

# 2025 Sustainability Report



WINKING®



## BOARD STATEMENT

The Board of Directors ("**Board**") of Winking Studios Limited ("**Company**" and together with its subsidiaries, "**Group**" or "**Winking Studios**") is pleased to present our third annual Sustainability Report ("**Report**") for the financial year ended on 31 December 2025 ("**FY2025**"). This Report underscores our unwavering commitment to embedding sustainable practices into our operations and delivering long-term value for stakeholders, even amid heightened market volatility and rapid technological change.

Winking Studios remains a leading player in the global gaming industry. While our service offerings have expanded over time, our core focus continues to be innovative art outsourcing and full-cycle game development services. Over the past more than two decades, we have honed our ability to deliver bespoke, high-quality solutions that meet the dynamic needs of our international clientele.

Since our founding in 2004, the Group has strategically expanded its operations across key Asian markets. With our headquarters in Singapore and strong bases in Kuala Lumpur, Taipei, Shanghai, Nanjing, Suzhou, Tianjin and Dalian, Winking Studios is well positioned to support a diverse client base, ranging from emerging studios to the world's most established game publishers. This strong regional presence and collaborative approach have enabled us to cultivate enduring, long-term partnerships with many leading industry players.

### Sustainability in Our Strategy

Our dual listings on the Catalist board of the Singapore Exchange ("**SGX**") on 20 November 2023 and the London Stock Exchange ("**LSE**") on 14 November 2024 have further strengthened our international profile. During FY2025, these listings enhanced our visibility among global investors, broadened our capital raising avenues and reinforced our reputation as one of the trusted leader in the global gaming ecosystem. To date, we have collaborated with 22 of the world's top 25 game development companies, and we remain focused on deepening and expanding these strategic relationships. To underpin our next phase of growth in a responsible manner, the Board has begun integrating additional environmental, social and governance ("**ESG**") considerations into the Group's wide planning and oversight. Key initiatives include the establishment of a Sustainable Development Committee to enhance Board level stewardship, the strengthening of internal audit mechanisms, enhancements to supplier management controls to support compliance, and expanded internal fraud prevention awareness with clearly defined accountability.

In FY2025, we further strengthened our platform through the acquisition of Shanghai Mineloder Digital Technology (“**Mineloder**”), the Group’s largest transaction to date. Mineloder brings a team of more than 460 specialists with strong expertise in AAA console game art, enhancing our operational scale, diversifying revenue stream and broadening our client reach. In parallel, we launched Vertic Studios, our high-end art production brand and established its Kuala Lumpur office in December 2025 to better support premium mandates and promote cross-regional collaboration across the Group.

As one of the global industry leaders, we recognise the impact of our operations on local communities and are dedicated to driving positive change. Our sustainability philosophy is built on meaningful, targeted action. Corporate social responsibility (“**CSR**”) remains a priority, and we actively seek opportunities to support and uplift local communities. Additionally, we are committed to reducing our environmental footprint through initiatives aimed at monitoring, managing and minimising water and energy consumption. Ultimately, we believe that meaningful change begins from within, and by adopting the best-in-class sustainability practices, we aim to inspire greater awareness, accountability and proactive engagement across our industry.

### Progress and Performance

We acknowledge that adapting to climate-change presents challenges including rising mean temperatures, evolving regulatory requirements and increasing occurrences of extreme weather conditions. However, at Winking Studios, we view these challenges as opportunities for growth and transformation. Our approach includes implementing water and energy-efficient fixtures and fittings, enhancing recycling initiatives, advancing digitalisation efforts and incorporating energy-saving Light-Emitting Diode (“**LED**”) lighting. As at FY2025, approximately 55% of our multi-location office lighting has been converted to energy-saving LEDs, with plans to further increase coverage over the next three years.

Additional measures include regular air-conditioning filter replacement to safeguard indoor air quality and reduce energy load, as well as pilot incentives with ride-hailing platforms such as Uber to prioritise eco-friendly vehicles for business travel where feasible. In parallel, the Group expanded employee health and mental-wellness tools to strengthen a safe, inclusive and productive workplace.

During FY2025, we lowered our total Greenhouse Gas emissions (“**GHG emissions**”) intensity to 0.8 tCO<sub>2</sub>e/ employee, a 45.5% decrease from FY2024. We remain committed to year-on-year decarbonisation, investing in efficiency, expanding renewable electricity procurement and strengthening operational controls to sustain further reductions.

### Looking Ahead

Since our inception, Winking Studios has been guided by the core values of creativity, integrity and innovation. These values continue to inspire our dedicated team, and together with our extensive network of partners, enable us to remain at the forefront of the gaming industry while creating long-term value for all stakeholders.

Over the next three years, the Group will prioritise progress towards a lower-carbon operating model by continuing the LED lighting replacement programme and expanding collaborations with partners to encourage greener mobility options. At the same time, we will increase our investments in employee health and mental-wellness initiatives, broadening the reach and impact of our safety and well-being initiatives. We also aim to scale our CSR efforts through deeper community partnerships and strengthen governance through enhanced internal audit and fraud prevention measures. We also remain focused on advancing leadership diversity, including increasing the representation of women in management roles across the Group.

The Board extends its sincere appreciation to our employees, partners, clients, investors and the communities we serve for their continued support. We look forward to working closely with all stakeholders as we continue our journey towards a more sustainable and resilient future.

On behalf of the Board

**Mr. Johnny Jan**  
Executive Director and Chief Executive Officer (Founder)

# ABOUT THIS SUSTAINABILITY REPORT

## Scope of Report

Winking Studios is the fourth largest art outsourcing and game development studio globally. This Report encompasses the entire operations and activities of the Group and its subsidiaries across multiple jurisdictions, including Greater China and Southeast Asia, providing a comprehensive view of corporate sustainability.

This Report encapsulates key aspects of Winking Studios' Environmental, Social and Governance (“ESG”) performance for FY2025. It covers financial performance and stability, environmental stewardship with a focus on energy efficiency and waste management, social initiatives that include employee well-being and welfare, community engagement through corporate social responsibility, and robust governance practices that emphasise transparency and ethical conduct.

The Report covers the Winking Studios' operations in Singapore, Nanjing, Shanghai, Suzhou, Tianjin, Dalian, Taipei and Kuala Lumpur.

The Company and subsidiaries in this Report are:

S/N	Entity	City
1	Winking Art Pte. Ltd	Singapore
2	Nanjing Winking Entertainment Ltd	Nanjing
3	Shanghai Winking Entertainment Ltd	Shanghai
4	Shanghai Mineloder Digital Technology Co., Ltd. <sup>1</sup>	
5	Suzhou Entertainment Ltd	Suzhou
6	Mineloder (Tianjin) Software Co., Ltd.	Tianjin
7	Dalian Mineloder Software Co., Ltd.	Dalian
8	Winking Entertainment Corporation	Taipei
9	On Point Creative Co., Ltd	
10	Pixelline Art Sdn. Bhd.	Kuala Lumpur
11	Vertic Studios Sdn. Bhd. <sup>2</sup>	

## Organisational Chart



This Report reaffirms Winking Studios' unwavering commitment to sustainability, accountability, and responsible business practices within the art outsourcing and game development sector.

<sup>1</sup> Following the acquisition of Mineloder Studios in April 2025, its sustainability data are included for the period April to December 2025.

<sup>2</sup> Vertic Studios was established in July 2025, and the physical office in December 2025. For FY2025, disclosures are limited to headcount and anti-corruption training.

## Reporting Standards and Frameworks

The International Financial Reporting Standards Sustainability Disclosure Standards (“**IFRS SDS**”) issued by the International Sustainability Standards Board (“**ISSB**”) – comprising IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (“**IFRS S1**”) and IFRS S2 Climate-related Disclosures (“**IFRS S2**”) – provide a comprehensive framework for sustainability disclosures focused on the needs of investors and financial markets. This Report complies with the climate-related requirements of IFRS SDS, the sustainability reporting requirements of Rules 711A and 711B of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalist, and Practice Note 7F Sustainability Reporting Guide.

This Report has been approved by the Board and is prepared with reference to the Global Reporting Initiative (“**GRI**”) Standards 2021. The GRI Standards 2021 was identified as the framework of choice as it is not only widely recognised as the global benchmark for sustainability reporting, but it also provides guiding principles on report content and quality, as well as recommends specific key performance indicators and disclosures pertaining to material sustainability topics.

The IFRS SDS builds on the recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”). They aim to establish a comprehensive global framework for sustainability-related financial disclosures, addressing the needs of capital markets and the demand for consistent, comparable, and verifiable information regarding the exposure to, and management of, sustainability-related risks and opportunities.

## Report Content and Quality

This Report provides an integrated overview of the Group’s initiatives and strategies related to sustainability and responsible business development. Through its policies, practices, and actions, the Group seeks to address key concerns and issues that stakeholders encounter and prioritise.

Strong fundamentals in content quality and proper presentation have been established by applying the following GRI reporting principles:

Reporting Principles	
<b>Accuracy and Completeness</b>	Quantitative and qualitative information have been provided with a sufficient level of accuracy and attention to detail, enabling stakeholders to assess the Group’s performance and impact.
<b>Balance</b>	The Group strives to present an unbiased depiction of its performance, reflecting both positive and negative aspects, as well as impacts, while distinguishing fact from interpretation to ensure a fair and just assessment.
<b>Clarity</b>	All information and data disclosed are clear, understandable, and accessible to relevant stakeholders across various platforms and media.
<b>Comparability</b>	Current information and performance metrics are reported in a manner that allows stakeholders to compare them against the Group’s objectives, goals, past performance, and relevant industry peers.
<b>Timeliness</b>	This report is produced annually to provide stakeholders with readily accessible insights into the Group’s impacts and performance, facilitating informed and prompt decision-making.
<b>Verifiability</b>	Precision and authenticity remain of paramount importance, and all data, information, and processes involved in the preparation of this report have been gathered, compiled, and analysed in a trustworthy and reliable manner.

## Restatements

There were no restatements made from the previous report.

## Internal Review and External Assurance

In compliance with Rule 711B of the Catalist Rules on Sustainability Reporting, the Group has conducted an internal review of its sustainability reporting processes to ensure their adequacy and effectiveness. External assurance has not been sought for this reporting period; however, it may be considered in the future.

## Feedback

The Group remains committed to its staunch duty and dedication to creating positive impacts and long-term, sustainable value. Stakeholders are encouraged to provide input and feedback on the sustainability report by sharing their thoughts, concerns, and suggestions for improvement. For any inquiries regarding this Report, the Group's sustainability practices, or any relevant feedback, Investor Relations can be contacted via email at [ir@winkingworks.com](mailto:ir@winkingworks.com).

# SUSTAINABILITY GOVERNANCE

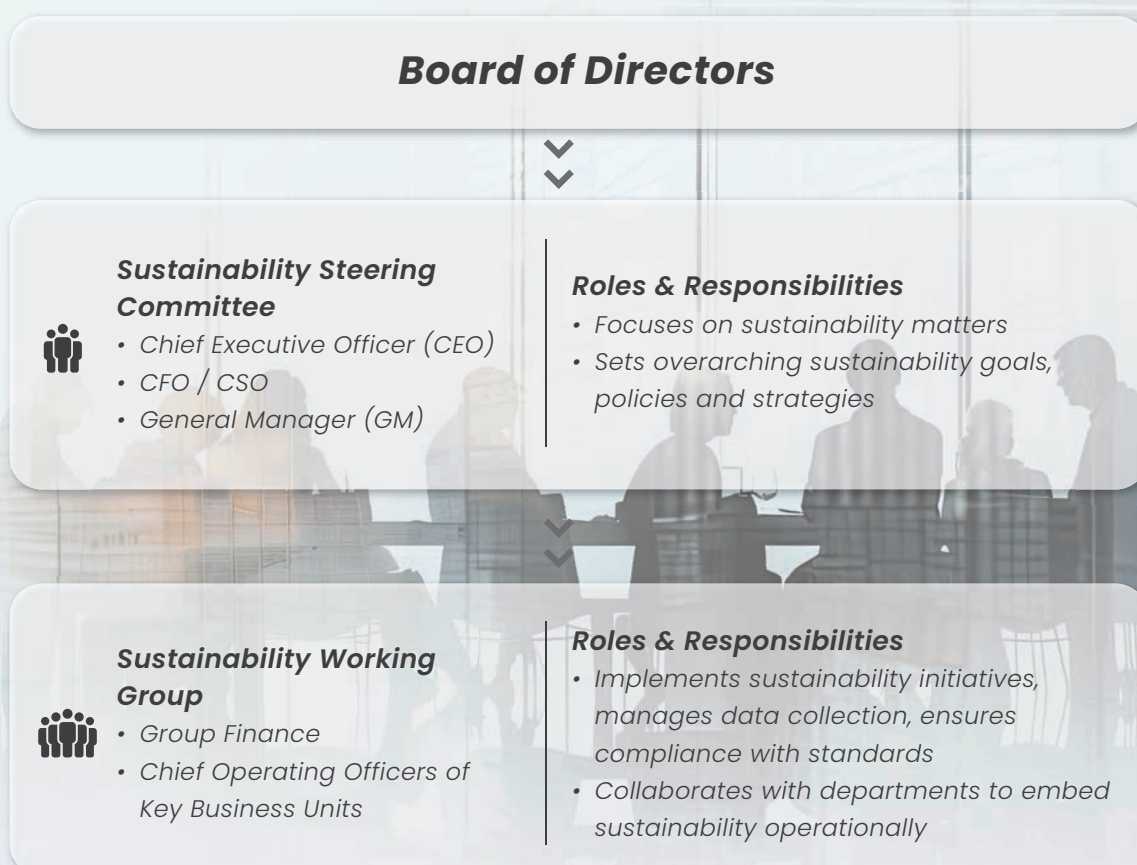
Winking Studios recognises that sustainability is essential for the Group's long-term success and the creation of value for all stakeholders. The Group's commitment to sustainability is embedded within its governance framework, ensuring that sustainability considerations are integrated into decision-making processes at all levels.

## Board Oversight

The Board provides effective oversight of the Group's sustainability strategy, goals, and performance. Additionally, it offers guidance on governance and risk management processes to address climate-related risks and opportunities ("**CRROs**"). The Sustainability Governance Structure, illustrated below, outlines the relevant roles, responsibilities, and personnel involved.

## Sustainability Steering Committee

The Group Chief Financial Officer ("**CFO**") also serves as the Chief Sustainability Officer ("**CSO**"), leading the Group's sustainability function and reporting directly to the Sustainability Steering Committee ("**SSC**"). The CSO is responsible for developing and implementing the sustainability strategy, ensuring its alignment with the overall business strategy, and coordinating with departments to integrate sustainability into business activities and operations.



The Group has fully complied with the requirements of Rule 720(6) of the Catalist Rules, which mandate that all directors undergo compulsory training. All members of the Board have successfully completed sustainability training courses provided by the Singapore Institute of Directors.

# STAKEHOLDER ENGAGEMENT

Winking Studios is strongly committed to understanding and addressing stakeholders' needs and expectations. The Group views stakeholder input as vital to developing a focused and effective sustainability strategy.

Accordingly, it will engage all stakeholder groups through every available channel to gather the most current and reliable feedback. These insights will be integrated into the Group's sustainability strategy and decision-making, ultimately strengthening its sustainability performance.

Stakeholders	Engagement Channels	Frequency	Key Concerns
Employees	Performance appraisals	Annual	<ul style="list-style-type: none"> <li>• Remuneration and benefits</li> <li>• Employee safety and well-being</li> <li>• Training and development opportunities</li> <li>• Fair and competitive employment practices</li> <li>• Job security and workplace safety</li> </ul>
	Internal and external training programmes	Ad-hoc	
	Digital feedback and communication platforms	Ad-hoc	
	Regular meetings	Monthly	
Customers	Customer Feedback Surveys	Ad-hoc	<ul style="list-style-type: none"> <li>• Product and service quality</li> <li>• Project timeline and execution</li> <li>• Competitive pricing</li> <li>• Customer data protection</li> <li>• Sustainability efforts</li> </ul>
	Social media	Ad-hoc	
	Informal dialogues	Ad-hoc	
Suppliers	Supplier Pre-assessment	Ad-hoc	<ul style="list-style-type: none"> <li>• Fair payment terms</li> <li>• Payment timeliness</li> <li>• Sustainability efforts</li> </ul>
	Supplier Performance Evaluation	Ad-hoc	
	Meetings / discussions	Ad-hoc	
Investors	Investor Relations	Ad-hoc	<ul style="list-style-type: none"> <li>• Business ethics</li> <li>• Sustainability efforts</li> <li>• Corporate governance</li> <li>• Financial performance and growth</li> <li>• Risk management</li> <li>• Business strategies &amp; performance</li> </ul>
	Annual General Meetings	Annual	
	Corporate Announcements	Ad-hoc	
	Company Website	Ad-hoc	
Government/ Regulatory Body	Annual Report & Sustainability Report	Annual	<ul style="list-style-type: none"> <li>• Compliance with laws and regulations</li> <li>• Anti-corruption</li> <li>• Implementation of policies</li> <li>• Good corporate governance, ethics, and transparency</li> <li>• Sustainability reporting</li> </ul>
	Submission of statutory reports	Ad-hoc	
Local Communities	Corporate Social Responsibility Report	Annual	<ul style="list-style-type: none"> <li>• Social welfare</li> </ul>
	Community service programs	Ad-hoc	

# SUSTAINABILITY COMMITMENTS AND APPROACH

## Materiality Assessment

The Group places strong emphasis on ensuring its sustainability strategy is robust, relevant and effective. Accordingly, Winking Studios adopts a structured and rigorous materiality assessment process that identify and prioritise sustainability matters that are most significant to the Group and its stakeholders. This process involves assessing the Group's impact on society and environment, and how sustainability issues affect the Group's business, with particular focus on identifying related risks and opportunities based on their likelihood of occurrence and severity of impact.

Sustainability topics that are assessed to have higher levels of impact, risk exposure or value-creation potential are prioritised and form the foundation of the Group's sustainability strategy, objectives and performance management.

The Group's materiality assessment methodology comprises the following key steps:



### *Understanding Organisational Context*

Prior to developing its sustainability strategy, the Group establishes clear parameters to guide the assessment process. A key aspect of this process is understanding the most effective way to engage stakeholders and gather meaningful feedback. The Group also considers industry changes, regulatory developments and emerging sustainability best practices as part of its feedback sessions. Additionally, the Group also conducts a comparative analysis with its industry peers and sector benchmarks to assess its current competitiveness and sustainability positioning.

### *Stakeholder Engagement*

Following these assessments, the Group actively engages with its stakeholders which includes employees, customers, vendors, investors, and local communities, to understand their expectations and concerns regarding sustainability. The insights gathered are then incorporated into the Group's sustainability initiatives to ensure they remain relevant and impactful.

For more details on how the Group gathers and interprets stakeholder input, please refer to the "Stakeholder Engagement" section above.

### *Issues Prioritisation*

After assessing stakeholder expectations and concerns, the Group identifies a comprehensive list of relevant sustainability issues. This identification process incorporates established sustainability standards such as GRI, IFRS S2 and the United Nations Sustainable Development Goals ("UN SDGs"). Industry reports and peer benchmarks are also considered to provide a comprehensive understanding of relevant sustainability matters.

In addition to external references, the Group conducts an internal assessment of its business operations, risk profile, long-term value creation objectives, and strategic priorities. This review is guided by key management personnel and supported by external consultants, ensuring that sustainability priorities align with the Group's core business model, strategic direction and core values, while maintaining operational competitiveness.

The material topics identified are categorised into three areas: environmental, social, and governance.

### *Validation*

The SSC finalises the ESG material topics, considering emerging trends and changes in the business and regulatory environment. Relevant data and insights from internal sources are analysed to quantify concerns and assess their implications.

Additionally, input, guidance, and validation from external consultants further enhance the Group's understanding of material sustainability topics. This collaborative approach ensures alignment with best practices, evolving regulations, and sustainability trends.

**Approval**

The results of the FY2025 materiality assessment, including targets, metrics and initiatives, are presented to the Board for approval before being published in Winking Studios’ annual Sustainability Report.

Following the materiality assessment conducted by the SSC, as the Group transitions into FY2025, the Group has identified a total of 15 material topics. There are changes to the material topics from FY2024. This continued focus underscores its commitment to addressing key issues that matter most to stakeholders and aligning sustainability initiatives with their expectations.

Based on Winking Studios’ FY2025 materiality assessment, the following key sustainability topics have been identified as most material to the Group’s business and categorised into three levels of priority: Highly Critical, Critical, and Moderate.

Highly Critical Material Issues	Critical Material Issues	Moderate Material Issues
Climate Change – Emissions	Energy Efficiency	Water and Effluents
	Waste Management	Labour/ Management Relations
Employment Practices	Diversity and Equal Opportunities	Training and Education
Occupational Health & Safety	Market Presence	Contribution to Society – Local Communities
	Business Ethics (including Anti-corruption)	Economic Performance
Information Security and Data Review	Tax	Procurement Practices

Environmental
  Social
  Governance



The Group's material topics for FY2025 are presented below:

Material Topics	Summary of Impact	Summary of Management Approach
<b>Energy Efficiency/ Climate Change – Emissions</b>	Use of electricity results in GHG emissions which contributes to climate change.	<ul style="list-style-type: none"> <li>• Monitor electricity consumption regularly.</li> <li>• Replace lights with LEDs and install energy-efficient air conditioners.</li> <li>• Remote work reduces commuting time which decreased carbon footprint and energy consumption.</li> </ul>
<b>Water and Effluents</b>	Expansion of operations without efficient water management may lead to higher consumption and strain on natural resources.	<ul style="list-style-type: none"> <li>• Implement water-saving devices.</li> <li>• Educate employees on water conservation practices.</li> </ul>
<b>Waste Management</b>	Excessive waste contributes to the depletion of natural resources.	Focuses on reducing, reusing, and recycling materials while ensuring compliance with relevant regulations.
<b>Employment Practices</b>	<ul style="list-style-type: none"> <li>• Provide employment opportunities, enhancing livelihoods.</li> <li>• Competitive salaries and benefits reduce turnover costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivate a supportive and inclusive Group culture that values teamwork, respect, diversity, and open communication.</li> <li>• Review remuneration package, to attract and retain talent.</li> </ul>
<b>Labour/ Management Relations</b>	Transparent and fair communication on work conditions, shifts, and policies improves employee satisfaction and fosters trust and productivity.	Maintain transparent communication and implement fair labour policies.
<b>Occupational Health and Safety</b>	Prioritise occupational health and safety to enhance well-being, reduce absenteeism, and improve morale, productivity, and social stability.	Ensure a safe working environment through safety training, and compliance with occupational health standards.
<b>Training and Education</b>	Enhance employee skills, employability, and social mobility to foster inclusion and human capital development.	Invest in continuous learning programmes, professional development opportunities, and skills enhancement initiatives.
<b>Diversity and Equal Opportunity</b>	Creates a diverse and inclusive work culture leading to higher employee satisfaction and retention.	Promote an inclusive workplace culture, implement anti-discrimination policies, and ensure equal opportunities for all employees.
<b>Contribution to Society – Local Communities</b>	Providing employment and skills development in local communities.	Engage with local communities through outreach programmes, partnerships, and initiatives that support social and economic development.

Material Topics	Summary of Impact	Summary of Management Approach
<b>Market Presence</b>	Investments in new regions can stimulate economic activity, supporting local businesses and services.	Enhance presence in key markets by delivering quality products/services and building strong customer relationships.
<b>Procurement Practices</b>	Hiring locally supports regional businesses.	Implement responsible procurement practices, prioritise local suppliers, and ensure supply chain sustainability.
<b>Business Ethics (including Anti-corruption)</b>	<ul style="list-style-type: none"> <li>Fosters a culture of integrity, boosting employee morale and attracting talent.</li> <li>Promotes healthy competition and innovation within the industry.</li> </ul>	Promote ethical conduct and integrity through anti-corruption policies, training, and strong governance practices.
<b>Tax</b>	<ul style="list-style-type: none"> <li>Increase administrative expenses due to compliance with tax regulations across operation regions.</li> <li>Contributes to public services and infrastructure through fulfilment of tax obligations.</li> </ul>	Ensure compliance with tax laws and regulations, transparency in reporting, and responsible tax management practices.
<b>Information Security and Data Privacy</b>	<ul style="list-style-type: none"> <li>Strengthens client confidence enhancing business growth.</li> <li>Increased security protocols may result in higher digital footprint.</li> </ul>	Safeguard data privacy through robust security measures, employee training, and compliance with data protection regulations.
<b>Economic Performance</b>	Generate employment opportunities, contributing to economic growth in regions where it operates.	Maintain financial stability through prudent financial management, revenue growth, and cost efficiency measures.

### *Risk Management*

The material factors identified by the Group encompasses various risks and opportunities relevant to Winking Studios. The Group's environmental risk management process focuses on identifying, assessing, prioritising and documenting material impacts, including but not limited to climate-related risks, key controls, and mitigation measures.

By strengthening business sustainability, this process enables the Group to mitigate material impacts while addressing industry-specific risks and opportunities in the art outsourcing and full-cycle game development sector. This approach helps Winking Studios to effectively manage climate-related challenges and capitalise on emerging opportunities.

Overseen by the Board in collaboration with the SSC and the Sustainability Working Group, the process ensures robust governance. Once climate risks and opportunities are identified, the Board reviews existing strategies, targets, and controls to maintain alignment with climate-related objectives. Furthermore, the CSO consolidates and manages data collection related to identified climate risks and opportunities, ensuring effective response and collaboration across departments.

# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (“UN SDGS”)

The UN SDGs<sup>[3]</sup> were established as part of the 2030 Agenda for Sustainable Development, a framework designed to promote progress in three key areas: people, planet and prosperity. The UN SDGs’ guidance and a call to action that improving global conditions requires simultaneous changes in the world economy, environment and social aspects.

For Winking Studios, these goals are integral to shaping its sustainability strategy while addressing stakeholder concerns. By aligning its initiatives with the UN SDGs, the Group ensures its efforts drive positive, impactful and targeted change. The UN SDGs comprises 17 goals, of which Winking Studios has identified 12 as highly relevant to its business and sustainability objectives. Moving forward, Winking Studios remains committed to these goals, leveraging its talented workforce to further advance its sustainability commitments.

Winking Studios’ established targets are aligned with the UN SDGs and address the relevant goals. For clarity, these targets are presented within their respective ESG categories in the relevant sections throughout this Report.

## GOAL 1: Reducing our Negative Environmental Impact

### Contributions to SDGs



### Key Performance Indicators

- The Group’s electricity consumption intensity decreased to 1,656.68 kWh/ employee (FY2024: 1,792.16 kWh/ employee).
- The Group’s water withdrawal intensity decreased to 0.0053 megalitres/ employee (FY2024: 0.0075 megalitres/ employee).

The Group remains committed to reducing its emissions and optimising energy consumption in alignment with the UN SDGs. It also continues to strengthen its stewardship of water resources by improving water efficiency and reducing overall consumption across its operations. In the coming years, the Group anticipates a decline in emissions intensity and further improvements in resource efficiency as its sustainability policies continue to take effect.

### Current Practices

- Implementation of office policies designed to minimise energy consumption by restricting the use of lighting and air-conditioning based on specific weather conditions and timeframes. Additionally, policies also mandate switching off lights and air-conditioning after designated hours.
- Transitioning to modern, more energy and water efficient equipment and fixtures to enhance resource conservation.
- Conducting regular maintenance and inspections of water systems, air-conditioning, units and related facilities to prevent leaks and reduce excessive electricity and water usage.
- Cultivate sustainable waste management practices in daily operations, such as paperless workflows, digitalisation and remote work adoption.



<sup>3</sup> 2030 Agenda and the Sustainable Development Goals: <https://unsdg.un.org/2030-agenda>.

## 2

## GOAL 2: Cultivating Fairness, Safety, and Inclusivity in a Workplace

### Contributions to SDGs



#### Key Performance Indicators

- Zero recorded incidents of material non-compliance with applicable laws and regulations.
- A diverse and growing workforce, encompassing various age, ethnicities and genders.
- High average training hours and strong participation across all employee categories and gender.
- Extensive internal training programmes provided to all employees.

#### Current Practices

- Ensuring fair, equal and comprehensive compensation package across genders, including medical check-ups, insurance coverage, childcare leave and retirement benefits.
- Ongoing employee welfare and engagement initiatives geared towards both physical and mental well-being.
- Regular, inclusive training programmes that are accessible to all employees, regardless of region, gender, and employee categories.
- A diverse range of training opportunities including upskilling programmes, financial subsidies, professional certification support, job rotations and career development pathways.
- Systematic risk assessment to identify potential hazards and implement mitigation actions, including trainings on fire safety, first aid and occupational health and safety.

## 3

## GOAL 3: Instilling Corporate Transparency and Accountability

### Contributions to SDGs



#### Key Performance Indicators

- Zero confirmed public cases or incidents of corruption involving the Group or its employees.
- Zero significant instances of non-compliance with laws and regulations of which either fines or non-monetary sanctions were incurred.
- Zero reported incidents of discrimination.

#### Current Practices

- A robust whistleblowing mechanism that allows for anonymous reporting and suggestions to strengthen corporate governance.
- Timely communication of corporate governance policies and procedures including business ethics.
- Comprehensive training programmes related to business ethics and anti-corruption for governance body members, employees, and business partners.
- Proactive engagement with tax authorities for compliance communication, collaborative issues resolution and tax filing transparency.
- Active participation in tax public policy advocacy through stakeholder consultations, advocacy efforts and information sharing and collaboration.



## IFRS S2 Climate-related Disclosures

Winking Studios recognises the impact of its business activities on climate change and is committed to reducing its environmental footprint through sustainable practices. As part of its ongoing sustainability efforts, the Group seeks to implement initiatives that minimise its ecological impact while fostering a culture of environmental responsibility among its employees. The Group firmly believes that the success of its sustainability initiatives depends on collective action, and as such, ensures that its sustainability philosophy is effectively communicated across its workforce.

### *Governance*

Effective governance of climate-related issues is foundational to Winking Studios' ability to navigate the transition to a low-carbon economy while sustaining creative excellence and business performance. Climate governance at Winking Studios is anchored in clear accountability, extending from Board-level oversight to operational practices across its subsidiaries. This framework is strengthened by appropriate expertise, capital, and the integration of climate considerations into core business processes.

#### *Board Oversight of Climate-Related Risks and Opportunities*

The Board of Directors holds ultimate responsibility for climate governance, acknowledging that climate change presents both material risks and opportunities that could significantly influence Winking Studios' creative model, digital operations, supply chains, and overall business performance. Climate considerations are not treated as a standalone environmental issue, but as a strategy embedded within broader corporate oversight and decision-making.

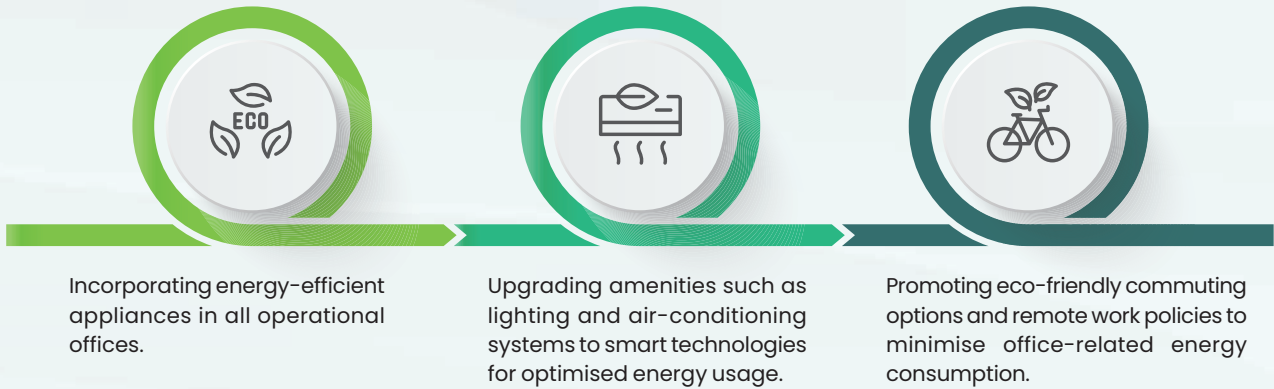
#### *Management's Role in Climate Assessment and Management*

While the Board provides oversight and sets the strategic direction, the SSC is accountable for operational climate management, translating Board-level priorities into actionable measures, monitoring execution, and reporting on progress. The SSC is chaired by the CFO and comprises of Senior Executives with direct responsibility for functions critical to climate performance, including operations, procurement, finance, and sales and marketing.

For a more detailed overview of the governance structure, please refer to the Sustainability Governance section above.

**Strategy**

Winking Studios has adopted a strategic approach to reducing energy consumption and emissions, focusing on the following key initiatives:



Incorporating energy-efficient appliances in all operational offices.

Upgrading amenities such as lighting and air-conditioning systems to smart technologies for optimised energy usage.

Promoting eco-friendly commuting options and remote work policies to minimise office-related energy consumption.

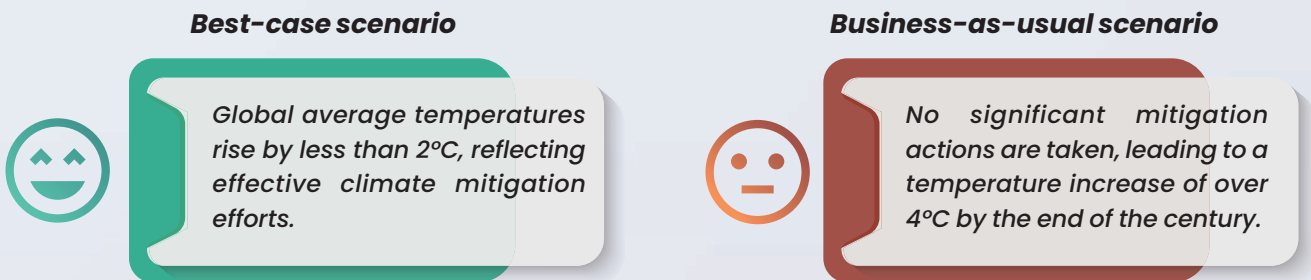
In addition to these initiatives, Winking Studios takes a proactive stance in assessing and managing climate-related risks, ensuring resilience in an evolving regulatory and environmental landscape. The Group is committed to transitioning towards a low-carbon economy through sustainable practices while simultaneously mitigating risks associated with climate change.

For the financial year ended 31 December 2025, the Group has identified climate related risks and opportunities across three timeframes:



Key climate-related risks identified include rising mean temperatures, transition risks associated with increased GHG emission pricing, stricter emissions-reporting obligations changes and shifts in consumer preference and behaviour. Recognising these challenges, Winking Studios actively seeks climate-related opportunities to enhance its resilience. This includes strengthening recycling initiatives, advancing digitalisation efforts, and implementing stricter energy-efficiency regulations for office appliances.

To systematically assess and manage climate-related risks and opportunities, Winking Studios employs climate scenario analysis as a strategic tool. Based on projections from the Intergovernmental Panel on Climate Change (“**IPCC**”), the Group has aligned its assessment with the following two scenarios:



<sup>4</sup> Singapore climate targets: <https://www.nccs.gov.sg/singapores-climate-action/singapores-climate-targets/overview/>

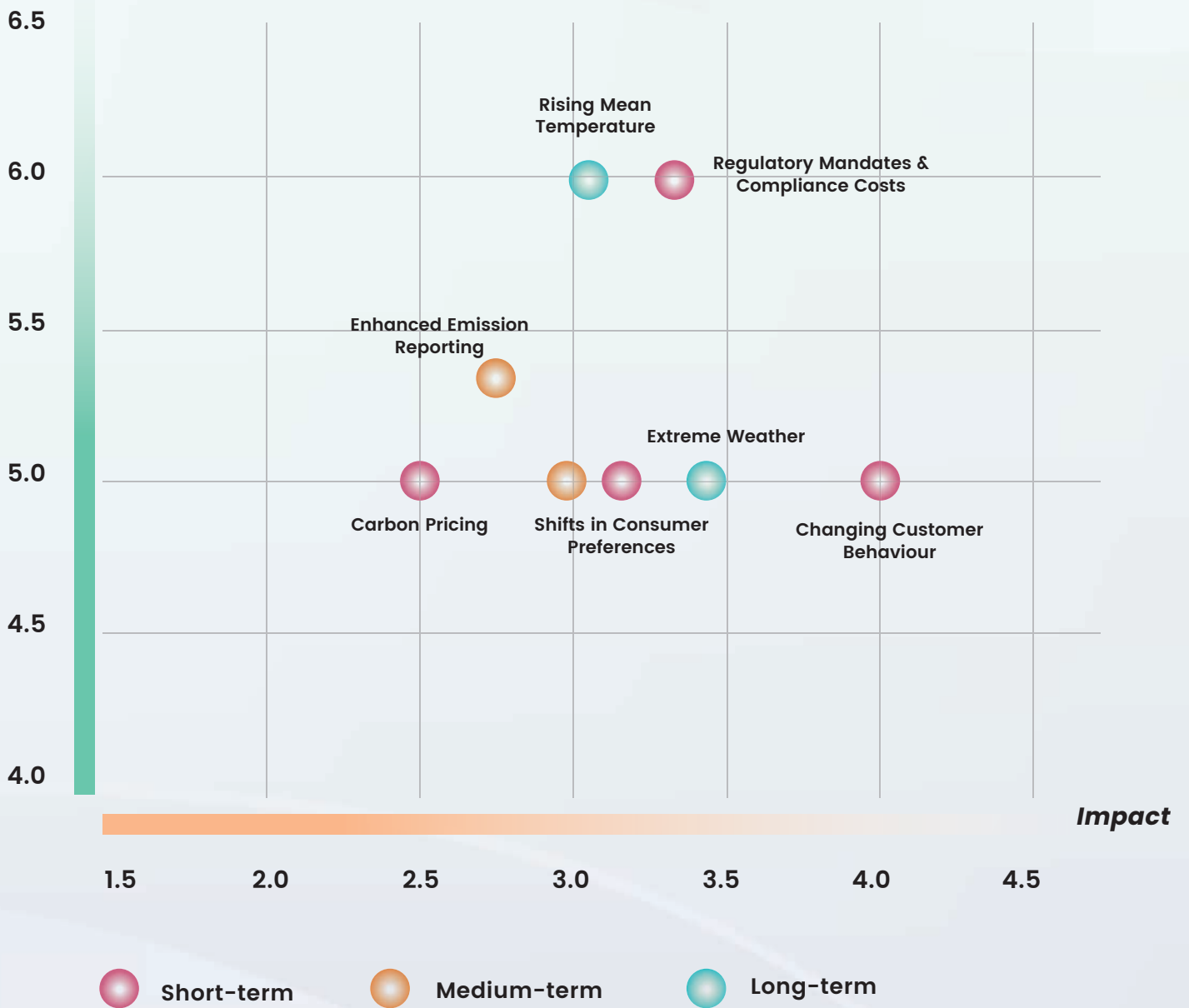
These two scenarios serve as the foundation for the Group to identify risks and opportunities. Based on these insights, the Group formulates a sustainability strategy focused on climate resilience, incorporating both operational and financial planning:

Scenario	Paris-aligned scenario (Below 2°C)	No mitigation scenario (4°C)
<b>Description</b>	Global collaboration successfully curtails CO <sub>2</sub> e emissions through mitigation strategies, limiting temperature rise.	Unchecked CO <sub>2</sub> e emissions persist until Year 2100, exacerbating extreme weather patterns and climate instability.
<b>Rationale</b>	Evaluates transition risks within an economy adapting to a low-carbon future, incorporating measures required to cap global warming below 2°C.	Assesses physical risks in a high-emission trajectory, reflecting a future with minimal climate policy enforcement.
<b>Underlying model</b>	Considers GHG emissions, regulatory frameworks, and policy shifts as foundational elements for analysing climate-related impacts on the Group's business strategy across short-, medium-, and long-term horizons.	Examines increased frequency and severity of extreme weather events, alongside rising global temperatures.
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Widespread adoption of renewable energy, technological innovation, enhanced climate regulations, and evolving consumer preferences.</li> <li>Anticipated climate impacts, including temperature rise and intensifying extreme weather events.</li> <li>Global cooperation in climate action, fostering a transition to a low-carbon economy.</li> </ul>	<ul style="list-style-type: none"> <li>Persistent GHG emissions with minimal regulatory oversight.</li> <li>Limited advancements in clean energy technology and weak international climate collaboration.</li> </ul>

In FY2025, members of the SSC conducted a reassessment to identify CRRO impacting the Group as a whole. This reassessment was structured in alignment with the TCFD CRROs register and was evaluated and finalised by the SSC. Utilising scenario analysis models, the Group identified seven key climate-related risks and five climate-related opportunities. These includes five new risks and three new opportunities.

To visualise the outcomes of this assessment, the Group developed a climate risk matrix that maps each risk according to its likelihood and potential impact across short-, medium-, and long-term horizons. This matrix provides a clear view of the Group's most material climate exposures and supports risk management planning.

**Likelihood**



### Transition Risk

In line with IFRS S2, Winking Studios identifies transition risks as risks arising from policy, legal, market, technological and reputational changes associated with the global transition to a lower carbon economy. These risks may affect the Group's cost structure, competitiveness, access to markets and long-term value creation:

Risk Category	Specific Risk	Potential Business Impact	Mitigation Measures
<p><b>Policy and Legal</b></p>	<p><b>Increased Pricing of GHG Emissions</b>            The Ministry of Environment (Taiwan) set a carbon fee of NT\$300/tCO<sub>2</sub>e, effective January 1, 2025<sup>[5]</sup>. Mainland China's carbon prices exceeded 100 yuan/tonne in April 2024<sup>[6]</sup>. Malaysia plans to introduce a carbon tax in 2026<sup>[7]</sup>. A RMB 30/NT\$130 increase in carbon tax per tonne may raise electricity prices by 1%<sup>[8]</sup>.</p> <p>Energy costs may fluctuate, and carbon tax may increase electricity tariffs as power companies pass on the cost to end users.</p>	<p>Carbon pricing mechanism could impact electricity costs as the Group relies on energy-intensive processes (e.g. data centres) and suppliers passing on costs from higher carbon price may lead to increased expenses for goods and services.</p>	<p>While the game art outsourcing industry does not generate significant direct GHG emissions, carbon pricing will indirectly impact operational costs through utilities and other service providers. Winking Studios can mitigate this by optimising the energy efficiency of hardware, controlling office power consumption, and refining work-from-home policies to reduce carbon footprints associated with employee commuting.</p>

<sup>5</sup>. Retrieved from: <https://www.moenv.gov.tw/en/375192F88A851A76/ed49e408-fb08-482f-b4b7-50ebe56af0ea>.

<sup>6</sup>. Retrieved from: <https://www.clearbluemarkets.com/knowledge-base/chinas-carbon-market-the-evolution-challenges-and-opportunities>.

<sup>7</sup>. Retrieved from: <https://www.green.earth/news/malaysia-to-introduce-carbon-tax-in-2026-eyes-green-transition>.

<sup>8</sup>. Retrieved from: <https://www.nccs.gov.sg/singapores-climate-action/mitigation-efforts/carbontax/>.

Risk Category	Specific Risk	Potential Business Impact	Mitigation Measures
<b>Policy and Legal</b>	<p><b>Enhanced emissions-reporting obligations</b> More stringent regulations and requirements concerning GHG emissions reporting pose a transitional risk to the Group, including obligations related to reporting as outlined in GRI 2021 Standards and IFRS SDS.</p>	<p>Evolving emissions-reporting regulations will raise the Group's indirect costs, including professional fees and compliance expenses. IFRS SDS-related costs may increase by 10-50% medium to long-term. The financial impact, at 0.1% of operational costs, is deemed immaterial.</p>	<p>Establish a digitalised automated data collection system such as a proprietary R&amp;D platform for recording employee business travel emissions and partner with ride-hailing services to automatically retrieve carbon data. This approach minimises the high administrative costs and the risk of error associated with manual calculations.</p>
	<p><b>Mandates on and regulation of existing products and services</b> Each country has its regulatory requirements to follow. Such requirements could also evolve at a rapid rate. If the Group fails to comply, they could face penalties, reputational damage, or even lose access to certain markets.</p>	<p>Regulatory mandates may increase compliance costs, as Winking Studios must adapt its existing products and services to meet evolving standards. With International visibility, Winking Studios may also face multiple increased mandates with the local governments of respective regions.</p>	<p>Establish a "Green Vendor List" to prioritise partnerships with cloud service providers and secondary subcontractors who have committed to renewable energy or hold recognised environmental certifications. For large-scale hardware decommissioning, execute formal recycling agreements with certified e-waste processors to ensure responsible end-of-life disposal. Pursue internationally recognised ecolabels or ISO certifications and conduct periodic environmental compliance audits to mitigate the risk of operational disruptions caused by regulatory changes.</p>

Risk Category	Specific Risk	Potential Business Impact	Mitigation Measures
<b>Market</b>	<p><b>Changing Customer Behaviour</b></p> <p>In the digital product space, trends evolve rapidly, particularly those driven by environmental concerns and sustainability. This presents a significant market risk for Winking Studios. If the Group fails to anticipate and adapt to shifting customer expectations, it risks losing relevance and competitiveness over the long-term.</p>	<p>Clients increasingly demand environmentally responsible practices. Winking Studios may need to integrate green production methods and eco-friendly vendor partnerships. The group may face higher upfront costs for sustainable materials and certifications.</p>	<p>In response to the Group's clients' growing focus on environmental impact and carbon footprints, Winking Studios provide comprehensive and transparent data within the sustainability reports. Furthermore, at the invitation of our clients, Winking Studios have joined the United Nations Global Compact ("UNGC").</p>
<b>Reputation</b>	<p><b>Shifts in Consumer Preferences</b></p> <p>As consumers and clients increasingly prefer eco-friendly, inclusive, and digital-first content, Winking Studios risks losing relevance if its products and services do not evolve accordingly.</p>	<p>As clients increasingly adopt carbon-friendly practices, the responsibility can put pressure on suppliers as well. Clients now prefer partners who demonstrate a lower carbon footprint in their operations. To remain competitive and avoid losing opportunities, Winking Studios must align with these evolving expectations and actively meet clients' sustainability requirements.</p>	<p>The Group's primary clientele consists of B2B partners who are game developers. They have been increasingly demanding of carbon footprint transparency and auditing the environmental performance from suppliers including Winking Studios. To meet this demand, the Group must strengthen their power consumption and carbon emission management, directly supporting clients in achieving their Scope 3 decarbonising targets.</p>

The above identified transition risks may affect the Group primarily through increased operating expenditures, including higher electricity tariffs, compliance related professional fees and supplier cost pass throughs. Indirect financial impacts may also arise through changes in client procurement criteria and pricing competitiveness. Currently, these impacts are assessed to be immaterial to the Group's financial position; however, they are expected to increase in relevance as carbon pricing mechanisms and client sustainability requirements expand across jurisdictions.

## Physical Risks

The Group's subsidiaries in Greater China region and Southeast Asia reliance on digital infrastructure are exposed to physical climate risks. These risks manifest as acute disruptions from extreme weather events that can impact data centres, internet connectivity as well as chronic challenges from long-term climate shifts.

Risk Category	Specific Risk	Potential Business Impact	Mitigation Measures
<b>Chronic – Extreme Weather</b>	<p><b>Changes in precipitation patterns and extreme variability in weather patterns, such as floods caused by frequent and heavy rainfall</b></p> <p>Climate change projections suggest an increase in the frequency of intense precipitation events which could cause an increased intensity and frequency of flood events.</p>	<p>More frequent and severe climate events may raise maintenance costs and insurance premiums for the Group's offices, also disrupting transportation and employee commutes.</p>	<p>Chronic shifts in precipitation and weather patterns present long-term challenges. Beyond relying on post-incident insurance claims, Winking Studios proactively strengthens drainage systems and perform regular inspections of server rooms. Furthermore, the Group has established a mature remote collaboration framework, ensuring that employees can remain productive from home when extreme weather patterns prevent office access.</p>
<b>Chronic – Temperature Rise</b>	<p><b>Rising mean temperatures</b></p> <p>The global warming trend continues with a warming rate of 0.26°C/decade in China<sup>[9]</sup>. Moreover, the annual average temperature in Taiwan is projected to increase by 1.8°C and 3.4°C by the middle and end of this century respectively in the worst-case scenario<sup>[10]</sup>.</p>	<p>A 1°C temperature rise increases air conditioning use, raising energy costs and heat-related risks, potentially lowering productivity in the long-term. This may lead to a 4-5% rise in electricity consumption and a projected 20% increase in tariffs. However, the financial impact, at 2% of the Group's operational costs, is deemed immaterial.</p>	<p>The Group has implemented rigorous energy-saving initiatives, including:</p> <ul style="list-style-type: none"> <li>Regular cleaning and maintenance of HVAC (Heating, Ventilation, and Air Conditioning) and water dispensing systems across all branches to optimise operational efficiency.</li> <li>Replacing legacy lighting with high-efficiency LED fixtures or motion-sensor lighting to reduce electricity consumption for illumination.</li> <li>Prioritising hardware and appliances with higher energy efficiency ratings during procurement processes.</li> </ul>

<sup>9</sup> The statement regarding the global warming trend and a warming rate of 0.26°C/decade in China was sourced from the "Blue Book on Climate Change of China 2023".

<sup>10</sup> It was extracted from the statement provided by the Taiwan Climate Change Science Team. This team comprises departments from Taiwan's Ministry of Science and Technology, Meteorological Department, Department of Earth Sciences at National Taiwan Normal University, and Taiwan Disaster Prevention and Reduction Technology Center.

Physical climate risks may affect the Group primarily through (i) higher operating expenditure (electricity for cooling, maintenance, incremental IT resilience costs), (ii) potential increases in insurance premiums and deductibles, and (iii) potential productivity impacts during disruption events. Where quantification is subject to uncertainty, the Group provides qualitative disclosure consistent with IFRS S2 proportionality and availability of information at the reporting date.

### *Climate-Related Opportunities*

While climate change poses significant risks, the transition to a low-carbon economy also creates strategic opportunities for the Group. As a game development studio with subsidiaries across Asia, the Group can capitalise on shifting market dynamics, regulatory incentives, and evolving stakeholder preferences by investing in energy-efficient digital infrastructure, adopting sustainable practices in game production and distribution, and aligning its creative content with the growing demand for environmentally conscious entertainment. In FY2025, the Group has identified five areas of opportunities relevant to the business as listed below:

<b>Opportunity Category</b>	<b>Specific Opportunity</b>	<b>Potential Business Impact</b>	<b>Strategic Response</b>
<b>Resource Efficiency</b>	<p><b>Use of more efficient modes of transport/ recycling/ digitalisation</b></p> <p>Initiatives and efforts in business practices and corporate events aimed at maximising resource efficiency and promoting sustainability.</p>	By optimising resource efficiency and embracing sustainable practices, it is expected to reduce operational costs and increase profit margin of the Group.	The Group promotes sustainable commuting through public transport, bicycles, and electric vehicles while expanding its overseas workforce to reduce international travel. It implements office recycling programs, with Taipei using a unified system. Additionally, it encourages electronic documents, online signatures, and review systems to minimise paper use.
	<p><b>Adoption of energy-efficiency measures</b></p> <p>Initiatives and efforts in corporate practices to foster resilience and advocate for sustainability.</p>	Reducing energy consumption lowers electricity expenses. Cost reductions across the Group are estimated to range from 5% to 10% in the short to medium term.	The Group implements automation and energy-saving tools which can significantly reduce labour hours and rendering power consumption, directly boosting profits and production capacity.

Opportunity Category	Specific Opportunity	Potential Business Impact	Strategic Response
<b>Energy Source</b>	<p><b>Use of lower-emission sources of energy</b> Reduction of operational costs through exposure to fossil fuel usage as prices increase and cutting GHG emissions to become less sensitive to carbon costs.</p>	<p>By shifting to lower-emission energy sources Winking Studios can cut long-term utility expenses.</p>	<p>Mitigate the impact of rising fossil fuel prices by using energy-efficient equipment and controlling daily office electricity consumption.</p>
<b>Products and Services</b>	<p><b>Shift in consumer preferences</b> The ongoing shift in consumer preferences presents Winking Studios with the chance to strengthen its market position by aligning products and services with emerging demands.</p>	<p>As consumers increasingly prefer eco-friendly and socially responsible suppliers, Winking Studios can strengthen its market position by embedding sustainability into its operations.</p>	<p>Integrate the Group's climate resilience and green initiatives into all marketing materials and evaluation responses.</p>
<b>Markets</b>	<p><b>Access to new markets</b> Leveraging on creative expertise to enter emerging Southeast Asian markets where demand for digital content, gaming art, and animation is rapidly growing.</p>	<p>Access to new markets will bring in new income stream for the Group.</p>	<p>Proactively disclose green practices to enhance competitiveness. Furthermore, prioritise regions with stable renewable energy supplies and lower climate risks when selecting new studio locations or expanding sites to ensure supply chain stability.</p>

Climate related opportunities are expected to generate financial benefits for the Group primarily through (i) reduced operating expenditure from lower electricity consumption and resource use, (ii) improved bid competitiveness and client retention arising from alignment with customer sustainability requirements, and (iii) revenue growth from access to new markets and premium mandates where environmental performance forms part of supplier selection criteria.

### Climate Scenario Analysis – Financial Performance

The Group’s financial impact analysis of the identified CRROs provides an assessment of potential impacts across multiple time horizons, presented as follows:

Climate-related Risks and Opportunities	Potential Financial Impact (USD)		
	Short-Term (1–2 Years)	Medium-Term (by 2030)	Long-Term (by 2050)
Enhanced emissions-reporting obligations [increased costs]		16,571	22,597
Rising mean temperatures [increased costs]			248,534
Adoption of energy-efficient measures [cost savings]	196,756	186,401	

### Risk Management

Effective climate risk management requires structured processes to identify emerging risks, assess their significance, implement mitigation measures, and monitor outcomes. At Winking Studios, climate risk management is embedded within the Group’s enterprise risk management (“ERM”) framework. This integration ensures that climate-related risks are evaluated alongside operational, financial, strategic, and compliance considerations, enabling a holistic approach that supports both creative continuity and business resilience.

### Metrics and Targets – GHG Emissions

The Group’s Scope 2 GHG emissions for FY2025, in comparison to FY2024 and FY2023, are outlined below:

Grid Emission Factor (GEF)	
Taipei	0.47 kg CO <sub>2</sub> /kWh <sup>[11]</sup>
Nanjing, Suzhou	0.58 kg CO <sub>2</sub> /kWh <sup>[12]</sup>
Shanghai	0.57 kg CO <sub>2</sub> /kWh <sup>[12]</sup>
Tianjin	0.68 kg CO <sub>2</sub> /kWh <sup>[12]</sup>
Dalian	0.49 kg CO <sub>2</sub> /kWh <sup>[12]</sup>
Singapore	0.40 kg CO <sub>2</sub> /kWh <sup>[13]</sup>
Kuala Lumpur	0.77 kg CO <sub>2</sub> /kWh <sup>[14]</sup>

<sup>11</sup> Retrieved from: <https://www.taipower.com.tw/2764/2826/2842/2845/25145/normalPost>.

<sup>12</sup> Retrieved from: <https://www.mee.gov.cn/xxgk2018/xxgk/xxgk01/202512/W020251231726284332528.pdf>.

<sup>13</sup> Retrieved from: <https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2>.

<sup>14</sup> Retrieved from: <https://myenergystats.st.gov.my/documents/d/guest/grid-emission-factor-gef-in-malaysia>.

Pollutant	CO <sub>2</sub>		
	Financial Year	FY2025	FY2024
Electricity Consumed (kWh)	1,923,803	1,516,164	1,216,000
<b>Total Scope 2 GHG Emissions (tCO<sub>2</sub>e)</b>	<b>1,084.96</b>	<b>1,138.03</b>	<b>942.36</b>
Number of Employees	1,426	846	734
<b>Scope 2 GHG Intensity (tCO<sub>2</sub>e/employee)</b>	<b>0.76</b>	<b>1.35</b>	<b>1.28</b>

In FY2025, the Group recorded a decrease in Scope 2 GHG intensity to 0.76 tCO<sub>2</sub>e per employee (FY2024: 1.35 tCO<sub>2</sub>e per employee). GHG intensity measures the number of emissions generated per unit of activity or output.

The reduction in intensity was primarily driven by reporting boundary changes in the year. Specifically, Mineloder's electricity consumption was counted only from April to December 2025 following its acquisition, which lowered the average emissions per employee for the reporting period. We remain focused on operational efficiency and environmental responsibility as we continue to enhance data coverage across all entities.

The Group remains committed to enhancing its sustainability performance and will continue working towards improving environmental impact management across all business units.

In FY2025, the Group continued to monitor and report Scope 3 GHG emissions from business travel, expanding beyond air travel to include emissions from rail travel and road transport as part of its enhanced carbon accounting approach. This broadened disclosure reflects the Group's commitment to strengthening transparency and improving the completeness of its Scope 3 reporting. As the Group only began implementing its carbon emissions calculation system in April 2025, the Scope 3 figures reported for the year represent partial year data and may not capture the full 12 month activity. The Group's total GHG emissions performance is outlined below.

Financial Year	FY2025	FY2024	FY2023
Scope 1 Emissions	Nil	Nil	0.0075
Scope 2 Emissions	1,084.9	1,138.03	942.36
Scope 3 Emissions	106.24	104.62	-
<b>Total GHG Emissions (tCO<sub>2</sub>e)</b>	<b>1,191.2</b>	<b>1,242.65</b>	<b>942.37</b>
Number of Employees	1,426	846	734
<b>GHG Emissions Intensity (tCO<sub>2</sub>e/employee)</b>	<b>0.84</b>	<b>1.47</b>	<b>1.28</b>

Moving forward, the Group will continue refining data collection processes and implementing sustainable travel policies to further mitigate the environmental impact of business travel.

# ENVIRONMENTAL MATERIAL TOPICS

Winking Studios is committed to minimising our environmental footprint and integrating sustainable practices across our operations. Our environmental approach focuses on enhancing energy efficiency, managing climate related impacts through responsible emissions practices, and promoting the prudent use of natural resources, including water and effluents. We also prioritise effective waste management to reduce environmental harm and promote circular practices.

This section outlines our key environmental priorities, policies and performance, highlighting the initiatives we have implemented to conserve resources, mitigate climate-related risks and operate responsibly. It also sets out key indicators we use to monitor progress, strengthen accountability and drive continual improvement.

## Energy Efficiency

### *Impact on Winking Studios*

Effective management of GHG emissions enhances the Group's reputation, supports regulatory compliance, and reduces exposure to carbon-related risks, while also positioning the organisation to capture opportunities in a low-carbon economy. At the same time, inadequate implementation of mitigation measures could increase compliance costs and potentially lead to higher environmental impacts in areas of operation.

### *Management Approach*

The Group remains committed to reducing energy consumption and improving overall efficiency by fostering awareness among employees and embedding responsible operational practices across all locations. In addition to ongoing conservation efforts in Taipei and Nanjing, offices worldwide have implemented practical, location-specific initiatives to optimise energy consumption and operating efficiency.

Complementing these operational measures, the Group maintains consistent energy-data management with electricity consumption tracked through utility billing records and supported by internal modelling tools, such as GPU-energy-use estimation models, to better understand equipment related energy impacts. Together, these initiatives reinforce the Group's dedication to cultivating a culture of environmental responsibility across its expanding footprint.



### Taipei Office

- Adjust the office air conditioning system to 26°C to conserve energy.
- Encourage employees to turn off lights and air-conditioning when leaving the office or conference rooms.
- Require employees to switch off computer equipment when leaving, unless remote connection is necessary.
- Replace office lighting with LED tubes to improve energy efficiency.
- Install automatic controls for signboards and display cabinets to regulate lighting times.

### Nanjing Office

#### Air-conditioning management:

- Turn off A/C 20 minutes before leaving work.
- Limit usage to 9:30–11:30 AM and 2:00–4:00 PM (max 4 hours/day).
- Use A/C only when temperatures exceed 26°C in summer or fall below 15°C in winter. Keep doors and windows closed while in use.
- Upgrade to energy-efficient models.

#### Office equipment usage:

- Adopt energy-saving settings such as auto-sleep, screen-off timers and hibernation for prolonged idle periods.
- Connect printers to the network to reduce idle time and energy consumption.
- Place reminders to turn off equipment when not in use.
- Switch off power supplies before weekends, business trips or long breaks.

#### Lighting efficiency:

- Maximise the use of natural light wherever possible.

### Singapore Office

- Print double-sided and reduce printing where possible.
- Use electronic documents to minimise paper waste.

### Suzhou Office

- Reduce reliance on heaters or air-conditioning.
- Use natural ventilation by opening windows.
- Lower heating usage in winter.
- Ensure computers and electrical equipment remain in good operating condition.

### OPC Office

- Turn off idle lights, air-conditioning and non-essential equipment.
- Promote the use of daylight to reduce reliance on artificial lighting.
- Manage public-area lighting to avoid unnecessary energy waste.

### Mineloder Shanghai

- Switch off all office lights and equipment after work hours.

### Mineloder Tianjin

- Use LED energy saving lighting throughout the office.
- Promote energy-saving lighting in public areas.

### Mineloder Dalian

- Use high-efficiency LED lighting.
- Provide regular energy saving reminders in public areas.

### Our Performance

Winking Studios is committed to fostering a sustainable work environment and integrating conscientious conservation efforts into its daily operations and business activities. The Group's energy consumption and intensities<sup>[15]</sup> for FY2025, in comparison to FY2024 and FY2023, are outlined below:

Electricity Metrics	FY2023	FY2024	FY2025
Electricity Consumed (kWh) <sup>[16]</sup>	1,216,000	1,516,164	1,923,803
Number of Employees	734	846	1,426
<b>Electricity Consumption Intensity (kWh/employee)</b>	<b>1,656.68</b>	<b>1,792.16</b>	<b>1,349.09</b>

In FY2025, electricity intensity per employee decreased by 24.7% compared to FY2024, due to efficiency measures and a larger workforce, which distributed total electricity use across more employees.

<sup>15</sup> Since electricity consumption in the Singapore office is based on the entire building and cannot be individually measured, and also because of the relatively small number of employees, there have been no measures implemented to reduce electricity usage.

<sup>16</sup> For FY2025, electricity consumption for the Singapore office covers the period from June to December, reflecting the commencement of operations at this new location.

## Water and Effluents

### *Impact on Winking Studios*

Water is an essential resource in Winking Studios' operations, supporting the cooling of servers and digital infrastructure, maintaining workplace facilities, and ensuring employee welfare through sanitation and hygiene. While the Group's water withdrawal is relatively modest compared to water-intensive industries, responsible water stewardship remains essential to ensure operational reliability, manage costs and minimise environmental impact. As climate change is expected to increase water-related risks, Winking Studios proactively manages water consumption and efficiency to strengthen resilience and demonstrate leadership in sustainable digital entertainment.

### *Management Approach*

Recognising that a growing workforce amplifies its environmental responsibility, Winking Studios remains dedicated to strengthening its water management practices. To better regulate water use, policies have been implemented to encourage water conservation across operations, supported by the installation of water-saving devices on faucets in common areas to minimise unnecessary consumption.

As all offices are located in metropolitan commercial buildings and rely entirely on municipal tap water for daily needs, the Group works closely with property-management teams to monitor water use patterns, ensure transparent wastewater discharge and maintain compliance with local regulations. Since the Group generates only domestic wastewater, which is routed directly into municipal sewage systems, consumption levels generally remain stable throughout the year aside from minor seasonal fluctuations.

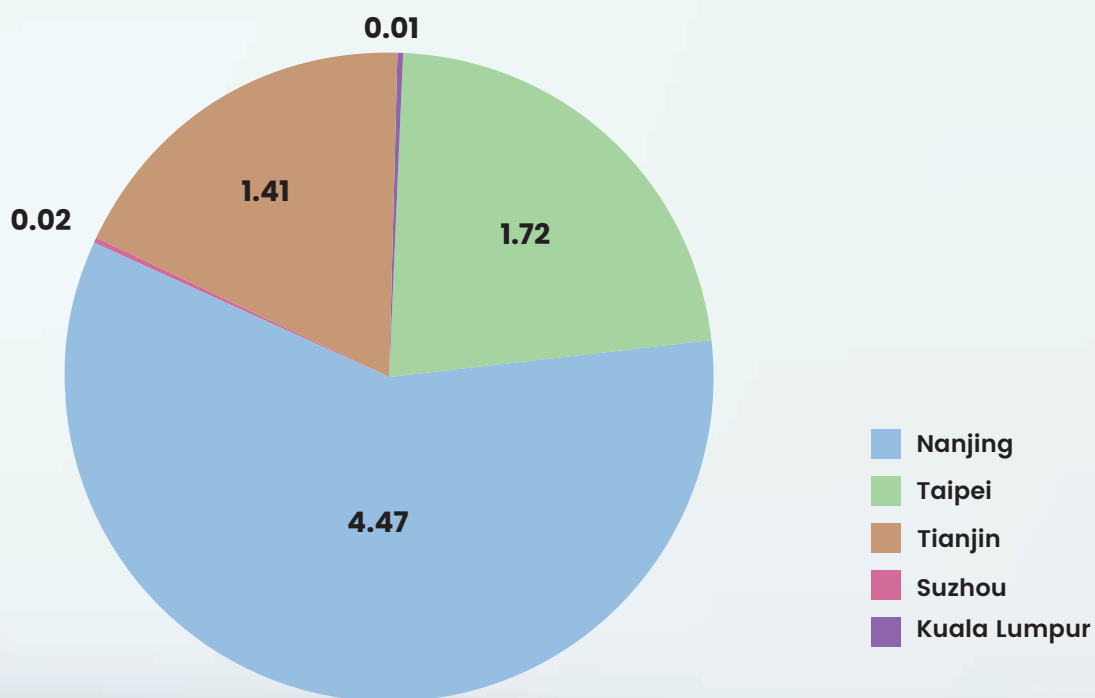
At the Group's largest office in Nanjing, facilities upgrades have been carried out, including the installation of water-efficient toilets, faucets and water-saving dispensers. In addition, a Group-wide water-conservation policy raises employee awareness on responsible water use, complemented by educational initiatives and behaviour-guideline reminders across offices. Some locations have also introduced water saving fixtures and begun monitoring consumption using Water Use Efficiency ("**WUE**") indicators to detect abnormalities and prevent water waste at an early stage.

Looking ahead, Winking Studios aims to enhance its monitoring of water usage across locations to better identify opportunities for further efficiency improvements and to continuously strengthen its conservation strategy. In alignment with its ESG commitments, the Group is integrating broader water-risk considerations, such as water scarcity, water quality and seasonal stress, into its planning through tools like the WRI Aqueduct Water Risk Atlas. These efforts support the Group's long-term goal of embedding sustainable water stewardship into day-to-day operations.

### Our Performance

For its water usage, the Group does not have its own internal water sources and relies on third-party water suppliers in the areas in which it operates. In FY2025, the Group's total water withdrawal amounted to 7.63 megalitres<sup>[17]</sup> (FY2024: 6.30 megalitres). Here is the breakdown of the Group's water withdrawal by location:

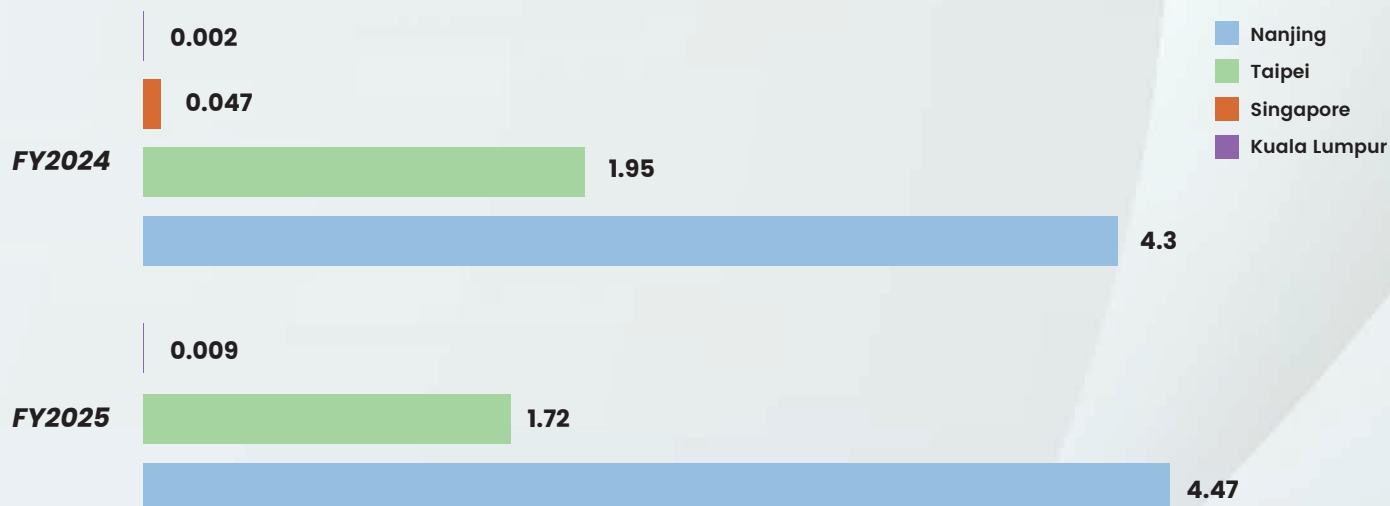
#### Water Withdrawal (megalitres)



<sup>17</sup> Water consumption for Winking Studios and Mineloader Studios in the Group's Singapore, Shanghai, and Dalian offices cannot be quantified, as the buildings they occupy do not bill tenants for water usage.

Most of the Group's water usage comes out of its Nanjing office which accounts for 4.47 megalitres while the Taipei office accounts for 1.72 megalitres. The following table shows the Group's water consumption:

### Water Withdrawal (megalitres)



In FY2025, the Group's water withdrawal increased to 7.63 megalitres (FY2024: 6.30 megalitres), primarily due to expanded operations and a larger workforce across the Group's offices. The Group's water intensity has decreased from 0.0075 megalitres/employee in FY2024 to 0.0053 megalitres/employee in FY2025.

Three-year comparison of the Group's water withdrawal is as follows:

Water Metrics	FY2023	FY2024	FY2025
Total Water Withdrawal (megalitres)	5.29	6.30	7.63
Water Withdrawal Intensity (megalitres/employee)	0.0072	0.0075	0.0053

## Waste Management

### *Impact on Winking Studios*

Effective waste management helps Winking Studios reduce its environmental footprint, comply with relevant regulations, and reinforce stakeholder trust. By prioritising reduction, reuse and recycling, especially through digitalisation and paper-light practices, the Group improves operational efficiency while lowering resource use. Responsible handling of electronic waste (“**e-waste**”) further mitigates environmental, and compliance risks associated with outdated or non-functional equipment.

### *Management Approach*

The Group’s waste management strategy is built on the reduce–reuse–recycle hierarchy and applies to two primary waste streams: office waste and e-waste. Employees are encouraged to minimise paper consumption, adopt a paperless approach, and use digital collaboration tools. Office-wide initiatives include office printers set to double-sided printing by default to curb paper use. Recognising the specific risks of e-waste, the Group ensures that obsolete equipment is collected and disposed of through certified e-waste recyclers and in accordance with local waste management regulations across its locations. This is complemented by ongoing efforts to extend equipment life cycles and increase the proportion of electronic waste entering formal recycling systems.

Beyond e-waste, the Group also manages general domestic waste generated through daily operations, such as food waste, plastic packaging, paper materials and disposable office supplies. Internally, a three-tier administrative audit system covering waste-management documentation, equipment renewal records and disposal logs, supports compliance, transparency and responsible handling across all locations. Regular ESG and sustainability meetings further reinforce these practices, enabling continuous improvement in how waste is monitored, reduced and recycled throughout the organisation.

### *Our Performance*

This marks the first year that Winking Studios is reporting on the Group’s waste management performance. Our waste composition is as follows:

Waste Composition and Generated Volume:

Waste Type (tonnes)	FY2025
Electronic Waste	5.2
Plastic Waste	5.1
Paper Waste	3.9
Domestic Waste	160.7
Bulky Waste	11.2
<b>Total Waste (tonnes)</b>	<b>186.1</b>

Waste Diverted from Disposal:

Recovery Type (tonnes)		FY2025
Recycling (Onsite)		
Electronic Waste		0.7
Plastic Waste		4.3
Paper Waste		4.3
Bulky Waste		4.8



## Our Performance and Targets

In FY2025, the Group's achievements against previously set targets are presented below. Moving forward, Winking Studios remains committed to minimising its carbon footprint and improving environmental performance by proactively implementing climate actions that contribute positively to the environment.

The Group has established the following targets, using FY2023 as the base year, as part of its dedication to integrating environmental value into business practices:

Material Topics	Targets	FY2025 Performance
<b>GHG Emissions</b>	<b>Short-term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>Reduce Scope 2 emissions by practising sustainability habits and adopting for energy-efficient fixtures and fittings by 2%.</li> <li>Reduce business travel emissions by 2%.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>40.6% reduction in Scope 2 emissions intensity.</li> <li>35.1% reduction in total GHG intensity (Scopes 1-3).</li> <li>Scope 3 coverage expanded to air, rail, and road transport emissions.</li> </ul>
	<b>Medium-term Targets (2030)</b> <ul style="list-style-type: none"> <li>Reduce Scope 2 emissions intensity by 10%.</li> </ul>	
	<b>Long-term Targets (2050)</b> <ul style="list-style-type: none"> <li>Aim to offset any remaining emissions through activities like carbon offset projects or investments in renewable energy projects.</li> <li>Aim to power Group's operations with renewable energy sources.</li> </ul>	
<b>Energy Efficiency</b>	<b>Short-Term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>Achieve a 5% reduction in electricity consumption intensity.</li> <li>Adopt higher ratings/ticks of energy-efficient fixtures and fittings in office premises.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>18.5% reduction in electricity consumption intensity.</li> <li>55% of office locations transitioned to LED lighting.</li> </ul>
	<b>Medium-Term Targets (2030)</b> <ul style="list-style-type: none"> <li>Reduce energy consumption intensity by 10%.</li> <li>Upgrade to more than 80% LED lighting in all offices and studios.</li> </ul>	
	<b>Long-Term Targets (2050)</b> <ul style="list-style-type: none"> <li>Replace outdated equipment and upgrade to energy-efficient equipment.</li> </ul>	

Material Topics	Targets	FY2025 Performance
<b>Water and Effluents</b>	<b>Short-Term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>• Install water-efficient technologies to reduce water consumption intensity by 2%.</li> <li>• Conduct employee awareness programmes on water conservation best practices.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>• 6.3% reduction in water consumption intensity.</li> <li>• Integration of WRI Aqueduct risk factors into future planning.</li> </ul>
	<b>Medium-Term Targets (2030)</b> <ul style="list-style-type: none"> <li>• Reduce water consumption intensity by 3%.</li> </ul>	
	<b>Long-Term Targets (2050)</b> <ul style="list-style-type: none"> <li>• Reduce water consumption intensity by 4%.</li> <li>• Install real-time water monitoring sensors to track consumption and identify leaks early.</li> <li>• Identify, assess and implement water saving systems like rainwater harvesting and low flow plumbing fixtures.</li> </ul>	
<b>Waste Management</b>	<b>Short-Term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>• Implement a tracking system to measure office and electronic waste generation.</li> <li>• Reduce paper usage by 5% through digitalisation initiatives.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>• FY2025 baseline established</li> <li>• Tracking system implemented for office waste and e-waste.</li> <li>• Certified e-waste vendors engaged Group-wide.</li> </ul>
	<b>Medium-Term Targets (2030)</b> <ul style="list-style-type: none"> <li>• Publish quantitative waste data in the annual Sustainability Report.</li> <li>• Achieve a minimum of 10% reduction in general office waste.</li> </ul>	
	<b>Long-Term Targets (2050)</b> <ul style="list-style-type: none"> <li>• Attain a near-paperless work environment through full-scale digital adoption.</li> <li>• Continuously enhance waste reduction efforts in alignment with industry best practices and circular economy principles.</li> </ul>	



Winking Studios recognises that long-term business success depends on our people. We aim to foster a safe, inclusive and empowering workplace that supports well-being, development and fair opportunity for all. In this section, we describe our priorities, policies and performance across workforce development, employee engagement, diversity and inclusion, health and safety, and responsible employment practices, along with the indicators we use to track improvement.

## Employment Practices

### *Impact on Winking Studios*

A positive, collaborative and inclusive workplace supports innovation, enhances the Group's flexibility, and helps ensure high-quality deliverables. A welcoming workforce also strengthens the Group's ability to attract diverse talent and recruit and retain top industry professionals. By prioritising fair, merit-based employment practices, employee welfare and safety, and compliance with local laws, the Group builds a culture that supports employees' growth and well-being.

### *Management Approach*

Winking Studios manages social-related workforce topics through a commitment to inclusive culture, fair employment practices and legal compliance. The Group's approach is designed to create a workplace where employees can thrive, contribute meaningfully, and progress based on merit.

To uphold these commitments, the Group embeds fairness and inclusion into day-to-day people practices. Merit-based recruitment and progression are central to the Group's approach, with hiring and advancement decisions made according to role requirements, performance and capability, and underpinned by a firm commitment to equal opportunity. The Group maintains a zero-tolerance stance on discrimination and actively promotes respectful collaboration across teams. Its culture and people practices prioritise employee welfare and safety to protect well-being and support long-term growth.

### Our Performance

In FY2025, Winking Studios is proud to report zero recorded incidents of discrimination reflecting a workplace environment aligned with the Group's commitment to fairness and inclusivity. Sustaining this standard also helps safeguard Winking Studios' reputation as a responsible employer, reinforcing trust among employees and stakeholders.

During FY2025, the Group added 417 employees from FY2024, bringing the total employee count to 1,426, of whom 64% are male and 36% are female. The Group does not employ any part-time workers.

#### Employee Headcount (by Gender and Region)

The detailed employment profile as of 31 December 2025 is as follows:

Workforce	FY2023		FY2024		FY2025	
Total number of employees	<b>734</b>		<b>846</b>		<b>1,426</b>	
<b>By Gender</b>						
Male	464	63.22%	534	63.12%	909	63.74%
Female	270	36.78%	312	36.88%	517	36.26%
<b>By Age Group</b>						
Less than 30 years old	-[18]		515	60.87%	843	59.12%
30 – 50 years old			324	38.30%	569	39.90%
Older than 50 years old			7	0.83%	14	0.98%
<b>By Region</b>						
Southeast Asia	3	0.41%	24	2.84%	105	7.36%
Greater China	731	99.59%	816	96.45%	1,321	92.64%
Americas and Europe	-	0.00%	6	0.71%	-	0.00%

In FY2025, the Group continued to grow and diversify its workforce to include employees from the Americas and Europe. This change in employee demographics reflects the Group's ongoing commitment to fostering a diverse and inclusive workplace.

The Greater China region remains the largest contributor to its workforce. Moving forward, the Group aims to further enhance its regional diversity through continued international expansion initiatives.

#### New Employee Hires (by Gender, Age Group, Region)

In FY2025, Winking Studios welcomed a total of 417 new hires, comprising 268 males and 149 females. The breakdown of new employee hires and the rate of new hires is as follows:

<sup>18</sup> Information unavailable as this is a newly disclosed metric in FY2025.

New Employee Hires	FY2023		FY2024		FY2025 <sup>[19]</sup>	
Total number of employees	177	24.57%	215	27.22%	417	36.64%
<b>By Gender</b>						
Male	124	17.21%	138	17.47%	268	37.15%
Female	53	7.36%	77	9.75%	149	35.95%
<b>By Age Group</b>						
Less than 30 years old	142	19.71%	149	18.86%	318	46.83%
30 – 50 years old	35	4.86%	65	8.23%	99	22.18%
Older than 50 years old	-	0.00%	1	0.13%	-	0.00%
<b>By Region</b>						
Southeast Asia	1	0.14%	4	0.51%	-	0.00%
Greater China	176	24.43%	205	24.95%	417	39.03%
Americas and Europe	-	0.00%	6	0.76%	-	0.00%

The increase in new employee hires is due to the Group's acquisition of Mineloder, resulting in additional employees added to our headcount.

The majority of the Group's new hires are under the age of 30, reflecting Winking Studio's commitment to nurturing young talent. The Great China region accounted for the highest number of new hires, driven by the Group's large-scale operations in the region and strong partnerships with local universities, which facilitate talent recruitment and development.

#### Employee Turnover (by Gender, Age Group, Region)

The breakdown of employee turnover and the rate of turnover is as follows:

Employee Turnover	FY2023		FY2024		FY2025 <sup>[20]</sup>	
Total number of employees	179	24.84%	221	27.97%	402	35.39%
<b>By Gender</b>						
Male	123	17.07%	153	19.37%	287	39.77%
Female	56	7.77%	68	8.60%	115	27.75%
<b>By Age Group</b>						
Less than 30 years old	129	17.90%	181	22.91%	294	43.30%
30 – 50 years old	49	6.80%	39	4.93%	107	23.96%
Older than 50 years old	1	0.14%	1	0.13%	1	9.52%
<b>By Region</b>						
Southeast Asia	-	0.00%	2	0.25%	4	0.06%
Greater China	179	24.84%	218	27.59%	398	37.25%
Americas and Europe	-	0.00%	1	0.13%	-	0.00%

<sup>19</sup>. The rate of new employee hires during FY2025 was calculated by: Number of new hires by gender or age group or region / Average number of employees.

<sup>20</sup>. The rate of employee turnover during FY2025 was calculated by: Number of leavers by gender or age group or region / Average number of employees.

In FY2025, Winking Studios observed an overall employee turnover rate of 35.4%. A total of 402 employees left the Group, comprising 287 males and 115 females. The increase in employee turnover is due to the Group's acquisition of Mineloder, resulting in more employee departures from their team being recorded under our turnover figures.

### Benefits

Winking Studios is committed to supporting its employees by offering a comprehensive suite of benefits designed to enhance their well-being, job performance and personal development. The Group prioritises employee health by providing access to medical services and ensuring comprehensive healthcare coverage. At Winking Studios Taipei, an on-site health service system has been implemented, offering employees two doctor visits, 12 on-site nurse consultations, and two health consultations annually. By bringing healthcare services directly to the offices, the Group aims to facilitate timely detection or treatment of health issues. Furthermore, the Group's full-time employees are provided with health insurance, ensuring they receive necessary medical support when needed.

At Winking Studios, the Group recognises the vital role of family in employee's lives. Hence, all eligible employees are entitled to parental leave, enabling them to spend quality time with their families. In FY2025, 20 male and 11 female employees utilised their parental leave. The Group is pleased to report that all employees who took parental leave returned to work after the leave period, which brings the Group's return to work rate<sup>[21]</sup> to 100%. Furthermore, there are 1 male and 9 female employees who after returning from parental leave are still employed after 12 months with the Group.

Parental Leave	Male	Female	Total
Employees who applied for parental leave	20	11	31
Expected number of employees returning to work in 2025 (a)	18	10	28
Employees returning to work in 2025 (b)	18	10	28
<b>Return to Work Rate (b/a)</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Employees who returned to work in 2024 (c)	2	10	12
Employees who returned to work in 2024 and are still employed for more than 12 months (d)	1	9	10
<b>Retention Rate (d/c)</b>	<b>50%</b>	<b>90%</b>	<b>83%</b>

<sup>21</sup> Return to work rate is calculated by total number of employees that did return to work after parental leave / Total number of employees due to return to work after taking parental leave.

The table below details the key benefits that the Group provides at its main offices:

### Taipei Office

- Monthly on-site nursing services to regularly care for employees' physical and mental well-being.
- Free lunch provided on the last Wednesday of each month known as "Winking Studios Day"
- Welfare committee representatives are elected through employee vote and are responsible for planning annual welfare activities on a regular basis. Including monthly afternoon tea, Christmas gift exchange events, and screenings of popular movies.
- Conduct an annual review of employee benefits, benchmarking industry standards to assess and adjust benefits. Additionally, offer flexible working hours and a hybrid work model to attract top talent.
- Actively participate in government, vocational training institutions, and school-sponsored job matching events to build a strong employer brand and corporate image.

### Shanghai Office

- Prepare holiday and birthday gifts to employees.
- Organise departmental activities and year-end banquet.
- Provide afternoon tea to employees.

### Nanjing Office

- Pay and benefits:
  - Provide competitive pay: ensure that the basic salary is equivalent to or higher than the market level, and provide performance bonuses based on employee performance.
  - Understand employee needs through surveys and provide customized benefits, such as flexible working hours, remote work options, parental leave, etc.
- Career development:
  - Provide employees with clear promotion routes and development plans to help them see their growth potential within the organisation.
  - Provide internal training, online learning resources, etc. to help employees improve their professional skills and comprehensive qualities.
- Work environment and culture:
  - Provide a comfortable, safe and healthy workplace equipped with necessary work facilities.
  - Establish a supportive, respectful and inclusive corporate culture to enhance employees' sense of belonging and identity.
  - Regularly organise team development, dinners, travel and other activities to enhance team cohesion and employee belonging.

### Pixelline Office

- Flexible working hours and medical benefits.

### Mineloder Office

- Additional annual leave based on each employee's length of service.
- Annual health check-up for employees. Employees with more than one year of service are also enrolled in commercial medical insurance.
- Birthday gifts and holiday gifts.

## Labour/ Management Relations

### *Impact on Winking Studios*

Open and transparent communication with employees supports a stable and collaborative work environment, which is especially important for the Group as a global art outsourcing company where creativity and productivity are core to deliver quality. Clear notice periods and consultation processes for significant operational changes help minimise disruption, maintain employee trust, and enable smoother transitions which contribute to employee well-being and long-term organisational success.

### *Management Approach*

The Group manages labour/management relations through a combination of regulatory compliance and proactive employee engagement:

#### *Fair and Inclusive Communication*

The Group prioritises open and transparent communication and seeks to ensure fairness and inclusivity in decision making when significant operational changes are planned. It adheres to local notice-period requirements before implementing changes that could substantially affect employees.

#### *Collective Bargaining Agreements*

Where employees are covered by collective bargaining agreements, the Group complies with applicable local labour laws governing notice periods, consultation processes and negotiation requirements. In Taipei, it follows the Law Source Retrieving System Labour Laws and Regulations established by the central authorities.

#### *Ongoing Engagement*

Beyond compliance, the Group fosters a respectful workplace culture through regular dialogue sessions and transparent communication with employees.

### *Our Performance*

The Group strictly adheres to local labour regulations, with minimum notice periods of 60 days in Taipei, 30 days in Nanjing and Shanghai, and 8 weeks in Kuala Lumpur, prior to implementation of significant operational changes that could substantially affect them. These notice periods are intended to provide employees and their representatives adequate time to prepare for changes and support smooth transitions with minimal disruption.

For employees under collective bargaining agreements, the Group follows relevant local legal requirements on notice, consultation, and negotiation processes.



## Occupational Health and Safety

### *Impact on Winking Studios*

A robust occupational health and safety (“OHS”) framework gives employees peace of mind, enabling them to focus on their work and supporting overall welfare. This, in turn, helps the Group maintain high-quality output across its offices. A safe and supportive workplace also reduces disruption from incidents and strengthens organisational resilience.

### *Management Approach*

The Group’s OHS approach is anchored on continuous improvement and risk mitigation. Key elements include:

#### *OHS Management System*

The Group operates a formal OHS management system that actively monitors incidents across all offices and maintains a safe working environment. As at FY2025, the system covers 1,296 employees, approximately 91% of total staff. In accordance with relevant regulations, employees are provided with both internal and external training opportunities, including mandatory safety and health education, hazard prevention briefings, and emergency response procedures. New employees undergo general safety and health education as part of their onboarding.

Regular health check ups, on-site consultations and post-screening risk assessments help identify potential health concerns early. Employees assessed as higher risk receive additional counselling, workplace adjustments or referrals to licensed medical professionals where further evaluation is required. Employees have the right to remove themselves from any situation they perceive as hazardous without fear of reprisal.

#### *Incident Reporting*

All reported incidents are treated seriously, handled confidentially, and escalated to senior management as appropriate. Complaints may be submitted verbally or in writing and are processed by the Safety and Health Committee, OHS personnel, HR representatives or designated labour representatives. During investigations, the identity of the complainant remains strictly protected, and retaliation of any form is prohibited.

Serious cases, such as those involving personal safety risks, potential violations of labour regulations, or unsafe conditions in company-controlled workplaces, are managed by designated supervisors and may be reported to authorities as required. The Group also provides counselling support, follow-up assessments and preventive actions tailored to the nature of each case.

In addition, the Group invests in ongoing emergency preparedness through fire-safety training, evacuation drills, first aid training and regular reviews of workplace safety to ensure that risks are identified early and mitigated effectively.

### *Our Performance*

In FY2025, there were zero recorded fatalities and 3 work-related injuries recorded across all offices. The Company adopts a proactive approach in supporting employees, including assistance with occupational injury certification and access to paid injury leave.

Moreover, through comprehensive health and safety assessments, no high-risk work-related hazards were identified. The Group remains steadfast in its commitment to maintaining a safe, supportive, and risk-free work environment for all employees.

## Training and Education

### Impact on Winking Studios

Continuous upskilling enables the Group to maintain high-quality deliverables by strengthening employee capability and keeping practices aligned with evolving industry expectations. Regular performance and career development reviews further support role clarity, career progression and employee retention, contributing to a capable, motivated and engaged workforce.

### Management Approach

Winking Studios supports learning and development through a combination of structured reviews and targeted training. Annual performance and career development reviews are conducted to establish performance expectations, identify development needs, and support long-term career progression.

Training programmes are tailored according to role and office requirements, with a focus on building both specialised expertise and core professional competencies. Internally, the Group provides role-specific training such as middle management development programmes, alongside tax and financial policy update sessions designed to deepen employees' technical knowledge and strengthen organisational competency. Employees in Singapore participate in anti-corruption training to support ethical conduct and compliance, while employees in Shanghai undertake accounting training delivered in collaboration with the Ministry of Finance.

In addition, the Group supports external training and professional development through a structured application and approval process, with training subsidies provided for courses that are aligned with business and skills development needs.

In FY2025, the Group continues to strengthen a culture of continuous learning by monitoring training participation through average training hours, disaggregated by gender and employee level, while ensuring that development opportunities remain accessible and relevant across all operating locations.

### Our Performance

In FY2025, 94% of the Group's employees received an annual performance and career development review:

During FY2025, the Group has committed to fostering continuous learning, and average training hours are outlined below, categorised by gender and employee level:

Average Training Hours	FY2023	FY2024	FY2025
<b>By Gender</b>			
Male	56.11	41.53	22.83
Female	55.77	37.41	24.95
<b>By Age Group</b>			
Senior Management Level (Positions at Director and above level)	26.21	24.14	15.8
Middle Management Level (Managerial Positions)	68.80	21.78	18.01
Executive Level	56.56	41.98	24.23

The fluctuation in average training hours per employee was primarily attributed to a shift from formal training programmes towards on-the-job learning and coaching, which may not be fully captured in recorded training hours, as well as fewer mandatory regulatory and compliance training requirements during FY2025.

## Diversity and Equal Opportunities

### *Impact on Winking Studios*

A diverse workforce strengthens Winking Studios by enabling employees to interact and learn from different cultures, broadening perspectives and supporting stronger collaboration. Diversity also improves organisational resilience: with a wider range of skills and experiences, teams can be more robust and responsive when addressing challenges and solving problems.

In addition, equitable career progression and a competitive total reward encompassing remuneration, benefits, and a supportive workplace culture, support the Group's ability to attract, motivate, and retain top talent. Together, these factors contribute to workforce stability and capability, which are important enablers of consistent delivery quality and sustainable long-term performance.

### *Management Approach*

Winking Studios' approach to diversity and equal opportunity focuses on cultivating an inclusive workforce, promoting equitable career advancement, monitoring pay equity, and maintaining a competitive total rewards structure.

### **Cultivating Diversity and Inclusive Progression**

The Group believes that workforce diversity provides employees opportunities to learn from different cultures and brings a wider array of skills to improve responsiveness and problem-solving. A key element of the Group's diversity strategy is ensuring employees have equitable opportunities to progress within the Group, supporting internal development and long-term advancement within the organisation.

### **Pay Equity Monitoring Across Significant Locations**

The Group monitors remuneration ratios between women and men by employee group across its significant locations. Significant locations are defined as offices that function as execution hubs for the Group's core business, with a significant role in revenue contribution and market coverage and which are supported by long-term operational plans. The Group remains committed to narrowing pay gaps over time by maintaining equitable opportunities for all employees.

### **Competitive Total Rewards to Attract and Retain Talent**

Winking Studios recognises that attracting and retaining top talent requires a competitive remuneration and benefits structure. The Group's remuneration rates are updated annually to remain in line with industry and market standards. Beyond monetary compensation, the Group believes that fostering a positive and supportive work environment is equally essential.

To complement its competitive remuneration, Winking Studios has developed a comprehensive benefits package aimed at enhancing employee well-being and job satisfaction. By balancing financial and non-financial incentives, the Group seeks to create a workplace that supports, motivates, and retains its workforce.

### **Diverse Governance Representation**

Winking Studios seeks to promote diversity within its governance body by ensuring a broad mix of skills, experience, and perspectives, supporting balanced decision-making and effective oversight.

## Our Performance

The table below shows the remuneration ratio between women to men by employee group, in all the Group's significant locations. The Group defines its significant locations by deciding which of its offices serve as execution hubs for its core business and thus have a significant role in revenue, contribution and market coverage. These locations also tend to have long-term operational plans.

Ratio of remuneration of women to men by region	FY2024	FY2025
<b>Middle Management Level</b>		
Nanjing	0.65	0.90
Suzhou	N.A. <sup>[22]</sup>	N.A
Shanghai	1.3	1.23
Tianjin	– <sup>[23]</sup>	1.26
Dalian	–	0.89
Taipei	0.98	1.01
Kuala Lumpur	0.73	0.56
Singapore	N.A	N.A. <sup>[24]</sup>
<b>Executive Level</b>		
Nanjing	0.98	0.91
Suzhou	0.73	1.22
Shanghai	0.69	0.79
Tianjin	–	0.85
Dalian	–	0.88
Taipei	0.93	0.88
Kuala Lumpur	0.77	0.78
Singapore	N.A	N.A. <sup>[25]</sup>

Moving forward, the Group remains committed to narrow this gap by maintaining equitable opportunities for all employees.

For the Group's governance body, Winking Studios strive for a diverse demographic representation, ensuring a broad range of skills and expertise. A comprehensive overview of the Group's governance body (i.e., the Board of Directors) is provided below:

Governance Body	FY2023	FY2024	FY2025
<b>By Gender</b>			
Male	78.57%	100.00%	87.5%
Female	21.43%	0.00%	12.5%
<b>By Age Group</b>			
Less than 30 years old	3.57%	0.00%	0.00%
30 – 50 years old	85.72%	28.57%	25%
Older than 50 years old	10.71%	71.43%	75%

<sup>22</sup> The Group's Suzhou entity does not have any female at the middle management level.

<sup>23</sup> The Group's Tianjin and Dalian entities are newly acquired in FY2025.

<sup>24</sup> The Group's Singapore entity does not have any female at the middle management level.

<sup>25</sup> The Group's Singapore entity only has female employees at the executive level.

The table below details the breakdown of the Group's employee distribution for each employee category by gender and age group for each class of employee:

By Gender

Permanent Full-Time Employee Category	FY2024		FY2025	
	Male	Female	Male	Female
Executive Level	62.32%	37.68%	62.96%	37.04%
Middle Management	65.31%	34.69%	65.17%	34.83%
Senior Management	76.32%	23.68%	78.33%	21.67%

By Age Group

Permanent Full-Time Employee Category	FY2024			FY2025		
	Less than 30 years old	30 – 50 years old	Older than 50 years old	Less than 30 years old	30 – 50 years old	Older than 50 years old
Executive Level	67.46%	32.28%	0.26%	1.67%	86.67%	11.67%
Middle Management	6.12%	91.84%	2.04%	6.74%	91.01%	2.25%
Senior Management	0.00%	89.74%	10.53%	65.47%	34.14%	0.39%



## Contribution to Society – Local Communities

### Impact on Winking Studio

The Group's community initiatives strengthen Winking Studios' social impact by supporting vulnerable groups and contributing to safer, more liveable communities in the locations where it operates. These efforts also help reinforce a values-driven culture by giving employees meaningful opportunities to participate in volunteering and local giving, supporting pride and connection to the communities in which the Group operates in.

### Management Approach

Winking Studios approaches community investment through a combination of ongoing financial contributions and employee-led volunteering, tailored to local needs across its operating geographies. Building on ongoing support for disaster relief funds and underrepresented communities, the Group continues to identify credible community partners and initiatives where contributions, whether monetary or in-kind, can make a tangible difference. This is complemented by regular participation in community development activities, where employees collaborate with local organisations to support education, environmental protection and resource integration efforts, benefiting vulnerable groups and local residents.

### Our Performance

In FY2025, Winking Studios contributed to our local communities in the following ways:

Location	Initiative
Taipei	<ul style="list-style-type: none"> <li>• Company-wide blood donation drive with Taipei Blood Centre.</li> <li>• Organic tea garden adoption in a protected watershed to promote eco friendly farming, biodiversity, and water-source protection.</li> <li>• Second hand / circular-economy market activities promoted to extend product lifecycles and reduce waste.</li> </ul>
Singapore	<ul style="list-style-type: none"> <li>• Employees volunteered at "Wings of Art 2025", a charity event to raise funds for the Singapore Red Cross Young Hearts programme supporting underprivileged children.</li> </ul>
Nanjing	<ul style="list-style-type: none"> <li>• Annual tree planting to enhance local green spaces and urban biodiversity.</li> <li>• In-kind donations to local charities (e.g., clothing drive with Red Cross Society of Nanjing) to support vulnerable groups.</li> </ul>



Taipei Employee Visit to The Adopted Organic Tea Garden



Taipei Second Hand/ Circular Economy Market Activities



Taipei Blood Donation



Nanjing Tree Planting Campaign



Nanjing Donation of Supplies to The Welfare Institution



"Wings of Art 2025" Volunteer Activity



Taipei Second Hand/ Circular Economy Market Activities



Taipei Organic Tea Garden Adoption Initiative

## Our Performance and Targets

In FY2025, the Group's achievements against our targets set are presented below:

Material Topics	Targets	FY2025 Performance
<b>Employment Practices</b>	<b>Short-term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>Maintain employee turnover rates around 24-25%.</li> <li>Implement flexible working hours and remote work options for all eligible employees.</li> </ul>	<b>Not Achieved</b> <ul style="list-style-type: none"> <li>35.39% turnover rate</li> <li>Flexible hours and remote options continued for eligible roles.</li> </ul>
	<b>Medium-term Targets (2030)</b> <ul style="list-style-type: none"> <li>Maintain employee turnover rates around 24-25%.</li> <li>Increase the representation of under-represented groups in new hires by 5%.</li> </ul>	
	<b>Long-term Targets (2050)</b> <ul style="list-style-type: none"> <li>Become an employer of choice in the industry, recognised for its ethical employment practices, employee satisfaction, and workplace culture.</li> <li>Develop an AI workforce transition strategy to support employees impacted by technological advancements.</li> </ul>	
<b>Labour/ Management Relations</b>	<b>Ongoing Target</b> <ul style="list-style-type: none"> <li>Provide employees with a minimum 30 days' notice for major organisational changes.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>Maintained minimum notice for significant organisational changes, no exceptions recorded.</li> </ul>
<b>Occupational Health and Safety</b>	<b>Ongoing Target</b> <ul style="list-style-type: none"> <li>Maintain zero incidents of material non-compliance with applicable laws and regulations.</li> <li>Maintain zero incidents related to work-related injuries, fatalities, or ill-health.</li> </ul>	<b>Not Achieved</b> <ul style="list-style-type: none"> <li>Zero work-related fatalities recorded</li> <li>3 work-related injuries recorded</li> </ul>

Material Topics	Targets	FY2025 Performance
<b>Training and Education</b>	<b>Short-term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>• Increase the average training hours by 5%.</li> <li>• Ensure that all employees receive at least 44 hours of training per year.</li> <li>• Conduct at least 1 company-wide training sessions per year on critical skills.</li> </ul>	<b>Not Achieved</b> <ul style="list-style-type: none"> <li>• 22.83 Average Male training hours.</li> <li>• 24.95 Average Female training hours.</li> </ul>
	<b>Medium-term Targets (2030)</b> <ul style="list-style-type: none"> <li>• Increase the average training hours by 10%.</li> <li>• Implement a mentorship programme with at least 3% of employees participating.</li> </ul>	
	<b>Long-term Targets (2050)</b> <ul style="list-style-type: none"> <li>• Achieve full employee participation rate in annual training and education programmes.</li> <li>• Become a leader in sustainable workforce training, supporting employees in lifelong learning initiatives beyond company requirements.</li> </ul>	
<b>Diversity and Equal Opportunities</b>	<b>Short-term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>• At least 30% of women in mid-level and senior positions.</li> </ul>	<b>Partially Achieved</b> <ul style="list-style-type: none"> <li>• 34.83% of women in mid-level positions.</li> <li>• 21.67% of women in senior positions.</li> </ul>
	<b>Medium-term to Long-term Target (2030- 2050)</b> <ul style="list-style-type: none"> <li>• At least 16% female representation in Senior Management Level.</li> </ul>	
<b>Contribution to Society – Local Communities</b>	<b>Short-term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>• Organise at least 6 community outreach programmes per year (e.g. environmental cleanups, education workshops).</li> <li>• Ensure that at least 85% of new hires are from the local community.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>• More than 6 programmes organised across our locations.</li> </ul>
	<b>Medium-term Targets (2030)</b> <ul style="list-style-type: none"> <li>• Increase the number of community engagement activities by 8%.</li> </ul>	
	<b>Long-term Targets (2050)</b> <ul style="list-style-type: none"> <li>• Aim to achieve net-positive social impact in all operational regions.</li> <li>• Increase the number of community engagement activities by 10%.</li> </ul>	



# GOVERNANCE

## Market Presence

### *Impact on Winking Studio*

Winking Studios' presence in key locations contributes to job creation and broader economic development in the communities where it operates. By prioritising local hiring and offering competitive entry-level wages, the Group strengthens its talent pipeline and supports a stable, motivated workforce which enables continued growth and reinforcing its market position in the gaming industry. Promoting local talent into leadership roles further supports organisational continuity, improves local market understanding, and strengthens long-term operational resilience.

### *Management Approach*

The Group manages its economic impact on local communities through a structured approach focused on local employment, fair wages, and career progression:

#### Local Hiring and Competitive Remuneration

The Group evaluates its local economic contribution through targeted local hiring initiatives and the provision of competitive remuneration packages. Winking Studios maintains equal pay for entry level roles across Singapore, Kuala Lumpur, Taipei, Shanghai and Nanjing, ensuring no discrimination based on location. In jurisdictions with minimum wage schemes, namely Taipei, Shanghai, Nanjing and Kuala Lumpur, the Group aims to offer entry-level wages that are higher than the prevailing average to contribute meaningfully to local communities.

#### Fair and Ethical Labour Practices

The Group is also committed to fair and ethical labour practices across its workforce by ensuring that all workers involved in its operations, including non-direct employees, receive wages above the legally mandated minimum, thereby supporting compliance with labour laws and responsible employment practices. The Group promotes career development by creating opportunities for local employees to advance, with an emphasis on internal promotions to recognise and reward skilled talent.

## Our Performance

As of 31 December 2025, 90% of the Group's employees who are director level and above are local to the office in which they work in, with 57 out of 60 director level and above positions in the Group being held by local talent.

The ratio of the average executive-level wage compared to the local minimum wage in each area is displayed below. The minimum wage figures are derived from the respective jurisdictions' hourly minimum wage, using a proxy of eight working hours per day and 22 working days per month.

Region	Ratio		
	FY2023	FY2024	FY2025
Taipei	1.11	1.65	0.86
Shanghai	0.60	3.34	0.62
Nanjing	0.72	2.01	0.57
Kuala Lumpur	-	3.53	0.88
Suzhou	-	1.94	0.59
Tianjin	-	-	0.54
Dalian	-	-	0.60

## Procurement Practices

### Impact on Winking Studios

Responsible procurement and local sourcing strengthen the Group's supply chain resilience and business continuity by reducing reliance on cross-border transactions and shortening lead times. Prioritising local suppliers also supports local economic development by directing spend towards regional businesses. Operationally, local sourcing can improve efficiency and reduce logistical emissions associated with transportation, reinforcing the Group's sustainability objectives while supporting reliable delivery across its studios and key operational hubs.

### Management Approach

The Group's procurement approach integrates sustainability and resilience through local sourcing strategies and clear supplier definitions:

#### Local sourcing as a procurement principle

A substantial portion of procurement spend is allocated to local suppliers across studios to support regional businesses, reduce logistics complexity, and strengthen supplier reliability. Local suppliers are defined as organisations or individuals operating within the same geographic market as the reporting entity, supplying products or services directly without cross-border transactions.

#### Sustainability and efficiency focus

By prioritising local procurement and supplier engagement, the Group aims to reduce transportation-related carbon emissions, build long-term supplier partnerships, and enhance continuity of supply.

The Group's key operational hubs (supporting production, R&D, sales, and customer support) leverage local procurement to enable efficient supply chain management and support revenue growth and market expansion.

## Our Performance

The table below details our local procurement expenditure by studio (share of procurement spend to local suppliers):

	FY2024	FY2025
Taipei studio	96%	100%
Shanghai studio	50%	100%
Nanjing studio	98%	100%
On Point Creative (Taipei)	100%	100%
Pixelline (Kuala Lumpur)	100%	100%

These outcomes reflect the Group's commitment to local sourcing to minimise logistical emissions, support local businesses, and enhance supply chain reliability.

## Business Ethics (including Anti-corruption)

### Impact on Winking Studios

A strong culture of ethical business conduct and integrity underpins Winking Studios' ability to operate effectively in a fast-moving gaming industry and to maintain trusted relationships with global partners. Clear anti-corruption expectations and consistent reinforcement help protect the Group from legal, financial and reputational risks, while supporting stable collaboration with clients and suppliers. Maintaining a clean record of corruption incidents also strengthens stakeholder confidence and reinforces the Group's credibility as a responsible business partner.

### Management Approach

The Group's anti-corruption and ethics approach is built around a formal ethical framework, organisation-wide communication, targeted training, third-party engagement, and safe reporting channels. The Group maintains a comprehensive ethical framework that is formally communicated to its governing bodies. Anti-corruption policies and procedures are communicated to all members of the Board.

### Workforce Communication and Training

The Group communicates its anti-corruption policies across its workforce to promote awareness and adherence to ethical guidelines. Beyond policy communication, the Group prioritises anti-corruption training for employee groups that are more likely to be exposed to corruption risks, equipping them to recognise, avoid and report improper conduct.

The Group promotes ethical conduct across its business ecosystem by communicating its anti-corruption policies to suppliers and clients and encouraging adherence to the Group's standards.

### Whistleblowing mechanism

An anonymous whistleblowing channel is in place for stakeholders to report suspected governance violations, fraud, corruption, or criminal activities involving company personnel, and to suggest improvements to governance policies.

### Our Performance

In FY2025, the Group recorded zero incidents of corruption, maintaining the same clean record as FY2024. This reflects the effectiveness of the Group's anti-corruption measures and its unwavering commitment to ethical business practices.

#### Anti-corruption Communication

During the Reporting Period, 54.84% (FY2024: 88.30%) of the workforce have been communicated on the Group's anti-corruption policies, ensuring awareness and adherence to its strict ethical guidelines. The table below provides the breakdown of the different employee groups and the percentage of each that the Group has communicated its

Location	FY	Senior Management	Middle Management	Executive Level	Total Employees	Percentage
Southeast Asia	2023	2	0	1	3	75.00%
	2024	3	2	2	7	29.17%
	2025	5	3	28	36	34.29%
Greater China	2023	26	23	37	86	10.94%
	2024	34	39	667	740	94.15%
	2025	37	42	667	746	56.47%
America/ Europe	2024	0	0	0	0	0.00%
	2025	0	0	0	0	0.00%

#### Anti-corruption Training

The Group does not just stop at communicating its anti-corruption policies to its employees, it also aims to train the employees that are more likely to be targeted by corruption to recognise it so that they may either report or avoid it them. The tables below provide the breakdown of the different employee groups and the percentage of each that received employees trained in anti-corruption:

Location	FY	Senior Management	Middle Management	Executive Level	Total Employees	Percentage
Southeast Asia	2023	2	0	1	3	100.00%
	2024	3	0	1	4	16.67%
	2025	0	1	18	19	24.39%
Greater China	2023	25	23	37	85	11.63%
	2024	14	5	9	28	3.43%
	2025 <sup>[26]</sup>	0	0	0	0	0.00%
America/ Europe	2024	0	0	0	0	0.00%
	2025	0	0	0	0	0.00%

Anticorruption training activities for the reporting year were limited to Vertic Studios, which was newly established in FY2025.

<sup>26</sup>. Anti corruption training data for FY2025 excludes employees of Mineloder, which was newly acquired in the reporting year. These employees will be receiving anti-corruption training in FY2026.

### Communication with Business Partners

Beyond internal training, the Group aims to maintain ethicality between itself and its business partners. The Group achieves this by communicating its anti-corruption policies and encouraging adherence to the Group's high standards. This proactive approach helps strengthen integrity throughout its business ecosystem. In FY2025, the anti-corruption policies and procedures were communicated to 75 suppliers and clients (i.e. 100%).

## **Tax**

### *Impact on Winking Studios*

A transparent and robust tax policy supports Winking Studios' ability to contribute to the economies of the regions in which it operates, while strengthening trust with regulators and business partners. Responsible tax management also reduces tax-related risk and uncertainty, enabling the Group to protect long-term value and maintain stable relationships with key stakeholders. By managing tax obligations prudently, the Group seeks to preserve capacity for reinvestment in innovation, technology and sustainability-driven initiatives.

### *Management Approach*

The Group manages tax through strong governance, independent assurance, capability-building, and stakeholder engagement:

#### Governance and Accountability

The Group's tax governance is overseen by the CFO, who is responsible for the annual review, formulation, and implementation of the Group's tax strategy, ensuring alignment with the overall business strategy as well as compliance and risk management requirements. Since FY2023, the Group has engaged Big Four accounting firms to conduct Tax Provision Reviews to reinforce robust and transparent tax management, and it also undergoes regular third-party audits to continually strengthen and improve its tax policies.

#### Our Approach to Tax

Our tax strategy is designed to support shareholder value while mitigating tax related risks through strict compliance with regulatory requirements. Beyond ensuring compliance, the Group leverages tax planning as a tool to strengthen business development. Through responsible and legitimate tax planning, we aim to optimise tax burdens, enabling the organisation to channel additional resources toward growth, innovation and long-term investment.

We also recognise the important role that tax incentives play in fostering innovation. By utilising applicable incentives related to research and development ("**R&D**"), we encourage greater investment in technology, product development, and service enhancement which supports the Group's continued innovation-driven and sustainable growth.

In parallel, we prioritise continuous capability-building. The Group maintains error-free and corruption-free tax policies through periodic internal reviews and delivers ongoing tax training programmes to ensure employees remain informed about emerging regulations, reporting obligations and compliance expectations. This disciplined approach enables us to reduce tax risks while safeguarding the organisation's reputation and long-term sustainability.

### Stakeholder Engagement

The Group actively engages with tax authorities to address potential compliance matters and collaborates with external stakeholders to gather feedback. Insights from engagements are reviewed and used to refine tax strategies.

Beyond regulatory engagement, the Group also participates in industry consultations, tax working groups and professional advisory dialogues to stay abreast of evolving legislation and policy developments. Insights gathered from these engagements help refine our tax planning approach and ensure that our tax strategy remains responsible, informed and adaptive to broader regulatory shifts.

We also maintain internal feedback channels to identify emerging tax-related risks arising from business operations, supply-chain activities, commercial arrangements or stakeholder interactions. Relevant insights are escalated to senior management for review and integration into the Group's governance processes.

### *Our Performance*

In FY2025, the Group continued engaging with tax authorities and policymakers to advocate for fair, equitable tax policies.

## **Information Security and Data Privacy**

### *Impact on Winking Studios*

Strong information security and data privacy practices help Winking Studios maintain trust with clients, partners, and other stakeholders. By protecting sensitive information through recognised standards and controls, the Group reduces exposure to cybersecurity, operational, legal and reputational risks, supporting business continuity and safeguarding stakeholder confidence. This commitment also strengthens the Group's credibility in the market by demonstrating a structured, risk-based approach to protecting information assets.

### *Management Approach*

The Group manages information security and data privacy through a combination of certification-led governance, preventive controls, testing and monitoring, incident response, and employee capability-building:

### Security Controls and Risk Management

We have maintained our ISO 27001 certification from the British Standards Institution ("**BSI**"), reflecting a structured approach to information security controls and risk management. In line with this framework, the Group designs and implements a coherent suite of information security controls and applies appropriate risk treatments for any risks deemed unacceptable.

### Technical Safeguards

To safeguard our technology environment, the Group deploys anti-virus software and firewalls across all company devices and conducts regular vulnerability testing to ensure that the security infrastructure remains robust and effective. An incident reporting protocol is in place to address potential cyber incidents and data breaches promptly and consistently. In addition, employees receive regular training to strengthen their ability to identify and respond to security and privacy risks, reinforcing a culture of vigilance and accountability.

### *Our Performance*

In FY2025, there were zero recorded significant instances of non-compliance with data privacy laws and regulations, with no fines or non-monetary sanctions reported across its operations (FY2024: none).

## Economic Performance

### Impact on Winking Studios

By embedding sustainable economic practices into its business strategy, Winking Studios aims to drive resilient growth and create long-term value for stakeholders. A disciplined focus on revenue generation, cost management and profitability support business continuity and reinvestment capacity. Beyond financial results, initiatives such as job creation, responsible tax practices, and strong corporate governance help reinforce the Group's role as a responsible corporate citizen, supporting local economies and contributing to sustainable communities.

The Group's retirement benefits approach also strengthens employee financial security, which can support retention and workforce stability—an important enabler of consistent operational performance and long-term sustainability.

### Management Approach

The Group's approach to sustainable economic value creation centres on:

#### Transparent Financial Reporting

Winking Studios provides transparent financial reporting, offering a clear overview of revenue, operating expenses and profitability to support accountability and informed decision-making. It pursues a responsible economic contribution by generating jobs, practising responsible taxation and maintaining robust corporate governance.

#### ESG Reporting Principles

The Group also integrates ESG principles (i.e. environmental stewardship, social responsibility and transparency) into day-to-day operations to strengthen stakeholder trust and long-term value creation.

In addition, it prioritises employee welfare and long-term financial sustainability by maintaining a structured retirement benefits programme with mandatory participation, ensuring regulatory compliance and supporting employees' post-employment security.

### Our Performance

During the year, the Group recognised total pension expenses of USD 2,551,550 (FY2024: USD 1,748,559). The employer contribution rate was 10% of each employee's salary. Participation in the retirement plan is mandatory, ensuring compliance with applicable regulations and supporting employees' post employment financial security.

	FY2023 (USD)	FY2024 (USD)	FY2025 (USD)	
<b>Economic Value Generated</b>	25,698,470	31,898,808	45,499,917	
<b>Economic Value Distributed</b>	<b>Operating Costs</b>	7,263,210	12,316,707	11,786,701
	<b>Employee Wages and Benefits</b>	17,987,981	21,314,780	33,276,200
	<b>Capital Providers</b>	0	1,060,000	81,865
	<b>Government</b>	831,283	1,329,275	1,577,776
	<b>Communities</b>	4,623	0	0
<b>Economic Value Distributed/Retained</b>	(388,627)	(4,121,954)	(1,222,625)	

## Directors' Remuneration

In FY2024, the Group successfully listed on the LSE and is required to disclose its directors' remuneration in accordance with the Alternative Investment Market Rule 19 as well as Rule 1204(10D) of the Catalyst Rules. Accordingly, the directors' remuneration and its details are outlined below:

Board of Directors	Position
Mr. Johnny Jan	Executive Director and Chief Executive Officer (Founder)
Mr. Kao Shu-Kuo	Non-Executive Director
Mr. Lim Heng Choon	Independent Non-Executive Chairman
Mr. Chang Yi-Hao	Independent Non-Executive Director
Mr. Yang Wu Te	Independent Non-Executive Director
Mr. Daniel Widdicombe	Independent Non-Executive Director
Mr. Oliver Yen	Finance Director and Group Chief Financial Officer

Board of Directors	Base Salary (USD'000)	Directors' Fee (USD'000)	Bonuses and performance-related incentives (USD'000)	Stock options/ share-based payments (USD'000)	Pension contributions (USD'000)	Total (USD'000)
Mr. Johnny Jan	224.0	-	460.0	463.0	-	1,147.0
Mr. Kao Shu-Kuo	-	-	-	-	-	0
Mr. Lim Heng Choon	-	47.0	-	-	-	47.0
Mr. Chang Yi-Hao	-	37.0	-	-	-	37.0
Mr. Yang Wu Te	-	37.0	-	-	-	37.0
Mr. Daniel Widdicombe	-	63.5	-	-	-	63.5
Mr. Oliver Yen	107.0	-	64.0	87.0	3.4	261.4

## Our Performance and Targets

The Group's target achievements during the Reporting Period compared to the previous reporting year are presented below:

Material Topics	Targets	FY2025 Performance
<b>Market Presence</b>	<b>Short-term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>Maintain fair, equal entry-level wages without gender discrimination.</li> <li>Maintain proportion of senior management hired from local population.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>Maintained fair entry-level wage policy across all locations.</li> <li>90% of director-level and above roles held by local talent.</li> </ul>
	<b>Medium-term Targets (2030)</b> <ul style="list-style-type: none"> <li>Ensure at least 85% of leadership positions are filled by locally hired talent.</li> </ul>	
	<b>Long-term Targets (2050)</b> <ul style="list-style-type: none"> <li>To be a leading organisation in creating local job opportunities and ensuring fair compensation within the industry.</li> </ul>	
<b>Procurement Practices</b>	<b>Short-term Targets (1-2 years)</b> <ul style="list-style-type: none"> <li>At least 75% of total procurement spending allocated to local suppliers.</li> </ul>	<b>✓ Achieved</b> <ul style="list-style-type: none"> <li>More than 75% of sourcing expenditure allocated to local suppliers.</li> </ul>
	<b>Medium-term Targets (2030)</b> <ul style="list-style-type: none"> <li>Increase procurement from local suppliers to 80% of total spending.</li> <li>Establish sustainable procurement policies that prioritise suppliers with ethical, environmental, and social responsibility standards.</li> </ul>	
	<b>Long-term Targets (2050)</b> <ul style="list-style-type: none"> <li>Transition towards a climate-positive procurement, where suppliers actively contribute to environmental restoration.</li> </ul>	

Material Topics	Targets	FY2025 Performance
<b>Business Ethics (including Anti-corruption)</b>	<p><b>Short-term Targets (1-2 years)</b></p> <ul style="list-style-type: none"> <li>• Conduct anti-corruption training for at least 10% of employees.</li> <li>• Communicate anti-corruption policies to 90% of employees and 50% of business partners.</li> </ul> <p><b>Medium-term Targets (2030)</b></p> <ul style="list-style-type: none"> <li>• Conduct anti-corruption training for all employees of the Group.</li> <li>• Communicate anti-corruption policies to all employees and business partners of the Group.</li> </ul> <p><b>Ongoing Target</b></p> <ul style="list-style-type: none"> <li>• Maintain zero confirmed cases of corruption, bribery and fraud.</li> <li>• Maintain zero significant instances of non-compliance with laws and regulations.</li> <li>• Maintain zero incidents of discrimination.</li> </ul>	<p><b>Not Achieved</b></p> <ul style="list-style-type: none"> <li>• Anti-corruption training activities in FY2025 were limited to the Group's newly established entity, Vertic Studios.</li> </ul>
<b>Tax</b>	<p><b>Short-term Targets (1-2 years)</b></p> <ul style="list-style-type: none"> <li>• Continue engaging with tax authorities and policymakers to advocate for fair, equitable tax policies.</li> </ul> <p><b>Medium-term Targets (2030)</b></p> <ul style="list-style-type: none"> <li>• Implement due diligence checks on tax compliance for all major business partners.</li> <li>• Establish a green tax strategy, leveraging incentives for renewable energy, carbon reduction, and sustainability investments.</li> <li>• Maintain a 100% corruption-free tax record across all jurisdictions.</li> </ul> <p><b>Long-term Targets (2050)</b></p> <ul style="list-style-type: none"> <li>• Maintain a 100% corruption-free tax record across all jurisdictions.</li> <li>• Maintain and improve green tax strategy to further leverage incentives for renewable energy, carbon reduction, and sustainability investments.</li> </ul>	<p><b>✓ Achieved</b></p> <ul style="list-style-type: none"> <li>• Zero incidents record for material tax non-compliance.</li> <li>• Continued engagement with tax authorities and policy makers.</li> </ul>

Material Topics	Targets	FY2025 Performance
<b>Information Security and Data Privacy</b>	<p><b>Ongoing Target</b></p> <ul style="list-style-type: none"> <li>• Maintain a 100% incident-free record for major data breaches and cyberattacks.</li> <li>• Ensure 100% compliance with data privacy regulations.</li> </ul>	<p>✓ <b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Zero incidents record for significant breaches and privacy non-compliance.</li> </ul>
<b>Economic Performance</b>	<p><b>Short-term Targets (1-2 years)</b></p> <ul style="list-style-type: none"> <li>• Increase revenue by 6% through product innovation, market expansion and strategic partnerships.</li> <li>• Improve operational efficiency and cost-effectiveness by reducing expenses by 5%.</li> </ul>	<p>✓ <b>Achieved</b></p> <ul style="list-style-type: none"> <li>• 77.1% increase in revenue, driven by studio expansion, AAA mandates, and cross-regional delivery.</li> <li>• 4.3% reduction in operating costs below FY2024 despite operational scale-up.</li> </ul>
	<p><b>Medium-term Targets (2030)</b></p> <ul style="list-style-type: none"> <li>• Increase revenue by 8% through product innovation, market expansion and strategic partnerships.</li> <li>• Increase ESG impact through raising contributions to local communities by 5%.</li> </ul>	
	<p><b>Long-term Targets (2050)</b></p> <ul style="list-style-type: none"> <li>• Aim to achieve net-positive economic impact (i.e. financial success directly benefits employees, communities, and the environment).</li> <li>• Increase ESG impact through raising contributions to local communities by 10%.</li> </ul>	

# GRI CONTENT INDEX

**Statement of use**

*Winking Studios Limited has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.*

**GRI used**

*GRI 1 : Foundation 2021*

**Applicable GRI Sector Standard**

*Not applicable*

GRI Standard	Disclosure Number & Title	Section Reference
<b>General Disclosures</b>		
<b>GRI 2 : General Disclosures 2021</b>	2-1 Organisational details	Annual Report: Corporate Profile
	2-2 Entities included in the organisation's sustainability reporting	Sustainability Report: About this report
	2-3 Reporting period, frequency and contact point	Sustainability Report: About this report
	2-4 Restatements of information	Sustainability Report: Restatement
	2-5 External assurance	Winking Studios has not sought external assurance for this reporting period and may consider it in the future.
	2-6 Activities, value chain and other business relationships	Annual Report: Corporate Governance
	2-7 Employees	Sustainability Report: Social
	2-8 Workers who are not employees	Omitted: Information unavailable/ incomplete. Due to the expansion of the Group and the increasing number of subsidiary entities, the organisation does not yet have consolidated processes in place to collect data on non-employee workers consistently across all companies. Work is under way to standardise data collection for future reporting cycles.
	2-9 Governance structure and composition	Annual Report: Corporate Governance Sustainability Report: Sustainability Governance
	2-10 Nomination and selection of the highest governance body	Annual Report: Corporate Governance
	2-11 Chair of the highest governance body	Annual Report: Corporate Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report: Corporate Governance
	2-13 Delegation of responsibility for managing impacts	Annual Report: Corporate Governance Sustainability Report: Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Annual Report: Corporate Governance
	2-15 Conflicts of interest	Annual Report: Corporate Governance

GRI Standard	Disclosure Number & Title	Section Reference
<b>General Disclosures</b>		
<b>GRI 2 : General Disclosures 2021</b>	2-16 Communication of critical concerns	Annual Report: Corporate Governance
	2-17 Collective knowledge of the highest governance body	Annual Report: Corporate Governance
	2-18 Evaluation of the performance of the highest governance body	Annual Report: Corporate Governance
	2-19 Remuneration policies	Annual Report: Corporate Governance
	2-20 Process to determine remuneration	Annual Report: Corporate Governance
	2-21 Annual total compensation ratio	This covers confidential information and are not to be disclosed due to confidentiality reasons.
	2-22 Statement on sustainable development strategy	Annual Report: Corporate Governance Statement Sustainability Report: Sustainability Governance
	2-23 Policy commitments	Annual Report: Corporate Governance Sustainability Report: Governance - Business Ethics
	2-24 Embedding policy commitments	Annual Report: Corporate Governance Sustainability Report: Governance - Business Ethics
	2-25 Processes to remediate negative impacts	Annual Report: Corporate Governance
	2-26 Mechanisms for seeking advice and raising concerns	Annual Report: Corporate Governance
	2-27 Compliance with laws and regulations	Annual Report: Corporate Governance Sustainability Report: Governance - Business Ethics
	2-28 Membership associations	<ul style="list-style-type: none"> <li>• Shanghai Association of International Service Trade</li> <li>• Shanghai Digital Trade Association</li> <li>• Shanghai Pudong Modern Service Industry Promotion Association</li> <li>• Taiwan Computer Association</li> <li>• Taiwan Game Industry Promotion Alliance</li> <li>• Tianjin Technology Service Association</li> <li>• Tianjin Technology Service Industry Association</li> <li>• United Nations Global Compact</li> </ul>
	2-29 Approach to stakeholder engagement	Sustainability Report: Stakeholder Engagement
2-30 Collective bargaining agreements	8.2% (174 employees) of total employees were covered by collective bargaining agreement.	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Sustainability Report: Materiality Assessment
	3-2 List of material topics	
	3-3 Management of material topics	

GRI Standard	Disclosure Number & Title	Section Reference
<b>Economic Performance</b>		
<b>GRI 3: Material Topics 2021</b>	Management of material topics	Sustainability Report: Economic Performance
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	
	201-2 Financial implications and other risks and opportunities due to climate change	
	201-3 Defined benefit plan obligations and other retirement plans	
<b>Procurement Practices</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Sustainability Report: Procurement Practices
<b>Energy Efficiency</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	Sustainability Report: Energy Efficiency
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
<b>Water and Effluents</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 303: Water and Effluents</b>	303-5 Water consumption	Sustainability Report: Water and Effluents
<b>Greenhouse Gas Emissions</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 305: Emissions 2016</b>	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report: Greenhouse Gas Emissions
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	

GRI Standard	Disclosure Number & Title	Section Reference
<b>Employment Practices</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Sustainability Report: Employment Practices
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3 Parental leave	
<b>Labour/ Management Relations</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 402: Labour/ Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Sustainability Report: Labour/ Management Relations
<b>Occupational Health and Safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Sustainability Report: Occupational Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
<b>Training and Education</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Sustainability Report: Training and Development
	404-2 Programmes for upgrading employee skills and transition assistance programmes	
	404-3 Percentage of employees receiving regular performance and career development reviews	

GRI Standard	Disclosure Number & Title	Section Reference
<b>Diversity and Equal Opportunities</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Sustainability Report: Diversity and Equal Opportunities
<b>Contribution to Society – Local Communities</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	Sustainability Report: Contribution to Society – Local Communities
<b>Market Presence</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry wage by gender compared to local minimum wage	Sustainability Report: Market Presence
	202-2 Proportion of senior management hired from the local community	
<b>Business Ethics (including Anti-corruption)</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 2: General Disclosures 2021</b>	2-27 Compliance with laws and regulations	Sustainability Report: Business Ethics (including Anti-corruption)
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedure	
	205-3 Confirmed incidents of corruption and actions taken	
<b>Tax</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 207 Tax 2019</b>	207-1 Approach to tax	Sustainability Report: Tax
	207-2 Tax governance, control, and risk management	
	207-3 Stakeholder engagement and management of concerns related to tax	

GRI Standard	Disclosure Number & Title	Section Reference
<b>Information Security and Data Privacy</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability Report: Materiality Assessment
<b>GRI 2: General Disclosures 2021</b>	2-27 Compliance with laws and regulations	Sustainability Report: Information Security and Data Privacy

# IFRS S2 DISCLOSURE INDEX

IFRS S2 Para.	Requirements	Page Reference
<b>Governance</b>		
¶ 5	Governance processes for managing climate risks and opportunities	Page 40
¶ 6 (a-c)	Board oversight, frequency of updates, and integration with strategy	
¶ 7 (a-c)	Management roles, responsibilities, and reporting lines	
<b>Strategy</b>		
¶ 9	Identify and describe climate-related risks and opportunities	Pages 41-50
¶ 11 (a-c)	Describe how climate-related risks and opportunities influence business model and strategy	
¶ 12 (a-c)	Disclose resilience of strategy to different climate scenarios	
¶ 13	Explain how climate considerations are integrated into overall business planning and decision-making	
¶ 14 (a-b)	Describe how transition and adaptation plans support strategy and targets	
<b>Risk Management</b>		
¶ 15 (a-b)	Process for identifying and assessing climate-related risks	Pages 50
¶ 16 (a-b)	Process for prioritising and managing identified risks	
¶ 17	How climate-related processes are integrated into overall risk-management framework	
¶ 18	Connection or consistency with existing internal-control and governance systems	
<b>Metrics and Targets</b>		
¶ 19-21	Metrics used to assess climate-related risks and opportunities	Pages 50-51
¶ 23 (a-c)	Quantified GHG emissions (Scope 1, 2, 3) and calculation methodology	
¶ 24	Cross-industry metrics (e.g. internal carbon price, remuneration linkage)	
¶ 25 - 26	Climate-related targets (unit, base year, period, progress tracking)	
¶ 27 - 28	How targets are derived, monitored, and aligned with strategy	