

LUXASIA

EST. 1986

OUR INAUGURAL SUSTAINABILITY REPORT

Making a Difference, Measured. 2025

This report captures the first chapters of an evolving story in Sustainability.
This is not a victory lap but an honest exposition.
This forms the reference baseline for us to measure our progress.

OUR GROWTH JOURNEY IN STEWARDSHIP FOR

OUR PEOPLE

3,200+

Talents, 20+ Nationalities

OUR PLANET

93.8%

Energy use offset by RECs

OUR COMMUNITY

9

Projects across Asia Pacific

OUR PARTNERS

+9 pts

EcoVadis, Fast Mover Badge

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Message from our Chairman



"Making A Difference" has always been close to my heart. It was so integral to what we did that we wove it into our former Mission statement – "Making a difference in every woman's life." In the early 2010s, LUXASIA was a regional company, smaller in scale and reach, and far less complex than today. That statement may now feel narrow in scope, but at the time it gave us both focus and a clear sense of purpose.

The LUXASIA Foundation followed soon after, established in 2011 as a dedicated platform to give back to the people and communities who have shaped our journey. In keeping with our Mission then, our early focus was on empowering and uplifting women in need. Our efforts spanned makeup skills certification and employment for women at risk, scholarships, and financial support for women-related causes, alongside contributions to other meaningful causes such as Action for AIDS and the Singapore Anti-Narcotics Association. This was the founding cornerstone of our Sustainability efforts.

The world has evolved significantly since. In 2026, as we mark our 40th anniversary, we are launching our inaugural Sustainability Report to share what we have been doing, how we have been doing it, and what more we can do. This report, together with the accompanying message from our CEO, Satyaki, sets out LUXASIA's approach as a privately held company.

For LUXASIA, Sustainability has never been about optics. We created this report to be accountable, to document, and to celebrate our efforts. Our People and our Communities remain closest to our hearts — and that will never change, because they are integral to the DNA of LUXASIA. We began this work well before Sustainability became a corporate priority, and we will continue it because it is good, because it is right, and because it makes a difference.

Thank you.

PATRICK CHONG

CHAIRMAN

Message from our CEO

As our Chairman has shared, companies today must do more than Corporate Social Responsibility and giving back; they need to be good stewards across the many domains of Sustainability — from the environment to ethical business practices to the responsible management of the wider value chain. This report, as the cover states unequivocally, is about establishing an honest baseline and reference point to look at ourselves in the mirror and measure progress.

Our approach is evolving alongside a rapidly changing and increasingly complex world. Although LUXASIA is not publicly listed, it is only right that we evolve as better stewards of the world around us, and for our stakeholders. At the same time, being privately held gives us the discretion to decide where, how, and how much to invest across the different domains of Sustainability.



In this inaugural report, beyond our governance, strategic framework, and on-the-ground efforts, you will see that both our philosophy and our execution strike a careful balance — meaningful and impactful, yet practical. As an omnichannel distribution platform spanning 15 markets, LUXASIA navigates a layer of complexity unique to our position in the industry value chain. Most companies manage a Triple Bottom Line of People, Planet, and Profits. LUXASIA carries an additional duty of care towards our "4th P": our Partners. This Quadruple Bottom Line adds further nuance to every Sustainability decision we take.

Our Corporate Purpose — to "Drive Brands, Develop Talents, and Delight Consumers" — was woven into our Vision in 2021 and stands to this day. We are fully convinced that growing a profitable business should never come at the expense of developing our talents, uplifting our communities, and protecting our planet.

It is in this spirit that we launch this report to share our work to date, the fruits we have seen, and the path forward. Despite the unique challenges of our position, we choose positivity and take them in our stride — making our Sustainability journey more colourful, more thoughtful, and altogether more beautiful.

Thank you.

SATYAKI BANERJEE

CHIEF EXECUTIVE OFFICER

2025 Sustainability Highlights

Moments of pride along our Journey



There is something fitting about LUXASIA publishing its first Sustainability Report in the year we mark our 40th anniversary. The milestone offers both a moment of reflection and a point of inflection — a chance to look back with clarity on who we are, and ahead with conviction on where we are going.



We do not arrive here from a standing start: in May 2025, we improved our EcoVadis sustainability rating by nine points and were awarded the EcoVadis Fast Mover Badge — an early external acknowledgement that this work has been quietly underway for some time.

As a leading omnichannel distribution platform for more than 120 luxury beauty and lifestyle brands across Asia Pacific (APAC), we view Sustainability through the distinctive lens of our role in the industry and the value chain, and in this inaugural report we have chosen to be discerning, measured, and mindful in what we share.

We are proud to share that we have won Deloitte's Best Managed Companies (Singapore) Award for 5 years running. At the



same time, we recognise that there is more that we can do on the front of Sustainability. As such, this voluntary Sustainability Report, which covers the entire Group's operations across all markets, is a compilation of our efforts to date, that serves as a baseline to keep ourselves in check.

What follows is a snapshot of where we are. It is an honest exposition of the early chapters of our Sustainability story.

Our People



LUXASIA grew in 2025. Our permanent workforce expanded from 1,872 colleagues in 2024 to 2,170 in 2025 — a net growth of almost three hundred talents joining the family, across 10 full-fledged offices serving 15 markets. When part-time and agency colleagues are included, our extended One Team numbers more than 3,200 talents (more than 4,200 talents if we include our various Joint Ventures). Diversity in

a company built like ours is not a construct but an inevitability: we employ people from more than 20 nationalities, speaking more than 25 languages and dialects — the everyday fluency our markets require.

Women continue to lead in numbers and at the top: 71.0% of our permanent workforce, 66.0% of our leaders at Grade 9 and above, and 50% of our Senior Leadership. Our unadjusted gender pay gap moved meaningfully — from 11.9% in 2023, to 10.8% in 2024, to 6.3% in 2025, well within our internal $\leq 15\%$ ceiling. Some of that improvement reflects deliberate structural work; some reflects the way we have grown some of our newer business in an intentional gender-equal manner.

We are also a relatively young organisation — average age 35.8, more than 80% millennials or younger — which means many of our colleagues are pregnant, parenting infants, or in the demanding years of early family life at any given time. We support them through statutory maternity benefits, flexible working policies, and a culture that cares. On the other side of the life-stage spectrum, we re-employ colleagues past statutory retirement age: today, 60 of our talents are above 60 years old, permanent and part-time together, in businesses where they choose an economically productive “active retirement” phase of life.





In 2025, 100% of eligible talents continued to have access to statutory benefits beyond annual leave — including a day of Mental Health leave, which we were among the first movers in Asia to introduce, back in 2022. 30.0% of our workforce accessed childcare-related support in 2025; and among our eligible office-based colleagues, work-from-home arrangements are now universally available.

Last but not least, we are also an LGBTQIA+ friendly organisation — support and efforts are in actions more than words, which include employing transgender talents, goes back more than two decades. At LUXASIA, it is always **“People First”** and **“One Team”**, and proudly so.

Our Safety



As the business grew, hours worked rose by about 20% — from 3.66 million in 2024 to 4.39 million in 2025 — and our injury rates fell. Our Lost Time Injury Frequency Rate moved from 0.55 to 0.46, a decline by 16.4%; our Lost Time Injury Severity Rate moved from 0.82 to 0.68, a drop of 17.1%. There were two workplace accidents in 2025, the same as the year before, resulting in three lost days. Our target is zero; we strive to get there.

Our Planet

LUXASIA's business, on its own, is a relatively low energy consumption business. We do not manufacture any product, and we do not own or operate fleets of vehicles across APAC — save for a single diesel truck in Thailand. As such, it is no surprise that our total Scope 1 and 2 GHG Emissions amount to a humble 1,728 tCO₂e. The most pertinent environmental story we have to share is a simple number: 10,205 GJ. That is the amount of energy that we had offset through the purchase of Renewable Energy Certificates (RECs) in 2025 — up from 9,389 GJ in 2024, and from zero just two years before. It represents around 93.8% of our total energy consumption.



We take 2023 — with no mitigations in place — as our baseline year for Scope 1 and 2 emissions: 1,226 tCO₂e. Our 2030 target is a 50% reduction, and on a market-based reporting view we are already tracking ahead of that ambition. We aim to continue doing so through further RECs procurement, gradual replacement of assets such as lights and fixtures with energy-saving equivalents, and the shaping of everyday behaviour across our workforce. We have also brought down emissions intensity meaningfully: 12.1% lower per employee and 7.8% lower per revenue dollar than the year before — proof that we are growing the business in a more sustainable shape.



Our Scope 3 emissions are not yet measured, and we say so plainly. Building a credible Scope 3 inventory is the next multi-year programme, and much of our attention will sit there through 2027 and 2028.

On waste, 2025 was our second year of structured measurement. Non-hazardous waste fell from 426 tonnes to 388 tonnes; the volume recovered through recycling and reuse held at 190 tonnes, lifting our recovery rate from about 45% to about 49%; hazardous waste, tightly managed within regulated streams, fell to zero from 0.088 tonnes. These are early data points, and they are a floor, not a ceiling — but the direction is the right one.

Our Ethics

Across 2025, three of the four categories in our internal reporting channels carry a clean sheet: zero human rights cases, zero ethics violations (down from one), and zero corruption cases (down from two). Two cases were recorded under discrimination, harassment, and whistleblowing, up from one — small in absolute terms, but a number we treat with the seriousness it deserves. Our aspiration in every category is zero. What these figures tell us is that our channels are open, our colleagues are using them, and we are taking what comes through them seriously.

Our Partners

The 4th P is what makes LUXASIA's position distinctive, and it is also the domain with most room for development. We sit in the middle of the value chain: more than 120 brand partners on one side, consumers across 15 markets on the other, and between them a network of manufacturers, logistics providers, packaging suppliers, technology vendors, and agencies who we work with closely. Our Supplier Code of Conduct sets out the minimum we expect of them — ethical conduct, anti-bribery and anti-corruption, fair labour practices and human rights, health and safety, environmental responsibility, information security, and the respectful treatment of people.

The custody we hold over each item we distribute is where this duty of care shows up daily. We move more than 30,000 SKUs across 15 markets within a complex and fragmented regulatory landscape — the ASEAN Cosmetic Directive, Singapore's HSA, India's BIS and Drugs & Cosmetics rules, Indonesia's BPOM, the Philippines' FDA etc. and the local rules of every other jurisdiction we serve. Through close collaboration with our brand partners, we have not had to make a single product recall in these past three years.

That said, Sustainable Procurement is the domain where we have the least to report this year. We have a Code and we have long relationships; we do not yet have a structured ESG assessment of our supplier base, or a way of measuring how far our expectations travel down the chain. We intend to progressively develop these capabilities as we mature along our Sustainability journey.

Our Communities

Back in 2024, we organized 12 community give-back activities across APAC, coming in above our target of 10. In 2025, due to a considerably more hectic year of leadership transition and strategic developments for our Group, we drove nine such activities. Where we could not meet quantity, we worked to lift the quality and meaning of each initiative. Our giving in 2025 clustered around two enduring themes, building on the original spirit of the LUXASIA Foundation established in 2011:

Care for Women in-need & at-risk

Including our support for the breast cancer recovery in Thailand (with Sabina for the Sewing Cup, Sewing Heart Campaign), transitional care for young women at Gladiolus Place in Singapore (in conjunction with our Joint Venture Partner, Puig), and support for young women who were victims of abuse through the Jeremiah Foundation in the Philippines.

Other Communities in-need

Including support for blind and visually impaired beneficiaries in Thailand, food distribution for elderly residents in Hong Kong, our long-standing partnership with Action for AIDS Singapore, and support for children with special needs through Little Angels School in India.



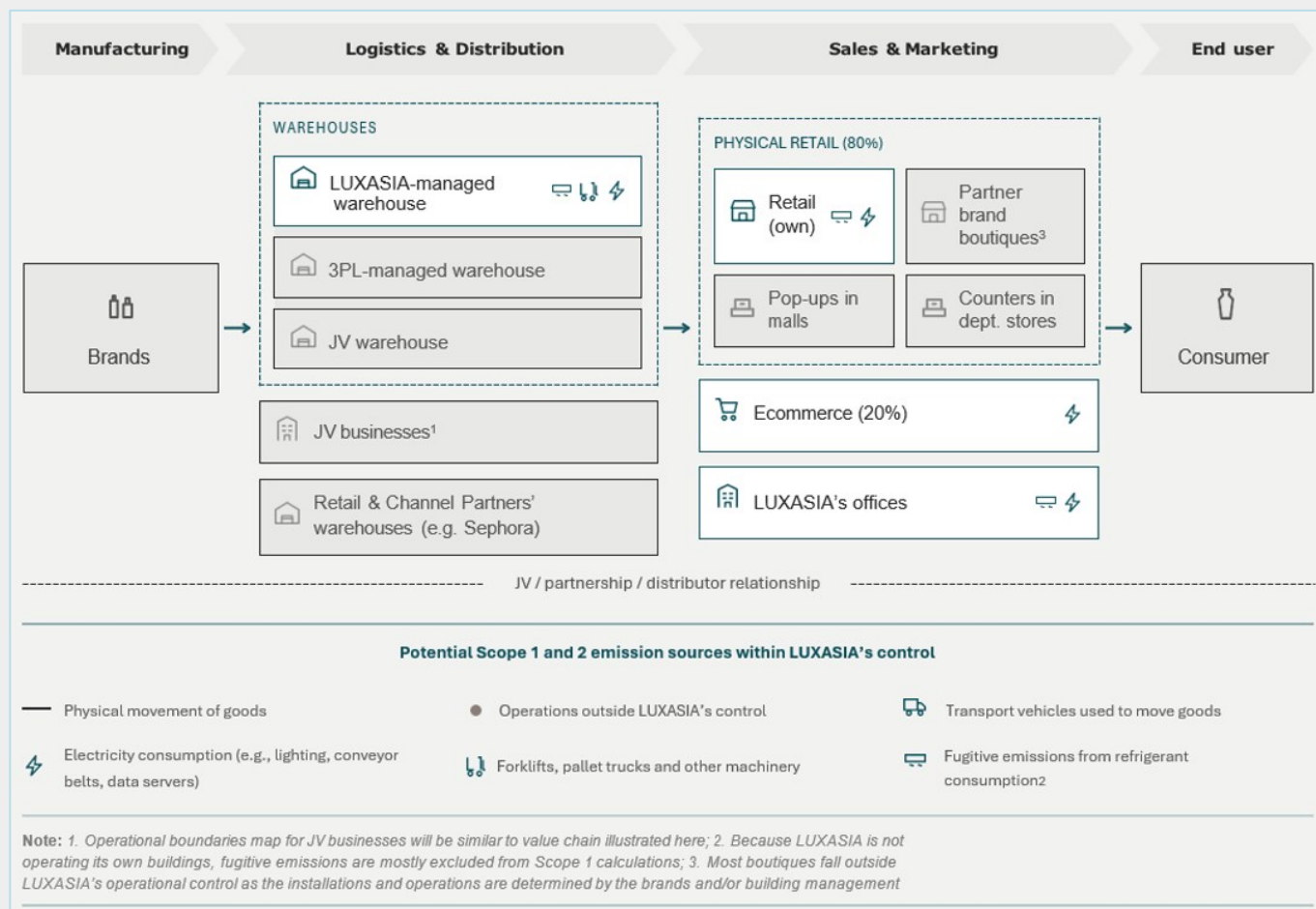
It also bears mentioning that LUXASIA collaborates with its brand partners on relevant and meaningful environment-related initiatives, such as providing clean water to people in-need. We also respond to crisis on a discretionary basis. Our contribution to flood relief in Thailand in 2025 was one such moment — fast, focused, and channelled through a trusted local partner. Different in shape, but all rooted in the same heart.

An appreciation of how LUXASIA operates

We have included a simplified view of our operations as an omni-distribution platform in luxury beauty & lifestyle to enhance the appreciation of what we do, especially for non-industry players. We hope that this further enhances the understanding of how we define what are in-scope & out-of-scope, particularly with respect to Scope 1 and Scope 2 GHG emissions based on operational control.

CRITERIA	DEFINITION
Operational control	Under the operational control approach, a company accounts for 100% of the GHG emissions over which it has operational control, i.e. authority to influence or implement operating policies. It does not account for GHG emissions from operations in which it owns an interest but does not have operational control.

Mapping of LUXASIA's operational boundaries for GHG Emissions (simplified)



Other Notes about this Report

Figures cover the calendar year 2025 unless stated otherwise (also aligned with our Financial Year), across all operating entities in all markets, to the best of information availability. Indicators with notable or material exclusions have been flagged as transparently as possible. The most material exclusion worth stating upfront is that we are unable to obtain Scope 2 data for our offices in Australia and India as they are not provided by the Landlord, where a flat service fee paid as part of office rental. Where systematic measurement has not yet been established — most notably for Scope 3 emissions and waste indicators in prior years — we have said so plainly rather than estimate. LUXASIA Group has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards. This report also references the United Nations Sustainable Development Goals.

Materiality Assessment

Listening before we report

Before deciding what to write about, we asked a simpler question: what matters most — to the people who work with us, to the partners who trust us, to the consumers we serve, and to the communities and the planet we share? We consider the impact that these topics have on LUXASIA, our team, the community around us, our consumers, and our environment. Furthermore, we consider how these topics could affect our long-term ability to serve the people and partners who depend on us.

In practice, the exercise drew on several inputs. We looked at how our peers and brand partners talk about these issues. We considered the disclosure frameworks now being adopted across our markets — including the GRI Standards and the SASB topics most relevant to our business. Most of all, we listened: through structured discussions with members of our Executive Leadership Team, Leadership Team, Group Sustainability Committee, our working teams, and other stakeholders.

Finally, it is endorsed by our Board. Eight topics rose consistently to the top, and they are addressed in the chapters that follow:

01 How we look after & develop our people — fair employment, inclusion, training, and wellbeing

02 How we keep our colleagues safe — across both retail and warehouse environments

03 How we are reducing our climate footprint — through measurement, renewable energy, and partnership

04 How we are handling packaging and waste — moving towards circularity

05 How we conduct ourselves in business — with honesty, fair dealing, and zero tolerance for corruption

06 How we manage cyber & information related risks — holistic cybersecurity, and the data our consumers entrust us

07 How we work with our suppliers and brand partners — our 4th P

08 How we give back to the communities — across our operating markets in APAC that have made our journey possible

For an outside-in perspective, we also referred to the United Nations Sustainable Development Goals and evaluate the linkages to our business (more details in



the Appendix). **We will review these topics each year and refresh the full assessment at least every three years — or sooner, if the world around us changes in ways that demand it.**

Strong association

Relevant because of our core business, operations, and the way we execute our Corporate Social Responsibility (CSR).



SDG 3 Good Health and Well-being



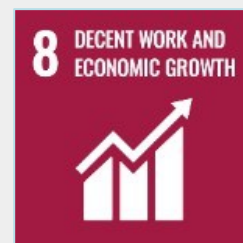
SDG 4 Quality Education



SDG 5 Gender Equality



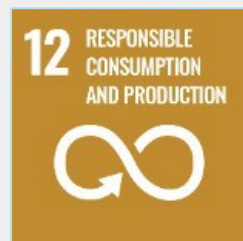
SDG 7 Affordable and Clean Energy



SDG 8 Decent Work and Economic Growth



SDG 10 Reduced Inequalities



SDG 12 Responsible Consumption and Production



SDG 13 Climate Action



SDG 16 Peace, Justice and Strong Institutions



SDG 17 Partnerships for the Goals

Light association

Arising from our Philanthropy efforts.



SDG 1 No Poverty



SDG 2 Zero Hunger



SDG 11 Sustainable Cities and Communities

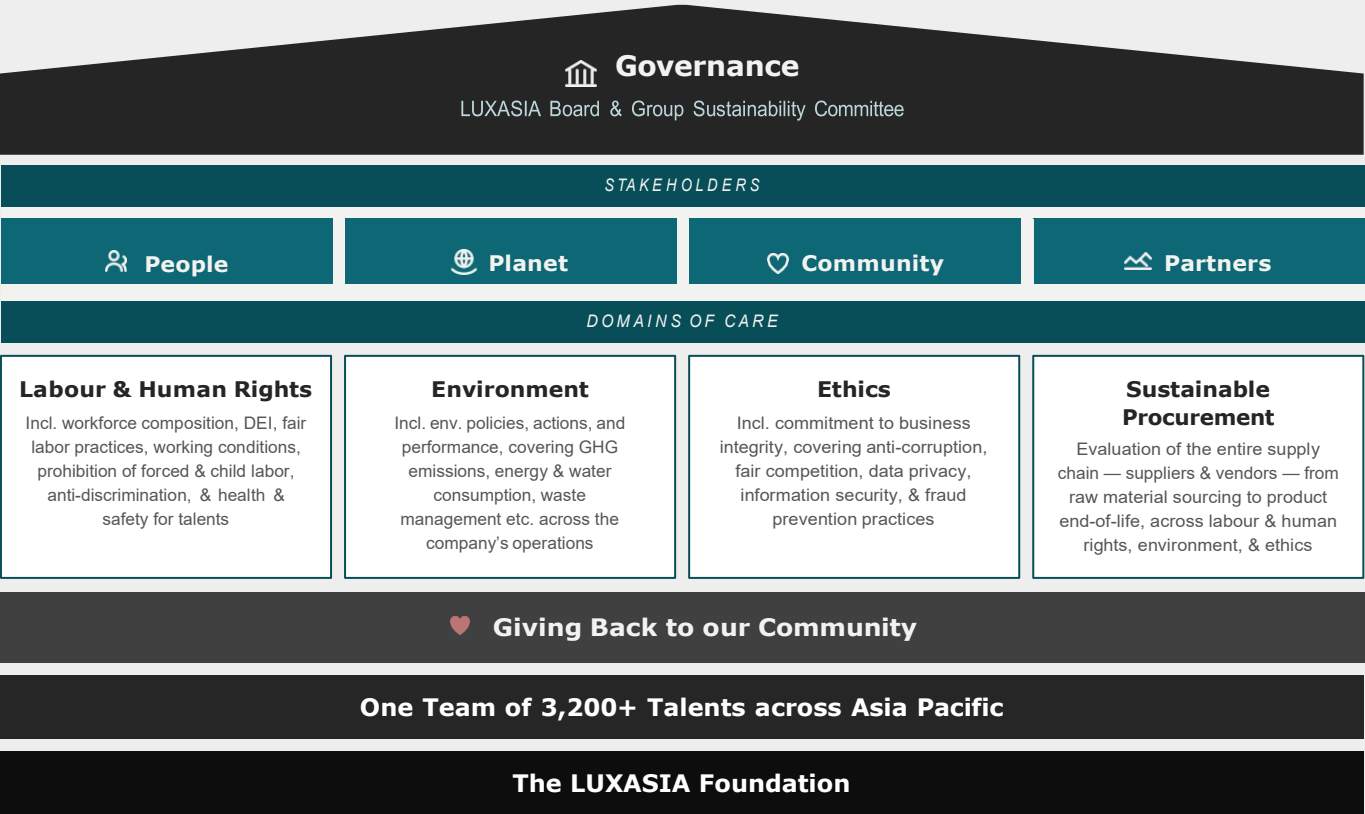
Group Sustainability Framework

Driving our Sustainability efforts effectively and coherently

At the top of every framework is the way we govern ourselves and keep ourselves accountable — this is covered in the next section. Our Chairman has spoken of “Making A Difference” — a simple but powerful idea that has guided LUXASIA from our early years. Our CEO has extended that commitment beyond our communities to the way we care for our people, our planet, our partners, and the way we do business. As an omni-distribution platform spanning 15 markets, we are at the heart of the value chain. Hence, we consider the following as our key stakeholders: People, Planet, Communities, and Partners.

The Domains of Care are simple, direct, and clear — we referred to the UN Sustainable Development Goals, and consequently found it optimal that the domains should align with the way EcoVadis assesses companies in their Sustainability performance: Labour & Human Rights, Environment, Ethics, and Sustainable Procurement. This alignment ensures focus.

Finally, at the heart of it all, our Sustainability efforts are built on three foundational layers without which there would be no soul or motivation to carry out our duty of care to the world around us. It is a heart for the less-privileged in our Community, the passion of our One Team of 3,200+ talents (including part-time and agency employees) across APAC, and the LUXASIA Foundation which is the predominant financial enabler.



Governance Architecture

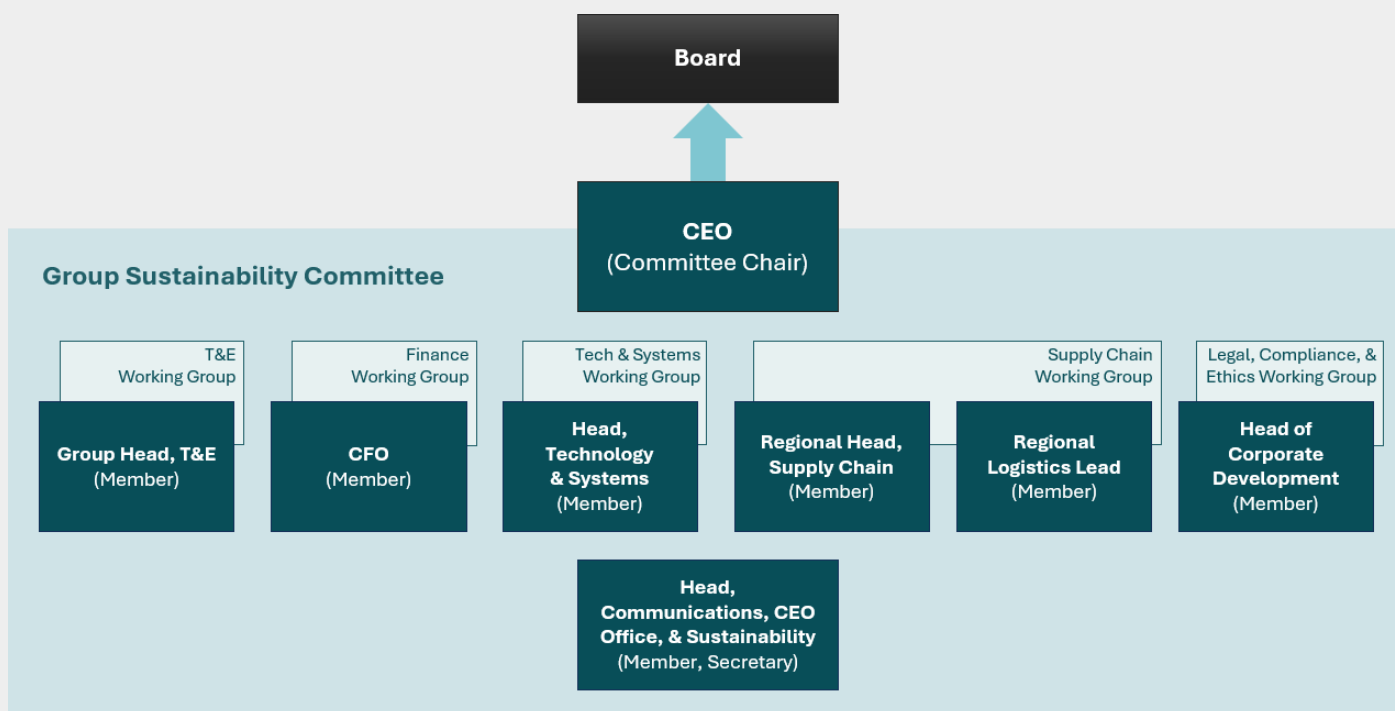
How we hold ourselves accountable



We are a privately held company. We are not subject to the same external reporting obligations as a listed business. As our CEO had shared, that gives us discretion but it does not absolve us of our duty of care.

Our architecture is straightforward. Ultimate accountability for our sustainability work rests with our Board, which reviews progress, risks, and disclosure quality. Operating responsibility sits with our Executive Leadership Team, executed by our Group Sustainability Committee comprising senior leaders from Talent & Excitement, Supply Chain & Warehousing, Finance, Legal & Corporate Development, Technology, and more. Behind each indicator in this report sits a named data owner — a team member who is responsible for the figures, the methodology, and the integrity of what we publish.

We are also guided by a set of key policies that shape the way we operate. They include our Labour & Human Rights Policy, Business Ethics Policy, Workplace Safety, Health, & Security Policy, Environmental Policy, Sustainable Procurement Policy, Information Technology Policy, and more. These are reviewed regularly or as needed, in consultation with the Legal & Corporate Development Team, as well as the relevant subject matter experts.



Pillar 1 – Empowering Our People

Developing Talents

FOSTERING A RESPONSIBLE AND DIVERSE WORKFORCE

When our Chairman wrote that Making A Difference has always been close to his heart, he was speaking first of all about people. The original LUXASIA Mission — Making a difference in every woman's life — placed people, and women in particular, at the centre of who we were. 15 markets and 40 years later, that sentiment is no less true. If we have a competitive advantage, it is the people who bring LUXASIA to life every day: the beauty advisors at counter, the colleagues moving product through our warehouses, the brand and category teams who interpret the shifting moods of 15 APAC consumer markets.

In 2025, our total workforce, including agency and part-time talents, crossed 3,200 (if we include our Joint Ventures, we would have more than 4,200 talents). Zooming in, our permanent workforce grew from 1,872 colleagues to 2,170 — a net growth of almost three hundred permanent talents across the region. Growth changes a company. The work of looking after our people thoughtfully, fairly, and consistently becomes more challenging as we get larger. We acknowledge that openly.

A women-majority company in an industry where it matters



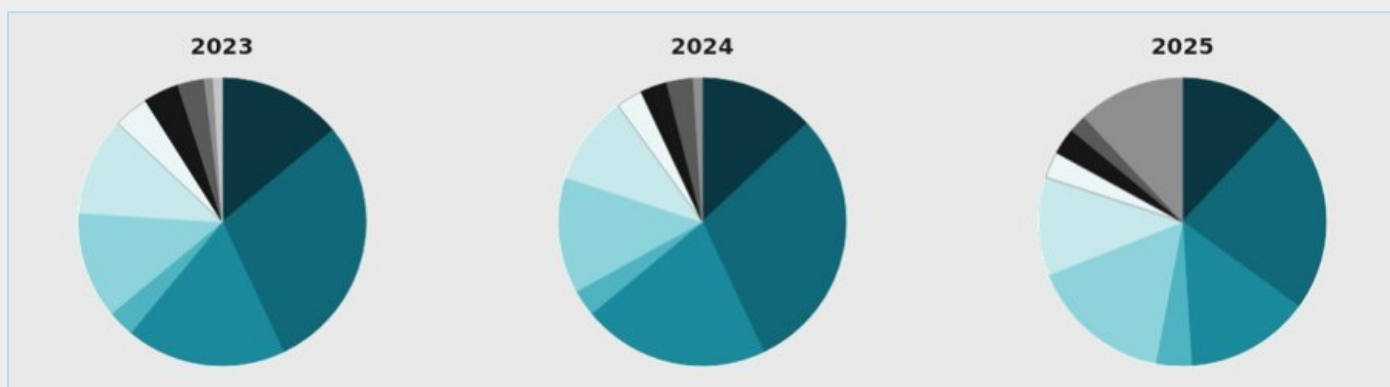
Luxury beauty has women at the heart of its consumer, and at LUXASIA it has women at the heart of our company as well. As of 2025, 71% of our permanent colleagues were women. Within our mid-managerial ranks, women held 66.0% of positions — up from 63.0% in 2024. At the very top — the Leadership Team — women have continued to occupy half of all seats: 50% in 2025, 52% in 2024, 50% in 2023. We set ourselves a balanced target of between 40% and 60% for

Senior Leadership, and a $\geq 50\%$ target for leadership more broadly; we met both comfortably.

The proportion of women in our overall workforce has eased slightly over the three-year window — 73.4%, 72.7%, 71.0% — though we remain comfortably above our $\geq 60\%$ floor. Some of that drift reflects the changing shape of our footprint as we expand into newer markets with different demographic mixes in the working population. We watch this carefully, because composition matters. At the same time, we ensure our talents are fairly hired, assessed, and rewarded regardless of gender.

An inclusive organisational culture allows diversity to thrive

Based in Asia Pacific, with 10 full-fledged offices serving 15 markets, diversity is an organic issue of inevitability and not of construct. We employ people from more than 20 different nationalities, speaking more than 25 languages and dialects, to ensure in-market effectiveness and international fluency. Partnering third-party agencies and engaging with part-timers, our extended workforce consists of more than 3,200 people.



Group Workforce Composition (incl. Agency & Part-time talents), by Market

	2023	2024	2025
■ Singapore	14%	13%	12%
■ Malaysia	29%	30%	23%
■ Thailand	18%	21%	14%
■ Vietnam	3%	3%	4%
■ Indonesia	12%	13%	16%
■ Philippines	11%	10%	11%
■ Hong Kong	4%	3%	3%
■ Taiwan	4%	3%	3%
■ Australia & New Zealand	3%	3%	2%
■ India	1%	1%	12%
■ Sri Lanka, & others	1%	0%	0%

We are also a relatively young organisation, with an average workforce age of 35.8 years old, with more than 80% millennials or younger. Naturally, as a young workforce with more than 70% women, we have many pregnant women and mothers of infants in our midst annually. We are fully supportive of women in this life-stage through both statutory maternity benefits, as well as flexible work policies and an overall culture that cares.



On the flipside, we also re-employ talents past the statutory retirement age to support people who desire a more economically productive and active retirement phase of life. Given that retirement ages vary across markets, we take 60 years as a common reference point and we are happy to share that we have 60 talents above 60 years of age in our business, counting both permanent and part-time headcount.

We are also an LGBTQIA+ friendly organisation – while we have no overt advocacy efforts, we embrace diversity across the entire spectrum. Accepting and celebrating people are vital elements of our One Team culture. At LUXASIA, Diversity and Inclusion are not matters of policy; at LUXASIA, Diversity is a fact of life and Inclusion is a way of life. Even during the Pride Month of June every year, there is evidence of support shown through our change of logo graphics across platforms like LinkedIn, Facebook, and Instagram, since 2018, as well as ground-up initiatives and local events that celebrate our LGBTQIA+ talents. Through conversations with long-serving leaders and talents, we have also found out that LUXASIA was one of the first beauty companies to employ transgender talents in Malaysia more than two decades ago, as well as in other markets. This anecdotal testament of inclusion is an uplifting source of pride, and we remain committed to being a company where people will never feel excluded because of their sexual orientation or gender identity.



Closing the gender pay gap

Our unadjusted gender pay gap — measuring average annual compensation for men versus women up to Grade 13 — moved meaningfully in 2025: 11.9% in 2023, 10.8% in 2024, 6.3% in 2025. Against an internal ceiling of 15%, that is a real step forward. We want to be careful about how we describe the improvement. Some of it reflects deliberate, structural work on compensation review and fairness. Looking ahead, we will continue to work on the part of the gap that is within our control through structured remuneration practices, and we will track the number with the same care in each year ahead.

The everyday architecture of working life



Some of the most important things we do for our people are quietly woven into how working life is structured. In 2025, every eligible talent at LUXASIA — 100% — continued to have access to statutory benefits beyond annual leave, including sick leave and mental health leave. It is interesting to note that we were among the first-movers in Asia to provide one day of mental health leave to all full-time talents, since 2022, and it was so novel yet meaningful that Human Resources

Online covered this in an article back then. Also, 30.0% of our workforce accessed childcare-related support in 2025 — through childcare leave, medical and insurance coverage, or paid and unpaid parental leave.

Flexible working arrangements stand at a different number this year arising from a change in calculation methodology — and the number deserves a word of explanation. Among our office-based colleagues eligible for flexible arrangements (which excludes warehouse and retail teams, drivers, receptionists, and some country-specific structures in India and Sri Lanka where local employment patterns differ), every eligible colleague — 100% — now has access to a flexible arrangement. The 52.2% and 50.4% we reported in 2023 and 2024 covers the general full-time workforce, as opposed to “eligible employees”; the 2025 figure reflects the simple fact that across the eligible population, work-from-home arrangements are now universally available. Note: Work-from-home policies are available across all markets, but some markets e.g. India, operate on a 5-day work-in-office arrangement, with specific approvals required for work-from-home.

Of our office, warehouse, and retail colleagues, 79.0% received an annual bonus in 2025 — a modest dip from 81.8% in 2024, though still above our 2023 starting point of 77.3%. One other indicator moved in a direction worth explaining: the proportion of staff paid specifically for overtime fell from 59.2% in 2024 to 32.0% in 2025. This is principally a structural effect of workforces growing disproportionately faster in the newer markets of LUXASIA, whose employment model does not include paid overtime arrangements in the same way as some of our older markets. We disclose this rather than smooth it over.



Mobility, listening, and the years ahead



Internal promotion is one of the most honest measures of how healthy a company really is. In 2025, 8.0% of our colleagues were promoted — 173 colleagues out of a total permanent staff headcount of 2,170 — while exceeding our target of $\geq 7\%$, this is below the 9.6% and 9.9% we recorded in 2023 and 2024. The basis of rewards & promotions is the annual performance appraisal exercise, which would cover 100% of the workforce i.e. no one is exempted. This exercise covers the individual development plan and training needs every talent in LUXASIA. The next big listening moment for the organisation is our triennial Culture & Engagement Survey, which last ran in 2023 with a 93% participation rate. The 2026 edition, which could come in a different format such as a shorter Pulse Survey, will be the first full read of how our colleagues are experiencing the

company that our three-year strategic growth plan, LX27, is building. We look forward to sharing that in our next report.

Where we are — Our People

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Permanent Bench Strength, as of 31 Dec	—	1,799	1,872	2,170
Average Workforce Age	—	36.0	36.2	35.8
Baby Boomers (%)	—	2%	1%	2%
Gen X (%)	—	20%	18%	16%
Millennials (%)	—	61%	59%	56%
Gen Z (%)	—	18%	22%	27%
No. of Talents age 60 and above, both permanent & part-time	—	56	60	60
No. of Nationalities	—	23	30	23
Women in workforce (%)	$\geq 60\%$	73.4%	72.7%	71.0%
Women leaders, Grade 9+ (%)	$\geq 50\%$	64.7%	63.0%	66.0%

Where we are — Our People

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Women in Top Management (%)	40%–60%	50.0%	52.0%	50.0%
Unadjusted gender pay gap (%)	≤15%	11.9%	10.8%	6.3%
Staff paid for overtime (%)	—	39.4%	59.2%	32.0%
Staff receiving annual bonus (%)	—	77.3%	81.8%	79.0%
Staff with benefits beyond AL (%)	—	100%	100%	100%
Staff with childcare support (%)	—	20.9%	28.4%	30.0%
Staff on flexible work (%)	—	52.2%	50.4%	100%*
Coverage of annual Performance Appraisal (%)	100%	100%	100%	100%
Staff promoted (%)	≥7%	9.6%	9.9%	8.0%
Engagement survey participation (%)	≥75%	93.0%	Triennial	Next 2026

* There is a change of calculation methodology in 2025. Flexible work figure for 2025 covers eligible office-based colleagues. Excludes warehouse, retail, drivers, receptionists, and country-specific structures in India and Sri Lanka. Across this eligible population, 100% have access to a flexible arrangement.

NURTURING TALENTS THROUGH LEARNING & GROWTH



Develop Talents is the middle line of our Corporate Purpose, and we take it personally. A beauty advisor who has truly internalised the artistry of a fragrance does more than make a sale; she creates a moment of recognition for the person in front of her. A category manager who understands the texture of Indian consumer culture does more than analyse data; she builds something the local market needs. Skill, in our business, is never abstract. It is the difference between transaction and connection.

Across the past three years, our investment in learning has grown — and it has been tested by our own success. In 2023 we delivered just under ten thousand training hours across LUXASIA. In 2024 we delivered just over

twenty thousand. In 2025 we delivered just under twenty thousand. The story behind those numbers is straightforward: we doubled per-capita training between 2023 and 2024, then watched it dilute slightly in 2025 as our headcount grew by sixteen percent. Average training hours per full-time colleague moved from 5.5 hours in 2023, to 10.7 hours in 2024, to 9.1 hours in 2025. Restoring double-digit hours per colleague — and lifting it further — is a clear focus for 2026.

How we learn



Our learning architecture meets colleagues where they are. New joiners come through structured induction covering our values, ethics, brand portfolio, customer experience principles, and safe ways of working. From there, pathways branch by function, level, and market: digital learning, classroom modules, immersive brand trainings delivered hand-in-hand with our partners, and on-the-job coaching.

Due to resource constraints, we are unable to fully account for these as part of the training hours consolidation. In many ways, our real training hours are under-accounted for, but this is acceptable. In principle, we would much rather train our people and not be able to account for the hours fully, than to have it the other way around.



Building leaders for the company we are becoming



Our leadership programmes are designed for the moments where careers pivot — first-time managers learning to lead retail teams, regional leaders preparing for cross-market mandates, senior colleagues stepping into wider stewardship. Curriculum matters, but mentoring and the right stretch assignment usually matter more. We try to design for both especially in our Talent Management programmes that cut across younger talents (Young Emerging Stars, 38 in 2025), mid-senior talents that are ear-marked for senior roles (Transformational Leaders, 39 in 2025), and the subject matter experts in our company that we want to regularly affirm and support (Specialists, 54 in 2025). Most notably, we are heartened to have received good feedback from

our Young Emerging Stars. As such, we aim to increase the number of talents enrolled in this programme and invest more developing the young talents within LUXASIA Group.

Where we are — Learning

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Total training hours	—	9,967	20,025	19,823
Headcount baseline (FTE)	—	1,799	1,872	2,170
Average training hours / FTE	—	5.5	10.7	9.1

HEALTH, SAFETY, & WELLBEING

Everyone goes home safely



Two very different working environments sit inside LUXASIA. One is the polished, customer-facing world of luxury retail, where the demands are emotional and physical in equal measure — long hours on one's feet, the consistent warmth a consumer expects, the careful artistry of demonstrating a product. The other is the precision-driven world of warehousing and distribution, where the products we handle are simultaneously valuable, fragile, and sometimes regulated. Both deserve thoughtful, specific care. Both colleagues — the beauty advisor and the warehouse operator — deserve to come to work and go home safely.

The headline of 2025

Across the year, our business grew. Total man-hours worked rose by about 20%, from 3.66 million in 2024 to 4.39 million in 2025. Across that larger footprint, our Lost Time Injury Frequency Rate fell from 0.55 to 0.46, and our Lost Time Injury Severity Rate from 0.82 to 0.68 — both improvements of around seventeen percent. There were two workplace accidents in 2025, the same number as the year before, resulting in three lost days. These remain small absolute numbers, and we are quietly encouraged by the direction. However, our target is ZERO, and we are not there yet.

In our warehouses

Our distribution centres handle products that ask a lot of us. Fragrances contain flammable ethanol; some aerosols and cosmetic actives are subject to specific storage rules; many of our packaging components are fragile and high-value. We mitigate these risks through layered controls — strict safety protocols, certified racking,



careful traffic management, dangerous goods segregation, ergonomic workstation design, and shift patterns built to manage fatigue. In Singapore, we are bizSAFE Level 3 certified, with clearly defined standard operating practices that were reviewed in the rigorous certification process.

We also conduct fire safety training as well as CPR courses to enhance our talents' capabilities in responding to unwanted emergencies. Because we manage our warehousing operations on a regional level as well, we regularly share safety and efficiency focused processes with our different markets and adopt these best practices into the local warehouses.



On the retail floor



Retail work is physically demanding in ways that are not always visible. Long hours standing, repetitive demonstration, emotional labour, occasional unkindness from members of the public. We maintain safe, secure, and welcoming retail environments by keeping store walkways clear, floors hazard-free, and displays properly secured. Our teams follow established safety and security procedures across cash handling, stock movement, emergency response, crowd

control, and product handling, including the use of proper equipment and lifting techniques. They are also trained to stay alert to customer and employee safety, proactively identifying and reporting unsafe conditions, suspicious activity, or behaviours that may pose a risk, with clear escalation pathways when something is not right.

Mental & emotional health

Wellbeing is not only about preventing accidents. It is also about quietly normalising the idea that minds, like bodies, need care. On top of our aforementioned one-day Mental Health leave, we also have Employee Assistance Programmes, leveraging Safe Space to ensure that our talents can access a range of therapists and counsellors that can support emotional & mental well-being. This ensures that our teams and talents across all our markets in APAC are well-supported in areas which they may not feel comfortable talking to colleagues about, but would still benefit from professional help provided by the company.



Where we are — Safety

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Workplace accidents (#)	0	Not Tracked Yet	2	2
Days lost (#)	0	Not Tracked Yet	3	3
Man-hours worked	—	Not Tracked Yet	3,659,715	4,386,733
LTIFR (per million hours)	0	Not Tracked Yet	0.55	0.46
LTISR (per million hours)	0	Not Tracked Yet	0.82	0.68

Pillar 2 – Stewardship for Our Planet

Caring for the world we share.

MANAGING OUR CARBON FOOTPRINT



The climate is everyone's responsibility, but it is felt differently by different kinds of companies. As an omnichannel distribution platform spanning fifteen markets, our footprint shows up in the energy we use to power our warehouses and boutiques, in the fuel that moves our shipments, in the cooling systems that protect product, and — most of all — in the embedded carbon of everything that passes through our network. Understanding and reducing that footprint is the work of years, not months. We are early on that journey, and we want to continue making meaningful progress.

A meaningful first step

If there is a single number we are quietly proud of in this report, it is 10,205 GJ. That is the volume of renewable energy LUXASIA drew on in 2025 — up from 9,389 GJ in 2024 and from zero just two years before — and it represents approximately 94% of our total energy consumption of 10,884 GJ. The shift came from deliberate procurement decision to purchase Renewable Energy Certificates for our markets' energy usage. We also know that maintaining and extending the share takes commercial and operational effort, including shaping the long-term behaviour of our workforce, as well as the gradual intentional process of replacing assets such as lights and fixtures with energy-saving ones.



Our greenhouse gas footprint, so far

We measure our emissions in line with the GHG Protocol Corporate Standard. Our Scope 1 emissions — those from fuel and other direct sources within our own operations — were 5.7 tCO₂e in 2025, broadly steady against 6.0 tCO₂e in 2024. Our Scope 2 emissions — those associated with the electricity we purchase — were 1,722 tCO₂e in 2025, modestly higher than 1,689 tCO₂e in 2024, reflecting growth in our operating footprint.

GROSS GHG EMISSIONS PER EMPLOYEE

–12.1%

GROSS GHG EMISSIONS PER REVENUE DOLLAR

–7.8%

However, we are proud to share that we came down in intensity of gross emissions on both fronts – per employee (reduced by 12.1%) and per revenue dollar earned (reduced by 7.8%). This means that on average, each talent account for less GHG emissions, even on gross basis, and we are growing our business in more sustainable way i.e. emitting less for each dollar earned.



Where we are not yet

Scope 3 — the emissions in our upstream and downstream value chain, from purchased goods and services to business travel to the end-of-life of products we handle — is not yet measured at LUXASIA. We say so plainly. Building a credible Scope 3 inventory is a multi-year programme that needs to be done with similar rigour we have brought to Scopes 1 and 2. It will take engagement with our brand partners on product carbon, with our logistics partners on transport, and with our own procurement and operations teams on activity data. We endeavour to make meaningful progress on this in our 2027 and 2028 reporting cycles, but acknowledge the dependency on our partners to make meaningful progress on this part.

Our targets

Our baseline GHG emissions, with no mitigations in place, to be 1,226 tCO₂e in 2023, for Scope 1 & 2 gross emissions. With that as a reference, we had aimed to bring our net emissions down by at least 50% by 2030. As of today, we have already surpassed this target through the purchase and redemption of Renewable Energy Certificates, with the offset amounting to 86.1% in 2024 and 93.8% in 2025. That said, we will continue to review and implement measures to make energy usage in our operations more efficient and shape the behaviour of our workforce over time. Looking ahead, we will review our target-setting as our data quality matures, as we expand into Scope 3, and as the science evolves.

Where we are — Energy & Emissions

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Total energy consumption (GJ)	—	7,892	10,899	10,884
Renewable energy (GJ)	—	0	9,389	10,205
Renewable share of total (%)	—	0%	86.1%	93.8%
Scope 1 emissions (tCO ₂ e)	—	0.6	6.0	5.7
Scope 2 emissions* (tCO ₂ e)	—	1,225	1,689	1,722
Total Scope 1 & 2 emissions (tCO ₂ e)	—	1,226^	1,695	1,728
Scope 1 & 2 emissions (tCO ₂ e), net of Renewable Energy use	—	1,226	~243	~129
Scope 3 emissions (tCO ₂ e)**	—	Not Tracked Yet	Not Tracked Yet	Not Tracked Yet
GHG Intensity Metric: GHG Emissions per employee (tCO ₂ e per employee)	—	0.68	0.91	0.80
Change in GHG emissions per employee	—	Not Tracked Yet	+32.9%	-12.1%
Change in GHG emissions per revenue dollar earned^^	—	Not Tracked Yet	+32.1%	-7.8%

* Unable to obtain Scope 2 data for our offices in Australia and India as they are not provided by the Landlord, with a flat service fee paid as part of office rental.

^ 2023 is our Baseline Year for GHG Emissions => 1,226 tCO₂e

** Scope 3 inventory development is a next step for our 2027/2028 sustainability roadmap.

^^ We have another GHG Intensity Metric which we do not disclose publicly because of our discretion over absolute revenue numbers as a non-listed company – GHG Emissions per revenue dollar earned. Based on this, we calculate the change in GHG emissions per revenue dollar earned.

ADVANCING CIRCULARITY

Beginning where we can



Luxury beauty has always celebrated packaging as part of the experience — the weight of a fragrance bottle in the hand, the satisfying click of a compact, the small ritual of unboxing a gift. Honouring that experience while doing less harm to the world is one of the most interesting creative challenges in our industry. It is also one we cannot solve alone; the most important levers sit upstream, with the brands and manufacturers whose products we represent. Within our own operations, however, there is real work we can do — and have started doing.

The first baseline

Until 2024, we did not have a structured view of our own waste flows. Establishing one — even imperfectly — was itself an important step. In 2024 we recorded 426 tonnes of non-hazardous waste generated across our operations, of which 190 tonnes were recovered — a recovery rate of approximately 45%. In 2025, total non-hazardous waste fell to 388 tonnes; the volume recovered held at 190 tonnes, lifting our recovery rate to approximately 49%. Hazardous waste, tightly managed within regulated streams, fell from 0.088 tonnes in 2024 to zero in 2025. These are still early data points and they are a floor, not a ceiling — but the direction is the right one.

How we think about it



We follow a simple order of preference: prevent waste at source where we can; reuse and refurbish where prevention is not possible; recycle where reuse has been exhausted; and ensure responsible disposal as a last resort. Within our operational scope, the most material levers sit in transport packaging, warehouse waste streams, retail point-of-sale materials, and the management of consumer empties and testers.

What we are doing in practice

We are progressively redesigning the packaging that moves through our distribution network — right-sizing cartons, exploring reusable totes between warehouse and retail, reducing void fill, increasing recycled content. We also work with our brand partners to extend the life of retail fixtures and displays between activations rather than replacing them with each new campaign.

Lastly, we have also deployed collection programmes for consumer empties and in-store testers, in partnership with brand partners, retail destinations, and specialist recyclers. An example of such a recycling programme is the one we run at our Aveda stores where we give a nominal discount for every bottle brought back for recycling.



Looking outward

Extended producer responsibility regulations are evolving across our markets, from Singapore’s mandatory packaging reporting to similar regimes emerging in India, Indonesia, and beyond. We monitor these closely and align our practices proactively, partly because compliance is the right place to be, and partly because early action tends to open up shared opportunities with our partners.

Where we are — Waste

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Non-hazardous waste (tonnes)	—	Not yet tracked	426	388
Waste recovered (tonnes)	—	Not yet tracked	190	190
Recovery rate (%)	—	Not yet tracked	~45%	~49%
Hazardous waste (tonnes)	—	Not yet tracked	0.088	0

Pillar 3 – Governed Ethically

Doing things right

BUSINESS ETHICS

Trust is quiet. It is rarely the loudest thing in a relationship, but it is almost always the most important. At LUXASIA, the trust placed in us — by the various groups and brands whose portfolios we carry, by our retail partners, by the regulators in every market we operate in, by our colleagues, and ultimately by our consumers — is what makes the business work. Our ethical framework is not a poster on a wall. It is the operating system through which we conduct ourselves across the very different cultural, legal, and commercial environments of APAC.

Our Code of Conduct

Our Code of Conduct sets out the principles every LUXASIAN is expected to live by. It addresses honest and fair dealing, the prevention of bribery and corruption, the management of conflicts of interest, the protection of confidential information, fair competition, respectful workplace conduct, and the responsible use of company resources. The Code is reviewed at least every two years, and reissued whenever material updates are made. These are also included in each market's Employee Handbook, customised to local regulations and pertinent information, written in the local language where possible. We also run an annual Conflict of Interest Declaration amongst all our talents.

Tax and financial integrity

We pay the taxes we owe, in the jurisdictions where economic activity takes place, in accordance with the letter and the spirit of the law. We do not engage in artificial structures designed to shift profits away from where value is created. Our finance, tax, and compliance teams provide structured assurance over the integrity of our financial reporting and the controls behind it.



INTEGRITY & ANTI-CORRUPTION

Corruption corrodes markets, distorts competition, and undermines the trust on which premium consumer industries depend. We have a zero-tolerance position on bribery and corruption in any form, in any market in which we operate, irrespective of local commercial customs or perceived expectations. This is set out clearly in our Business Ethics Policy.

What our numbers say — and what they don't

Transparency is the right frame here. Across 2024, we recorded zero cases relating to human rights, one substantiated ethics violation (down from three the year before), two corruption-related cases (down from three), and one case relating to discrimination, harassment, or whistleblowing (up from zero). In 2025, three of those four categories carry a clean sheet: zero human rights cases, zero ethics violations, and zero corruption cases. Two cases were recorded under discrimination, harassment, and whistleblowing, up from one — small in absolute terms, but a number we treat with the seriousness it deserves.

We do not intend to celebrate these figures. Our aspiration in every category is zero, and we are honest that not every year will move in the same direction. What we can say is that our various channels (incl. our whistleblower email) are working: cases that occur are being reported, investigated, and addressed; the trend across the ethics and corruption categories is encouraging; and the discrimination and harassment count — small in absolute terms — reinforces our commitment to be a place where these concerns surface rather than stay hidden. Every case is investigated rigorously, with consequences applied where wrongdoing is found and lessons are folded back to improve the way we govern and operate.

Whistleblowing Policy and Approach



If you have witnessed something that does not align with our Values and Code of Conduct, please report them immediately.



You can report them immediately to your Direct Manager, your local T&E Lead, or [Redacted] @luxasia.com.



This is a confidential email which is only accessible by me and our Group Head of T&E.



All reports will be handled with utmost confidentiality, Respect, and with no tolerance for retaliative actions.

If you witness any violations such as corruption



Our Speak Up channels

We try to make it as easy as possible for colleagues, contractors, partners, and others to raise concerns about suspected misconduct. Reports can be made through line management, Talent & Excitement business partners, Legal & Compliance, or via our whistleblowing email.

Where we are — Ethics & Integrity

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Human rights cases (#)	0	0	0	0
Ethics violations (#)	0	3	1	0
Corruption cases (#)	0	3	2	0
Discrimination / harassment / whistleblowing (#)	0	0	1	2

Figures reflect cases reported and recorded through the whistleblowing channel & other reporting mechanisms during the relevant year

INFORMATION & CYBER SECURITY

Looking after the trust our consumers place in us.

Modern luxury retail is built on relationships of unusual intimacy. A consumer shares her preferences, her purchase history, her loyalty, sometimes her face and her routines. Those relationships make beautiful experiences possible — and they only work if the data underpinning them is handled with care, security, and respect. We take this responsibility seriously, both because it is the right thing to do and because the trust of our consumers is something we are not willing to let slip.

Our information security framework

Our information security programme is aligned with the internationally recognised industry standard, ISO 27001. It covers governance, risk assessment, access management, secure development, network and endpoint protection, vulnerability management, and incident response. Oversight sits with senior leadership, with periodic reporting on the threat landscape, control performance, and material incidents. We also have multiple policies governing responsible and secure use of technology such as the IT Policy, Acceptable Use Policy, Cybersecurity policy, and Information Security policy. Below are some of our Cybersecurity measures:

- Implemented industry-leading cybersecurity solutions to provide 24/7 protection and continuous monitoring for network infrastructure, servers, and endpoint devices
- Advanced endpoint detection and response (EDR), antivirus, anti-malware, and threat intelligence platforms are deployed across the environment to proactively detect and mitigate cyber threats
- Security monitoring tools provide real-time alerting, suspicious activity detection, and incident response capabilities to strengthen the organisation's cybersecurity posture
- Network security controls including next-generation firewalls and email security gateways are actively monitored and managed around the clock
- Regular security patching, vulnerability management, and threat monitoring processes are in place to ensure continuous and up-to-date protection of business systems and data

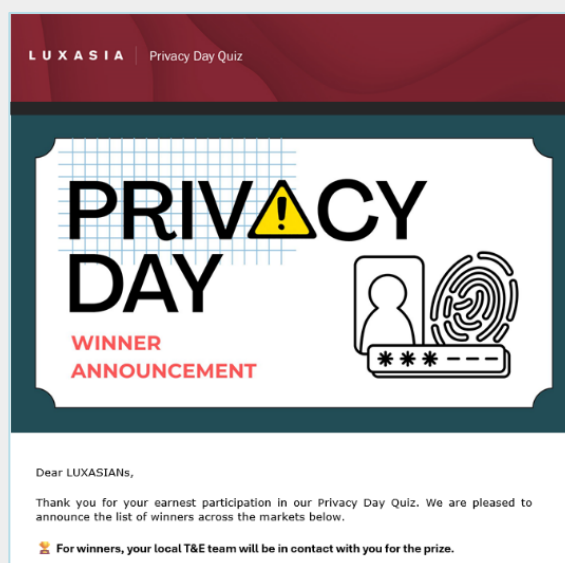
Privacy across many markets

Our footprint requires fluency in a patchwork of data privacy laws — Singapore's Personal Data Protection Act 2012 (PDPA), India's Digital Personal Data Protection Act 2023 (DPDP Act), Indonesia's Personal Data Protection Law (Law No. 27 of 2022), Malaysia's Personal Data Protection Act 2010 (PDPA), the Philippines' Data Privacy Act of 2012 (Republic Act No. 10173), and others. We meet each on its own terms, while operating to a consistent group-wide baseline that, where possible, applies the more protective standard.

Our Privacy Notice, published in our customer-facing channels, sets out what personal data we collect, why we collect it, the lawful basis on which we rely, who we share it with, how long we keep it, and the rights available to data subjects. Requests from data subjects — access, correction, deletion, withdrawal of consent — are handled through defined workflows with response times tracked against statutory deadlines. In addition, our Group's Data Protection Officer also looks into fostering a culture of awareness and vigilance, with even a Privacy Day with interesting competitions (incl. prizes) on the topic of data privacy, as well as general education posts on our internal Viva Engage community that remind our talents to be continually on guard.

Privacy by design

New systems, new vendor engagements, and new marketing initiatives involving the processing of personal data undergo structured privacy impact assessments, where necessary, before launch or vendor engagement. We apply data minimisation principles — collecting only what we need, retaining only for as long as necessary, and securing it appropriately at every stage of its lifecycle.



When something goes wrong

Our personal data breach incident response Standard Operating Procedure (SOP) covers detection, containment, eradication, recovery, notification, and post-incident review of security incidents involving personal data. Where a personal data breach is assessed to be material, we will notify the relevant regulatory authority without undue delay and, where applicable, within the timeframe required under applicable laws. We aim to complete such notifications within 72 hours of becoming aware of a notifiable breach, or earlier where required.

Pillar 4 – Sustainable Procurement

Collaborating with our Partners to amplify impact for good

Supplier Relationships

As our CEO has shared, LUXASIA carries a duty of care that goes beyond the more familiar Triple Bottom Line of People, Planet, and Profits. Sitting in the middle of the value chain, between brands and consumers, between manufacturers and retail destinations, we have a fourth set of relationships that we feel responsible to: our Partners. They are our brand partners, our manufacturers, our logistics partners, our packaging suppliers, our technology vendors, our marketing agencies, our professional service providers. We have only just begun enhancing our formal capabilities and commitments on this front because this is a relatively new domain in sustainability management. The next few pages contain our first chapters, and we hope to write more about our progress in subsequent reports.

Our Supplier Code of Conduct

Our Supplier Code of Conduct sets out the minimum expectations we apply to all suppliers and business partners. It covers ethical conduct, anti-bribery and anti-corruption, fair labour practices and human rights, health and safety, environmental responsibility, information security, and respectful treatment of personnel. Acceptance of the Code is a pre-requisite of doing business with LUXASIA.

Walking alongside our brand partners



Many of the players in our extended value chain — particularly the manufacturers of the products we distribute — sit under the direct stewardship of our brand partners rather than our own contracts. We engage actively with these partners to align shared ambitions, share data where appropriate, and amplify good practice. As several of the world's leading beauty houses continue to consolidate

and raise their own expectations, this alignment is becoming both more demanding and more valuable.

Product Quality & Safety

Delight Consumers is the third line of our Corporate Purpose, and at its quietest it means something very simple: that the product on the shelf will perform as expected, be safe in use, and live up to the heritage of the brand on its label. We are the custodians of that promise across every market in which we represent our partners. From the moment a shipment leaves a manufacturer to the moment a consumer opens her purchase, we are the custodians.

Many markets, many rule books

Cosmetics and personal care products are subject to detailed and divergent regulation across APAC. The frameworks we navigate include the ASEAN Cosmetic Directive, Singapore's Health Sciences Authority requirements, India's Bureau of Indian Standards and Drugs & Cosmetics regulations, Indonesia's BPOM regime, the Philippines' FDA requirements etc. and the local rules of every other jurisdiction we operate in.

Our regulatory affairs function partners with brand partners and local authorities to ensure that every product we carry meets the registration, labelling, ingredient, and import requirements that apply. This is no mean feat for a company distributing more than 30,000 SKUs across 15 markets in Asia Pacific's landscape of complex and fragmented regulatory landscape. In close collaboration with our brand partners, we have not had to make a single product recall in these past three years.

Looking after the physical product



Premium beauty products are sensitive — to temperature, to humidity, to light, and to shock. Many of their packaging components are fragile and high-value. Our distribution centres are designed and managed to protect product integrity through controlled-environment storage where required, careful batch traceability, and rigorous receiving and outbound inspection.

Authenticity

The luxury beauty category attracts persistent counterfeit activity, which threatens consumer safety, undermines brand equity, and erodes legitimate trade. We combat this risk through tightly controlled distribution channels, validated sources of supply, secure inventory custody, and active engagement with brand partners and channel partners, especially ecommerce marketplaces.

Listening, and improving

Consumer feedback is one of our most valuable sources of insight. Complaints, returns, and queries received through counters, ecommerce channels, and customer service lines are categorised, analysed, and escalated as appropriate. Where issues touch on product safety or quality, we will coordinate directly with the relevant brand partners to ensure prompt and proportionate response, including market notification where required.



Where we are — Sustainable Procurement

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Product Recall	0	0	0	0

Uplifting our Community

Making a Difference — the founding cornerstone.

COMMUNITY EFFORTS: OUR IMPACT ACROSS APAC



Long before the word Sustainability arrived in corporate vocabulary, LUXASIA was already in the business of giving back. The LUXASIA Foundation was established in 2011 — fifteen years ago, when we were still a smaller company — as a dedicated platform to give back to the people and the communities who had shaped our journey. In keeping with the Mission we carried back then, the early focus was on women in need: makeup skills certification and employment for women at risk, education, support for women-related causes, alongside contributions to organisations such as Action for AIDS and the Singapore Anti-Narcotics Association. Also, in partnership with Singapore Management University for more than a decade, LUXASIA has been awarding bursaries (called the LUXASIA Award) to up to two students a year with good academic performance. The LUXASIA Foundation, with all the initiatives that it has driven, was the cornerstone on which much of our sustainability efforts have been built. The shape of our community work has grown with us, but the spirit has stayed the same. We give where it matters. We give where our colleagues feel the connection most strongly. And we give in partnership with local organisations who know their communities far better than we ever could.

“For LUXASIA, Sustainability has never been about optics. Our People and our Communities remain closest to our hearts — and that will never change.”

— PATRICK CHONG, CHAIRMAN

Twelve moments in 2024 and nine in 2025

In 2024 we delivered twelve community give-back activities across the region, slightly above the ten we set ourselves. In 2025, we could muster efforts for only nine, in what was a tough year of leadership transition and strategic developments for our Group. Where we could not meet quantity, we worked to lift the quality and the meaning of each initiative. The activities spanned Thailand, Singapore, the Philippines, India, and Hong Kong. Each is small. Together, they tell a story about who LUXASIA is when we are at our best.



How we choose what to do & the people behind our efforts

We try to be guided by three things. First, **RELEVANCE**: causes where the natural connection to our business and to the women and communities we serve is genuine — health, dignity, opportunity for those who need it most. Second, **MEANINGFULNESS**: causes our colleagues feel personally connected to, and want to lead. Lastly, **CONTINUITY**: we try, wherever possible, to favour long relationships over one-off transactions, and outcomes over inputs; organisations which we can partner to do good continually for the years ahead.

Many of our most meaningful community moments are not initiated from the top. They come from colleagues — through volunteering, through fundraising, through skills-based contribution, through the small everyday acts of generosity that quietly add up.

Where our colleagues showed up in 2025



In Singapore, our team supported two causes especially dear to us: Gladiolus Place (in conjunction with our Joint Venture Partner, Puig), which provides transitional care for young women, and the Action for AIDS Gala Dinner — a community we have stood alongside for many years.

In the Philippines, our colleagues worked with the Jeremiah Foundation in support of children and families in need. In India, our team contributed to Little Angels School, an institution dedicated to children with special needs in a context where educational opportunity remains uneven. In Hong Kong, our local colleagues organised a food distribution programme for elderly residents — a quietly important contribution to an often-invisible part of an ageing urban population.



Where we are — Community

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Community give-back activities (#)	≥10	Not Tracked Yet	12	9
Markets engaged	—	Not Tracked Yet	6	5

PHILANTHROPY

Supporting causes that resonate

Alongside the time and skills our colleagues give, LUXASIA also channels financial support — through the LUXASIA Foundation and through direct group contributions — to causes that resonate with our values and amplify the impact of our community engagement. Whenever we volunteer or engage, we also give.



Looking across our activities in 2025, our giving clusters around two enduring themes — building on the original spirit of the LUXASIA Foundation:

Care for Women in-need & at-risk

Including support for the breast cancer recovery in Thailand (with Sabina for the Sewing Cup, Sewing Heart Campaign), transitional care for young women at Gladiolus Place in Singapore (in conjunction with our Joint Venture Partner, Puig), and support for young women who were victims of abuse through the Jeremiah Foundation in the Philippines.

Other Communities in-need

Including support for blind and visually impaired beneficiaries in Thailand, food distribution for elderly residents in Hong Kong, our long-standing partnership with Action for AIDS Singapore, and support for children with special needs through Little Angels School in India.



Note: In addition to these two themes, we do give to other causes on a discretionary basis, such as flood relief in Thailand in 2025, delivered through a trusted local partner.

Amplifying causes our brand partners care about

Many of the brands we represent maintain longstanding global causes — breast cancer awareness, clean water, circularity, and many others. As partners in bringing these brands to APAC, we work to bring their causes to life in our markets too, through retail activations, employee engagement, and integrated CSR efforts in-market.



Quietly, but with accountability

All material philanthropic commitments go through defined governance processes, including financial, reputational, and ethical due diligence on prospective partners. This is orchestrated through the LUXASIA Foundation and the financial institutions that support it.

What is next for Sustainability at LUXASIA?

OUR NEXT CHAPTERS

This is the first time we have written down our sustainability story in this form. We have approached it as our Chairman and CEO have asked us to — with warmth, with honesty, and with both the humility of beginners and the seriousness of a company that has been Making A Difference for forty years.

We close, as we began, by acknowledging that we are not yet where we want to be. Some of what is most useful in a first report is the clarity it provides about the chapters that still need to be written. Here, briefly, are the chapters we are most focused on next.

Attempting to piece together the Scope 3 picture

Scope 3 measures the emissions in our upstream and downstream value chain. Building a credible inventory will take engagement with our brand partners, our logistics partners, and our own procurement and operations teams. We have committed to make meaningful progress on this in our 2027 and 2028 reporting cycles, and we would move thoughtfully on this journey.

Setting targets we can stand behind

Now that we have a documented renewable energy share, a Scope 1 and 2 inventory of meaningful coverage, and a first waste baseline, we are positioned to set forward-looking targets that are both ambitious and credible. We will likely focus on the GHG emissions intensity metrics, as well as maintaining a sensible Net Emissions Target, in terms of % (we are thinking at least 80% of our energy consumption should come from Renewable sources).

Developing and listening to our talents even more

Arising from favourable feedback from our Young Emerging Stars, we aim to increase the number of talents enrolled into this program and invest more developing the young talents within LUXASIA Group. Our triennial Culture & Engagement Survey is set to return in 2026, with the 2023 baseline of 93% participation to live up to. We are still evaluating if we can do this in the same spirit but a different format; a pulse survey on a more regular basis. Regardless of which we choose, we look forward to hearing what our talents tell us and how to be better.

Scaling what works

Some of the most valuable sustainability work ahead is collaborative — with our brand partners on packaging and product carbon, with our logistics providers on transport decarbonisation, with our retail partners on circular point-of-sale, and with our community partners on outcomes-based programmes. These will be progressively included in future years' Sustainability Reports.

Embedding sustainability in everyday decisions

Most fundamentally, the years ahead will be defined by sustainability becoming less of a function topic and more of an everyday discipline, an operating way of life — woven into how new brands are evaluated, how new geographies are entered, how capital is allocated, how leaders are developed, how partners are chosen. As we grow, we strive to be an impactful business where the right choice and the responsible choice become, increasingly, the same choice.

AN INVITATION

This report is a beginning, not a destination.

We welcome continued dialogue with our colleagues, our brand partners, our retail and value chain partners, our customers, our regulators, the NGOs we work with, and our wider network of stakeholders. We would also like to thank Singapore Business Federation for their advisory work on GRI Reporting — it was great learning and growing together. Thoughts, questions, and clarifications can be directed to Brynner Jananto (brynnerjananto@luxasia.com), Head of Communications, CEO Office, and Sustainability. Thank you for taking the time to read it.

BRYNNER JANANTO

HEAD OF COMMUNICATIONS, CEO OFFICE, AND SUSTAINABILITY | brynnerjananto@luxasia.com

Appendix

GRI Content Index

LUXASIA Group has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards. The GRI Content Index below maps each disclosure to its location in this report, identifies any omissions and the reasons for them.

GRI STANDARD	DISCLOSURE	LOCATION AND OMISSIONS
GRI 1: Foundation 2021	Statement of use	LUXASIA Group has reported metrics with reference to the GRI Standards for the period from 1 January to 31 December 2025.
GRI 2: General Disclosures 2021	2-1 Organisational details	Refer to LUXASIA Pte. Ltd. website, www.luxasia.com
	2-2 Entities included in the organisation's sustainability reporting	Sustainability Report 2025 ("SR 25") > 2025 Sustainability Highlights > Notes about this report (pages 5, 11, 46)
	2-3 Reporting period, frequency and contact point	
	2-4 Restatements of information	Flexible work figure for 2025 covers eligible office-based colleagues. Excludes warehouse, retail, drivers, receptionists, and country-specific structures in India and Sri Lanka. Across this eligible population, 100% have access to a flexible arrangement.
	2-5 External assurance	All data presented herein has been internally verified for accuracy. For future reports, we may obtain external assurance to further enhance the credibility of our disclosures.
	2-6 Activities, value chain and other business relationships	SR 25 > 2025 Sustainability Highlights > An appreciation of how LUXASIA operates (pages 10-11)
	2-7 Employees	SR 25 > Pillar 1 – Empowering Our People (pages 16-26)
	2-8 Workers who are not employees	Omitted as we deem this to be not material.
	2-9 Governance structure and composition	SR 25 > Governance Architecture (page 15)
	2-10 Nomination and selection of the highest governance body	Omitted due to commercial sensitivity.

GRI STANDARD	DISCLOSURE	LOCATION AND OMISSIONS
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Refer to LUXASIA Pte. Ltd. website, www.luxasia.com
	2-12 Role of the highest governance body in overseeing the management of impacts	SR 25 > Group Sustainability Framework (page 14), SR 25 > Governance Architecture (page 15)
	2-13 Delegation of responsibility for managing impacts	SR 25 > Governance Architecture (page 15)
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	SR 25 > Pillar 3 – Governed Ethically > Business Ethics (page 32)
	2-16 Communication of critical concerns	SR 25 > Pillar 3 – Governed Ethically > Integrity and Anti-Corruption (pages 33-34)
	2-17 Collective knowledge of the highest governance body	Omitted due to commercial sensitivity
	2-18 Evaluation of the performance of the highest governance body	
	2-19 Remuneration policies	SR 25 > Pillar 1 – Empowering Our People (pages 18-20)
	2-20 Process to determine remuneration	Omitted due to commercial sensitivity
	2-21 Annual total compensation ratio	
	2-22 Statement on sustainable development strategy	SR 25 > Group Sustainability Framework (page 14)
	2-23 Policy commitments	Throughout SR 25
	2-24 Embedding policy commitments	
	2-25 Processes to remediate negative impacts	
	2-26 Mechanisms for seeking advice and raising concerns	SR 25 > Pillar 3 – Governed Ethically > Integrity and Anti-Corruption (pages 33-34)
	2-27 Compliance with laws and regulations	Throughout SR 25
	2-28 Membership associations	French Chamber of Commerce (Singapore) Singapore Business Federation Singapore Retail Association
	2-29 Approach to stakeholder engagement	SR 25 > Governance Architecture (page 15)
	2-30 Collective bargaining agreements	Nil

GRI STANDARD	DISCLOSURE	LOCATION AND OMISSIONS
GRI 3: Material Topics 2021	3-1 Process to determine material topics	
	3-2 List of material topics	SR 25 > Materiality Assessment (pages 12-13)
	3-3 Management of material topics	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Omitted as more time is needed to collect information for disclosure on this topic.
	201-3 Defined benefit plan obligations and other retirement plans	Omitted due to commercial sensitivity.
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anticorruption policies and procedures	SR 25 > Pillar 3 – Governed Ethically > Business Ethics (Page 32) & Integrity and Anti-Corruption (pages 33-34)
	205-3 Confirmed incidents of corruption and actions taken	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	SR 25 > Pillar 2 – Stewardship for Our Planet > Managing Our Carbon Footprint (page 27)
	302-2 Energy consumption outside of the organization	Omitted as we deem this to be not material.
	302-3 Energy intensity	SR 25 > Pillar 2 – Stewardship for Our Planet > Managing Our Carbon Footprint (pages 28-29)
	302-4 Reduction of energy consumption	SR 25 > Pillar 2 – Stewardship for Our Planet > Managing Our Carbon Footprint (page 29)
	302-5 Reductions in energy requirements of products and services	Omitted as we deem this to be not material.

GRI STANDARD	DISCLOSURE	LOCATION AND OMISSIONS
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR 25 > 2025 Sustainability Highlights > Our Planet (page 8)
	305-2 Energy indirect (Scope 2) GHG emissions	SR 25 > Pillar 2 – Stewardship for Our Planet > Managing Our Carbon Footprint (pages 27-29)
	305-3 Other indirect (Scope 3) GHG emissions	Omitted as more time is needed to collect information for disclosure on this topic.
	305-4 GHG emissions intensity	SR 25 > Pillar 2 – Stewardship for Our Planet > Managing Our Carbon Footprint (pages 28-29)
	305-5 Reduction of GHG emissions	SR 25 > Pillar 2 – Stewardship for Our Planet > Managing Our Carbon Footprint (page 29)
	305-6 Emissions of ozone-depleting substances (ODS)	Omitted as we deem this to be not material.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted as we deem this to be not material.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SR 25 > Pillar 2 – Stewardship for Our Planet > Advancing Circularity (pages 30-31)
	306-2 Management of significant waste-related impacts	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR 25 > 2025 Sustainability Highlights > Our People (pages 6-7) SR 25 > Pillar 1 – Empowering Our People > Fostering a Responsible and Diverse Workforce (pages 16-21) Note: Turnover numbers omitted due to commercial sensitivity
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR 25 > Pillar 1 – Empowering Our People > Fostering a Responsible and Diverse Workforce (pages 16-21)

GRI STANDARD	DISCLOSURE	LOCATION AND OMISSIONS
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-8 Workers covered by an occupational health and safety management system	SR 25 > 2025 Sustainability Highlights > Our Safety (page 7)
	403-9 Work-related injuries	SR 25 > Pillar 1 – Empowering Our People > Health, Safety, & Wellbeing (pages 24-26)
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR 25 > Pillar 1 – Empowering Our People > Nurturing Talent through Learning & Growth (pages 22-23).
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	SR 25 > Pillar 1 – Empowering Our People > “Mobility, listening, and the years ahead” & Our People data table (pages 20-21) & Nurturing Talent through Learning & Growth (pages 22-23).
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR 25 > Pillar 1 – Empowering Our People > Fostering a Responsible and Diverse Workforce (pages 16-21)
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	SR 25 > 2025 Sustainability Highlights > Our Ethics (page 8) SR 25 > Pillar 3 – Governed Ethically > Integrity and Anti-Corruption (pages 33-34)

Alignment with UN Sustainable Development Goals:



SDG 3 — Good Health and Well-being

- Workforce health & safety: LTIFR (0.46), LTISR (0.68), workplace accidents, mental-health programmes including Mental Health Leave, EAP, and Safe Space — Pillar 1 “Health, Safety, and Wellbeing” and “Mental & emotional health” subsection (pages 24-26); Sustainability Highlights “Our Safety” (page 7)
- Health-focused philanthropy: Breast cancer recovery in Thailand (with Sabina for the Sewing Cup, Sewing Heart Campaign); Action for AIDS (Singapore); Singapore Anti-Narcotics Association — Chairman’s Message (page 3); Community Efforts: Our Impact across APAC (pages 40-42); Philanthropy “Care for Women in-need & at-risk” and “Other Communities in-need” themes (page 43)



SDG 4 — Quality Education

- Employee learning: 19,823 total training hours; leadership programmes – Pillar 1 “Nurturing Talent through Learning & Growth” (pages 22-23)
- Community education: Bursary to qualifying SMU students; Little Angels School in India (children with special needs); Jeremiah Foundation in the Philippines (gifts given incl. books & school supplies) — Community Efforts: Our Impact across APAC (pages 40-42)



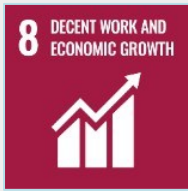
SDG 5 — Gender Equality

- Workforce composition: 71.0% women workforce; 66.0% women leaders (Grade 9+); 50% women in Senior Leadership; gender pay gap closing to 6.3% — Highlights “Our People” (pages 6-7); Pillar 1 “A women-majority company in an industry where it matters” and “Closing the gender pay gap” (pages 16-18)
- Founding spirit: Original Mission “Making a difference in every woman’s life”; LUXASIA Foundation’s focus on women in need, including makeup skills certification and employment for women at risk — Chairman’s Message (page 3); Community Efforts: Our Impact across APAC opening (page 40)
- Programmes: Gladiolus Place (transitional care for young women, with JV Partner Puig); Pink Cup — Community Efforts: Our Impact across APAC (page 40); Philanthropy “Care for Women in-need & at-risk” theme (page 43)



SDG 7 — Affordable and Clean Energy

- 10,205 GJ of renewable energy in 2025 (~93.8% of total energy consumption); deliberate procurement across markets — Highlights “Our Planet” (page 8); Pillar 2 “A meaningful first step” (page 27); Energy & Emissions table (pages 29); Appendix Planet data (page 57)



SDG 8 — Decent Work and Economic Growth

- Employment quality: Benefits beyond annual leave (100%); flexible work; bonus participation; internal promotion within $\geq 7\%$ target band; childcare support (30%) — Pillar 1 “The everyday architecture of working life” and “Mobility, listening, and the years ahead” (pages 19-21)
- Workplace safety: See SDG 3 above
- Human rights in own operations and value chain: forced labour, child labour, working hours — Group Sustainability Framework (page 14); Pillar 3: Ethics & Integrity data table (page 34)



SDG 10 — Reduced Inequalities

- Pay equity progress: Gender pay gap 11.9% $\rightarrow$ 10.8% $\rightarrow$ 6.3% — Pillar 1 “Closing the gender pay gap” (page 18)
- Underserved communities: Support for blind and visually impaired (Thailand); food distribution for elderly (Hong Kong); Jeremiah Foundation (Philippines) — Community Efforts: Our Impact across APAC opening (page 40); Philanthropy “Other Communities in-need” theme (page 43)



SDG 12 — Responsible Consumption and Production

- Waste & circularity: 388 tonnes non-hazardous waste (down from 426); ~49% recovery rate; hazardous waste reduced to zero; transport packaging redesign; consumer empties exploration — Pillar 2 “Advancing Circularity” — “The first baseline”, “What we are doing in practice”, “Looking outward” (pages 30-31); Appendix Planet (page 57)
- Sustainable procurement: Supplier Code of Conduct — Pillar 4 “Supplier Relationships” (page 37); Group Sustainability Framework “Domains of Care” (page 14)
- Product safety & responsibility: Regulatory navigation (e.g. ASEAN Cosmetic Directive, HSA, BPOM, FDA); anti-counterfeit; storage integrity — Pillar 4 “Product Quality and Safety” (pages 38-39)



SDG 13 — Climate Action

- Scope 1 (5.7 tCO₂e) and Scope 2 (1,722 tCO₂e) measured; Scope 3 acknowledged as the next gap to close — Highlights “Our Planet” (page 8); Pillar 2 “Managing Our Carbon Footprint” — “Our greenhouse gas footprint, so far” and “Where we are not yet” (pages 27-29); What is next — “Completing the Scope 3 picture” (page 45)
- Disaster relief (flood relief in Thailand) — Philanthropy “Supporting causes that resonate” (page 43)



SDG 16 — Peace, Justice and Strong Institutions

- Business ethics & integrity: Code of Conduct; fair dealing; competition law; tax integrity — Pillar 3 “Business Ethics” (page 32); Group Sustainability Framework “Domains of Care — Ethics” (page 14)
- Anti-bribery & anti-corruption: Code of Conduct; Conflict of Interest declaration; zero corruption cases in 2025 (down from two); whistleblowing channels — Pillar 3 “Integrity and Anti-Corruption” — “What our numbers say – and what they don’t” and “Our Speak Up channels” (pages 33-34); Highlights “Our Ethics” (page 8); Ethics and Integrity table and Appendix Ethics (pages 34, 58)
- Governance accountability: Board oversight, Group Sustainability Committee, data-owner accountability — Governance Architecture (page 15)



SDG 17 — Partnerships for the Goals

- As per CEO message, the “4th P” — Partners: Quadruple Bottom Line; brand-principal alignment; supplier and logistics-partner relationships — CEO’s Message (page 4); Group Sustainability Framework “Domains of Care” diagram (page 14); Pillar 4 “Supplier Relationships” and “Walking alongside our brand partners” (page 37)
- Community partnerships: Jeremiah Foundation, Gladiolus Place (with Puig), Little Angels School, Action for AIDS, local relief partners — Community Efforts: Our Impact across APAC (pages 40-42); Philanthropy (page 43)

Light association, mostly via Philanthropy:



SDG 1 — No Poverty — Jeremiah Foundation (children and families in need); food distribution for elderly residents in Hong Kong (Community Efforts: Our Impact across APAC, pages 40-42)



SDG 2 — Zero Hunger — Food distribution for elderly residents in Hong Kong (Community Efforts: Our Impact across APAC, pages 40-42)



SDG 11 — Sustainable Cities and Communities — Flood relief response in Thailand (Philanthropy, page 43)

ESG Performance Indicators — Consolidated Data

The tables below consolidate the quantitative indicators referenced through this report. Indicators marked “Not Tracked Yet” reflect categories where structured measurement was not in place during the relevant year — the path to closing those gaps is set out in the “What is next” section.

People

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Permanent Bench Strength, as of 31 Dec	—	1,799	1,872	2,170
Average Workforce Age	—	36.0	36.2	35.8
Baby Boomers (%)	—	2%	1%	2%
Gen X (%)	—	20%	18%	16%
Millennials (%)	—	61%	59%	56%
Gen Z (%)	—	18%	22%	27%
No. of Talents age 60 and above, both permanent & part-time	—	56	60	60
No. of Nationalities	—	23	30	23
Women in workforce (%)	≥60%	73.4%	72.7%	71.0%
Women leaders, Grade 9+ (%)	≥50%	64.7%	63.0%	66.0%
Women in Top Management (%)	40%–60%	50.0%	52.0%	50.0%
Unadjusted gender pay gap (%)	≤15%	11.9%	10.8%	6.3%
Staff paid for overtime (%)	—	39.4%	59.2%	32.0%

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Staff receiving annual bonus (%)	—	77.3%	81.8%	79.0%
Staff with benefits beyond AL (%)	—	100%	100%	100%
Staff with childcare support (%)	—	20.9%	28.4%	30.0%
Staff on flexible work (%)	—	52.2%	50.4%	100%*
Coverage of annual Performance Appraisal (%)	100%	100%	100%	100%
Staff promoted (%)	≥7%	9.6%	9.9%	8.0%
Engagement survey participation (%)	≥75%	93.0%	Triennial	Next 2026
Workplace accidents (#)	0	Not Tracked Yet	2	2
Days lost (#)	0	Not Tracked Yet	3	3
Man-hours worked	—	Not Tracked Yet	3,659,715	4,386,733
LTIFR (per million hours)	0	Not Tracked Yet	0.55	0.46
LTISR (per million hours)	0	Not Tracked Yet	0.82	0.68
Total training hours	—	9,967	20,025	19,823
Headcount baseline (FTE)	—	1,799	1,872	2,170
Average training hours / FTE	—	5.5	10.7	9.1

* Flexible work figure for 2025 covers eligible office-based colleagues; see Pillar 1 narrative for the full definition & clarification. Contextual notes on the year-on-year movements in the unadjusted gender pay gap and the percentage of staff paid for overtime — both relating to the growth of LUXASIA India — are set out in Page 6 and the Pillar 1 narrative.

Planet

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Total energy consumption (GJ)	—	7,892	10,899	10,884
Renewable energy (GJ)	—	0	9,389	10,205
Renewable share of total (%)	—	0%	86.1%	93.8%
Scope 1 emissions (tCO ₂ e)	—	0.6	6.0	5.7
Scope 2 emissions (tCO ₂ e)	—	1,225	1,689	1,722
Total Scope 1 & 2 emissions (tCO ₂ e)	—	1,226*	1,695	1,728
Total Scope 1 & 2 emissions (tCO ₂ e), net of renewable energy use	—	1,226	~243	~129
Scope 3 emissions (tCO ₂ e)**	—	Not Tracked Yet	Not Tracked Yet	Not Tracked Yet
GHG Intensity Metric: GHG Emissions per employee (tCO ₂ e per employee)	—	0.68	0.91	0.80
Change in GHG Emissions per employee	—	Not Tracked Yet	+32.9%	-12.1%
Change in GHG Emissions per revenue dollar earned^	—	Not Tracked Yet	+32.1%	-7.8%
Non-hazardous waste (tonnes)	—	Not Tracked Yet	426	388
Waste recovered (tonnes)	—	Not Tracked Yet	190	190
Recovery rate (%)	—	Not Tracked Yet	~45%	~49%
Hazardous waste (tonnes)	—	Not Tracked Yet	0.088	0

* Unable to obtain Scope 2 data for our offices in Australia and India as they are not provided by the Landlord, with a flat service fee paid as part of office rental.

^ 2023 is our Baseline Year for GHG Emissions => 1,226 tCO₂e

** Scope 3 inventory development is a next step for our 2027/2028 sustainability roadmap.

^^ We have another GHG Intensity Metric which we do not disclose publicly because of our discretion over absolute revenue numbers as a non-listed company – GHG Emissions per revenue dollar earned. Based on this, we calculate the change in GHG emissions per revenue dollar earned.

Ethics

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Human rights cases (#)	0	0	0	0
Ethics violations (#)	0	3	1	0
Corruption cases (#)	0	3	2	0
Discrimination / harassment / whistleblowing (#)	0	0	1	2

Sustainable Procurement

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Product Recall	0	0	0	0

Community

WHAT WE MEASURE	ASPIRATION	2023	2024	2025
Community give-back activities (#)	≥10	Not Tracked Yet	12	9
Markets engaged	—	Not Tracked Yet	6	5

