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Sustainability Report

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 second annual Sustainability Report (**"Report"**) for the financial year ended on 31 December 2024 (**"FY2024"**). This report reflects our steadfast commitment to industry-leading sustainability practices and long-term value creation, even as we navigate an increasingly dynamic global business environment.

Winking Studios continues to be a leading force in the gaming industry. While we have expanded our service offerings over the years, our core business remains centered on innovative art outsourcing and full-cycle game development services.

Founded in 2004, Winking Studios has strategically expanded its operations across key hubs in Asia. From the onset, we have taken pride in delivering tailored art and development solutions to meet the diverse needs of our clients. Our success in crafting such solutions has enabled us to collaborate with a broad spectrum of partners, from emerging studios to some of the most prominent publishers in the gaming space. To support our international clientele, we have strategically positioned our headquarters in Singapore whilst maintaining a strong presence in Shanghai, Nanjing, Taipei and Kuala Lumpur.

In 2024 we significantly broadened our global footprint and service capabilities with the acquisition of On Point Creative Co., Ltd. (**"On Point"**) in the Taipei and Pixelline Production Sdn. Bhd. (**"Pixelline"**) in Kuala Lumpur. These strategic acquisitions enhance our capacity in art outsourcing, game development, and 3D animation, positioning the Group for future growth and entry into new markets. On top of our extensive network of talent, we have also developed an affinity for excellence in our organisation. This dedication has led to lasting collaborations with industry giants such as MiHoYo, Electronic Arts, Tencent, and Activision Blizzard. Our contributions can be seen across the AAA gaming landscape, with our work featured in acclaimed and award-winning titles such as *Assassin's Creed, Genshin Impact, and FIFA.*

In line with our commitment to innovation, Winking Studios is pleased to announce our collaboration with Acer Incorporated on a joint AI development project. As detailed in our 5 December 2024 announcement, we have entered in the second phase of the Joint AI Development Project at end of FY2024. This initiative centers on “GenMotion.AI”, an advanced system that leverages gaming industry training data to generate high-quality 3D animations from text input. While still in its early stages, “GenMotion.AI” shows immense promise, and we look forward to sharing further updates in due course.

Winking Studios marked a major milestone by securing listings on the Catalist board of the Singapore Exchange (**“SGX”**) on 20 November 2023 and the London Stock Exchange (**“LSE”**) on 14 November 2024. Notably, we became the first gaming-related company to be listed on SGX. Our presence on the LSE underscores our global recognition and provides us with expanded opportunities through enhanced market visibility. To date, we have collaborated with 22 of the world’s top 25 game development companies, and we are committed to strengthening these partnerships.

As a global industry leader, 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 reduce our environmental impact through initiatives that monitor, manage and minimise our water and energy consumption. Ultimately, we believe that change must be driven from within, and by adopting the best-in-class sustainability practices, we aim to inspire greater awareness, responsibility and proactive engagement across the industry.

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, enhance recycling initiatives, advancing digitalisation efforts and incorporating energy-saving Light-Emitting Diode (**“LED”**) lighting.

Since our inception, Winking Studios has been guided by the core values of creativity, integrity and innovation. These values drive our passionate team, and combined with our extensive network of collaborators, keep us at the forefront of the gaming industry while ensuring long-term value creation for all our stakeholders.

We greatly appreciate the support provided by all our stakeholders along this journey and look forward to working with all stakeholders to build a sustainable future together.

On behalf of the Board

Johnny Jan
Executive Director and
Chief Executive Officer
(Founder)

ABOUT THIS REPORT

Scope of Report

Winking Studios is the third-largest art outsourcing and game development studios in Asia and fourth largest 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 FY2024. 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.

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

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 (the "**Catalist Rules**") 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	
Accuracy & Completeness	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.
Balance	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.
Clarity	All information and data disclosed are clear, understandable, and accessible to relevant stakeholders across various platforms and media.
Comparability	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.
Timeliness	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.
Verifiability	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

The total number of new hires by gender, age group and location, as well as employee turnover by age group, was restated due to a reporting discrepancy.

Internal Review and External Assurance

In compliance with SGX-ST Listing Rule 711B 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, please contact Investor Relations via email at 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.

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.

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.

Board of Directors

Sustainability Steering Committee
- Chief Executive Officer (CEO)
- Group Chief Financial Officer/Chief Sustainability Officer
- General Manager (GM)

Roles & Responsibilities
- Focuses on sustainability matters
- Sets overarching sustainability goals, policies and strategies

Sustainability Working Group
- Group Finance
- Chief Operating Officer (COO)
- Sustainability Coordinator

Roles & Responsibilities
- Implements sustainability initiatives, manages data collection, ensures compliance with standards
- Collaborates with departments to embed sustainability operationally

In accordance with Rule 720(6) of the Catalist Rules, which mandates that all directors undergo training on sustainability matters as prescribed by the Exchange, six out of seven Board members have successfully completed sustainability training courses provided by the Singapore Institute of Directors as of 19 March 2025. Oliver Yen, who was appointed on 14 November 2024, will complete the required sustainability training within one year of his appointment.

STAKEHOLDER ENGAGEMENT

Winking Studios remains heavily invested in its stakeholder's needs and wants. The Group believes that accounting for stakeholder feedback is integral to crafting a targeted and impactful sustainability strategy. Hence, Winking Studios has committed to engaging with all stakeholders through all available channels to obtain the most up-to-date and accurate feedback. The feedback obtained will be incorporated into the Group's sustainability strategy and decision-making processes which ultimately improves the Group's sustainability performance.

Stakeholders	Engagement Channels	Frequency	Key Concerns
Employees	Performance appraisals	Annual	• Remuneration & benefits • Employee safety & well-being • Training & development opportunities • Fair & competitive employment practices • Job security & workplace safety
	Internal and external training programmes	Ad-hoc	
	Digital feedback and communication platforms	Ad-hoc	
	Regular meetings	Monthly	
Customers	Customer Feedback Surveys	Ad-hoc	• Product & service quality • Project timeline and execution • Competitive pricing • Customer data protection • Sustainability efforts
	Social media	Ad-hoc	
	Informal dialogues	Ad-hoc	
Suppliers	Supplier Pre-assessment	Ad-hoc	• Fair payment terms • Payment timeliness • Sustainability efforts
	Supplier Performance Evaluation	Ad-hoc	
	Meetings/discussions	Ad-hoc	
Investors	Investor Relations	Ad-hoc	• Business ethics • Sustainability efforts • Corporate governance • Financial performance and growth • Risk management • Business strategies & performance
	Annual General Meetings	Annual	
	Corporate Announcements	Ad-hoc	
	Company Website	Ad-hoc	
Government/ Regulatory Body	Annual Report & Sustainability Report	Annual	• Compliance with laws and regulations • Anti-corruption • Implementation of policies • Good corporate governance, ethics, and transparency • Sustainability reporting
	Submission of statutory reports	Ad-hoc	
Local Communities	Corporate Social Responsibility Report	Annual	• Social welfare
	Community service programs	Ad-hoc	

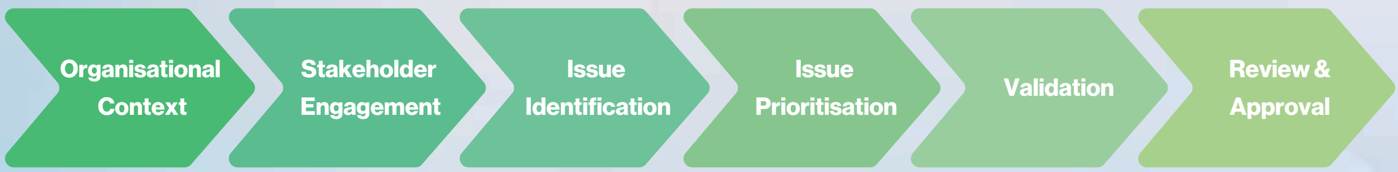
SUSTAINABILITY COMMITMENTS AND APPROACH

Materiality Assessment

The Group places a heavy emphasis on ensuring its sustainability strategy is effective and impactful. Hence, Winking Studios is committed to an intensive process that identifies and prioritises sustainability issues that are most relevant to its stakeholders. The Group's materiality assessment process involves assessing stakeholders' impact on the business, economically or socially. More specifically, the process aims to identify associated risks and opportunities based on the metrics of severity and likelihood.

After the topics have been identified, those that rank highly for impact, risk magnitude, or opportunities are given more priority when the Group crafts its sustainability strategy and its objectives.

This methodology consists of the following key steps:



Understanding Organisational Context

Before formulating its sustainability strategy, the Group prioritises setting clear parameters to guide its development. 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.

Issue Identification

After assessing stakeholder expectations and concerns, the Group identifies relevant sustainability issues. This process incorporates established sustainability standards such as GRI, TCFD 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.

On top of consulting external sources, the Group conducts an internal analysis of its business operations, risk profile, long-term value creation, and strategic goals. This evaluation is guided by key management personnel and external consultants, ensuring that sustainability priorities align with the Group's core business activities, strategies and core values. The goal is to integrate sustainable practices without compromising competitiveness.

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

Issue Prioritisation

Material sustainability issues identified by the Group are prioritised using a risk assessment matrix that comprises two factors: likelihood of occurrence and severity of impact. This assessment considers both business activities and external influences, weighing the probability of an issue arising against the potential disruption it could cause. By using this approach, the Group ensures that each sustainability topic is appropriately addressed based on its significance and potential impact.

Validation

The Sustainability Steering Committee (**"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 FY2024 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, two new material topics have been added, while Waste Management has been removed. As a result, the Group has identified a total of 15 material topics. This continued focus underscores its commitment to addressing key issues that matter most to stakeholders and aligning sustainability initiatives with their expectations. The reasons for these changes in the Group's material topics are as follows:

Material Topics	Reasons	Status
Labour/Management Relations	As the Group continues to expand through acquisitions and operational growth, significant organisational changes may occur. These developments can impact employment conditions, workforce stability, and collective bargaining processes, making it essential to address labour and management relations proactively.	**Added**
Procurement Practices	This topic has been included to strengthen transparency in the Group's supply chain and procurement activities across its subsidiaries in different regions. With ongoing expansion, responsible and sustainable procurement is crucial to ensuring ethical sourcing, supplier diversity, and compliance with global sustainability standards.	**Added**

Based on Winking Studios' FY2024 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
Tax	Climate Change - Emissions	Diversity & Equal Opportunities
Information Security & Data Privacy	Employment Practices	Procurement Practices
Contribution to Society – Local Communities	Labour/ Management Relations	Water & Effluents
Occupational Health & Safety	Energy Efficiency	Training & Education
Economic Performance		Business Ethics (including Anti-corruption)
Market Presence		

Environmental **Social** **Governance**

The Group's material topics for FY2024, along with the associated climate-related risks and opportunities that could affect Winking Studio's prospects are presented below:

Material Topics	Summary of Impact	Summary of Management Approach	Climate-related Risk and Opportunities Identified under IFRS SDS
Energy Efficiency/ Climate Change – Emissions	• Use of electricity results in GHG emissions which contributes to climate change.	• Monitor electricity consumption regularly. • Replace lights with LEDs and install energy-efficient air conditioners. • Remote work reduces commuting time which decreased carbon footprint and energy consumption.	• Rising electricity tariffs/inefficient energy use/increase regulatory obligations increase operational costs. • Carbon tax policies raise compliance costs. • Invest in energy-saving technologies to reduce costs and reduce environmental impact. • Competitive advantage through lower carbon intensity and cost savings from energy efficiency.
Water & Effluents	• Expansion of operations without efficient water management may lead to higher consumption and strain on natural resources.	• Implement water-saving devices • Educate employees on water conservation practices.	• Increased compliance costs from implementation of stricter water usage regulation. • Improved operational efficiency and reduced costs from better water management.
Waste Management	• Excessive waste contributes to the depletion of natural resources.	• Focuses on reducing, reusing, and recycling materials while ensuring compliance with relevant regulations.	• Stricter waste disposal and recycling regulations (e.g., e-waste laws, carbon taxes) may increase compliance costs. • Climate change can disrupt the supply of raw materials (e.g., electronic components), increasing costs. • Optimising digital workflows and minimising electronic waste can lower material costs and disposal expenses.
Employment Practices	• Provide employment opportunities, enhancing livelihoods. • Competitive salaries and benefits reduce turnover costs.	• Cultivate a supportive and inclusive Group culture that values teamwork, respect, diversity, and open communication. • Review remuneration package, to attract and retain talent.	

Material Topics	Summary of Impact	Summary of Management Approach	Climate-related Risk and Opportunities Identified under IFRS SDS
Labour/ Management Relations	• 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.	
Occupational Health and Safety	• 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.	
Training & Education	• 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.	
Diversity and Equal Opportunity	• 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.	
Contribution to Society – Local Communities	• Providing employment and skills development in local communities.	• Engage with local communities through outreach programmes, partnerships, and initiatives that support social and economic development.	
Market Presence	• 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.	

Material Topics	Summary of Impact	Summary of Management Approach	Climate-related Risk and Opportunities Identified under IFRS SDS
Procurement Practices	• Hiring locally supports regional businesses.	• Implement responsible procurement practices, prioritise local suppliers, and ensure supply chain sustainability.	
Business Ethics (including Anti-corruption)	• Fosters a culture of integrity, boosting employee morale and attracting talent. • Promotes healthy competition and innovation within the industry.	• Promote ethical conduct and integrity through anti-corruption policies, training, and strong governance practices.	
Tax	• Increase administrative expenses due to compliance with tax regulations across operation regions. • Contributes to public services and infrastructure through fulfilment of tax obligations.	• Ensure compliance with tax laws and regulations, transparency in reporting, and responsible tax management practices.	
Information Security & Data Privacy	• Strengthens client confidence enhancing business growth. • Increased security protocols may result in higher digital footprint.	• Safeguard data privacy through robust security measures, employee training, and compliance with data protection regulations.	• Maintaining high-security data centers requires significant energy consumption and cooling, contributing to carbon emissions.
Financial Performance	• 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.	• Extensive use of computing resources can lead to significant energy consumption, contributing to carbon emissions.

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 Sustainability Coordinator 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 United Nations Sustainable Development Goals 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[1] . The UN SDGs provide 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. Currently, 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.

1

GOAL 1: Reducing our Negative Environmental Impact

Contributions to SDGs

Key Performances

As Winking Studios enters its second year of sustainability reporting, the Group is proud to announce that it has seen a reduction in its Scope 1 GHG emissions in FY2024 compared to FY2023. Here are the Group's Scope 1 GHG emissions and electricity intensity over the past two years:

	FY2024	FY2023
Scope 1 GHG emissions	Nil	7.5 kCO_2e
Electricity intensity	1,792.16 kWh/employee	1,656.68 kWh/employee

The Group's Scope 1 GHG emissions were eliminated following the sale of its entire vehicle fleet. Despite this reduction, electricity intensity increased to 1,792.16 kWh/employee in FY2024, compared to 1,656.68 kWh/employee in FY2023. Nonetheless, the Group remains committed to reducing its emissions and optimising energy consumption in alignment with the UN SDGs. In the coming years, the Group anticipates a decline in emissions intensity as its sustainability policies continue to take effect.

[1]https://sdgs.un.org/2030agenda

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, polices 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.

Targets

- Raise further awareness and cultivate habits geared towards energy, water savings and waste reduction and management with relevant stakeholders.
- Increase investment on energy, water savings and waste reduction and management infrastructure.

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.

Targets

In FY2024, the Company achieved its set targets and remains committed to sustaining the following:

- Maintain zero incidents of material non-compliance with applicable laws and regulations.
- Maintain and enhance workforce diversity across gender, region and age.
- Further increase employees' training opportunities by broadening the scope of training programmes and increasing accessibility for employees.

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.

Targets

In FY2024, the Company met the targets below and remains dedicated to upholding these targets continuously.

- Maintain zero confirmed public cases or incidents regarding corruption brought against Group or its employees.
- Maintain zero significant instances of non-compliance with laws and regulations of which either fines or non-monetary sanctions were incurred.
- Maintain zero incidents of discrimination.

ENVIRONMENTAL

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.

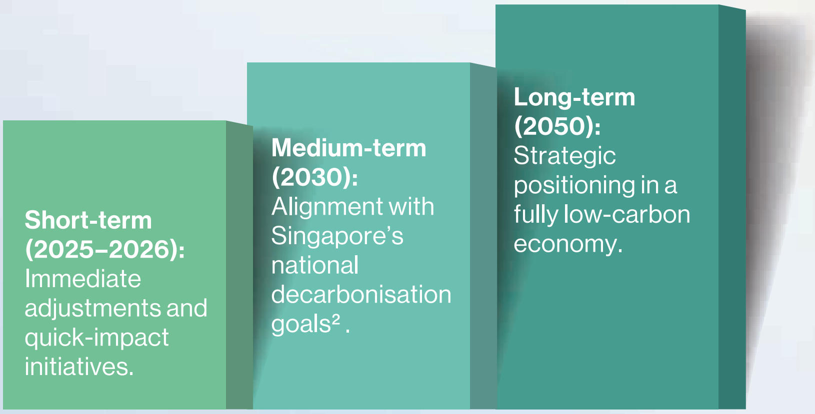
Strategy

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 2024, 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 and stricter emissions-reporting obligations. 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:

Best-case scenario

Global average temperatures rise by less than 2°C, reflecting effective climate mitigation efforts.

Business-as-usual scenario

No significant mitigation actions are taken, leading to a temperature increase of over 4°C by the end of the century.

[2]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)
Description	Global collaboration successfully curtails CO_2e emissions through mitigation strategies, limiting temperature rise.	Unchecked CO_2e emissions persist until Year 2100, exacerbating extreme weather patterns and climate instability.
Rationale	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.
Underlying model	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.
Assumptions	• Widespread adoption of renewable energy, technological innovation, enhanced climate regulations, and evolving consumer preferences. • Anticipated climate impacts, including temperature rise and intensifying extreme weather events. • Global cooperation in climate action, fostering a transition to a low-carbon economy.	• Persistent greenhouse gas emissions with minimal regulatory oversight. • Limited advancements in clean energy technology and weak international climate collaboration.

In FY2024, 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 four key climate-related risks and two climate-related opportunities. The corresponding risk mitigation measures and strategies to leverage these opportunities are summarised below:

Transition Risks

Increased Pricing of GHG Emissions

The Ministry of Environment (Taiwan) set a carbon fee of NT$300/t$CO_2e$, effective January 1, 2025[3]. Mainland China's carbon prices exceeded 100 yuan/tonne in April 2024[4]. Malaysia plans to introduce a carbon tax in 2026[5]. A RMB30/NT$130 increase in carbon tax per tonne may raise electricity prices by 1%[6].
Energy costs may fluctuate, and carbon tax may increase electricity tariffs as power companies pass on the cost to end users.

Impact

Carbon pricing mechanism could affect electricity costs as the Group relies on energy-intensive processes (e.g. data centers) and suppliers passing on costs from higher carbon price may lead to increased expenses for goods and services.

Existing Mitigating Action

The Group, though not currently subject to carbon pricing schemes, views rising carbon policies as a climate risk. It is committed to reducing per capita emissions to minimise environmental impact and future carbon tax risks.

Transition Risks

Enhanced emissions-reporting obligations
More stringent regulations and requirements concerning GHG emissions reporting pose a transitional risk to the Group, including obligations related to reporting as outlined in GRI2021 Standards and IFRS SDS.

Impact
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% in the medium to long-term. the financial impact, at 0.1% of operational costs, is deemed immaterial.

Existing Mitigating Action
The Group monitors regulatory requirements and assesses compliance capacity. During the year, internal personnel received carbon emissions training, and external audit firms were engaged to verify reports for accuracy and compliance.

Physical Risks

Changes in precipitation patterns and extreme variability in weather patterns, such as floods caused by frequent and heavy rainfall
Climate change projections suggest an increase in the frequency of intense precipitation events which could cause an increased intensity and frequency of flood events.

Impact
More frequent and severe climate events may raise maintenance costs and insurance premiums for the Group's offices, also disrupting transportation and employee commutes.

Existing Mitigating Action

The Group has enhanced network security for remote work, especially during severe weather, reducing commuting needs. It has also strengthened disaster response with offsite backups, remote work capabilities, prevention drills, and emergency plans to ensure business continuity.

Rising mean temperatures
The global warming trend continues with a warming rate of 0.26°C/decade in China[7] . 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[8] .

Impact
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.

Existing Mitigating Action
The Group has adopted energy-saving measures, including regular maintenance of air conditioning and LED lighting upgrades, and a lunch break lights-off policy in the Taipei office. It promotes sustainable commuting in Nanjing and has discontinued company vehicles in Shanghai. Additionally, the Nanjing office launched a tree-planting initiative to support carbon neutrality.

[3]Retrieved from: https://www.moenv.gov.tw/en/375192F88A851A76/ed49e408-fb08-482f-b4b7-50ebe56af0ea.
[4]Retrieved from: https://www.clearbluemarkets.com/knowledge-base/chinas-carbon-market-the-evolution-challenges-and-opportunities.
[5]Retrieved from: https://www.green.earth/news/malaysia-to-introduce-carbon-tax-in-2026-eyes-green-transition.
[6]Retrieved from: https://www.nccs.gov.sg/singapores-climate-action/mitigation-efforts/carbontax/.
[7]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".
[8]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.

Opportunity – Resource Efficiency

Use of more efficient modes of transport/recycling/digitalisation
Initiatives and efforts in business practices and corporate events aimed at maximising resource efficiency and promoting sustainability.

Impact
By optimising resource efficiency and embracing sustainable practices, it is expected to reduce operational costs and increase profit margin of the Group.

Strategic Response

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.

Opportunity – Resilience

Adoption of energy-efficiency measures
Initiatives and efforts in corporate practices to foster resilience and advocate for sustainability.

Impact
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.

Strategic Response

The Group promotes energy efficiency and plans to strengthen green procurement. The Taipei office uses LED lighting and enforces lights-off policies during lunch breaks and after hours to conserve energy.

This is the first year the Group has conducted a financial impact analysis of the identified CRROs. The potential financial impact figures over various time horizons are 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	

Metrics and Targets – Greenhouse Gas Emissions

In FY2024, the Group sold its entire fleet of vehicles in Shanghai, thereby eliminating its Scope 1 GHG emissions. This decision was driven by sustainability considerations, as alternative transportation options contribute to lower pollution levels.

The Group's Scope 2 GHG emissions, in comparison to FY2023, are outlined below:

Operating Margin (OM) Grid Emission Factor (GEF)[9]	
Taipei	0.48 kg CO_2/kWh
Shanghai, Suzhou and Nanjing	0.90 kg CO_2/kWh
Singapore	0.41 kg CO_2/kWh[10]
Kuala Lumpur	0.77 kg CO_2/kWh[11]

Pollutant	CO_2	
Financial Year	FY2024	FY2023
Electricity Consumed (kWh)[12]	1,516,164	1,216,000
Total Scope 2 GHG Emissions (tCO_2e)	**1138.03**	**942.36**
Number of Employees	846	734
Scope 2 GHG Intensity (tCO_2e/employee)	**1.35**	**1.28**

[9]Retrieved from: Japan International Cooperation Agency (JICA) Climate-FIT Version 4.0 published in March 2023, Table 3 - Grid Emission Factors.
[10]Retrieved from: https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2.
[11]Retrieved from: https://myenergystats.st.gov.my/documents/d/guest/grid-emission-factor-gef-in-malaysia.
[12]There are missing electricity bills for January, February, and April from Kuala Lumpur-based Pixelline Production.

In FY2024, the Group recorded an increase in Scope 2 GHG intensity to 1.35 tCO_2e per employee (FY2023: 1.28 tCO_2e per employee). GHG intensity measures the number of emissions generated per unit of activity or output. The increase in GHG intensity was primarily driven by increased electricity consumption. This rise in electricity consumption can be attributed to two key factors. Firstly, the inclusion of electricity consumption from the Group's Singapore operations, which was not accounted for in the previous year's calculations. Secondly, the expansion of the Taipei office, where the addition of an extra floor has led to greater usage of both communal and personal equipment, contributing to higher electricity consumption. As a recent addition to the Group, some sustainability initiatives have yet to be fully implemented across its operations. Nevertheless, the Group remains committed to enhancing its sustainability performance and will continue working towards improving environmental impact management across all business units.

In FY2024, the Group reported its Scope 3 GHG emissions from business travel by air for the first time. This disclosure reflects the Group's commitment to enhancing transparency in carbon accounting and strengthening its sustainability performance. The Group's total GHG emissions performance in FY2024, compared to FY2023, is outlined below.

Financial Year	FY2024	FY2023
Scope 1 Emissions	Nil	0.0075
Scope 2 Emissions	1138.03	942.36
Scope 3 Emissions	104.62	–
Total GHG Emissions (tCO_2e)	**1,242.65**	**942.37**
Number of Employees	846	734
GHG Intensity (tCO_2e/employee)	**1.47**	**1.28**

Moving forward, the Group aims to progressively include emissions from rail travel and road transport, as well as refine data collection processes and implement sustainable travel policies to mitigate the environmental impact of business travel.

Energy Efficiency

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[13] for FY2024, in comparison to FY2023, are outlined below:

Financial Year	FY2024	FY2023
Electricity Consumed (kWh)	1,516,164	1,216,000
Number of Employees	846	734
Electricity Intensity (kWh/employee)	**1,792.16**	**1,656.68**

[13]Due to the fact that the electricity consumption in the Singapore office is essentially based on the entire building and cannot be individually measured, and also because of the relatively small number of employees, there have been no implemented methods to reduce electricity usage.

In FY2024, electricity intensity per employee increased by 8%, attributed to the expansion of studios and operations. The growing workforce led to higher energy consumption across office spaces, computing systems, and production processes, contributing to the overall rise in energy intensity.

Nevertheless, the Group remains committed to reducing energy consumption and improving energy efficiency by fostering awareness among employees. The Group's offices in Taipei and Nanjing have embedded a culture of environmental responsibility by actively promoting the following key sustainability initiatives across business operations:

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 a remote connection is necessary.
- Replace office lighting with LED tubes to improve energy efficiency.
- Install automatic controls for signboards and display cabinets in public areas to regulate lighting times.

Nanjing Office

Air-conditioning management:
- Turn off 20 minutes before leaving work.
- Usage limited to 9:30 AM - 11:30 AM & 2:00 PM - 4:00 PM (max 4 hours per day).
- Only in use when temperature exceeds 26°C in summer or falls below 15°C in winter.
- Keep doors and windows closed while in use.
- Upgrade to energy-efficient models.

Office equipment usage:
- Adopt efficient power management strategies for company computers. For instance, set monitors to turn off during brief breaks, enable sleep mode after periods of inactivity, and promote hibernation for prolonged non-use. These measures can save at least 1 kWh of electricity per day while also extending the computers' lifespan.
- Connect printers to the network to reduce idle time and energy consumption.
- Place reminders to turn off equipment when not in use.
- Power switches turned off before weekends, business trips, or long breaks.

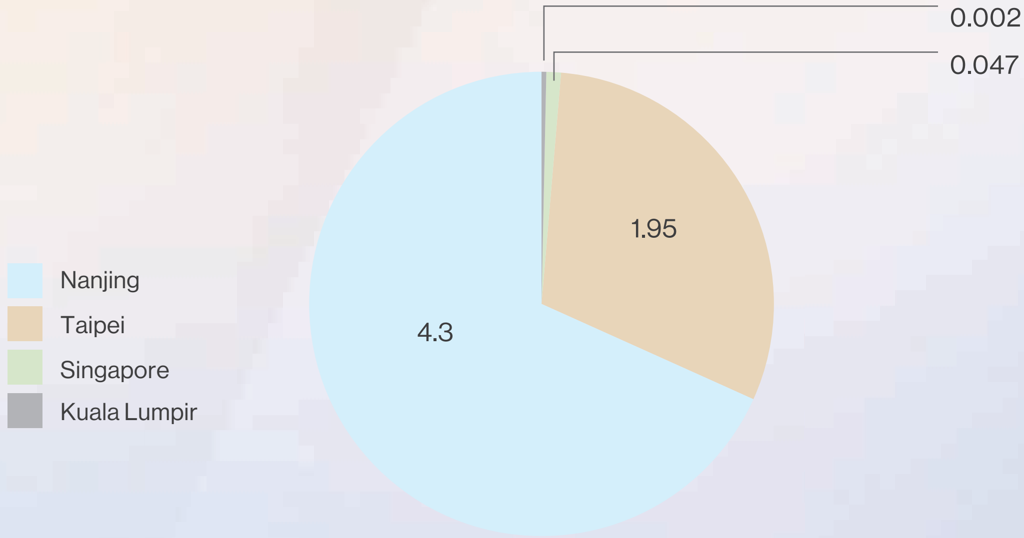
Lighting efficiency:
- Maximise natural light whenever possible.
- Turn off lights when not needed and place reminders near switches.
- Install energy-saving lighting for areas requiring extended illumination.
- Minimise night-time lighting in public areas.

Sustainability initiatives:
- Reduce disposable tableware use and avoid disposable plates and cups at company receptions.

Water & Effluents

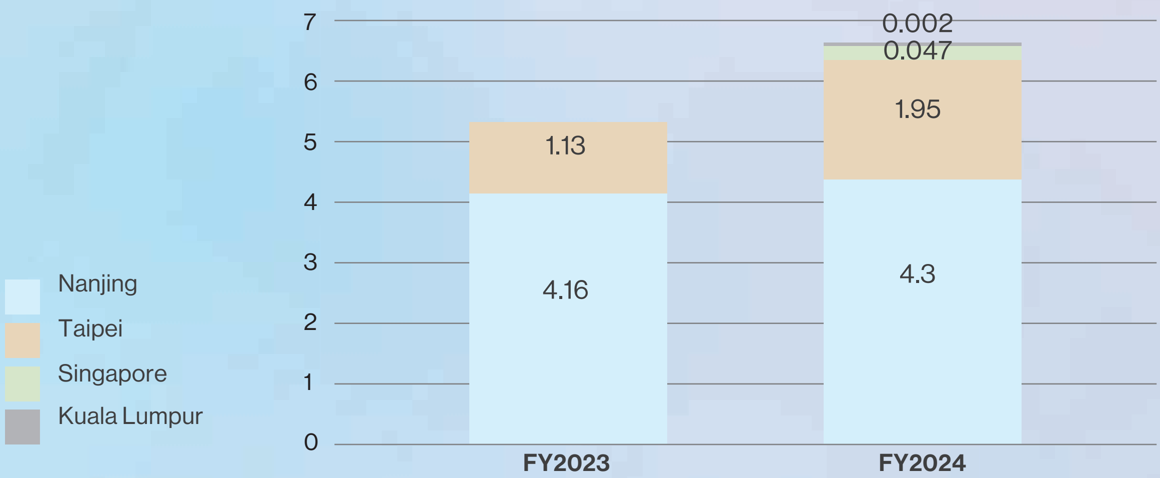
For its water usage, the Group does not have its own internal water sources and relies on third-party water suppliers in the areas in which it operates. In FY2024, the Group's total water consumption amounted to 6.30 megalitres[14] . Here is the breakdown of the Group's water consumption by location:

Water Consumption (ML)



From the graph, most of the Group's water usage comes out of its Nanjing office which accounts for 4.30 megalitres while the Taipei office which includes On Point's Taipei office accounts for 1.95 megalitres.
Here is a year-on-year comparison of the Group's water usage:

Water Usage (ML)



[14]Water consumption in the Group's Shanghai offices cannot be individually measured for Winking Studios and can only be measured for the entire building. Due to the small number of employees, the Group has not yet implemented any water-saving measures in the Shanghai offices.

In FY2024, the Group's water consumption increased to 6.30 megalitres (FY2023: 5.29 megalitres), primarily due to the acquisition of On Point and Pixelline, as well as the expansion of the workforce at existing locations. A total of 112 employees were added to the Group from FY2023, contributing to higher overall water usage. The Group's water intensity has increased from 0.0072 ML/Employee in FY2023 to 0.0075 ML/Employee in FY2024.

Recognising that a growing workforce amplifies its environmental responsibility, Winking Studios remains dedicated to strengthening its water management practices. To better regulate water consumption, the Group has implemented policies encouraging employees to conserve water. Furthermore, the Group has installed water-saving devices on public area faucets to minimise water waste. Moreover, the Group's largest office in Nanjing has undergone facilities improvements, including the installation of water-efficient toilets and faucets, as well as water-saving drinking dispensers.

In addition, the Group has developed a water conservation policy to raise employee awareness on the importance of water conservation. Finally, the Group aims to strengthen its water usage monitoring to identify further opportunities for improving its water conservation strategy.

Waste Management

Winking Studios recognises the importance of responsible waste management in reducing environmental impact. The Group's waste management strategy focuses on reducing, reusing, and recycling materials while ensuring compliance with relevant regulations.

The Group generates two main types of waste: office waste and electronic waste. Employees are encouraged to minimise paper usage, adopt a paperless approach and embrace digitalisation. Office-wide initiatives, such as double-sided printing as the default setting and use of digital collaboration tools, further support waste reduction efforts. Recognising the environmental risks associated with electronic waste, the Group ensures responsible disposal of outdated or non-functional electronic equipment. All electronic waste is collected and disposed of in accordance with local waste management regulations and through certified e-waste recyclers.

In FY2024, the Group primarily reported qualitative waste management efforts as quantitative tracking systems were not yet in place.

Moving forward, the Group is committed to improving data collection processes to enable the reporting of waste generation, recycling rates, and disposal metrics. Future Sustainability Reports will incorporate these figures to enhance transparency and accountability.

As part of our broader sustainability efforts, the Group will explore innovative waste reduction strategies. By continuously refining its waste management strategies, Winking Studios aims to align with industry best practices and contribute to a more sustainable environment.

Our Performance & Targets

In FY2024, the Group's target achievements compared to the previous reporting year 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 plans to establish the following targets, using FY2023 as the base year, as part of its dedication to integrating environmental value into business practices.

Material Topics	Short-Term Targets (1 – 2 years)	Medium-Term Targets (2030)	Long-Term Targets (2050)	FY2024 Performance
Greenhouse Gas Emissions	• Reduce Scope 2 emissions by practising sustainability habits and adopting for energy-efficient fixtures and fittings. • Reduce business travel emissions by 2%.	• Reduce Scope 2 emission intensity by 10%.	• Aim to offset any remaining emissions through activities like carbon offset projects or investments in renewable energy projects. • Aim to power Group's operations with renewable energy sources.	• Scope 2 emissions intensity increased by 4.8%.
Energy Efficiency	• Achieve a 5% reduction in electricity consumption intensity. • Adopt higher ratings/ticks of energy-efficient fixtures and fittings in office premises.	• Reduce energy consumption intensity by 10%. • Upgrade to more than 80% LED lighting in all offices and studios.	• Replace outdated equipment and upgrade to energy-efficient equipment.	• Electricity intensity increased by 8%.

Material Topics	Short-Term Targets (1 – 2 years)	Medium-Term Targets (2030)	Long-Term Targets (2050)	FY2024 Performance
Water & Effluents	• Install water-efficient technologies to reduce water consumption intensity by 2%. • Conduct employee awareness programmes on water conservation best practices.	• Reduce water consumption intensity by 3%.	• Reduce water consumption intensity by 4%. • Install real-time water monitoring sensors to track consumption and identify leaks early. • Identify, assess and implement water saving systems like rainwater harvesting and low-flow plumbing fixtures.	• Water intensity increased by 4%.
Waste Management	• Implement a tracking system to measure office and electronic waste generation. • Reduce paper usage by 5% through digitalisation initiatives.	• Publish quantitative waste data in the annual Sustainability Report. • Achieve a minimum of 10% reduction in general office waste.	• Attain a near-paperless work environment through full-scale digital adoption. • Continuously enhance waste reduction efforts in alignment with industry best practices and circular economy principles.	• In progress of implementing a tracking system to measure waste generated by the Group.

SOCIAL

Winking Studios recognises that the core of its business success lies in delivering high-quality products to its clients. As quality output is directly linked to its employees, the Group is committed to fostering a supportive and inclusive work environment that empowers employees to reach their full potential.

Employment Practices

The Group believes that a positive and collaborative work environment is integral to driving innovation, enhancing the Group's flexibility and ensuring high-quality deliverables. A welcoming and inclusive workforce will allow the Group to attract diverse talent from various backgrounds, strengthening its ability to recruit and retain top industry professionals.

Above all, the Group prioritises fair employment practices, which involve non-discriminatory hiring and advancement opportunities based on merit, employee welfare and safety, and the maintenance of labour practices in accordance with local laws and regulations. The Group believes that adherence to these core tenets of fair employment practices will enable it to cultivate a company culture that is conducive to employees' growth and well-being.

In FY2024, Winking Studios is proud to report zero recorded incidents of discrimination. The Group remains steadfast in its commitment to maintaining an inclusive and fair workplace, continuously striving for zero cases of discrimination in the years ahead.

Employee Headcount (by Gender and Office Location)

The detailed employment profile as of 31 December 2024 is as follows:

Workforce	FY2023		FY2024	
	No. of Headcount	% of Total Headcount	No. of Headcount	% of Total Headcount
By Gender				
Male	464	63.22	534	63.12
Female	270	36.78	312	36.88
By Location				
Southeast Asia	3	0.41	24	2.84
Greater China	731	99.59	816	96.45
Americas and Europe	0	0.00	6	0.71
TOTAL	**734**	**100.00**	**846**	**100.00**

In FY2024, the Group continued to grow and diversity 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 Group added 112 employees from FY2023, bringing the total employee count to 846, of whom 63.12% are male and 36.88% are female. The Group does not employ any part-time workers.

Despite the Group's expansion, 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)

Workforce	FY2023		FY2024	
	No. of New Hires	Rate of New Hires (%)	No. of New Hires	Rate of new Hires (%)[15]
By Gender				
Male	124	17.21	138	17.47
Female	53	7.36	77	9.75
By Age Group				
Less than 30 years old	142	19.71	149	18.86
30-50 years old	35	4.86	65	8.23
Older than 50 years old	0	0.00	1	0.13
By Region				
Southeast Asia	1	0.14	4	0.51
Greater China	176	24.43	205	24.95
Americas and Europe	0	0.00	6	0.76
TOTAL	**177**	**24.57**	**215**	**27.22**

In FY2024, Winking Studios welcomed a total of 215 new hires, comprising 138 males (64.19%) and 77 females (35.81%).

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.

[15]The rate of new employee hires during FY2024 was calculated by: Number of new hires by gender or age group or region/Average number of employees.

Employee Turnover (by Gender, Age Group, Region)

Workforce	FY2023 No. of Leavers	FY2023 Rate of Employee Turnover (%)	FY2024 No. of Leavers	FY2024 Rate of Employee Turnover (%)[16]
By Gender				
Male	123	17.07	153	19.37
Female	56	7.77	68	8.60
By Age Group				
Less than 30 years old	129	17.90	181	22.91
30-50 years old	49	6.80	39	4.93
Older than 50 years old	1	0.14	1	0.13
By Region				
Southeast Asia	0	0.00	2	0.25
Greater China	179	24.84	218	27.59
Americas and Europe	0	0.00	1	0.13
TOTAL	**179**	**24.84**	**221**	**27.97**

In FY2024, Winking Studios observed an overall employee turnover rate of 27.97%. A total of 221 employees left the Group, comprising 153 males and 68 females. Due to the scale of operations that the Group has in Greater China, this region experienced the highest number of leavers.

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 FY2024, 24 male and 21 female employees were eligible for the Group's parental leave scheme. Of these, 2 male and 10 female employees utilised the parental leave. The Group is pleased to report that all 12 employees who took parental leave returned to work after the leave period, which brings the Group's return to work rate[17] to 100%.

[16] The rate of employee turnover during FY2024 was calculated by: Number of employees who left the Group by gender or age group or region/Average number of employees.
[17] 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.

Furthermore, there are 1 male and 6 female employees who after returning from parental leave are still employed after 12 months with the Group.

Here is a graph detailing key benefits that the Group provides at its main offices:

Taipei Office	Shanghai Office	Nanjing 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". • Install additional vending machines and provide employees with a monthly beverage allowance of NTD200. • Offer flexible working hours and hybrid office arrangements to attract talent. • Actively participate in government, vocational training institutions, and school-sponsored job matching events to build a strong employer brand and corporate image.	• Prepare holiday and birthday gifts to employees. • Organise departmental activities and year-end banquet. • Provide afternoon tea to employees.	• Offer medical and commercial insurance coverage. • Organise a variety of employee activities to foster a sense of belonging among staff.

Labour/Management Relations

The Group prioritises open and transparent communication with employees, ensuring fairness and inclusivity in decision making in significant operational changes. As a global art outsourcing company, maintaining a stable and collaborative work environment is essential to driving creativity and productivity. 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 provide employees and their representatives sufficient time to prepare for changes, ensuring smooth transitions with minimal disruption.

For employees covered under collective bargaining agreements, the Group complies with relevant local labour laws, which outline specific notice periods, consultation process, and negotiation in agreements. In Taipei, the Group follows the "Law Source Retrieving System Labour Laws and Regulations" established by central authorities.

Beyond regulatory compliance, the Group fosters a respectful workplace culture, engaging employees through regular dialogue sessions and transparent communication. By upholding these principles, Winking Studios promotes a fair, stable, and engaging work environment that supports both employee well-being and long-term organisational success.

Occupational Health & Safety

At its core, a conducive workplace is one that can provide its employees with peace of mind, allowing them to focus solely on their work as their welfare is well taken care of. Winking Studios believes that a robust occupational health and safety framework is integral to providing its employee welfare and maintaining high-quality output.

The Group's occupational health and safety policy is built on the tenets of continuous improvement and risk mitigation. Winking Studios has established an occupational health and safety management system that actively monitors incidents across its offices, ensuring a safe and secure working environment.

A key component of the Group's health and safety strategy includes regular health check-ups and on-site medical consultations. After each screening session, employees are assessed using a risk matrix based to identify any health concerns. Employees who are categorised as higher risk receive further consultation to explore possible workplace accommodations that can support their well-being. Furthermore, employees are protected from any reprisal should they choose to remove themselves from any work-related situations they perceive as hazardous. Any reported incidents are treated with the utmost severity and thorough investigate and appropriate corrective actions taken as needed. To further enhance workplace safety, the Group conducts fire safety training, evacuation drills and first aid training.

In FY2024, there were zero recorded fatalities or work-related injuries and/or ill health across all offices. 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 & Education

Winking Studios aims to continuously upskill by adopting the best practices to ensure they can continue to produce the highest quality deliverables. In FY2024, 98.6% of the Group's employees received an annual performance and career development review.

Besides annual performance and career development review, the Group provides tailored training opportunities to enhance employees' competencies. For instance, employees in the Singapore office received anti-corruption training, equipping them with the knowledge to identify and report unethical practices. Furthermore, in the Shanghai office, accounting training is provided in conjunction with the Ministry of Finance. Through these initiatives, the Group aims to not only help its employees become more specialised in their given role but also transform them into more well-rounded employees with a general skillset to complement their specialised skills.

In FY2024, the Group has committed to fostering continuous learning, and average training hours are outlined below, categorised by gender and employee level:

Category	FY2023 Average Training Hours	FY2024 Average Training Hours
By Gender		
Male	56.11	41.53
Female	55.77	37.41
By Employee Category		
Senior Management Level (Positions at Director and above level)	26.21	24.14
Middle Management Level (Managerial Positions)	68.80	21.78
Executive Level	56.56	41.98

In FY2024, average training hours declined across categories. FY2023 figures were estimates due to initial sustainability reporting, while FY2024 data is based on actual attendance records for greater accuracy. The Group has set FY2024 as the baseline year for future comparisons.

Diversity & Equal Opportunities

The Group believes that cultivating a diverse workforce provides its employees with the opportunity to interact and learn from other cultures. Additionally, the Group believes that a diverse workforce is one that is more robust and responsive, as it has a wider array of skills to deal with problems. A large part of the Group's strategy to cultivate a diverse workforce is ensuring all employee can rise within the Group.

The table below shows the renumeration 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.

FY2024
Ratio of renumeration of women to men by region[18]

	Nanjing	Suzhou	Shanghai	Taipei	Kuala Lumpur
Middle Management Level	0.65	NA[19]	1.30	0.99	0.73
Executive Level	0.98	0.73	0.69	0.93	0.77

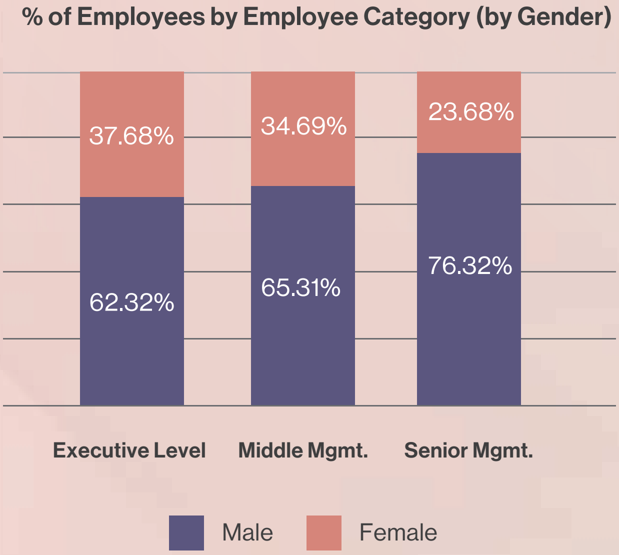
Moving forward, the Group remains committed to narrow this gap by maintaining equitable opportunities for all employees.

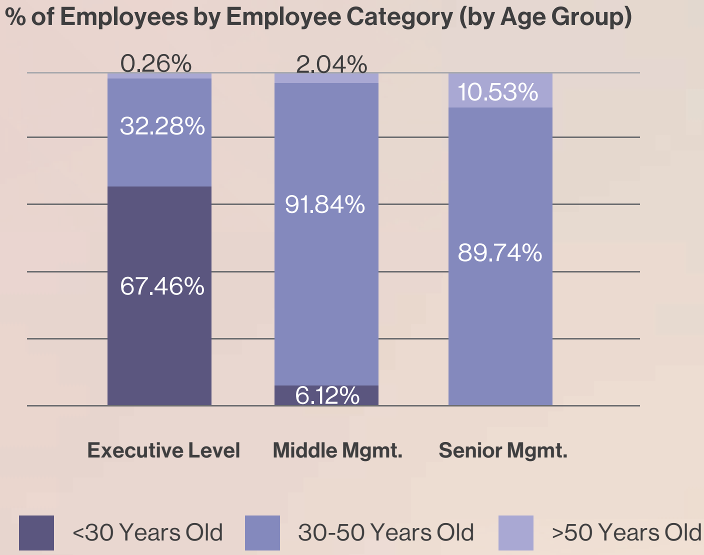
For the Group's governance body, Winking Studios strive for a diverse demographic representation, ensuring a broad range of skills and expertise. A comprehensive overview of the Group's governance body (i.e., the Board of Directors) is provided below:

Workforce	FY2023	FY2024
	Percentage (%) of Individuals Within the Governance Body	
By Gender		
Male	78.57	100.00
Female	21.43	0.00
By Age Group		
Less than 30 years old	3.57	0.00
30 – 50 years old	85.72	28.57
Older than 50 years old	10.71	71.43

[18] Though the Group has a significant presence in.
[19] This figure is NA as the Suzhou entity does not have any female in the middle management 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:





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 be 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 prioritising both financial and non-financial incentives, the Group remains committed to creating a workplace that supports, motivates, and retains its talented workforce.

Contribution to Society – Local Communities

For FY2024, the Group strengthened its commitment to giving back to the local communities where it operates. Winking Studios believes in making a positive difference in the areas where it operates and aims to contribute to local communities in any way shape or form.

Building on its previous contributions to disaster relief funds and underrepresented communities in FY2023, the Group remains dedicated to fostering positive change. The Group continues its monetary contributions to the "Elephant Circle Project" in Taipei, which provides education and nutritious meals to vulnerable children, and its employees also held a heartwarming Christmas event for them. The Group also hosted its first-ever blood donation in Taipei, bringing vital support to the community.

Singapore Red Cross Volunteers

Taipei Blood Donation

Additionally, the Group makes an effort to create a difference in all countries it operates in. For Singapore, the Group's employees participate as Red Cross volunteers, which sees them doing community visits as well as donating household staple goods to the less fortunate. In Shanghai, the Group collaborated with Jilin Province Orphan School to donate streetlights to make their campus safer, a total of 16 streetlights were donated. Finally, in Nanjing, the Group's employees participated in a tree planting campaign, to ensure that the environment remains liveable for all.

Taipei "Elephant Circle Project" for vulnerable children

Nanjing Tree Planting Campaign

Our Performance & Targets

In FY2024, the Group's target achievements compared to the previous reporting year are presented below. Moving forward, as part of its ongoing efforts to align objectives with the strategic goal of promoting fair job opportunities and fostering a collaborative mindset in the future workforce, the Group remains dedicated to corporate social responsibility and creating meaningful social impact. In support of these commitments, the following targets have been established. Except for Training & Education, which uses FY2024 as the base year, all other material topics use FY2023 as the base year.

<table>
<tr><th>Material Topics</th><th>Short-Term Targets (1 – 2 years)</th><th>Medium-Term Targets (2030)</th><th>Long-Term Targets (2050)</th><th>Target Achievements in FY2024 vs FY2023</th></tr>
<tr><td>Employment Practices</td><td>• Maintain employee turnover rates around 24-25%.
• Implement flexible working hours and remote work options for all eligible employees.</td><td>• Maintain employee turnover rates around 24-25%.
• Increase the representation of underrepresented groups in new hires by 5%.</td><td>• Become an employer of choice in the industry, recognised for its ethical employment practices, employee satisfaction, and workplace culture.
• Develop an AI workforce transition strategy to support employees impacted by technological advancements.</td><td>• Target was partially met. The employee turnover rate was 27.97%.
• Hybrid working options are offered to eligible employees.</td></tr>
<tr><td>Labour/ Management Relations</td><td colspan="3">• Provide employees with a minimum 30 days' notice for major organisational changes.</td><td>• New material topic identified in FY2024, with no targets set in the previous reporting period.</td></tr>
<tr><td>Occupational Health & Safety</td><td colspan="3">• Maintain zero incidents of material non-compliance with applicable laws and regulations.
• Maintain zero incidents related to work-related injuries, fatalities, or ill-health.</td><td>• Achieved.</td></tr>
</table>

Material Topics	Short-Term Targets (1 – 2 years)	Medium-Term Targets (2030)	Long-Term Targets (2050)	Target Achievements in FY2024 vs FY2023
Training & Education	• Increase the average training hours by 5%. • Ensure that all employees receive at least 44 hours of training per year. • Conduct at least 1 company-wide training sessions per year on critical skills.	• Increase the average training hours by 10%. • Implement a mentorship programme with at least 3% of employees participating.	• Achieve full employee participation rate in annual training and education programmes. • Become a leader in sustainable workforce training, supporting employees in lifelong learning initiatives beyond company requirements.	• Average training hours have reduced by 29%. • Both male and female employees received less than 44 training hours per year.
Diversity & Equal Opportunities	• At least 30% of women in mid-level and senior positions.	• At least 16% female representation in Senior Management Level.		• Achieved.
Contribution to Society – Local Communities	• Organise at least 6 community outreach programmes per year (e.g. environmental cleanups, education workshops). • Ensure that at least 85% of new hires are from the local community.	• Increase the number of community engagement activities by 8%.	• Aim to achieve net-positive social impact in all operational regions. • Increase the number of community engagement activities by 10%.	• Achieved.

GOVERNANCE

Market Presence

A significant part of Winking Studios' operations is the job creation that results from its presence in key areas. The Group is driven by the belief that a strong market presence unlocks greater opportunities, positioning it as a leader in the gaming industry. As the Group expands and reinvest in the communities it operates, these regions stand to benefit significantly from the economic contributions and developments brought by the Group's activities.

The Group measures its economic impact on local communities through local hiring initiatives and the provision of competitive remuneration packages. Winking Studios ensures equal pay for entry-level positions across all its locations, including Singapore, Kuala Lumpur, Taipei, Shanghai, and Nanjing, without discrimination based on location.

In locations such as Taipei, Shanghai, Nanjing and Kuala Lumpur, a minimum wage scheme is in place. By offering higher-than-average entry-level wages, Winking Studios aims to make a substantial economic contribution to the communities where it operates.

In FY2024, 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.

	FY2023			FY2024				
Region	Taipei	Shanghai	Nanjing	Taipei	Shanghai	Nanjing	Kuala Lumpur	Suzhou
Ratio	1.11	0.60	0.72	1.65	3.34	2.01	3.53	1.94

The Group is committed to fair and ethical labour practices, ensuring that all workers involved in its operations—including those who are not direct employees of Winking Studios—receive wages above the legally mandated minimum. This commitment ensures full compliance with relevant labour laws and reinforces the Group's dedication to responsible employment practices.

Finally, the Group believes in creating opportunities for local employees to advance within the organisation and develop their careers professionally. In addition to prioritising local hiring, the Group emphasises internal promotions as a means of recognising and rewarding dedicated and skilled employees.

As of FY2024, 94.59% of the Group's employees who are director level and above are local to the office in which they work in, with 35 out of 37 director level and above positions in the Group being held by local talent. By hiring and promoting local talent, the Group plays an active role in strengthening local economies. Additionally, these efforts contribute to poverty reduction, increasing domestic production and reducing unemployment, further reinforcing the Group's positive social impact on the communities in which it operates.

Procurement Practices

The Group is committed to responsible procurement practices that contribute to local economic development, strengthen supply chain resilience, and promote sustainability. By integrating local sourcing strategies, the Group enhances operational efficiency while minimising environmental impact. A substantial portion of the procurement budget is allocated to local suppliers across the studios. In the Taipei studio, 96% of procurement expenditure is directed towards local suppliers, while the Shanghai studio allocates 50% to local sourcing. Similarly, the Nanjing studio prioritises local procurement, with 98% of its budget spent on local suppliers. Notably, for the newly acquired studios, Taipei-based On Point and Kuala Lumpur-based Pixelline, 100% of procurement is sourced locally. This commitment minimises logistical emissions, support regional businesses, and strengthens supply chain 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. This procurement strategy enhances business continuity, reduce transportation-related carbon emissions and fosters long-term supplier partnerships.

The Group's key operational hubs drive critical functions such as production, research and development, sales, and customer support contributing to revenue growth, market expansion, and efficient supply chain management. By prioritising local procurement, supplier engagement, and operational efficiency, the Group reinforces supply chain sustainability while fostering economic resilience in the communities where it operates.

Business Ethics (including Anti-corruption)

From its inception, the Group has built its success on the strong foundation of ethical business conduct and integrity. The ethical principles embedded in the Group's business conduct have enabled it to thrive in a dynamic and ever-changing gaming industry.

Given its extensive collaboration with some of the largest gaming studios worldwide, the Group upholds strict ethical standards and expects all employees to act responsibly. This commitment fosters a culture of trust between the Group and its partners. To reinforce these principles, the Group has developed a comprehensive ethical framework, which is formally communicated to all its governing bodies. In FY2024, the Group's anti-corruption policies and procedures have been communicated to all members of the Board, similar to FY2023.

As part of its commitment to ethical business practices, the Group prioritises anti-corruption training for its employees. Among the Group's workforce, 88.30% have been communicated on its 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 anti-corruption policies to in FY2023 and FY2024.

Location	FY	Senior Management	Middle Management	Executive Level	Total Employees	Percentage
Southeast Asia	2023	2	0	1	4	75.00%
	2024	3	2	2	7	29.17%
Greater China	2023	26	23	37	86	10.94%
	2024	34	39	667	740	94.15%
America / Europe	2024	0	0	0	0	0.00%

However, 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 should it happen to them. The tables below below provides the breakdown of the different employee groups and the percentage of each that received employees trained in anti-corruption in FY2023 and FY2024.

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%
Greater China	2023	25	23	37	85	11.63%
	2024	14	5	9	28	3.43%
America / Europe	2024	0	0	0	0	0.00%

Due to recent acquisitions made by the Group during the year, the implementation of the Group's anti-corruption policies and training has not yet been extended to the newly acquired entities. As a result, this has led to a decrease in the reported figures, as reflected in the tables above.

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 FY2024, the anti-corruption policies and procedures were communicated to 100 suppliers and clients by the Group (i.e. 30%) compared to FY2023 where the Nanjing office has communicated this policy to 55 (i.e. 29%) of its clients.

In FY2024, the Group recorded zero incidents of corruption, maintaining the same clean record as FY2023. This reflects the effectiveness of the Group's anti-corruption measures and its unwavering commitment to ethical business practices.

To further safeguard against corruption and unethical behaviour, the Group has established an anonymous whistleblowing mechanism, allowing its stakeholders to report suspected corporate governance violations, fraud, corruption, or criminal activities involving company personnel. The whistleblowing channel also serves as a platform for stakeholders to suggest improvements to the Group's corporate governance policies. By maintaining a transparent and accountable environment, the Group continues to protect the rights of its stakeholders and business partners while upholding the highest ethical standards.

Tax

The Group believes that a transparent and robust tax policy enables it to contribute to the economies of the regions in which it operates. Beyond compliance, the Group views responsible tax management as essential for fostering long-term, sustainable relationships with business partners and governing bodies.

The CFO is responsible for the annual review, formulation, and implementation of the Group's tax strategy. This ensures that tax governance remains aligned with the Group's overall strategy while maintaining strong compliance and risk management practices.

Since FY2023, the Group has engaged the Big Four accounting firms to conduct Tax Provision Reviews, reinforcing its commitment to robust and transparent tax management. The Group's tax strategy is designed to increase shareholder value while mitigating tax-related risks by ensuring compliance with all relevant regulatory requirements. Through prudent tax planning, the Group effectively manages its tax obligations, enabling reinvestment in innovation, technology, and sustainability-driven initiatives.

Maintaining error- and corruption-free tax policies and strategies remains a priority. To uphold high standards, the Group undergoes regular third-party audits to continuously improve its tax policies. Additionally, ongoing tax training programs are conducted to ensure that employees remain informed about the regulations and tax requirements.

Finally, the Group recognises that stakeholder engagement is integral to its tax policies. It actively engages with tax authorities to address potential compliance matters and works closely with external stakeholders to gather feedback on its tax practices. The insights from the stakeholder engagements are analysed and reviewed to refine the Group tax strategies.

Information Security & Data Privacy

Information security and data privacy are integral to maintaining trust between the Group and its various stakeholders and collaborators. The Group is committed to safeguarding sensitive data by implementing comprehensive security measures and adhering to the highest industry standards.

As a testament to this commitment, the Group has obtained ISO 27001 certification from the British Standards Institution, demonstrating its ability to protect sensitive data through a structured framework of information security controls and risk management. This certification demonstrates the Group's competency in protecting sensitive data by designing and implementing a coherent and comprehensive suite of information security controls and other forms of risk treatment for any risks deemed unacceptable.

Furthermore, the Group has deployed anti-virus software and firewalls across all company devices and conducts regular vulnerability testing to ensure that its security infrastructure remains robust and effective. Additionally, an incident reporting protocol has been established to address potential cyber incidents and data breaches. Employees receive regular training on these topics to enhance their ability to identify and respond to security risks effectively.

In FY2024, 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.

With a strong focus on trust and long-term collaborations, the Group remains dedicated to protecting stakeholders' sensitive information, not only as a key component of its ESG strategy but also as a fundamental pillar in preserving strong industry relationships.

Directors' Remuneration

In FY2024, the Group successfully listed on the AIM of LSE and is required to disclose its directors' remuneration in accordance with the Alternative Investment Market Rule 19. Disclosure requirements in relation to directors' and chief executive officers' remuneration is also set out under Rule 1204(10D) of the Catalist Rules. Accordingly, the directors' remuneration and its details are outlined below:

Board of Directors	Position
Mr. Lim Heng Choon	Independent and Non-Executive Chairman
Mr. Johnny Jan	Founder and CEO
Mr. Kao Shu-Kuo	Non-Executive Director
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)	Bonuses & performance-related incentives (USD)	Stock options/ share-based payments (USD)	Pension contributions (USD)	Directors' Fee (USD)	Total (USD)
Mr. Lim Heng Choon	-	-	-	-	27,000	27,000
Mr. Johnny Jan	219,368	360,323	329,444	-	-	909,135
Mr. Kao Shu-Kuo	-	-	-	-	-	-
Mr. Chang Yi-Hao	-	-	-	-	27,000	27,000
Mr. Yang Wu Te	-	-	-	-	27,000	27,000
Mr. Daniel Widdicombe	-	-	-	-	8,351	8,351
Mr. Oliver Yen	95,444	35,248	61,749	3,364	-	195,805

Mr Kao is a Board representative of Acer Gaming Inc., a controlling shareholder of the Company, and Acer Gaming Inc. has waived Directors' Fees from the Company

Economic Performance

Winking Studios upholds its commitment to fostering sustainable economic development and creating long-term value for its diverse network of stakeholders. The Group provides a comprehensive overview of its financial performance, highlighting key metrics such as revenue generation, operational expenses, and overall profitability.

Beyond financial success, Winking Studios drives positive economic impact through initiatives that promote job creation, responsible tax practices and strong corporate governance. Through the integration of environmental stewardship, social responsibility and transparency into its operations, the Group reinforces its dedication to supporting local economies and fostering sustainable communities.

		FY2024 (USD)	FY2023 (USD)
Economic Value Generated		31,898,808	25,698,470
Economic Value Distributed	**Operating Costs**	12,316,707	7,263,210
	Employee Wages & Benefits	21,314,780	17,987,981
	Capital Providers	1,060,000	0
	Government	1,329,275	831,283
	Communities	0	4,623
Economic Value Distributed/Retained		-4,121,954	-388,627

By integrating sustainable economic practices into its core business strategy, the Group aims to drive resilient growth and reinforce its role as a responsible corporate entity within the industry.

In FY2024, the Group recorded total pension expenses of USD 1,748,559, with employers contributing 10% of the employee's salary towards retirement benefits. Participation in retirement plans is mandatory, ensuring compliance with relevant regulations and providing financial security for employees in their post-employment years. This approach reflects the Group's commitment to employee welfare and long-term financial sustainability.

Our Performance & Targets

In FY2024, the Group's target achievements compared to the previous reporting year are presented below. Moving forward, Winking Studios remains committed to fostering sustainable growth, strengthening business ethics, and enhancing governance practices within its operations. The Group plans to establish the following targets, using FY2023 as the base year, as part of its dedication to integrating responsible business practices into its operations.

Material Topics	Short-Term Targets (1 – 2 years)	Medium-Term Targets (2030)	Long-Term Targets (2050)	Target Achievements in FY2024 vs FY2023
Market Presence	• Maintain fair, equal entry-level wages without gender discrimination. • Maintain proportion of senior management hired from local population.	• Ensure at least 85% of leadership positions are filled by locally hired talent.	• To be a leading organisation in creating local job opportunities and ensuring fair compensation within the industry.	• Achieved.
Procurement Practices	• At least 75% of total procurement spending allocated to local suppliers.	• Increase procurement from local suppliers to 80% of total spending. • Establish sustainable procurement policies that prioritise suppliers with ethical, environmental, and social responsibility standards.	• Transition towards a climate-positive procurement, where suppliers actively contribute to environmental restoration.	• New material topic identified in FY2024, with no targets set in the previous reporting period.
Business Ethics (including Anti-corruption)	• Maintain zero confirmed cases of corruption, bribery and fraud. • Maintain zero significant instances of non-compliance with laws and regulations. • Maintain zero incidents of discrimination.			• Achieved.
	• Conduct anti-corruption training for at least 10% of employees. • Communicate anti-corruption policies to 90% of employees and 50% of business partners.	• Conduct anti-corruption training for all employees of the Group. • Communicate anti-corruption policies to all employees and business partners of the Group.		• 88.30% of employees and 30% of business partners have been communicated with the Group's anti- corruption policies. • 3.78% of employees have received anti-corruption training.

Material Topics	Short-Term Targets (1 – 2 years)	Medium-Term Targets (2030)	Long-Term Targets (2050)	Target Achievements in FY2024 vs FY2023
Tax	• Continue engaging with tax authorities and policymakers to advocate for fair, equitable tax policies.	• Implement due diligence checks on tax compliance for all major business partners. • Establish a green tax strategy, leveraging incentives for renewable energy, carbon reduction, and sustainability investments. • Maintain a 100% corruption-free tax record across all jurisdictions.	• Maintain a 100% corruption-free tax record across all jurisdictions. • Maintain and improve green tax strategy to further leverage incentives for renewable energy, carbon reduction, and sustainability investments.	• Achieved.
Information Security & Data Privacy	• Maintain a 100% incident-free record for major data breaches and cyberattacks. • Ensure 100% compliance with data privacy regulations.			• Achieved.
Economic Performance	• Increase revenue by 6% through product innovation, market expansion and strategic partnerships. • Improve operational efficiency and cost-effectiveness by reducing expenses by 5%.	• Increase revenue by 8% through product innovation, market expansion and strategic partnerships. • Increase ESG impact through raising contributions to local communities by 5%.	• Aim to achieve net-positive economic impact (i.e. financial success directly benefits employees, communities, and the environment). • Increase ESG impact through raising contributions to local communities by 10%.	• Revenue has increased by 24% whereas operating expenses have increased by 70%.