

SUSTAINABILITY REPORT 2025

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ABOUT THIS REPORT

This Sustainability Report ("**Report**") addresses only the Group's electrical and electronic home appliance distribution activities for the financial year from 1 October 2024 to 30 September 2025 ("**FY2025**"), as property holdings and property development activities were minimal. Joint venture activities were excluded from this Report as the Group does not have full operational control.

No restatements were made to the prior year's report except for FY2024's figures on (i) Scope 2 emissions on page 11, (ii) electricity consumption on page 12 and (iii) water consumption on page 13, which have all been revised to exclude tenant usage as it is outside the Group's operational boundary, in accordance with the Greenhouse Gas ("**GHG**") Protocol Corporate Accounting and Reporting Standard ("**GHG Protocol**")'s control approach and GRI 2-2 reporting boundary requirements.

An electronic edition of this Report is made available for download on our website at <https://casa.sg> and the website of the SGX-ST at www.sgx.com.

STANDARDS AND FRAMEWORK

The Report was prepared with reference to the Global Reporting Initiative ("**GRI**") Standards 2021. We chose the GRI Standards as it is the most widely used and internationally accepted sustainability reporting framework. The Group continues to adopt the recommendations of the Task Force on Climate-Related Financial Disclosures ("**TCFD**") established by the Financial Stability Board to guide its climate-related disclosures.

EXTERNAL ASSURANCE

We have not obtained any independent assurance on the information being reported this year but we will consider doing so in the future. The Group remains committed to embedding sustainability initiatives across its business processes to advance its environmental, social and governance ("**ESG**") performance. Updates on our progress will continue to be shared through our annual sustainability reports.

The Sustainability Report has been subjected to review according to the risk-based internal audit plan approved by the Audit Committee.

FEEDBACK

We welcome stakeholders to provide us with feedback and suggestions on this Report. You may contact us at corporate@casa.com.sg.

BOARD STATEMENT

DEAR SHAREHOLDERS,

The Board of Directors ("**Board**") is pleased to present the Group's Sustainability Report ("**SR**") for the financial year ended 30 September 2025 ("**FY2025**"). Sustainability governance of the Group is led by the Board of Directors and supported by all levels in the organisation.

For FY2025, our revenue remained broadly stable, following the normalisation observed in FY2024 after the GST increase. While there was a slight decrease compared to the previous year, this reflects broader market conditions. We remain optimistic and continue to broaden our brand portfolio and distribution channels to ensure Casa's products remain accessible and relevant to a wide range of customers.

Our brand, ELBA, achieved a significant milestone by winning the Trusted Brand Gold Award from Reader's Digest for the fourth consecutive year. This continued recognition reflects the strong consumer confidence in ELBA and reinforces our dedication to delivering quality, reliability, and consistent value in our products and services.

The Group continues to navigate challenges arising from rising operating costs, evolving sustainability expectations by stakeholders, energy efficiency requirements, and intensified competition in Singapore. In response, we are focused on strengthening brand relevance and customer reach through targeted product innovation and channel optimisation.

Building on existing efforts to minimise our environmental impact through energy and water conservation, the Group has introduced new initiatives to further reduce its carbon footprint and operational waste. These include enhancements in delivery fleet efficiency and product selection, reflecting our commitment to responsible growth. We continue to collaborate closely with our suppliers and brand principals, while actively seeking new partners to source environmentally responsible products that remain competitively priced.

In FY2025, the Group reviewed its material ESG factors against industry peers. This review reaffirmed the relevance of existing topics and identified "**Waste**" as a new material topic, recognising its significance within the Group's value chain due to the environmental impact associated with packaging and electronic waste ("**e-waste**"). The Group participates in the national E-Waste Producer Responsibility Scheme and will continue to strengthen its waste management practices to ensure it meets its obligations. The Group also conducted a qualitative scenario analysis to enable understanding and evaluate the Group's resilience under different climate scenarios and managing long-term sustainability risks.

Sustainability remains a cornerstone of the Group's operations. We recognise that it encompasses not only environmental stewardship, but also the well-being of our employees, customers, and communities. We are committed to maintaining a safe, inclusive workplace and ensuring that all products meet regulatory safety standards. Through community initiatives and partnerships, we continue to promote mental well-being and foster connection and support within the communities we serve.

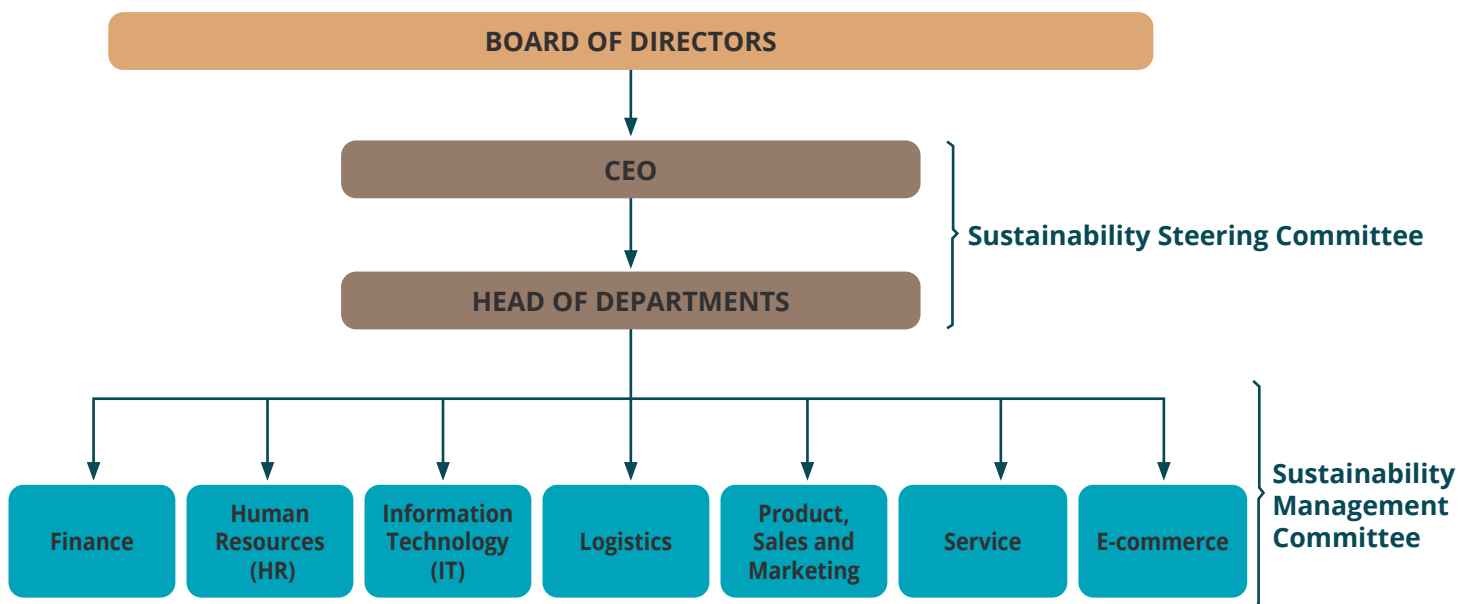
We sincerely appreciate the ongoing support of our stakeholders and remain committed to advancing sustainability initiatives that benefit both our business and stakeholders.

OUR SUSTAINABILITY APPROACH

SUSTAINABILITY GOVERNANCE STRUCTURE

The Board is ultimately responsible for the strategic direction of Casa's sustainability approach. The Board is supported by the Sustainability Steering Committee which is chaired by the CEO and comprises Casa's head of departments. This permanent committee oversees various aspects of Casa's operations and is responsible for formulating Casa's sustainability approach and framework.

The Sustainability Management Committee comprises representatives from the seven business divisions and is responsible for the implementation of sustainability initiatives and monitoring of Casa's ongoing sustainability performance.



BOARD OF DIRECTORS	SUSTAINABILITY STEERING COMMITTEE	SUSTAINABILITY MANAGEMENT COMMITTEE
<ol style="list-style-type: none"> 1. Determine, approve material ESG matters 2. Oversee ESG performance of the company 3. Conduct periodic reviews of the company; guide management 4. Approve SR for publication 	<ol style="list-style-type: none"> 1. Assess and develop inventory of material matters 2. Conduct/Engage with concerned stakeholders 3. Prioritise Material Sustainability Matters <ol style="list-style-type: none"> a. Present to board b. Monitor sustainability performance and analyse performance data c. Guide the working team 4. Appraise board on draft, seek guidance 5. Submit SR to regulators and publish 	<ol style="list-style-type: none"> 1. Seek guidance from management on SGX requirement and reporting guidelines 2. Familiarise with KPI, data collection techniques 3. Collect, collate and process data 4. Present data to management for review and participate in all sustainability related event

STAKEHOLDER ENGAGEMENT

Casa identifies its key stakeholders based on their level of influence and dependence on the Group's business. Casa adopts both formal and informal channels of communication, online and offline, to better understand and respond to their evolving needs. For FY2025, there were no changes to our identified stakeholder groups, or their key concerns and our engagement approach remains consistent with the previous year. The following table highlights our key stakeholders, their key concerns and mode of engagement.

Key Stakeholders	Key Topics of Interest	Engagement Platforms	
Employees	<ul style="list-style-type: none"> Employee engagement Talent retention and attraction Employee safety and well-being Employee training Safe work environment 	<ul style="list-style-type: none"> Regular dialogues (online and offline) Regular floor walks Performance appraisal & staff recognition Whistle-blowing mechanism 	<ul style="list-style-type: none"> Employee bonding room Regular product update
Shareholders	<ul style="list-style-type: none"> Financial performance Corporate governance Sustainability efforts 	<ul style="list-style-type: none"> Half-yearly financial results announcements Annual General Meeting ("AGM") Public announcement via SGXNET Annual Sustainability Report Corporate website 	
Customers	<ul style="list-style-type: none"> Customer satisfaction Quality products and services Available feedback platforms 	<ul style="list-style-type: none"> Customer / dealers feedback / satisfaction survey Regular dealers' engagement (online and offline) Product testing & certification Our brands' websites and Casa eShop Casa brands' social media platforms e.g. Facebook, Instagram, TikTok 	<ul style="list-style-type: none"> Feedback handling through email / phone calls / messaging Concept Corners at major retailers' store
Suppliers	<ul style="list-style-type: none"> Product quality assurance Product pipeline Supply chain management 	<ul style="list-style-type: none"> Regular interaction (online and offline) Suppliers selection Third party certification Physical and virtual trade show 	
Community	<ul style="list-style-type: none"> Clean and safe environment Well-being of our community 	<ul style="list-style-type: none"> Reduce consumption of resources and expand recycling initiatives Employee community programmes and initiatives 	
Regulators	<ul style="list-style-type: none"> Compliance 	<ul style="list-style-type: none"> Government publication/ written communication Code of conduct for employees 	

MATERIALITY ASSESSMENT

The Board engaged an experienced professional service provider to facilitate identification of material ESG Topics, Climate-related Risks and Opportunities and support the preparation of its sustainability report.

In FY2025, the Group refreshed its assessment of its material ESG factors and reaffirmed that the previously identified topics remain relevant and aligned with its strategic priorities with the addition of waste as a material topic. Although the Group does not generate large volumes of operational waste, the handling of packaging materials and end-of-life electronic products is recognised as an area where our activities can have environmental impact. Casa participates in the national E-waste Producer Responsibility Scheme as part of its commitment to managing waste in its value chain.

The following aspects of ESG are therefore considered material for the Group to build a sustainable business and are the focus of this Report.

No.	Key Issues	GRI Reference
ENVIRONMENT		
1	Energy Consumption	GRI 302: Energy
2	Climate & Environment	GRI 305: Emission
3	Waste Management (New)	GRI 306: Waste (New)
SOCIAL		
4	Employee Well-being and Engagement	GRI 401: Employment
5	Occupational Health and Safety (OHS)	GRI 403: Occupational Health and Safety
6	Training and Career Development	GRI 404: Training and Education
7	Career Progression and Equal Opportunity	GRI 405: Diversity and Equal Opportunity
8	Non-discrimination	GRI 406: Non-discrimination
9	Customer Health and Safety	GRI 416: Customer Health and Safety
GOVERNANCE		
10	Economic Performance	GRI 201: Economic Performance
11	Anti-Corruption	GRI 205: Anti-Corruption

SUMMARY OF SUSTAINABILITY PERFORMANCE INDICATORS

Material Topics And Indicators	Reporting Period	
	FY2025	FY2024
ENVIRONMENT		
Total Carbon Emissions (tonnes CO ₂ equivalent)	186	182 ¹
Scope 1 Mobile Fuel Combustion (tonnes CO ₂ equivalent)	43	43
Scope 2 Purchased Electricity (tonnes CO ₂ equivalent)	143	139 ¹
GHG Emissions Intensity (tonnes CO ₂ equivalent/ Revenue)	0.009	0.009 ¹
Fuel Consumption (Litres)	17,446	17,049
Electricity Consumption (kWh)	361,424	336,942 ²
Total Energy Intensity (kWh/ Revenue)	0.026	0.024 ²
Water Consumption (m ³)	900	976 ²
Water Usage Intensity (m ³ / Revenue)	0.00004	0.00004 ²
Waste Generated (Tonnes)	6,248	NA
Waste Recycled (Tonnes)	6,198	
SOCIAL		
Total Employee(s)	89	95
Male	51	54
Female	38	41
Number of Board of Directors	5	5
Average Training Hours Per Employee	7.6	4.6
Number of:		
Work Injuries that Resulted in Work Injury Insurance Claims	0	0
Complaints Regarding Discriminatory Practices in Workplace	0	0
Product Defects that Resulted in Product Liability Insurance Claim	0	0
Incidents of Non-compliance with Regulations and/ or Voluntary Codes Concerning the Health and Safety Impacts of Products and Services	2	0
Major Safety Issues and Negative Feedback	0	0
Incidents Concerning Breaches of Customer Privacy and Losses of Customer Data	0	0
GOVERNANCE		
Total Confirmed Incidents of Corruption and Action Taken	0	0
Total Non-compliance with Laws and Regulations	0	0

¹ FY2024 emission figures have been restated to exclude tenant electricity usage in line with the GHG Protocol's control approach, which includes only emissions from activities within the Group's operational control.

² FY2024 electricity and water consumption figures have been restated to exclude tenant's usage in line with GRI 2-2 reporting boundary requirements, which require reporting only for entities owned or controlled by the Group.

EMISSIONS

The Group recognises the growing urgency of global climate concerns and remains committed to reducing its environmental footprint through both operational improvements and product stewardship. In FY2025, new initiatives were introduced to support this commitment including the replacement of conventional delivery vans with electric vehicles (“EVs”), discontinuation of products with lower energy efficiency ratings, and intensified efforts to source energy and water efficient appliances. These build on our existing practices such as using environmentally friendly packaging and promoting sustainable consumption through our product offerings.

We believe that customer education plays a vital role in reducing household emissions. Through our product and media platforms, we continue to promote practical energy- and water-saving tips, such as operating appliances on full load and switching off electrical devices and water outlets when not in use, to help customers lower their carbon footprint.

The Group adopts the recommendations of the TCFD in managing climate-related risks and opportunities in FY2025. We are also working towards alignment with the International Sustainability Standards Board (“ISSB”) S2 climate-related disclosure requirements to support future reporting, in line with Singapore’s enhanced sustainability reporting regulations, which will mandate compliance by FY2030.

GOVERNANCE	RISK MANAGEMENT
<ul style="list-style-type: none"> Climate-related risks and opportunities, along with associated metrics, have been presented to the Board of Directors. Oversight of climate-related matters is embedded within the Board’s broader sustainability governance responsibilities. The Sustainability Committee is responsible for managing climate-related risks and opportunities, including the development and execution of relevant policies and processes. In FY2025, training and workshops were conducted with the Board of Directors and Management to (1) review the Group’s climate-related scenario analysis and (2) understand the results of a gap assessment against ISSB S2 disclosure requirements, enhancing awareness and preparedness for upcoming regulatory requirements. 	<ul style="list-style-type: none"> Climate-related risks and opportunities have been integrated into the Group’s overall risk management framework. The Group’s risks, impacts, and action plans are reviewed at least annually, with physical and transition climate risks assessed in accordance with the Group’s risk parameters
STRATEGY	METRICS
<ul style="list-style-type: none"> In FY2025, the Group conducted a review of its climate-related risks and added two new risks to its assessment, complementing existing risks which remain relevant to the business. This update reflects evolving market dynamics and sectoral insights. Climate-related risks and opportunities continue to be reviewed by the Management and the Board of Directors on a regular basis. A qualitative scenario analysis was conducted to evaluate the potential impact of climate-related risks on the business. This included aligning the time horizons and applying the Intergovernmental Panel on Climate Change (“IPCC”)’s Shared Socioeconomic Pathway (“SSP”) scenarios to model plausible climate pathways, enabling the Group to evaluate resilience under varying conditions. 	<ul style="list-style-type: none"> The Group reports Scope 1 and Scope 2 greenhouse gas emissions and discloses material climate-related risks. The Group will work towards alignment with the ISSB S2 climate-related disclosure requirements for future reporting, in line with Singapore’s enhanced sustainability reporting regulations by FY2030.

ENVIRONMENTAL

In FY2025, the Group refreshed its climate-related risks and opportunities to reflect evolving market dynamics, regulatory developments, and sectoral insights. To facilitate this analysis, a qualitative scenario analysis was conducted to assess the potential impacts of these risks under different climate pathways and time horizons.

The analysis was guided by the SSPs developed by the IPCC. SSP1 (Sustainability) and SSP5 (Fossil-fueled Development) were selected to represent low emission and high emission pathways respectively, enabling the Group to evaluate both transition and physical risks under contrasting global pathways.

Each climate-related risk was assessed using the Group's internal risk rating framework, which considers impact severity and escalation protocols. This approach ensures consistency with the Group's broader risk management practices and supports prioritisation of climate-related risks across operational and strategic planning.

This exercise supports the Group's ongoing efforts to integrate climate resilience into its governance and risk oversight processes. The table below summarises the results of the scenario analysis, including the time horizon in which each risk is expected to have the most significant impact.

Parameters			
Countries in Scope	<ul style="list-style-type: none"> Singapore Malaysia 		
Time Horizons	<ul style="list-style-type: none"> Short term: 2030 Medium term: 2040 Long term: 2050 		
	SSP1	SSP5	
Key Assumptions	Low carbon scenario, high focus on sustainability	High carbon scenario, high focus on economic growth and has a heavy reliance on fossil fuels	
	The increase in temperature is kept below 2°C	The increase in temperature is between 4.7°C to 5.1°C	
	Low	Medium	High
Risk Ratings	Impact can be readily absorbed but some management effort is required.	Impact requires a high level of management attention/effort and resources to rectify.	Disaster with potential to lead to business collapse and requiring total management attention/effort to rectify.
	Impact can be easily absorbed without requiring management effort.	Impact cannot be managed under normal operating conditions, requiring moderate level of resource and management input.	

	Climate-Related Risk	Scenario/ Time Horizon of Impact		Financial Impact
		SSP1	SSP5	
Physical	Acute – Extreme Weather Events Increased severity of extreme weather events such as floods, heatwaves and droughts may reduce product efficiency, thereby negatively impacting the Group's revenue.	Low Risk	Low – Medium Risk	Increased costs, reduced asset value
		Short – Medium term	Medium – Long term	
	Chronic – Rising Sea Levels Rising sea levels represent a long-term, gradual increase in ocean height caused by global warming, leading to persistent flooding, coastal erosion, and infrastructure damage.	Low Risk	Low – Medium Risk	Increased costs
		Short – Medium term	Medium – Long term	
	Chronic – Rising Mean Temperatures Rising mean temperatures could cause higher energy costs for cooling, increased thermal stress and health risks for employees and reduced work productivity.	Low Risk	Low – Medium Risk	Increased costs
		Short – Medium term	Medium – Long term	
Transition	Policy & Legal – Tightening Regulations Inability to adapt to tightening local regulations on Greenhouse Gas Emissions, including carbon pricing and energy standards, may result in non-compliance.	Low Risk	Low – Medium Risk	Increased costs
		Short – Medium term	Medium – Long term	
	Technology – Greener Assets and Products/Services Existing assets may become obsolete as greener alternatives are required, leading to higher depreciation and replacement costs.	Medium Risk	Low Risk	Increased costs, reduced asset value
		Medium – Long term	Medium – Long term	
	Market – Shifting Consumer Preferences Shifting consumer preferences toward sustainable products may reduce revenue and attract negative stakeholder attention if the supply chain is not managed responsibly.	Medium Risk	Low Risk	Reduced revenue
		Short – Medium term	Medium – Long term	
	Market – Rising Material Costs Rising material costs from higher raw material and energy prices may increase pass-through costs.	Low Risk	Low – Medium Risk	Increased costs, reduced revenue
		Short – Medium term	Medium – Long term	
	Reputation – Stakeholder Climate Expectations Increasing stakeholder expectations for companies to integrate climate-related risks into business decisions may affect investor confidence and partnerships.	Low – Medium Risk	Low Risk	Reduced revenue
		Short – Medium term	Medium – Long term	

ENVIRONMENTAL

In recognising the impact of climate-related risks, the Group is actively pursuing opportunities to reduce emissions, improve operational efficiency, and support long-term sustainability. Key initiatives introduced or expanded in FY2025 include the following:

Opportunity Category	Initiative undertaken by Casa
Resource efficiency	Replacement of conventional delivery vans with EVs
	Continuous sourcing of energy- and water-efficient products by the procurement team
	Modified water dispensing systems to reduce spills and water wastage
Energy source	Ongoing assessment of solar energy integration, pending regulatory approval
Products and Services	Discontinuation of products rated with only two energy efficiency ticks
Markets	Purchase of EVs through OCBC Bank's green financing programme

PERFORMANCE AND TARGETS

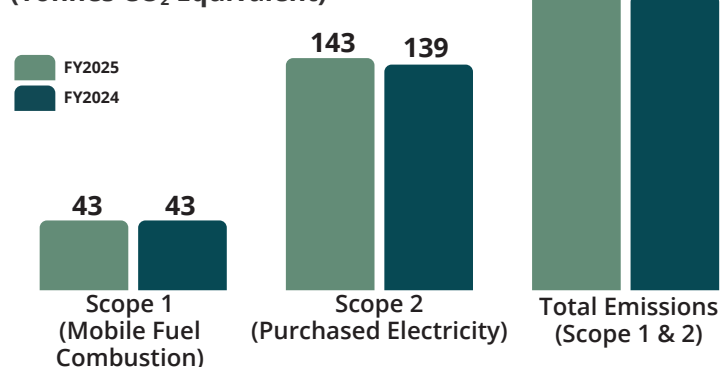
The Group uses GRI 305: Emissions as the primary metric to assess climate-related risks and opportunities. Scope 1 and Scope 2 GHG emissions are disclosed annually as part of our commitment to transparent reporting. The Group will continue to evaluate its emissions before determining a reasonable target where applicable.

The Group's Scope 1 and 2 carbon dioxide ("CO₂") emissions are detailed below:

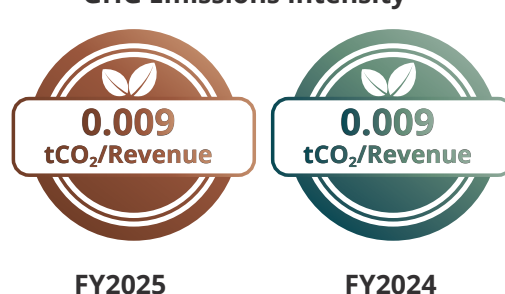
	FY2025	FY2024
Total Carbon Emissions (tonnes CO₂ equivalent)³	186	182 ⁴
Scope 1 Emission(s)		
• Mobile Fuel Combustion ⁵	43	43
Scope 2 Emission(s)		
• Purchased Electricity (Location-based) ⁶	143	139 ⁴
GHG Emission Intensity (total CO₂ / Revenue)	0.009	0.009

GHG Emissions

(Tonnes CO₂ Equivalent)



GHG Emissions Intensity



³ GHG emissions are derived in accordance with the requirements of the GHG Protocol. The Global Warming Potential dataset is based on the 2023 IPCC Sixth Assessment Report. The equivalent CO₂ emissions for electricity based on the operating margin factors from the Energy Market Authority of Singapore.

⁴ FY2024 emission figures have been restated to exclude tenant electricity usage in line with the GHG Protocol's control approach, which includes only emissions from activities within the Group's operational control.

⁵ Mobile fuel combustion is primarily fuel used consumed by forklifts and motor vehicles.

⁶ Purchased Electricity is primarily location-based with data derived from the national grids of Singapore.

Total GHG emissions for FY2025 at 186 tCO₂ is slightly higher than FY2024's 182 tCO₂ after restatement.

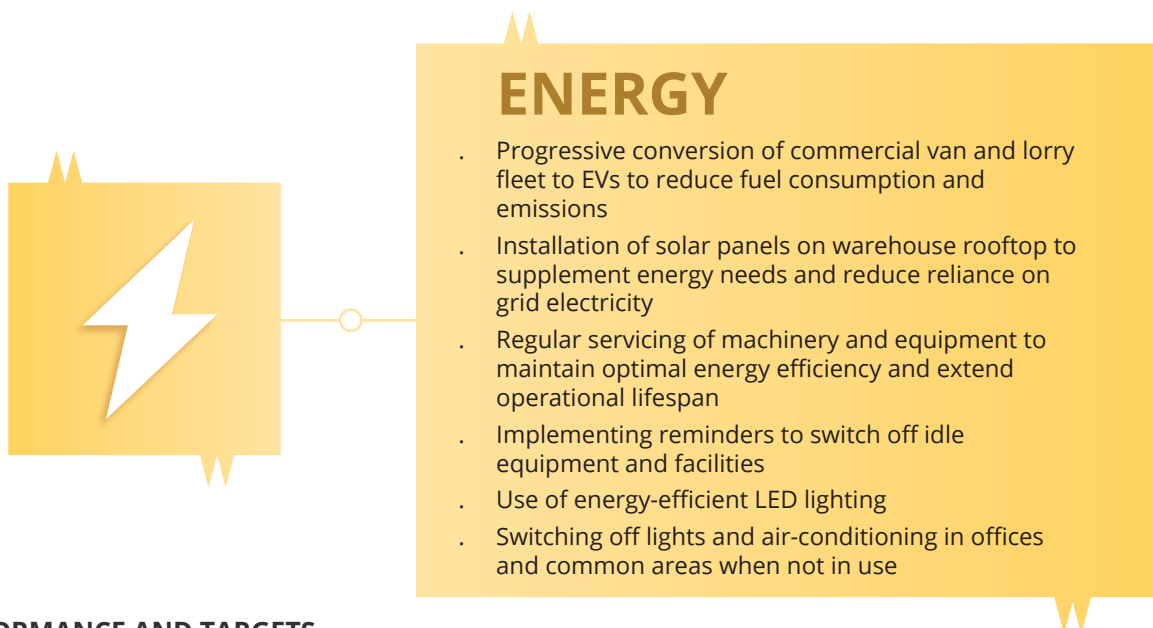
The increase is primarily due to higher Scope 2 emissions from increased energy demand driven by prolonged hot weather and business activities such as showroom clearance sale events that took place in FY2025.

The Group maintained its emissions intensity for FY2025. Management is committed to improving its emissions posture and has begun replacing conventional delivery vans with electrical vehicles while also awaiting regulatory approval for solar power integration into our operations.

In FY2026, the Group aims to maintain its GHG emissions intensity ratio and will work towards setting quantitative emissions reduction targets aligned with operational feasibility and enhanced climate disclosure requirements over the longer term.

ENERGY

The Group continues to implement energy-saving measures across its operations, with a focus on fleet electrification, facility upgrades, and behavioural changes. These efforts aim to reduce operational energy consumption and support the Group's transition towards lower-carbon operations. In addition to operational initiatives, Casa strives to offer products that are both eco-friendly and cost-effective. Most electrical appliances carried by Casa, particularly refrigerators, are rated with 5 ticks for energy efficiency under Singapore's energy labelling scheme.



PERFORMANCE AND TARGETS

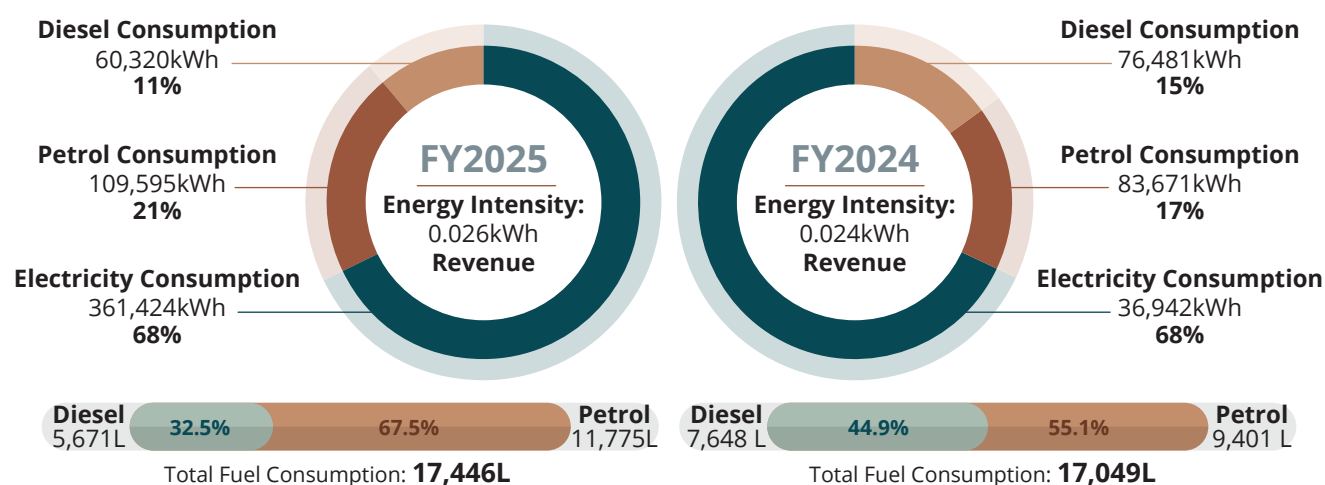
	FY2025	FY2024
Fuel Consumption (L)	17,446	17,049
Electricity Consumption (kWh)	361,424	336,942 ⁷
Energy Intensity (kWh/ Revenue)	0.026	0.024 ⁷

In FY2025, the total electricity consumption of 361,424 kWh is higher than FY2024's consumption of 336,942 kWh after restatement. This increase is largely due to higher energy demands as a result of prolonged hot weather and business activities including showroom clearance sale events during the financial year as well as electricity usage for EV charging.

⁷ FY2024 electricity consumption figure has been restated to exclude tenant's usage in line with GRI 2-2 reporting boundary requirements, which require reporting only for entities owned or controlled by the Group.

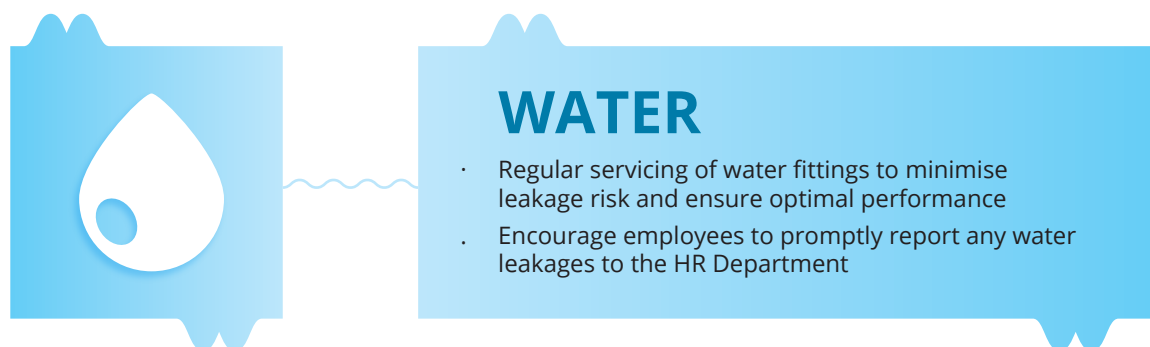
ENVIRONMENTAL

In FY2026, the Group aims to maintain its energy intensity ratio and over the longer term, work towards setting quantitative energy reduction targets aligned with operational feasibility and enhanced regulatory expectations. During the year, the Group has initiated steps to improve energy efficiency and transition to renewables, including investments in solar power (pending regulatory approval) and replacing conventional delivery vans with EVs.



WATER

Water conservation remains a priority across the Group's operations. Casa focuses on system upgrades and employee engagement to minimise water wastage. These efforts contribute to resource efficiency and support the Group's broader environmental goals. Casa also ensures that the water-related products it carries, such as faucets, washing machines, and dishwashers, generally meet 3-tick water efficiency ratings. This supports customers in reducing household water consumption while promoting sustainable product choices.



PERFORMANCE AND TARGETS

	FY2025	FY2024
Water Consumption (m ³) ⁸	900	976 ⁹
Water Intensity (m ³ / Revenue)	0.00004	0.00004 ⁹

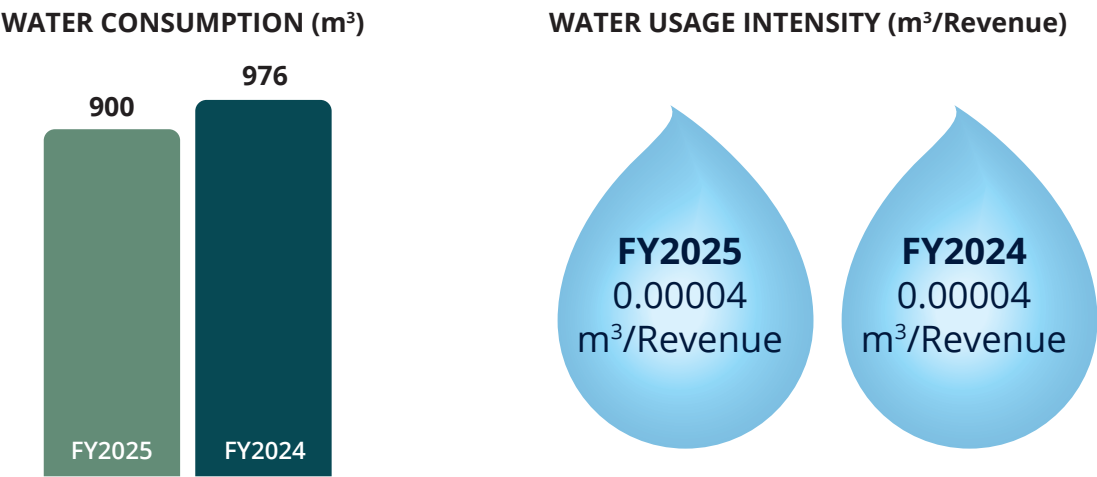
⁸ The Group's water consumption is estimated using its fixed monthly payment under a long-standing arrangement where the tenant pays the remaining water bill. The proportion of the Group's contribution to the total water bill is applied to the total measured water consumption (Casa + tenant) to calculate the Group's estimated usage.

⁹ FY2024 water consumption figure has been restated to exclude tenant's usage in line with GRI 2-2 reporting boundary requirements, which require reporting only for entities owned or controlled by the Group.

ENVIRONMENTAL

In FY2025, total water consumption decreased by approximately 8% following the implementation of enhanced water management practices such as the installation of low-flow fixtures in taps and toilets. Additionally, employees were actively encouraged to adopt responsible water-saving practices such as turning off taps when not in use and promptly reporting any leaks. Overall, water intensity remained unchanged in FY2025.

The Group will continue to track and monitor its water usage to identify opportunities for improvement and ensure sustainable water management practices. Operational controls and infrastructure upgrades such as improved water dispensers and regular servicing will support ongoing efforts to minimise wastage across the Group’s facilities. In FY2026, the Group aims to maintain its water intensity ratio and, over the longer term, work towards setting quantitative reduction targets aligned with operational feasibility.



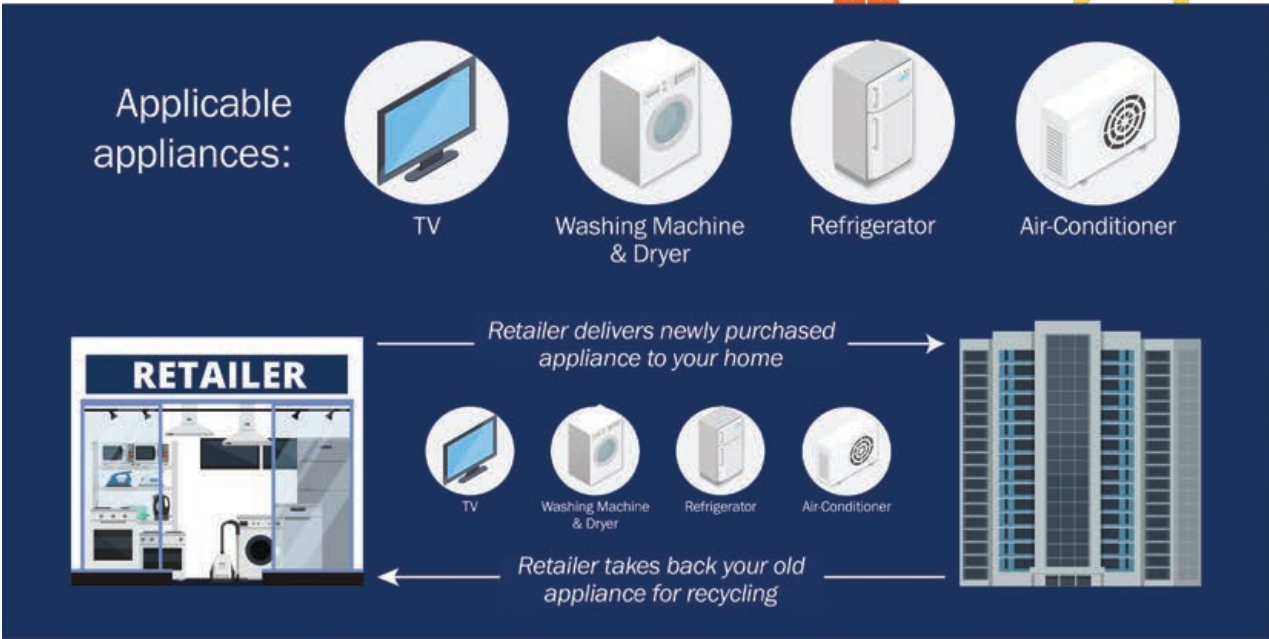
WASTE

Due to the nature of the Group’s business, which involves the sale and delivery of household appliances, packaging and e-waste have the potential to generate significant environmental impacts. It is therefore imperative that the Group manages its waste responsibly. General waste is managed by a licensed refuse service provider, while e-waste is collected by ALBA, a National Environment Agency (“NEA”) – authorised organisation, to ensure proper treatment and recycling. Additionally, Casa is a participant in the E-Waste Producer Responsibility Scheme and offers free take-back service on a one-for-one basis upon delivery of new appliances. Informational posters are displayed at showroom and logistics office entrances to inform staff members and customers about this service and promote environmental responsibility.

In partnership:



Recycle your old appliance
for **FREE** via the Retailer 1-for-1
take-back scheme



Under the Resource Sustainability Act (RSA), retailers must provide 1-for-1 take-back of the consumer's old regulated consumer product* at no cost, upon delivery of a new product.

**Applicable only for same category and quantity of item*

How do I qualify for this scheme?

To qualify, arrange for the retail store to collect your old appliance when scheduling the home delivery of your new appliance.

Is it free?

Yes, it is a free service for those who have bought an appliance and arranged for a home delivery with the retail shop.

Scan the QR code to find out more



3105 1608 www.alba-ewaste.sg @alba_singapore ALBA Singapore

Example of poster informing customers about the 1-for-1 take-back scheme

Packaging is designed with eco-friendliness and biodegradability in mind, using recyclable materials clearly labelled with the 3Rs (Reduce, Reuse, Recycle) icon. This icon is also imprinted on delivery orders to encourage proper disposal by customers.

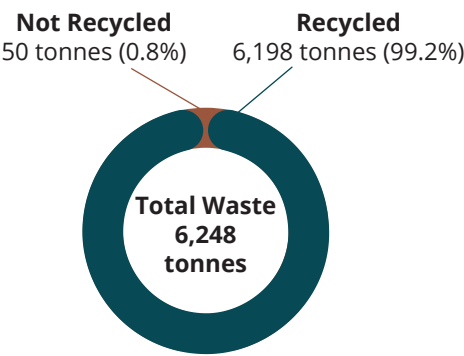


PAPER & OFFICE WASTE

- Promote double-sided printing to reduce paper consumption
- Reuse paper with single-sided printing where feasible
- Implement paperless processes through digital documentation
- Recycle used toner cartridges
- Encourage use of sustainable items to reduce environmental impact

PERFORMANCE AND TARGETS

	FY2025	FY2024
Total Waste Generated (Tonnes)		NA
• Non-Hazardous Waste	6,248	
Waste Diverted from Disposal (Tonnes)		
• Waste Recycled	6,198	
Waste Directed to Disposal (Tonnes)		
• Waste Incinerated	50	



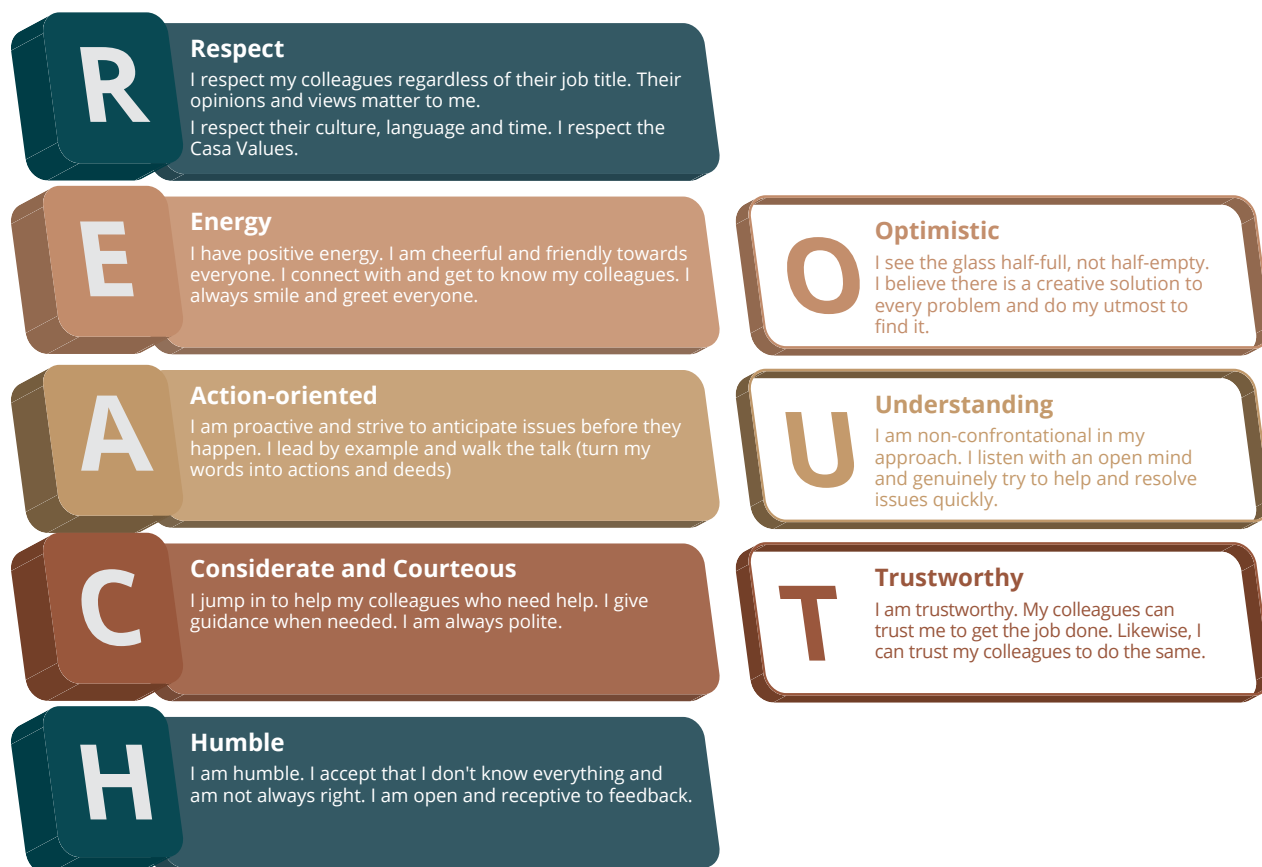
In FY2025, the Group generated 6,248 tonnes of non-hazardous waste comprising of operational and electronic waste of our products. Operational waste are managed by our general waste contractor while e-waste such as refrigerators, washing machines, and dryers are collected by ALBA for recycling and disposal in accordance with regulatory requirements.

The Group will monitor its waste generation to identify areas for reduction and improved waste management practices. We remain committed to ensuring that all waste treatment and disposal methods comply with regulatory requirements, thereby promoting environmental responsibility and supporting sustainable operations. In parallel, the Group will continue to reassess our long-term goals for product packaging as part of its broader strategy to enhance sustainability practices. This review aims to identify opportunities for improving the environmental and social impacts associated with packaging across the entire product lifecycle.

SOCIAL - OUR PEOPLE

The Group recognises that its people are central to delivering quality service and sustaining long-term business success.

The Group is committed to fostering a respectful, inclusive, and performance-oriented workplace culture, guided by the CASA Employee Code which promotes values such as respect, humility, optimism, and trust.



EMPLOYMENT

The Group's employees play a vital role in delivering quality solutions and ensuring a positive customer experience. Recognising that our people are our greatest asset, the Group remains committed to their development and upholds equal opportunity principles across all employment practices.

To attract, retain, and motivate talent, the Group aligns its rewards framework with individual performance, professional competence, experience, and overall business outcomes. Annual appraisals are conducted to support fair evaluation and maintain a competitive compensation structure.

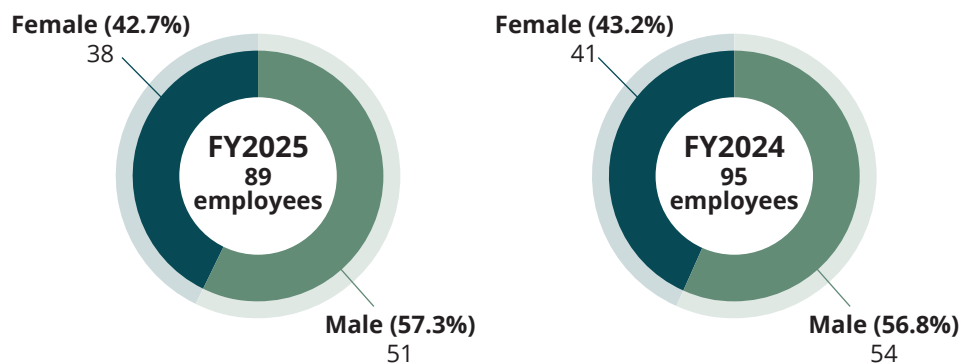
The Group fosters a respectful and collaborative workplace culture, with clear procedures in place to address employee grievances. Management maintains open lines of communication through regular meetings, email updates, and mobile chat groups, helping to build trust, encourage cooperation, and strengthen team cohesion.

SOCIAL - OUR PEOPLE

As of 30 September 2025, we have a total of 89 employees including 88 full-time employees and 1 part-time employee.

The breakdown is as shown below:

	Gender	FY2025	FY2024
		Total Headcount	
Employees	Male	51	54
	Female	38	41
Board of Directors	Male	5	5
	Female	-	-



FY2025 Resignations			
Gender	Male	Female	Total
Total Resignations	18	15	33
Age Group	Below 30	30 to 50	Over 50
Number of Resignations	9	13	11
Percentage of Resignations	27%	39%	34%

FY2025 New Hires			
Gender	Male	Female	Total
Total New Hires	12	15	27
Age Group	Below 30	30 to 50	Over 50
Number of New Hires	13	9	5
Percentage of New Hires	48%	33%	19%

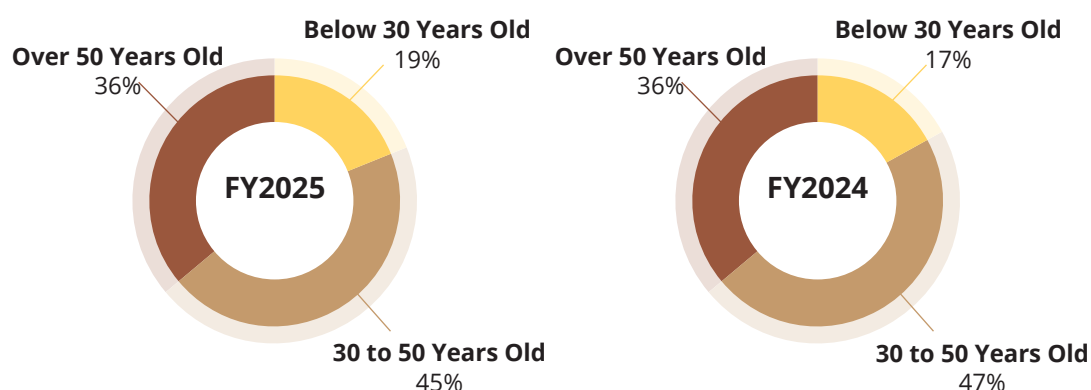
The Group is committed to fostering a diverse and inclusive workplace where all employees are treated fairly. Hiring decisions are based on merit, skills, and the ability to perform job responsibilities, with the aim of building a workforce that reflects a broad range of perspectives and experiences. As of FY2025, all directors on the Board are currently male. To strengthen gender diversity at the leadership level, the Board is actively seeking to appoint a suitably qualified female director.

The Group strives to create an environment where every employee feels respected, valued, and empowered to contribute meaningfully. Employees who feel they have been treated unfairly are encouraged to raise their concerns with the Human Resources Department. Open communication and structured support channels are in place to address workplace issues constructively.

No complaints related to discriminatory practices were received during the reporting period.

SOCIAL - OUR PEOPLE

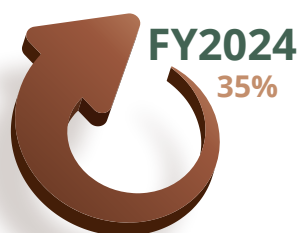
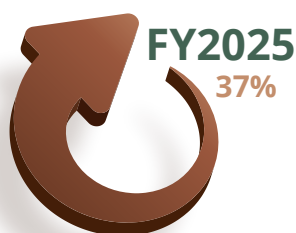
		FY2025	FY2024
		Full Time	
Employees	Below 30 years old	19%	17%
	30 to 50 years old	45%	47%
	Over 50 years old	36%	36%
Board of Directors	Below 30 years old	0	0
	30 to 50 years old	40%	40%
	Over 50 years old	60%	60%



PERFORMANCE AND TARGETS

The Group recorded a 2% increase in staff turnover rate¹⁰ compared to FY2024. This was primarily driven by voluntary resignation where employees received better opportunities, as well as individuals electing career breaks or resigning due to personal reasons such as family issues.

FY2025 Performance	FY2024 Performance
Turnover rate 37%	Turnover rate 35%



FY2025 Performance	FY2024 Performance
Zero complaints regarding discriminatory practices in workplace	Zero complaints regarding discriminatory practices in workplace

The Group will work towards improving retention efforts and reducing turnover over time. The Group remains committed to upholding fair employment practices and maintaining zero complaints related to workplace discrimination. As part of its broader people strategy, the Group will continue to foster a respectful, inclusive, and performance-driven culture aligned with its CASA Employee Code.

¹⁰ Turnover rate = [(No. of turnovers in the current FY) - (No. of turnovers in the previous FY)] / No. of turnovers in the previous FY

EMPLOYEE BENEFITS

Apart from government-regulated leave, the Group also provides family care leave, compassionate leave and birthday leave to all employees, both full-time and part-time.

All employees are entitled to maternity leave and paternity leave. In FY2025, 4 employees (1 male and 3 females) took parental leave. Of these, 3 returned to work within the reporting period while one remains on maternity leave as of 30 September 2025.

The Group continues to support work-life balance and aims to maintain a 100% return-to-work rate for employees following parental leave.

TRAINING AND EDUCATION

To remain competitive and future-ready, the Group invests in continuous learning and skills development for its workforce.

In FY2025, the Group focused on upskilling initiatives to enhance office staff productivity and improve workplace safety for technicians. This included mandatory training such as the Perform Work at Height course and the Construction Safety Orientation course. Additionally, we offer an orientation program for new employees, providing them with an introduction to their roles, colleagues, and company culture. This structured onboarding approach supports a smooth transition and reinforces alignment with the Group's organisational values and expectations.

PERFORMANCE AND TARGETS

In FY2025, the Group recorded a 3-hour increase in average training hours compared to the prior year, reflecting its continued emphasis on upskilling initiatives. Employees were assigned to attend targeted enhancement and foundational courses aligned with their respective job scopes.

Employee Category	Male		Female		Average Training Hours
	Number of Employees	Training Hours	Number of Employees	Training Hours	
Staff Employees	42	538	29	39	8
Supervisor	3	9	2	0	2
Middle Management	3	27	7	28	6
Senior Management & Above	3	39	0	0	13

FY2025 Performance	FY2024 Performance
Average of 7.6 hours of training for staff in various roles	Average of 4.6 hours of training for staff in various roles

The Group aims to maintain its average training hours in FY2026, ensuring continued investment in workforce development and operational capability.

SOCIAL - OUR PEOPLE

TALENT ATTRACTION AND RETENTION

Performance appraisals provide a structured platform for open dialogue between employees and managers, allowing staff to share feedback, raise concerns, and discuss career aspirations. This open communication supports employee development, motivation, issue resolution, succession planning, and retention — contributing to stronger team dynamics and overall organisational performance. In FY2025, 100% of eligible employees received performance appraisals¹¹.

Employees are rewarded based on performance, competency, and experience. Remuneration is determined by individual contributions, role responsibilities, and the Group's overall results. Annual appraisals are conducted to ensure compensation remains competitive and aligned with market benchmarks.

We commended and rewarded our staff for their great service and received customers' compliments. During the year, two employees received top reviews on Casa's Google Review page and ten technicians earned special commendations from customers for their professionalism and attitude. In recognition of their efforts, we presented awards to celebrate their achievements and encourage continued excellence.

OCCUPATIONAL HEALTH AND SAFETY

Workplace safety remains a top priority for the Group. Our approach is guided by legislative requirements and aligned with recognised industry safety standards. Casa is BizSafe Level 3 certified and has established a BizSafe Committee to oversee the implementation and maintenance of safety policies and practices across the organisation.

To ensure effective on-site supervision, the committee monitors alignment with industry-leading safety protocols. Its responsibilities include conducting inspections, preferably monthly, but at minimum once annually, and performing risk assessments by identifying hazards, evaluating exposure, and recommending appropriate control measures. The implementation of these measures aims to reduce or eliminate identified risks. All proposed controls are subject to approval by Management or the designated manager, with the committee working closely to ensure the risk register remains aligned with the Risk Management Code of Practice.

These structured processes support the identification, mitigation, and reporting of workplace risks. The Group also works closely with employees and stakeholders to communicate safety expectations and promote best practices across all operations.

During the year, all our employees undergo the annual Company Emergency Response Team ("**CERT**") training in emergency in fire incident workplace safety and first aid. This training ensures a comprehensive approach to safety within our workforce, fostering a culture of preparedness and competence.

¹¹ The annual appraisal does not apply to staff under probation, on re-employment contracts, those who resigned before the appraisal period, or those who had salary adjustments or promotions near the appraisal cycle.

SOCIAL - OUR PEOPLE

PROMOTING HEALTH AND SAFETY

In FY2025, the Group continued to organise celebratory events to promote employee well-being and strengthen workplace camaraderie. These included the National Day Celebration to foster patriotism, the Christmas Celebration to nurture the Casa spirit, and the Chinese New Year Celebration to reinforce team bonds. Departments also held their own bonding sessions featuring activities, food, and drinks, helping to build stronger connections within teams. In support of healthier lifestyles, the Group maintained its monthly “Fruit Day” initiative, which continues to be well-received by staff.

PERFORMANCE AND TARGETS

In FY2025, the Group recorded zero reportable workplace injuries, reflecting the Group’s continued emphasis on proactive safety measures and risk mitigation across its operations. The Group aims to maintain a zero-incident record for work-related injuries and reduce the risk of workplace safety incidents through ongoing supervision, training, and adherence to safety protocols.

FY2025 Performance	FY2024 Performance
Zero incident of work injuries that resulted in work injury insurance claims	Zero incident of work injuries that resulted in work injury insurance claims

CORPORATE SOCIAL RESPONSIBILITY

The Group’s commitment to social responsibility extends to the communities where our employees live and work. Together with our staff, we contribute time, resources, and effort to support local non-profit organisations and community initiatives.

During the year, we have donated to Touch Community Services, raising funds for an organisation that aims to create a community where everyone is valued and empowered, focusing on various aspects of human development and well-being across different stages of life.

Additionally, we also donated to a charity golf tournament and dinner event organized by our industry association, the Radio and Electrical Traders Association of Singapore (“**RETAS**”), where the proceeds collected will be donated to Singapore Chung Hwa Medical Institution. This is in support of the institution providing free to low-cost treatment for the lower income families and in their education and research of Chinese medicine practices.

PRODUCT RESPONSIBILITY

CUSTOMER HEALTH AND SAFETY

The Group places strong emphasis on product safety and ensures that all home appliances sold comply with mandatory requirements prescribed by relevant regulatory agencies. Customer safety remains a top priority, and the Group acts promptly and responsibly to mitigate risks when potential issues arise.

In FY2025, two incidents of non-compliance concerning the health and safety impacts of products and services were recorded. The first involved a Ferroli-brand water heater, where the Public Utilities Board (“**PUB**”) issued a warning following a customer’s report of water quality concerns. The Group has rectified the issue by replacing the affected units. The second case concerned gas-related works completed without issuing the required “Safe to Use” statements, as advised by the Energy Market Authority (“**EMA**”). EMA conducted interviews with seven employees and instructed rechecks of all affected units. All eight units have since been inspected and confirmed safe for continued use.

The Group maintains product liability insurance to manage potential claims and, where practicable, seeks cost recovery from suppliers for defective products. These measures help safeguard the Group’s operations while reinforcing its commitment to product safety and regulatory compliance.

OUR PERFORMANCE AND TARGETS

FY2025 Performance	FY2024 Performance
2 incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	Zero incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services
Zero incidents of product defects that resulted in product liability insurance claims	Zero incidents of product defects that resulted in product liability insurance claims
Zero major safety issues and negative feedback	Zero major safety issues and negative feedback

The Group aims to maintain zero product liability insurance claims and prevent major safety issues or adverse customer feedback. The Group also remains committed to complying with applicable regulations and voluntary codes concerning the health and safety impacts of its products and services.

ECONOMIC PERFORMANCE

The Group aims to continuously create sustainable value for our customers and shareholders. An Enterprise Risk Management Framework has been established, reviewed by the Audit Committee, and approved by the Board of Directors. Regular reviews of business and operational activities are conducted to identify significant risks, enabling timely risk mitigation measures.

Details of the Group's financial performance in FY2025 can be found in the Financial Statements for Financial Year ended 30 September 2025 (pages 63 to 122).

ANTI-CORRUPTION AND CORPORATE GOVERNANCE

The Group remains committed to upholding strong corporate governance practices to protect the interests of its stakeholders.

We continue to foster an ethical working environment and promote professional conduct across all levels of the organisation. A Code of Conduct is in place and communicated to all employees, outlining clear expectations to ensure business practices are aligned with ethical standards. The policy also requires employees to declare annually any direct or indirect interests or relationships with external entities that may give rise to potential conflicts of interest.

In FY2025, there were no reported incidents of bribery, corruption, or extortion involving the Group's employees, and no disciplinary actions or reprimands were issued in relation to such matters.

The Group remains responsible for assessing the adequacy and effectiveness of its mitigating measures and continues to manage financial, operational, IT, compliance, and reputational risks as part of its corporate governance framework.

WHISTLE BLOWING POLICY

The Group has established a whistleblowing policy to support the detection and reporting of corporate malpractice and misconduct. The policy provides a structured framework for employees to raise concerns in good faith and with confidence, directly to the Chairman of the Audit Committee.

Details of the whistleblowing policy are made available to all employees. Through a defined procedure, all reported concerns are independently investigated and addressed with appropriate measures. The Chairman of the Audit Committee ensures, to the fullest extent reasonably practicable and within legal requirements, the confidentiality and anonymity of the reporting employee.

To preserve confidentiality, only the number of reported cases is tabled at the Audit Committee's half-yearly meetings. Full reports are submitted under confidential cover. In the event of serious concerns, the Chairman may escalate the matter to the Audit Committee via circulation or convene a special Audit Committee meeting.

The Audit Committee reviews each case, advises on appropriate action, and authorises follow-up measures. Where necessary, formal reports may be filed with relevant government authorities for further investigation or enforcement.

In FY2025, there was no case of whistle blowing reported.

GOVERNANCE

DEALINGS IN SECURITIES

The Company has adopted an internal code governing dealings in its securities. Directors and employees are prohibited from dealing in the Company's shares during the periods commencing one month before the announcement of the Group's half-year and full year results and ending on the date of announcement of such result, or when they are in possession of unpublished price-sensitive information on the Group. Employees are further advised not to deal with the Company's securities on short-term considerations and are expected to always observe the insider trading rules, including during permitted trading periods.

For more details of the Group's corporate governance practices, please refer to the Corporate Governance Report from pages 39 to 55 of the Annual Report.

CUSTOMER PRIVACY

Customer satisfaction remains a key priority for the Group, as it is a critical driver of business success. A dedicated team of trained customer service officers and technicians is available to support customers requiring after-sales assistance.

Customers may contact us via our service messaging platform or email to request service appointments or submit feedback. We strive to respond in a timely manner and continuously enhance service standards through customer feedback and the use of technology.

The Group has implemented a Personal Data Protection Policy that outlines its approach to managing personal data. While personal data is collected during the course of business operations, it is not sold, rented, or disclosed to third parties for commercial purposes.

OUR PERFORMANCE AND TARGETS

FY2025 Performance	FY2024 Performance
Zero complaints concerning breaches of customer privacy and losses of customer data	Zero complaints concerning breaches of customer privacy and losses of customer data

The Group aims to maintain zero complaint concerning breaches of customer privacy and losses of customer data. The Group remains committed to upholding its Personal Data Protection Policy and ensuring responsible data handling across all customer touchpoints.

GRI CONTENT INDEX

STATEMENT OF USE		Casa Holdings Limited has reported the information cited in this GRI content index for the period 1 October 2024 - 30 September 2025 with reference to the GRI Standards.	
GRI 1 used		GRI 1: Foundation 2021	
GRI Standard	Disclosure		Page Number
General Disclosures	2-1	Organisational details	1, 3, 9
GRI 2: General Disclosures 2021	2-2	Entities included in the organisation's sustainability reporting	1
	2-3	Reporting period, frequency and contact point	1
	2-4	Restatements of Information	1
	2-5	External assurance	1
	2-6	Activities, value chain and other business relationships	1, 9
	2-7	Employees	18 - 19
	2-9	Governance structure and composition	3
	2-10	Nomination and selection of the highest governance body	43 - 45
	2-11	Chair of the highest governance body	42 - 43
	2-12	Role of the highest governance body in overseeing the Management of impacts	39 - 41
	2-13	Delegation of responsibility for managing impacts	3 & 39 - 41
	2-14	Role of the highest governance body in sustainability reporting	3
	2-15	Conflicts of interest	25 & 39
	2-16	Communication of critical concerns	4 & 53 - 54
	2-17	Collective knowledge of the highest governance body	40 - 42
	2-18	Evaluation of the performance of the highest governance body	45 - 46
	2-19	Remuneration policies	46 - 49
	2-20	Process to determine remuneration	46 - 47
	2-21	Annual total compensation ratio	48
	2-22	Statement on sustainable development strategy	2 - 3
	2-25	Processes to remediate negative impacts	7 - 10 & 24 - 25
	2-26	Mechanisms for seeking advice and raising concerns	24
	2-27	Compliance with laws and regulations	24 - 25
	2-29	Approach to stakeholder engagement	4
GRI 3: Material Topics 2021	3-1	Process to determine material topics	4
	3-2	List of material topics	5
	3-3	Management of material topics	7 - 25
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	24
	201-2	Financial implications and other risks and opportunities due to climate change	9
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	24
	205-3	Confirmed incidents of corruption and actions taken	24
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	12 - 13
	302-3	Energy intensity	12 - 13
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	13 - 14
	303-2	Management of water discharge-related impacts	13 - 14
	303-5	Water consumption	13 - 14

GRI CONTENT INDEX

GRI Standard		Disclosure	Page Number
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	11
	305-2	Energy indirect (Scope 2) GHG emissions	11
	305-4	GHG emissions intensity	11
	305-5	Reduction of GHG emissions	10
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	14 - 16
	306-2	Management of significant waste-related impacts	14 - 16
	306-3	Waste generated	15
	306-4	Waste diverted from disposal	15
	306-6	Waste directed to disposal	15
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	18 - 19
GRI 403: Occupational Health and Safety 2018	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	20
	401-3	Parental leave	20
	403-1	Occupational health and safety management system	21
	403-2	Hazard identification, risk assessment, and incident investigation	21
	403-4	Worker participation, consultation, and communication on occupational health and safety	21
	403-5	Worker training on occupational health and safety	21
	403-6	Promotion of worker health	21 - 22
	403-9	Work-related injuries	22
	403-10	Work-related ill health	22
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	20
	404-2	Programs for upgrading employee skills and transition assistance programs	20
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	18 - 19
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	19
GRI 416: Customer Health & Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	23
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	23