page 67), Corporate Governance (AR page 72 to 73)
2-17	Collective knowledge of the highest governance body	Corporate Governance (SR page 66)
2-18	Evaluation of the performance of the highest governance body	Corporate Governance (SR page 66)
2-19	Remuneration policies	Corporate Governance - Board Performance (AR Page 66)
2-20	Process to determine remuneration	Corporate Governance - Remuneration Matters (AR page 67)
2-21	Annual total compensation ratio	Omitted due to information being unavailable.



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GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
Strategy, Policy and Practices		
2-22	Statement on sustainable development strategy	Board Statement (SR page 3 to 4)
2-23	Policy commitments	Our Sustainability Policy (SR page 7), Corporate Culture Statement and Code of Conduct (SR page 35), Delfi's Standards (SR page 66), Code of Conduct (SR page 67), Policies for the Material Matters (SR page 74)
2-24	Embedding policy commitment	Our Sustainability Policy (SR page 7), Corporate Culture Statement and Code of Conduct (SR page 35), Delfi's Standards (SR page 66), Code of Conduct (SR page 67), Policies for the Material Matters (SR page 74)
2-25	Processes to remediate negative impacts	Employee Grievance Mechanisms (SR page 38), Whistle-blowing and Grievance Mechanisms (SR page 67)
2-26	Mechanisms for seeking advice and raising concerns	Whistle-blowing and Grievance Mechanisms (SR page 67)
2-27	Compliance with laws and regulations	Product Labelling and Product Quality & Safety (SR page 56)
2-28	Membership associations	Delfi is a member of SEDEX (membership organisation that provides one of the world's leading online platforms for companies to manage and improve working conditions in global supply chains). For more information, refer to: http://www.delfilimited.com/corporate_sustainability.html
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Our Stakeholders (SR page 13)
2-30	Collective bargaining agreements	The percentage of employees who are covered under collective bargaining agreements are listed below: PT Nirwana Lestari – 1% PT Perusahaan Industri Ceres – 54% Delfi Foods, Inc. – 75% Delfi Marketing, Inc. – 13% Delfi Marketing Sdn Bhd (Malaysia), Delfi Limited, Ceres (International) Marketing Pte Ltd and McKeeson Consultants Private Limited – 0% For employees not covered, their working conditions and terms of employment are governed by the respective units' rules and regulations.
Management Approach		
3-1	Process to determine material topics	Our Material Matters and Value Creation Pillars (SR page 11 to 12)
3-2	List of material topics	Our Material Matters and Value Creation Pillars (SR page 11 to 12)
3-3	Management of material topics	Progress Towards Our Goals (SR page 14 to 15)
Environmental Pillar		
Material Matter 1: Climate Change		
3-3	Management of material topics	Climate Change (SR page 17 to 21)
305-1	Direct (Scope 1) GHG emissions	Climate Risk and Opportunities Disclosure (SR page 21)
305-2	Energy indirect (Scope 2) GHG emissions	Climate Risk and Opportunities Disclosure (SR page 21)
305-3	Other indirect (Scope 3) GHG emissions	Climate Risk and Opportunities Disclosure (SR page 21)
305-4	GHG emissions intensity	Climate Risk and Opportunities Disclosure (SR page 21)
305-5	Reduction of GHG emissions	Climate Risk and Opportunities Disclosure (SR page 21)
Material Matter 2: Energy Management		
3-3	Management of material topics	Energy Management (SR page 22 to 23)
302-1	Energy consumption within the organisation	Energy Management (SR page 22)
302-3	Energy intensity	Energy Management (SR page 22)
302-4	Reduction of energy consumption	Energy Management (SR page 22 to 23)

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GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
Material Matter 3: Water Management		
3-3	Management of material topics	Water Management (SR page 24 to 25)
303-1	Interactions with water as a shared resource	Water Management (SR page 24 to 25)
303-2	Management of water discharge-related impacts	Water Management (SR page 24 to 25)
303-3	Water withdrawal	Water Management (SR page 24)
303-4	Water discharge	Water Management (SR page 25)
303-5	Water consumption	Water Management (SR page 25)
Material Matter 4: Waste Management		
3-3	Management of material topics	Waste Management (SR page 26 to 27)
306-1	Waste generation and significant waste-related impacts	Waste Management (SR page 26)
306-2	Management of significant waste-related impacts	Waste Management (SR page 26 to 27)
306-3	Waste generated	Waste Management (SR page 27)
306-4	Waste diverted from disposal	Waste Management (SR page 27)
306-5	Waste directed to disposal	Waste Management (SR page 27)
Material Matter 5: Supply Chain Management		
3-3	Management of material topics	Supply Chain Management (SR page 28)
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management (SR page 28)
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management (SR page 28)
414-1	New suppliers that were screened using social criteria	Supply Chain Management (SR page 28)
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management (SR page 28)
Material Matter 6: Packaging Management		
3-3	Management of material topics	Packaging Management (SR page 29 to 32)
301-1	Materials used by weight or volume	Packaging Management (SR page 32)
301-2	Recycled input materials used	Packaging Management (SR page 32)

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GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
Social Pillar		
Material Matter 7: Employment Practices		
3-3	Management of material topics	Employment Practices (SR page 34 to 42)
401-1	New employee hires and employee turnover	Employment Practices (SR page 42)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practices (SR page 38)
401-3	Parental leave	Employment Practices (SR page 38)
404-3	Percentage of employees receiving regular performance and career development reviews	Employment Practices (SR page 40)
404-1	Training and Education	Employment Practices (SR page 39)
Material Matter 8: Occupational Health & Safety		
3-3	Management of material topics	Occupational Health and Safety (SR page 43 to 48)
403-1	Occupational health and safety management system	Occupational Health and Safety (SR page 44)
403-2	Hazard identification, risk assessment and incident investigation	Occupational Health and Safety (SR page 44)
403-3	Occupational health services	Occupational Health and Safety (SR page 44 to 45)
403-4	Worker participation, consultation and communication on occupational health and safety	Occupational Health and Safety (SR page 44)
403-5	Worker training on occupational health and safety	Occupational Health and Safety (SR page 46 to 47)
403-6	Promotion of worker health	Occupational Health and Safety (SR page 46)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (SR page 46)
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety (SR page 44)
403-9	Work-related injuries	Occupational Health and Safety (SR page 45 and 48)
403-10	Work-related ill health	Occupational Health and Safety (SR page 45 and 48)
Material Matter 9: Product Labelling and Product Quality & Safety		
3-3	Management of material topics	Product Labelling and Product Quality & Safety (SR page 49 to 56)
416-1	Assessment of the health and safety impacts of product and service categories	Product Labelling and Product Quality & Safety (SR page 50)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Labelling and Product Quality & Safety (SR page 56)
417-1	Requirements for product and service information and labelling	Product Labelling and Product Quality & Safety (SR page 50)
417-2	Incidents of non-compliance concerning product and service information and labelling	Product Labelling and Product Quality & Safety (SR page 56)
417-3	Incidents of non-compliance concerning marketing communications	Product Labelling and Product Quality & Safety (SR page 56)
Governance Pillar		
Material Matter 10: Business Ethics and Compliance		
3-3	Management of material topics	Business Ethics and Compliance (SR page 65 to 69)
205-1	Operations assessed for risks related to corruption	Business Ethics and Compliance (SR page 68)
205-2	Communication and training about anti-corruption policies and procedures	Business Ethics and Compliance (SR page 68 to 69)
205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Compliance (SR page 69)
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	Business Ethics and Compliance (SR page 65)



SGX Core Metrics Content Index

In 2021, SGX published a list of recommended 27 Core ESG Metrics that were intended to act as a common and standardised set of metrics for ESG reporting to help align the needs of reporters and users of ESG information produced by SGX listed companies. The following index provides the mapping of metrics against the disclosures made in our report.

Environmental		
SGX Topic Category	Metric	Reference(s)
Greenhouse Gas Emissions	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	Climate Risk and Opportunities Disclosure (SR page 21)
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	
Energy Consumption	Total energy consumption	Energy Management (SR page 22)
	Energy consumption intensity	
Water Consumption	Total water consumption	Water Management (SR page 25)
	Water consumption intensity	
Waste Generation	Total waste generated	Waste Management (SR page 27)
Social		
Gender Diversity	Current employees by gender	Advancing Workforce Diversity and Inclusion (SR page 37 and 42)
	New hires and turnover by gender	
Age-Based Diversity	Current employees by age groups	Advancing Workforce Diversity and Inclusion (SR page 37 and 42)
	New hires and turnover by age groups	
Employment	Total turnover	Advancing Workforce Diversity and Inclusion (SR page 35 and 42)
	Total number of employees	
Development & Training	Average training hours per employee	Advancing Workforce Diversity and Inclusion (SR page 39)
	Average training hours per employee by gender	
Occupational Health & Safety	Fatalities	Occupational Health and Safety (SR page 48)
	High-consequence injuries	
	Recordable injuries	
	Recordable work-related ill health cases	
Governance		
Board Composition	Board independence	Advancing Workforce Diversity and Inclusion (SR page 37), Corporate Governance (SR page 66)
	Women on the board	
Management Diversity	Women in the management team	Advancing Workforce Diversity and Inclusion (SR page 37)
Ethical Behaviour	Anti-corruption disclosures	Business Ethics and Compliance (SR page 68 to 69)
	Anti-corruption training for employees	
Certifications	List of relevant certifications	About This Report (SR page 73)
Alignment with Frameworks	Alignment with frameworks and disclosure practices	About This Report (SR page 73)
Assurance	Assurance of sustainability report	About This Report (SR page 73)

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