

A photograph of a woman, a young child, and an elderly man kneeling in a vineyard, smiling as they plant a small sapling in the soil. The scene is bathed in warm, golden light, suggesting a sunrise or sunset. The background shows rows of grapevines.

CULTIVATING A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT 2025

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Board Statement

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The Board of Directors of Delfi Limited (“Delfi”) is pleased to present our ninth Sustainability Report (“SR 2025”) which outlines our sustainability performance, progress and priorities over the past year, reaffirming our continued commitment to Sustainable Value Creation for our stakeholders.

The year 2025 saw geopolitical risks heavily impacting the food and agriculture sector, contributing to heightened price volatility in agricultural commodities.¹ Cocoa supply chains, in particular, are under pressure, with geopolitical instability, climate change and regulatory uncertainties (e.g., EU Deforestation Regulation) heavily influencing global outputs.²

Meanwhile, the global sustainability landscape remains uneven. Global momentum around sustainability has started to wane in some regions due to political changes, with inclinations towards climate change scepticism. In Singapore, while regulatory authorities remain committed to sustainability in the long-term, they have delayed compliance timelines for climate reporting, with the Singapore Exchange Regulation (“SGX RegCo”) and the Accounting and Corporate Regulatory Authority (“ACRA”) announcing a phased approach to the adoption of International Financial Reporting Standards’ (“IFRS”) climate-related disclosure requirements.

These shifting dynamics have led to greater uncertainty regarding the integration of sustainability and climate considerations into business strategies. This ongoing sentiment highlights the importance of greater adaptability, resilience and commitment in corporate action to cultivate meaningful growth.

Our philosophy of Sustainable Value Creation remains steadfast despite the evolving external environment and challenges. By embedding sustainable practices into our operations, we are poised to navigate emerging risks, adapt to shifting consumer expectations and meet regulatory requirements. Our ability to deliver meaningful impact is underpinned by our strong financial foundation and a clear focus on long-term business value.



¹ ING, Diverging Strategies Emerge as Geopolitical Risks Rise in Food & Agri (2025).
² AInvest, Global Cocoa Markets in Turmoil: How Geopolitical Risks and Supply Chain Diversification Are Reshaping Investment Strategies (2025).

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Cacao flowers in bloom

We recognise the importance of adopting a proactive approach to building climate resilience by managing climate-related risks and opportunities. Following the SGX RegCo announcement of a phased approach for climate-related disclosure requirements in accordance with IFRS S1 and S2, we have dedicated significant resources towards building our quantitative climate risk assessment capabilities, to support more reliable and substantive disclosures in future reports.

In 2025, we also revisited our material sustainability topics to ensure our focus areas continue to drive meaningful impact. We determined that the ten material matters identified in FY2024 remain relevant to Delfi and our key stakeholders. These priorities, reviewed and approved by the Board, continue to guide our decision-making and long-term Environmental, Economic, Social and Governance (“EESG”) commitments. The Board continues to play an active role in integrating sustainability into our business strategy and overseeing the management of key EESG factors to ensure responsible and ethical operations. Further details are available on pages 11 to 12 of this Report.

Looking ahead, we remain committed to strengthening our sustainability practices and nurturing long-term progress. Sustainability continues to be a core priority at Delfi, and we are dedicated to responsible operations and strong collaboration with our team and partners to help cultivate a sustainable future.

**Feedback
GRI <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>.

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Executive Summary

Key Performance Highlights for FY2025

The philosophy of Sustainable Value Creation remains the cornerstone of our strategic identity, providing a steady framework as we navigate an increasingly complex global landscape. Our approach centres on cultivating a sustainable future by ensuring that our EESG priorities are robust enough to withstand market turbulence.

The Board of Directors continues to play an active and essential role in this journey, providing oversight to ensure that sustainability remains a central pillar of our business strategy, while being supported by our Sustainability Committee ("SC"). Our key sustainability achievements for 2025 are highlighted below, reflecting our commitment to responsible business and sustainable value creation.

ENVIRONMENTAL PILLAR

Secured candidacy for PROPER³ Green rating



an improvement from prior year's PROPER³ Blue rating

Climate Change

1,664 tonnes of carbon dioxide equivalent ("tCO₂e") decrease in emissions

In partnership with TotalEnergies, launched Solar Panel Phase 2 in our Indonesian manufacturing plant, adding 1,412 kilowatt-peak ("kWp") capacity, reducing 1,664 tCO₂e annually



Achieved a 1.8% decrease in Scope 1 and 2 intensity⁴ relative to FY2023 baseline

Energy Management

9.4% decrease

in fuel-related energy intensity from the FY2023 baseline, attributable to boiler performance monitoring to maintain optimal efficiency



Water Management

Zero incidents of non-compliance associated with water quantity and/or quality permits, standards and regulations

New demineralisation system plans initiated at PT Ceres

- Began the upgrade of the Reverse Osmosis ("RO") system to a demineralisation water system, meeting the updated drinking water Total Dissolved Solids ("TDS") standard



³ PROPER (Public Disclosure Programme for Environmental Compliance) Award is a five-colour-coded assessment rating scheme – Gold, Green, Blue, Red and Black – representing the environmental performance of participating companies, with Gold and Green ratings recognising those that surpass legal requirements with exemplary best practices.

⁴ All intensity metrics are reported in per piece of product produced, unless otherwise stated.

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ENVIRONMENTAL PILLAR

Packaging Management

- Achieved a 5.6% decrease in total material usage relative to FY2023 baseline
- Achieved a 23.6% reduction in virgin paper usage from FY2023 baseline by changing to recycled paper



16.8% decrease

in operational single-use plastic intensity from FY2023 baseline



Supply Chain Management

Strengthened sustainable procurement practices by enhancing EESG screening processes for both new and existing key suppliers

Developed enhanced Sustainable Procurement processes to guide our sourcing operations



SOCIAL PILLAR

Employment Practices

- Maintained a male-to-female ratio of 3:2
- Average permanent staff employment length is at 13.0 years



Occupational Health and Safety

- Maintained zero cases of work-related fatalities and lost time incidents
- Recorded 12 near-miss incidents compared to 13 in the previous year
- Recorded 10 employee grievances on health and safety compared to 14 in the previous year



Product Labelling and Product Quality & Safety

- Obtained Food Safety Management System ISO 22000:2018 certification for Logistic and Warehousing Services at Delfi Marketing Sdn Bhd ("DMSB")
- Zero cases of material non-compliance with applicable laws and regulations for consumer health and safety, and product information and labelling



Delfi Cares

Achieved 2,312 employee volunteer hours

Key initiatives:

- Donated products to non-profit organisations, schools, community events and charity homes across all regions where Delfi operates
- DMSB organised a blood donation drive which would potentially benefit over 200 individuals in need
- Distributed over 65,000 pieces of chocolate wafers and biscuits as emergency food aid for communities affected by floods and landslides in Sumatra



GOVERNANCE PILLAR

Business Ethics and Compliance

- Fully complied with applicable laws and regulations against corruption. There were no reports of non-compliance
- Fully complied with competition laws and anti-trust laws and regulations. There were no actions, complaints or adverse reports in this area



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Delfi and Our Philosophy

About Delfi GRI <2-1><2-6>

Delfi Limited (“Delfi”) is one of Southeast Asia’s leading players in branded chocolate confectionery. Headquartered in Singapore, our principal activities span the manufacturing, marketing and distribution of our proprietary brands of chocolate confectionery products across our key markets including Indonesia, Malaysia, the Philippines and Singapore. In addition, we market and distribute a wide portfolio of reputable international agency brands, leveraging our robust and extensive distribution networks.

Our products are made in our manufacturing facilities in Indonesia and the Philippines, using key ingredients sourced from a diverse global supplier base. In early 2025, we undertook a strategic consolidation of our manufacturing operations in the Philippines,⁵ by shifting the production output to our Indonesian manufacturing facility and third-party manufacturer. Over the year, Delfi manufactured a total of 34,532 metric tonnes of products, which is equivalent to over 1 billion pieces of product. Our distribution infrastructure includes warehouse facilities, third-party distributors, sub-distributors and wholesalers, enabling us to serve a broad spectrum of retail channels.⁶ These range from traditional outlets such as corner shops and mini-marts to modern trade formats including supermarkets and hypermarkets.

Given the nature of our business, Delfi remains mindful of the environmental and social impact of our activities. Our industry relies heavily on agricultural supply chains and involves distributing finished products across diverse communities. Guided by our philosophy of Sustainable Value Creation, we strive to balance profitability with environmental stewardship and social responsibility. We are committed to creating positive long-term value for our stakeholders across our value chains and actively work to embed sustainability into our business strategies, policies and day-to-day operations.



Our Sustainability Policy GRI <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”.⁷ This principle is embedded in our Sustainability Policy, which is structured around 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 subject to regular review to ensure its continued alignment with Delfi’s sustainability strategy and the evolving global and local regulatory landscape. This policy is supplemented by separate policies for each material matter, which are detailed on page 66 of this Report.

⁵ Delfi Foods, Inc. (“DFI”) ceased its chocolate manufacturing operation in June 2025 as part of the Group’s initiative to enhance long-term profitability of the business.
⁶ Delfi does not operate any retail premises.
⁷ United Nations World Commission on Environment and Development, Our Common Future (1987).

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.

OUR VALUES



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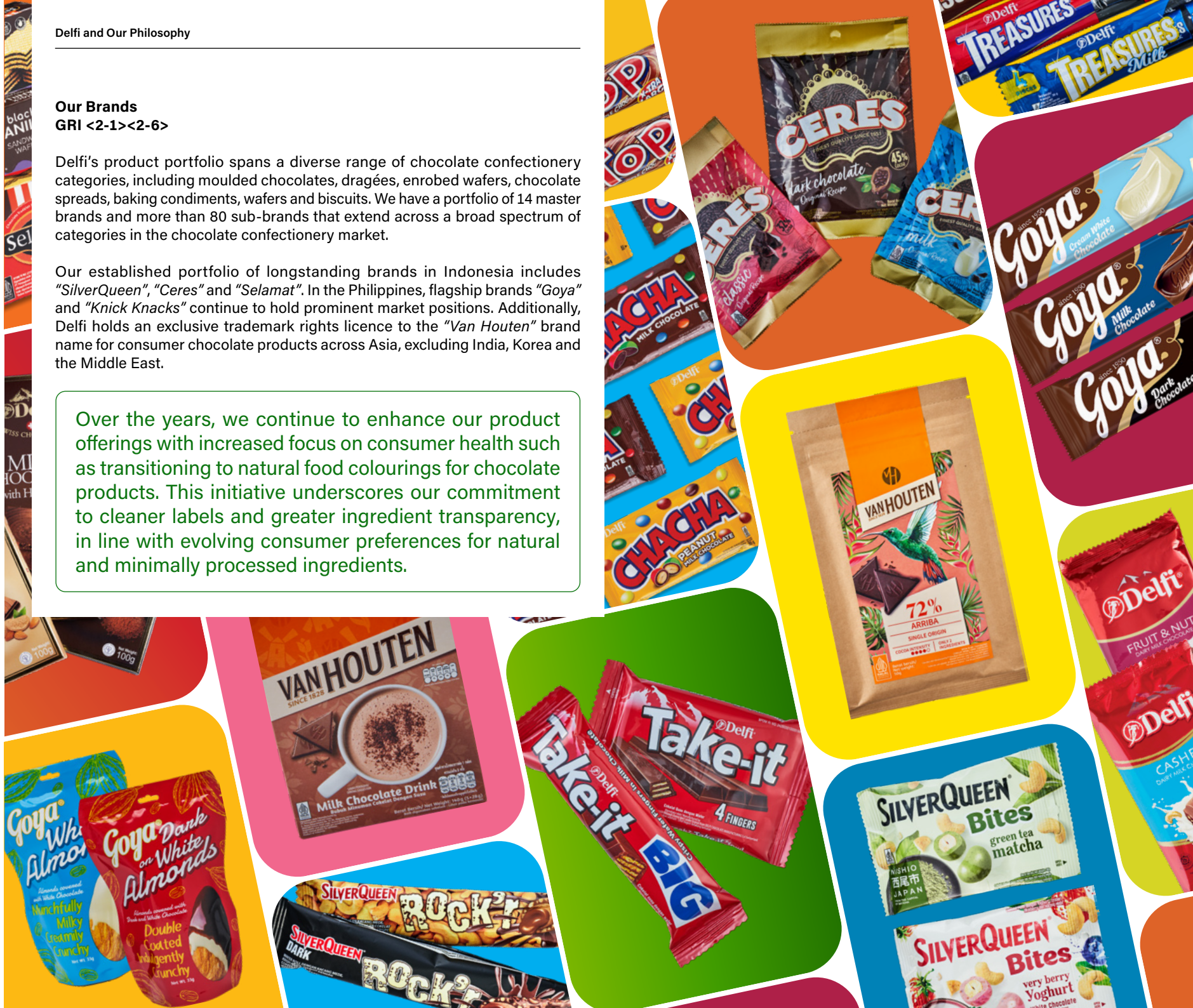
Delfi and Our Philosophy

Our Brands GRI <2-1><2-6>

Delfi's product portfolio spans a diverse range of chocolate confectionery categories, including 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, flagship brands "Goya" and "Knick Knacks" continue to hold prominent market positions. Additionally, Delfi holds an exclusive trademark rights licence to the "Van Houten" brand name for consumer chocolate products across Asia, excluding India, Korea and the Middle East.

Over the years, we continue to enhance our product offerings with increased focus on consumer health such as transitioning to natural food colourings for chocolate products. This initiative underscores our commitment to cleaner labels and greater ingredient transparency, in line with evolving consumer preferences for natural and minimally processed ingredients.



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Sustainability Governance
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Board

The Board of Directors is responsible for approving Delfi’s Sustainability Policy and overseeing the company’s sustainability strategy, with support from the Sustainability Committee (“SC”), a dedicated Board-level committee. The Board annually reviews and approves Delfi’s material sustainability matters and targets and has oversight of the sustainability reporting process.

The SC plays a central role in embedding sustainability across all aspects of Delfi’s operations. It oversees the implementation of the Sustainability Policy, including the integration of sustainability-related risks and opportunities into long-term strategic planning and the progress against any relevant targets. This includes climate-related risks and opportunities, which are increasingly relevant to Delfi’s operations.

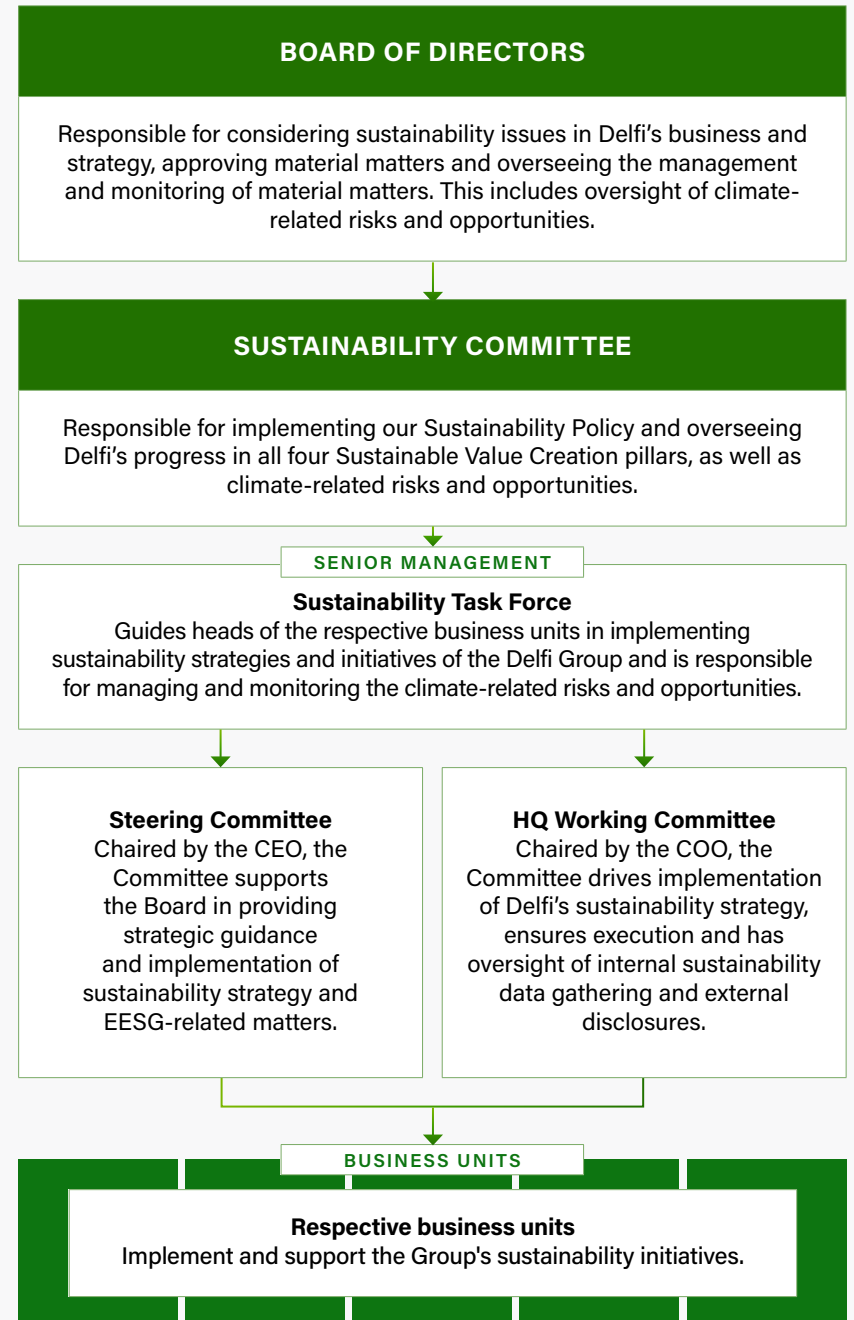
The SC provides regular feedback, input and recommendations to the Board, CEO and Key management. It convenes monthly with members of management, including the Audit Committee Chair and sustainability leads at headquarters, to discuss operational developments and stakeholder expectations. From September 2025 onwards, the meetings have also included the Risk Management Committee (“RMC”) Chair. These sessions ensure strategic alignment between the Board and management. The SC further updates the Board as necessary and keep the Board well-informed of material sustainability matters.

Management

The strategic direction from the Board and SC is implemented within the Group by several management bodies. The Sustainability Task Force is responsible for monitoring climate-related risks and opportunities and implementing the appropriate responses, including adjustments to operations and business strategy as well as data collection.

The Task Force is supported by the Steering Committee and Headquarters (“HQ”) Working Committee, which together, provide strategic guidance and oversee the execution of sustainability strategies throughout the Group. The committees convene either regularly or as required to discuss sustainability-related matters.

The diagram below outlines Delfi’s sustainability governance structure:







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Our Material Matters and Value Creation Pillars
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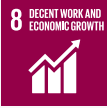



Delfi’s material matters delineate the sustainability topics that are significantly impacted by our operations and in which our stakeholders take a keen interest. In FY2025, Delfi’s SC reviewed and reapproved its material matters, which were previously refreshed in FY2023. The annual review involved a benchmarking exercise against industry peers, as well as an analysis of sustainability trends and publications in the food manufacturing and agribusiness sectors.


For further information about our comprehensive FY2023 materiality assessment, conducted in line with the Global Reporting Initiative (“GRI”) standards and the guidelines of the Singapore Exchange (“SGX”), please refer [here](#).

Below is the full list of Delfi’s material matters, along with the alignment to the United Nations Sustainable Development Goals (“UN SDGs”) and the most relevant business segment 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						
  	Employment Practices	Attract, retain and develop high-performing talent through offering opportunities for growth and advancement	◆	◆	◆	
	Occupational Health and Safety	Providing a safe and secure workplace for our employees by prioritising their occupational health and safety and well-being	◆	◆	◆	
	Product Labelling and Product Quality & Safety	Enhancing consumer transparency and well-being through greater disclosure of raw material and ingredient origins, as well as innovating products to offer healthier treats that will empower consumers to make informed choices for their overall welfare		◆		◆
Governance						
	Business Ethics and Compliance	Maintain the highest ethical business practices and compliance with local regulations and code of conduct in both direct operations and wider supply chain	◆	◆	◆	◆

Value Creation Pillar	Material of Ongoing Importance	Description	Material Matter relevance along the Value Chain			
			Sourcing	Production	Logistics	Selling and consumption
Economic						
	Innovation	Innovative solutions to improve product offerings, reduce resource consumption and tackle supply chain reform and community development	◆	◆	◆	◆
	Sustainable Value Creation	Strong economic performance enables Delfi to create value for our shareholders and meaningfully contribute to society, including job creation and overall economic growth	◆	◆	◆	◆

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Our Stakeholders
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Our long-term business success is closely tied to our ability to manage the diverse expectations of our various stakeholder groups. To ensure a comprehensive understanding of the needs and concerns of each party, we engage each stakeholder group through specifically tailored communication channels.

These groups include our investors, suppliers and customers, whose concerns are directly linked to our logistics and operational arrangements and with whom we engage on a regular basis. Engagement with other groups like governments, regulators and trade organisations is conducted on an as-needed basis, typically upon their invitation.

Stakeholder Group	Engagement Methods	Key Concerns	Delfi's Response to Key Concerns
Investors	<ul style="list-style-type: none"> ▪ Annual General Meeting with shareholders ▪ Regular publications on Delfi's website ▪ 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"> ▪ Training ▪ Company events including Family Day, charity walk, team building and Dinner & Dance ▪ Yearly performance reviews
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"> ▪ Corporate social responsibility ("CSR") activities ▪ Community development through biodiversity-related initiatives
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 associations	<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 ▪ A "no-insider" dealing and "no dealing on short-term considerations" reminder is issued to staff each quarter, during the financial year ▪ A "No Dealing" reminder is issued to all employees prior to the release of financial results
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

GRI <3-3>

Delfi has established strategic targets for our key material matters, guided by industry benchmarks, operational feasibility and the potential impacts on our business and stakeholders. Our targets are reviewed annually to ensure continued relevance to Delfi’s overall sustainability strategy.

In 2025, we reviewed short-term targets for each material matter. However, our management is still in the process of finalising our medium and long-term targets. Amid ongoing political uncertainty and the continued reassessment of net-zero ambitions by global companies, Delfi remains focused on setting

realistic and achievable goals. This is particularly challenging for the agricultural sector, due to unavoidable biological emissions, limited low-carbon alternatives and variations in economic feasibility across regions.⁸ Data limitations further complicate the forecasts of long-term impacts.⁹ Given these complexities, we are actively refining our medium- and long-term targets based on currently available data, while remaining mindful that the development of reliable, region-specific guidance and robust methodologies will further inform the establishment of realistic future target-setting efforts. We look forward to disclosing our medium- and long-term targets in subsequent reports.

In line with the revision made in 2024 to our Group’s emissions intensity metrics, Delfi continues to adopt a product-based approach, measuring intensity by the number of pieces manufactured annually.

Material Matter	Targets		Progress	Timeline
Climate Change	5% reduction in Scope 1 and 2 intensity (gCO ₂ e/piece) from 2023 baseline	◆	In Progress	2030
	2% reduction in electricity intensity (Wh/piece) from 2023 baseline	◆	In Progress	2030
Energy Management	10% reduction in fuel-related energy intensity (Wh/piece) from 2023 baseline	◆	In Progress	2030
	10% reduction in water withdrawal intensity (cm ³ /piece) from 2023 baseline	◆	In Progress	2030
Water Management	No incidents of non-compliance associated with water quantity and/or quality permits, standards and regulations	◆	Achieved	Perpetual
	10% reduction in total waste intensity (g/piece) from 2023 baseline	◆	In Progress	2030
Waste Management	Achieve a PROPER ³ Green rating by 2025	◆	Achieved PROPER ³ Green Candidacy Status Please also refer to the Climate Change chapter on page 22 for additional information.	2025

◆	Achieved
◆	In Progress

⁸ Temasek, The Asia Food Challenge: Decarbonising the Agri-Food Value Chain in Asia (2024).

⁹ Bretscher et al., Opportunities and Limitations of Farm-level Greenhouse Gas Accounting Tools: An Overview Based on Experience from Practice (2025).

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Material Matter	Targets		Progress	Timeline
Supply Chain Management	Screening of key suppliers as per Environmental and Social Assessment	◆	Achieved	Yearly
	All existing key suppliers to complete the Supplier Self-Assessment Programme	◆	Achieved	Every 3 years
	All new key suppliers to complete the Supplier Self-Assessment Programme	◆	Achieved	Perpetual
Packaging Management	20% reduction in virgin paper usage from 2023 baseline	◆	Achieved	2030
	20% reduction in operational plastic intensity (g/ piece) from 2023 baseline	◆	In Progress	2030
Occupational Health and Safety	Zero work-related fatalities	◆	Achieved	Yearly
	Zero lost time incidents	◆	Achieved	Yearly
	Obtain Occupational Health and Safety (“OHS”) Management System ISO 45001 Certification for PT Nirwana Lestari	◆	The timeline for certification has been delayed due to reorganisation priorities, but all relevant training for PT Nirwana Lestari personnel has been conducted	2026
Employment Practices	Maintain average 10 training hours for all employees	◆	In Progress	2030
Product Labelling and Product Quality & Safety	No incidents of material non-compliance with applicable laws and regulations for consumer health and safety	◆	Achieved	Yearly
	No incidents of material non-compliance with applicable laws and regulations for product information and labelling	◆	Achieved	Yearly
	Implementation of Food Safety Management System ISO 22000:2018 for Warehouse and Distribution at DMSB	◆	Obtained ISO 22000:2018 certification in April 2025	2025
Business Ethics and Compliance	Zero recorded incidents of corruption	◆	Achieved	Perpetual

ENVIRONMENTAL PILLAR

Climate Change, Energy Management, Water Management, Waste Management, Supply Chain Management and Packaging Management

Energy Consumption

Reduced by **7.0%**
year-on-year



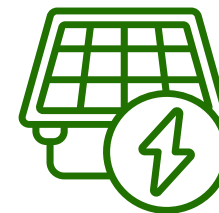
Scope 1 and 2 Carbon Emissions

Reduced by **8.7%**
year-on-year (equivalent to 4,360.2 tCO₂e)



Solar Panels - Phase 2

Launched with **1,412 kWp** additional capacity



Materials Recycled and/or Re-used

Contributed to diverting **87.6%** of generated waste from disposal



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Climate Change

Management Approach and Practices GRI <3-3>

The effects of climate change continue to intensify, with 2025 marked by more severe weather-related disasters. Recent events, such as widespread flooding in Bali and an uptick in typhoon activity, underscore the growing risks to communities and businesses. For instance, climate change is also profoundly affecting cocoa production in West Africa, where rising temperatures, irregular rainfall and prolonged droughts can induce a reduction in both yields and bean quality.¹⁰ Shifting climate patterns can further impair our operations by affecting employee health and product shelf-life. Addressing climate challenges is essential to maintaining the resilience of our supply chain and the long-term sustainability of our business.

Singapore – where Delfi is headquartered – continues to maintain a climate-centric regulatory approach, despite the global cooling in EESG momentum. In August 2025, SGX RegCo and ACRA announced an updated roadmap outlining a phased approach for mandatory climate-related reporting. Under this revision, reporting requirements for Delfi are deferred, requiring us to align our climate-related disclosures with the IFRS S1 and S2 Standards issued by the International Sustainability Standards Board (“ISSB”) by FY2030. These standards build on the Task Force for Climate-Related Financial Disclosures (“TCFD”) framework and outline key requirements for managing sustainability and climate-related risks and opportunities.

The following section takes guidance from the ISSB Standards and outlines our approach to identifying and managing the key climate-related risks. Our most recent review of our climate risk disclosures was completed in 2024. In 2025, we have focused on strengthening the quantitative aspects of our scenario analysis, with plans to disclose further insights in subsequent reports.



10 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

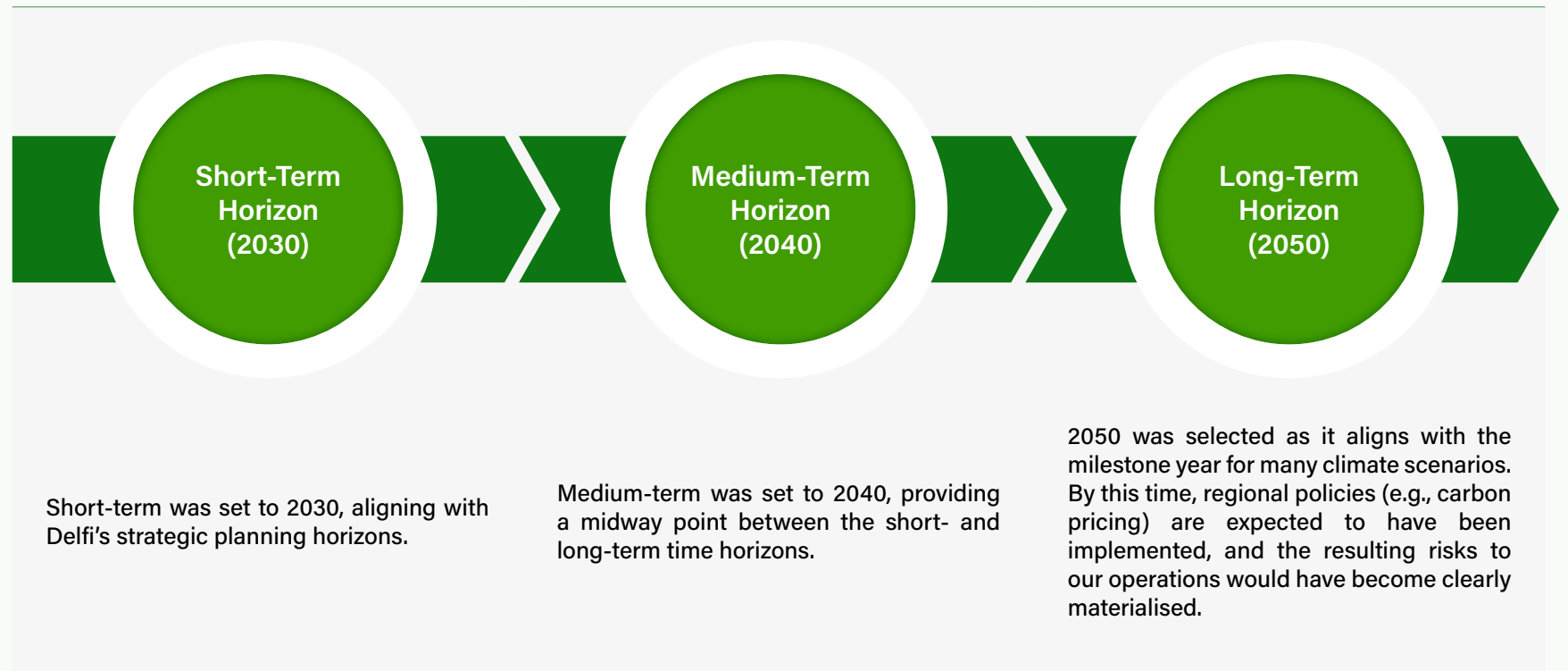
Effective governance is essential for managing the impacts of climate change on our business operations. Delfi’s governance framework embeds the oversight of climate change into the responsibilities of key governing bodies, ensuring that climate-related risks and opportunities are addressed by the most appropriate business units.

Oversight of climate-related matters is integrated into the mandate of the Sustainability Committee, underscoring our commitment to long-term resilience in the face of climate change. As the Board committee responsible for implementing sustainability policies, the Sustainability Committee plays a key role in overseeing climate-related risks, opportunities and any related trade-offs.

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

Strategy and Risk Management

The table below details the climate-risks that are most relevant to Delfi’s business model, as well as the mitigation actions that Delfi has implemented in response. The rationale for the selection of the time horizons used in the assessment is as follows:



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TCFD Category	Risk	Short Term (2030)	Medium Term (2040)	Long Term (2050)	Impact to Delfi	Mitigation Actions
Physical						
Acute	Increased frequency of extreme weather events, such as storms, heatwaves, droughts and floods				<ul style="list-style-type: none"> Impacts on Delfi’s own operations are not expected to be severe However, these weather impacts are likely to affect the sources of supply and the supply chain resulting in supply-side shortages and price increases Costs 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"> Maintain a robust Business Continuity Plan (“BCP”) to minimise the impact of potential disruptions Review insurance plans to ensure adequate coverage for critical assets Maintain diverse options within the supply chain and shorten the supply chain where possible
		Chronic	Change in average temperature			
Transition						
Policy and Legal	Enhanced emissions reporting obligations				<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				<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"> Ongoing monitoring of market prices and close dialogue with existing and alternative suppliers Maintain diverse options within the supply chain, where possible and practicable
	Changing customer behaviour				<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 	<ul style="list-style-type: none"> Continuous review of products and business models Foster responsible and sustainable practices within our supply chain to embrace low-carbon initiatives

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Delfi’s overall Enterprise Risk Management is governed by the Risk Management Committee, while the EESG-related risks are managed by the SC. EESG-related risks are documented in the risk register at both the business unit and Group levels, and are reviewed periodically, as necessary, to ensure continued relevance. Delfi adopts a decentralised approach to climate risk management, whereby each business unit is responsible for managing risks related to its operational domain. In accordance with this approach, internal controls and mitigation measures for all risks are embedded into day-to-day operations and are owned and executed by the relevant department. The associated actions of these departments are subject to oversight by the Sustainability Task Force, SC and the Board.

Metrics and Targets

Delfi is committed to reducing our climate-related impacts through various mitigation activities, which are further explored in the Environmental section of this Report. In recent years, our performance is monitored using key climate-related metrics identified as relevant to our business, with continued reference to the IFRS S2 Industry-based Guidance.

Delfi’s primary climate-related metric is GHG emissions, complemented by energy consumption and water withdrawal, both of which are closely linked to our emissions profile and broader environmental footprint. For instance, water is a vital resource in our operations, but combined with the increasing effects of climate change, overconsumption in water-stressed regions poses both operational and reputational risks for Delfi, as well as water shortages for local communities.

We also monitor metrics such as waste and packaging, which reflect our use of material resources across our operations and supply chain. Responsible management of these materials helps reduce upstream production and mitigate environmental degradation.

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

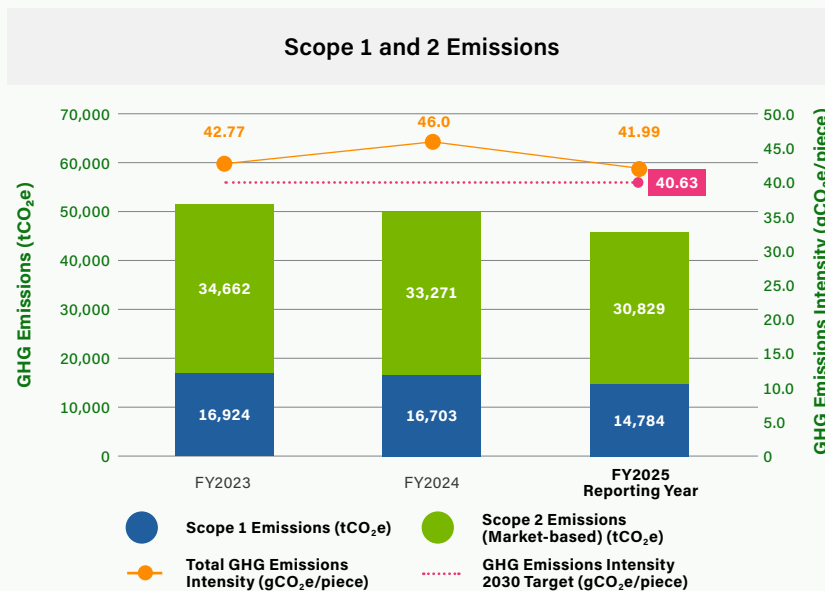
- Energy consumption: page 24**
(Energy Management)
- Water withdrawal: page 25**
(Water Management)
- Waste generated: page 28**
(Waste Management)
- Packaging management: page 32**
(Packaging Management)

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Scope 1 and 2 emissions¹¹
GRI <305-1><305-2><305-4><305-5>

We track our climate footprint by monitoring our Scope 1, 2 and 3 emissions. During the year, we continued to use Sweep, a climate accounting software, to strengthen the reliability of our data.

Our Scope 1 and 2 emissions performance in 2025 is shown below:



Our Scope 1 and 2 emissions¹² dropped by 11.5% and 7.3% respectively as compared to the prior year, with our overall GHG emissions intensity improving by 8.7%. Our Scope 2 location-based emissions also decreased from 38,002 tCO₂e in FY2024 to 32,951 tCO₂e in FY2025.

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, including the installation of solar panels to reduce our reliance on grid energy (see right).

During the reporting period, our manufacturing facility in the Philippines purchased 2,196.8 MWh of RECs, covering 100% of its total electricity consumption and demonstrating our ongoing commitment to renewable energy.

This was complemented by our efforts to improve our energy efficiency, which has a direct relationship with our emissions. Please refer to the Energy Management chapter on page 23 for more information.

¹¹ Refer to Definitions and Methodology section for more details.
¹² Scope 2 emissions refer to Delfi's market-based emissions unless otherwise stated.

Expanding Renewable Energy Through Solar Panel Phase 2

In line with our commitment to sustainability and reducing CO₂ emissions, PT Ceres continued to invest in clean energy solutions. Building on the success of Solar Panel Phase 1 (2,163 kWp capacity, operational since 23 September 2024), we launched Solar Panel Phase 2 in 2025 to further enhance our renewable energy footprint.

Despite regulatory challenges, including tight timelines and licensing requirements, we partnered with TotalEnergies and secured approval for an additional 1,412 kWp capacity. With full compliance and technical validation from government authorities, Phase 2 officially commenced operations on 20 August 2025.

This expansion is expected to deliver an annual reduction of 1,664 tCO₂e – constituting around 5.4% of our Scope 2 emissions. By reducing reliance on fossil fuels, Solar Panel Phase 2 strengthens our environmental stewardship and supports long-term sustainable industrial practices.



Following the successful implementation of Phases 1 and 2 of our solar capacity expansions, we remain committed to advancing our sustainability efforts by continuing to actively explore opportunities to further increase solar capacity across our facilities.

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Scope 3 emissions
GRI <305-3>

While managing operational emissions remains important, we recognise that the majority of our carbon footprint lies within our value chain. Quantifying our Scope 3 emissions allows us to better understand the indirect impacts associated with purchased goods, services and logistics. This enables us to monitor year-on-year progress amongst suppliers and identify key contributors to our emissions profile. This insight lays the foundation for future engagement with value chain partners, as we work collaboratively to reduce emissions and enhance climate resilience across our operations.

In FY2025, our total Scope 3 emissions were approximately 308,093 tCO₂e, reflecting a 38.5% decrease from previous year. This was primarily due to elevated emissions in the prior year, which resulted from the stockpiling of key ingredients. Most of these emissions were due to our Purchased Goods and Services (Category 1) and Upstream Transportation and Distribution (Category 4).

Biodiversity

Delfi recognises the intrinsic relationship between nature and climate change, and wherever possible, seeks out opportunities to preserve biodiversity and natural capital in the areas where we operate.

Biodiversity Initiative Under PROPER³ Programme

PT Ceres reaffirms its commitment to environmental stewardship through a collaboration with the Bandung Regency Environmental Agency (*Dinas Lingkungan Hidup Kabupaten Bandung*) in managing the Nagrog Biodiversity Park (*Taman Keanekaragaman Hayati/Kehati*) in Cicalengka.

This initiative is a fundamental part of our efforts to support the PROPER³ programme, specifically to elevate our rating from Blue PROPER³ to Green PROPER³, which is awarded by the Ministry of Environment (*Kementerian Lingkungan Hidup*).

Under this initiative, PT Ceres manages Block 3E, a 0.52 hectare section of the 10.8 hectare Nagrog Biodiversity Park. This area has strategic potential for development as a recreation, education and camping area. The site is ecologically rich, hosting:

- 32 types of endemic plants
- 69 types of fauna species, including birds, insects, mammals and herpetofauna (reptiles and amphibians).

A five-year initiative has been designed to progressively establish, restore and sustain the conservation area through an integrated approach that combines infrastructure development, environmental rehabilitation and community engagement. The project began with constructing and upgrading pedestrian access, signage, essential facilities and a water reservoir that ensures year-round water availability for the flora and fauna, especially during dry seasons.

Following the facilities development phase, the "*Gep4k Sayang*" ("Beloved Tree Planting and Maintenance Care Movement") initiative includes large-scale tree planting and long-term maintenance. Subsequent phases will focus on enhancing visitor amenities and developing an eco-friendly environmental education area supported by community-based programmes and public outreach.



This collaboration was officially launched on September 25, 2025, with a symbolic tree-planting ceremony attended by government officials, PT Ceres leadership and local residents. In the first year, we planted 200 seedlings of 10 different species during the launch ceremony. Through this programme, PT Ceres demonstrates its commitment to proactive biodiversity management, which is integral to the preservation of the environment and the climate.







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Energy Management

Management Approach and Practices GRI <3-3>

Food manufacturing is inherently energy intensive, primarily due to the high amounts of heating and cooling required. The majority of this energy is consumed in boilers and ovens, which operate at high pressures and temperatures, with the rest being used across motors, heating systems and chilled water systems. Given the close link between energy consumption and emissions generation, effective energy management plays a critical role in reducing our environmental footprint. Enhancing energy efficiency not only supports our sustainability goals but also contributes to long-term cost savings across our manufacturing facilities. Conversely, improper energy management may also result in higher operational costs for Delfi, which is increasingly pertinent given the global rise in energy prices, reinforcing the need for continuous improvement in operational efficiency.

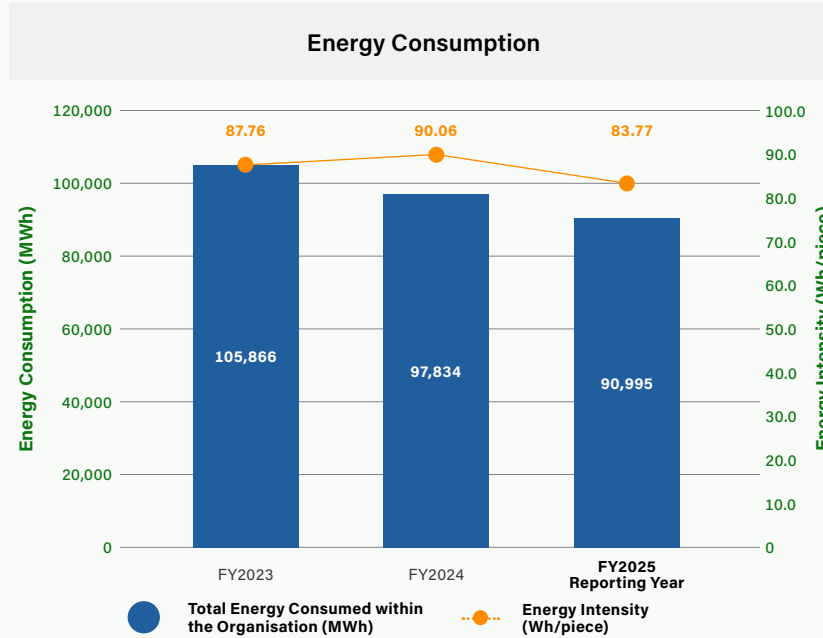
Delfi’s energy management approach comprises the following:

Energy Management Practices		<ul style="list-style-type: none"> ▶ Certified energy managers and an energy auditor have been appointed to oversee environmental matters. 	<ul style="list-style-type: none"> ▶ Monthly reviews of sustainability data in Delfi’s manufacturing plant.
Energy Efficiency Opportunities		<ul style="list-style-type: none"> ▶ 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. This year, we completed enhancements to the system by implementing an electricity dashboard for real-time monitoring. 	
Reviews and Audits		<ul style="list-style-type: none"> ▶ Our Environmental Management System (“EMS”) is internally audited every six months and externally audited on an annual basis. 	<ul style="list-style-type: none"> ▶ Management conducts a review every six months to monitor performance and implement corrective actions.
Certifications		<ul style="list-style-type: none"> ▶ We have maintained ISO 14001:2015 certification for the EMS at our Indonesian manufacturing facility. 	

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Performance¹¹
GRI <302-1><302-3><302-4>

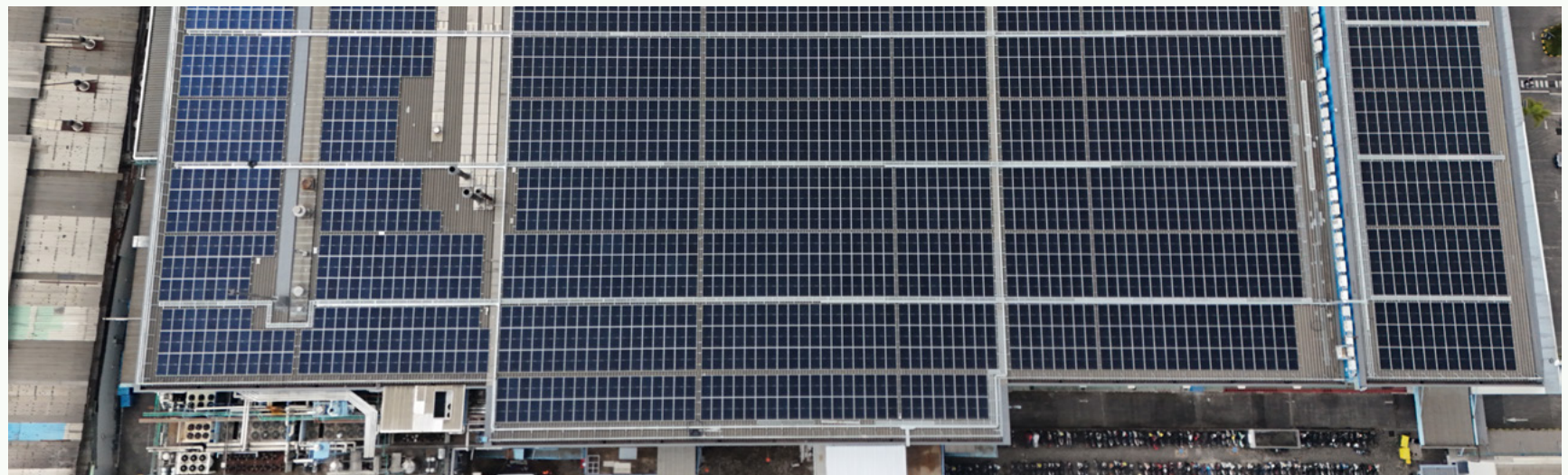
Our energy consumption in FY2025 dropped by 7.0% from the previous year, with energy intensity seeing a corresponding reduction of 7.0%.



This reduction is a result of the energy management measures implemented during the reporting period.

In FY2025, Delfi's focus lay primarily on direct intervention efforts for emissions reduction, such as expansion of our solar installations, as detailed in our Climate Change chapter. Nevertheless, we also implemented additional measures to improve our energy efficiency where possible, including the upgrade of the chiller systems in PT Ceres and an electricity dashboard monitoring system. In addition, we continuously monitor boiler performance to maintain optimal efficiency, which contributes to a reduction in Compressed Natural Gas ("CNG") consumption.

In line with our 2030 sustainability target of achieving a 2% reduction in electricity intensity from the 2023 levels, Delfi has implemented targeted energy efficiency improvements across key operations in PT Ceres. We optimised the Chiller Plant 92 system by installing a new configuration system, enabling three out of four chillers to operate concurrently while one is in standby mode. This configuration enhances operational efficiency, system reliability and reduces unnecessary energy consumption. Implementation is scheduled for 2026, and we look forward to reporting on the resulting energy savings in a subsequent sustainability report.



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Water Management



Management Approach and Practices GRI <3-3>

Water is a vital resource for food production, and Delfi's operations rely heavily on its continuous availability. Globally, agriculture and related industries are estimated to account for 70% of freshwater withdrawals, highlighting the sector's significant impact on water resources.¹³

Delfi is committed to responsible water management to avoid placing undue stress on local water systems, particularly like Indonesia, where water scarcity is a growing concern. By reducing water consumption, we not only support environmental sustainability but also safeguard our reputation by avoiding the overuse of a scarce resource.

Our facilities primarily source water from local groundwater, supplemented by municipal supplies. All water withdrawals remain within the limits permitted by local regulations. The following section outlines our approach and practices for managing water consumption across our operations:

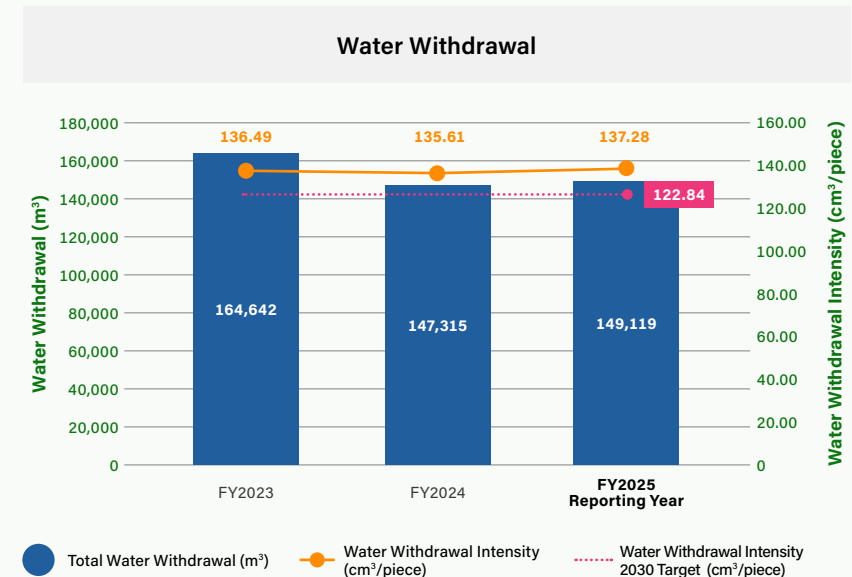
	Water meters are installed on all sites and consistent monitoring is conducted
	Monthly sustainability meetings are held to evaluate our water usage. Corrective actions are taken where water usage is abnormally high
	Rainwater harvesting in PT Ceres to reduce our reliance on groundwater
	Periodic reports 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

Performance¹¹ GRI <303-1><303-2><303-3><303-4><303-5>

Water Withdrawal

In 2025, the Group withdrew a total of 149,119 m³ of water, a 1.2% increase from the previous year. Of this, 143,437 m³ came from groundwater and the remainder – 5,682 m³ – was from third-party municipal sources.¹⁴



¹³ Institution of Chemical Engineers, Water Management in the Food and Drink Industry (2015).
¹⁴ 139,064 m³ (93.3%) of the total water withdrawal occurred in water stressed locations, as defined under GRI 303: Water and Effluents.

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Our water withdrawal intensity saw a corresponding increase of 1.2% from the preceding year, primarily driven by the implementation of a more stringent water treatment standard. During the reporting period, water management practices and water conservation measures were implemented, including optimising water usage within the Facility Department through membrane cleaning.

Upgrading Water Treatment to Meet New Health Standards

Delfi remains committed to environmental responsibility and regulatory compliance, especially in safeguarding the health of its employees and consumers. In response to Indonesia’s updated Ministry of Health Regulation No. 2/MENKES/2023, which reduces the allowable Total Dissolved Solids (“TDS”) limit in drinking water from 500 ppm to 300 ppm, PT Ceres is enhancing its water treatment system.

Currently, deep well water has an average TDS of 450 ppm, exceeding the new standard despite existing treatment processes such as Reverse Osmosis (“RO”), ammonia removal and filtration. To meet the revised requirements, Ceres initiated plans to upgrade the existing RO system to a new demineralisation system in November 2025. The new system was successfully implemented in January 2026, meeting the revised drinking water quality standard of < 300 ppm TDS.

The demineralisation system enhances water efficiency through a recycling system that eliminates reject water, unlike the previous RO system which generated 50% wastewater. The total water withdrawal reduction achieved through this upgrade will be reported in subsequent sustainability reports.

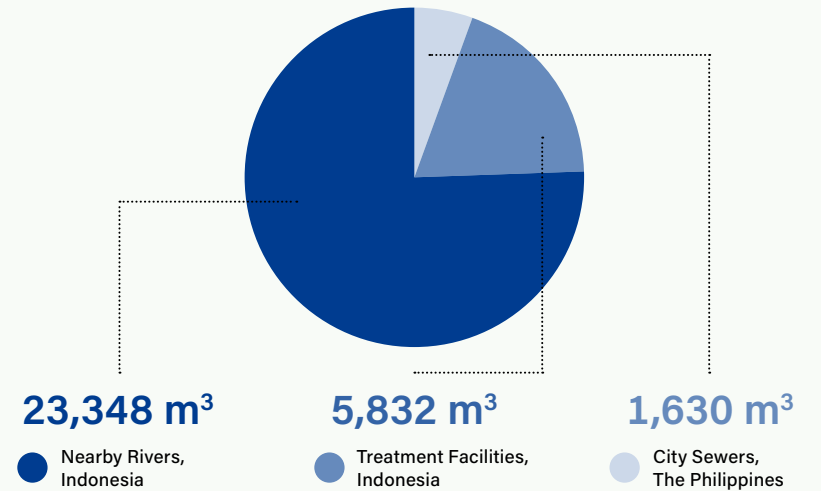


Water Discharge and Water Consumption

Wastewater generated from our manufacturing operations in Indonesia and the Philippines is treated in accordance with local regulatory standards before being discharged into nearby water sources. We maintain strict compliance with local water treatment requirements to ensure our processes do not negatively impact surrounding communities or ecosystems.

In FY2025, the total volume of water discharged was 30,810 m³, with the breakdown detailed below:

Breakdown of Total Water Discharged (m³)



Several regions where Delfi operates experience shortages of usable water. For example, in Bandung, demand for potable water often exceeds municipal supply, necessitating reliance on alternative sources such as rivers and wells. In such contexts, Delfi takes great care to minimise its impact on local communities by ensuring that all wastewater from our manufacturing operations is properly treated before being discharged into rivers, city sewers, or third-party treatment facilities.

In FY2025, net water consumption across our manufacturing sites totalled 102,779 m³, representing a 11.4% increase compared to 2024 driven by our commitment to water quality and circularity. The corresponding water consumption intensity is 94.62 cm³ per piece. To comply with the updated water treatment standard, we increased water withdrawal to manage TDS concentrations prior to the implementation of the upgraded demineralisation system. Simultaneously, we reduced our discharge volumes by recycling more water onsite. This improved recycling rate retains more water within our system, leading to a higher reported net consumption.

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Waste Management

Management Approach and Practices GRI <3-3><306-1><306-2>

Food manufacturing operations create waste both in food processing as well as through the packaging materials needed to preserve product quality and safety. We continuously work to improve circularity in our operations to minimise our overall waste generation. This includes our efforts to improve our packaging processes, detailed in our Packaging Management chapter. Nevertheless, a certain level of waste remains inherent to our operations due to the nature of our business. Proper handling and disposal of this waste is essential to prevent environmental harm, including air pollution, water contamination and soil erosion.

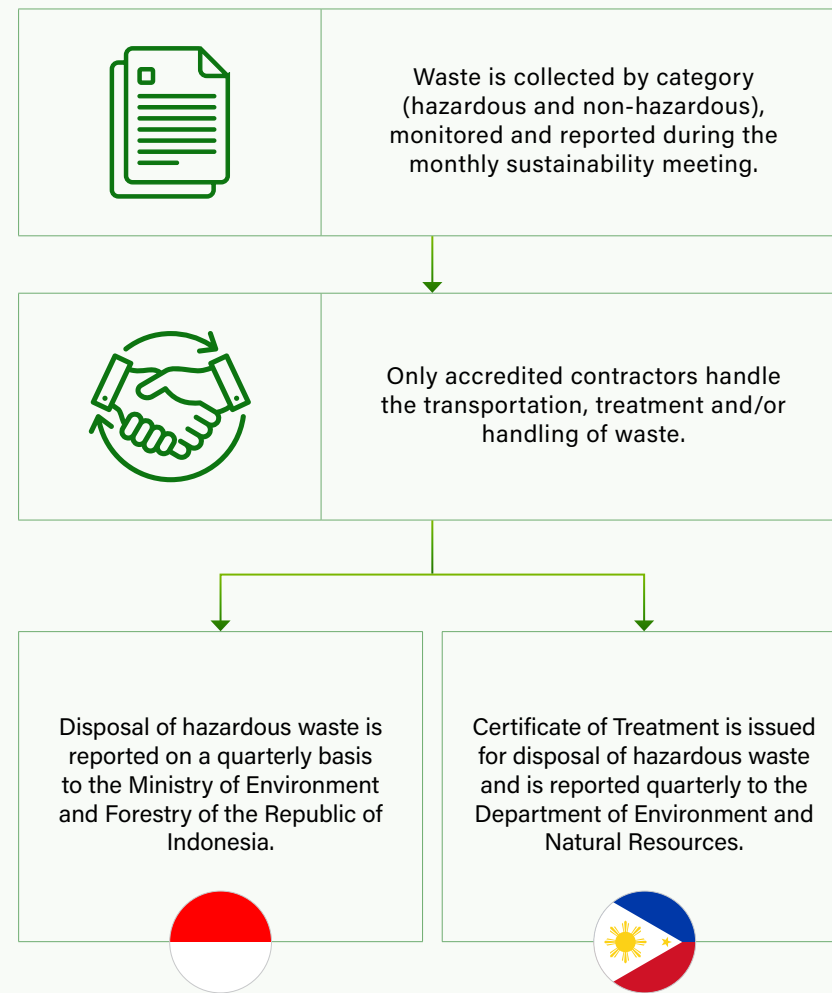
Delfi ensures responsible treatment of all waste generated across our operations. The comprehensiveness of our waste management practices is demonstrated through our certifications:

Certifications and Ratings

ISO 14001:2015 EMS maintained for our Indonesian manufacturing plant.

PROPER³ Green candidacy¹⁵

All Delfi facilities are equipped with the necessary systems to monitor and manage the waste generated from the operations. This waste is largely non-hazardous, consisting primarily of paper, plastic and metals from packaging production. A small portion, however, includes hazardous materials originating from analytical laboratories and maintenance activities. These materials are handled with strict care to prevent any adverse impact on the environment or surrounding communities, in line with regulatory requirements and best practices.



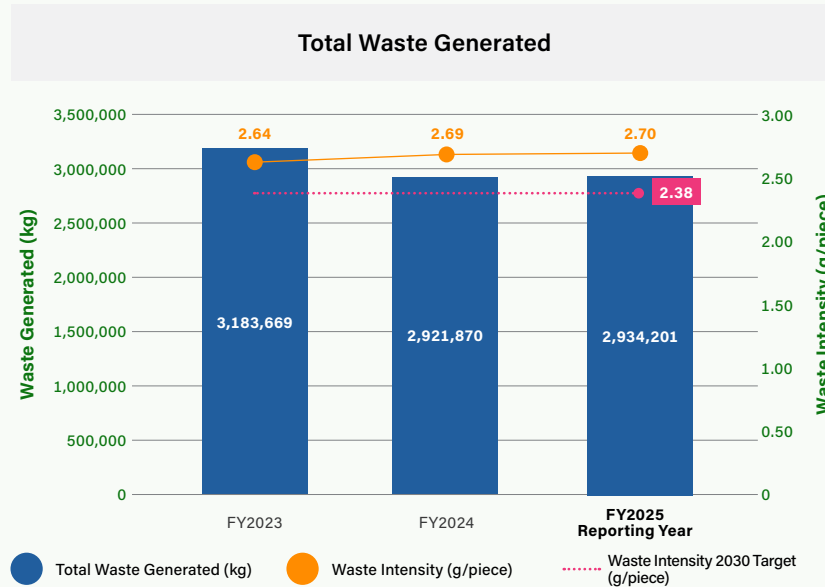
15 Official announcement of PROPER 2025 results is pending.

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Performance¹¹
GRI <306-2> <306-3> <306-4> <306-5>

Waste Generated

In FY2025, the Group generated a total of 2,934,201 kg waste across all business units, a 0.4% increase compared to the previous year, primarily due to scrap product disposal, removal of outdated documents and higher sales volume. Of this, 87.6% was recycled or reused, while the remaining 12.4% was disposed of, through methods adherent to local regulations.



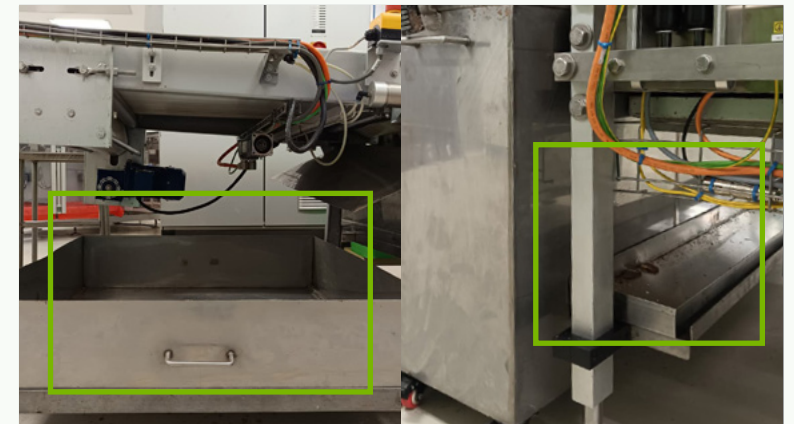
2025 Waste			
Waste composition	Hazardous	Non-hazardous	Total (kg)
Preparation for reuse	-	48,759	48,759
Recycled	6,139	2,504,584	2,510,723
Other recovery options	157	11,855	12,012
Waste diverted from disposal	6,296	2,565,198	2,571,494
Incineration	-	349,825	349,825
Landfilling	2,067	10,815	12,882
Other disposal options	-	-	-
Waste directed to disposal	2,067	360,640	362,707

Eliminating Single-use Plastic

This year, we strengthened our commitment by building upon our ongoing sustainability initiatives. We reinforced our core focus areas to further reduce plastic usage across our operations, achieving approximately 25% reduction in operational plastic waste this year compared to FY2023 baseline.



Additionally, we made continued efforts to minimise floor sweep waste by reviewing all production points and installing designated catch trays at key locations to capture residual material and preventing spillage onto the floor. These ongoing efforts reflect our commitment to responsible waste management, reducing material loss and improve resource efficiency across our operations.







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Supply Chain Management

Management Approach and Practices GRI <3-3><308-2><414-2>

Driven by reporting frameworks like ISSB, businesses are now expected to examine sustainability-related impacts not just within their business, but throughout their value chain, including their Scope 3 emissions and their indirect mitigation efforts (e.g., customer and supplier engagement). These raised expectations emphasise the significance and importance of supply chain transparency and align with the growing stakeholder demand for responsibly sourced products.

In response, Delfi is committed to building a sustainable supply chain that not only reduces our value chain impacts but also enhances our operational resilience. By proactively managing social and environmental risks, we aim to safeguard our business against evolving regulatory requirements, societal expectations and environmental challenges. This approach not only reduces our indirect impacts but also strengthens our long-term operational resilience.

Delfi's current management practices:			
			
<p>All Delfi's suppliers and partners are expected to operate in a manner consistent with our internal Prescribed Standards, Requirements & Practices for the Environment, Social and Working Conditions ("Prescribed Standards"). More details on our Standards are reported under Delfi's Standards on page 59.</p>	<p>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.</p>	<p>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 Systems, SEDEX membership, ISO 45001 Occupational Health and Safety Management System and local environmental conservation laws.</p>	<p>Our <i>Van Houten</i> product line is made using cocoa ingredients certified by the Rainforest Alliance. This certification guarantees that the cocoa is produced in accordance with rigorous standards for environmental protection, biodiversity conservation and fair labour practices.</p>

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Sustainable Procurement Processes

In FY2025, Delfi continued to strengthen its commitment to responsible sourcing and supply chain sustainability. In prior years, we conducted a series of assessments and supplier engagement sessions that uncovered the supply chain EESG risks to which we were exposed, as well as the gaps in our own responsible sourcing practices. This year, we acted to address those gaps by crafting new processes for our procurement workflow:

Sustainable Procurement Processes

This year, Delfi developed internal Sustainable Procurement processes, building on insights from previous assessments to guide our sourcing practices moving forward. This structured framework integrates EESG considerations into procurement decisions and provides internal guidance for managing risks associated with our various commodities. It also supports decision-making throughout the supplier engagement process.

These processes are intended to minimise reputational and operational risks to Delfi while encouraging ethical and sustainable business practices throughout the value chain. As a chocolate manufacturer, we acknowledge the systemic environmental and social challenges inherent in our industry. We are committed to advancing meaningful improvements within our direct sphere of influence.

For more details on our previous supply chain assessments, please refer to our FY2023 Sustainability Report [here](#).

Efforts Around Biodiversity:

Beyond responsible sourcing, Delfi is committed to protecting and enhancing biodiversity within our value chain and our areas of operation as part of our sustainability strategy. Initiatives demonstrating this commitment include the park conservation programme under PROPER³ that strengthens local ecosystems, as well as the publication of educational e-books such as *Guarding the Small Forest*, which documents local flora and fauna to raise awareness on conservation. These efforts reflect our belief that a resilient supply chain goes hand-in-hand with a healthy environment. For more details on these initiatives, please refer to pages 22 and 56 under the Climate Change and Delfi Cares chapters of this Report.

Performance

GRI <308-1><414-1>

In FY2025, Delfi continued its efforts to strengthen EESG compliance across its supply chain. All new and existing key suppliers were required to complete the SSA Programme, which incorporates environmental and social criteria. Existing suppliers are assessed once every three years, while new suppliers are evaluated prior to onboarding. The SSA questionnaire covers various aspects of supplier operations, including food safety, product quality, social responsibility and sustainability. Based on the submissions, no significant social or environmental impacts were identified amongst the screened suppliers.

Delfi will continue to monitor supply chain risks and refine our procurement policies, standards and practices to ensure alignment with our sustainability commitments and responsible sourcing goals.

Procurement Training

During the year, Delfi also contracted a third party to conduct a workshop for the procurement team, based on the newly developed Sustainable Procurement Policy. The session covered the common types of risk associated with Delfi's key commodities and primary sourcing countries, as well as the ways to assess Delfi's supply chain and individual suppliers on their EESG risk exposure.

The session was held to ensure that the team possesses the necessary knowledge to mitigate the sustainability-related issues in our supply chain moving forward, minimising Delfi's exposure to social and environmental risks, while also building a more ethical and equitable supply chain that ensures our products are made sustainably and in a way that builds shared value for all our stakeholders.

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Packaging Management

Management Approach and Practices GRI <3-3>

Packaging materials are an integral part of Delfi’s manufacturing and distribution processes, used extensively across various stages of our operations. However, single-use packaging has emerged as a major contributor to global waste, accounting for nearly half of all oceanic waste.¹⁶ With growing awareness of the environmental impacts of plastic packaging, various stakeholder groups, including consumers and regulatory authorities, are increasingly calling on companies to streamline their packaging management practices.

As a major component of our operations, packaging is also a notable contributor to Delfi’s operational costs. Optimising packaging use therefore does not just reduce our environmental impact, it can cut our operational expenses significantly.

Sustainable Packaging in our Operations

In Delfi’s manufacturing plants 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.

Sustainable Packaging in our Distribution Chain

Packaging is also a crucial component of our supply chain, ensuring the protection and preservation of both our key ingredients and finished products. Nonetheless, we recognise that there are still opportunities to further optimise packaging usage across various stages of transport and delivery, with the goal of reducing overall waste generation.

See the section on the left on <i>Sustainable Packaging in our Operations</i> .	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

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

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Reduction of Packaging Waste Through Redesign

As part of our ongoing commitment to minimising environmental impact and enhancing the sustainability of our packaging, Delfi conducted a strategic review of the materials used across our product portfolio. While duplex material, valued for its aesthetic appeal, contains 90% recycled fibres and 10% virgin fibres, switching to 100% recycled material enhances circularity and supports more sustainable material use.

Consequently, we have initiated a phased transition to recycled materials, which provide a lower environmental footprint. In addition, we continue to advance sustainable packaging innovations, such as lightweight recycled material options, increased use of recycled materials and mono-materials designs. We are also redesigning our primary, secondary and tertiary packaging to eliminate excess materials. This includes removing the inner flute layer (secondary packaging) by packing inner boxes (secondary packaging) directly into cartons (tertiary packaging) – reducing excess materials and overall cardboard usage.



Driving Packaging Innovation with Cold-Seal Technology

As part of our commitment to improving operational efficiency and reducing energy consumption, we are exploring cold-seal packaging material to replace conventional heat-sealed packaging. This innovation uses a pressure-sensitive adhesive that bonds materials without heat, which is advantageous for heat-sensitive products such as chocolate.

Through this initiative, we aim to achieve the following:

- **Energy Efficiency:** By eliminating the need for heat during sealing, cold-seal technology reduces energy consumption, lowering carbon emissions associated with production
- **Operational Benefits:** Enhances line efficiency, ensuring consistent quality while reducing resource use and eliminating one layer of packaging plastic compared to the conventional heat-sealed method, thus reducing overall resource use

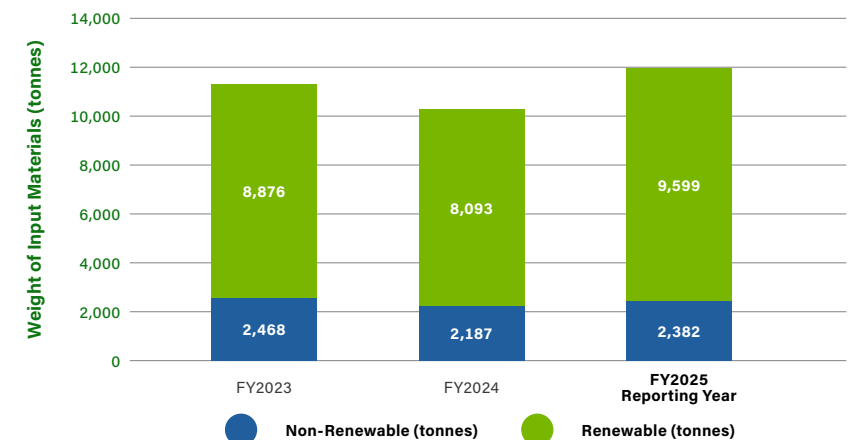
This initiative reflects our broader sustainability strategy to integrate eco-friendly solutions into core operations. We look forward to disclosing the impacts of this innovation in future sustainability reports.

Performance GRI <301-1><301-2>

In 2025, Delfi utilised a total of 11,981 tonnes¹⁷ of raw materials for packaging, with 75.7% comprising recycled materials. This marked a 16.6% increase in

overall material usage compared to the previous year, mainly driven by increased marketing and sales campaigns, while the proportion of recycled materials remained relatively stable. We also reinforced our core focus areas to further reduce plastic usage across our operations, achieving approximately 7.8% reduction in operational plastic waste. Delfi remains committed to adopting innovative approaches to optimise packaging across our operations and supply chain, as part of our ongoing efforts to minimise environmental impact.

Input Materials of Delfi's Packaging



¹⁷ The weight of packaging has been approximated based on the largest packaging size for a more conservative assessment.

SOCIAL PILLAR

Employment Practices, Occupational Health and Safety, Product Labelling and Product Quality & Safety and Delfi Cares

13.0 years
average permanent
staff service length



Zero cases
of work-related
fatalities and ill health.
Fully complied with
Work Safety Standards
and Practices



8% decrease
in the number of near-
miss incidents reports



29% decrease
in the number of
employee grievances
on health and safety



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Employment Practices

Management Approach and Practices GRI <3-3>

A safe and inclusive workplace environment is essential for maximising employee motivation, well-being and performance. Through fair employment practices and competitive compensation, we attract and retain top talent. Conversely, poor employment practices can undermine morale, lower retention and diminish organisational efficiency.

Moreover, we value diversity across age, gender and background, recognising that a wide range of perspectives strengthens collaboration and drives innovation.

Our people are the foundation of our success. By investing in the right resources, support systems and engagement opportunities, Delfi enables employees to grow professionally and contribute meaningfully to long-term sustainable growth.

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

Our Corporate Culture Statement and Code of Conduct (the “Code”) encapsulate our philosophy, culture and policies that guide our work systems, processes and procedures. We strive for a workforce that is responsible, committed and passionate in delivering high-quality products and services. Our culture of positivity and motivation drives collaboration amongst team members, while our commitment to sensitivity and respect for individuals ensures a professional workplace environment rooted in empathy.

All of our employees are expected to understand and uphold the Code, as it is essential to maintaining a professional, empathetic and values-driven work environment. These shared values ensure that we consistently embody the standards that drive our collective success.



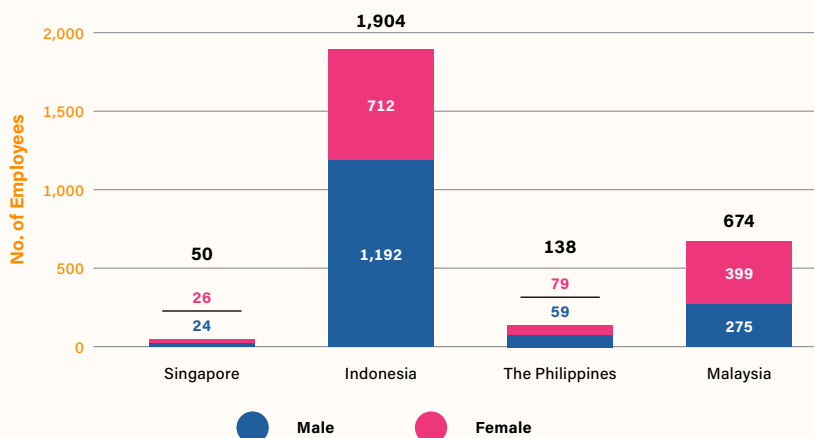
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Advancing Workforce Diversity and Inclusion
GRI <2-7><2-8>

At Delfi, we are committed to merit-based hiring and fair employment practices to ensure equal opportunities for all employees in a workplace free from discrimination. Across all markets, our operations strictly adhere to the relevant local labour laws and regulations.

As of 31 December 2025, we had a total of 2,766 employees across four countries: Indonesia, Malaysia, the Philippines and Singapore. Our workforce in Indonesia accounted for the largest proportion at 68.8%, which supports the manufacturing and distribution operations in our biggest consumer market. Employees in Malaysia and the Philippines represented 24.4% and 5.0% of our workforce respectively, supporting growth in these emerging markets. Lastly, our Singapore HQ comprised 1.8% of the total workforce.

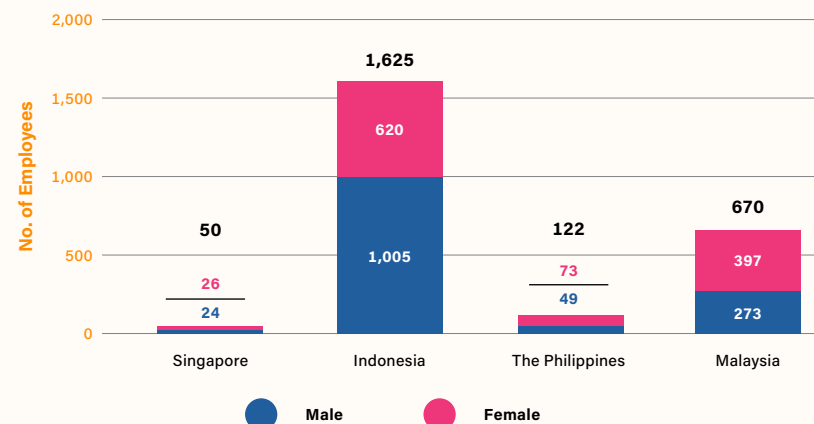
Breakdown of Employees (Permanent and Temporary Contract) by Region and Gender



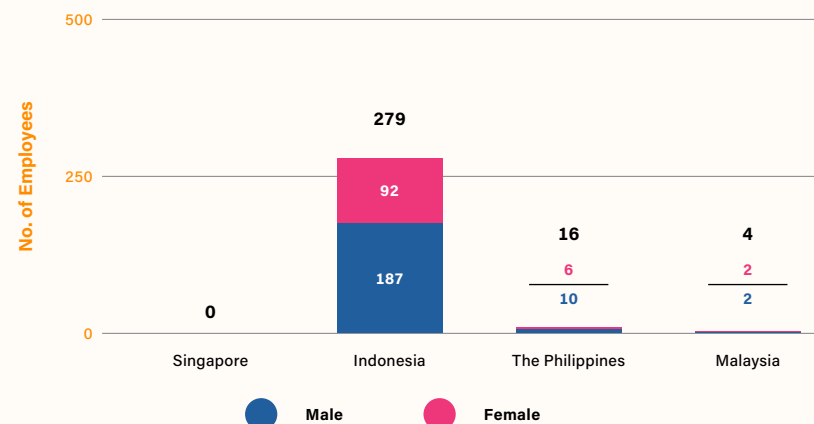
All employees were hired under full-time contracts, ensuring competitive salaries and comprehensive benefits. Delfi does not engage part-time employees or employees without guaranteed hours.

As of 31 December 2025, 89% of our workforce were employed on a permanent contract basis, ensuring that most of our employees are given a greater sense of job stability. The remaining 11% were on temporary contracts due to the semi-seasonal nature of our business, which requires us to manage increased demand during peak seasons. The average tenure of our permanent employees across the group stands at 13.0 years, reflecting strong employee retention and loyalty to the organisation.

Breakdown of Employees on Permanent Contract, by Region and Gender



Breakdown of Employees on Temporary Contract, by Region and Gender



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At Delfi, we are dedicated to fostering diversity, equity and inclusion in our workplace. In 2025, our workforce maintained a men-to-women ratio of 3:2.

Breakdown of Governance Bodies by Gender			
	Male	Female	Total
Governance Bodies	8	1	9
	88%	11%	100%

Breakdown of Total Employees (Permanent and Temporary including Seasonal Contract) by Employee Category and Gender			
	Male	Female	Total
Staff	1,119	783	1,902
	59%	41%	100%
Supervisor	224	268	492
	46%	54%	100%
Middle Management	163	133	296
	55%	45%	100%
Senior Management	44	32	76
	58%	42%	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	398	1,384	120	1,902
	21%	73%	6%	100%
Supervisor	124	294	74	492
	25%	60%	15%	100%
Middle Management	15	241	40	296
	5%	81%	14%	100%
Senior Management	-	47	29	76
	0%	62%	38%	100%

Delfi also engaged 1,004 workers who were not employees across various services, including contractors and suppliers. These individuals primarily supported functions such as maintenance, repair, janitorial services, security and consultancy for our HQ office.

Employee Grievance Mechanisms
GRI <2-25>





Addressing employee grievances promptly and amicably is essential to prevent unnecessary escalation and to swiftly identify and address unacceptable practices. At Delfi, all employees are encouraged to raise concerns through their Heads of Departments, who then direct those matters to our Human Resources (“HR”) department and the Executive Directors as necessary, or through Union-Management channels. The Union may report directly to HR or engage in monthly bipartite meetings with management to discuss any issues raised. Each grievance raised will be thoroughly investigated and resolved proactively, with counselling and dialogue sessions conducted to ensure fair and transparent outcomes. We handle grievances with confidentiality, fostering a safe environment where employees can voice concerns without fear of retaliation.

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

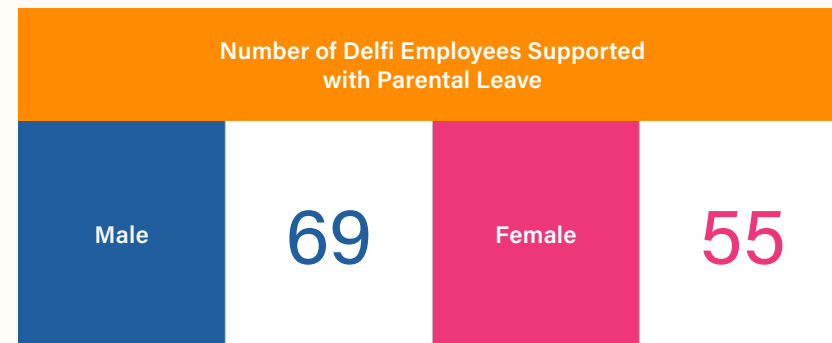
At Delfi, we strive to create a positive workplace culture by offering benefits that support employee engagement and loyalty. Full-time employees receive a comprehensive package that includes insurance, healthcare and parental leave. Our HR team not only ensures our compliance with local labour regulations, they also collaborate with country units to regularly review and enhance non-monetary, performance-based rewards and programmes, ensuring our benefits remain practical and relevant.

Our employees enjoy a comprehensive benefits package that includes the following:¹⁸

	Life insurance
	Medical care benefits
	Disability coverage
	Retirement provisions

We partner with globally recognised and reputable third-party medical and financial organisations to ensure that our employees receive quality healthcare and comprehensive coverage.

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



Delfi also provides parental leave for employees, allowing new parents to spend time with their families. In 2025, a total of 124 employees took parental leave. Of the employees whose parental leave ended in 2025, 94% returned to the company's employ.

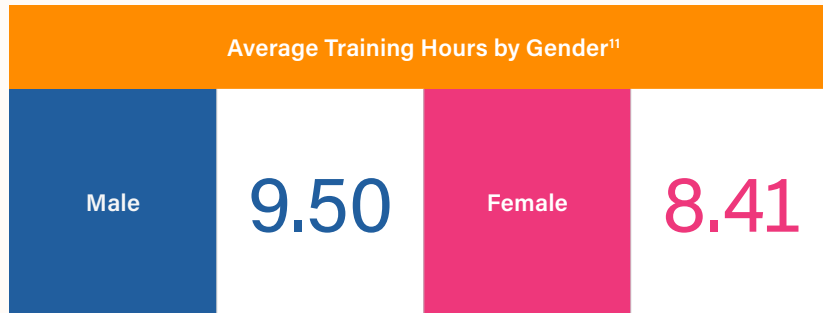
	Male	Female
Total number of employees entitled to parental leave	1,222	785
Total number of employees that took parental leave	69	55
Total number of employees that returned to work in 2025 after parental leave ended	69	48
Total number of employees who returned from parental leave in 2024 and remained employed for at least 12 months after their return	63	56
Return to work rates	100%	87%
Retention rates	79%	98%

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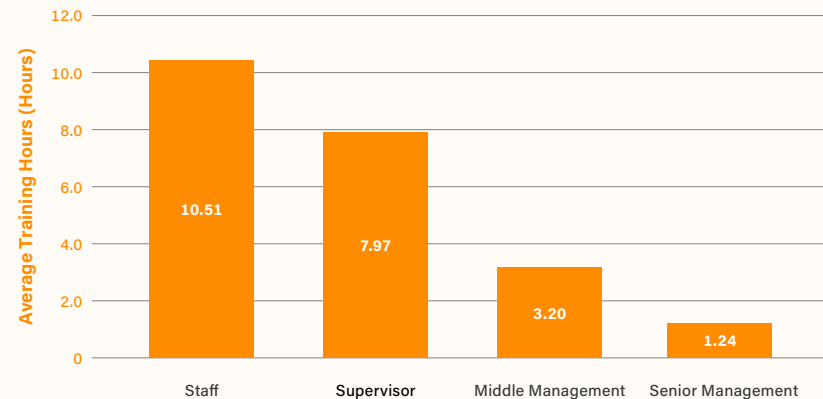
Employee Training
GRI <404-1>

Delfi recognises that investing in employee development is the foundation of a future-ready workforce. Employees need relevant skills to perform their day-to-day duties and should be empowered to achieve their full potential. To support this, we offer a range of training programmes focused on technical skills, leadership, professional growth and compliance.

In 2025, employees received an average of 9 training hours, with similar averages across genders. The breakdown of average training hours by employee category is as follows, with staff 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 Employee Category



Strengthening Employee Awareness and Labour Practices at PT Ceres

As part of Delfi's ongoing commitment to employee development and responsible labour practices, PT Ceres conducted targeted training initiatives between May and August 2025. One key initiative was the Collective Labour Agreement (*Perjanjian Kerja Bersama* or "PKB") training, held as part of the due diligence process for finalising the agreement with the Labour Union. Communicated to all employees, the training sessions were conducted three times a week and included both permanent and contract staff.

The sessions covered a wide range of topics, including:

- Revisions to PKB articles
- Sexual violence and harassment
- Discrimination
- Wage structure and rates
- Employee benefits
- Weekly rest days and overtime policies
- Disciplinary procedures and complaint resolution

Notably, PT Ceres incorporated provisions on sexual violence and harassment into the PKB, aligning with Indonesia's Employment Law, the Decree of the Minister of Manpower and the Rainforest Alliance international standards.



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Driving Employee Engagement Through Sustainability Awareness

To foster a culture of shared responsibility and embed sustainable practices across the organisation, Ceres launched a monthly Sustainability Newsletter as a long-term initiative to raise employee awareness and participation in environmental efforts.

Distributed digitally via WhatsApp groups, the newsletter eliminates the need for printed materials while ensuring accessibility across all company entities. Each edition features updates on sustainability progress, practical tips on waste reduction and energy management and interactive quizzes that encourage active engagement.

This initiative aligns with international sustainability practices and emphasises behavioural change as a key driver of effective waste management. Early results show increased awareness, stronger employee engagement and measurable reductions in waste and energy consumption, demonstrating the effectiveness of this approach in embedding sustainability into daily operations.



Providing Continuous Feedback and Support GRI <404-3>

Delfi prioritises growth-oriented work environment that encourages continuous improvement and open communication across business units. As part of our commitment to employee development, Delfi has structured annual performance review processes aligned with our HR framework and cycle. These reviews provide valuable feedback and track individual progress.

In 2025, we continued to maintain high participation rates in employment feedback and reviews, with all eligible employees¹⁹ receiving performance and career development feedback. This reflects Delfi's ongoing support for professional growth and advancement.

Promoting Employee Physical and Mental Health Well-being

Employee well-being remains a priority at Delfi. We organise a range of events to support holistic well-being and strengthen the bonds across teams. These events include Family Day, a charity walk, health screenings and our biannual Dinner and Dance. In addition, regular team-building activities are held to enhance cross-functional interaction and build community.

Team Building: Amazing Race



To foster camaraderie and strengthen team spirit, our employees participated in FunEmpire's Corporate Amazing Race at Gardens by the Bay. Through immersive storytelling and an interactive WhatsApp dashboard, teams worked together to solve clues, complete tasks and race against the clock, fostering leadership skill and teamwork in a fun and engaging way. Despite wet weather conditions, the event provided a memorable experience, enabling employees to build stronger connections and enhance collaboration in a relaxed yet spirited competitive setting.



¹⁹ Eligible employees exclude those employees governed by a Collective Bargaining Agreement ("CBA"), non-regular employees and new hires who have joined Delfi for less than a year.

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Supporting the Pink Ribbon Walk 2025

This year, some of our employees participated in the Pink Ribbon Walk 2025, an annual event organised by the Breast Cancer Foundation to promote hope, strength and support. With the tagline “Stronger Together with Every Step”, the event brought together survivors, families and supporters in a heartfelt show of solidarity. Our team walked 5 km to celebrate survivorship, raising awareness and standing together for a cause much bigger than ourselves. Each step reflected our commitment to support survivors and their families, and to be part of a movement spreading courage, resilience and community.



Promoting Employee Health and Community Well-being

At PT Ceres, we view social responsibility as a way to create lasting impact for both our employees and the broader community. In partnership with Indonesian Red Cross (*Palang Merah Indonesia*), we organise quarterly blood donation drives for our employees. Their growing participation reflects a strong sense of community and care, with every donation contributing to vital blood supplies and saving lives.



In addition, our health programme is designed to ensure that every employee is healthy, with a focus on early detection of potential health issues so preventive measures and timely interventions can be undertaken. The comprehensive check-ups provided include periodic medical check-ups, blood pressure & blood sugar, tuberculosis, drug screening, psychological assessment and women’s health care.

Through these initiatives, we aim to safeguard not only the immediate health of our employees at work but also their long-term well-being.

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Advancing Women’s Health Through Workplace Reproductive Health Awareness Initiatives



PT Ceres partnered with the Women’s Solidarity for the Indonesian Red and White Cabinet and various governmental and health organisations to deliver a comprehensive reproductive health programme for female employees. This initiative aligns with national health priorities focusing on cervical cancer prevention, tuberculosis elimination by 2030 and family planning education.

The programme included Visual Inspection with Acetic Acid (“IVA”) tests for early detection of cervical cancer and workplace health checks, which have been ongoing since 2022. These efforts received positive feedback for improving awareness of reproductive health and enabling early disease detection amongst female workers. Participants highlighted the importance of continued government support to ensure accessibility for factory workers, reinforcing the role of public-private collaboration in advancing health equity.

Performance GRI <401-1>

New Hires and Turnover¹¹

Our workforce consists of both permanent and temporary contract employees to meet our operational demands. As our operational demands fluctuate significantly throughout the year, particularly during peak seasons such as Lebaran, Valentine’s Day and Christmas, Delfi employs temporary contract workers to bolster our workforce as needed. Temporary contracts offer flexibility for individuals seeking short-term work and often include past hires familiar with our operations. This workforce model results in a higher turnover rate when measured across all our employees.

Additionally, due to the streamlining of our operations in the Philippines this year, turnover and new hire figures for FY2025 are not directly comparable to previous years.

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

	2024		2025	
	Male	Female	Male	Female
New Hires	320	228	233	173
	18%	17%	15%	14%
Turnover	1,089	599	408	248
	62%	46%	26%	20%

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Number and Rate of New Hires and Turnover by Age for Total Employees (Permanent and Temporary Contract)						
	2024			2025		
	< 30 years old	30 – 50 years old	>50 years old	< 30 years old	30 – 50 years old	>50 years old
New Hires	331	205	12	212	183	11
	45%	10%	4%	39%	9%	4%
Turnover	1,394	239	55	249	300	107
	189%	12%	17%	46%	15%	41%

Number and Rate of New Hires and Turnover by Region for Total Employees (Permanent and Temporary Contract)								
	2024				2025			
	Singapore	Indonesia	The Philippines	Malaysia	Singapore	Indonesia	The Philippines	Malaysia
New Hires	5	289	35	219	3	128	26	249
	10%	14%	12%	37%	6%	7%	19%	37%
Turnover	2	1,467	48	171	2	317	179	158
	4%	69%	16%	29%	4%	17%	130% ²⁰	23%

²⁰ Due to Delfi Foods, Inc. ("DFI")'s cessation of operations.

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Occupational Health and Safety

Management Approach and Practices GRI <3-3>

Delfi operates two manufacturing facilities for chocolate and cocoa products, alongside offices across our various operational locations. Upholding high standards of health and safety is essential to protecting our employees and ensuring operational efficiency. Negligence in this area could increase the risks of workplace incidents and injuries, workplace safety regulation breaches, increased medical costs and reputational risks.

We are committed to providing a safe work environment guided by robust occupational health and safety practices. Our goal is to maintain an accident-free workplace where employees can perform their duties safely and effectively. This approach not only reduces the risks of injuries and hazards but also helps mitigate potential financial and reputational impacts. Our practices and processes are reviewed regularly to ensure continued effectiveness and compliance, incorporating lessons learnt from past incidents to prevent recurrence.





Occupational Health and Safety (“OHS”) Management System GRI <403-1><403-2><403-3><403-4><403-8>

Delfi’s OHS management system complies with local requirements²¹ and encompasses all activities, employees and workers in our manufacturing and distribution facilities. The Health and Safety team oversees the implementation and maintenance of the OHS system at each facility.



²¹ 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 (the Philippines) and Occupational Safety and Health Act 1994 or Act 514 (Malaysia).

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Compliance	Incident Reporting and Hazard Identification	Audit and Risk Assessment	Investigation
			
<ul style="list-style-type: none"> ▪ 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. ▪ Upgraded water treatment to meet new health standards, ensuring safe and compliance drinking water for employees. Please refer to page 26 for more details. ▪ In Indonesia, we go beyond national regulations by complying with the ISO 45001:2018 at our factory site. ▪ Periodic reports are submitted to the relevant labour ministries in Indonesia and the Philippines. 	<ul style="list-style-type: none"> ▪ Employees and workers can report safety observations without fear of reprisal.²² 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 prevent recurrence. 	<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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. ▪ Safety risk assessments and audits are carried out at predetermined intervals by the respective business unit.

²² Employees are covered under Governing Company Rules and Regulations (“CRR”) and aligned with local labour regulations.

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




Ensuring the safety and well-being of our workers is our top priority. We value every employee and are committed to reducing the risk of workplace accidents and fatalities. As part of this commitment, we have a comprehensive system for identifying and evaluating potential hazards that may cause workplace injuries or health issues, along with proactive measures to prevent 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 Risks Assessment Opportunity ("HIRAO") Mitigation actions in line with the hierarchy of control Monitoring to ensure safety and mitigation measures are adhered to Monthly safety patrol audit 	<ul style="list-style-type: none"> Safety risks analysis by safety officers or third-party experts Hazards identified from past accidents, 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	<p>Machinery Noise</p> <ul style="list-style-type: none"> Machinery Noise Chemical exposure Radiation from X-Ray machines Lifting of heavy items Ergonomic hazards Increased respiratory risk for workers due to exposure to sugar dust or cocoa dust) 	<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 Monthly safety patrol audit Upgrading air filters and providing appropriate PPE 	<ul style="list-style-type: none"> Risk assessments conducted Employee feedback Use of safety standards Material Safety Data Sheet ("MSDS")
	<p>Extreme temperature/Heat waves</p> <ul style="list-style-type: none"> Heat exhaustion, dehydration and heat stroke amongst production workers (especially near hot machinery like oven, frying areas) 	<ul style="list-style-type: none"> Modification of work schedules/shifts Improvement of ventilation/cooling systems Provision of adequate drinking water and rest areas 	
	<p>Flooding</p> <ul style="list-style-type: none"> Disruption of evacuation and emergency services Severe traffic congestion and commute routes prone to flooding, leading to a fatigue and a lack of concentration upon arrival at work, which significantly increases the potential for workplace incidents and accidents 	<ul style="list-style-type: none"> The company is implementing flexible start times to mitigate commuting challenges and support employee well-being Review and update of Emergency Response Plans 	

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



Access to Health Services	Safety Training and Awareness	Engagements with Our Business Partners
		
<p>We offer comprehensive medical coverage, annual check-ups and easy access to medical services. Our employees are informed about their health benefits through regular updates, and transportation to medical facilities is arranged when needed.</p>	<p>We conduct annual Health and Safety training for all employees, offering training sessions in multiple languages, such as Bahasa Indonesia and Tagalog. These trainings cover work-related hazards, safe practices and emergency response protocols, including fire safety. For roles involving higher safety risks, additional training and qualifying exams are required.</p>	<p>We carry out mandatory inspections of facilities and processes when screening and evaluating potential business partners and suppliers before entering into any agreements.</p>

High Rise Rescue Drill

On July 19, 2025, PT Ceres's semi-annual fire drill featured a Vertical Rescue programme led by Total Energies and observed by a doctor from *Welas Asih* Hospital. The drill simulated the safe evacuation of an incapacitated victim from a rooftop to the ground using specialised rescue techniques.

This drill reinforced our emergency response capabilities and highlighted the importance of specialised training in high-risk scenarios. Vertical rescues rely on pre-planned procedures and highly trained personnel to manage the vertical descent and mitigate life-threatening risks associated with prolonged suspension trauma.

Insights from the drill are being used to further strengthen our OHS and emergency response protocols.





Inspection of Fire Safety Equipment

To ensure compliance with fire safety regulations, PT Ceres regularly updates fire safety equipment licences and ensures our fire and safety officer holds the necessary certifications. Our current fire safety equipment comprises of 80 hydrant boxes and pillars, 1,529 fire alarm sensors, 597 fire extinguishers and 963 sprinklers.

In line with Indonesian labour ministry requirements, we engage a certified third-party assessor to conduct on-site inspections. The on-site inspections include pressure tests on three hydrant hoses, functionality checks on seven fire alarm sensors, one fire extinguisher and one sprinkler activated by flame.

These inspections not only fulfil regulatory requirements but also ensures the safety of all employees and workers, as well as to protect PT Ceres's assets.



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Performance
GRI <403-9><403-10>

In 2025, our OHS management system remained effective, with no recorded work-related fatalities or cases of work-related ill health. While our work-related injury rate remained low, 2 incidents were reported, primarily due to negligence and unsafe machinery use.

Each case was promptly investigated, and corrective actions were implemented subsequently to prevent reoccurrence. Engineering controls included installing protective grills on crusher machines, while administrative measures involved employee briefings and enhanced cleaning of production washing areas.

We continue to commit to achieving a zero-accident workplace through continuous improvement and proactive safety management.

Work-related injuries and work-related ill health statistics ¹¹						
Employees	2023		2024		2025	
Number of hours worked	7,856,110		6,544,246		6,229,191	
	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	3	0.08	3	0.09	2	0.06
Main type of work-related injury	Hand injury		Hand and head injury, 2 nd degree burns		Hand and head injury	
	Cases		Cases		Cases	
Recordable work-related ill health	0		0		0	

Non-Employees	2023		2024		2025	
Number of hours worked	2,237,114		2,338,128		2,053,502	
	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	0.18	0	0	0	0
Main type of work-related injury	Leg and eye injuries		-		-	
	Cases		Cases		Cases	
Recordable work-related ill health	0		0		0	

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Product Labelling and Product Quality & Safety

Management Approach and Practices GRI <3-3>

As consumers become increasingly aware of the broader impact of their purchasing decisions on personal health, the environment and society, expectations around product integrity have grown significantly.²³ In this evolving landscape, ensuring product safety, quality and transparent labelling is essential to building consumer trust and long-term brand loyalty. Customers in our Muslim-majority markets, such as Indonesia and Malaysia, also expect products that are halal-certified to cater to their religious sensitivities.

We place strong emphasis on food quality and safety across our production and distribution processes, complying with stringent local and international regulations. Our protocols ensure that products are safe, nutritious and high-quality. Any incidents of contamination or compromise of food safety could result in regulatory action and pose risks to consumer health.

With growing scrutiny over sustainability practices and product labelling within the industry, Delfi also recognises the importance of transparency. Inaccurate labelling can erode consumer trust in our products and damage brand reputation. By

providing clear and accurate labelling on our products, we enable our consumers to make informed choices that support their health and dietary needs.

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




Delfi's Food Safety Management System provides a strong foundation for ensuring our products consistently meet consumer health and safety standards. This system is effectively implemented across all operations and supported by key controls. In 2025, we successfully passed all annual external certification audits (including FSSC 22000, Halal Assurance, ISO 45001 and ISO 14001) with zero critical or major non-conformities. The audit results, both internal and external, are reviewed biannually during Management Review meetings to ensure continued compliance and effectiveness.

We also made notable enhancements to our Food Safety Management System this year. PT Ceres upgraded its FSSC 22000 certificates from version 5.1 to version 6, while DFI upgraded to version 6 in February 2025. Additionally, Delfi obtained the Food Safety Management System ISO 22000:2018 certification at DMSB in April 2025.



23 Harvard Business Review, Research: Consumers' Sustainability Demands Are Rising (2023).

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Robust Systems	Proactive Risk Identification and Reduction	Transparent Labelling
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.

Complementing our robust food safety management system, Delfi's labelling and packaging practices play a critical role in safeguarding consumer health and building consumer trust. Our approach to labelling focuses on responsible sourcing, clear and accurate consumer information and guidance on safe consumption and disposal, ensuring product integrity across the value chain.

Key Packaging Practices Supporting Sustainability and Consumer Safety				
Certified Cocoa Sourcing	Transparent Cocoa Content	Safe Consumption Information	Responsible Disposal Guidance	Comprehensive Product Information
Cocoa ingredients are Rainforest Alliance certified, with the certification logo displayed on packaging. ²⁴	Cocoa content percentage is clearly labelled, with higher content.	Packaging includes recommended storage, best-before date and allergen details.	"Bin man" logo on our packaging encourages correct disposal to minimise environmental impacts.	Halal logo, nutritional information and <i>Badan Pengawas Obat dan Makanan Republik Indonesia</i> ("BPOM RI") QR code are available for consumer assurance.

²⁴ Rainforest Alliance certified cocoa ingredients are only limited to *Van Houten* brand products.

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Continuous Improvement Initiatives on Product Quality and Safety

As part of our ongoing commitment to product quality and safety, we implemented several process enhancements to strengthen control and efficiency across operations. Key initiatives included redesigning staff uniforms to minimise the risk of hair contamination, refining rework handling procedures to ensure clear segregation of product sources and expanding our X-ray detection capabilities. Two additional X-ray units were installed this year on top of the seven units that are already in place, to detect and reject foreign materials in conjunction with existing metal detectors, further safeguarding product integrity before products reach consumers.



We have also upgraded the nut sorting process from manual sorting to a conveyor system integrated with a grading machine for greater efficiency and consistency. Regular biweekly customer complaint meetings, guided by an eight-step methodology, helped identify root causes and drive continuous improvement across our operations.



One such outcome was the redesign of packaging plates and adjustment of nut sizes to prevent packaging damage caused by nut protrusion. Operator awareness was further strengthened through targeted training on machinery cleanliness and heating element maintenance, supported by a new heater vibration standard to safeguard packaging integrity.

Looking ahead, plans are underway to install a hair removal machine, reinforcing our commitment to product quality and consumer safety.

Halal Standards Driving Consumer Trust

Halal standards have evolved beyond religious compliance to represent a global benchmark for supply chain transparency. With younger consumers demanding higher standards in sourcing, quality and lifestyle alignment, Halal certification now demonstrates the integrity of a product's ingredients.

To meet consumers' expectations, Delfi has implemented a Halal Assurance System ("HAS") across its operations and key brands, including *SilverQueen*, *Take-it* and *Van Houten*. Our commitment to Halal standards has also been recognised and featured within *Asia Food Journal*.²⁵

Key actions include:

- **Stringent Certification:** Conservative approach to eliminate risks of Halal fraud or mislabelling
- **Continuous Audits:** Rigorous internal checks across all manufacturing sites
- **Traceability:** Full visibility from raw materials to finished products, ensuring integrity and accurate labelling

This commitment enables agile product development while maintaining uncompromising quality. A prime example is the Halal-certified *Van Houten* Vegan range, launched in November 2021, meeting growing demand for plant-based and cruelty-free options without compromising Halal integrity.

Feature Story Halal Meets Culinary Innovation

Van Houten has taken robust measures to safeguard against reputational risks associated with Halal fraud or mislabelling," said Anonim. "Our comprehensive Halal Assurance System includes stringent supplier verification, regular internal audits, product testing, and traceability measures."

Transparency as trust currency
One of the clearest expectations of today's consumers is transparency - not just the approach to food, but that it's traceable, verifiable, and easy to understand.

What's next for Halal?
Halal is now about alignment. As Southeast Asian food industry evolves in response to digitalisation, regulations, and lifestyle shifts, Halal is being repositioned as a vehicle for growth and consumer connection.

Delicious and safe
Halal is now about alignment. As Southeast Asian food industry evolves in response to digitalisation, regulations, and lifestyle shifts, Halal is being repositioned as a vehicle for growth and consumer connection.

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Encouraging Healthy and Nutritious Snacking

As consumer preferences shift toward more health-conscious consumption, Delfi is committed to supporting healthier lifestyles by broadening our portfolio to include nutritious snack options. To develop these offerings, we collaborate with a multidisciplinary team whose diverse expertise plays a key role in shaping our healthier product lines. Our current range includes chocolate products that incorporate nutritious ingredients such as yoghurt, green tea, chia seeds, oats, nuts and fruits. We have also improved existing products by transitioning to all-natural colouring for certain product lines.

For consumers seeking plant-based alternatives, we offer vegan options like our *Van Houten* Vegan chocolate bars. These products are also vegan-certified and we recorded zero incidents of non-compliance with the relevant certification standards. To further ensure product integrity, our laboratory is also equipped with Animal ID technology, an advanced system capable of detecting animal DNA, including porcine DNA.

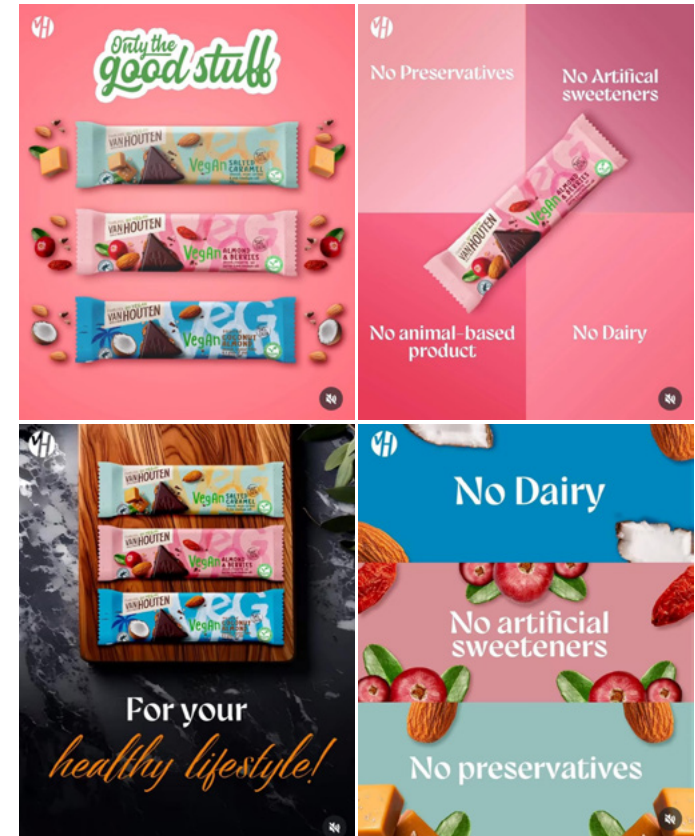
Advancing Healthier Products Innovation with Natural Ingredients

In 2025, we successfully transitioned to using all-natural colours for *Cha Cha* Real Milk Chocolate and *Cha Cha* Peanut Real Milk Chocolate, following years of development to ensure that the product retains its vibrant colours that appeal to children without the need for permitted artificial colours. This natural colour initiative will be extended to other *Cha Cha* variants, with full transition expected by 2026.



To promote healthier snacking habits, Delfi has launched targeted marketing initiatives that highlight the benefits of nutritious snack choices. These campaigns leverage community partnerships, event participation and influencer endorsements to raise awareness and deepen consumer engagement around healthy snacking.

Marketing Initiatives for Health-Conscious Consumers



As part of our ongoing commitment to promoting clean and mindful snacking, we expanded our outreach efforts this year through active participation in the Vegan Festival, where we launched the “Only The Good Stuff” campaign. We increased consumer awareness by highlighting key product attributes such as being dairy-free, free from artificial sweeteners and preservatives, amongst other benefits. Complementing these on-ground activations, our social media campaigns reached over 5 million brand exposures across our target segments, further strengthening our brand presence amongst health-conscious consumers.

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Marketing Initiatives for Health-Conscious Consumers



We also continued our collaboration with local communities through active participation in various sports events, leveraging both on-site sampling and social media outreach to promote our snack bars. These direct engagements allowed consumers to experience our products first-hand and gain awareness of their nutritional benefits. Designed to support healthier snacking habits, these initiatives reflect our commitment to encouraging a balanced lifestyle.



Customer Care

Creating chocolate products that truly resonate with consumers begins with a deep understanding of their preferences, behaviours and feedback. At Delfi, we place strong emphasis on listening to our customers and incorporating their insights into our strategic planning and product development processes. This approach has been key to building customer loyalty, strengthening market competitiveness and driving sustainable business growth.



To support this, we have established multiple feedback channels into our daily operations. A standardised Consumer Customer Care Procedure is implemented across all business units, ensuring consistent and timely responses to health and safety concerns. Each complaint is addressed promptly, reflecting our commitment to delivering a seamless and positive customer experience. Stakeholder feedback is also reviewed regularly, with discussions held during our fortnightly customer complaint meetings to drive continuous improvement.

Performance

GRI <2-27><416-2><417-2><417-3>

In 2025, Delfi maintained full adherence to all applicable laws related to consumer health and safety, with zero incidents of material non-compliance. We also recorded zero material incidents of non-compliance related to product information and labelling, or marketing communications. This achievement reflects our strong commitment to responsible marketing, transparent labelling and consumer protection.

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Delfi Cares

Delfi is committed to making a meaningful difference in the communities where we operate by driving positive environmental and social impacts. Our efforts - designed to uplift marginalised and underserved groups through community initiatives and directing investments to address local needs - foster trust and build stronger community relationships.

Volunteerism is a cornerstone of our company culture, helping to cultivate teamwork and a shared sense of purpose. We actively encourage employees to participate in impactful activities that give back to society, strengthening team cohesion and reinforcing our social licence to operate.

Our Corporate Social Responsibility (“CSR”) framework guides our CSR activities and philanthropic efforts. It is built around three strategic pillars, each representing a key area where Delfi aims to create lasting, positive change.

Delfi's CSR Framework



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In FY2025, Delfi dedicated a total of 2,312 hours to meaningful causes across Singapore, the Philippines, Malaysia and Indonesia. These efforts supported local communities through monetary and product donations, health improvement initiatives and participation in ecosystem restoration projects. These contributions reflect our ongoing commitment to social responsibility and regional impact.

Philanthropy Through Product Donations



Providing Food Donations to Support Food Security Singapore

Delfi Limited partnered with Foodbank Singapore, a non-profit organisation dedicated to addressing food insecurity. We conducted an internal food drive, where employees contributed essential food staples and snacks - including rice, pasta, canned goods, beverages and nutritious treats.

Delfi supplemented these efforts with product donations from our own inventory. All collected items were distributed by Foodbank to beneficiaries through its network of partners.



Advancing Classroom Learning Through Science Equipment Donation The Philippines

Through a donation drive, we provided laboratory items to support hands-on learning and strengthen classroom resources at Marikina Science High School—a public school that serves intellectually gifted students from Marikina City and nearby cities. The initiative supports continued access to quality education by equipping students with essential tools for practical experiments.



Supporting Children’s Education Through Snack Donations and Sponsorship Malaysia

Snack item donations and cash sponsorship were extended to *Persatuan Rumah Kanak-Kanak Ini Disayangi*, a registered NGO that operates charity homes for orphaned and abused children. The donation supported an indoor treasure hunt at Sunway Pyramid, organised to raise tuition funds for the children under their care. The initiative contributes to the organisation’s goal of enabling every child to complete a university degree by 2030.



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Strengthening Social Bonds Through Ramadan Support Indonesia

To celebrate Ramadan, PT Ceres hosted an iftar event for 50 orphans from *Pondok Yatim Ad-Infiditun* in Bandung, providing nutritious meals and a monetary donation for each child.

This initiative not only offered festive joy but also strengthened community bonds and demonstrated our commitment to supporting vulnerable groups. By combining nourishment with financial assistance, the programme contributed to the well-being of children.



Fostering a Healthy Society



Promoting Public Health Through Blood Donation Initiatives Malaysia

DMSB collaborated with Pusat Darah Negara and One City Management to organise a blood donation drive. A total of 97 individuals participated, with 68 successful donations - potentially benefiting up to 204 individuals in need.

The event saw strong employee engagement, with 57 Delfi staff volunteering and 41 successfully donating blood. Additionally, nine employees supported the event logistics, including sorting and distributing product donations provided by the company.



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Inspiring Futures Through Education



Promoting Environmental Awareness Through Educational Publications Indonesia

This year, PT Ceres published three e-books—*Guarding the Small Forest, Green Innovation Trail and Not Just Sweet*—to promote environmental stewardship, showcase sustainable innovations and highlight community empowerment initiatives.

Guarding the Small Forest documents local biodiversity through field notes, photographs and scientific descriptions, serving as an educational resource for students, researchers and conservation advocates.

Green Innovation Trail showcases sustainable practices such as waste heat recovery, solar panel installation and rainwater harvesting, supported by data and Life Cycle Assessment insights—helping industry peers and policymakers adopt greener solutions.

Not Just Sweet highlights community empowerment initiatives, including clean water access, food waste reduction and nutrition programmes, inspiring NGOs and local communities to replicate impactful models.

Available online and in government libraries, these publications aim to inform and inspire action toward a greener, more inclusive future.



Supporting Recovery and Relief Efforts



Contributing Food Aid to Flood and Landslide Relief Efforts in Indonesia

In response to the recent floods and landslides affecting parts of Sumatra, including Aceh, Medan and Padang, Delfi took swift action to support relief efforts in line with our social and humanitarian responsibilities. In partnership with GAPMMI, The Indonesian Food and Beverage Association, we contributed and distributed over 65,000 pieces of chocolate wafers and biscuits to affected communities.



Strengthening Community Resilience Through Disaster Relief Support Indonesia

In response to the flooding in *Dayeuhkolot*, Bandung, PT Ceres donated 800 used sacks to Ceteureup Village, one of the affected areas.

These sacks were used for post-flood clean-up and debris removal, helping accelerate recovery efforts and restore community infrastructure. This initiative not only addressed immediate needs but also demonstrated our commitment to disaster mitigation and resilience-building, ensuring affected communities receive practical support during times of crisis.



GOVERNANCE PILLAR

Business Ethics and Compliance

Upheld fair trade,
open competition
and anti-trust laws



Upheld Prescribed Standards
and Code of Conduct: Zero
cases of impropriety



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Business Ethics and Compliance

Management Approach and Practices GRI <3-3><206-1>

Delfi remains committed to maintaining the highest standards of ethics and responsibility across all markets in which we operate. Our business ethics and compliance are guided by our comprehensive Code of Conduct and Prescribed Standards, which promote transparency, integrity and reliability in our daily operations. We ensure continued trust from our stakeholders by doing so.

We recognise that any breach of compliance or misconduct can have serious consequences, including operational disruptions, reputational harm and financial loss for the Group. In 2025, Delfi recorded zero incidents of corruption and faced no legal actions related to anti-competitive behaviour, anti-trust, or monopoly practices.

In addition, our sustainability governance framework plays a vital role in driving our EESG agenda. With clear leadership and strategic guidance, Delfi continues to advance its sustainability goals while supporting long-term business growth.



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Corporate Governance
GRI <2-9><2-12><2-13><2-14><2-17><2-18>

At Delfi, our Board plays a central role in overseeing the company's sustainability strategy, goals and performance. Our Board of Directors is responsible for guiding our Sustainability Policy and ensuring that our long-term vision aligns with stakeholder expectations. Comprising accomplished professionals from diverse backgrounds, the Board brings a wealth of expertise to drive sustainable value creation across the business.

Our Board remains well-informed on emerging sustainability trends and is equipped to oversee related matters effectively. All members have completed the SGX-mandated sustainability training, with the most recent session held in March 2025.

Regular Board meetings are held to monitor business operations and provide strategic direction. When urgent matters arise, additional Board meetings are convened to ensure timely decision-making. Directors are expected to uphold Delfi's Code of Conduct and act in the best interests of the company and its stakeholders.





Supporting the Board is the SC, chaired by Mr. Pedro Mata-Bruckmann, a non-executive, non-independent director. All other SC members are independent directors. The committee is tasked with promoting and advancing sustainability initiatives, ensuring that sustainability principles are embedded across all aspects of our business.

In addition to the SC, various committees are in place to assist the Board, including the Executive Committee, Audit Committee, Remuneration Committee, Nominating Committee and Risk Management 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, aligned with the Code of Corporate Governance 2018, is available in our 2025 Annual Report under the Corporate Governance Report section.

Delfi's Standards
GRI <2-23><2-24>

At Delfi, our commitment to sustainability is reflected in our efforts to create positive environmental and social impact across the communities we operate in. We aim to:

	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 EESG 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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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		
ENVIRONMENT	SOCIAL	GOVERNANCE
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Health and safety ▪ Safety hazards and fire prevention ▪ Housing facilities and accommodation ▪ Wages, benefits and working hours ▪ Child Labour ▪ Forced and bonded labour ▪ Discrimination ▪ Freedom of association ▪ Harassment, abuse and disciplinary action 	<ul style="list-style-type: none"> ▪ Legal compliance ▪ Confidentiality and intellectual property ▪ Ethics and business

Code of Conduct
GRI <2-23><2-24>

Delfi’s Code of Conduct applies to the Board of Directors, management team and employees across the Group. It outlines the ethical principles and standards that guide professional conduct and decision-making, reinforcing a culture of integrity at both personal and corporate levels. The Code reflects the Group’s core values and governance norms, promoting responsible and ethical behaviour throughout the organisation.

Key areas covered include Delfi’s zero-tolerance policy towards corruption, anti-competitive behaviour and all forms of discrimination. It also sets clear expectations for business units to act as responsible corporate citizens, complying with the laws and regulations of the countries in which they operate.

To ensure continued alignment with these principles, all employees are required to understand and reaffirm the Code annually. Additionally, any changes in personal circumstances that may result in a conflict of interest must be promptly declared.

Whistle-blowing, Ethics and Grievance Mechanisms
GRI <2-16><2-25><2-26>

The Ethics Line is established as a confidential channel for stakeholders to report ethical concerns and grievances. In addition, stakeholders may raise EESG-related issues through our dedicated sustainability email address. All reports are handled with strict confidentiality to safeguard individuals against retaliation, and the identities of reporting personnel are protected throughout the process.

Ethical concerns are reviewed and evaluated by the Ethics Committee and subsequently reported to the Audit Committee. EESG-related issues are jointly addressed by the Chairman of the SC and the Ethics Committee, ensuring appropriate oversight and responsive action.

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

We conducted corruption risk assessments across all of our operations across Indonesia, the Philippines, Malaysia and Singapore. The assessment did not identify any significant risks.

All employees are expected to adhere with our anti-corruption policies and procedures. These policies are regularly communicated to our employees to ensure ongoing awareness and compliance.

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Number and percentage of employees who received communication on anti-corruption policies by employee category and region

Location	Employee Category				2025	
	Staff	Supervisors	Middle Management	Senior Management	Number of employees	Percentage of employees
Indonesia	1,393	335	151	36	1,915	100%
The Philippines	17	76	16	31	140	100%
Malaysia	497	63	78	36	674	100%
Singapore	5	22	16	6	49	100%

Number and percentage of employees who received training on anti-corruption by employee category and region²⁶

Location	Employee Category				2025	
	Staff	Supervisors	Middle Management	Senior Management	Number of employees	Percentage of employees
Indonesia	1,393	335	151	36	1,915	100%
The Philippines	-	-	-	-	-	0%
Malaysia	1	-	13	31	45	7%
Singapore	-	-	-	-	-	0%

Performance
GRI <205-3>

In 2025, no incidents of corruption were recorded across Delfi’s operations. We remain dedicated to sustaining such performance in the years ahead.

²⁶ Anti-corruption training is conducted on a rotational basis across Delfi’s operating regions.

ECONOMIC PILLAR

Innovation and Sustainable Value Creation

**US\$ 500.1
million**

total revenue
generated



**US\$ 14.5
million**

Group corporate
tax paid



US\$ 50.3 million

total employee benefits
expenses

3,025 people employed²⁷



²⁷ This includes seasonal employees that may not remain employed as at end of year.



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Innovation

Remaining agile and adaptable is essential for Delfi as we navigate an industry shaped by evolving consumer concerns. Innovation serves as a fundamental pillar of our business operations, enabling us to address sustainability challenges with forward-looking solutions.

Through our environmental policy, we encourage employees to identify and implement innovations that integrate sustainability into their daily activities. One such initiative is the carbon accounting digital platform, introduced last year and now actively used across our operations. This tool enhances our ability to monitor and manage greenhouse gas emissions – and other sustainability-related data – with greater accuracy, helping to reduce inconsistencies and improve operational efficiency.

This year, we also introduced several innovative initiatives designed to embed sustainability into our core operations. Key initiatives include the solar panel phase 2 project, the water demineralisation system and the cold-seal packaging initiative. These projects demonstrate our dedication to innovative thinking and continuous improvement. For more details on each initiative, please refer to the Energy Management, Water Management and Packaging Management chapters of this Report.

At Delfi, we recognise the potential to innovate in ways that support healthier and more nutritious diets through our chocolate offerings. To drive this ambition, we continue to invest in our research and development capabilities, fostering collaboration amongst teams with diverse expertise and backgrounds.

Looking ahead, we remain committed to exploring new avenues for innovation that will advance our sustainability journey. These include initiatives in packaging design, supply chain optimisation and resource efficiency, all aimed at enhancing our environmental and operational performance.



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Sustainable Value Creation

At Delfi, we are committed to creating long-term value for our stakeholders while contributing to sustainable and inclusive growth. Our approach goes beyond financial performance; we aim to generate meaningful impact for people and the planet. This commitment helps us differentiate ourselves as a responsible business and maintain our competitiveness over time.

As stakeholder interest in how companies manage key EESG issues continues to grow, we have remained focused on enhancing our sustainability practices. We provide clear and transparent updates through our annual sustainability reports and timely sustainability-related announcements, reflecting our dedication to accountability and progress.

Moreover, to maximise economic value for shareholders and investors, we implement a range of strategic initiatives. These include building strong brand portfolios in Indonesia and across regional markets, executing our own and agency brand strategies, strengthening distribution networks and route-to-market capabilities, optimising supply chain and procurement processes and embedding innovation throughout our operations. Our sustained economic performance enables us to grow and deliver chocolate creations that bring joy to consumers.

As a responsible employer, we also contribute to local economic development in the communities where we operate. We support our employees with livelihoods and a variety of benefits that enhance their overall well-being.

US\$ 500.1 million
generated in revenue in FY2025

US\$ 50.3 million
employee benefits contributed in FY2025
3,025 people employed

US\$ 14.5 million
corporate tax paid in FY2025

Further details on the Economic Pillar can be found in our Annual Report 2025.



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About This Report

Reporting Period and Scope GRI <2-2><2-3><2-6>

This Report covers the period from 1 January to 31 December 2025 ("FY2025"), with historical period performance for 2024 and 2023 included for comparison purposes, where possible.

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

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

Entity ²⁸	Country	Principal activities
Delfi Limited	Singapore	Marketing and distribution of products, investment holding
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 ²⁹	Indonesia	Manufacturing, sale and marketing of a range of chocolate snack of products
Delfi Foods, Inc.	The Philippines	Manufacturing of chocolate confectionery products
Delfi Marketing, Inc.	The 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

This Report is released on 10 April 2026.

²⁸ PT General Food Industries has been excluded from the reporting scope as it has been dormant since the second quarter of 2021.
²⁹ 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.

Reporting Standards and Guidelines

This Report has been prepared with reference to the 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 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 EESG 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 page 69 to 72 and SGX 27 Core Metrics Content Index on page 73 for mapping the disclosures within this Report.

Internal Review GRI <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 ("EMS")
ISO 45001:2018	Occupational Health and Safety Management System ("OHS Management System")
ISO 22000:2018	Food Safety Management System ("FSMS")
FSSC 22000	Food Safety System Certification 22000

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Policies for the Material Matters

GRI <2-23>

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

Supporting Policies for Material Matters		
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
Employment Practices	Occupational Health and Safety	Product Labelling and Product Quality & Safety
<ul style="list-style-type: none"> HR Policy Code of Conduct Collective Bargaining Agreement 	<ul style="list-style-type: none"> Occupational Health and Safety ("OHS") Policy 	<ul style="list-style-type: none"> Quality and Food Safety Policy
Business Ethics and Compliance		
Code of Conduct		

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Definitions and Methodology

Environmental Pillar				
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. CO ₂ is included in the GHG emissions calculation.			
	Location-based method			
	The following table details the GEF values (in kgCO ₂ or kgCO ₂ e/kWh) used for the relevant geographies:			
		FY2024	FY2025	Source
		Singapore	0.412	0.412
	Malaysia	0.6488	0.6488	Institute for Global Environmental Strategies
	Indonesia	0.80	0.80	JCM Power Plant Emission Factor
	The Philippines (DFI)	0.7122	0.7122	Department of Energy – Luzon Visayas Grid
	The Philippines (DMI)	0.966	0.966	IPCC Emission Factor for Bituminous Coal
	Market-based method			
	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.			
Energy	Direct Energy Consumption from fuel was calculated using the consumed fuel volume used multiplied by the density of fuel and energy density of the fuel.			
Water	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.			
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.			

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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> <p>In FY2025, we enhanced our methodology for calculating retention rates to ensure stronger alignment with GRI standards and to improve the accuracy of our reporting.</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 2025.</p> <p>New hire rate = Number of new hires (by the relevant category) / Number of employees as at end of financial year 2025 (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 2025 (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>Near-miss: refers to an incident where no injury and ill health occur but has the potential to do so.</p> <p>Employee grievance: A formal report submitted by employee to Safety Patrol Officer on various workplace issues such as unsafe working conditions, safety violations, misconduct, health concerns and other related concerns.</p> <p>Work-related ill health cases: Defined as occupational diseases cases.</p>

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GRI Content Index

Statement of use	Delfi Limited has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Reference:

SR – Delfi Limited’s Sustainability Report 2025

AR – Delfi Limited’s Annual Report 2025

Delfi Limited’s Sustainability Report 2025 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 65), 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 65), Feedback (SR page 4)
2-4	Restatements of information	<p>Figure for FY2024 DFI number of pieces has been restated from 64,376,643 to 132,610,232 pieces due to the exclusion of enrobed products.</p> <p>Figure for FY2023 DFI number of pieces has been restated from 55,856,716 to 182,805,588 pieces due to previous omission of data.</p> <p>Figure for FY2024 average length of service has been restated from 10.8 years to 13.3 years due to change in calculation methodology to improve data accuracy.</p> <p>Figure for FY2024 packaging data has been restated from 10,288 tonnes to 10,280 tonnes following the refinement of data inputs.</p> <p>Figure for FY2024 Scope 3 total emissions has been restated from 573,107 tCO₂e to 500,910 tCO₂e due to removal of double-counted entries.</p>
2-5	External assurance	About This Report (SR page 65)
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), About This Report (SR page 65)
2-7	Employees	Advancing Workforce Diversity and Inclusion (SR page 35 to 36)
2-8	Workers who are not employees	Advancing Workforce Diversity and Inclusion (SR page 36)

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GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
Governance		
2-9	Governance structure and composition	Sustainability Governance (SR page 10), Corporate Governance (SR page 59)
2-10	Nomination and selection of the highest governance body	Corporate Governance (AR page 61)
2-11	Chair of the highest governance body	Corporate Governance (AR page 60)
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 (SR page 11 to 12), Corporate Governance (SR page 59), Corporate Governance (AR page 50 to 51)
2-13	Delegation of responsibility for managing impacts	Sustainability Governance (SR page 10), Corporate Governance (SR page 59)
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance (SR page 10), Our Material Matters and Value Creation (SR page 11 to 12), Corporate Governance (SR page 59), Corporate Governance (AR page 50 to 51)
2-15	Conflicts of interest	Corporate Governance - Independent Judgement (AR page 58)
2-16	Communication of critical concerns	Whistle-blowing and Grievance Mechanisms (SR page 60), Corporate Governance (AR page 71)
2-17	Collective knowledge of the highest governance body	Corporate Governance (SR page 59)
2-18	Evaluation of the performance of the highest governance body	Corporate Governance (SR page 59)
2-19	Remuneration policies	Corporate Governance - Board Performance (AR page 64)
2-20	Process to determine remuneration	Corporate Governance - Remuneration Matters (AR page 65)
2-21	Annual total compensation ratio	Omitted due to information being unavailable.
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 34), Delfi's Standards (SR page 59), Code of Conduct (SR page 60), Policies for the Material Matters (SR page 66)
2-24	Embedding policy commitment	Our Sustainability Policy (SR page 7), Corporate Culture Statement and Code of Conduct (SR page 34), Delfi's Standards (SR page 59), Code of Conduct (SR page 60)
2-25	Processes to remediate negative impacts	Employee Grievance Mechanisms (SR page 36), Whistle-blowing and Grievance Mechanisms (SR page 60)
2-26	Mechanisms for seeking advice and raising concerns	Whistle-blowing and Grievance Mechanisms (SR page 60)
2-27	Compliance with laws and regulations	Product Labelling and Product Quality & Safety (SR page 52)
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)
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 – 58% Delfi Foods, Inc. – 26% Delfi Marketing, Inc. – 8% 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 (SR page 11 to 12)
3-2	List of material topics	Our Material Matters and Value Creation (SR page 11 to 12)
3-3	Management of material topics	Progress Towards Our Goals (SR page 14 to 15)

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GRI Standards Disclosures		Reference(s) or Reasons for Omission (if applicable)
ENVIRONMENTAL		
Material Matter 1: Climate Change		
3-3	Management of material topics	Climate Change (SR page 17 to 22)
305-1	Direct (Scope 1) GHG emissions	Climate Risks And Opportunities Disclosure (SR page 21)
305-2	Energy indirect (Scope 2) GHG emissions	Climate Risks And Opportunities Disclosure (SR page 21)
305-3	Other indirect (Scope 3) GHG emissions	Climate Risks And Opportunities Disclosure (SR page 22)
305-4	GHG emissions intensity	Climate Risks And Opportunities Disclosure (SR page 21)
305-5	Reduction of GHG emissions	Climate Risks And Opportunities Disclosure (SR page 21)
Material Matter 2: Energy Management		
3-3	Management of material topics	Energy Management (SR page 23 to 24)
302-1	Energy consumption within the organisation	Energy Management (SR page 24)
302-3	Energy intensity	Energy Management (SR page 24)
302-4	Reduction of energy consumption	Energy Management (SR page 24)
Material Matter 3: Water Management		
3-3	Management of material topics	Water Management (SR page 25 to 26)
303-1	Interactions with water as a shared resource	Water Management (SR page 25 to 26)
303-2	Management of water discharge-related impacts	Water Management (SR page 25 to 26)
303-3	Water withdrawal	Water Management (SR page 25 to 26)
303-4	Water discharge	Water Management (SR page 26)
303-5	Water consumption	Water Management (SR page 26)
Material Matter 4: Waste Management		
3-3	Management of material topics	Waste Management (SR page 27 to 28)
306-1	Waste generation and significant waste-related impacts	Waste Management (SR page 27)
306-2	Management of significant waste-related impacts	Waste Management (SR page 27 to 28)
306-3	Waste generated	Waste Management (SR page 28)
306-4	Waste diverted from disposal	Waste Management (SR page 28)
306-5	Waste directed to disposal	Waste Management (SR page 28)
Material Matter 5: Supply Chain Management		
3-3	Management of material topics	Supply Chain Management (SR page 29 to 30)
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management (SR page 30)
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management (SR page 29 to 30)
414-1	New suppliers that were screened using social criteria	Supply Chain Management (SR page 30)
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management (SR page 29 to 30)
Material Matter 6: Packaging Management		
3-3	Management of material topics	Packaging Management (SR page 31 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		
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 41 to 42)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practices (SR page 37)
401-3	Parental leave	Employment Practices (SR page 37)
404-1	Training and Education	Employment Practices (SR page 38 to 39)
404-3	Percentage of employees receiving regular performance and career development reviews	Employment Practices (SR page 39)
Material Matter 8: Occupational Health and Safety		
3-3	Management of material topics	Occupational Health and Safety (SR page 43 to 47)
403-1	Occupational health and safety management system	Occupational Health and Safety (SR page 43 to 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 46)
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)
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 43 to 44)
403-9	Work-related injuries	Occupational Health and Safety (SR page 45 and 47)
403-10	Work-related ill health	Occupational Health and Safety (SR page 45 and 47)
Material Matter 9: Product Labelling and Product Quality & Safety		
3-3	Management of material topics	Product Labelling and Product Quality & Safety (SR page 48 to 52)
416-1	Assessment of the health and safety impacts of product and service categories	Product Labelling and Product Quality & Safety (SR page 48 to 49)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Labelling and Product Quality & Safety (SR page 52)
417-1	Requirements for product and service information and labelling	Product Labelling and Product Quality & Safety (SR page 48 to 49)
417-2	Incidents of non-compliance concerning product and service information and labelling	Product Labelling and Product Quality & Safety (SR page 52)
417-3	Incidents of non-compliance concerning marketing communications	Product Labelling and Product Quality & Safety (SR page 52)
GOVERNANCE		
Material Matter 10: Business Ethics and Compliance		
3-3	Management of material topics	Business Ethics and Compliance (SR page 58 to 61)
205-1	Operations assessed for risks related to corruption	Business Ethics and Compliance (SR page 60)
205-2	Communication and training about anti-corruption policies and procedures	Business Ethics and Compliance (SR page 61)
205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Compliance (SR page 61)
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	Business Ethics and Compliance (SR page 58)

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SGX Core Metrics Content Index

In 2021, SGX published a list of recommended 27 Core ESG Metrics 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.

SGX Topic Category	Metric	Reference(s)
ENVIRONMENTAL		
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 to 22)
	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 24)
	Energy consumption intensity	
Water Consumption	Total water consumption	Water Management (SR page 26)
	Water consumption intensity	
Waste Consumption	Total waste generated	Waste Management (SR page 28)
SOCIAL		
Gender Diversity	Current employees by gender	Advancing Workforce Diversity and Inclusion (SR page 36 and 41)
	New hires and turnover by gender	
Age-Based Diversity	Current employees by age groups	Advancing Workforce Diversity and Inclusion (SR page 36 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 and Training	Average training hours per employee	Employee Training (SR page 38)
	Average training hours per employee by gender	
Occupational Health and Safety	Fatalities	Occupational Health and Safety (SR page 47)
	High-consequence injuries	
	Recordable injuries	
	Recordable work-related ill health cases	
GOVERNANCE		
Board Composition	Board independence	Advancing Workforce Diversity and Inclusion (SR page 36), Corporate Governance (SR page 59)
	Women on the board	
Management Diversity	Women in the management team	Advancing Workforce Diversity and Inclusion (SR page 36)
Ethical Behaviour	Anti-corruption disclosures	Business Ethics and Compliance (SR page 60 to 61)
	Anti-corruption training for employees	
Certifications	List of relevant certifications	About This Report (SR page 65)
Alignment with Frameworks	Alignment with frameworks and disclosure practices	About This Report (SR page 65)
Assurance	Assurance of sustainability report	About This Report (SR page 65)