



ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT 2025

About The Report

Timeframe Covered

This Sustainability Report presents Razer Inc.’s Environmental, Social, and Governance (ESG) performance for the period from January 1 to December 31, 2025. The information provided in the report highlights significant developments, initiatives, and results that influenced the Company’s sustainability progress throughout the year.

Organizational Boundary

This report covers Razer Inc.’s operations, including activities undertaken at its offices and by its key production partners. Razer Fintech Holdings Pte. Ltd., Razer Merchant Services (SG) Pte. Ltd. and THX Ltd. are excluded from the reporting scope. ESG-related information has been consolidated from Razer’s top five contract manufacturers, which together account for approximately 80% of total procurement spend. No material changes were identified in the Company’s operations, organizational structure or strategic direction during the reporting period. Prior-year figures have not been revised unless explicitly stated. The scope of the Sustainability Statement is aligned with Razer’s financial statements.

Reporting Approach

This Report continues to build on the reporting framework adopted in the prior year, with the Corporate Sustainability Reporting Directive (CSRD) serving as the primary basis for the Company’s sustainability disclosures. The report addresses the following European Sustainability Reporting Standards (ESRS) sections:

- 1. General information (“ESRS 2 General information”)
- 2. Environmental information (“E1 Climate change,” “E2 Pollution,” “E3 Water and marine resources,” “E5 Circular Economy”)
- 3. Social information (“S1 Own workforce,” “S3 Affected communities,” “S4 Consumers and end-users”)

The sustainability matters disclosed in this report are informed by the Double Materiality Assessment (DMA) conducted in 2024. The results of this assessment remain relevant for the current reporting period and continue to guide the identification of Razer’s most significant sustainability impacts, as well as the associated risks and opportunities with potential financial implications. Details of the DMA and its outcomes are presented in “ESRS 2 Double materiality assessment,” which outlines the topic-specific ESRS standards and corresponding disclosure requirements determined to be material for the Company.

Estimate and Uncertainty

Razer aims to disclose data as correctly and accurately as possible by using primary measurement data and by standardizing the calculation system. To further support consistency, comparability, and transparency across markets, the report maintains alignment with a number of internationally recognized frameworks. Selected disclosures draw on guidance from the Greenhouse Gas (GHG) Protocol, the Science Based Targets initiative (SBTi), the Task Force on Climate-related Financial Disclosures (TCFD), and the Global Reporting Initiative (GRI) Standards.

Endorsement and Approval

The Board of Directors at Razer holds ultimate responsibility for guiding the Group’s sustainability agenda and overseeing its overall ESG performance. The Board plays an active role in reviewing the organization’s long-term purpose, approving ESG-related strategies, and evaluating stakeholder expectations as well as emerging risks and opportunities. The most recent Board review was conducted on November 27, 2025.

Restatement of Information

Razer Fintech Holdings Pte. Ltd., Razer Merchant Services (SG) Pte. Ltd. and THX Ltd. were incorrectly included in our FY2024 consolidated emissions boundary; these entities should have been excluded from the FY2024 report but were not. As a result, reported Scope 3 Category 6 (Business travel) and Category 7 (Employee commuting) emissions for FY2024 are overstated relative to the intended organizational boundary. In FY2025 we have corrected the consolidation boundary to exclude these entities, and accordingly the reported emissions for Scope 3 Categories 6 and 7 are significantly lower, reflecting the accurate organizational scope rather than a reduction in underlying activity.

Feedback

Razer acknowledges that constructive engagement with its stakeholders is vital to strengthening its sustainability practices and enhancing the quality of its reporting. The Company remains committed to maintaining transparency and pursuing continuous improvement, and it welcomes feedback that can support future disclosures and elevate its ESG performance.

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ABOUT RAZER

In This Section

RAZER AT A GLANCE | THE COMPANY'S JOURNEY | RAZER'S VALUE CHAIN

Razer at a Glance

Founded in 2005, Razer has grown from a single brand innovator into an established global participant in the gaming and technology sector. The Company operates from dual headquarters in Irvine, California, and Singapore, supported by an international presence spanning 19 offices across key markets. Razer is widely recognized for its emphasis on technological advancement and design excellence, delivering a broad portfolio of hardware products that includes precision gaming peripherals and its flagship Blade line of high performance laptops.

Digital Ecosystem & Community Engagement

Razer’s software platforms, including Razer Synapse and Razer Chroma RGB, deliver advanced device customization, synchronised lighting, and performance optimization for a global community of over 200 million users. Beyond hardware, digital services such as Razer Gold—supporting more than 50,000 games—and the Razer Silver rewards programme strengthen Razer’s role within the global gaming and digital economy, particularly among gamers, millennials, and Gen Z. Razer's operations and supply chain affect a range of consumers and end users, both directly and indirectly, such as:

- Individual consumers (e.g. D2C and B2C retail customers, end users of digital services such as Razer Gold and Silver, Cortex, Axon, and others).
- Business customers (B2B) that integrate the organization’s products, services or components into their own offerings. (e.g.Lambda Tensorbook)
- Digital users or subscribers, including users of online platforms, software, mobile applications, or data enabled services.
- Institutional users (e.g. WIT - Wentworth Institute of Technology).

Climate Adaption

Razer’s climate adaptation strategy focuses on strengthening operational resilience and reducing exposure to climate related risks by decarbonising its operations. This includes transitioning corporate offices to renewable energy by 2025, achieving net zero operational emissions by 2030, and reducing business air travel. These actions support long term climate resilience and align with Razer’s ambition to reach net zero emissions across its value chain by 2050, ensuring the business is prepared for a low carbon future.

Awards and Accolades

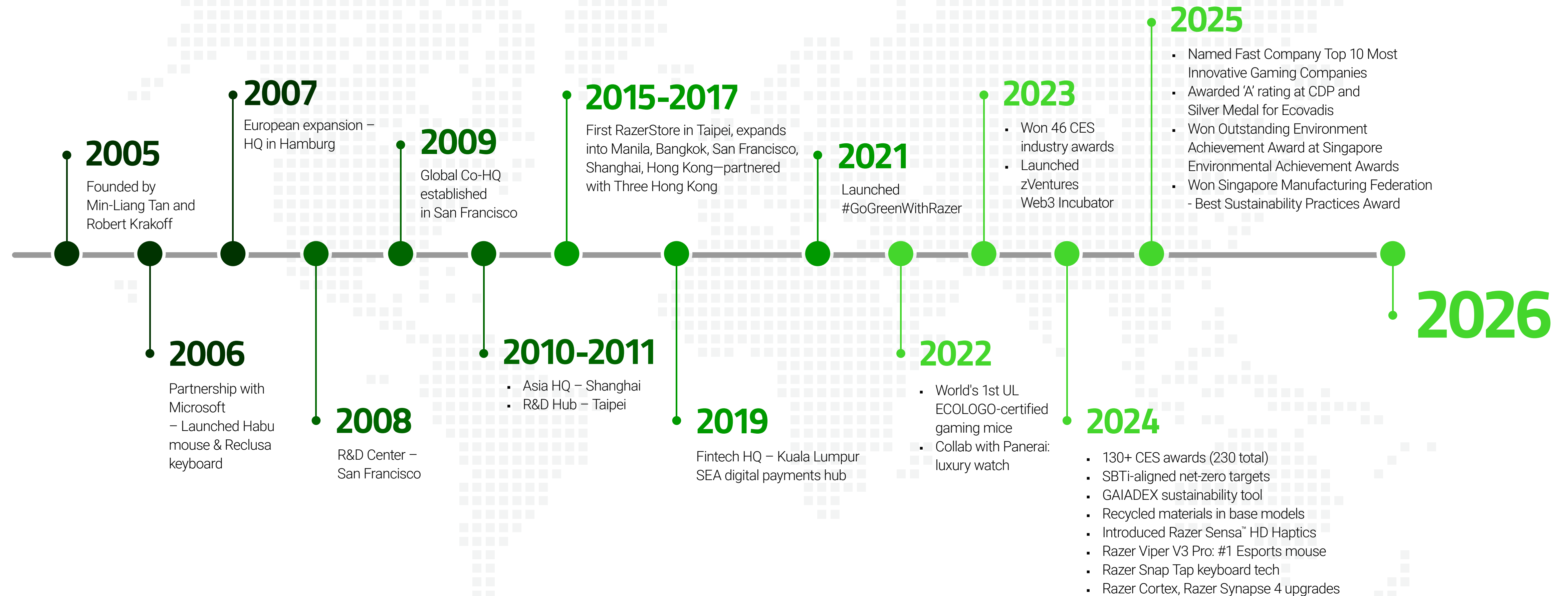
In 2025, Razer's sustainability leadership was recognized through a series of prestigious accolades. Razer clinched four wins at the 26th Singapore Environmental Achievement Awards (SEAA), conferred by the Singapore Environment Council, including the Outstanding Environmental Achievement Award – the highest distinction of the event – making Razer the only organization recognized across every award.

Razer’s ESG Rating

Razer demonstrates strong sustainability performance, reflected in its CDP ‘A’ rating and its EcoVadis Silver Medal recognition for ESG practices.



The Company's Journey



Razer’s Value Chain

Razer operates through an integrated value chain supported by a broad range of external partners that contribute across multiple stages of its business activities. These relationships play a key role in enabling product development, operational scalability, and market delivery.

At the upstream level, the Company works with a diverse set of counterparties that provide essential inputs and services. These include suppliers of raw materials and components used in manufacturing, as well as specialised partners delivering software solutions, cloud and digital infrastructure, and financial services. Together, these upstream collaborators support the technological capabilities and operational continuity required for Razer’s product and service offerings.

On the downstream side, Razer relies on an extensive distribution and service ecosystem to bring its products and services to customers worldwide. This includes logistics providers, distributors, retail partners, and digital channels that facilitate efficient market access. In addition, Razer engages with service aggregators, and other intermediaries that support customer engagement and expand the Company’s reach across regions and user segments.

The combination of these upstream and downstream relationships enables a resilient and adaptive value chain, supporting Razer’s ability to develop innovative solutions, respond to market demands, and deliver consistent performance for consumers and business partners globally.

Value Chain Stage	Key Activities
Upstream	• Sourcing of electronic components and materials • Contract manufacturing and product assembly through external partners • Supplier selection, quality control, and sustainability engagement
Own Operations	• Product design, research and development (hardware and software) • Brand management, marketing, and sales strategy • Corporate management, digital platforms, and regional operations • Governance, compliance, and sustainability oversight
Downstream	• Distribution via retailers, distributors, and e commerce platforms • Direct to consumer sales through Razer’s website and RazerStores • Customer engagement via software platforms, digital services, and after sales support

Risk Assessment

As part of its responsible sourcing approach, Razer carries out systematic assessments of potential social and environmental risks within its upstream value chain. These assessments are designed to identify areas where supplier practices may present heightened risks and to inform appropriate mitigation actions.

The evaluation process considers a range of inputs, including industry specific risk trends, evolving regulatory expectations, and benchmarking against peer practices. Key areas of focus include labour standards, such as the prevention of forced and child labour, working conditions, and freedom of association, as well as compliance with applicable environmental requirements.

Insights generated through these assessments underpin Razer’s risk based prioritisation and guide engagement with suppliers. They also support the development and refinement of internal controls and compliance processes. Through these measures, the Company aims to strengthen transparency, enhance supply chain resilience, and meet ongoing due diligence obligations in alignment with recognized international standards.

LEADERSHIP MESSAGES

In This Section

CHAIRMAN'S FOREWORD | MESSAGE FROM CHIEF FINANCIAL OFFICER
MESSAGE FROM GLOBAL HEAD OF PEOPLE AND ORGANIZATION

Chairman's Foreword

We've never believed in waiting for the future. We build it.

The world is changing fast: technology, climate, culture, all at once. For us, sustainability isn't a side project bolted onto the business. It's core to who we are. It's how we design, how we build, how we grow.

As Chairman, my job has always been simple: stay close to our community, our people, and a generation that expects more from the brands they back. Being Chairman means every decision from the products we ship to the responsibility we carry as a global brand has to answer to that community first. That's the lens we apply to sustainability. Question convention. Design with intent. Don't settle for "good enough."

Here's what that looks like in practice: asking the hard questions at the start of the product lifecycle, not the end. Can we deliver peak performance and lower our footprint? Can durability and repairability make the gamer experience better, not worse? Can sustainability be something gamers feel, not a line item they never see? I believe the real climate action happens at the product level. That's where we

earn trust. That's where value gets built for the long haul. Every material we choose, every package we design, every product we retire; that's where our environmental intent shows up, or it doesn't show up at all. Sustainability at Razer isn't an afterthought. It's a design philosophy, period.

Our Net Zero ambition is both urgent and deliberate. Right now, we're cutting emissions across our own operations, tightening energy efficiency, and holding our value chain accountable. At the same time, we're rethinking how our products get designed, made, shipped, used, and recovered because Net Zero isn't a switch you flip, it's a system you rebuild. This isn't separate from strategy, it is strategy. Sustainability shapes how we manage risk, where we put capital, and how we grow. It's in our logistics decisions, our sourcing, our partnerships, our bets on innovation. And the world is noticing: Razer earned a CDP 'A' rating, proof that transparency and climate leadership aren't just talk for us.

None of this happens without our people. Our employees, our partners, our global community, they push us to think bigger and move faster. We don't win with a handful of isolated initiatives. We win when responsibility and integrity are baked into how everyone at Razer makes decisions, every day.

So here's where we're headed: we go deeper on product-level sustainability, we stay disciplined on our Net Zero path, and we keep building for gamers and the planet, not one at the expense of the other.

The future of gaming is being built right now. We're building it responsibly. By design. Thank you for being part of this.

Min-Liang, Tan

Chairman and CEO
Razer Inc.



Message from Chief Financial Officer

In 2025, sustainability at Razer continued to move from ambition to disciplined execution. This meant sharpening the link between environmental and social priorities and the full range of decisions we make on capital allocation, cost management, risk oversight, and long-term resilience. That same discipline extended to how we think about our environmental impact per dollar earned: as our understanding of climate-related risks and their impact on profitability has matured, we have grown more rigorous in tracking the environmental cost of every dollar of value we generate, not just the absolute footprint. Against a backdrop of persistent macroeconomic pressure, supply chain volatility, and tightening regulatory expectations, sustainability is no longer treated as an external consideration; it is assessed alongside financial performance and operational risk.

2025 reinforced the business value of integrating sustainability into financial decision-making. Razer continued to make strong progress against its science-based climate commitments, reducing Scope 3 emissions intensity per USD value added by 78% against the 2019 baseline, from 0.912 kgCO₂e/USD to 0.520 kgCO₂e/USD,

outperforming the reduction trajectory implied by the elapsed period to our target year. These results reflect the impact of ongoing efforts to improve value chain efficiency through supplier collaboration, logistics optimization, and lower-carbon transportation solutions, as well as a sharper view of where climate risk is concentrated across our value chain and how it translates into cost and margin exposure. Finance continues to play a key role in prioritising investments that support emissions reductions while strengthening operational resilience and long-term shareholder value.

Razer continued to focus on product and design decisions where environmental outcomes and commercial performance intersect. In 2025, we expanded third-party ecolabel coverage to 131 products and maintained full product take-back coverage across RazerStores globally. Design-for-sustainability initiatives progressed across packaging, material selection, durability, and repairability. While some of these changes increase unit costs in the near term, they also reduce future compliance risk and strengthen long-term product differentiation in key markets.

Governance and control remain central to maintaining confidence in our disclosures. During 2025, ESG data continued to be subject to internal review and external limited assurance, with enhanced documentation, clarified assumptions, and tighter alignment with ESRS requirements. The Board and its delegated governance structures conducted regular oversight of sustainability performance, climate risks, and emerging regulatory obligations. No confirmed cases of corruption, bribery, data breaches, or material non-compliance were identified during the reporting period.

From a financial stewardship perspective, we are realistic about the trade-offs involved. Supply chain transformation and rising disclosure expectations carry real costs and execution challenges. However, deferring action would expose Razer to significantly higher financial, regulatory, and reputational risk over time. Our approach in 2025 has therefore been one of prioritisation: investing where sustainability strengthens resilience, and maintaining transparency where outcomes are still evolving.

Looking ahead, we will continue to ensure that sustainability efforts are grounded in economic reality. Our priorities remain clear: improving value chain emissions visibility, strengthening ESG data integrity, preparing for regulatory change, and directing capital toward innovation that aligns financial returns with environmental responsibility. This disciplined, metrics-driven approach positions Razer to remain competitive and credible as sustainability expectations continue to rise.



Chong Neng, Tan
Chief Financial Officer
Razer Inc.



Message from Global Head of People & Organization

2025 was a year of progress and preparation for Razer.

As we continued our focus on growth and profitability, we also began preparing the organization for the opportunities ahead. As Razer advances its ambition to be a leader in gaming AI, building the right capabilities, leadership, and culture has become increasingly important. Technology will continue to evolve, but our ability to learn, adapt, and work together will remain one of our greatest strengths.

One of the highlights of the year was Razer Singapore being certified as a Top Employer by the Top Employers Institute. This recognition reflects the collective effort of employees, managers, and leaders across the Company. Building a great workplace requires commitment from every part of the organization, and this achievement reinforces our belief that strong people practices and strong business performance go hand in hand.

Throughout the year, we remained focused on developing our people and strengthening our leadership capability. We expanded learning opportunities, supported career development, and continued investing in the skills needed for the future. As AI becomes a bigger part of our business and the way we work, helping our employees adapt and grow will remain a key priority.

We also continued to strengthen employee wellbeing, engagement, ethics, accountability, and inclusion across the organization. Listening to our employees, maintaining high standards of conduct, and creating opportunities for people to contribute and grow are important parts of building a sustainable business.

Beyond our own workforce, we continued working with suppliers and partners to uphold labour standards, worker safety, and responsible employment practices across our value chain. These efforts support our broader commitment to operating responsibly as a global Company.

As we look ahead, our priorities remain clear. We will continue to attract and develop great talent, strengthen leadership, and build a culture that supports innovation, accountability, and performance. The future will be shaped by technology, but it will be our people who determine how far we can go.



April Wan

Global Head of People & Organization
Razer Inc.



RAZER'S VISION AND STRATEGIC DIRECTION

In This Section

RAZER'S GOVERNANCE FRAMEWORK | BOARD OF GOVERNANCE
RAZER'S DATA PRIVACY AND SECURITY PRACTICES



Razer's Governance Framework

Ethics, Integrity and Compliance

Razer’s Board remains committed to upholding the highest standards of corporate governance. This commitment safeguards shareholder interests, supports the enhancement of corporate value, and guides the formulation of strategic business policies. It also promotes a culture of transparency and accountability throughout the organization.

Ethics and Integrity

At the core of Razer’s values is the principle “Play Hard. Play Fair,” which embodies the Company’s commitment to an ethical, gamer-focused approach to business. This principle is reinforced by the core values “One Razer” and “Be Phenomenal,” which foster a unified and high-performing culture. Together, these values encourage collaboration among employees, customers, and the gaming community, while driving the Company’s vision forward in a workplace that promotes fairness, inclusivity, and respect.

Code of Conduct



Managing gifts and invitations, and political contributions



Anti-bribery/anti-corruption, avoiding conflicts of interest



Customer confidentiality



Compliance with laws, regulations and Company policies



Competition and fair dealing



Equal opportunities, discrimination and harassment, workplace bullying, retaliation



Professional conduct

Razer’s Code of Ethics and Professional Conduct (“Code of Conduct”) outlines the principles and responsibilities that govern ethical behaviour, integrity, legal compliance, and the fair treatment of all individuals within and outside the organization. All employees receive orientation on the Code of Conduct during onboarding, followed by annual training sessions to reinforce these standards. The Company expects its suppliers and contract manufacturers to adhere to the Code in good faith. Razer Code of Conduct is accessible for all employees via Razer’s intranet, the Code undergoes regular reviews to ensure it remains aligned with evolving best practices and stakeholder expectations. It encompasses key ethical principles that guide the organization’s conduct and culture.

The Code of Conduct also outlines procedures for addressing workplace grievances and provides avenues for remediation. This promotes transparency and facilitates open communication across all Razer subsidiaries, including non-permanent staff, consultants, and interns.

Razer's Governance Framework

Whistleblowing

Razer fosters a collaborative work environment where all employees are encouraged to grow and succeed together. Recognizing the possibility of workplace conflicts, the Company implements a comprehensive Whistleblower and Complaint Policy that extends beyond the scope of its Code of Conduct. This policy ensures that employees have access to secure, confidential, and anonymous channels for raising concerns. Clear procedures are established for maintaining and safeguarding all related records. The policy facilitates the reporting of any suspected misconduct, including falsified records, data misuse, sexual harassment, discrimination, fraud, or other criminal activities. It also addresses potential breaches of laws, governmental regulations, internal accounting controls, auditing practices, and Company policies or other regulatory requirements.

Razer’s policy also covers complaints submitted by third parties. These reports are initially directed to the Company’s Chief Corporate Officer or the Vice President of People & Organization. Once the relevant individuals are informed, an investigation into the alleged violation is initiated, and necessary actions are taken based on the findings and updated to the Board of Directors on a quarterly basis.

Razer recognizes that employees may experience considerable anxiety when reporting concerns. To support them, the Company provides anonymous and confidential reporting channels via email or post for those who may be uncomfortable approaching their direct supervisors or managers. The Chief Corporate Officer or the Head of People & Organization are designated to review submitted cases, determine appropriate investigation procedures and corrective actions, and report relevant matters to the Board of Directors. This policy is communicated to all employees via the Company’s intranet and its stakeholders. Notably, there are no confirmed whistleblowing incidents during the current reporting period.

0 Reports
of misconduct or
whistleblowing violations
in 2025

WHISTLEBLOWING CHANNELS

EMAIL: play.fair@razer.com
LETTER: Razer SEA HQ, 1 one-north Crescent, #02-01, Singapore 138538, marked "Attention: Head of Legal" or "Attention: Head of Human Resources"

Razer's Governance Framework

Anti-Corruption and Business Integrity

Razer maintains a firm zero-tolerance stance on bribery and corruption, in alignment with its core values and commitment to ethical and responsible business conduct. The Company’s Anti-Bribery and Anti-Corruption Policy outlines clear guidelines for conducting business with professionalism, fairness, and integrity across all interactions and partnerships. Razer also expects its employees and business partners to remain vigilant and aware of potential conflicts of interest that may arise from personal or professional relationships.

Training: To strengthen employee education and development, Razer implements a comprehensive suite of training modules. These include sessions on Anti-Bribery and Anti-Corruption, Anti-Money Laundering, Workplace Health & Safety*, and Incident Reporting. Additionally, specialised training is tailored for specific teams—such as a Compliance refresher for the Regulatory Compliance division and a Malaysia-specific module on Combating the Financing of Terrorism for the Malaysian Compliance team. The number of employees trained in anti-corruption practices during this period is outlined below under Employee Training.

Investigation process and independence:

Razer maintains formal, documented processes for the investigation of alleged corruption or bribery. Employees and stakeholders are encouraged to report concerns through confidential and anonymous whistleblowing channels, with strong protections against retaliation. Investigations are coordinated by Legal, Compliance and Human Resources, and individuals are expressly discouraged from conducting informal or independent investigations. This ensures objectivity, confidentiality and consistency in the handling of allegations, free from undue influence by line management.

Governance and reporting: Oversight of anti-corruption and anti-bribery matters is exercised at both management and Board levels. Senior management functions, including Legal, Compliance and Human Resources, are responsible for policy implementation, monitoring and reporting, while managers and heads of department are accountable for compliance within their teams. Reports of suspected or confirmed misconduct are escalated through designated channels, with summary reporting to the Board where appropriate, enabling Board oversight and direction on remediation measures.

Corrective and disciplinary measures:

Where investigations substantiate breaches of anti-corruption or bribery requirements, Razer applies corrective and disciplinary actions in accordance with its disciplinary framework. Sanctions may include warnings, suspension, termination of employment or termination of business relationships, and matters may be referred to relevant authorities where legally required. The framework is subject to ongoing monitoring, audits and periodic review to ensure continued effectiveness and alignment with applicable laws and good governance practices. In FY2025, one confirmed incident of corruption or bribery resulted in the dismissal or formal disciplinary action of the employee involved.

Razer complies fully with anti-bribery and corruption laws in all jurisdictions in which it operates. To uphold transparency, the Group refrains from making any contributions or payments that could be interpreted as political donations to parties or candidates. In FY2025, Razer did not make any direct or indirect political contributions, whether financial or in-kind. The Group recorded no legal convictions related to violations of anti-corruption or anti-bribery laws involving the Group or its employees.

In addition, the Group incurred no financial penalties in relation to bribery or corruption violations and did not terminate any contracts with business partners due to confirmed corruption or bribery incidents.

Marketing related activities when they relate to charitable contributions (especially to government linked entities) and marketing funds (especially when they are held by third parties on behalf of Razer) may pose a higher risk exposure to corruption or bribery. Note that these are areas of risk only, and no specific incidents have been identified.

* Razer has an internal Workplace Health & Safety Policy that guides the management of health & safety issues across all corporate offices.

Razer's Governance Framework

Anti-Money Laundering

Razer adheres to all applicable laws and regulations related to anti-money laundering and countering the financing of terrorism, fulfilling both its legal obligations and broader social responsibilities. This includes the implementation of due diligence measures across its operations. Notably, there were no confirmed instances of non-compliance with these regulatory requirements during the reporting period.

Regulatory Compliance

Razer demonstrates its commitment to regulatory compliance through a robust governance framework that spans its global operations. The Company adheres to all relevant laws and regulations, including those related to anti-corruption, anti-money laundering, and counter-terrorism financing.

There were no confirmed legal cases of corrupt practices against Razer or its employees. The Group is also unaware of any non-compliance with laws and regulations related to bribery, extortion, fraud, and money laundering that could materially impact the Group.

Role of the Board in Overseeing Business Ethics

Board’s role in setting ethical direction	The Board of Directors oversees business ethics at a governance level by providing oversight of the organization’s ethical frameworks and related governance arrangements. This includes oversight of policies such as the Code of Ethics & Professional Conduct, which sets out standards of conduct applicable across the Group. The Board’s role is to ensure that appropriate ethical frameworks are in place and that management is responsible for implementing and maintaining these frameworks consistently within the organization.
Board’s oversight of ethics monitoring and controls	The Board oversees the monitoring of ethical standards through established governance and reporting mechanisms. Oversight is supported through defined management responsibilities, including the Global Head of Ethics and Compliance, the Chief Corporate Officer, and the Global Head of People & Organization, who provide structured reporting to the Board on ethics and compliance related matters. This includes oversight of the Sustainability Workgroup, which operates under the Board’s mandate and reports on ESG and governance topics, including areas relevant to ethical conduct and compliance. In addition, the Board relies on internal control and assurance processes—such as internal audits and management reviews—to monitor adherence to governance policies, including the Code of Ethics & Professional Conduct, and to identify ethical or compliance risks that may require escalation or attention at the governance level.
Board’s experience in managing ethical issues	The Board comprises members with experience in corporate governance, compliance, and risk oversight, enabling ethical and integrity-related matters to be considered using informed professional judgement. Ethical issues are addressed through established governance frameworks, including conflict-of-interest arrangements and whistleblowing mechanisms, which support the identification and escalation of concerns with reference to applicable laws, regulations, and, where relevant, recognized international governance and compliance standards.

Razer's Governance Framework

Responsible Financial Practices

Razer monitors payment practices to ensure financial obligations to suppliers, particularly SMEs, are met responsibly. While standard terms apply, the Company utilizes monitoring systems and approval processes to support supplier liquidity and promote ethical financial conduct across the supply chain.

45.24 Days
on average to settle
invoices after the
agreed payment terms
commenced in the last
financial year

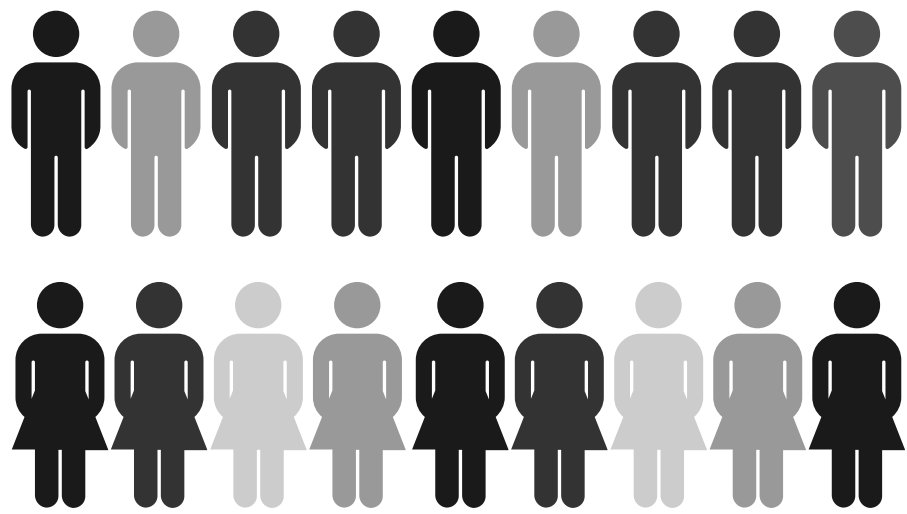
3.47%
of all invoices
settled on or before
their official due
date in the last
financial year

0 Active Legal Cases
or lawsuits related to non-payment or late
payment in the last financial year

Razer's Governance Framework

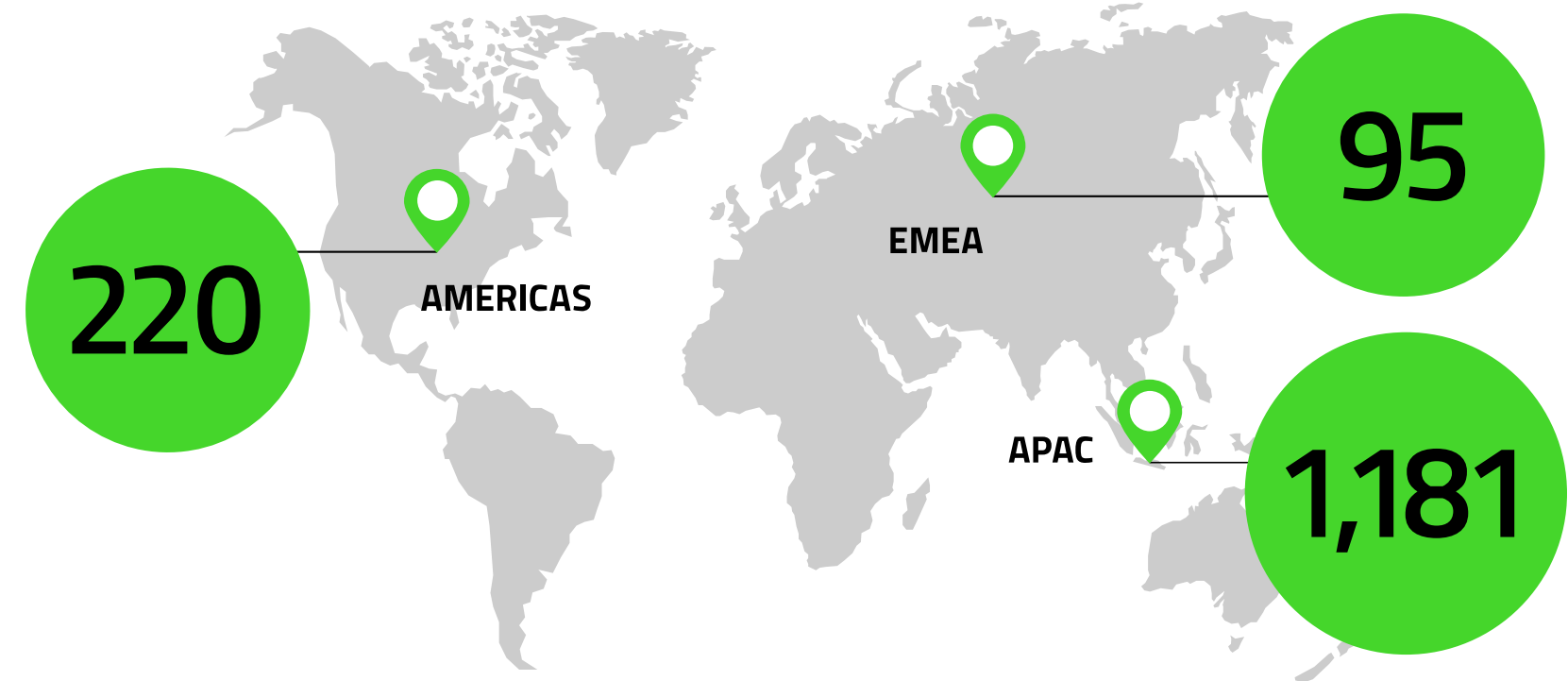
Employee Training

Mandatory business ethics training, covering anti-corruption, bribery, and conflicts of interest—is delivered to all employees as part of onboarding and reinforced through annual refresher programmes. Training completion is systematically tracked through the Company’s internal Learning Management System (LMS) to ensure comprehensive coverage across the global workforce, with targeted monitoring for identified high-risk functions.

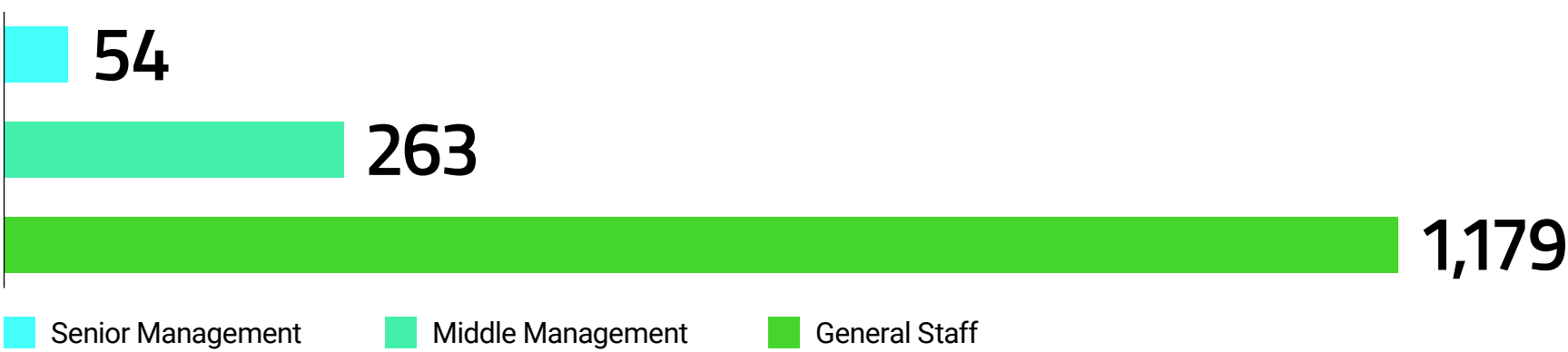


1,496
Total employees trained on ethics, anti-corruption and anti-bribery

BY GEOGRAPHICAL REGION



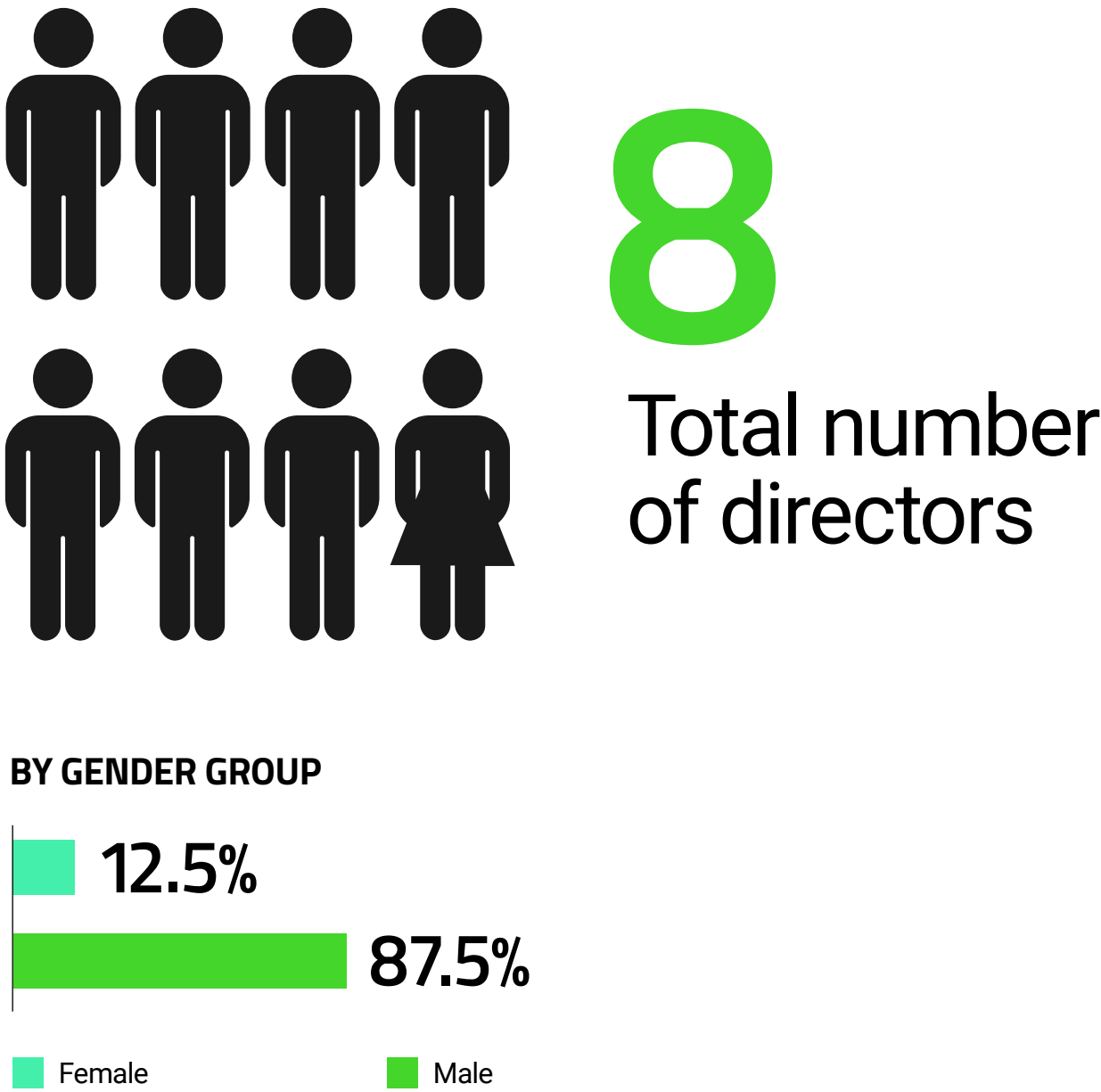
BY EMPLOYMENT CATEGORY



Board of Governance

Razer's Board of Directors is composed of members selected based on merit, with consideration given to the collective balance of skills, experience, professional background, diversity of perspective and tenure required to provide effective oversight of the Group's sustainability agenda. Board appointments are guided by Razer's Board Diversity Policy, adopted in 2019, which establishes criteria spanning age, experience, qualifications, technical competency, and cultural background. Each appointment is assessed against the Group's evolving strategic needs and the Board's overall composition, with the objective of maintaining a well-rounded governance body capable of informed and balanced decision-making.

The Board currently comprises eight members, spanning executive and non-executive roles, with a range of backgrounds in financial services, investment management, private equity, consumer industries, and operational leadership. The sole executive directors are the Group's co-founders, who bring deep institutional knowledge of the business alongside strategic and technology expertise. Non-executive members bring externally sourced perspectives across capital markets, corporate governance, and cross-regional operating experience, principally across Asia, Europe, and global markets. The Board includes one female director, appointed since FY2022, with over 30 years of experience in corporate finance and capital markets. Razer remains committed to broadening board diversity over time, including gender representation, as part of its ongoing governance development.



Razer's Data Privacy and Security Practices

A Company's cybersecurity is only as strong as its weakest link. At Razer, safeguarding customer trust and loyalty, alongside the protection of personal and payment-related data, is treated as a fundamental priority.

Cyber threats continue to evolve in complexity, becoming more sophisticated, targeted, and potentially damaging. As a global leader in gaming hardware and software, Razer holds valuable intellectual property and advanced technologies, which heightens its exposure to cyber-related risks. This places a significant responsibility on the Company to protect its digital assets, and Razer remains firmly committed to maintaining robust data protection and cybersecurity controls, continuously strengthening its defences to address emerging threats.

Razer’s approach to data security begins internally, through a comprehensive data protection programme that combines clearly defined policies with ongoing employee awareness and training. Central to this framework is the Data Classification Policy, which is accessible via the Company intranet and outlines mandatory security protocols for the handling and protection of information. All new employees are required to acknowledge and comply with this policy as part of their onboarding process.

In addition, Razer delivers regular, mandatory training to equip employees with the practical knowledge required to handle data responsibly and mitigate risks. Training topics include secure data storage and transmission, identifying and preventing phishing or hacking attempts, and appropriate procedures for responding to and reporting potential data breaches.

Prior to collecting any personal information from customers or employees, the Company clearly communicates the purpose and intended use of the data. Access to personal data is strictly limited to authorised personnel and managed under stringent confidentiality and security controls. Razer adheres to the principles of the General Data Protection Regulation (GDPR), ensuring that personal data is securely stored, processed lawfully, and handled in compliance with applicable local data protection laws and regulations.

0 Complaints
relating to data breaches

In 2025, Razer received zero complaint regarding data breaches affecting customer privacy and/or the loss of customer data

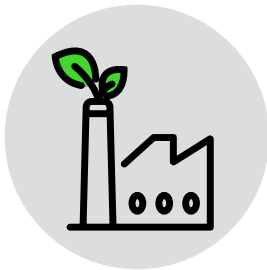
2025 AT A GLANCE

CLIMATE CHANGE



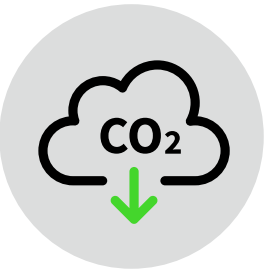
100% Renewable Offices

Adoption completed across all corporate offices in 2022, ahead of schedule



>90% Scope 1 & 2 Reduction

Achieved 2030 SBTi commitment across all operational emissions



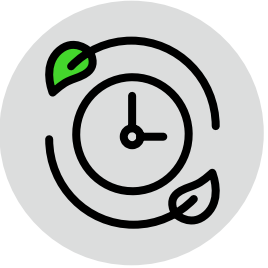
78% of Scope 3 SBTi Targets Achieved*

Reduced to 0.520 kgCO₂e/USD value added compared to baseline year 0.912



30% Less Air Travel Emissions

Carbon footprint from business travel reduced year-on-year



2030 Net Zero Target on Track

Scope 1 & 2 targets surpassed 90%, and Scope 3 targets achieved 78% of 2030 goal

* Based on set goals.

WASTE MANAGEMENT



Zero Single-Use Plastics

Successfully removed from all corporate offices as of 2021



100% Retail Recycling Coverage

Recycling programmes fully rolled out across all RazerStores in 2025

PRODUCTS



131 Verified Ecolabels

Achieve third-party ecolabel certification for 100% of Razer products by 2030



100% Product Lines to incorporate Recycled Material by 2030

Ensure 100% of Razer products utilize recycled or recyclable materials by 2030

SUPPLY CHAIN



Upskill 10 Suppliers in ESG Reporting Pilot Programme

Fully subsidised programme to avail transparency and green finances for suppliers

RAZER'S STRATEGIC FORESIGHT AND RISK MITIGATION

In This Section

RISK ASSESSMENT | DOUBLE MATERIALITY ASSESSMENT



Risk Assessment

Razer considers risk mitigation an essential part of its strategic and operational practices. In a global landscape characterised by rapid shifts and potential disruptions, the Company has established a proactive and structured risk management framework designed to anticipate emerging challenges, assess potential threats, and enable effective, confident responses.

To support this framework, Razer maintains a comprehensive risk register that captures major enterprise risks across its hardware, software, services, and corporate operational functions. Central to the Company’s assessment methodology is a defined scoring system that evaluates each risk based on both its likelihood of occurring and the severity of its impact. Using a five-point likelihood–impact matrix—ranging from rare (1) to almost certain (5) for probability, and negligible (1) to catastrophic (5) for impact—Razer ensures a consistent and transparent approach to understanding and prioritising risks.

A key differentiator in Razer’s approach is its strong emphasis on ownership and implementation. Every identified risk is assigned to a designated control owner responsible for overseeing mitigation measures and confirming their effectiveness. When gaps or evolving risks are identified, the Company develops targeted action plans with clear timelines and measurable milestones. These plans are tracked regularly, reinforcing a culture of accountability and continuous improvement.

In addition to traditional enterprise risks, Razer has integrated climate-related risk into its broader risk management framework. Acknowledging the increasing relevance of environmental factors, the Company conducted a climate scenario analysis in 2024 covering its three main business areas—hardware, software, and services. This assessment spans short-, medium-, and long-term horizons and is aligned with Razer’s decarbonisation objectives, capital planning cycles, and enterprise risk register.

Razer’s climate risk mitigation approach is strategic and adaptive. It begins with identifying both physical and transition risks that could affect operations, supply chains, or market positioning. Mitigation actions combine internal controls and alignment with external standards. Internally, the Company integrates climate considerations into product development, sourcing, and operational planning. Externally, it aligns its risk response strategies with internationally recognized climate and social taxonomies, ensuring that its efforts meet global expectations and support stakeholder confidence.

By embedding risk awareness into its core processes and linking it to long-term sustainability priorities, Razer positions itself to address present-day challenges effectively while strengthening resilience for future uncertainties.

Assess.
Prioritise.
Act.

5 points likelihood-
impact scoring system
to evaluate and prioritize
enterprise risks

Double Materiality Assessment

Amid increasing global complexity, the Double Materiality Assessment (DMA) has become an essential tool for effective sustainability governance and reporting. Unlike traditional materiality assessments that focus exclusively on financial outcomes, the DMA framework evaluates both the financial implications of sustainability issues (outside-in) and the impacts an organization has on society and the environment (inside-out).

In preparing for compliance with the Corporate Sustainability Reporting Directive (CSRD), Razer carried out a comprehensive DMA in accordance with the European Sustainability Reporting Standards (ESRS) in 2024. By applying this dual-perspective methodology, encompassing both financial and non-financial materiality, the Company demonstrated its commitment to regulatory alignment and the growing expectations for transparent, high-quality sustainability disclosures.

Through the adoption of a double materiality approach, Razer strengthens its transparency, reinforces accountability, and enhances stakeholder confidence. This process also supports improved risk management and ensures stronger alignment between the Company’s business strategy and its long-term sustainability objectives. The DMA enables Razer to identify and prioritise the ESG issues most relevant to its operations, embedding sustainability considerations into core decision-making and positioning the Company to navigate emerging risks while leveraging new opportunities.

Dual Perspective

evaluating both financial outcomes and environmental impacts

Razer applies this methodology to evaluate both the financial implications of sustainability issues and the impacts the organization has on society and the environment.

Double Materiality Assessment

Methodology

Razer followed a comprehensive and structured approach to ensure that the Double Materiality Assessment (DMA) was executed thoroughly and systematically.

A. UNDERSTANDING SCOPE AND OPERATIONAL CONTEXT – VALUE CHAIN MAPPING AND STAKEHOLDER IDENTIFICATION

Before initiating the DMA, the Company first established a clear understanding of the assessment’s scope and the broader operational environment in which it functions. To do this, Razer conducted an in-depth review of its operational landscape by:

- Mapping the full breadth of its value chain, and
- Identifying key internal and external stakeholders.

Through a structured value chain analysis, Razer charted significant upstream and downstream business relationships. This mapping provided essential insights into areas where the Company’s activities intersect with environmental and social systems, ensuring the DMA reflected real operational dynamics. The process also enabled the identification of areas with potentially high impact across the value chain.

B. IDENTIFYING ISSUES RELEVANT TO RAZER – USING INSIGHTS FROM INTERNAL DOCUMENTS, INTERNATIONAL STANDARDS, PEERS, AND SECTOR TRENDS

In the next phase, Razer conducted a comprehensive review of multiple information sources to determine the issues most relevant to its business. This included analysing internal documents, established international frameworks, peer disclosures, and broader industry trends. The themes identified from these sources were then aligned with the ESRS requirements to create a consolidated topic list.

To refine this longlist, Razer evaluated the prominence and recurrence of each topic across the various sources—external standards, peer-reported material themes, and the Company’s internal records. This analytical process supported the development of a prioritised shortlist, focusing on the most significant and widely recognized topics for Razer.

C. EVALUATION OF IROS (IMPACTS, RISKS AND OPPORTUNITIES)

Following the development of the shortlist, Impacts, Risks and Opportunities were identified for each shortlisted ESRS topic. Further, IROS were assessed by considering the severity of their potential impact across three (3) time horizons: short term (within one year), medium term (one to five years), and long term (beyond five years). Notably, the time frames considered align with those used in scenario analysis, ensuring consistency across strategic foresight processes.

The assessment of impacts was based on four key dimensions: scale, scope, irremediability, and likelihood. Additionally, risks and opportunities were evaluated on the basis of their magnitude and likelihood.

Double Materiality Assessment

| C. EVALUATION OF IROS (IMPACTS, RISKS AND OPPORTUNITIES)

The IRO’s for Razer under each topic are mentioned as hereunder:

i	Climate Change (E1)	Climate change presents material risks and emerging opportunities for Razer. Without effective adaptation, stakeholders including employees, suppliers, and nearby communities face increasing threats from extreme weather events, which could disrupt operations and endanger wellbeing. Meanwhile, Razer’s environmental footprint remains substantial, with emissions from manufacturing, logistics, and product use drawing heightened scrutiny from investors and consumers alike. The Company’s analysis projects potential losses of \$1.9 million from climate-related disruptions to freight, even in low-risk scenarios. Additionally, transition risks such as regulatory shifts and rising carbon costs like a projected \$12.2 million increase in freight expenses tied to low-carbon fuels may further pressure margins. Customer demand could also shift sharply, with revenues potentially varying by \$55.2 million depending on Razer’s climate responsiveness. Still, the transition presents opportunities: investments in clean energy, energy efficiency, and sustainable innovation could enhance resilience, reduce costs, and strengthen brand value in a low-carbon economy.
ii	Pollution (E2)	Pollution across Razer’s value chain, particularly from manufacturing emissions, waste, and disposal poses tangible risks to ecosystems, local communities, and public health. As environmental impacts grow more material to stakeholders, robust management of value chain partners becomes essential to the business continuity. Like most manufacturers, Razer faces both regulatory and reputational risks from pollution, especially given rising global scrutiny. Despite not running factories, the Company remains responsible for the practices of its suppliers, and any serious incident could result in indirect financial penalties and brand damage. Proactively addressing pollution through supplier standards and audits presents an opportunity to reduce risk, protect brand equity, and demonstrate environmental leadership in a sustainability-conscious market.

iii	Water and Marine Sources (E3)	Water use and pollution within Razer’s supply chain create significant environmental and social risks. In regions facing water scarcity, high levels of water withdrawal by manufacturing partners can deplete local resources, affecting both communities and ecosystems. Discharging untreated wastewater containing harmful substances can further contaminate waterways, endangering aquatic life and human health. Although Razer does not operate its own factories, it remains accountable for the environmental practices of its suppliers. Inadequate water stewardship may result in regulatory penalties, operational delays, increased costs, and reputational harm, particularly as scrutiny from investors and regulators continues to grow. However, by promoting efficient water use, setting high standards, and monitoring supplier compliance, Razer can minimise risk, protect supply chain stability, and strengthen its environmental credibility with key stakeholders.
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Double Materiality Assessment

D. IMPACT AND FINANCIAL MATERIALITY SCORING

After identifying the impacts, risks, and opportunities (IROs) associated with each sustainability topic, Razer applied its established materiality threshold to determine the final set of ESG topics considered material to the business.

E. MATERIAL TOPICS IDENTIFIED

Drawing on the scoring outcomes, eight topics were ultimately confirmed as Razer’s final material ESG priorities.

S/N	ESRS	Consolidated topic
1	E1	Climate change
2	E2	Pollution
3	E3	Water & marine resources
4	E4	Circular economy
5	S1	Own workforce
6	S2	Workers in the value chain
7	(Non-ESRS)	Product and Services
8	(Non-ESRS)	Innovation

Razer’s Double Materiality Assessment highlights the close linkage between environmental, social, and governance factors and their influence on the Company’s long-term direction and stakeholder relationships. By evaluating sustainability topics through both impact-based and financial lenses, Razer is able to identify and prioritise the matters most relevant to its business performance and broader societal responsibilities.

The outcomes of this assessment inform not only the Company’s sustainability reporting, but also its strategic and operational decision-making. By applying a structured and robust materiality process, Razer strengthens the integration of ESG considerations across its activities, supports more informed management decisions, and reinforces stakeholder trust. This approach underpins the Company’s commitment to responsible business practices and its capacity to adapt to evolving sustainability expectations over the long term.

Double Materiality Assessment

Governance of Material Sustainability Matters

Razer identifies its material sustainability topics through a double materiality assessment. This approach ensures focus on key environmental and social priorities. The Company has established policies to manage these material topics. These policies align with strategic and operational objectives. They support the integration of sustainability into decision-making processes.

This governance framework enables consistent management of material issues across the organization. Further details on these topics and management approaches are outlined in subsequent sections of the report.

Razer has identified its material sustainability issues through a robust double materiality assessment. To ensure sustained focus and effective management of these topics, the Company has implemented targeted policies that guide its strategic and operational approach. These policies serve as a framework for embedding sustainability considerations into decision-making across the organization.

EMBEDDING SUSTAINABILITY INTO RAZER'S CORE STRATEGY

In This Section

RAZER'S ESG STRATEGY | RAZER'S STAKEHOLDER ENGAGEMENT
SUSTAINABILITY GOVERNANCE | COMMITMENT TO UN SDGS

Razer's ESG Strategy

Robust corporate governance remains central to Razer's ESG approach, providing the foundation for effective oversight of sustainability-related risks and opportunities. Through active engagement by both the Board and Management, the Company continues to strengthen its governance framework to support responsible decision-making and long-term value creation for its stakeholders. This framework enables Razer to consistently evaluate ESG considerations alongside business priorities, reinforcing accountability across the organization. Razer's governance-led approach underpins the integration of sustainability into core business functions and strategic planning.

The Company's ESG strategy is guided by a comprehensive policy framework that embeds environmental, social, and governance considerations into day-to-day operations and long-term planning. In applying the precautionary principle, Razer takes a forward-looking approach to identifying, assessing, and managing potential environmental and social risks that may affect business resilience, stakeholder interests, and the communities in which it operates.

The ESG Report provides focused insights across the environmental, social, and governance pillars, highlighting the issues most relevant to Razer's operations and stakeholders and most critical to maintaining long-term organizational resilience and performance.

At the governance level, ESG-related risks and opportunities, including those associated with climate change, are embedded within Board oversight processes to ensure informed monitoring of environmental, social, and operational impacts arising from Razer's activities. The Board retains overall accountability for the sustainability agenda and associated due diligence processes, undertaking quarterly reviews to assess progress, performance, emerging challenges, and material risks.

Execution and operational alignment are supported through regular management-level oversight. The Chief Executive Officer conducts monthly reviews of initiatives under the #GoGreenWithRazer programme, ensuring initiatives remain aligned with strategic objectives and continue to deliver measurable outcomes.

To further reinforce accountability, ESG-linked performance indicators are integrated into incentive and bonus structures for executives and employees, with progress tracked through defined KPIs and the corporate Balanced Scorecard. This approach aligns individual performance with Razer's sustainability ambitions and reinforces a long-term, value-driven mindset across the organization.

#GoGreenWithRazer

driving strategic sustainability initiatives through monthly executive reviews

The Chief Executive Officer conducts regular performance assessments to ensure all environmental initiatives deliver measurable outcomes.

Razer's ESG Strategy

ESG Governance

Razer has established structured internal control systems and risk management frameworks to support the effective oversight of its sustainability initiatives, ensuring transparency and reliability in ESG performance reporting for both the Board and key stakeholders. The Company subjects its ESG data to annual review and assurance processes, overseen by senior leadership, reflecting a strong commitment to accountability and data integrity. To further enhance the credibility of its ESG disclosures, Razer obtains external independent assurance in accordance with ISAE 3000 (Limited Assurance). It demonstrates alignment with internationally recognized assurance standards and reinforcing stakeholder confidence in reported information.

Oversight and execution of sustainability initiatives are driven by Razer’s Sustainability Workgroup, a task force chaired by the Chairman and Chief Executive Officer, Mr Min-Liang Tan. This leadership ensures that sustainability remains at the core of the Company’s strategic direction. Mr Min-Liang Tan plays a pivotal role in shaping Razer’s sustainability vision by setting clear objectives, monitoring critical ESG issues, and evaluating departmental progress across the organization The Workgroup is composed of senior leaders across key business functions, including Financial Management, Marketing, Engineering, Supply Chain, Logistics, Customer Service, and Investor Relations, ensuring a coordinated and enterprise-wide approach to sustainability integration.

Roles	Governance Bodies	Responsibilities
Decision-Making	Board of Directors	▪ Approves the Group’s overall ESG strategy and sustainability disclosures. • Holds ultimate accountability for ESG direction, performance oversight, and reporting. • Oversees the integration of sustainability considerations into long-term strategy and value creation.
Management	Sustainability Workgroup	▪ Develops ESG objectives, strategies, and implementation plans for Board approval. • Identifies, examines, and monitors material ESG risks and opportunities impacting operations and performance. • Oversees ESG policies, frameworks, and management systems, and recommends improvements. • Reviews sustainability disclosures to ensure accuracy, completeness, and alignment with reporting standards. • Evaluates corporate activities and product life cycle impacts, supporting carbon reduction initiatives. • Builds partnerships with stakeholders, including NGOs, and drives ESG awareness initiatives. • Reviews ESG-linked KPIs to align employee performance and incentive structures with sustainability goals.
Implementation	All Departments	▪ Collects and reports ESG-related data for sustainability disclosures. • Promotes ESG awareness and capacity-building across teams. • Executes sustainability strategies and action plans within functional areas. • Identifies, integrates, and manages ESG risks and opportunities within day-to-day operations.

Sustainability Workgroup has access to table agenda on the weekly Executive Meeting and quarterly at the Board Meeting, updates on progress of decarbonisation commitments, materiality assessment, climate-related risks as well as external rating exercises throughout the financial year.

This governance structure enables the alignment of sustainability priorities with the Company’s strategic direction. Leadership oversight supports the setting of ESG objectives, monitoring of material sustainability issues, and evaluation of performance across business units. This facilitates accountability at both the strategic and operational levels.

In addition to internal coordination mechanisms, the Sustainability Workgroup engages with external advisors and subject matter experts to strengthen its capabilities in sustainable development. This approach enables Razer to remain aligned with evolving regulatory requirements, emerging industry best practices, and the expectations of the investment community:

Sustainability Workgroup has access to table agenda on the weekly Executive Meeting and quarterly at the Board Meeting, updates on progress of decarbonisation commitments, materiality assessment, climate-related risks as well as external rating exercises throughout the financial year.

Razer's ESG Strategy

Board’s ESG Competency

Razer’s Board of Directors demonstrates clear competency in managing key ESG issues. To ensure the Board remains equipped to provide strategic oversight on ESG matters, Razer has instituted a number of formal mechanisms. These include regular consultation with an internal, permanent subject matter expert working group that advises on environmental issues and supports informed decision-making. Additionally, the Board engages with external stakeholders and independent experts to stay on top of evolving sustainability standards and regulatory expectations.

Board members also undergo regular training on emerging environmental issues and industry best practices, including internationally recognized frameworks such as the TCFD and the SBTi. These initiatives help reinforce Razer’s commitment to integrating sustainability into long-term corporate strategy.

Through these efforts, Razer ensures that ESG considerations are not only acknowledged at Board level, but actively shape the Company's policies, risk management, and innovation pathways. This alignment enables Razer to remain resilient, responsible, and forward-thinking in an increasingly landscapes, and capital market expectations.

Remuneration

Razer has proactively responded to the increasing risk of ESG compliance costs by embedding climate-related disclosures and governance into its enterprise risk management framework. The Company conducted a formal climate scenario analysis aligned with TCFD and CSRD requirements, identifying regulatory compliance as a substantive transition risk. To mitigate this, Razer has implemented a multi-pronged strategy: Governance Integration: ESG oversight is embedded at the Board level, with quarterly reviews and executive KPIs linked to sustainability performance.

Razer also provides remuneration linked to ESG performance through incentives to the Global Sustainability Lead, including share options. These incentives align individual performance with Razer’s sustainability roadmap, such as achieving net zero by 2030, reducing Scope 1, 2, and 3 emissions, cutting plastic waste, and improving water management. By tying financial rewards to measurable sustainability milestones, Razer motivates long-term commitment to decarbonization and environmental progress, ensuring that the Lead’s success is closely aligned with the Company’s environmental commitments and transition plan.

Net Zero by 2030

tying executive performance to carbon reduction and plastic waste milestones

Razer embeds climate-related disclosures into its enterprise risk framework to accelerate decarbonization and manage transition risks effectively.

Razer's Stakeholder Engagement

Razer recognizes that understanding and incorporating stakeholder perspectives is fundamental to building a resilient and sustainable business. As such, the Company has established a comprehensive engagement framework that spans its global value chain and supports informed decision-making.

Razer’s stakeholder landscape encompasses a wide and diverse range of internal and external groups that are closely linked to its operations and strategic direction. Internal stakeholders include teams across functions such as supply chain, customer advocacy, design, finance, marketing, legal, information technology, sales, and people and organization, as well as business-specific units covering hardware, software, services, and retail experience. These groups play an essential role in shaping priorities, advancing innovation, and driving operational effectiveness across the organization.

Externally, Razer engages with customers, clients, regulators, industry bodies, suppliers, and customer advocacy organizations. Input from these stakeholders helps the Company remain responsive to market developments, improve service offerings, and safeguard product quality and brand integrity.

Engagement with stakeholders is primarily conducted through structured surveys, which serve as a key tool for gathering feedback and aligning business strategies with stakeholder expectations. Additional engagement mechanisms, such as focus group discussions, are used to deepen insights where appropriate. For the purposes of the Double Materiality Assessment, engagement was undertaken with key internal and external stakeholder groups, supplemented by input from specialised parties including outsourced partners, regional sales teams, and service providers.

By adopting an inclusive and systematic approach to stakeholder engagement, Razer aims to enhance transparency, maintain responsiveness, and remain aligned with the evolving expectations of its stakeholder community.

Engagement Across
the Value Chain

gathering insights from
stakeholders to guide
sustainable business practices

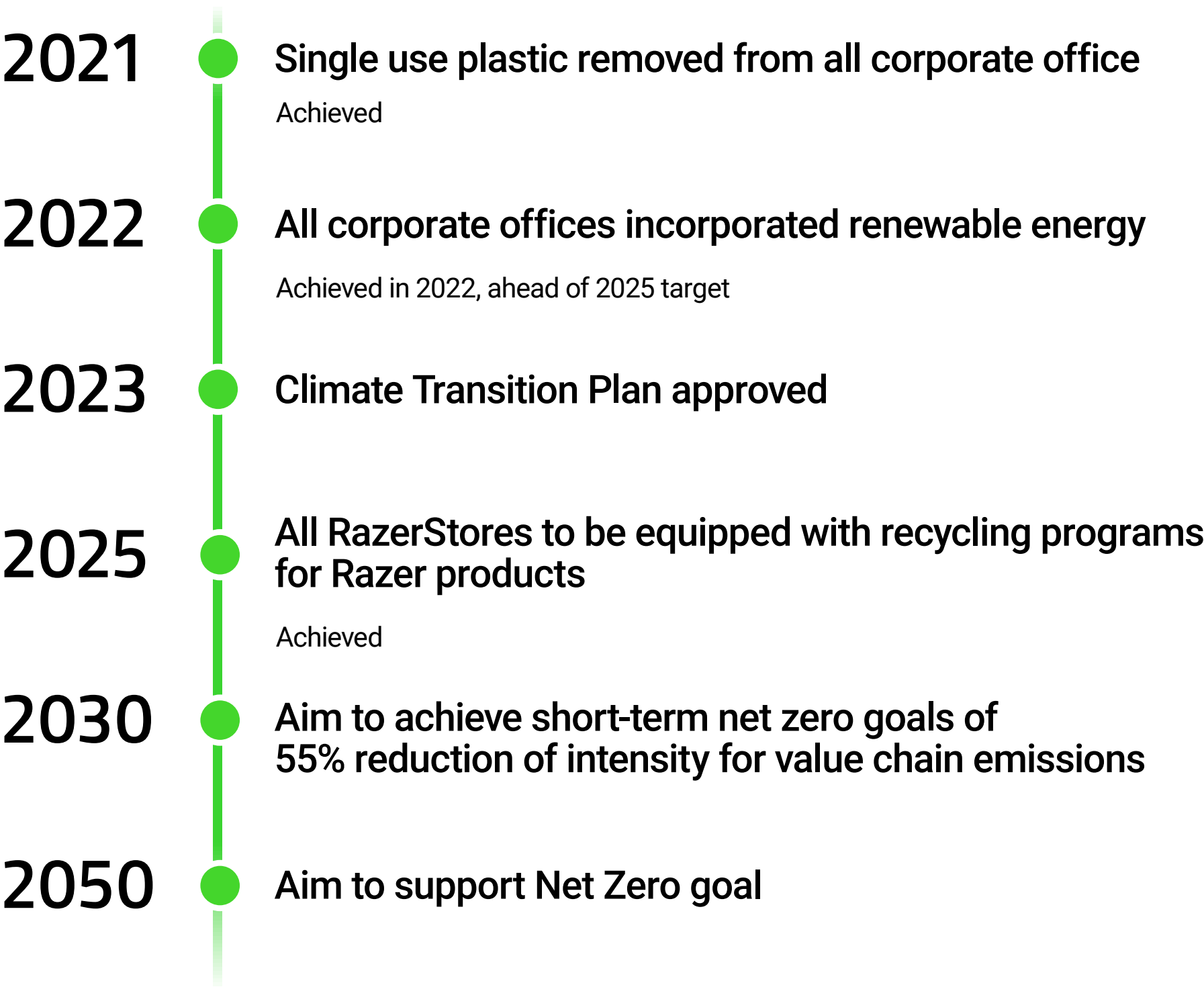


Climate Transition Plan

Razer has defined a set of time-bound sustainability targets. These targets address key impacts, risks, and opportunities. They are aligned with relevant ESRS disclosure requirements. The approach reflects a commitment to measurable progress. Each target is supported by clear timelines. Monitoring mechanisms are in place. These ensure transparency and enable continuous improvement across environmental and social performance.

The Company has formalised a Climate Transition Plan (CTP) in 2023 to provide a structured roadmap for achieving its climate ambitions while supporting long-term business resilience, innovation, and sustainable growth. The CTP establishes the Company's decarbonisation pathway, outlines the investments and operational changes required to achieve its climate targets, and integrates climate considerations into strategic planning, risk management, capital allocation, and product development decisions.

The Climate Transition Plan is aligned with the objectives of the Paris Agreement and supports Razer's validated SBTi commitments. The Company has established a target to achieve net-zero operational emissions by 2030 and continues to work towards reducing emissions across its value chain through supplier engagement, product innovation, logistics optimization, and renewable energy adoption. Climate considerations are increasingly embedded into decision-making processes across the organization, reflecting the growing financial, operational, and strategic implications of climate change.



Climate Transition Plan

Development of the Climate Transition Plan

The Climate Transition Plan was developed through a structured assessment of Razer’s emissions profile, climate-related risks and opportunities, business strategy, and operational footprint. The process involved:

- Quantifying greenhouse gas emissions across Scope 1, Scope 2, and material Scope 3 categories in accordance with the GHG Protocol.
- Assessing climate-related impacts, risks and opportunities across the Company’s value chain.
- Conducting climate scenario analysis across short-, medium-, and long-term horizons.
- Evaluating potential financial impacts associated with physical and transition climate risks.
- Identifying decarbonisation opportunities across operations, supply chain activities, logistics, product design, and customer engagement.
- Assessing implementation feasibility, investment requirements, and expected emissions reduction outcomes.
- Integrating climate considerations into enterprise risk management and financial planning processes.

The resulting Climate Transition Plan provides a pathway that balances emissions reductions, operational practicality, technological feasibility, and long-term value creation.

Governance

The Climate Transition Plan is embedded within Razer's ESG governance framework. The Board of Directors retains ultimate accountability for climate-related risks, opportunities, targets, and performance. The Board reviews climate-related progress, emerging risks, and strategic priorities as part of its oversight of the Company's sustainability agenda.

Implementation is supported by the Sustainability Workgroup, which is chaired by the Chief Executive Officer and meets regularly to review climate-related initiatives, monitor progress against targets, and recommend improvements to the Company's climate strategy. Climate-related performance indicators are integrated into executive and employee performance management processes, reinforcing accountability across the organization.

Climate-related risks and opportunities are reviewed as part of Razer's enterprise risk management processes and are reported to the Board on a regular basis.

Climate Accountability

embedding climate targets and performance across all levels of the organization

Razer ensures accountability by embedding climate-related performance indicators directly into executive management processes while maintaining ultimate oversight at the Board level.

Climate Transition Plan

Climate Scenario Analysis

To strengthen the resilience of its Climate Transition Plan, Razer conducted climate scenario analysis covering three potential future pathways:

- Net Zero by 2050 scenario
- Middle-of-the-Road scenario
- Regional Rivalry scenario

These scenarios assess the potential impacts of physical and transition risks across short-, medium-, and long-term time horizons. The analysis considers factors such as carbon pricing, renewable energy availability, sustainable fuel adoption, changing consumer preferences, supply chain disruptions, regulatory developments, and extreme weather events.

The findings indicate that climate change presents both material risks and opportunities for the Company. Transition risks include increasing carbon-related compliance costs, sustainable fuel premiums, product redesign requirements, and supply chain decarbonisation costs. Physical risks include disruptions to logistics networks, increased operating costs, and supply chain vulnerabilities arising from extreme weather events.

At the same time, the transition to a low-carbon economy is expected to create opportunities through sustainable product innovation, increased customer demand for environmentally responsible products, operational efficiencies, and enhanced brand value.

Integration With Business Strategy

Climate considerations are integrated into Razer's broader business strategy and decision-making processes.

The Company incorporates climate-related objectives into annual operational planning, capital allocation decisions, procurement strategies, product development activities, and enterprise risk management processes. Climate-related risks and opportunities are evaluated alongside other strategic business considerations to ensure alignment between sustainability objectives and long-term commercial performance.

Capital investments increasingly prioritise initiatives that support emissions reduction, renewable energy adoption, circular economy principles, sustainable product design, and supply chain resilience. Operational budgets also include provisions for sustainability programmes, environmental certifications, renewable energy procurement, supplier engagement activities, and employee awareness programmes.

Decarbonisation Levers

Razer has identified several key decarbonisation levers that will support the achievement of its climate ambitions:

1. Renewable Energy Transition	Maintaining renewable electricity across global corporate operations while supporting renewable energy adoption across the value chain.
2. Supply Chain Decarbonisation	Engaging suppliers and contract manufacturers to improve energy efficiency, increase renewable energy use, and strengthen emissions transparency.
3. Sustainable Product Design	Expanding the use of recycled materials, improving product longevity and repairability, reducing packaging impacts, and incorporating circular economy principles into product development.
4. Logistics Optimization	Increasing the use of lower-carbon transportation methods, including sea freight, while improving logistics efficiency and reducing transportation emissions.
5. Circular Economy Programmes	Expanding product take-back initiatives, recycling programmes, and material recovery efforts to reduce waste and improve resource efficiency.
6. Operational Efficiency	Reducing energy consumption across offices and operations through efficiency measures, technology upgrades, and behavioural change initiatives.

Climate Transition Plan

	Targets	Progress	
Climate Change	Transition all corporate offices to renewable energy by 2025	Renewable energy adoption completed across all corporate offices in 2022, ahead of schedule	●
	Achieve Near-term Net Zero emission across all operations by 2030	Achieved over 90% reduction in Scope 1 and 2 emissions compared to the 2019 SBTi baseline. Scope 3 emission intensity per USD value added is reduced by 78% compared to the 2019 SBTi baseline. Razer is ahead in terms of reducing the Scope 3 emission intensity as compared to the time lapsed from 2019 base year. The 2025 Scope 3 intensity is 0.520 kgCO2e/USD value added as compared to 0.912 kgCO2e/USD in 2019.	
	Reduce business air travel in order to further lower its carbon footprint	Reduced 30% emission from business travel as compared to last year showcasing strong steps on lowering carbon footprint.	
	Achieve net zero by 2050	On track to achieve net zero by 2050, Scope 1 and 2 emissions achieved over 90% and Scope 3 targets are also achieved over 75% against a baseline of 2019. Razer has already adopted renewable energy across all corporate offices and will continue to do so in future.	
Waste Management	Eliminate single-use plastic across all corporate offices	Single-use plastic successfully removed from all corporate offices as of 2021.	●
	Implement recycling programmes for Razer products across all RazerStores	Recycling programmes rolled out across all RazerStores in 2025.	●
	Enable 100% of Razer products to be recyclable through RazerStores by 2030		
Products	Achieve third-party ecolabel certification for 100% of Razer products by 2030	131 ecolabels have been independently verified.	
	Ensure 100% of Razer products utilize recycled or recyclable materials by 2030		
Supply Chain	Achieve a 40/60 air-to-sea freight ratio by orders		
	Enable 80% of suppliers to use renewable energy by 2030		

Monitoring And Review

Progress against the Climate Transition Plan is monitored through a range of environmental performance indicators, including greenhouse gas emissions, energy consumption, renewable energy utilisation, waste generation, recycling rates, and supplier sustainability performance.

The Climate Transition Plan will be reviewed periodically to reflect evolving climate science, technological developments, stakeholder expectations, regulatory requirements, and business priorities. This approach ensures that the plan remains credible, actionable, and aligned with Razer's long-term sustainability ambitions and commercial objectives.

Razer and the UN SDGs

Razer recognizes that global challenges require collective action. Issues such as poverty, inequality, and climate change cannot be addressed in isolation. The Company has committed to supporting the United Nations Sustainable Development Goals. This commitment extends across its operations and wider value chain. The 17 SDGs provide a global framework for sustainable development. They address social inequality, environmental degradation, climate risks, and inclusive growth.

Razer has aligned its sustainability strategy with the SDGs most relevant to its business. This reflects a forward-looking and focused approach. It ensures that sustainability efforts are practical and linked to core operations. This alignment strengthens the Company’s contribution to global sustainability priorities. It also ensures that initiatives remain relevant to business activities and stakeholder expectations.

UN SDGs	UN SDGs
3GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all at all ages	10REDUCED INEQUALITIES Reduce inequality within and among countries
4QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	12RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns
5GENDER EQUALITY Achieve gender equality and empower all women and girls	13CLIMATE ACTION Take urgent action to combat climate change and its impacts
6CLEAN WATER AND SANITATION Ensure availability and sustainable management of water and sanitation for all	14LIFE BELOW WATER Conserve and sustainably use the oceans, seas and marine resources for sustainable development
7AFFORDABLE AND CLEAN ENERGY Ensure access to affordable, reliable, sustainable and modern energy for all	15LIFE ON LAND Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
8DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	16PEACE, JUSTICE AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
9INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	17PARTNERSHIPS FOR THE GOALS Strengthen the means of implementation and revitalize the global partnership for sustainable development

CLIMATE ADAPTION

In This Section

GOVERNANCE AND MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS
CLIMATE RISK ASSESSMENT | ENERGY AND EMISSION MANAGEMENT
WATER MANAGEMENT | WASTE MANAGEMENT
DATA SENSITIVITY AND LIMITATIONS



Governance and Management of Material Sustainability Matters

Material Impacts, Risks and Opportunities (IROs)

Identified IRO	Impact on Value Chain			
	Impact/Risk/Opportunity	Upstream	Own Operations	Downstream
Climate change and energy				
Transition to renewable energy in operations	Impact		✓	
GHG emissions from corporate and product lifecycle	Impact	✓	✓	✓
Environmental impact from energy consumption	Impact	✓	✓	✓
Physical disruption due to climate-related weather events	Risk	✓	✓	✓
Transition risk from carbon regulations and market shifts	Risk	✓	✓	✓
Energy supply volatility and cost inflation risk	Risk	✓	✓	
Pollution of air, land and water				
Pollution from value chain manufacturing and waste	Impact	✓		✓
Reputational and operational risk from supply chain pollution incidents	Risk	✓	✓	✓
Water use				
Unsustainable water withdrawals in supply chain	Impact	✓		
Water consumption pressure on local resources	Impact	✓		
Increased water withdrawal footprint	Impact	✓	✓	✓
Water pollution from untreated industrial discharge	Impact	✓		
Supply chain disruptions from excessive water withdrawals	Risk	✓	✓	
Water consumption risk affecting supply continuity and perception	Risk	✓	✓	
Broad financial risk from total value chain water usage	Risk	✓	✓	✓
Indirect financial liability from supplier water pollution	Risk	✓	✓	✓

Governance and Management of Material Sustainability Matters

Aligning Razer’s Targets with Impacts

Targets	Achievement so far
Climate Change and Energy	Climate change remains a key strategic priority for Razer, guiding the Company’s long-term sustainability roadmap and operational decision-making. Razer has committed to transitioning all corporate offices to renewable energy by 2025 and achieving short-term net zero emissions across its operations by 2030, alongside initiatives to reduce business air travel in order to further lower its carbon footprint. These near- and medium-term actions support Razer’s broader ambition to achieve net zero emissions across its value chain by 2050, reinforcing the Company’s commitment to climate accountability and a low-carbon future.
Pollution Management	Pollution prevention and waste management are key priorities for Razer, reflecting the Company’s commitment to reducing material waste and limiting environmental pollution across its operations and product lifecycle. Razer has eliminated single-use plastics across all corporate offices and implemented recycling programmes for its products across all RazerStores. Building on these efforts, the Company has set a target to enable 100% of Razer products to be recyclable through RazerStores by 2030, supporting responsible waste recovery and a more circular approach to product end-of-life management.
Water Management	Razer currently does not have formal targets related to water usage or pollution, primarily due to its reliance on contract manufacturers for production activities. Nonetheless, the Company acknowledges the environmental significance of water stewardship and pollution control, and is actively exploring ways to establish relevant targets and frameworks. This includes assessing its indirect impact and identifying opportunities through life cycle assessments to influence responsible practices within its supply chain.
Waste Management	Circular economy is a key sustainability priority for Razer, reflecting the Company’s focus on reducing resource intensity, minimising waste, and extending product lifecycles across its hardware led business model. With electronics manufacturing relying heavily on virgin materials and generating end of life waste risks, Razer recognizes both the environmental impacts and business opportunities associated with circular design, responsible material use, and product take back systems. To address these impacts, risks, and opportunities, Razer has set clear circularity focused targets, including the elimination of single use plastics across corporate offices, the implementation of recycling programmes for Razer products across all RazerStores, and enabling 100% of products to be recyclable through RazerStores by 2030. In parallel, the Company is working toward ensuring that all products incorporate recycled or recyclable materials and achieve third-party ecolabel certification by 2030, reinforcing transparency, product stewardship, and alignment with circular economy principles across the product lifecycle.

Governance and Management of Material Sustainability Matters

#GoGreenWithRazer Roadmap

As a prominent player in the gaming hardware and software industry, Razer recognizes its responsibility to lead the charge toward a sustainable future for the technology sector. Guided by the ethos, "Play hard. Play fair," Razer has launched the #GoGreenWithRazer movement in 2021 to affirm the commitment to protecting the planet as a shared space for all.

Under this initiative, Razer introduced a comprehensive 10-year environmental roadmap in 2021, outlining its strategic efforts to create a cleaner and sustainable greener world for future generations. To accelerate progress, interim sustainability targets were established in 2022. Razer's key milestones include achieving 100% renewable energy usage across all corporate offices in 2022 which was achieved three years ahead of the original 2025 target. This milestone ensures that all products are composed of recycled or recyclable materials while committing to reach Net Zero emissions by 2030.

Beyond internal goals, Razer actively engages the wider community, especially youth, millennials, and Gen Z through impactful sustainable initiatives such as recycling programs and environmental awareness campaigns. These efforts aim to inspire collective action and foster a culture of sustainability across generations.

Goals Met 3 Years Ahead of Schedule

achieving 100% renewable energy usage across all corporate offices ahead of schedule

Razer accelerated its interim sustainability targets to establish a cleaner operational footprint for its global hardware and software divisions.

At the heart of Razer's sustainability agenda is a commitment to enhancing environmental performance. The Company's primary areas of focus include managing greenhouse gas emissions, water usage and effluents, and promoting sustainable product lifecycles across its portfolio. In alignment with the #GoGreenWithRazer roadmap, clear and measurable targets have been set, and innovative sustainable features have been introduced in its products and services.

Razer's environmental strategy is overseen by the Sustainability Workgroup, operating under the guidance of the Board of Directors. This dedicated team is responsible for setting strategic objectives, assessing environmental initiatives, and identifying opportunities for continuous improvement. To reinforce its commitment to environmental stewardship, the Workgroup has developed an Environmental Policy that outlines key principles for recognizing and mitigating significant environmental impacts.

The Group remained fully compliant with all applicable laws and regulations related to air and greenhouse gas (GHG) emissions, as well as water and effluent discharges during the reporting period. No instances of non-compliance with a material impact on the Group were identified.

Governance and Management of Material Sustainability Matters

Policies Governing Climate Change and Energy	Razer’s climate change and energy commitments are primarily governed by its Group Environment Policy, which sets clear targets to achieve net-zero carbon emissions by 2030, with a strong emphasis on emissions reduction ahead of offsets. The policy also supports the transition to renewable energy, committing to power all corporate offices with renewable energy by 2025. In addition, it promotes circular economy principles by requiring all Razer products to be recyclable or made from recycled materials by 2030. Together, these policy provisions guide Razer’s approach to reducing its environmental footprint, improving energy efficiency, and advancing its long-term decarbonisation goals.
Policies Governing Pollution	Razer’s approach to pollution management is guided primarily by its Group Environment Policy, which promotes the elimination of single-use plastics across operations and supports the transition of all corporate offices to renewable energy, thereby reducing pollution associated with energy use and material waste. In addition, Razer’s supply chain policies supported by its Internal Compliance Manual, require suppliers to comply with strict social and environmental standards, including audit and remediation mechanisms that help minimise environmental incidents and unmanaged waste within the supply chain. While the Company currently does not have a standalone policy specifically addressing water usage and pollution, it recognizes the materiality of these issues and is actively exploring the development of formal measures to strengthen water stewardship and pollution mitigation across its extended value chain.
Policies Governing Water and Marine Sources	While Razer does not currently have a standalone policy dedicated exclusively to water management, water-related considerations are addressed through the Company’s broader environmental and supply chain governance framework. In particular, Razer’s Group Environment Policy and Internal Compliance Manual promote responsible environmental practices, supplier accountability, and risk-based management across the value chain, which indirectly support the management of water-related impacts. As manufacturing activities are primarily carried out by contract manufacturers, Razer’s direct operational control over water use and discharge is limited; however, supplier onboarding, audit frameworks, and incident management processes help reinforce responsible practices within the extended supply chain. Recognizing the increasing importance of water stewardship, Razer is actively evaluating opportunities to further strengthen its approach, including the potential development of more targeted policies to address water usage and pollution mitigation.
Policies Governing Resource Use and Circular Economy	Razer’s approach to resource use and the circular economy is guided by a coordinated set of policies and programmes that embed material efficiency, waste reduction, and lifecycle responsibility across its products and operations. The Group Environment Policy establishes the Company’s overarching commitments to circularity, including the use of recyclable or recycled materials across all products by 2030 and the elimination of single use plastics within corporate offices. These commitments are operationalised through Razer’s Design for Sustainability Programme, which integrates ecological efficiency and environmental responsibility throughout the product lifecycle—from ethical sourcing of raw materials to end of life management—while maintaining high standards of product quality and performance. A dedicated task force regularly reviews design practices to identify opportunities to reduce material impact without compromising functionality. Complementing this, the Efficiency Product Design Framework focuses on packaging optimization, aiming to minimise material use, improve shipping efficiency, and transition to FSC certified, biodegradable, and recyclable packaging across new products. These product focused measures are reinforced by the Internal Compliance Manual, which promotes responsible sourcing, supplier accountability, and continuous improvement across the value chain. Together, these policies and programmes support Razer’s efforts to minimise waste, enhance material efficiency, extend product lifecycles, and advance circular economy principles across its products, packaging, and supply chain.

Governing Actions Through Policies

At Razer, upholding a sustainable mindset is deeply embedded in the Company's operations and corporate culture. This mindset is further reinforced by a comprehensive set of environmental policies that guide the Company's practices and decisions. These frameworks ensure that sustainability is consistently prioritized across all functions, from product innovation to supply chain management.

Climate Risk Assessment

The IPCC's 2018 report on global warming emphasises how critical it is to keep the rise in global temperatures to 1.5°C in order to avoid serious and irreversible climate effects. A worldwide commitment to halving emissions by 2030 and achieving net zero by 2050 is necessary to achieve this aim. Razer is committed to helping create a more resilient and sustainable future and understands its role in these joint endeavours.

In order to generate realistic and pertinent climate scenarios that would guide the assessment of climate-related risks and possibilities, Razer's sustainability and finance teams worked closely with an outside expert. The Company evaluated the qualitative effects of physical and transition risks in its three main business verticals: hardware, software, and services, through this methodology.

Razer also found financial proxies to calculate the quantitative impact of these risks in order to assist future budgeting and financial planning. Please see the Climate Risk Management section for further information.

The Board and all supervisory bodies have accepted the climate transition plan, with the most recent approval date being June 10, 2025.

Integration of Transition Plan with Business Strategy & Financial Planning

Area	Razer’s Approach
Strategic Alignment	Climate transition planning is embedded within Razer’s long-term business strategy, supporting sustainable growth, innovation and resilience. Climate considerations are treated as business priorities that contribute to competitiveness and long-term value creation. Strategic initiatives are reviewed regularly by the Sustainability Workgroup chaired by the CEO/Chairman.
Decarbonisation Focus	The Company applies a lifecycle-based approach to emissions reduction across products and the value chain. Actions include increasing the use of recycled materials, adopting lower-emissions logistics options where feasible, and progressing renewable energy use across production.
Governance & Oversight	Oversight of climate targets and transition actions is embedded within existing governance structures. The Board receives regular updates on ESG strategy and decarbonisation progress, while climate considerations are incorporated into executive accountability and strategic planning processes.
Operational Planning	Climate objectives are integrated into annual operating plans, including initiatives related to energy efficiency, emissions reduction and sustainable sourcing, ensuring alignment between transition goals and day-to-day operations.
Capital Expenditure	Capital allocation prioritises low-carbon technologies, renewable energy solutions and infrastructure upgrades. Targeted funding mechanisms, including a Green Fund, support innovation in low-carbon and renewable energy technologies aligned with the Company’s strategy.
Operational Expenditure	Operating budgets include dedicated allocations for sustainability-related activities, such as training, ecolabelling initiatives, renewable energy procurement and, where necessary, the use of carbon offsets as a last resort.
Risk Management	Climate-related risks are assessed through the enterprise risk management process and inform investment decisions, supply chain strategies and operational planning. These risks are reviewed annually to reflect evolving conditions and regulatory developments.
Revenue Strategy	Product and service offerings are evolving to support longer product lifespans and circular business models. Initiatives include improved repairability, availability of spare parts, maintenance and trade-in programmes, and support for resale and reuse through e-commerce platforms.
Financial Planning and Forecasting	Climate-related scenarios and carbon pricing considerations are incorporated into financial models to assess long-term viability and cost exposure. The Company continues to assess the use of internal or “shadow” carbon pricing as part of medium- and long-term planning.

Climate Risk Assessment

Recommended Disclosures	Razer’s Response
Governance	
▪ The Board's duty to monitor climate-related opportunities and hazards. ▪ The function of management is recognizing, assessing, and resolving climate-related risks and opportunities.	▪ Razer has put in place a structured governance structure to handle risks associated with climate change. ▪ The Board is ultimately responsible for managing Razer's climate-related risks and opportunities. This entails establishing the Company’s sustainability strategy, goals, course, performance, and reporting. ▪ The Sustainability Workgroup is in charge of carrying out ESG plans and projects. It suggests improvements to Razer's climate-related policies and practices and develops climate-related goals, plans, and strategies for the Board's approval. To guarantee successful execution and track advancement toward Razer's climate goals, the CEO examines ESG initiatives on a regular basis. ▪ The Board receives regular reports through biweekly meetings, guaranteeing continuous visibility of the workgroup's actions and development. ▪ To guarantee successful execution and track advancement toward Razer's climate goals, the CEO examines ESG initiatives on a regular basis. ▪ Refer to “Governing Actions Through Policies” for more information about Razer's ESG governance strategy.
Strategy	
▪ Describe the short, medium, and long-term climate-related risks and opportunities that the Company has identified. ▪ Explain how the organization's operations, strategy, and financial planning are affected by climate-related risks and possibilities. ▪ Explain the organization's strategy's resilience while accounting for various climate-related scenarios, such as a 2°C or lower scenario.	▪ Razer has been actively analysing and incorporating climate-related risks and opportunities into its Enterprise Risk Management (ERM) strategy since 2021. ▪ In order to assess the organization's resilience across short, medium, and longtime horizons under three different scenarios: Net Zero 2050, Middle of the Road, and Regional Rivalry, Razer carried out a climate scenario analysis. ▪ Refer to “Anticipated Financial Effects from Climate Change and Pollution related Impacts, Risks and Opportunities” for a summary of the analysis's findings, which include identified physical and transition hazards, possible effects on Razer's operations, and associated financial impact indicators.

Climate Risk Management

Razer adhered to the recommendations of the TCFD and cited the CSRD within the more general framework of the sustainability reporting requirements of the European Union when preparing this disclosure.

Climate Risk Assessment

Recommended Disclosures	Razer’s Response
Risk Management	
- Describe how the Company identifies and evaluates hazards related to climate change. - Describe the organization's risk management procedures for climate change. - Explain how the organization's entire risk management system incorporates procedures for detecting, evaluating, and controlling climate-related hazards.	- A robust risk identification procedure has been developed inside the Enterprise Risk Management (ERM) framework as part of Razer's Risk Management strategy. In addition to other organizational hazards, climate-related risks and opportunities have been added to Razer's Risk Register after the climate scenario analysis. - Risks associated with climate change are ranked according to their evaluated severity levels, which are classified as High, Moderate, or Low. Financial proxies are used to provide financial impact indicators, which make possible consequences easier to comprehend. - In order to effectively address identified risks, risk management measures are mapped in accordance with current mitigation activities as well as future strategies.
Metrics and Targets	
- In accordance with its strategy and risk management procedure, reveal the metrics the Company uses to evaluate climate-related risks and opportunities. - Report greenhouse gas (GHG) emissions and associated hazards for Scope 1, Scope 2, and, if applicable, Scope 3. - Describe the organization's goals for managing climate-related risks, opportunities, and performance in relation to those goals.	- Razer uses important environmental measures like fuel and electricity consumption, Scope 1, 2, and 3 greenhouse gas (GHG) emissions, waste, and water usage to regularly monitor its progress toward climate targets. The GHG Protocol Corporate Accounting and Reporting Standards are followed when disclosing GHG emissions data from Razer's worldwide corporate offices and its top five contract manufacturers, guaranteeing accuracy and consistency. - Razer has set short-term and long-term emissions reduction goals to direct the Company's climate approach. Using 2019 as the baseline year, operating emissions are to be reduced by 90% by 2030. Furthermore, a 55% reduction in emissions intensity across the upstream and downstream value chain has been established (based on predetermined goals). The objectives include using exclusively renewable energy for 80% of contract manufacturers' energy mix, appropriately recycling all capital goods, and using sea freight to meet 40% of all orders while taking business expansion into account. The SBTi has confirmed these short-term net-zero goals. - Razer has switched to using 100% recycled or recyclable plastics in its product packaging as part of its commitment to doing away with single-use plastics in every office. Additionally, Razer has surpassed its target of 100% renewable energy access operations by 2025, as all corporate offices worldwide are now entirely powered by renewable electricity. - Razer uses Key Performance Indicators (KPIs) and its corporate Balanced Scorecard to include ESG performance in its incentive and compensation structures in order to integrate sustainability into the Company's culture and performance. - The sections on Climate Adaptation, Design for Sustainability, and Setting Goals for Sustainable Progress provide more information on how sustainability indicators and targets are being reached.

Climate Risk Assessment

Climate Scenario Analysis

Razer’s climate scenario analysis is based on globally accepted frameworks, such as the Representative Concentration Pathways (RCPS) and Shared Socioeconomic Pathways (SSPs) scenarios created by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). Numerous climate-related, technological, geopolitical, legal, economic, and social presumptions are included in these scenarios.

Razer has combined IEA and IPCC predictions to illustrate three different paths in order to model possible futures:

- An ideal situation in line with aggressive climate action,
- A scenario of business as usual that takes into account current developments,
- A worst-case situation with few attempts at mitigation.

In order to project emissions trajectories, each scenario is mapped to a pertinent RCP. Corresponding SSPs are then matched with each scenario to forecast related social and economic implications. Razer’s operations and strategic planning have benefited from the identification of significant climate-related risks and opportunities through the deployment of these integrated scenarios.

Assessing Climate Related Risks- Resilience Analysis

The identified climate risks have been separated into two main categories using these selected climate scenarios and the TCFD and CSRD disclosure guidelines: (1) risks associated with the shift to a lower-carbon economy and (2) risks associated with the physical effects of climate change. In a similar vein, Razer has divided climate risks into two categories: transition risks, which represent potential regulatory, market, or societal effects that might emerge when companies and societies shift to a low-carbon economy, and physical risks, which represent probable physical effects from the advent of global warming.

Resilient Business Planning

using climate scenario analysis to support sustainable long-term growth

Razer combines global IEA and IPCC predictions to project emissions trajectories and evaluate related social and economic implications across its business units.

Climate Risk Assessment

Selected Scenario	Scenario Description	Temperature Outcome
Net Zero by 2050	The International Energy Agency's (IEA) Net Zero Emissions by 2050 (NZE) scenario serves as the foundation for the best-case scenario. This approach, which combines advantageous socioeconomic conditions with a declining emissions trajectory to attain net zero emissions by 2050, is in line with the Paris Agreement. Ambitious and well-coordinated international efforts to combat climate change are envisioned in this scenario. It entails the adoption of all-encompassing climate laws, the quick development of sustainable energy and technology systems, the growth of sustainable infrastructure, and significant changes in consumer and market preferences for sustainable goods. Physical climate hazards are reduced as a result of avoiding the worst effects of climate change. However, it is anticipated that major transition risks would be introduced due to the enormous changes necessary by global climate initiatives.	1°C to 1.8°C by 2100
Middle-of-the Road	The business-as-usual scenario is based on the SSP2 Middle-of-the-Road scenario from the Intergovernmental Panel on Climate Change (IPCC), which presupposes that current and past trends will continue. While some jurisdictions are making headway and consolidating their efforts, overall efforts to combat climate change are still unequal and inconsistent. This situation is pertinent to Razer, a business with international operations and markets. Although climate change is still a major worry, other urgent problems like inflation and geopolitical tensions run the risk of overshadowing it. These elements place more strain on operating costs and the cost of goods sold in addition to driving up input costs. According to the Representative Concentration Pathway (RCP) 4.5, which is mapped to this scenario, global emissions are expected to increase until about 2050 before dramatically falling. Physical and transition climate concerns are anticipated to manifest under this strategy.	2.1°C to 3.5°C by 2100

Selected Scenario	Scenario Description	Temperature Outcome
Regional Rivalry	The worst-case scenario is based on the SSP3 Regional Rivalry scenario from the Intergovernmental Panel on Climate Change (IPCC), which depicts worsening global conditions that impede the advancement of climate action. In this scenario, governments concentrate domestic and local issues over international collaboration due to growing nationalism, increased concerns about security and competition, and rising regional tensions. Global attempts to address climate change are consequently severely undermined, with fragmented regulations and little cooperation preventing significant advancements. Due to the lack of a coordinated global response and the escalation of climate-related difficulties, this scenario poses increased hazards, both transitional and physical. The Representative Concentration Pathway (RCP) 7.0, which projects that global emissions will double by 2100, is linked with this scenario. The intensity of physical hazards is greatly increased by the fast-deteriorating global climate, even though the scope of transition risks is reduced by the limited and dispersed measures to address climate change. This situation is especially worrying for long-term resilience and sustainability since vulnerabilities are made worse by a lack of a coordinated global response.	2.8°C to 4.6°C by 2100

Climate Risk Assessment

Climate Action

Razer has conducted a comprehensive audit of its operational assets and commercial activities to evaluate its resilience against the global transition toward a climate-neutral economy. Our assessment identifies specific vulnerabilities within energy-intensive manufacturing, global logistics, and legacy product portfolios, particularly regarding tightening regulatory frameworks and carbon pricing mechanisms.

By embedding these climate scenarios directly into our financial planning, including asset valuation and risk provisioning, we ensure our fiscal strategy remains aligned with our sustainability objectives. These insights now serve as a blueprint for capital allocation, driving product innovation and strategic partnerships that bolster our transition to a low-carbon business model.

Physical and Transition Risks and Opportunities

Razer used the following technique to perform a thorough study of climate-related risks and opportunities based on the three previously described climate scenarios:

1. Classification

In accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), risks and opportunities were categorised as follows:

- Innovation and Technology
- Market and Reputation Regulation
- Chain of Supply

2. Definition

Further information on each risk and opportunity was provided by:

- Particular subjects
- Time horizons that are pertinent (short, medium, long term)
- Relevance to the business sectors of Razer

3. Evaluation and Verification

- Important factors and expected effects on Razer were determined. The right proxies were used to assign financial impact indicators.
- Stakeholder engagement, including in-depth interviews, was used to validate these findings.

The results of this analysis are summarised in the following table:

● Low Risk ● Moderate Risk ● High Risk

Time Horizon	
Short	Up to 2025
Medium	Up to 2030
Long	Up to 2050

Climate Risk Assessment

- Low Risk
- Moderate Risk
- High Risk

Anticipated Financial Effects from Pollution-related Impacts, Risks and Opportunities

Razer expects significant financial impacts from pollution-related risks and opportunities throughout its value chain and operations. These include higher product prices brought on by the switch to recycled plastics, which mostly affects upstream suppliers in the Asia Pacific area. Product redesigns and more sustainability training are anticipated to be driven by regulatory pressures, such as packaging requirements and e-waste directives, which will increase operating costs. Short-term financial concerns include emerging obligations associated with greenwashing rules, such as possible fines under UK consumer laws. Logistics and energy procurement are also anticipated to be greatly impacted by the anticipated increase in the price of sustainable aviation fuel and the volatility of the renewable energy certificate (REC) markets. The estimated short-term financial effects of all of these pollution-related variables range from about USD 12 million to USD 28 million.

Category	Risk Topic	Time Horizon	Impact on Business Vertical	Impact on Razer’s Business Operations and Strategy	Risk Level	Financial Impact Indicator	Financial Impact (in USD)
Technology & Innovation	Access to renewable energy	Short to Long	All	Increasing demand and more stringent regulations may increase the price of RECs for Razer to meet net zero targets		Operating Expenses	\$21,657
Technology & Innovation	Low-carbon Fuels	Short to Medium	Hardware	Uptake of sustainable aviation fuels expected to significantly increase in net zero scenario for air freight of Razer’s products		Cost of Goods Sold	\$12,200,000
Regulatory	Carbon Pricing	Medium to Long	All	Increasing carbon taxes may mean costs from electricity suppliers may be passed on to Razer		Cost of Goods Sold	N/A
Regulatory	ESG and Emissions Reporting	Medium to Long	All	Increasing compliance costs resulting from requirements to disclose ESG and emission data		Operating Expenses	\$326,000
				Potential for fines or lawsuits over greenwashing or inadequate disclosures			\$290,000
Regulatory	Regulation on the Sales/Imports of Goods	Short to Medium	Hardware	Increase in tariffs on goods sold in certain markets		Revenue	N/A
				Carbon border adjustment schemes may levelize carbon prices across different jurisdictions			
Regulatory	Regulation on Product Design	Short to Medium	Hardware	Product redesigns to comply with directives to reduce packaging or e-waste		Operating Expenses	\$3,522,893
				Increased expenditure on upskilling to ensure that sustainability requirements can be met			
Market & Reputation	Shifting consumer demands	Medium to Long	All	Increased demand and revenue from sustainable products / services		Revenue	\$55.2 mil
				Reduced carbon emissions from the manufacturing and packaging of products e.g. recycled plastics			

Climate Risk Assessment

Anticipated Financial Effects from Pollution-related Impacts, Risks and Opportunities

- Low Risk
- Moderate Risk
- High Risk

Category	Risk Topic	Time Horizon	Impact on Business Vertical	Impact on Razer’s Business Operations and Strategy	Risk Level	Financial Impact Indicator	Financial Impact (in USD)
Market & Reputation	Increasing Scrutiny on quality and credibility of RECs and carbon credits	Medium to Long	All	Increased expenditure on due-diligence checks and third-party verification for purchase of RECs / carbon offsets	●	Operating Expenses (Compliance)	N/A
Supply Chain	Procurement of Raw Materials	Medium to Long	Hardware	Global shift towards Net Zero will increase demand and price of green commodities and critical materials for manufacturing	●	Cost of Goods Sold	\$6,248,530
Supply Chain	Non-compliance arising from Supply Chain	Short to Medium	Hardware	Limited visibility across supply chains increases risk of non-compliance from contract manufacturers	●	Operating Expenses (Compliance)	N/A
Physical	Increased Temperatures	Medium to Long	All	Increased temperatures and erratic weather patterns leading to sea-freight / air-cargo disruptions and delays	●	Operating Expenses (Operations)	\$1,890,240

Please note that the assumptions and uncertainties in Climate Scenario Analysis, are critical components that shape how the Company interprets and responds to potential future climate-related risks and opportunities. The analysis involves several key assumptions, such as:

(1) *Global Temperature Pathways:* Razer models scenarios based on different temperature rise pathways, such as 1.5C, 2C, or higher, which align with global climate agreements. These pathways help assess the impact of climate change on Razer’s supply chain, manufacturing, and operations.

(2) *Regulatory Changes:* Assumptions around future regulations are another uncertainty. The analysis may consider stricter climate-related regulations, carbon taxes, and sustainability compliance requirements, which could influence operational costs and supply chain resilience.

(3) *Market and Consumer Behavior:* The analysis may assume shifts in market trends and consumer preferences toward more sustainable products, which could drive demand for eco-friendly gaming products like those designed with recycled materials.

(4) *Technological Advancements:* Assumptions related to advancements in technology that support emissions reduction or renewable energy transitions play a role. The pace of technological innovation could affect Razer’s ability to meet its decarbonization targets.

However, uncertainties remain, particularly around the speed and scale of regulatory changes, the accuracy of climate models predicting physical risks (e.g., extreme weather events), and the response of markets and consumers to climate-related disruptions.

Energy and Emission Management

Climate change and greenhouse gas emissions present complex, systemic risks that demand sustained action across governments, industries, and value chains. Scientific evidence continues to highlight the influence of human-induced emissions on climate patterns, reinforcing the need for organizations to take responsibility for their environmental footprint.

In response, Razer has embedded emissions management and energy efficiency into its operational practices across offices, retail spaces, logistics and manufacturing practices. Measures adopted include the widespread use of energy-efficient infrastructure such as LED lighting and smart lighting controls, the integration of sustainable technologies to optimize energy use, and a deliberate reduction in business travel, particularly air travel, to curb emissions associated with mobility. Building design interventions, including temperature-regulating window films and automated lighting systems, further support reduced energy demand across facilities.

Beyond operational energy use, Razer applies a broader lens to emissions management by monitoring additional sources, such as employee commuting, and incorporating sustainability considerations into new office developments.

The Company also applies lifecycle thinking to selected initiatives; for example, emissions associated with coffee consumption at RazerCafe are addressed through a comprehensive lifecycle assessment approach, with remaining emissions offset through the use of verified carbon credits. Together, these actions reflect Razer’s intent to actively manage climate-related impacts while strengthening long-term operational efficiency and environmental responsibility.

Energy Management

The Company's energy and fuel usage increased modestly, owing to increased operational activity. In order to further demonstrate its dedication to openness and thorough environmental accountability, the Company has broadened the scope of its reporting to include fugitive refrigerant emissions. Although Razer's overall environmental impact has increased because of these developments, the Company is pleased to announce that all the electricity it purchases comes from clean energy sources using a market-based strategy. This accomplishment demonstrates Razer's continued commitment to sustainability and prudent resource management. There is no use of nuclear energy; instead, energy is consumed in the form of electricity. Since it was privatised in 2022, the Company has not reported energy intensity against revenue statistics in high climate impact locations.

Table: Fuel consumption across Razer’s corporate offices and vehicle fleet

	Total Fuel Consumption Across Offices & Vehicle Fleet		
	2025	2024	2023
Fuel consumption from coal and coal products	0	0	0
Fuel consumption from crude oil and petroleum products	9,149.99	8,439.19	11,670.95
Fuel consumption from natural gas	0	0	0
Fuel consumption from other fossil sources	0	0	0
Total (L)	9,149.99	8,439.19	11,670.95
Total (GJ)	312.93	288.62	399.15

Table: Energy consumption at corporate offices

	Electricity Consumption and Intensity		
	2025	2024	2023
Total Usage (MWh)*	1,802.30	1,619.26	1,820.16
Total Usage (GJ)	6,488.28	5,829.34	6,552.58
Intensity (MWh/m2)	0.319	0.062	0.058 ¹

¹ The data have been restated due to an incorrect unit conversion during data collection.

100% of Razer’s electricity is backed by renewable sources, achieved through the purchase of Renewable Energy Certificates (RECs) that verify and support clean energy generation.

Energy and Emission Management

GHG Emissions Management

Razer manages greenhouse gas emissions as part of its broader environmental strategy, recognizing that electricity consumption and fuel use remain key contributors to its carbon footprint across offices, manufacturing activities and the wider value chain. The Company monitors energy use across global corporate operations and works with partners to promote responsible energy management throughout its production network. While direct operational emissions are managed through efficiency and consumption controls, a significant portion of Razer’s overall emissions profile sits beyond its immediate operations.

To improve environmental transparency, Razer has refined its emissions reporting approach to better reflect the full extent of its activities. This includes expanding the scope and granularity of disclosures to capture a wider range of emissions sources, supporting more accurate assessment of environmental impact.

Particular focus is placed on areas where emissions are less visible, such as refrigerant leakage, fuel-related activities, digital operations and product use. This level of detail is considered essential to understanding emissions drivers and supporting accountable decision-making.

Decarbonisation efforts are addressed through a combination of operational improvements and value chain engagement. Priority actions include improving energy efficiency, managing electricity demand and working with suppliers and partners to encourage emissions reduction beyond Razer’s direct control. By aligning value chain expectations with its environmental objectives, Razer aims to support consistent and transparent emissions management across its ecosystem.

Climate resilience is supported through data-driven analysis and integration of emissions insights into business planning. Emissions data is used to inform energy management decisions, strengthen operational resilience and support the integration of climate considerations into strategic planning processes. Over time, this approach is intended to improve the Company’s ability to anticipate climate-related risks while advancing its environmental commitments.

Razer continues to deepen its understanding of emissions across the full product lifecycle, from production and logistics to product use and end-of-life treatment. This lifecycle perspective helps identify priority areas for improvement and supports ongoing enhancement of emissions monitoring and disclosure across all Scope 3 categories, as methodologies and data availability continue to evolve.

Holistic Climate Scenarios

modeling potential futures from aggressive climate action to worst-case scenarios

Razer combines global IEA and IPCC predictions to project emissions trajectories and evaluate related social and economic implications across its business units.

Energy and Emission Management

Table: Razer’s GHG emissions, covering both the organisation and its contract manufacturers

GHG emissions	Unit	2025	2024	2023
Direct GHG emissions (Scope 1) ²				
Fuel Combustion – Mobile	tCO ₂ e	19.72	18.82	26.73
Fugitive Emissions – Refrigerants	tCO ₂ e	11.88	15.60	19.58 ³
Indirect GHG emissions (Scope 2) ⁴				
Electricity consumption (Location-based)	tCO ₂ e	728.81	712.28	848.01
Total GHG emissions (Scope 1 and 2)				
Total GHG emissions (Scope 1 and 2)	tCO ₂ e	760.40	746.71	941.44
GHG intensity (Scope 1 and 2)	tCO ₂ e / square meter	0.0374	0.0284	0.0301 ³

² Scope 1 emissions included direct GHG emissions from fuel consumption, including petrol fuel used by Company cars.
³ The data have been restated due to an incorrect unit conversion during data collection.
⁴ Scope 2 emissions included indirect GHG emissions from purchased electricity at its offices.
⁵ Purchased goods and services include Razer’s top 5 contract manufacturers’ emissions from their electricity consumption. The top 5 contract manufacturers cover more than 80% of orders during the reporting period.

GHG emissions	Unit	2025	2024	2023
Cat 1: Purchased goods and services ⁵	tCO ₂ e	157,398.79	177,894.38	153,343.56
Cat 2: Capital Goods	tCO ₂ e	639.05	198.92	252.00
Cat 3: Fuel and Energy-related Activities	tCO ₂ e	26.02	50.77	9.18
Cat 5: Waste generated in operations emissions	tCO ₂ e	79.61	NA	NA
Cat 6: Business Travels	tCO ₂ e	1,035.16	1,483.28	1,034.36
Cat 7: Employees’ commute	tCO ₂ e	1,089.51	1,588.50	1,920.06
Cat 9: Downstream transportation	tCO ₂ e	40,852.67	39,337.22	23,575.58
Cat 11: Use of sold products	tCO ₂ e	20,591.98	14,835.89	24,092.73
Cat 12: End-of-life treatment	tCO ₂ e	3,522.41	3,592.22	2,693.20
Total (Scope 1, 2 and 3)	tCO ₂ e	225,995.60	239,727.87	208,132.11

Please note that emissions are accounted for areas where Razer has operational control. As Razer’s manufacturing activities are conducted by contract manufacturers over whom it does not exercise direct operational control, the associated emissions are classified under Scope 3.

Note:

- Emissions calculations are based on Global Warming Potential (GWP) values from the IPCC’s Fifth Assessment Report (AR5).
- The baseline year was selected based on a period with stable operational activity and reliable data availability. It includes all significant emission sources across Scopes 1, 2, and 3, ensuring comprehensive coverage. External factors such as unusual weather events, economic disruptions, or temporary operational changes were analyzed and adjusted for, to avoid skewing the baseline. This ensures the baseline reflects typical business operations and provides a fair reference point for future comparisons.

Water Management

Razer recognizes the importance of managing water use responsibly as part of running a resilient and sustainable business. Effective water management helps the Company control costs, reduce risk and meet the expectations placed on gaming and technology companies by investors, and regulators.

Water Management Across the Value Chain

Razer’s manufacturing activities are primarily carried out through third-party Contract Manufacturers (CMs), and as such, direct operational control over water use at manufacturing sites does not reside with the Company. Water management responsibilities are therefore addressed through supplier engagement and value chain oversight mechanisms. A high-level assessment of supply chain risks indicates that Razer’s contract manufacturing partners are not located in regions identified as water-stressed. The Company maintains ongoing dialogue with its partners to ensure reliable access to water that meets defined quality requirements, alongside the implementation of appropriate wastewater treatment and discharge practices to minimise environmental impact.

Water-related risks and mitigation measures across the value chain are further supported through adherence to recognized third-party standards and certifications, including the Responsible Business Alliance (RBA) Code of Conduct, SMETA audits, and ISO 14001 environmental management systems. Additional details on supplier oversight and assurance processes are presented in subsequent sections of this report.

In parallel, Razer continues to advance transparency on water impacts through product-level disclosures. As the first consumer electronics Company globally to obtain the UL Environment Product Declaration (EPD) ecolabel, Razer has introduced the disclosure of the Water Deprivation impact category on the packaging of selected products. Building on this foundation, the Company intends to progressively develop water-related intensity metrics and targets to further strengthen its approach to water stewardship.

Table: Razer’s water withdrawal and intensity metrics

Water Withdrawal and Intensity						
	2025		2024		2023	
	Total Withdrawn (tonnes)	Intensity (tonnes/sqm)	Total Withdrawn (tonnes)	Intensity (tonnes/sqm)	Total Withdrawn (tonnes)	Intensity (tonnes/sqm)
Total	4,331.0	0.2	8,388.8	0.3	8,313.70	0.2 ⁶

⁶ The data have been restated due to an incorrect unit conversion during data collection.

It’s important to note that Razer’s manufacturing is carried out through contract manufacturers, meaning Razer does not have direct operational control over facilities located in areas of high-water stress. However, Razer’s own corporate offices are not situated in regions identified as high-water stress zones.

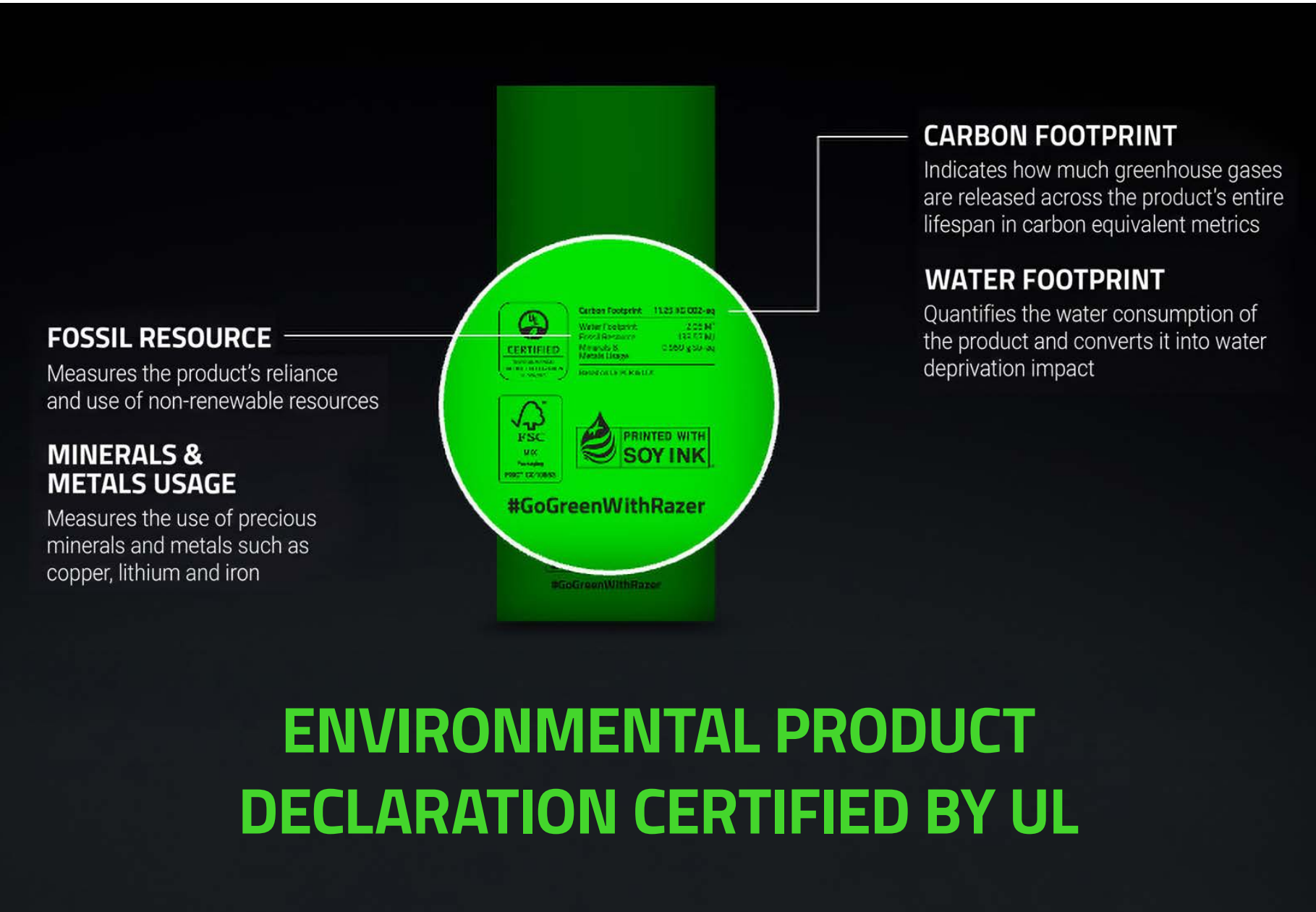
Water Management

Anticipated Financial Effects from Water Management-related Impacts, Risks and Opportunities

Based on the Company’s current assessments, Razer has not identified any material financial effects arising from water management-related impacts, risks, or opportunities during the reporting period. While water-related environmental impacts have been identified primarily within the upstream value chain, particularly in electronics manufacturing processes conducted by contract manufacturers, these impacts have not resulted in material financial risks or costs to the Group to date. Razer’s asset-light business model and limited direct operational control over manufacturing activities currently limit its direct financial exposure to water usage and discharge. Nonetheless, the Company recognizes that water availability and pollution risks may evolve over time and continues to monitor developments across its supply chain. Razer will continue to review the potential financial implications of water-related risks and opportunities and will update its disclosures should these become material.

#1 Globally becoming the first consumer electronics brand to achieve the UL EPD ecolabel in FY2024

Razer has introduced the disclosure of the Water Deprivation impact category directly onto the packaging of selected products to advance transparency.



Waste Management

Razer approaches waste management as an integral part of how its products are designed, developed and supported throughout their lifecycle. A strong focus on waste reduction and responsible handling of hazardous materials helps ensure that products and operations remain aligned with long-term sustainability objectives and evolving customer expectations. Embedding these principles across the business supports operational resilience while reinforcing Razer’s commitment to recognized global environmental standards. In alignment with the same, Razer aims to reduce the volume of waste generated and improve the value retained from materials over time.

Razer has established waste management procedures covering hazardous and non-hazardous waste across its global offices, repair centers and contract manufacturing partners. Obsolete office IT equipment, including laptops and batteries, is disposed of responsibly in line with environmental best practices. Repair centers manage spare parts and packaging waste through controlled disposal processes, with Certificates of Destruction used where required to ensure traceability and compliance.

At the manufacturing level, accredited suppliers are required to manage end of life and hazardous waste in accordance with applicable legal and environmental requirements. These measures help ensure consistent standards across operations, minimise environmental impact and support Razer’s broader sustainability commitments.

0 Incidents
of non-compliance
with hazardous waste
management

The Group is not aware of any non-compliance of laws and regulations relating to providing a safe working environment and protecting employees from occupational hazards during the reporting period that have a significant impact on the Group.

Waste Management

Hazardous Waste Management

Razer manages hazardous waste through defined controls that focus on safety and responsible end of life handling. The primary sources of hazardous waste from operations are lithium. These materials are handled separately to reduce risk and ensure appropriate treatment.

The Company works with government authorised disposal partners to manage hazardous waste in line with applicable legal requirements. In support of extended producer responsibility principles, Razer provides UL2710 certified product takeback services at RazerStores under its global operational control, in line with the Waste Electrical and Electronic Equipment (WEEE) Directive.

Razer’s recycling partners operate under internationally recognized electronic waste management standards, including the Responsible Recycling (R2) Standard and the eStewards initiative. These certifications help ensure hazardous materials are treated, recycled or disposed of in a controlled and environmentally responsible manner. During the reporting period, no incidents of non-compliance related to hazardous waste management were recorded.

Table: Hazardous waste disposed across global repair centers and warehouses

Location	Hazardous Waste Directed to Disposal (tonnes)		
	2025	2024	2023
Warehouse	13.75	31.16	66.41
Repair Center	0.93	1.67	-
Total	14.68	32.83	66.41

Non-Hazardous Waste Management

Razer manages non-hazardous waste through structured collection and disposal processes across its operations. This waste mainly consists of returned, obsolete or defective peripheral products, as well as packaging materials generated from logistics and warehousing activities. Warehouses in Hong Kong, Germany and the United States are responsible for sorting these materials and maintaining appropriate records to support oversight and regulatory compliance.

Disposal is carried out through government- authorised waste management providers in accordance with local requirements. These arrangements help ensure non-hazardous waste is handled responsibly while maintaining consistency across Razer’s global supply chain.

Table: Non-hazardous waste disposed across warehouses

Location	Non-Hazardous Waste Directed to Disposal (tonnes)		
	2025	2024	2023
Total Recycled Waste	34.44	76.18	19.16
Warehouse Recycled Waste	32.09	73.82	19.16
Office Recycled Waste	2.24	2.36	ND ¹⁰
Total General Office Waste	131.31	165.01	ND ⁷
Total Non-hazardous Waste	165.64	241.19	19.16

⁷ ND represents non-determined data points which are not available for reporting

Data Sensitivity and Limitations

Razer aims to provide a transparent and reliable view of its environmental impact through consistent data collection and recognized reporting methodologies. At the same time, the Company acknowledges that limitations in data availability and operational control can affect the precision and scope of certain disclosures. The following sections outline the approach used to calculate emissions, as well as the key assumptions and constraints applied during the reporting process.

Methodology

Razer’s climate and GHG methodology applies to sustainability reports and uses an operational-control boundary covering Razer’s core gaming ecosystem operations. Razer Fintech Holdings Pte. Ltd., Razer Merchant Services (SG) Pte. Ltd., and THX Ltd are excluded because their business models are not core to Razer’s gaming ecosystem offerings. The methodology follows the GHG Protocol, GRI, ESRS, SBTi, and relevant ISO life cycle standards where applicable, with calendar year reporting aligned to Razer’s financial year.

Scope 1 covers Company vehicles and fugitive refrigerants, including proxy estimation for missing refrigerant data using floor area, cooling-capacity assumptions, and leakage rates. Scope 2 covers purchased electricity using both location-based and market-based methods, with renewable electricity supported by credible instruments and evidence. Scope 3 focuses on relevant categories including Category 1 purchased goods and services, Category 5 waste generated in operations, Category 9 downstream transportation, Category 11 use of sold products, and Category 12 end-of-life treatment. Product-related Category 1 emissions are calculated using product-category groupings, average product weights, total units sold, and cradle-to-gate emission factors, with upstream transportation embedded in those factors.

Product carbon and recycled-content calculations are performed at product-category level using sales-weighted average BOMs, recycled-content shares, and separate emission factors for virgin and recycled materials. Climate risk assessment uses scenario analysis, transition and physical risk screening, financial proxies, and severity ratings, with opportunities assessed alongside risks.

The Sustainability function owns the methodology, the Sustainability Lead approves it, and all climate and GHG data are externally assured under ISAE 3000 limited assurance.

Life Cycle Thinking

enhancing disclosure quality through consistent and clear methodologies

Razer defines its operational boundary around its core gaming ecosystem, tracking everything from direct corporate operations to value-chain product lifecycles.

Limitations

The methodology relies on estimates and proxy methods where direct data is unavailable, including co-working office electricity, refrigerant leakage, office waste, warehouse waste composition, repair-center waste, product-category average weights, and use-phase assumptions. Category-level product carbon calculations are intended for corporate GHG reporting and internal management and should not be treated as SKU-specific ISO 14067 product carbon footprints unless separately stated.

Scope 3 results are sensitive to emission-factor selection, product mix, sales volumes, user behaviour, logistics assumptions, recycled-content evidence, and end-of-life treatment assumptions. Some non-products spend categories are screened using relevance and materiality principles, with selected categories treated through digital-emissions methods or de minimis treatment. Razer may restate prior-year or baseline emissions where structural changes, methodology updates, improved data, significant errors, or SBTi target-boundary changes materially affect comparability.

DESIGNING FOR SUSTAINABILITY

In This Section

GOVERNANCE AND MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS
RAZER'S PRODUCT AND SERVICE PORTFOLIO | PRODUCT INNOVATION
RESPONSIBLE PRODUCT DEVELOPMENT | RESPONSIBLE PACKAGING
ENVIRONMENTAL RESPONSIBILITY ACROSS THE PRODUCT LIFECYCLE
PRODUCT DURABILITY AND RELIABILITY | SUPPLY CHAIN INTEGRITY

Governance and Management of Material Sustainability Matters

Material Impacts, Risks and Opportunities (IRO)

Identified IRO	Impact on Value Chain			
	Impact/Risk/ Opportunity	Upstream	Own Operations	Downstream
Circular Economy and Waste				
Resource depletion and sourcing-related ecosystem harm	Impact	✓	✓	
E-waste and packaging pollution at product end-of-life	Impact		✓	✓
Upstream manufacturing and hazardous waste impacts	Impact	✓	✓	✓
Financial risk from critical material sourcing disruptions and price volatility	Risk	✓	✓	
Regulatory and brand risk from e-waste and circularity non-compliance	Risk	✓	✓	✓
Compliance and cost risk from improper waste disposal and circularity failure	Risk	✓	✓	✓
Product and Services				
Economic upliftment through jobs, taxes, and tech sector innovation	Impact	✓	✓	✓
Strong economic performance enables long-term business resilience and stakeholder confidence	Impact	✓	✓	✓
Innovation ⁸				
Consumer benefit and environmental gain from product innovation	Opportunity	✓	✓	✓
Innovation creates new revenue streams and strengthens market leadership	Opportunity	✓	✓	✓

⁸ Innovation has been identified as a material topic for Razer, reflecting its relevance to long-term value creation and stakeholder expectations. While Razer is known for its innovation and creativity in the gaming space, Razer does not have formal targets in place specifically related to innovation. However, the Company acknowledges its strategic importance and is actively exploring opportunities to operationalise its innovation framework. Efforts are underway to assess potential focus areas and establish measurable objectives that align with Razer’s broader sustainability and business goals.

Governance and Management of Material Sustainability Matters

Aligning Razer’s Targets with Impacts

Targets	Achievement so far
Circular Economy and Resource Use Management	Circular economy is a key sustainability priority for Razer, reflecting the Company’s focus on reducing resource intensity, minimising waste, and extending product lifecycles across its hardware led business model. With electronics manufacturing relying heavily on virgin materials and generating end of life waste risks, Razer recognizes both the environmental impacts and business opportunities associated with circular design, responsible material use, and product take back systems. To address these impacts, risks, and opportunities, Razer has set clear circularity focused targets, including the elimination of single use plastics across corporate offices, the implementation of recycling programmes for Razer products across all RazerStores, and enabling 100% of products to be recyclable through RazerStores by 2030. In parallel, the Company is working toward ensuring that all products incorporate recycled or recyclable materials and achieve third-party ecolabel certification by 2030, reinforcing transparency, product stewardship, and alignment with circular economy principles across the product lifecycle.
Product and Services	As a Company built around high-performance gaming hardware and software, Razer’s environmental and sustainability impacts are closely linked to how its products are designed, manufactured, used, and disposed of. Product design choices directly influence resource consumption, material efficiency, waste generation, and end-of-life outcomes, making Products and Services a critical lever for managing environmental impacts and responding to evolving customer and regulatory expectations. Increasing transparency around product sustainability also represents an opportunity to strengthen customer trust and brand differentiation in a competitive consumer electronics market. To address these impacts, risks, and opportunities, Razer has set clear product-focused targets aimed at embedding circularity and sustainability across its product portfolio. These include ensuring that all products utilize recycled or recyclable materials, enabling full product recyclability through RazerStores by 2030, implementing product take-back and recycling programmes across its retail network, and achieving third-party ecolabel certification for 100% of products by 2030. Together, these targets support responsible product lifecycle management, improve material efficiency, and align Razer’s products and services with long-term sustainability expectations.
Innovation	Innovation has been identified as a material topic for Razer, reflecting its relevance to long-term value creation and stakeholder expectations. While Razer is known for its innovation and creativity in the gaming space, Razer does not have formal targets in place specifically related to innovation. However, the Company acknowledges its strategic importance and is actively exploring opportunities to operationalise its innovation framework. Efforts are underway to assess potential focus areas and establish measurable objectives that align with Razer’s broader sustainability and business goals.

Governance and Management of Material Sustainability Matters

Governing Actions Through Policies

To manage the material impacts, risks and opportunities associated with its products, resource use, and innovation activities, Razer has established a set of policies and design frameworks that guide decision-making across the product lifecycle, service offerings, and innovation processes.

Policies governing resource use and circular economy: Design for Sustainability Programme: The programme aims to embed ecological efficiency and environmental responsibility throughout the product lifecycle. The programme targets improvements in sustainability, from ethical sourcing of raw materials to end-of-life management, while maintaining high standards of product quality and performance. A dedicated task force regularly evaluates design practices to identify opportunities for reducing environmental impact without compromising functionality.

Efficiency Product Design Framework: Razer’s sustainable packaging policy targets the reduction of environmental impact by minimizing material use, optimizing shipping efficiency, and transitioning to FSC-certified, biodegradable and recyclable packaging across all new products. The policy ensures packaging remains functional while supporting circularity and responsible end-of-life disposal.

Policies governing product and services: Razer governs sustainability impacts related to its products and services through a set of product-focused environmental policies and design frameworks that influence key stages of the product lifecycle. The Group Environment Policy sets direction on product material use, including commitments to recyclable and recycled materials, while the Design for Sustainability Programme integrates environmental considerations into product development, from material sourcing to end-of-life management. This is supported by the Efficiency Product Design Framework, which addresses packaging by reducing material use, improving shipping efficiency, and transitioning to recyclable and certified materials. Together, these policies ensure that sustainability considerations are embedded into product design, packaging, and lifecycle management in a structured and consistent manner.

Policies governing innovation: Innovation has been identified as a material topic for Razer, reflecting its relevance to long-term value creation and stakeholder expectations. While Razer is known for its innovation and creativity in the gaming space, Razer does not have formal targets in place specifically related to innovation. However, the Company acknowledges its strategic importance and is actively exploring opportunities to operationalise its innovation framework. Efforts are underway to assess potential focus areas and establish measurable objectives that align with Razer’s broader sustainability and business goals.

100% FSC
Certified

transitioning all new gaming hardware packaging to biodegradable and recyclable materials

The Efficiency Product Design Framework minimises raw material use and optimizes shipping volumes while maintaining functional product protection.



Razer’s Product and Service Portfolio

PC Gaming

Razer leads in high-performance gaming with a comprehensive lineup of award-winning hardware and software.

Blade Series (2025): Refreshed the Blade series with a major redesign centered on ultra-portability — the new Blade 16, unveiled at CES 2025, became the thinnest gaming laptop Razer had ever made at 0.59 inches, featuring NVIDIA GeForce RTX 50 Series laptop GPUs and, for the first time, AMD Ryzen AI 9 processors, while a redesigned Blade 14 followed shortly after as Razer's thinnest 14-inch laptop. Reviews were broadly positive on performance and build quality, though the Blade 16 was dogged by a widespread trackpad defect that frustrated early buyers. Notably, every Blade released in 2025 marked the first generation to use recycled aluminum for the chassis, alongside plastic-free packaging — a meaningful sustainability milestone for the product line.

Audio: Razer's 2025 audio output centered on the BlackShark V3 series, bringing ANC to the BlackShark line for the first time, Gen-2 HyperSpeed Wireless at 10ms latency, upgraded Bio-Cellulose drivers, and THX Spatial Audio 7.1.4 on PC. By November, Razer had claimed the #1 headset brand ranking on ProSettings.net, completing a clean sweep across headsets, mice, and keyboards in the esports space. The BlackShark V3 Pro was later included in the Esports Green Collection drop. On the earbuds front, the Hammerhead V3 HyperSpeed followed shortly after, with 50% improved ANC and a charging case that doubles as a 2.4GHz dongle.



0.5" Blade 16 Redesign

Thinnest Razer laptop, RTX 50 GPUs, AMD Ryzen AI 9 processors

Peripherals: 2025 was a busy year for Razer peripherals, with activity across mice, keyboards, headsets, and accessories. On the mouse front, the DeathAdder V4 Pro launched as the new flagship ergonomic mouse — lighter than its predecessor, featuring a Focus Pro 45K sensor and support for 8K polling. Viper V3 Pro, BlackShark V2 Pro headset, and Huntsman V3 Pro TKL keyboard all simultaneously ranked the #1 most-used products in their respective categories by esports professionals. On keyboards, the Huntsman V3 Pro 8KHz pushes polling rates to 8,000Hz with analog optical switches and Rapid Trigger support. Razer also launched the Esports Green Collection — a bold colorway drop across its top competitive peripherals (mice, keyboards, headsets, and controllers) celebrating the brand's signature Pantone 802C green as part of its 20th anniversary. On the productivity side, the Pro Type Ergo — a premium wireless ergonomic split keyboard — was introduced, signalling continued expansion beyond gaming.



BlackShark V3 with ANC

Active Noise Cancelling, Gen-2 wireless, THX Spatial Audio



DeathAdder V4 Pro

Light ergonomic mouse featuring a Focus Pro 45K sensor and support for 8K polling.

Razer’s Product and Service Portfolio

Console Gaming

Razer continues to lead in console innovation, delivering precision engineered hardware and software for competitive play on XBOX and PlayStation.

Raiju V3 Pro (October 2025):
Razer's flagship PS5 esports controller, featuring TMR thumbsticks, Pro HyperTriggers, 4 removable mouse-click back buttons, and 2.4GHz wireless.

Wolverine V3 Pro 8K (XBOX/PC):
XBOX/PC flagship controller with Razer's first native 8,000Hz wireless polling rate, TMR thumbsticks, and mouse-click face buttons.

Both controllers were included in the Esports Green Collection drop in October.

Mobile Gaming

Seamless, console-quality gameplay on the go is a hallmark of Razer’s mobile portfolio, driven by innovation in control, connectivity, and remote access.

Kishi V3 Line (V3, V3 Pro, V3 Pro XL):
Expanded mobile controller lineup covering phones and tablets, with haptic feedback, pass-through charging, and cross-platform Android/iOS support.

Handheld Dock Chroma (CES 2025):
6-in-1 dock for phones, tablets, and handhelds with Gigabit Ethernet, HDMI out, and 100W passthrough charging.

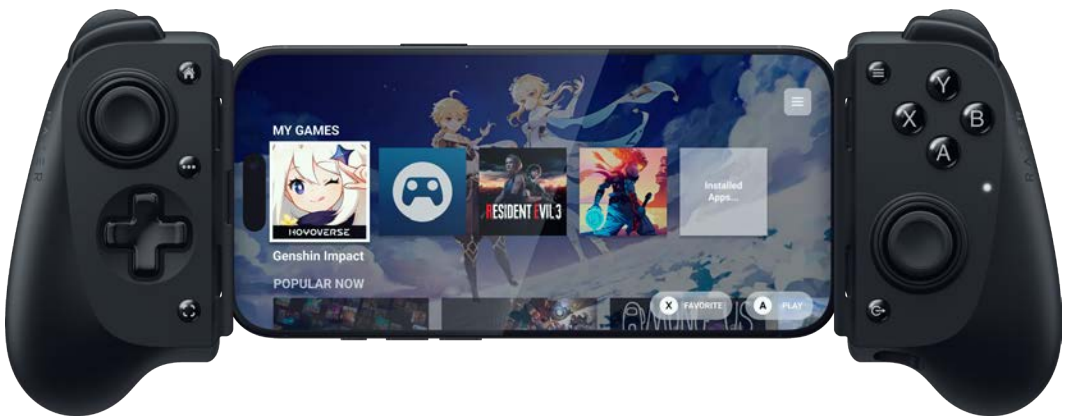
C Remote Play (CES 2025): New feature for the Kishi Ultra, allowing users to stream full PC games to mobile via the Razer Nexus app.



Raiju V3 Pro (PS5)
TMR thumbsticks, Pro HyperTriggers, removable back buttons



Wolverine V3 Pro 8K (XBOX/PC)
8KHz wireless polling, TMR thumbsticks, mouse-click buttons



Kishi V3 series Expansion
Phones & tablets, haptic feedback, cross-platform support

Razer’s Product and Service Portfolio

Lifestyle

Engineered for form, comfort, and function, Razer’s lifestyle range enhances the everyday routines of gamers and professionals through ergonomic innovation and creative collaborations.

Iskur V2 X: Retained the core lumbar support and 152° recline of the V2.

Project Arielle (CES 2025 concept): World's first gaming chair with integrated bladeless heating and cooling, built on the Fujin Pro mesh frame.

Razer Clio (June 2025): Wireless near-field speaker head cushion for gaming chairs, delivering immersive audio without a headset.

Services

Razer Gold stands as one of the world’s largest game payment services, offering seamless transactions and rewarding engagements for gamers, youth, millennials, and gen Z.

Regulatory Approval and Licensing Milestone: Granted a Major Payment Institution (MPI) license by the Monetary Authority of Singapore (MAS), effective July 2025 — a significant regulatory upgrade from its prior temporary exemption, authorising Razer Gold to offer domestic and cross-border transfers, merchant acquisition, and e-money issuance in Singapore.

Global Platform Scale and Market Presence: Continued operating across 68,000+ games and entertainment titles globally, maintaining its position as one of the world's largest gaming payment platforms.

7th Anniversary Campaign and Partnerships: Celebrated its 7th Anniversary with a major campaign ("The Currency That Keeps Giving"), featuring community-unlocked rewards, spending milestones, publisher collaborations (including Zenless Zone Zero and Legend of Ymir), and discounts on major platform gift cards (PlayStation Store, Nintendo eShop, XBOX, Discord).

With bold vision, relentless innovation, and a deep-rooted commitment to both its community and the planet, Razer continues to shape the future of gaming and technology.

As Razer pushes the boundaries of performance and design, it stands not just as a brand, but as a movement, empowering the next generation of gamers, creators, and changemakers worldwide.



Iskur V2 X Chair
Lumbar support and 152° recline



Clio Head Cushion
Near-field speaker for immersive audio without a headset



Granted MPI License
Razer Gold authorised to offer key financial services in Singapore

Product Innovation

Innovation is central to Razer’s mission of shaping the future of gaming and technology. In an industry defined by rapid change and rising environmental expectations, Razer recognizes that innovation must go beyond performance, it must also drive sustainability. By embedding advanced design thinking and eco-conscious engineering into its products and partnerships, Razer continues to lead with purpose and precision.

A prime example of this commitment is Razer’s collaboration with Clearbot, a startup developing solar-powered, AI-driven marine drones that autonomously collect ocean waste. Through this partnership, Razer applied its design and engineering expertise to enhance Clearbot’s scalability, efficiency, and market readiness. This initiative reflects Razer’s broader vision of using technology not only to elevate user experience but also to address global environmental challenges through smart, sustainable solutions.

On the product front, the Razer Viper V3 Pro exemplifies innovation through refined design and high-performance engineering. Developed with direct input from professional esports athletes, the mouse features a newly optimized shape and Razer’s most precise optical sensor to date, boasting 99.8% resolution accuracy and granular calibration capabilities. It also incorporates Razer™ HyperPolling technology, delivering polling rates beyond 1000 Hz for ultra-low latency and smoother gameplay. Despite its advanced specifications, the Viper V3 Pro is one of the lightest mice available and is constructed using recycled materials, demonstrating that sustainability and elite performance can coexist.

Together, these initiatives underscore Razer’s holistic approach to innovation, where cutting-edge design, user-centric functionality, and environmental responsibility converge to shape products and technologies that are not only future ready but future conscious.

AI-driven Marine Drone

scaling autonomous waste collection systems through core engineering partnerships

Razer partners with Clearbot to enhance the structural scalability and field efficiency of its solar-powered vessels, leveraging advanced hardware design to address urgent global marine pollution challenges.



Viper V3 Pro

embedding sustainable, recycled materials into elite competitive gaming gear

Developed alongside professional esports athletes, this high-performance mouse incorporates ultra-precise optical sensors and low-latency polling technology to prove that elite performance and environmental responsibility coexist.



Responsible Product Development

Initiatives and Frameworks Driving Sustainable Design

To address resource intensity and reduce dependence on virgin materials, Razer integrates Design for Sustainability principles into product development. Engineers and designers are required to consider material selection, product durability, and packaging optimization, with increasing use of post consumer recycled plastics and other low impact materials. Each new product generation is assessed for material and environmental footprint to inform design improvements.

Razer has also implemented product take back and recycling programmes across all RazerStore locations, encouraging responsible end of life management of electronic products. These initiatives help divert electronic waste from landfill and support the recovery of valuable materials. In parallel, Razer has committed to ensuring that all products are recyclable or made using recycled materials by 2030, reinforcing circular design and material efficiency.

To enhance transparency and support informed consumer choice, Razer has obtained Environmental Product Declarations for selected products, providing disclosure on material composition and lifecycle impacts. Looking ahead, Razer plans to introduce additional initiatives and training programs to further mobilize its workforce in minimizing resource usage and reducing its environmental footprint.

Empowering Employees	Razer is committed to empowering its employees to make a meaningful impact by offering additional paid time off each year specifically for volunteering. This initiative encourages team members to support conservation efforts by partnering with environmental organizations of their choice, reinforcing the Company’s shared commitment to sustainability and community engagement.
Employee Engagement	Pollution prevention and waste management are key priorities for Razer, reflecting the Company’s commitment to reducing material waste and limiting environmental pollution across its operations and product lifecycle. Razer has eliminated single-use plastics across all corporate offices and implemented recycling programmes for its products across all RazerStores. Building on these efforts, the Company has set a target to enable 100% of Razer products to be recyclable through RazerStores by 2030, supporting responsible waste recovery and a more circular approach to product end-of-life management.
Corporate Social Responsibility (CSR)	Razer currently does not have formal targets related to water usage or pollution, primarily due to its reliance on contract manufacturers for production activities. Nonetheless, the Company acknowledges the environmental significance of water stewardship and pollution control, and is actively exploring ways to establish relevant targets and frameworks. This includes assessing its indirect impact and identifying opportunities through life cycle assessments to influence responsible practices within its supply chain.

Responsible Product Development

Initiatives and Frameworks Driving Sustainable Design

Design for Sustainability Programme ⁹	Through its programme and the #GoGreenWithRazer initiative, the Company integrates environmental considerations in all operations.
Product Responsibility	All RazerStores under the Company’s operational control accept Razer products for recycling.
Sustainable Packaging	Packaging is designed to remain functional while supporting responsible disposal and circularity.
Product Lifecycle	Lifecycle assessments and third-party ecolabel requirements are used to guide design decisions and improve transparency.
Product Longevity	Razer designs products with longevity in mind, balancing durability, upgradeability and performance to encourage extended use.

⁹ Please note that Razer is in the process of evaluating potential policy frameworks and governance mechanisms to support innovation across its operations. This includes identifying focus areas, aligning innovation efforts with sustainability objectives, and establishing measurable targets to track progress over time.



Responsible Product Development

Responsible Development Standards

Razer treats sustainability as a core consideration in product design, recognizing that decisions made early in development have long-term environmental consequences. Design choices influence product lifespan and end-of-life outcomes, making them critical to reducing overall environmental impact. To support this, a dedicated internal task force regularly reviews design practices to identify opportunities to improve resource efficiency while maintaining expected global and environmental standards.

The Design for Sustainability (DfS) programme provides the structure for embedding environmental responsibility across the full product lifecycle. Razer continues to expand the use of post-consumer recycled (PCR) plastics, recyclable components and lower-impact finishes across its product portfolio, where technically and commercially feasible. PCR plastics are sourced from previously used consumer materials and thus, help reduce reliance on new plastic. By reintroducing recovered plastics into the manufacturing cycle, Razer supports material circularity and contributes to the reduction of plastic waste entering landfill and the wider environment.

Through these design-led measures, Razer aims to balance performance and sustainability, while strengthening alignment with global environmental expectations and the evolving priorities of its customers.

Quality Assurance

Consistent quality is central to maintaining customer confidence and ensuring reliable performance in a market where precision and safety are expected as standard. Razer’s approach focuses on delivering products that perform as intended from first use, while meeting applicable safety and regulatory requirements.

To support this, Razer operates a comprehensive quality assurance framework across its global manufacturing network. Quality controls are embedded throughout the production process, from component validation and in process monitoring to final product inspection. Products are subject to structured testing regimes,

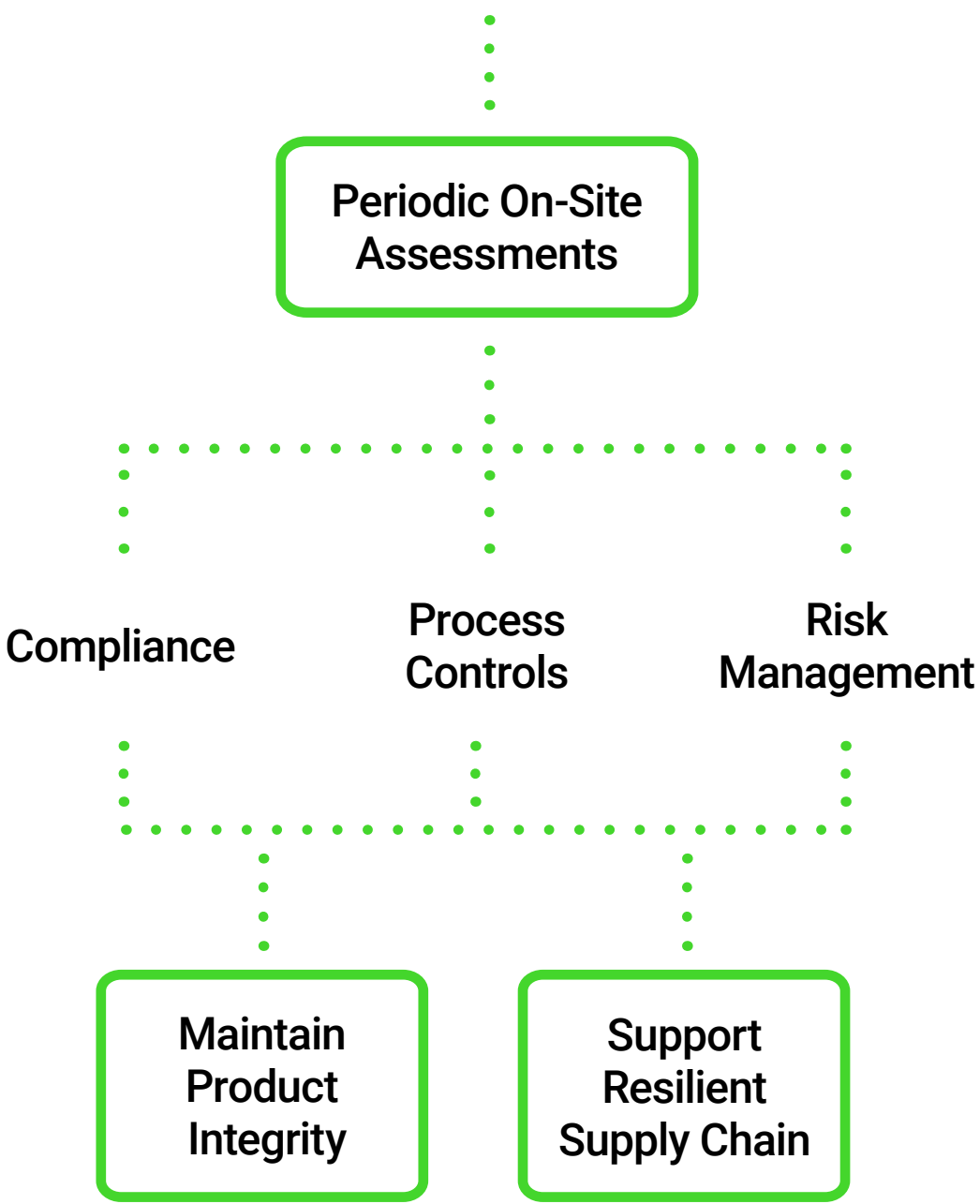
ISO 9001 & ISO 14001

enforcing international quality compliance and continuous manufacturing oversight across the supply chain

Razer ensures operational continuity and environmental performance by mandating these certified management frameworks for all key suppliers. Integrated directly into onboarding and ongoing risk assessments, these requirements are reinforced through routine on-site factory audits to protect product integrity.



RAZER OVERSIGHT MECHANISM



Responsible Product Development

Intellectual Property Rights

Razer operates in a sector where product differentiation and design originality are critical to competitiveness. Protecting intellectual property is therefore treated as a business capability more than a purely legal function. Effective IP governance supports continued innovation, protects commercial value and helps maintain trust in the Razer brand across global markets.

The Company’s approach focuses on ensuring that innovation developed internally is properly identified and secured through the following steps:

Global Intellectual Property Strategy	Razer applies a coordinated intellectual property strategy across all regions in which it operates. This strategy is designed to ensure that proprietary technologies, product designs and brand assets are protected consistently, taking into account jurisdiction-specific legal requirements and enforcement practices.
Protection of Core Intellectual Assets	The Company maintains a global portfolio of patents, trademarks, industrial designs and copyrights covering key technologies, product features and brand elements. These registrations form the foundation of Razer’s IP protection efforts and support the long-term commercialisation of its innovations.
IP Governance and Monitoring	Oversight of intellectual property is managed by a dedicated legal and compliance team. They are responsible for IP governance, enforcement strategy and ongoing monitoring activities. Razer also created a global trademark watch service to identify potentially conflicting or misleading registrations, enabling early intervention where required.
Supporting Internal Innovation	Razer places importance on protecting innovation generated by its employees. Clear guidelines help employees understand how innovation is captured and safeguarded, reinforcing a culture where new ideas are encouraged and responsibly managed.
Confidentiality and Information Protection	Confidential information and trade secrets are protected through defined internal controls and contractual safeguards. Non-disclosure agreements are routinely used when engaging with suppliers and other third parties to prevent unauthorised disclosure of sensitive information.
Anti-Counterfeiting Measures	Razer maintains a zero-tolerance stance on counterfeiting. The Company actively pursues unauthorised use of its intellectual property through civil and administrative enforcement actions.
Collaborative Enforcement Initiatives	Razer works with customs authorities, enforcement bodies, specialist brand protection partners and other agencies to monitor markets for unauthorised or infringing products. These collaborations support the early identification and removal of counterfeit items from circulation.

Responsible Product Development

Service Responsibilities

Razer places strong emphasis on delivering a consistent and reliable customer experience across its products and services. Understanding how customers use, interact with and rely on its products is central to maintaining product quality, brand trust and long-term growth. This focus shapes decisions across the business, from product development through to customer support and service delivery.

Design and Innovation Informed by Users	Customer expectations play a key role in how Razer develops and refines its products. Teams are encouraged to consider real-world usage and performance requirements, supported by the fact that many employees are also active users of Razer products. This direct exposure helps identify practical improvements and ensures that innovation remains aligned with how products are used in everyday gaming environments.
Community-Led Engagement	Razer maintains ongoing engagement with its global gaming community through a range of channels, reflecting its long-standing “For Gamers, By Gamers” philosophy. Customers interact with the Company through its website, social media platforms, contact centers and retail and distribution partners worldwide. These channels allow Razer to stay connected to its user base and respond to changing needs and expectations.
Using Feedback to Improve Products and Services	Customer feedback is actively collected and reviewed through multiple touchpoints, including live chat, social platforms and online forums. Where technical issues or recurring concerns are identified, feedback is escalated to relevant product and engineering teams for review. This structured process helps ensure that insights from customers inform product improvements and service enhancements.
End-to-End Customer Support	Razer aims to provide clear and accessible support throughout the customer journey, from initial enquiries to after-sales service. Support teams are trained to provide timely and practical assistance, with a focus on technical knowledge and transparent communication. This approach is intended to deliver a consistent standard of service and reinforce customer confidence in the Razer brand.

Case Study: Driving Energy Efficiency Through Software Engineering

Upgrade of Synapse 4

Every time your Razer software was updated, energy was being used. Here's how the team made that nearly invisible. Behind every driver download and software update is a system working quietly in the background, Razer's engineers spent the last year making that system as lean and green as possible – and the results surprised even them.

Most Razer users never think about what happens when their Synapse software checks for an update. It just happens - quietly, in the background, usually in seconds. But behind that small moment is a global system handling millions of requests every single day, running on servers that consume real energy and produce real carbon emissions.

Starting from 2024, Razer's engineering team decided to take a closer look at that system - not because something was wrong, but because they believed it could be better. A decade of growth had brought with it a decade of accumulated complexity. The team asked: if we built this again today, with sustainability as a core goal, what would it look like?

The answer took about a year to build. And when they measured the results, the carbon emissions of the new system came in at a reduction of over 99% compared to the old one.

Think of it like upgrading from a gas guzzler to an electric car.

Here's a simple way to think about what changed. Imagine the old system was like a large vehicle that always had its engine running, even when sitting in a car park. It was powerful, reliable, and got the job done. But it used energy whether it was busy or not.

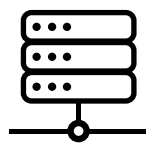
The new system is more like a modern electric vehicle that powers down intelligently when not moving. It uses only what it needs, when it needs it. Idle time doesn't cost the planet anything. This shift, from always-on to just-enough, is at the heart of what the team built. The new system scales up to handle traffic when users are active, and scales right back down when they aren't. There's no energy wasted on standby.

KEY SUSTAINABILITY METRICS



99.32%

REDUCTION IN CARBON EMISSIONS
per server, per day



300,000

REQUESTS HANDLED PER MINUTE
at peak

"The goal wasn't just to make the system faster or smarter. It was to make sure that the energy going into keeping it alive was only ever as much as the moment actually required."

Case Study: Driving Energy Efficiency Through Software Engineering

Upgrade of Synapse 4

Smarter delivery, fewer trips

Another big part of the improvement came from rethinking how information gets delivered to users' devices.

Think of the old approach like a delivery driver who makes a separate trip every time you need something from the same shop. The new approach is more like a smart courier service that bundles requests, caches common items closer to you, and only makes a trip to the warehouse when it's truly necessary.

By redesigning how software update information is packaged and delivered, the team dramatically cut the number of times Razer's central servers need to be contacted at all. For millions of users checking for updates every day, that adds up to an enormous reduction in the computational work — and the energy — required to run the service.

Measuring something that's hard to measure

One of the more interesting challenges the team encountered was simply figuring out how to count the carbon in the first place. Unlike a factory with a chimney you can measure, the emissions from cloud computing are embedded deep in the infrastructure of data centers that Razer doesn't own or operate directly.

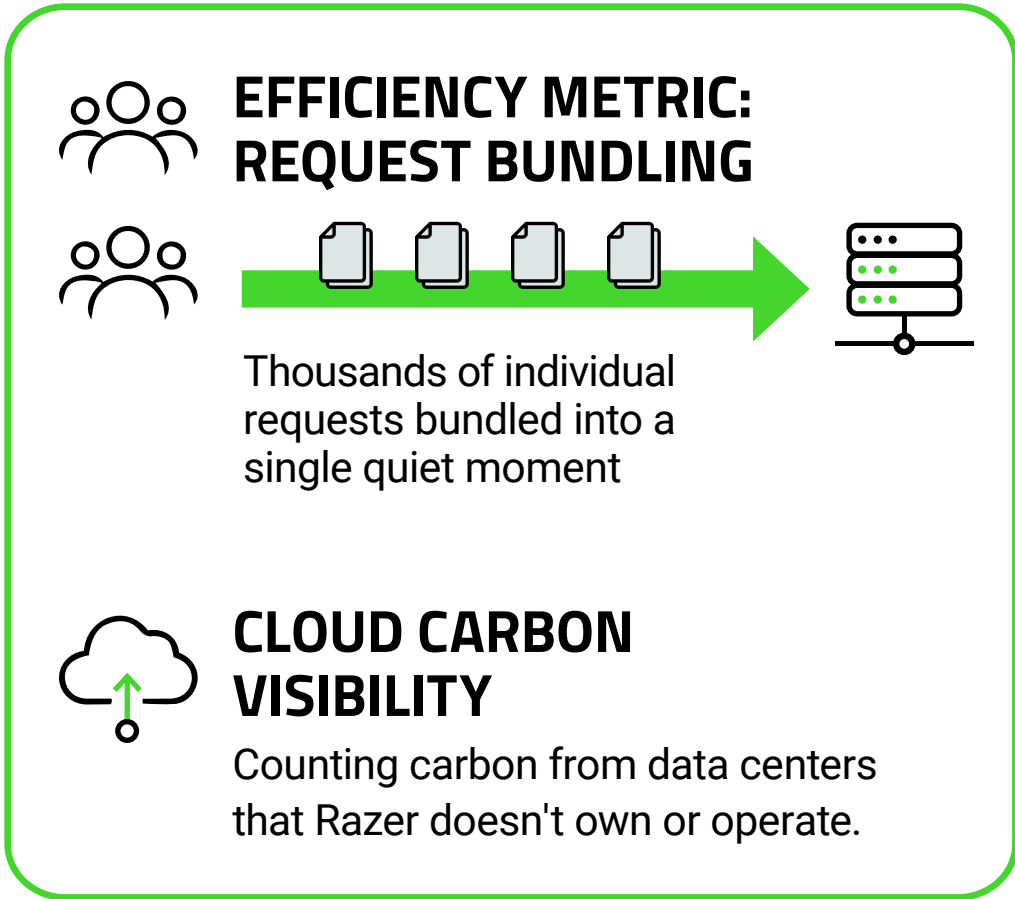
The team worked with a specialist carbon measurement tool to estimate emissions based on server activity data — how busy the machines were, what size they were, and how long they were running. It's not a perfect science, and the team has been transparent about that. They're continuing to work with their cloud partner AWS to refine the methodology over time.

What they can say with confidence is this: the new system does far less work to achieve the same result. And less work means less energy, and less energy means fewer emissions.

A project that keeps giving

Beyond the environmental numbers, the project has left Razer's engineering team with something equally valuable: a new way of building. The approaches developed here — designing systems that consume only what they need, delivering data more efficiently, scaling intelligently with demand — are now being carried forward into future projects across the Company.

For Razer's 8 million daily users, nothing changes. Updates still arrive quietly in the background. But the footprint of that quiet moment just got a whole lot smaller.



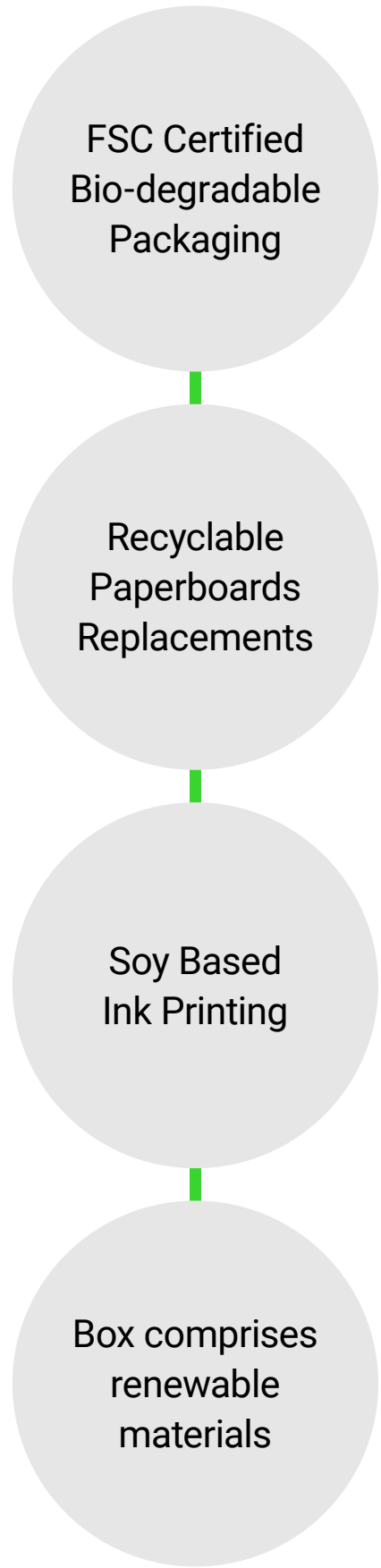
"Think of the old approach like a delivery driver who makes a separate trip every time you need something... The new approach is more like a smart courier service that bundles requests..."

Responsible Packaging

Razer treats packaging as a practical area for reducing environmental impact across its product portfolio. Through its Efficient Product Design framework, Razer focuses on reducing unnecessary material use and improving space efficiency to lower the environmental footprint associated with distribution and disposal of its products and services.

Razer’s efforts to optimize packaging dimensions and weight help reduce shipping volume and associated emissions, while supporting safer handling and product integrity throughout the supply chain. Packaging changes are now embedded into Razer’s standard product development and launch processes. New products are designed with FSC-certified and biodegradable packaging as a baseline requirement. This has enabled broader and more consistent adoption of lower-impact packaging solutions across multiple product categories.

Razer's Sustainable Packaging Initiatives



During the reporting period, Razer continued to reduce its use of conventional plastic-based protective materials by replacing polyethylene foam with biodegradable alternatives where product protection requirements allow. In parallel, rigid plastic cartons used across several hardware categories have been progressively redesigned into recyclable corrugated paperboard and cardboard formats.

Chemical safety is also considered as part of packaging design. Conventional petroleum-based inks have been replaced with soy-based alternatives, reducing the use of potentially harmful substances. Razer continues to assess lower-impact materials for in-box accessories, ensuring that sustainability improvements are introduced without compromising product presentation or the customer unboxing experience.

Sustainability Packaging Embedded as Standard

FSC-certified fibre-based packaging and recyclable formats are now applied as default requirements for new product releases, supporting consistency across regions and product categories.

Material Health and Compliance

Packaging development in 2025 places greater emphasis on recyclability at scale, including the review of coatings, laminations and additives to improve recyclability

Reduced Plastic Dependency

Razer continued to reduce reliance on plastic-based protective materials, prioritising fibre-based and biodegradable alternatives where product protection requirements allow.

Improved Recyclability

Clearer material choices and more consistent packaging formats have been introduced to support recyclability at scale. These changes are intended to make disposal easier for consumers.

Case Study: Smarter Packaging, Smaller Footprint

What Our LCA Study Reveals

At Razer, sustainability improvements should be measurable, not just aspirational. A comparative Life Cycle Assessment (LCA) of packaging across two generations of our Razer Blade laptops makes that case clearly, and the results speak for themselves.

21.78% Reduction in Carbon Intensity	Generation 11 packaging delivers a 21.78% reduction in carbon emissions intensity (CO ₂ e per kg) compared to Generation 10. While its absolute footprint is marginally higher due to heavier paper-based materials, the intensity metric tells the more accurate story: Generation 11 is significantly cleaner by design.
Removal of Virgin Plastics	The most consequential material change is the complete removal of virgin plastic. Generation 10 used 0.22 kg of plastic alongside 0.765 kg of paper. Generation 11 uses 1.374 kg of paper and zero virgin plastic. Paper carries a 64.94% lower carbon intensity than plastic, and the all-paper construction improves end-of-life recyclability.
Gains Across the Full Lifecycle	Emissions improvements were recorded at every stage. Raw materials and manufacturing saw a 31.88% intensity reduction, driven by the elimination of plastic. Transportation dropped 18.04%, thanks to a redesigned box that fits 72 units per pallet — up from 54 — a 33% improvement in shipping density. End-of-life emissions remained comparable across both generations.
Designing with Intent	A smaller box, a denser pallet, and an all-paper material composition, these deliberate design choices compound into measurable carbon reductions across the full packaging lifecycle. As our product line evolves, LCA will remain central to how we evaluate and communicate packaging decisions.



Environmental Responsibility Across The Product Lifecycle

Razer integrates sustainability into product development through a structured Design for Sustainability (DfS) programme that ensures environmental considerations are factored into product design and crucial first steps of product manufacturing as opposed to after products are brought to market. Design practices are reviewed on an ongoing basis by cross-functional teams to identify opportunities to improve resource efficiency and reduce environmental impact.

Product and packaging design are closely linked within Razer’s development process. Through the DfS programme addressing packaging early in the design phase, Razer aims to avoid unnecessary waste and support responsible disposal without compromising product protection or customer experience.

Rather than viewing products only at the point of manufacture, Razer considers environmental impact across the full gaming lifecycle. This reflects how gaming hardware is produced, used and ultimately retired in real-world conditions. In support of the same, Razer’s design teams work with Life Cycle Assessment (LCA) tools that help assess environmental considerations during product development. These tools are used to compare design options and materials, allowing designers to understand how choices made at an early stage can influence resource use and durability.

Life Cycle Considerations includes:

- **Material and Components:** Environmental impacts associated with electronic components used in gaming hardware
- **Manufacturing and Assembly:** Energy use and emissions generated during production
- **Distribution:** Emissions from global transportation and logistics
- **Product Use:** Energy consumption during gameplay across the expected lifespan of devices
- **End-of-Life Management:** Reuse, recycling and disposal pathways once products are no longer in use

This lifecycle perspective helps Razer prioritise design improvements that deliver the greatest environmental benefit, particularly in areas such as durability and recyclability. On the customer side, Razer strives to deliver clear and convenient options for responsible product return and recycling. Used Razer products can be returned for free recycling at participating RazerStores. To improve accessibility for customers without access to a physical store, Razer also provides alternative recycling solutions through third-party partners, enabling responsible disposal at no cost to the consumer.

Global Product Recycling

enabled through RazerStores in 2025

Returned products from RazerStore collection points are sent to recyclers, where eligible plastics are converted into post-consumer recycled (PCR) resins.

RazerStores as Touchpoints

Razer has established RazerStores as key access points for responsible product return and recycling. Through collaboration with distributors, retailers and directly operated stores, the Company set out to enable global recycling coverage for its products by 2025. This objective has now been met, providing customers with accessible and consistent recycling options across multiple markets.

Returned products collected through these channels are handled through approved recycling pathways. Partner organizations ensure that materials are processed by certified electronic waste recyclers that meet recognized standards for responsible treatment, recovery and reuse.

Beyond collection, Razer’s recycling programme supports material recovery and reuse. Products returned at RazerStore collection points are consolidated and transferred to appointed recyclers, where eligible plastic components are processed into post-consumer recycled (PCR) plastic resins.

These resins are then reintroduced into the manufacturing cycle for use in new products, supporting circular material flows and reducing reliance on virgin plastics.

To encourage participation, Razer offers a recycling incentive at participating RazerStores, providing customers with a voucher of up to US\$10 for each item returned for recycling. This approach is intended to remove practical barriers to responsible disposal while reinforcing shared responsibility between the Company and its customer community.

Product Durability and Reliability

In the gaming sector, where performance demands are high and usage is intensive, durability and repairability play a critical role in limiting waste and resource consumption. Razer’s approach focuses on practical design choices and structured recovery pathways that enable products to remain in use for longer and be managed responsibly when they reach end of life.

Designing Products for Long-Term Performance	In the gaming hardware sector, extending product lifespan is one of the most effective ways to reduce environmental impact.
	Razer conducts structured durability and stress testing on core peripherals to ensure products can withstand intensive daily gaming use.
Supporting Maintenance	Razer provides customers with access to technical documentation, guided troubleshooting tools and direct customer support channels.
	Where repair is required, the Company works with authorised regional service partners to support customers.
Replaceable Components and Product Upkeep	Where technically feasible, Razer designs products to allow replacement of commonly worn or damaged components.
	Customers can purchase official replacement components directly from Razer.
Repairability Considerations in Product Design	Repairability is considered during the design phase to reduce servicing complexity and waste.
	Razer's product design uses the five criteria in France’s Repairability Index, aligning itself with global standards.
Materials Recovery	Razer continues to evaluate the use of robust materials, including metals, to improve product longevity.
	Used Razer devices returned at RazerStores are channelled to certified recyclers.

Performance Evaluation and Quality Checks

The Company’s commitment to a sustainable supply chain is reflected in the expectations it sets for its suppliers. Annual audits and site visits are conducted through both internal and external mechanisms across across Razer’s entire value chain to ensure that high-quality and ethical standards are consistently upheld beyond initial onboarding. Razer remains committed to ensuring that all contract manufacturers and partners adhere to globally recognized industry standards, as validated by established certification bodies. To that end, Razer enforces compliance with a comprehensive set of certifications, including ISO 9001 (quality management), ISO 14001 (environmental management), ISO 45001 (occupational health and safety), IECQ QC 080000 (hazardous substance control), SMETA (ethical trade audit), and RBA audits (responsible business conduct).

Regular and proactive communication is maintained through monthly quality reviews and biannual business evaluations, which assess both supplier performance and product quality.

Supply Chain Integrity

Razer recognizes the importance of responsible procurement and the effective management of resources and raw materials, with particular focus on hazardous substances and conflict minerals. All suppliers are required to comply with the relevant safety, health, and quality standards applicable in their regions of operation, including the Restriction of Hazardous Substances (RoHS2) Directive and the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation. For products distributed in Europe and the United States, all components used in manufacturing conform to regulations governing RoHS2, REACH, and Waste Electrical and Electronic Equipment (WEEE). In addition, raw materials and packaging are sourced from reputable suppliers certified under ISO 9001 and ISO 14001, ensuring adherence to high standards of quality and environmental sustainability.

Conflict minerals are often linked to armed conflicts and human rights violations in the regions where they are extracted. Razer recognizes the importance of responsible sourcing, ensuring that any minerals obtained from conflict-affected and high-risk areas uphold human rights, safeguard both human and environmental health, and avoid unethical labour practices. The Company’s Sustainability Workgroup is in the process of developing a comprehensive, organization-wide policy to guide its approach to conflict mineral sourcing. This policy sets clear expectations for the supply chain, promotes ethical procurement practices, and prevents the sourcing of materials that may directly or indirectly contribute to conflict.

0 Cases
of Razer products sold or
shipped in FY2025 were
recalled for health and
safety reasons.

The Group is not aware of any material complaints or non-compliance relating to regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship of the economic, environmental, and social impacts of our products, that resulted in a fine, penalty or warning.

Case Study: Empower the Supply Chain

Razer's Supplier Enablement Programme

A Company's sustainability ambitions can only travel as far as its supply chain will carry them. For Razer, this is not an abstract principle — it is a strategic imperative. Supply chain is an integral part of Razer's ecosystem and is key to materialising most of its sustainability targets. That understanding gave rise to one of Razer's most impactful initiatives: the Supplier Enablement Programme.

Building Capability Where It Matters Most

Small and medium enterprises form the backbone of Razer's value chain, yet they face a familiar and persistent set of challenges on sustainability — notably, the lack of resources, confusion over requirements, long waiting times for government grants, and the absence of immediate commercial outcomes to convince them to act. Left unaddressed, these obstacles create blind spots in supply chain emissions data and leave suppliers exposed to rising regulatory and procurement demands.

To close this gap, Razer launched its Supplier Enablement Programme in partnership with ESGpedia, Asia's leading ESG data and technology platform. Through the SGTech Sustainability Guided Programme (SGTech SGP) — of which ESGpedia is an official Solution Provider Partner — suppliers across diverse sectors, including Electronics & Engineering, Masonry Studios, and Ngai Chin Construction, were guided step-by-step through establishing their baseline emissions, building their ESG metrics, and publishing their first Sustainability Report. For many, this marked a fundamental milestone: a gateway to sustainable financing, greener procurement pipelines, and long-term business resilience.

Outcomes That Go Beyond Compliance

The results have been tangible and broad. Leveraging ESGpedia's digital solutions in sustainability reporting, carbon accounting, and dashboard analytics, Razer strengthened its supply chain emissions visibility, enhanced green procurement practices, and improved data aggregation across its entire value chain — all on a single central platform. Crucially, SMEs who completed the programme reported a greater ability to qualify for tenders and became self-motivated to pursue sustainability beyond compliance — a sign that genuine capability, not just documentation, is being built.

This also positions Razer at the forefront of an evolving regulatory landscape. The Singapore Green Plan 2030 mandates green procurement for the ICT sector from 2024, while the International Telecommunication Union has set a target for the industry to reduce greenhouse gas emissions by 45% by 2030. As Razer's Global Sustainability Lead noted: "Supplier Enablement is a key tenet in our strategy, which keeps us at the forefront of regulations and international reporting standards."

Recognition and the Road Ahead

These efforts were formally recognized when Razer was awarded the inaugural SGTech Sustainability Impact Award 2025, underscoring its role as a benchmark for the ICT industry in driving measurable supply chain impact.

Looking ahead, Razer intends to expand the programme's reach — continuing to bring suppliers onto its digital sustainability platform, surfacing ESG-related challenges across the value chain, and accelerating a collective green transition in line with the #GoGreenWithRazer agenda.

EMPOWERING PEOPLE AND COMMUNITIES

In This Section

GOVERNANCE AND MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS
DRIVING DIVERSITY ACROSS RAZER | SUPPORTING LEARNING AND DEVELOPMENT
HUMAN RIGHTS | EMPLOYEE ENGAGEMENT AND WELL-BEING
HEALTH AND SAFETY | CREATING VALUE FOR THE COMMUNITY
WORKERS IN THE VALUE CHAIN | RESPONSIBLE VALUE CHAIN PARTNERS
CONSUMER AND END USERS



Governance and Management of Material Sustainability Matters

Material Impacts, Risks and Opportunities (IRO)

Identified IRO	Impact on Value Chain			
	Impact/Risk/ Opportunity	Upstream	Own Operations	Downstream
Own Workforce				
Improved worker well-being from secure employment	Impact		✓	
Negative impact on employee health from overwork	Impact		✓	
Enhanced well-being through fair and adequate wages	Impact		✓	
Increased employee trust and job satisfaction from social dialogue	Impact		✓	
Positive employee morale from freedom of association	Impact		✓	
Improved working conditions through collective bargaining	Impact		✓	
Reduced health and safety risks in office workplaces	Impact		✓	
Reduction of gender disparities in tech employment	Impact		✓	
Positive skill and career growth for employees from training access	Impact		✓	
Greater workplace participation for people with disabilities	Impact		✓	
Expanded opportunities for underrepresented groups via diverse hiring	Impact		✓	
Risk of child labour exposure	Impact	✓	✓	
Risk of forced labor in electronics and raw material supply chains	Impact	✓	✓	
Operational risk from workforce attrition and unstable employment practices	Risk		✓	

Identified IRO	Impact on Value Chain			
	Impact/Risk/ Opportunity	Upstream	Own Operations	Downstream
Own Workforce				
Productivity loss and legal risk from excessive working hours	Impact		✓	
Talent retention risk from uncompetitive or inequitable pay structures	Impact		✓	
Workforce disruption risk from lack of effective social dialogue	Impact		✓	
Legal and reputational risk from mishandled freedom of association	Impact		✓	✓
Labor cost volatility from collective bargaining outcomes	Impact		✓	✓
Productivity and liability risk from poor workplace health and safety	Impact	✓	✓	
Reputational and legal risk from potential internal child labour violations	Impact	✓	✓	✓
Legal and brand risk from internal forced labour policy failures	Impact		✓	✓
Talent attraction and brand value gains from gender-equitable workplace culture	Opportunity		✓	
Operational agility and innovation gains from workforce upskilling	Opportunity		✓	
Broadened talent access from inclusive hiring of people with disabilities	Opportunity		✓	
Enhanced innovation and brand value through workforce diversity and equity	Opportunity		✓	

Governance and Management of Material Sustainability Matters

Material Impacts, Risks and Opportunities (IRO)

Identified IRO	Impact on Value Chain			
	Impact/Risk/ Opportunity	Upstream	Own Operations	Downstream
Workers in the value chain				
Worker harm from unsafe practices at supplier manufacturing sites	Impact	✓		
Improved supplier outcomes through gender equity and fair pay	Impact	✓		
Risk of child labour exposure in sourcing and supplier operations	Impact	✓		✓
Risk of forced labour in electronics and raw material supply chains	Impact	✓		✓
Consumer and employee harm from supply chain data breaches	Impact	✓	✓	
Legal and reputational risk from unsafe working conditions in supply chain	Risk	✓	✓	
Reputational risk from supplier workforce discrimination	Risk	✓		
Legal and reputational risk from child labour in mineral sourcing or manufacturing	Risk	✓		
Market exclusion and brand damage from forced labour exposure	Risk	✓	✓	
Governance risk from worker data management	Risk	✓		✓

Material Negative Impacts:

A Razer governs workforce related matters through a structured set of internal policies that promote ethical conduct, employee safety, respect for human rights, and employee wellbeing. These policies set clear expectations and governance mechanisms to support responsible workplace practices and apply across the entire workforce, including permanent employees and temporary staff, ensuring a safe and inclusive working environment across all global locations. Implementation of these policies is monitored through established grievance mechanisms, internal audits, and ongoing workforce engagement, with remediation measures (including prompt investigation and corrective actions) undertaken to address any identified human rights-related issues.

Material Positive Impacts:

Razer has generated positive impacts through extensive employee engagement, empowerment initiatives, and capability-building programs. These include sustainability-related training and volunteering opportunities that allow employees to contribute to environmental and community causes. Positive workforce impact in 2025 centered on global engagement programmes – International Women’s Day, World Environment Day, and Razer Gives Back – and external outreach to students and early-career talent on careers and sustainability.

Transition-Related Impacts:

The transition toward a climate-neutral economy (Net Zero 2030) presents both risks and opportunities. Potential negative impacts include skill gaps or the need for role restructuring as operations shift. Positive impacts include the creation of new sustainability-centric roles and upskilling in circular economy principles and Life Cycle Assessment (LCA) methodologies.

Razer governs its workforce-related impacts through a structured and integrated approach anchored in a suite of core policies, including its Code of Ethics and Professional Conduct, a Human Rights Policy aligned with international standards, and an Occupational Safety and Health (OSH) Policy. These are complemented by targeted wellbeing and wellness programmes designed to support both the physical and mental health of employees. Workforce-related risks are systematically identified and managed through the Company’s broader risk management processes, alongside dedicated feedback mechanisms that enable continuous employee input. Employees are encouraged to raise concerns through Human Resources, with all cases addressed through established grievance and remediation processes to ensure that any identified adverse impacts are appropriately resolved. Oversight of these efforts rests with the Board of Directors, which holds ultimate responsibility for ESG strategy and performance, while the Sustainability Workgroup drives execution by formulating workplans and monitoring material workforce-related issues.

Governance and Management of Material Sustainability Matters

Aligning Razer’s Targets with Impacts

Razer’s Workforce and Workers in Value Chain

Razer has not yet established formal targets specific to its own workforce. Nevertheless, the Company maintains high operational standards and places strong emphasis on ethical practices, fair treatment, and safe working conditions across its business activities. Razer continues to uphold responsible labour practices through its governance frameworks and is currently evaluating the development of defined targets to further strengthen its commitment across its operations and supply chain. employees to report any such incidents to Human Resources. Non-compliance with the Code may result in disciplinary action, reinforcing Razer’s zero-tolerance approach to unethical behaviour.

Governance and Management of Material Sustainability Matters

Governing Actions Through Policies

A Razer governs workforce related matters through a structured set of internal policies that promote ethical conduct, employee safety, respect for human rights, and employee wellbeing. These policies set clear expectations and governance mechanisms to support responsible workplace practices and apply across the entire workforce, including permanent employees and temporary staff, ensuring a safe and inclusive working environment across all global locations. Implementation of these policies is monitored through established grievance mechanisms, internal audits, and ongoing workforce engagement, with remediation measures (including prompt investigation and corrective actions) undertaken to address any identified human rights-related issues.

Policies governing Workforce

Code of Ethics and Professional Conduct	Razer’s Code of Ethics and Professional Conduct sets out the Company’s standards for maintaining a respectful, inclusive, and safe working environment. The Code establishes Razer as an equal opportunity employer and provides for reasonable accommodations for employees, including individuals with disabilities, victims of domestic violence, sexual assault or stalking, and those with differing religious beliefs. It strictly prohibits discrimination, harassment, and workplace bullying, and outlines reporting channels through Human Resources. Non-compliance may result in disciplinary action, reflecting Razer’s zero-tolerance approach to unethical behaviour.
Occupational Safety and Health Policy	Razer’s Occupational Safety and Health Policy reinforces the Company’s commitment to providing a safe and healthy workplace for all employees. The policy aligns with internationally recognized occupational safety and health standards and adopts a proactive approach to risk management and workplace wellbeing. Razer regularly reviews and enhances its OSH management system, supported by ongoing engagement with employees and relevant stakeholders, to promote shared responsibility and continuous improvement.
Human Rights Policy	Razer’s Human Rights Policy affirms its commitment to upholding and promoting human rights in accordance with international standards and frameworks such as the UNGPs, ILO, and OECD Guidelines, including those established by the United Nations and other relevant governing bodies. The policy outlines expectations for respectful, fair, and ethical conduct across the organization and within Razer’s business relationships.
Employee Wellbeing and Wellness	Razer supports employee wellbeing through workplace health and wellness initiatives aimed at improving physical, mental, and emotional health. These programmes provide employees with access to a range of activities and resources designed to support overall wellbeing and quality of life.

Governance and Management of Material Sustainability Matters

Anticipated Financial Effects from Workforce-related Impacts, Risks and Opportunities

Razer utilizes a formal Double Materiality Assessment (DMA) to systematically identify and prioritize workforce-related risks. During FY2025, Razer did not report any severe or systemic human rights violations within its own workforce. Potential negative impacts, such as overwork-related wellbeing, workplace health and safety (OHS), and fair treatment, are integrated into the Company’s risk identification and broader risk management processes. Employees are encouraged to raise concerns via Human Resources under the Code of Ethics and Professional Conduct, with cases handled through established internal processes to ensure remediation.

In addition to risk mitigation, Razer recognizes and promotes positive workforce impacts through employee engagement, empowerment, and capability-building initiatives. These include employee participation in sustainability-related engagement activities, training programmes, and Company-supported volunteering and donation-matching initiatives. Such initiatives enable employees to contribute directly to environmental and community causes across Razer’s global operations, supporting workforce engagement while strengthening the Company’s long-term social value creation.

Workforce Resilience

supporting employee wellbeing, engagement and responsible workplace practices

Utilizing a formal Double Materiality Assessment to capture wellbeing and fair treatment factors, Razer systematically integrates workforce dynamics into its core risk management. This framework pairs strict corporate ethics with Company-supported volunteering and donation-matching to drive social value across global operations.

Driving Diversity Across Razer

Razer recognizes the value created by diverse perspectives and experiences within its globally distributed workforce. The Company’s diversity, equity and inclusion (DEI) practices are designed to attract, develop and retain talent from a broad range of backgrounds, while remaining sensitive to local contexts and aligned with global organizational priorities.

The Company maintains a zero tolerance approach toward discrimination, racism and harassment, as set out in its Code of Ethics and Professional Conduct. All employees are treated with dignity and respect, regardless of race, gender, religion, nationality, disability or other personal characteristics. This commitment is supported through mandatory staff training, fair recruitment practices based strictly on qualifications and experience, and physical workplace adjustments to accommodate employees with disabilities. The same principles extend across Razer’s value chain, where suppliers and business partners are expected to uphold equivalent standards of impartiality and inclusion. Employees are encouraged to raise concerns through established reporting and grievance mechanisms, with all reports handled confidentially and addressed with due seriousness. During the last financial year, the effectiveness of these measures is reflected in zero formal complaints related to discrimination or unfair treatment, no fines, legal penalties, or monetary compensation paid in relation to discrimination or harassment cases, and no severe human rights issues identified within the organization’s workforce. Additionally, there were no fines, penalties, or compensation associated with such human rights issues, reinforcing a safe workplace culture grounded in safety, respect, accountability, and inclusivity.

0 Complaints
relating to discrimination

During the reporting period, Razer received zero reports or complaints of discrimination

Driving Diversity Across Razer

Board Diversity

Since 2019, Razer has adopted a Board Diversity Policy to ensure a well-rounded and effective leadership team. The Policy outlines key criteria for Board appointments, including age, experience, qualifications, skill and cultural background.

After the Company delisted in 2022, the Nomination Committee no longer convenes but the spirit of the Policy remains. Each shareholder nominated to ensure that each appointment contributes meaningfully to the Board’s overall effectiveness and supports the Company’s strategy, governance and growth. Board members are selected based on their individual merits and how well their strengths complement the collective capabilities of the Board.

Table: Percentage of Members of the Governance Body by Independence, Gender, Age Group, Skills, and Experience

Board Diversity by Independence	Number of board directors	Percentage of board directors
Independent, non-executive	0	0
Executive	2	25
Non-executive	6	75
Total	8	100
Board Diversity by Gender	Number of board directors	Percentage of board directors
Male	7	87.5
Female	1	12.5
Total	8	100
Board Diversity by Age Group	Number of board directors	Percentage of board directors
Under 30 years old	1	12.5
30-50 years old	2	25
Over 50 years old	5	62.5
Total	8	100
Board Diversity by Skills and Experience	Number of board directors	Percentage of board directors
Investment	3	37.5
Accounting and Finance	1	12.5
Operations and Management	4	50
Total	8	100

The Board recognizes the value of gender diversity in enhancing decision-making and overall effectiveness. As part of its ongoing commitment to board diversity, Razer actively considers female candidates when identifying potential Board members. Since 2022, Razer has appointed a female director with the requisite expertise, experience, and qualifications to serve on the Company’s Board.

Driving Diversity Across Razer

Employee Diversity

Razer considers a diverse and inclusive workforce to be integral to its growth, innovation capacity and ability to engage effectively with the global gaming community it serves. The Company recognizes that a range of backgrounds, perspectives and lived experiences contributes to stronger ideas, improved problem-solving and more resilient outcomes. Accordingly, Razer remains committed to promoting a working environment in which diversity is valued and inclusivity is actively supported.

The Company’s approach to diversity, equity and inclusion begins with fair and transparent recruitment practices. Employment opportunities are communicated through a variety of channels, including the corporate website, social media platforms and gaming-related communities, to support broad and inclusive outreach. Candidates are evaluated based on qualifications, experience and potential, without discrimination on the basis of age, gender, ethnicity, religion or background. Recruitment processes are conducted in accordance with applicable local and international labour requirements across all jurisdictions of operation.

To promote a respectful and inclusive workplace culture, training is provided to project leads and people managers on topics such as managing multicultural teams, recognizing unconscious bias and preventing discriminatory behaviour. These measures are intended to support safe, respectful and inclusive day-to-day working practices across the organization.

Razer uses a Human Resource Information System to monitor and analyze workforce demographic data, diversity indicators and employee competencies. This system supports workforce planning, helps identify opportunities for improvement and contributes to the promotion of fair and equitable employment practices. It also plays a role in advancing pay equity by informing the development of salary ranges and enabling performance-based assessments of individual contributions.

Diversity-related indicators and internal objectives have been established to improve accountability and monitor progress over time. Insights derived from this data support targeted initiatives aimed at attracting, retaining and developing a diverse talent pool, taking into account the different operational and cultural contexts in which Razer operates.

Inclusive Culture

embedding non-discriminatory recruitment pipelines and multicultural training across global operations

Razer drives innovation by sourcing diverse talent through broad gaming-community outreach and evaluating candidates strictly on merit. Supported by mandatory unconscious-bias and team management training for leadership, this holistic framework transforms diversity metrics into a respectful, highly collaborative workplace culture.

Driving Diversity Across Razer

Employee Diversity

Table: Percentage of Individuals by Employee Category, Gender and Age Group

	Gender	Number of employees	Percentage of employees per employee category (%)
Senior Management ¹¹	Male	46	68.66
	Female	21	31.34
	ND ¹⁰	0	0
	Total	67	100
Middle Management	Male	210	67.52
	Female	101	32.48
	ND ¹⁰	0	0
	Total	311	100
General Staff	Male	676	64.63
	Female	370	35.37
	ND ¹⁰	0	0
	Total	1,046	100
Overall Total Number of Employees			1,424
Average Number of Employees Across All Three Categories			474.7

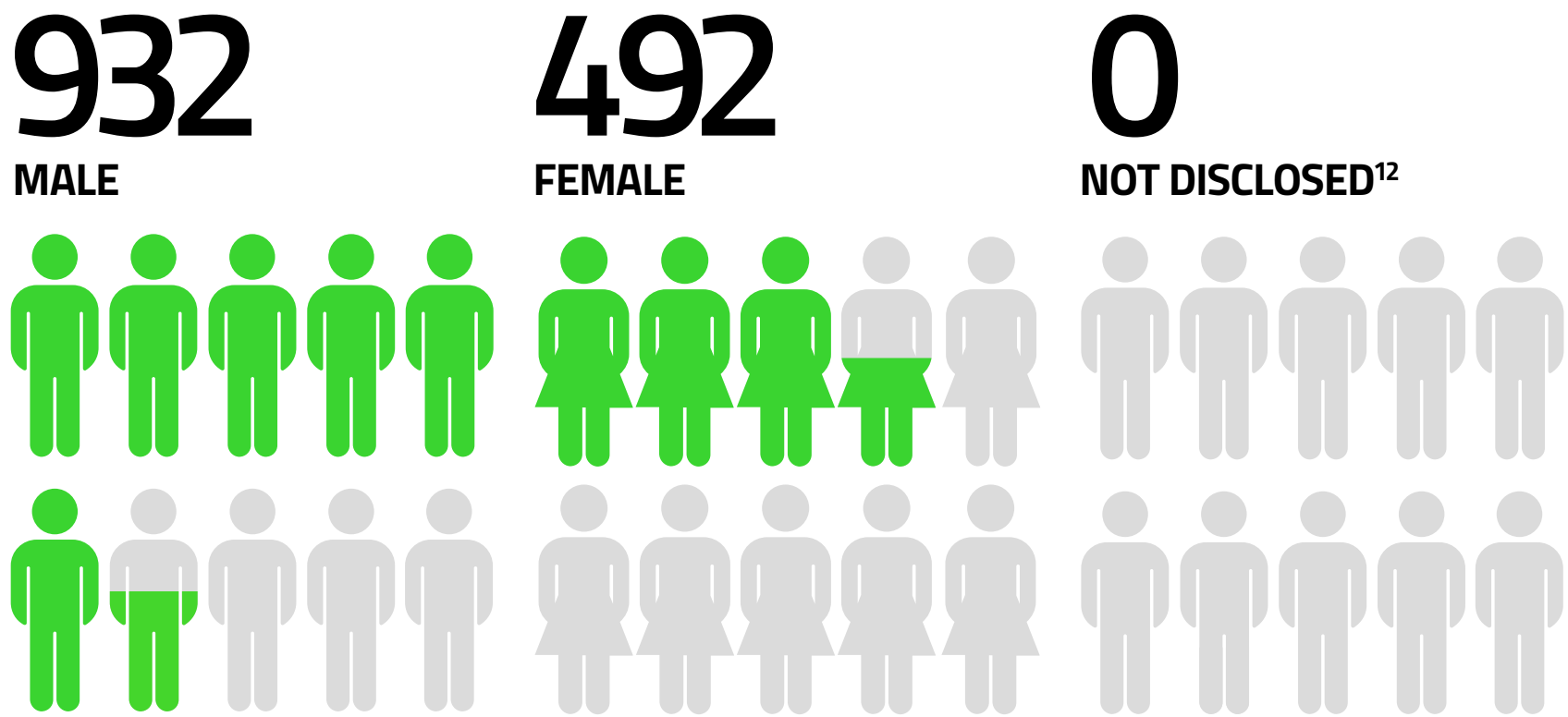
	Age Group	Number of employees	Percentage of employees per employee category (%)
Senior Management ¹¹	Under 30 years old	0	0
	30-50 years old	33	49.25
	Over 50 years old	34	50.75
	ND ¹⁰	0	0
	Total	67	100
Middle Management	Under 30 years old	4	1.29
	30-50 years old	267	85.85
	Over 50 years old	40	12.86
	ND ¹⁰	0	1.81
	Total	311	100
General Staff	Under 30 years old	266	25.43
	30-50 years old	713	68.16
	Over 50 years old	66	6.31
	ND ¹⁰	1	0.1
	Total	1,046	100
Overall Total		1,424	100

¹⁰ ND represents non-determined data points which are not available for reporting
¹¹ Top management is defined as senior management which include senior director and above.

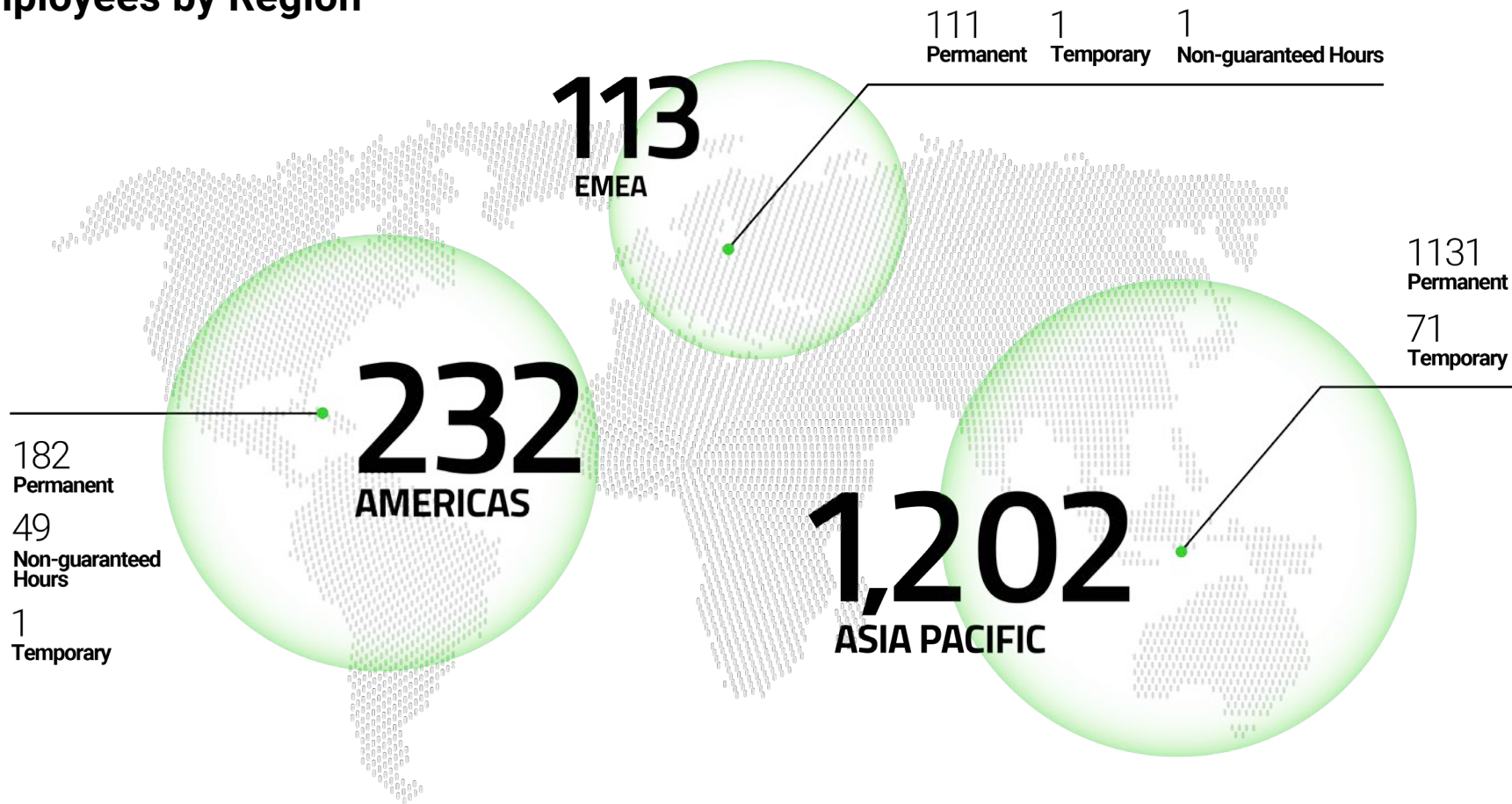
Driving Diversity Across Razer

1,424
Total number
of employees¹³

Employees by Gender



Employees by Region¹⁴

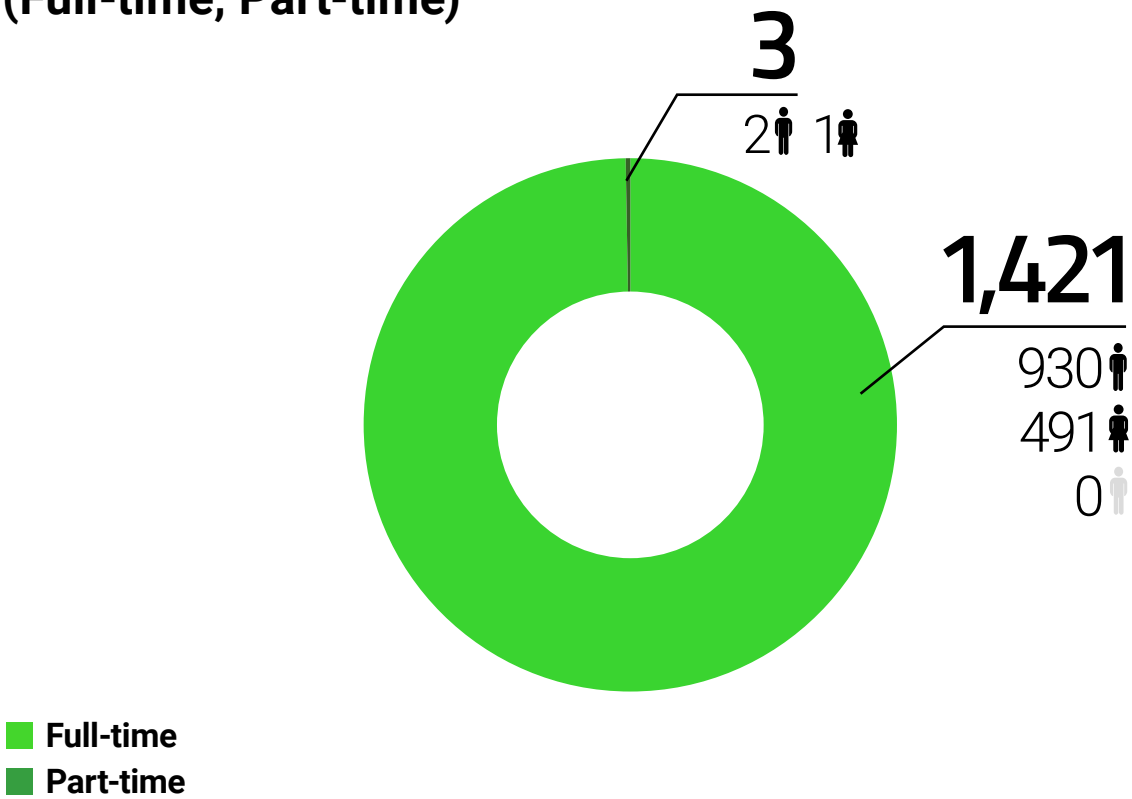


¹² ND represents non-determined data points which are currently not available for reporting.

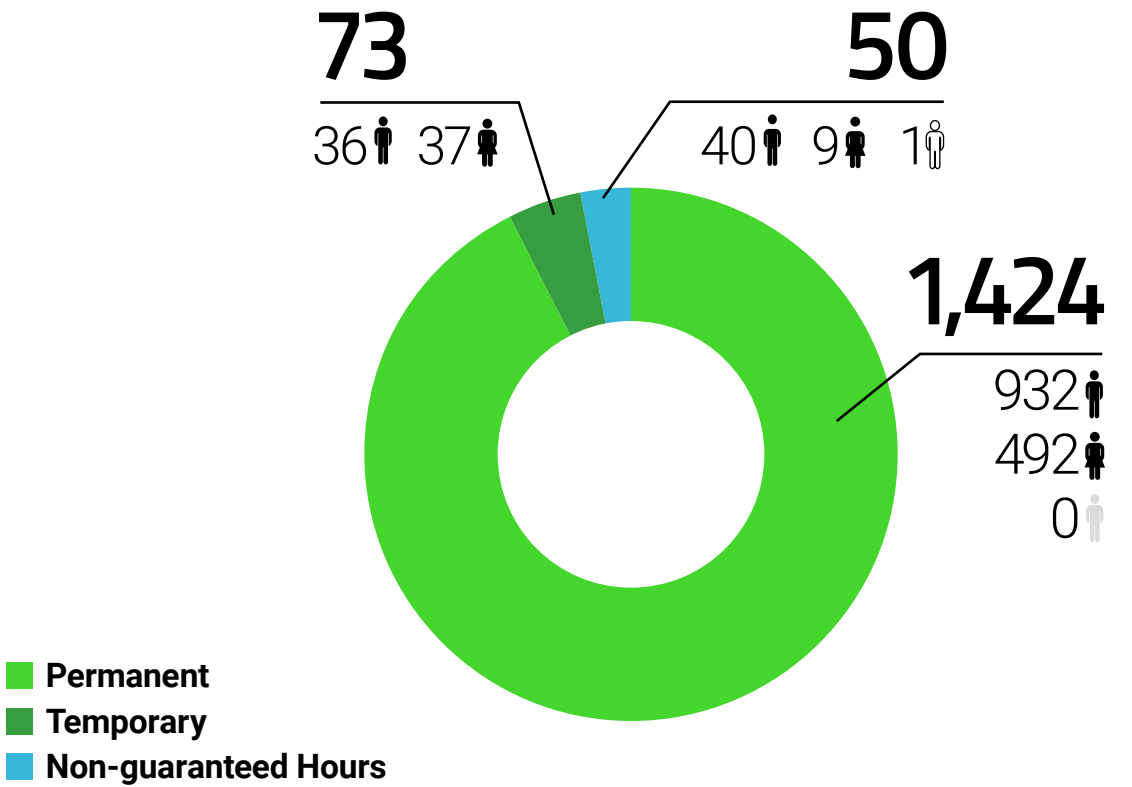
¹³ Employee headcount includes individuals employed under full-time, part-time and permanent contracts. Full-time, part-time, and permanent employees comprise Senior Management, Middle Management, and General Staff levels.

¹⁴ Non-employee headcount includes non-guaranteed staff and temporary contracts. Non-guaranteed staff comprises of contingent worker. Temporary employees include interns.

Employment Type
(Full-time, Part-time)



Employment Contract¹⁴
(Permanent, Temporary & Non-guaranteed Hours)



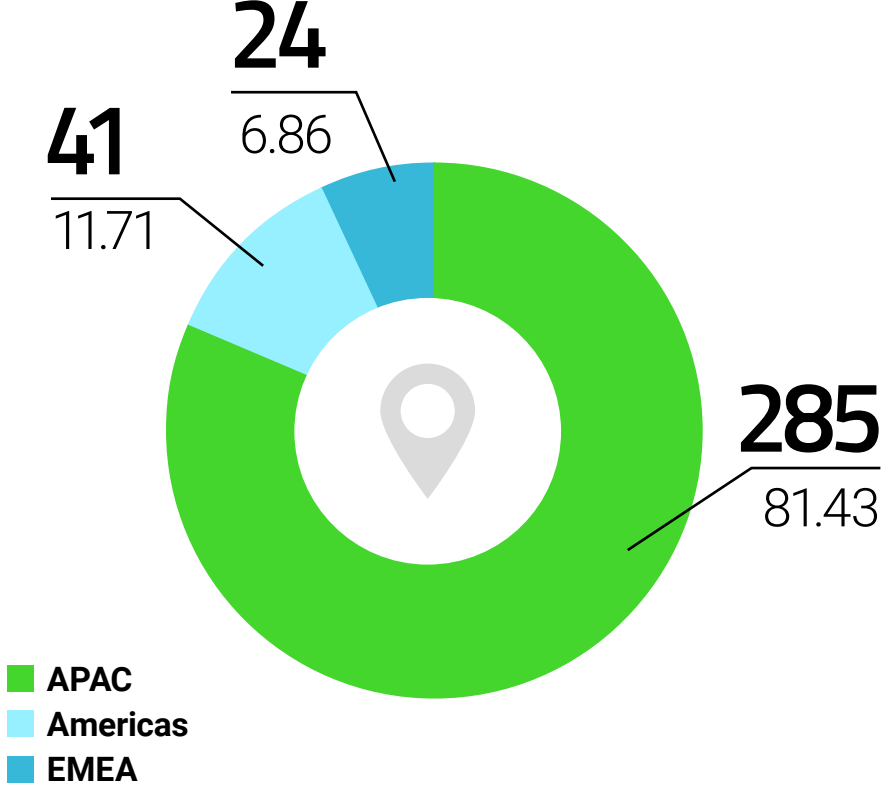
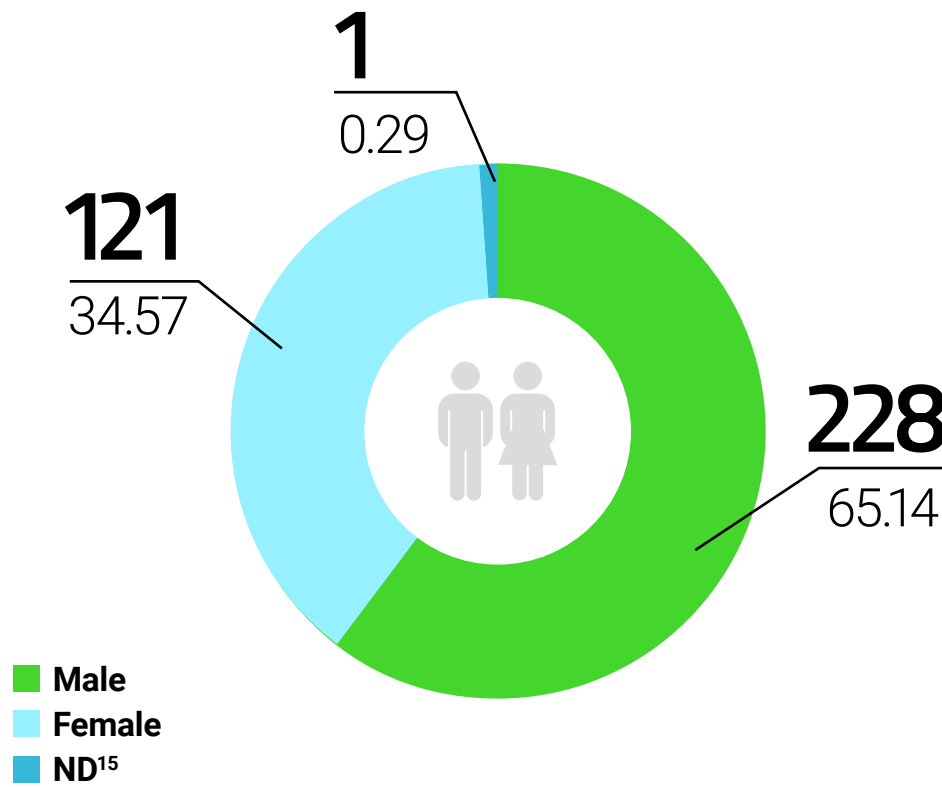
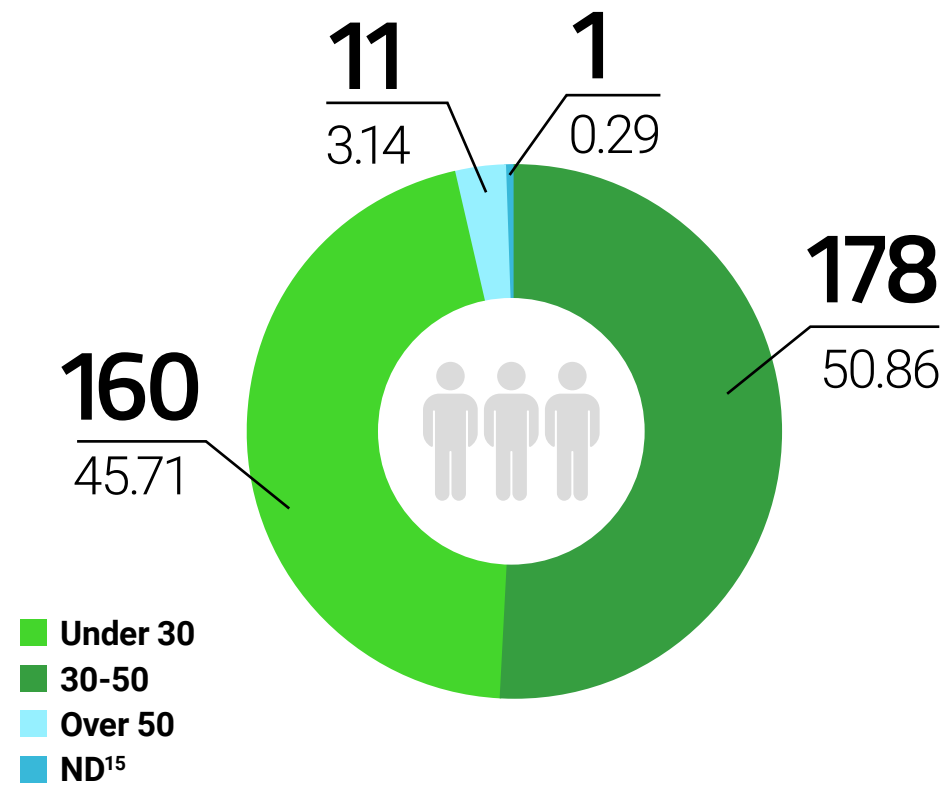
Driving Diversity Across Razer

350

Total new hires

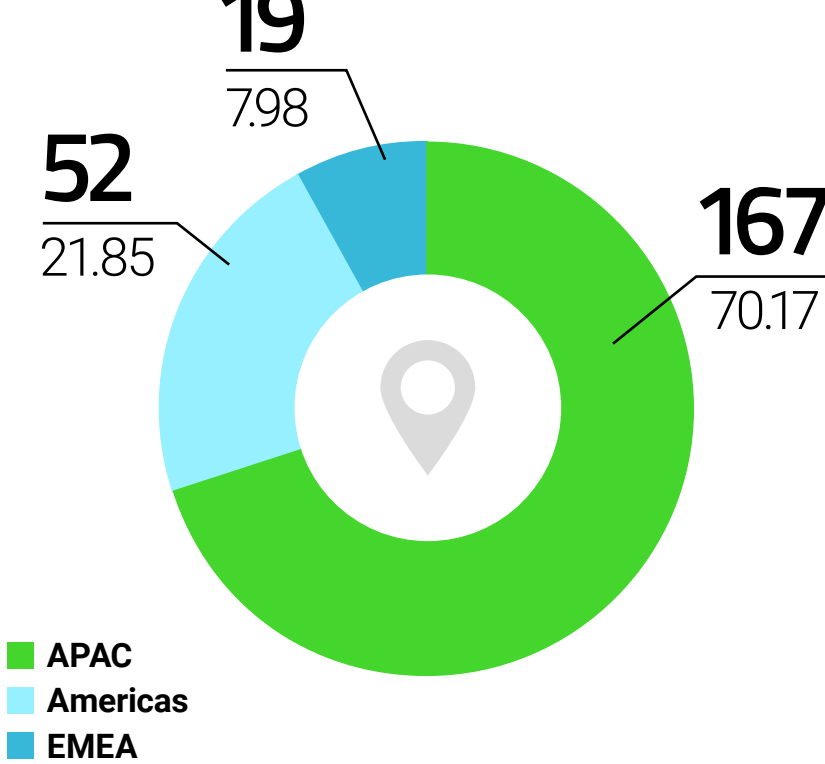
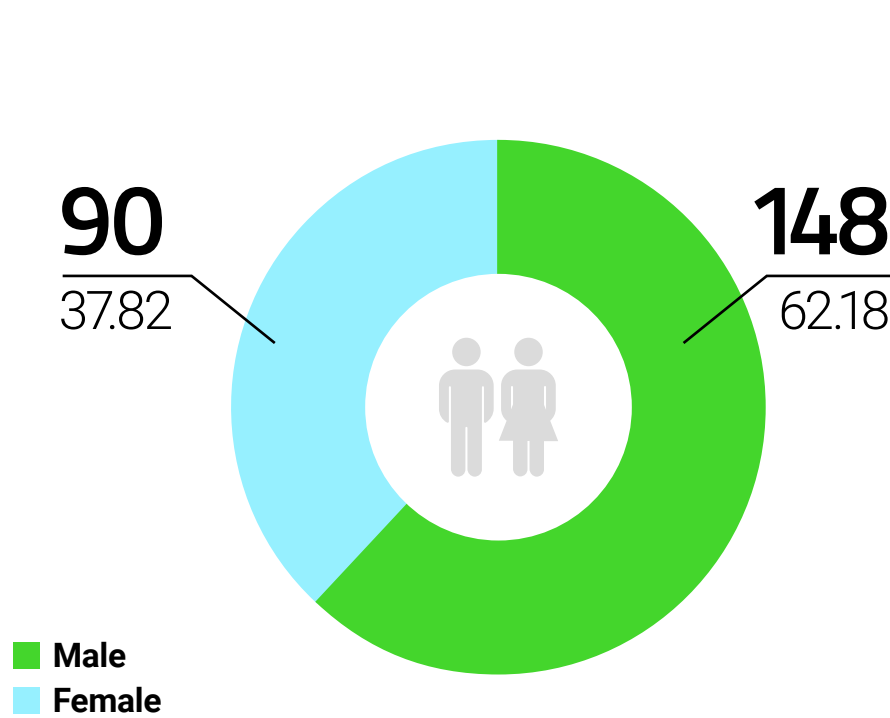
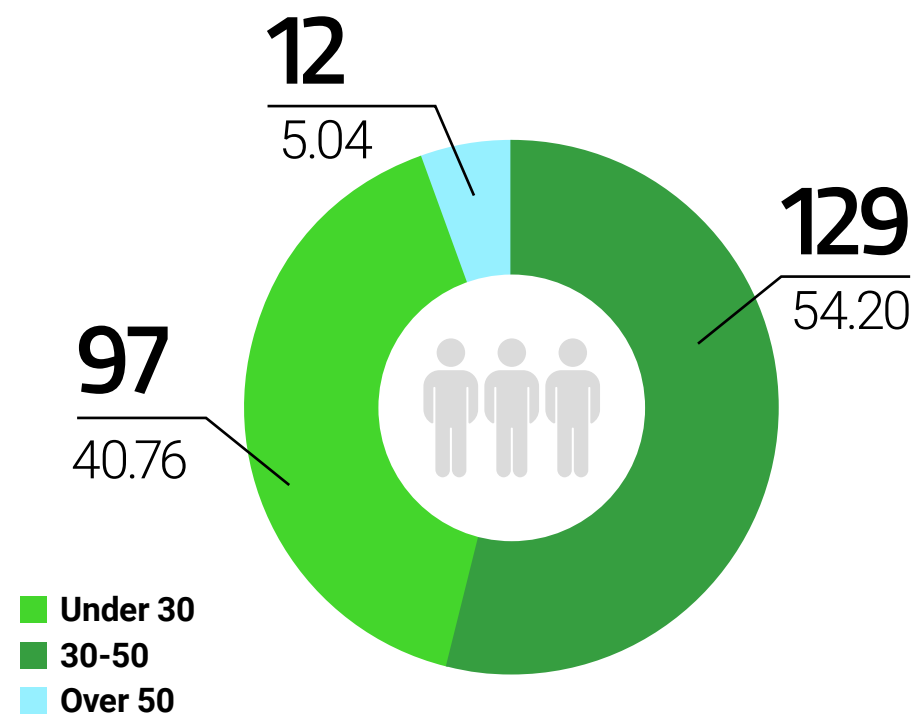
Hiring rate of 24.58

New Hires (By Age Group, Gender and Region)



Annual Employee Attrition Rate: 17.5%

Employee Turnover (By Age Group, Gender and Region)



¹⁵ ND represents non-determined data points which are currently not available for reporting.

Driving Diversity Across Razer

Advancing Gender Inclusion Through External Partnerships

Razer supports the promotion of gender inclusion within the technology sector through its continued engagement with SG Women in Tech (SGWiT) and participation in the SGTech SGWiT Corporate Pledge Initiative, of which the Company has been a signatory since 2021. This engagement reflects Razer’s ongoing commitment to contributing to a more inclusive technology ecosystem by supporting efforts to attract, develop and retain women in technical and leadership roles.

- In FY2025, the Company continued to extend this commitment across its global offices and undertook actions aimed at broadening access to opportunities for women in technology. These include:
- Ensure that a minimum of one interviewable candidate for positions across senior role vacancies (i.e. director and above) and fresh graduate/internship opportunities is female
 - Conduct anti-bias training for all hiring managers
 - Execute regular women-only school outreach programmes (secondary and tertiary level)
 - Conduct school outreach programmes for secondary and tertiary students
 - Showcase success stories of Women at Razer through internal communication channels and social amplification programmes
 - Facilitate networking opportunities for and with phenomenal women across the tech industry

Parental Leave

Razer recognizes the importance of maintaining a healthy work–life balance and supports employees through the provision of parental leave benefits. These provisions are designed to help employees manage family responsibilities alongside their professional commitments, particularly during key life stages such as childbirth and early childcare. By offering parental leave in accordance with local regulations and Company policies, Razer aims to promote employee wellbeing, inclusivity, and long-term workforce engagement.

Fair Compensation & Pay Equity

Razer remains committed to promoting pay transparency and equitable compensation practices across its workforce. In FY2025, the Company reported a gender pay gap of 20.40%, reflecting ongoing efforts to assess and address disparities through its broader diversity, equity and inclusion initiatives. In addition, the Company’s total remuneration ratio stood at 10, calculated as the ratio of the highest-paid individual’s annual salary to the average employee annual salary (excluding the CEO), both measured in USD. This methodology enables a consistent view of pay distribution across the organization while excluding executive-level outliers, supporting Razer’s focus on fostering fairness and accountability in its compensation practices.

Supporting Women in Tech Since 2021

through SGWiT & SGTech Corporate Pledge

Table: Breakdown of employees who are entitled to and taken parental leave, as well as those who have returned to work, by gender

Gender	Were entitled to paternity/ maternity leave in the reporting period	Employees that were entitled to paternity/ maternity leave in the reporting period (%)	Took paternity/ maternity leave during the reporting period	Employees that took paternity/ maternity leave (%)	Employees that returned to work (in the reporting period) after parental leave ended	Employees that returned to work after parental leave ended that were still employed 12 months after their return to work
Male	917	64	128	14	128	126
Female	491	34	57	12	57	57
ND ¹⁶	0	0	0	0	0	0
Total	1408	98	185	26	185	183

¹⁶ ND represents non-determined data points which are currently not available for reporting.

Supporting Learning and Development

Razer views learning and skills development as an ongoing process and seeks to ensure that all employees have access to opportunities for professional growth, regardless of age, role or level of experience. By promoting a culture of continuous learning, the Company aims to support workforce capability, sustain employee motivation and strengthen long-term organizational readiness.

Since its launch in 2018, Razer Academy, the Company’s internal learning platform, has served as a central resource for employee development. The platform provides a broad range of learning opportunities, including technical training, functional skill development and soft-skill programmes covering areas such as communication, leadership and personal effectiveness. Employees are encouraged to take an active role in their own development by engaging with learning resources aligned with their individual aspirations and career pathways.

Table: Training Hours by Gender

	Male	Female	Total
Number of Staff Trained	1,156	612	1,768
Total number of Hours of Staff Training	13,753	7,102.5	20,855.5
Average Hours of Training	11.90	11.61	

Table: Training Hours by Employment Category

	Senior Management	Middle Management	General Staff	Total
Number of Staff Trained	64	322	1,382	1,768
Total number of Hours of Staff Training	465.5	3,565	16824	20,855.5
Average Hours of Training	7.29	11.07	12.17	

20,855.5 Hours
of training recorded
in FY2025

Training programmes are developed at a global level and are informed by business requirements, emerging industry trends and employee feedback. Initiatives such as SkillTree focus on strengthening core competencies across different functions and stages of career progression. For people managers, targeted learning pathways have been established, including programmes such as People Manager 101, Talent Acquisition 101, Talent Development 101 and Total Rewards 101. These initiatives are designed to enhance leadership capability, support consistent people management practices and ensure alignment with organizational values and global standards.

Human Rights

Razer is committed to respecting and upholding internationally recognized human and workplace rights across all its global operations and value chain. The Company’s expectations are set out in its Code of Ethics and Professional Conduct, which defines standards relating to fair employment practices, dignity and respect in the workplace, and compliance with applicable local labour laws. This is further reinforced by Razer’s Human Rights & Labour Policy, which explicitly prohibits forced, bonded, indentured, trafficked and child labour across its operations and value chain. The Company’s approach is aligned with leading international frameworks, including the United Nations Global Compact, the UN Guiding Principles on Business and Human Rights, International Labour Organization (ILO) conventions, the OECD Guidelines, the Business Social Compliance Initiative (BSCI), and the Responsible Business Alliance (RBA) Code of Conduct.

To operationalise these commitments, Razer implements preventive and remedial measures such as supplier social audits, corrective action plans, employee and supplier training, and confidential grievance channels. The policy is reviewed annually and is overseen at the executive level to ensure accountability and continuous improvement. All new employees formally acknowledge the Code at the point of onboarding, and it remains readily accessible through the Company’s internal systems.

Living Wage and Fair Compensation Practices

Razer has taken steps to strengthen fair compensation practices by initiating the development of a Living Wage Framework in 2023. The framework is intended to support the payment of wages that reflect local living costs across all operating locations. Currently, employees receive wages above the statutory minimum wage requirements in each country of operation, and the framework builds on this baseline by seeking to further align compensation with locally defined living wage benchmarks.

The framework applies to all employees, including those engaged on temporary or fixed-term arrangements. The Company aims to meet or exceed locally defined living wage benchmarks across its workforce by 2030. In parallel, Razer seeks to encourage comparable practices among its suppliers and contractors. This initiative forms part of the Company’s broader approach to promoting fair, decent, and dignified work, both within its direct operations and throughout its value chain.

0 Incidents
of non-compliance relating
to child or forced labour

During the reporting period,
no occurrence of
non compliance was reported

Human Rights

Collective Bargaining

During FY2025, employees covered by a formal collective bargaining agreement or labour union contract were limited to 11 individuals based in Brazil.

For employees and non-employees who are not covered by a union or collective bargaining agreement, pay and employment terms are determined through a combination of internal Company frameworks and external market benchmarks.

Pay setting approach:

- Base pay and benefits are set using the Company’s internal remuneration and HR policies, which define job levels, roles, and pay bands.
- External industry and market salary benchmarks are used to ensure pay remains competitive and aligned with local labour markets.
- All compensation practices comply with local labour laws, including statutory minimum wage, working hours, overtime, and social protection requirements.

Non-employees: Terms for non-employees are defined through commercial contracts, guided by:

- a. Local legal requirements
- b. Market rates for similar roles
- c. Internal procurement and compliance standards

Non-employees are not covered by internal employee collective agreements unless explicitly required by law or contract.

Grievance and Whistleblowing Mechanisms

Razer is committed to maintaining a working environment in which employees feel safe, respected, and able to raise concerns without fear of retaliation. To support this, the Company has established formal and secure grievance mechanisms, including Human Resources channels and an anonymous whistleblowing system under the Whistleblower and Complaint Policy. These mechanisms enable employees and other stakeholders to report potential violations, including misconduct, harassment, or other workplace-related concerns.

The reporting channels are accessible through the Company’s internal platforms and are outlined in the Code of Ethics & Professional Conduct. All concerns raised are assessed and handled by the Human Resources team through established internal processes designed to ensure fairness, confidentiality, and due care. Investigations are conducted independently and objectively, with strict safeguards against retaliation, in accordance with applicable legal requirements to protect whistleblowers and uphold ethical standards.

Razer recognizes that fostering a positive and respectful workplace requires open communication and active listening and remains committed to addressing employee concerns responsibly and appropriately.

Employee Engagement and Well-being

Remuneration, Performance Management and Employee Benefits

Razer recognizes that fair and competitive remuneration, supported by meaningful benefits, is essential to attracting and retaining talent and sustaining employee motivation. Remuneration structures are therefore reviewed on a regular basis against relevant industry benchmarks to help ensure they remain equitable, performance-linked and aligned with market practices.

All full-time employees participate in an annual performance management process. Individual objectives and key performance indicators (KPIs) are established through discussions between employees and their respective managers. Progress against these goals is reviewed during the year, with final performance assessments conducted in the final quarter. Performance evaluations consider not only the achievement of individual targets but also contributions to wider team outcomes and organizational success.

To support fairness and consistency, managerial performance assessments are subject to calibration, which may include peer or departmental review. This process is intended to promote objectivity and balanced outcomes. Performance review results inform decisions related to salary adjustments, promotions and variable remuneration. In 2025, 100% of full-time employees completed a formal performance review process.

In addition to compensation, Razer places emphasis on employee wellbeing and quality of life. Employee benefits include a range of leave entitlements, such as annual, medical, maternity, paternity and parental leave, as well as childcare leave. In Singapore, employees are also eligible for two paid family care days per year, subject to local policy applicability. Workplace facilities are designed to support inclusivity and accessibility and may include nursing rooms, prayer rooms and barrier-free office layouts, depending on location. Medical benefits are available to employees and include health insurance coverage for regular check-ups, outpatient and inpatient treatment, mental health support and access to general and specialist care.

Razer seeks to promote and encourage a working environment where employees feel supported, recognized and respected as a foundation for sustainable performance.

Employee Engagement, Culture and Belonging

Razer recognizes that a strong organizational culture and sense of belonging are critical to collaboration, engagement and long-term success. Across its offices, initiatives are implemented to support employee wellbeing and encourage a shared culture of support and connection.

To facilitate local engagement activities, the Company allocates resources through a dedicated morale fund, which regional managers may use to organise team-building activities, wellness initiatives and other employee engagement efforts.

As part of its #GoGreenWithRazer commitment, Razer continues to promote internal awareness of sustainability topics and encourages employee participation in environmental initiatives. Through ongoing engagement, the Company aims to integrate sustainability considerations into daily work practices and interactions.

Razer strives to provide an environment where employees are encouraged to develop their skills, are recognized for their contributions and feel supported in pursuing both personal and professional aspirations. This employee experience is commonly referred to as #LifeatRazer, reflecting the collective input, ideas and values of the workforce.

Employee Engagement and Well-being

Employee Feedback and Engagement Surveys

Understanding employee perspectives on their work experience, development opportunities and overall wellbeing remains a priority for Razer. Since 2019, the Company has conducted bi-annual employee engagement and pulse surveys to gather feedback, monitor sentiment and identify areas for improvement.

These surveys are designed to go beyond data collection by promoting open dialogue and supporting trust and collaboration between employees and management. Insights derived from survey results inform actions aimed at strengthening workplace practices and employee experience.

In the most recent employee engagement survey conducted in September 2025, Razer recorded a satisfaction score of 72, representing an improvement of one point compared to the prior survey period. Feedback highlighted wellbeing and career development as priority areas for employees.

While encouraged by this progress, Razer recognizes the need for continued improvement. Insights from employee surveys continue to inform people-related priorities and actions in FY2025, with the objective of creating conditions that enable employees to grow, thrive and succeed.

Razer Talkback Survey Edition	Employee Satisfaction Index	Respondents (% of Total Workforce)
September 2025	71	1,139 (80%)
March 2025	72	1,096 (77%)
September 2024	70	1,190 (74%)
March 2024	69	1,219 (79%)
September 2023	70	1,291 (86%)
September 2022	69	1,300 (86%)
September 2021	73	1,231 (85%)
April 2021	74	1,237 (86%)
September 2020	71	1,142 (87%)
April 2020	71	904 (70%)
October 2019	68	1,171 (87%)

In response to the feedback shared through the Razer Talkback Survey, the Company introduced a range of initiatives aimed at enhancing the work environment, supporting employee well-being, encouraging teamwork and strengthening the workplace culture.

Employee Engagement and Well-being

Open Communication and Information Sharing

Razer considers transparent and timely communication to be fundamental to creating a collaborative and inclusive workplace. Accordingly, the Company places strong emphasis on keeping employees informed, connected and engaged across all levels of the organization.

On a quarterly basis, Razer hosts a Global Town Hall at which senior leadership provides updates on business performance, strategic priorities and initiatives relating to employee wellbeing and development. These sessions are livestreamed across all locations, enabling employees to participate regardless of geography. Employees are given opportunities to pose questions and engage directly with leadership, either in real time or through dedicated online question-and-answer channels.

To ensure alignment at the operational level, departments conduct All-Hands meetings following each Global Town Hall. These sessions allow teams to discuss departmental priorities in greater detail, exchange feedback and clarify forthcoming objectives.

Razer also uses its internal social communication platform, Viva Engage, to facilitate ongoing dialogue across regions and functions. The platform supports information sharing, idea generation and recognition of achievements. Dedicated groups such as Dump Processes and Razer ThinkBox provide structured spaces for employees to propose process improvements and contribute ideas related to innovation and ways of working.

In addition, Razer maintains a direct communication channel between employees and the Chief Executive Officer, enabling the sharing of ideas, feedback and perspectives. This channel reiterates the Company’s view that effective leadership relies on active listening and openness.

Through these communication mechanisms, Razer seeks to promote a workplace culture based on trust, collaboration and shared purpose.

Social Protection Benefits for Employees

During the last financial year, Razer provided a range of social protection benefits to support employees in managing income loss arising from major life events, in line with applicable local laws and internal policies. For sickness, all employees are entitled to medical leave and healthcare coverage, ensuring access to necessary medical support. In the event of work-related injury, employees are covered under insurance schemes, with coverage structured in accordance with country-specific requirements. Razer also offers comprehensive family-related leave benefits, including marriage leave for a first legal marriage, compassionate leave in the event of the death of immediate family members, maternity, paternity and parental leave, as well as childcare leave. These benefits reflect the Company’s commitment to employee wellbeing and social security across its global operations.

Health and Safety

The health, safety and wellbeing of employees, business partners and individuals across Razer’s value chain are recognized as core priorities. The Company has implemented occupational health and safety practices across its operations to support both physical safety and mental wellbeing.

Since 2023, Razer’s Singapore headquarter obtained ISO 45001 certification, reflecting alignment with internationally recognized standards for occupational health and safety management systems. These practices are embedded within human resources and employment policies, communicated to employees during onboarding and reinforced through ongoing internal communications, and collectively cover 100% employees under the Company’s official health and safety management system.

Employees are provided with life and health insurance coverage, which includes access to medical screenings, general and specialist healthcare services, and mental health support. At the Singapore headquarters, annual health screenings are organised, while corporate rates for medical check-ups are available throughout the year. To support emergency preparedness, fire drills are conducted regularly across global offices to familiarise employees with relevant safety protocols.

Health and safety expectations extend to Razer’s supply chain. As manufacturing activities are carried out through external partners, suppliers are encouraged to work towards alignment with ISO 45001 standards and to improve consistency in the collection and reporting of occupational safety data as part of broader sustainability efforts. Additional information on supply chain health and safety practices is provided in the section titled ‘Responsible Value Chain Partners’ on page 105-106.

0 Incidents of non-compliance with workplace safety and employee protection laws

The Group is not aware of any non-compliance of laws and regulations relating to providing a safe working environment and protecting employees from occupational hazards during the reporting period that have a significant impact on the Group.

Table: Number and Rate of Work-related Incidents¹⁷

	Employees
Number of injuries	0
Number of fatalities due to work-related injuries	0
Number of high-consequence injuries	0
Injury rate (per million man-hours worked)	0
High-consequence injury rate (per million man-hours worked)	0
Lost Days due to Work-related Injury	0
Man-hours worked	2,795,850.5

¹⁷ Razer currently does not have information on work-related injuries and il-health cases for workers who are not employees. The Company will aim to report on their health and safety data in subsequent sustainability reports.

0 Fatalities and no high-consequence work-related injuries

There were no high-consequence work-related injuries or fatalities also no incidents of work-related ill-health among the employees.

Table: Number and Rate of Work-related Ill-health¹⁷

	Employees
Number of illnesses	0
Illness rate (per million man-hours worked)	0
Man-hours worked	2,795,850.5
Number of cases of recordable work-related ill health detected among former own workforce	0
Number of cases of recordable work-related ill health of non-employees	0
Lost Days due to Work-related Ill Health Incidents	0

0 Injury work-related, recorded in FY2025

There were 0 cases of work-related injuries reported in 2025.

Razer Singapore Certified as Top Employer 2025

Razer Singapore has been officially certified as a Top Employer 2025 by the Top Employers Institute, a globally recognized authority on excellence in people practices. This certification places Razer among a select group of over 2,400 organizations certified across 125 countries and regions in 2025, each recognized for their outstanding commitment to employee development and HR excellence.

What the Certification Means

The Top Employers Institute certification process is rigorous and fact-based. Participating organizations complete a comprehensive HR Best Practices Survey, are assigned a dedicated HR auditor who verifies that survey responses accurately reflect actual conditions provided to employees and are benchmarked against certified peers worldwide. The survey spans six HR domains and 20 topics, including People Strategy, Work Environment, Talent Acquisition, Learning, Diversity and Inclusion, and Wellbeing. Certification is not self-reported - it is independently validated.

Recognition Rooted in People

For Razer, this certification reflects a sustained commitment to building a workplace where employees can grow, contribute meaningfully, and thrive. From how we attract and onboard talent, to how we invest in learning and development, to how we support wellbeing, the Top Employer certification affirms that these commitments are not just stated values but verified practices.

As Top Employers Institute CEO David Plink noted of the 2025 cohort: "Exceptional times bring out the best in people and organizations. This year's Top Employers have showcased this strength, by demonstrating outstanding dedication to their employees."

People as a Pillar of Sustainability

At Razer, we recognize that a sustainable business is built on more than environmental performance. Our people are central to everything we do - and ensuring that Razer is a place where talent is valued, developed, and empowered is as integral to our long-term strategy as our climate and supply chain commitments. The Top Employer 2025 certification is a meaningful marker of that commitment, and one we intend to build on.



Creating Value for the Community

Razer and the Esports Ecosystem

Electronic sports (esports) refers to organised, competitive video gaming, often conducted in a multiplayer environment. The continued expansion of esports has been driven by increased interest in competitive gaming, advances in gaming technology and peripherals, and the wider accessibility of live-streaming and global viewing platforms. Esports communities bring together individuals with a shared interest in gaming and have the potential to support the development of transferable skills such as collaboration, creativity, problem-solving and teamwork. Through shared experiences and competition, esports can create connection and a sense of belonging among players, teams, fans and wider gaming communities.

Since 2005, Razer has been actively involved in the global esports ecosystem, beginning with its early sponsorship of the Cyber Athlete Professional League. Over time, the Company has expanded its support for professional esports by engaging with elite athletes and teams through initiatives such as Team Razer and the development of high-performance gaming peripherals.

Team Razer comprises professional esports athletes and teams that compete in international tournaments across multiple gaming titles. Razer’s engagement in esports includes supporting over 21 professional teams globally, featuring some of the industry’s most accomplished players. To support competitive performance, Razer continues to design and refine gaming peripherals developed in collaboration with professional gamers. Product lines such as the Razer Viper, Razer DeathAdder and Razer BlackShark V2 are informed by direct athlete feedback and real-world competitive use.

Razer also engages actively with the wider gaming community to gather insights that inform product development and enhance user experience, with the objective of empowering players at all levels to compete and perform effectively.



Creating Value for the Community

Supporting Local Communities and Social Contribution

Razer seeks to create shared social and environmental value through community engagement initiatives in regions where it operates. The Company engages with local communities and fan groups through targeted activities that reflect local context while aligning with its broader social responsibility commitments.

Community engagement activities include employee volunteering, corporate philanthropy and partnerships with external organizations. Environmental initiatives are supported through the internal Sustainability Workgroup, which drives the #GoGreenWithRazer programme. These efforts are intended to generate tangible social and environmental outcomes while strengthening relationships with local communities.

Environmental Awareness and Youth Education Initiatives

Children and youth are among the groups most affected by long-term environmental challenges, while also representing a key audience in shaping future sustainability behaviours. Razer seeks to raise awareness on sustainability topics among younger audiences and encourage environmentally responsible habits within the gaming community.

To support this objective, the Company introduced the animated series Sneki Snek and Friends since 2021. The series are designed to communicate sustainability concepts through simplified and accessible storytelling. Each episode addresses environmental themes and promotes actions that viewers can incorporate into daily life, supporting broader awareness of climate-related topics.

#GoGreenWithRazer: Employee-Led Environmental Action

Razer recognizes the role of employees in advancing environmental awareness and collective action. To support this, the Company delivers internal educational sessions aimed at building understanding of sustainability topics and encouraging environmentally responsible behaviours.

In addition to awareness-raising initiatives, employees are encouraged, where permitted under applicable local laws and regulations, to participate in hands-on conservation and community activities. These have included nature walks with seniors, coding games for children, outdoor activities designed to inspire curiosity and enjoyment, and coastal clean-ups.

Workers in the Value Chain

As a global gaming hardware Company, Razer relies on an extensive network of contract manufacturers primarily located across Asia. While these facilities are not owned by Razer, the Company recognizes that responsibility for labour practices and working conditions within its supply chain cannot be outsourced. Increasing requirements, particularly in jurisdictions such as the European Union and the United States, alongside heightened investor and consumer scrutiny, have reinforced Razer’s focus on labour rights and ethical sourcing as central components of its sustainability strategy.

Understanding the Risk Landscape

Razer’s global sourcing footprint spans multiple jurisdictions that present varying levels of labour-related risk. Independent supply chain mapping and risk assessments are used to identify elevated exposure to issues such as child labour, excessive overtime, wage irregularities, and forced labour, with particular attention given to vulnerable worker populations, including migrant workers. These insights inform Razer’s prioritisation of risk mitigation efforts and guide targeted monitoring and remediation activities across the value chain.

Embedding Oversight and Accountability

Razer’s approach to responsible sourcing is supported by a robust corporate governance structure designed to ensure active oversight and accountability.

- **Board of Directors:** The Board provides strategic direction and conducts periodic reviews of supply chain risks and performance. Executive compensation is linked to ESG metrics, reinforcing accountability at the highest level of governance.
- **Executive Oversight:** Senior management is responsible for translating Board-level commitments into operational actions by allocating appropriate resources and personnel. Performance against key risk and compliance indicators is monitored through regular management reporting and dashboards.
- **Dedicated Responsible-Sourcing Team:** A specialised team manages supplier audits, oversees remediation processes, and delivers workforce training programmes. The team also implements capacity-building initiatives and worker-voice mechanisms to ensure that grievances can be raised and addressed effectively.

Through this structured approach, Razer aims to strengthen the integrity of its supply chain, mitigate labour-related risks, and promote ethical standards that support long-term sustainable value creation.

Responsible Value Chain Partners

Razer works closely with global suppliers to support its operational and production requirements. The Company recognizes that a resilient and responsible supply chain is essential to long-term value creation and risk management. Razer therefore prioritises collaboration with ethical and environmentally responsible vendors and suppliers, while integrating sustainability goals into its sourcing and operational practices.

Risk Assessment and Due Diligence

Razer places strong emphasis on risk assessment and due diligence to identify and address potential labour, social, and environmental risks within its supply chain. These include risks related to working hours, forced labour, occupational safety, and environmental compliance. Transparency and traceability of raw materials and production processes are prioritised through documented compliance manuals, internal policies, and independent third-party audits. Suppliers are required to adhere to Razer’s Code of Conduct and relevant international standards.

Supplier Governance and Engagement

To reinforce compliance and drive continuous improvement, Razer conducts regular supplier engagement activities, including periodic audits, evaluations, and site visits. These engagements focus on reviewing compliance status, sharing best practices, and identifying opportunities for improvement. Suppliers are reassessed on an ongoing basis against environmental management and occupational health and safety criteria, including ISO 14001 and ISO 45001 standards.

Supplier Selection and Onboarding

Razer applies a structured supplier selection process to ensure that contract manufacturers and partners meet industry standards and business conduct requirements. A zero-tolerance approach is enforced for forced labour, child labour, and other unethical practices. Prior to onboarding, suppliers undergo due diligence assessments covering service quality, ethical business conduct, financial soundness, and compliance history.

Audit, Monitoring, and Disclosure

Razer’s audit and disclosure processes include structured assessments covering operational practices, working conditions, remuneration, employee benefits, health and safety controls, grievance mechanisms, and environmental management systems. Suppliers are also evaluated on management processes, internal controls, and communication procedures. Through these mechanisms, Razer monitors potential issues related to labour standards, forced labour, waste management, and environmental impacts across its value chain.

Razer requires 100% of its new suppliers to be certified under recognized environmental and health and safety management systems, including ISO 14001 and ISO 45001. Additional supplier questionnaires and ongoing reviews are used to assess sustainability risks and ensure responsible sourcing practices are upheld throughout the supply chain, including among indirect suppliers.

Responsible Value Chain Partners

Razer requires all its suppliers to obtain specific sustainability certifications from internationally recognized certification bodies. The required certifications for new contract manufacturers are outlined in the adjacent table below:

Certification	About the Certification
Compulsory	
ISO 9001 (Quality Management Systems)	Sets out the criteria for a quality management system based on a number of quality management principles, including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement.
ISO 14001 (Environmental Management System)	Specifies the requirements for an environmental management system that an organization can use to enhance its environmental performance.
IECQ QC 080000 (Hazardous Substance Process Management System)	Introduces a cost-effective process approach to provide records of compliance with global hazardous substance control directives and customer-specific requirements.
At least one of the below	
Responsible Business Alliance (RBA) Audit	About the certification text: In-depth evaluations of the social, ethical, OHS and environmental performance of suppliers as measured against the audit criteria. The audit criteria are based on the RBA Code of Conduct.
Sedex Members Ethical Trade Audit (SMETA)	Aims to enable businesses to assess their suppliers, monitor health and safety for workers, and signal zero tolerance of human rights abuses such as child and forced labour.
Social Accountability 8000 (SA8000)	Provides a framework for organizations of all types, in any industry, and in any country to conduct business in a way that is fair and decent for workers and to demonstrate their adherence to the highest social standards.
ISO 45001 (Occupational Health and Safety Management System)	Specifies requirements for an occupational health and safety (OHS) management system, and gives guidance for its use, to enable organizations to provide safe and healthy workplaces by preventing work-related injury and ill health, as well as by proactively improving its OHS performance.
BSCI (Business Social Compliance Initiative)	Provides a system that helps companies to gradually improve working conditions in their supply chain.

Consumers and End Users

Razer’s Consumers

Primary consumer and end-user groups (Gamers and Technology Users).

- Individual consumers (e.g. D2C and B2C retail customers, end-users of digital services such as Razer Gold and Silver, Cortex, Axon, etc).
- Business customers (B2B) that integrate the organization’s products, services or components into their own offerings. (e.g.Lambda Tensorbook, BOXX Technologies - potential partnership)
- Digital users or subscribers, including users of online platforms, software, mobile applications, or data-enabled services.
- Institutional users (e.g. WIT - Wentworth Institute of Technology).

Vulnerable or at-risk groups: Children and young people, particularly where products or services involve digital interfaces, online content, marketing or data processing. Digitally vulnerable users, including those with limited digital literacy or increased exposure to data misuse and fraud.

Policy Governing Customer Advocacy

Customer Privacy Policy: This policy establishes the standards for safeguarding personal information and ensuring data integrity across all digital platforms and services. It is designed to comply with global data protection regulations to mitigate risks related to cybersecurity and unauthorized data access.

Customer Engagement

Razer provides end-to-end support through accessible service channels to address and remedy product-related concerns. The Company maintains a systematic process where consumer complaints are tracked and investigated, with findings used to enhance product quality and user safety protocols.

When they engage:

- Finding issues (support cases, complaints).
- Fixing problems (repairs, replacements, warranties).
- Improving service (feedback and reviews).

How they engage:

- Email, chat, and support systems.
- Repair updates and safety info.
- Customer surveys and feedback.
- Social media and online communities.

Frequency:

- Engagement happens all the time, with feedback reviewed regularly.

Use of perspectives in decision-making:

- Feedback and perspectives gathered through customer support and repair interactions are actively used to:
- Identify actual and potential consumer impacts, including safety risks, service delays, data concerns or recurring repair issues.
- Inform corrective actions, such as case escalation, exception handling, refunds, replacements or process adjustments.
- Improve repair workflows and service standards, call center communication clarity and turnaround times.
- Support root-cause analysis and escalation of systemic issues to BU (Business Unit), quality, supply chain or compliance teams.
- Refine policies, training and guidance for customer support and repair personnel.

Consumers and End Users

Governance and Responsibility

Primary responsibility for consumer engagement sits with the Customer Advocacy - Customer Support and Repair Services functions, which manage day-to-day interactions and data collection.

Cross-functional coordination ensures that insights are shared with business units , quality, supply chain, legal and compliance teams if needed.

Senior operational accountability rests with leadership responsible for global customer experience and service operations, who oversee engagement effectiveness and ensure outcomes inform service strategy, controls and continuous improvement.

Engagement with Vulnerable or Marginalised Consumers

Customer Support and Repair Services actively recognize and address the needs of vulnerable and high-dependency consumers, including those who rely on Razer devices for work, education or accessibility, users affected by extended repair timelines or safety-related issues such as defective batteries, and consumers in regions with limited access to local repair infrastructure. To support these groups, the teams apply time-sensitive escalation pathways, provide clear and simplified communication to reduce barriers to understanding, and offer flexible resolution options where appropriate, in line with applicable local consumer protection laws. Razer has a dedicated VRT (VIP Response Team) handling vulnerable and marginalized customer escalations. Repair services provides expedited shipping options for these types of customers as well.

Effectiveness of Engagement:

The effectiveness of Razer consumer engagement is assessed through:

- Customer satisfaction and feedback metrics NPS and CSAT, including post-case surveys and qualitative comments.
- Operational indicators, such as ABR (abandon rate), email/chat TAT SLA and repair/replacement turnaround times.
- Internal reviews and performance monitoring, enabling identification of improvement opportunities.
- Annual/Quarterly business reviews with partners.

Consumers and End Users

Assessment of Consumer and Environmental Impacts

Razer’s consumer support, warranty, and repair services play a critical role in shaping customer experience and trust and therefore have the potential to create both positive and negative impacts on consumers and the environment. Potential adverse impacts include product safety risks associated with the handling and shipment of defective components, such as bloated or damaged batteries, where improper procedures could create safety hazards. Risks also extend to data protection and privacy due to the processing of customer personal data and device information during support and repair workflows. In addition, unclear or inconsistently communicated information on repair eligibility, warranty coverage (including Razercare), pricing, or timelines may result in unfair or misleading outcomes, financial harm from unexpected costs, and negative effects on consumer wellbeing such as frustration or stress, particularly where devices are critical for work, education, or gaming. Ineffective repair guidance may also lead to indirect environmental impacts, including unnecessary device replacement rather than repair. Conversely, effective support and repair services contribute positively by improving consumer safety, convenience, and quality of life; enabling easier access to essential products,

services, and information; empowering consumers through improved understanding and control; and supporting environmental outcomes through repair, sustainable design choices, and initiatives such as #GoGreenWithRazer.

These impacts are identified and assessed through a combination of consumer engagement, operational feedback, and compliance-based reviews. Consumer inputs are central to the assessment process and are gathered from customer support cases, repair interactions, product testing outcomes, customer satisfaction surveys, complaints data, and ongoing engagement with Razer’s user communities, including social media channels. This information is used to identify recurring issues, assess the severity and likelihood of impacts, and evaluate alignment with customer expectations and applicable consumer rights frameworks. Assessments are anchored in compliance with relevant laws and standards, including country-specific requirements related to product safety and hazardous materials handling, consumer protection and fair commercial practices, data protection and privacy, accessibility, and broader human rights obligations.

Note: Razer’s understanding of consumer and end-user impacts evolves continuously. During the reporting period, changes may include: Identification of new and emerging risks, including those linked to increased digitalisation of support channels, use of automated tools, and data-driven service processes affecting customer interactions and repair decisions. Improved data collection and monitoring, enabling more granular analysis of repair timelines, repeat contacts, escalation drivers and consumer outcomes.

Consumers and End Users

Actions and Measures to Address Environmental and Social Impacts

Razer has undertaken a range of strategic actions to manage and mitigate its environmental and social impacts, while strengthening consumer trust, product safety, and sustainability performance across its operations. Central to these efforts is the Design-for-Sustainability programme, which integrates environmental responsibility into product development by improving durability, repairability, and circularity. Consumers are able to purchase spare parts to extend product life and reduce electronic waste, while recycled materials are increasingly incorporated across key PC peripherals such as mice, keyboards, and headsets. Razer also advances sustainable packaging practices by using FSC-certified paper, soy-based inks, and minimalist designs to eliminate single-use plastics. In parallel, the Restorify platform enables consumers to understand the carbon footprint of their purchases and select traceable carbon offsets at checkout, supporting more informed and lower-impact consumption. These actions are complemented by robust digital responsibility practices, including a comprehensive Customer Privacy Policy aligned with global data protection standards, and community education initiatives such as the “Sneki Snek” mascot and animated series, which promote sustainability awareness among younger audiences and the wider fan community.

Collectively, these initiatives are intended to reduce consumer risks, such as those associated with hazardous components like batteries, improve repair reliability and timeliness, lower complaint volumes and repeat contacts through clearer communication, and enhance overall customer trust and satisfaction in line with consumer protection expectations. Environmental outcomes are reinforced by prioritising repair over replacement, thereby reducing waste and lifecycle impacts. Effectiveness is monitored through a combination of independent third-party certifications, such as UL 2809 ECOLOGO and Environmental Product Declarations, which validate product sustainability claims through scientific testing and audits, as well as ongoing consumer feedback gathered via live chat, social media, and community forums. Technical insights are escalated to engineering teams to inform continuous product and safety improvements. Progress is tracked through defined KPIs embedded within corporate incentives and a Balanced Scorecard, aligned with the #GoGreenWithRazer 10-year roadmap, while governance oversight is provided by the Sustainability Workgroup, which monitors material ESG issues and proposes improvements to the Board of Directors, ensuring continuous adjustment and improvement of Razer’s sustainability actions and outcomes.

Consumers and End Users

Addressing and Mitigating Material Consumer Impacts

Razer’s Customer Support and Repair Services adopt a structured, risk-based approach to identify, prioritise, and address material negative impacts affecting consumers and end-users. Potential impacts and risks are identified through continuous analysis of customer support cases, complaints, and escalations alongside operational risk assessments covering repair processes, data handling practices, and the performance of third-party repair and service partners. These insights are complemented by consumer feedback and satisfaction data to surface recurring pain points or emerging risks, internal reviews and incident reporting to capture lessons learned from past service disruptions or safety events, and close alignment with regulatory requirements and local consumer protection laws across jurisdictions.

To address identified impacts, Customer Support and Repair Services focus on strengthening safety and repair controls, implementing clearer and more consistent support workflows, and ensuring transparent communication with consumers regarding repair processes, costs, warranties, and timelines. This approach is reinforced through active engagement with suppliers and authorised service partners to uphold service quality and safety standards, as well as the provision of appropriate remedies including repairs,

replacements, refunds, or goodwill measures. Risks are mitigated proactively through preventive controls and standard operating procedures, supported by early-warning indicators such as repeat contacts, repair delays, and safety-related complaints. Ongoing monitoring of support, repair, and logistics data, combined with defined escalation mechanisms for high-risk or systemic issues, enables timely intervention before material harm occurs.

These actions are enabled by dedicated Customer Support and Repair Services teams responsible for case handling, escalation, and remediation, supported by the use of Oracle Service Cloud (OSvC) to track complaints, repairs, safety issues, and outcomes, and by targeted training to equip support agents including the VIP Response Team (VRT) to manage complex, safety-critical, or high-dependency cases. Governance and oversight are led by the Customer Support and Repair Services functions, with cross-functional coordination across product, quality, supply chain, legal, and compliance teams, and senior management oversight to review performance trends, emerging risks, and material issues. Razer applies a continuous improvement mindset by reviewing outcomes of escalated cases, updating processes and training in response to recurring issues or

regulatory changes, and refining prioritisation and escalation criteria based on consumer feedback and monitoring results, thereby strengthening its ability to prevent and mitigate future impacts.

Potential Supply Disruption Risks Arising from Trade and Tariff Measures

The Company assessed the potential impact of external trade and tariff measures on its repair and replacement operations, particularly in relation to laptop parts and replacement units supplied to end-users in North America. During March–April 2025, tariff-related supply chain disruptions between the USA and certain countries posed a risk of delayed repairs or replacements, reduced availability of specific imported components, and potential financial inconvenience to consumers arising from extended device downtime or the need for alternative arrangements. There was also a risk of customer dissatisfaction and reduced trust, especially among business users and individuals relying on laptops for work, education, or other essential activities. While no material adverse impacts ultimately materialised, the potential severity was assessed as moderate in terms of service delivery, consumer experience, and operational reliability, despite the absence of physical harm. Razer implemented mitigation

measures to manage tariff exposure, including adjustments to parts and product shipment forecasting and extensive documentation reviews like country-of-smelt declarations and aluminium extrusion worksheets. The impact was limited in scale and classified as minor, but it affected a meaningful number of end-users in the US, US territories, and Canada requiring time-sensitive laptop repairs or replacements during the period. Given the volatility of global trade policies, the likelihood of similar disruptions recurring was considered plausible, and the assessment took into account service-level commitments and consumer protection expectations as key regulatory and contractual considerations.

Consumers and End Users

Improving Customer Experience

The positive impact stems from targeted improvements to Razer’s repair, replacement, and customer service processes, supported by enhanced systems and cross-functional coordination to strengthen the overall customer support experience. These initiatives have resulted in faster end-to-end turnaround times (TAT) for repairs, replacements, and warranty cases, along with clearer and more proactive communication on repair status, delays, and orders through enhancements to Oracle Service Cloud (OSvC). As a result, customer trust and satisfaction have improved, as reflected in customer feedback and social media engagement. The outcomes include more reliable and timely support when issues arise, reduced stress for users who depend on their devices for work, education, or gaming, improved transparency around repair options, warranties, and service timelines, and stronger financial protection for customers through appropriate fixes, replacements, or refunds. This positive impact extends across Razer’s global operations in North America, Europe, Asia-Pacific, and China, benefiting key customer groups such as gamers, professionals, students, and those requiring technical assistance or repairs. The impact has been achieved through hands-on management to streamline the customer journey, remove operational bottlenecks, and align product, support, and sustainability objectives

across teams, and is monitored using customer satisfaction metrics such as CSAT and NPS, alongside operational indicators including repair and replacement TAT and repeat return merchandise authorisations (RMAs).

Consumer Grievance Redressal and Remedy Mechanisms

Razer has established structured, accessible, and transparent mechanisms to enable consumers to raise concerns and seek remedies for product-related issues across its global operations. The Company provides end-to-end support through multiple service channels, ensuring that consumer complaints, safety concerns, and service requests are systematically captured, assessed, and resolved. Complaints and concerns are logged through customer support and repair case management systems like call centers, chat and email support, NARVAR, and Oracle Service Cloud (OSvC). These systems serve as the primary platforms for registration, tracking, and investigation. During the last financial year, Razer recorded 12,624 escalated consumer and end-user complaints, reflecting cases that required heightened review due to their complexity, urgency, or potential impact. Defined escalation pathways allow high-impact, safety-critical, or time-sensitive cases to be reviewed by the VIP

Response Team (VRT) or escalated to higher operational and management levels, with cross-functional involvement from product, quality, legal, information security, or business unit teams where required. Remedies such as repairs, replacements, refunds, or goodwill measures are applied in line with warranty terms, local consumer protection laws, and internal escalation guidelines, supported by dedicated safety handling procedures for issues such as defective or bloated batteries, including guidance to certified e-waste recyclers via Razer’s support platforms.

These remedy mechanisms are available to all Razer consumers and end-users worldwide, including vulnerable or high-dependency users, and can also be accessed through Razer Stores, authorised resellers, and repair partners. Access to customer support services is provided free of charge, with consumer data handled confidentially in accordance with applicable data protection requirements such as GDPR. Consumers can raise concerns through multiple digital channels, including online portals, email, and chat, complemented by local service partners and language support where available. Barriers to access are mitigated through multilingual support, simplified communication, and prioritised handling of safety- or urgency-driven cases. Awareness of

these mechanisms is ensured through the Razer Customer Support page, product documentation, warranty information, repair communications, CRM-based case updates, and clearly defined terms and conditions available on Razer.com.

Once a complaint is received, it is assessed based on severity, safety considerations, warranty status, and regulatory obligations, with defined timelines for response and resolution and enhanced prioritisation for safety-critical matters. Consumers are kept informed throughout the process and receive clear explanations of outcomes, remedies, and next steps, including representation where legal proceedings are required. Effectiveness is monitored through ongoing tracking of complaints and outcomes along with trend analysis, resolution timelines, and customer satisfaction metrics, enabling continuous improvements to processes, communication, safety controls, and staff training. Governance and oversight of complaint handling rest primarily with Customer Support and Repair Operations teams, supported by relevant internal functions and senior leadership to ensure regulatory compliance, operational effectiveness, and the protection of consumer interests.

APPENDIX

GRI Content Index

STATEMENT OF USE

Razer has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025

GRI 1 USED

GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation	Page Number
GRI 2: General Disclosures 2021	2-1	Organizational details	About Razer			04-07
	2-2	Entities included in the organization’s sustainability reporting	About the Report			02
	2-3	Reporting period, frequency and contact point	About the Report			02
	2-4	Restatements of information	About the Report			02
	2-5	External assurance	Embedding Sustainability Into Razer’s Core Strategy > Rzer's ESG Strategy > ESG Governance			30-31
	2-6	Activities, value chain and other business relationships	About Razer			04-07
			Designing for Sustainability > Razer’s Product and Service Portfolio			64-66
	2-7	Employees	Empowering People and Communities > Driving Diversity Across Razer			87-93
	2-8	Workers who are not employees	Empowering People and Communities > Driving Diversity Across Razer			87-93
	2-9	Governance structure and composition	Embedding Sustainability Into Razer’s Core Strategy > Razer's ESG Strategy > ESG Governance			30-31
	2-10	Nomination and selection of the highest governance body	Embedding Sustainability Into Razer’s Core Strategy > Razer's ESG Strategy > ESG Governance			30-31
	2-11	Chair of the highest governance body	Embedding Sustainability Into Razer’s Core Strategy > Razer's ESG Strategy > ESG Governance			30-31
	2-12	Role of the highest governance body in overseeing the management of impacts	Embedding Sustainability Into Razer’s Core Strategy > Razer's ESG Strategy > ESG Governance			30-31

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GRI Standard	Disclosure		Location	Requirement(s) Omitted	Reason	Explanation	Page Number
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	Embedding Sustainability Into Razer’s Core Strategy > Razer's ESG Strategy > ESG Governance				30-31
	2-14	Role of the highest governance body in sustainability reporting	Embedding Sustainability Into Razer’s Core Strategy > Razer's ESG Strategy > ESG Governance				30-31
	2-15	Conflicts of interest	Razer’s Vision and Strategic Direction > Razer’s Governance Framework				13-18
	2-16	Communication of critical concerns	Razer’s Vision and Strategic Direction > Razer’s Governance Framework				13-18
	2-17	Collective knowledge of the highest governance body	Embedding Sustainability Into Razer’s Core Strategy > Board's ESG Competency				32
	2-18	Evaluation of the performance of the highest governance body	Embedding Sustainability Into Razer’s Core Strategy > ESG Governance				31
	2-19	Remuneration policies	Empowering People and Communities > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits				97
	2-20	Process to determine remuneration	Empowering People and Communities > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits				97
	2-21	Annual total compensation ratio		a.b.c	Confidentiality Constraints		-
	2-22	Statement on sustainable development strategy	Chairman's Foreword				9
	2-23	Policy commitments	Governing Actions through Policies				43, 63, 85, 107
	2-24	Embedding policy commitments	Governing Actions through Policies				43, 63, 85, 107
	2-25	Processes to remediate negative impacts	Empowering People and Communities > Human Rights > Grievance and Whistle-blowing Mechanism				96

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GRI Standard		Disclosure	Location	Requirement(s) Omitted	Reason	Explanation	Page Number
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Razer's Vision and Strategic Direction > Razer's Governance Framework				13-18
	2-27	Compliance with laws and regulations	Razer's Vision and Strategic Direction > Regulatory Compliance				16
	2-28	Membership associations	Member of UN Global Compact Member of UNEP Playing for the Planet Member of Institute of Business Ethics Member of SGTECH				-
	2-29	Approach to stakeholder engagement	Embedding Sustainability Into Razer's Core Strategy > Razer's Stakeholder Engagement				33
	2-30	Collective bargaining agreements	Empowering People and Communities > OCollective Bargaining				96
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Razer's Strategic Foresight and Risk Mitigation > Double Materiality Assessment				24-28
	3-2	List of material topics	Razer's Strategic Foresight and Risk Mitigation > Double Materiality Assessment				24-28
	3-3	Management of material topics	Impact Risks and Opportunities Covered Under the Sections: > Embedding Sustainability Into Razer's Core Strategy > Climate Adaption > Designing for Sustainability > Empowering People and Communities				29-112
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Climate Adaption > Climate Risk Assessment > Climate Risk Assessment				44-51
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Razer's Vision and Strategic Direction > Razer's Governance Framework				13-18
	205-2	Communication and training about anti-corruption policies and procedures	Razer's Vision and Strategic Direction > Razer's Governance Framework				15, 18
	205-3	Confirmed incidents of corruption and actions taken	Razer's Vision and Strategic Direction > Razer's Governance Framework				15

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GRI Standard	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation	Page Number
GRI 301: Materials 2016	301-2	Recycled input materials used	Designing for Sustainability > Governance and Management of Material Sustainability Matters > Aligning Razer’s Targets With Impacts			62
	301-3	Reclaimed products and their packaging materials	Designing for Sustainability > Responsible Packaging			75
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Climate Adaptation > Energy and Emission Management > Energy Management			52
	302-2	Energy consumption outside of the organization	Climate Adaptation > Energy and Emission Management > Energy Management			52
	302-3	Energy intensity	Climate Adaptation > Energy and Emission Management > Energy Management			52
	302-4	Reduction of energy consumption	Climate Adaptation > Energy and Emission Management > Energy Management			52
	302-5	Reductions in energy requirements of products and services	Climate Adaptation > Energy and Emission Management > Energy Management			52
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	Climate Adaptation > Water Management			55
	303-5	Water consumption	Climate Adaptation > Water Management			55

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GRI Standard	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation	Page Number
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Adaptation > Energy and Emission Management > GHG Emissions Management			53-54
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Adaptation > Energy and Emission Management > GHG Emissions Management			53-54
	305-3	Other indirect (Scope 3) GHG emissions	Climate Adaptation > Energy and Emission Management > GHG Emissions Management			53-54
	305-4	GHG emissions intensity	Climate Adaptation > Energy and Emission Management > GHG Emissions Management			53-54
	305-5	Reduction of GHG emissions	Climate Adaptation > Energy and Emission Management > GHG Emissions Management			53-54
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Climate Adaptation > Waste Management			57
	306-3	Waste generated	Climate Adaptation > Waste Management > Hazardous Waste Management > Non-Hazardous Waste Management			57-58
GRI 306: Waste 2020	306-5	Waste directed to disposal	Climate Adaptation > Waste Management > Hazardous Waste Management > Non-Hazardous Waste Management			57-58
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Empowering People and Communities > Responsible Value Chain Partners			105-106
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Empowering People and Communities > Driving Diversity Across Razer > Employee Diversity			89-90

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GRI Standard	Disclosure		Location	Requirement(s) Omitted	Reason	Explanation	Page Number
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Empowering People and Communities > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits				97
	401-3	Parental leave	Empowering People and Communities > Driving Diversity Across Razer > Employee Diversity				89-90
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Empowering People and Communities > Health and Safety				100
	403-3	Occupational health services	Empowering People and Communities > Health and Safety				100
	403-5	Worker training on occupational health and safety	Empowering People and Communities > Health and Safety				100
	403-6	Promotion of worker health	Empowering People and Communities > Health and Safety				100
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Empowering People and Communities > Health and Safety				100
	403-9	Work-related injuries	Empowering People and Communities > Health and Safety				100
	403-10	Work-related ill health	Empowering People and Communities > Health and Safety				100
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Empowering People and Communities > Supporting Learning and Development				94
	404-2	Programs for upgrading employee skills and transition assistance programs	Empowering People and Communities > Supporting Learning and Development				94
	404-3	Percentage of employees receiving regular performance and career development reviews	Empowering People and Communities > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits				97
GRI 405: Diversity an Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Empowering People and Communities > Driving Diversity Across Razer > Board Diversity				88
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Empowering People and Communities > Driving Diversity Across Razer				87-93

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GRI Standard	Disclosure	Location	Requirement(s) Omitted	Reason	Explanation	Page Number
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Empowering People and Communities	> Human Rights		95-96
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Empowering People and Communities	> Human Rights		95-96
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Empowering People and Communities	> Human Rights		95-96
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Empowering People and Communities	> Creating Value for the Community		102-103
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Empowering People and Communities	> Responsible Value Chain Partners		105-106
GRI 415: Public Policy 2016	415-1	Political contributions	Razer's Vision and Strategic Direction	> Razer's Governance Framework > Anti-corruption and Business Integrity		15
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Designing for Sustainability	> Supply Chain Integrity		79
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	Designing for Sustainability	> Supply Chain Integrity		79
	417-3	Incidents of non-compliance concerning marketing communications	Designing for Sustainability	> Supply Chain Integrity		79
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Razer's Vision and Strategic Direction	> Razer's Data Privacy and Security Practices		20

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General Information / Name Chapter	Relevant DR	Information Content	Location	Page Number
GENERAL DISCLOSURES				
Basis for preparation	BP-1	General basis for preparation of sustainability statements	About The Report	02
	BP-2	Disclosures in relation to specific circumstances	Climate Adaption > Data Sensitivity and Limitations	59
Governance	GOV-1	The role of the administrative, management and supervisory bodies	About The Report > Endorsement and Approval	02
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	About The Report	02
	GOV-3	Integration of sustainability-related performance in incentive scheme	Empowering People and Communities > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits	97
	GOV-4	Statement on due diligence	Embedding Sustainability Into Razer's Core Strategy	29-38
			Razer's Vision and Strategic Direction > Razer's Governance Framework	13-19
			Climate Adaption > Governing Through Policies	41
			Empowering People and Communities > Responsible Value Chain Partners	105-107
	GOV-5	Risk management and internal controls over sustainability reporting	About Razer > Razer's Value Chain	07
			About The Report > Endorsement and Approval	02
Strategy	SBM-1	Strategy, business model and value chain	About the Report > Organizational Boundary	02
	SBM-2	Interests and views of stakeholders	About the Report > Organizational Boundary	02
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Razer's Strategic Foresight and Risk Mitigation > Double Materiality Assessment	24-28
Impacts, risks and opportunities management	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Razer's Strategic Foresight and Risk Mitigation > Double Materiality Assessment	24-28
	IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	ESRS Content Index	121-128

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General Information / Name Chapter	Relevant DR	Information Content	Location	Page Number
ENVIRONMENT CLIMATE CHANGE				
Strategy, business model and stakeholder interest	ESRS 2 IRO- 1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Razer's Strategic Foresight and Risk Mitigation > Double Materiality Assessment > Evaluation of IROs	26-28
			Climate Adaption > Climate Risk Assessment	44-49
	ESRS 2 SMB-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Climate Adaption > Material Impacts, Risks and Opportunities (IROs)	40
Transition Plan	E1-1	Transition plan for climate change mitigation	Embedding Sustainability Into Razer's Core Strategy > Climate Transition Plan	34-37
Impacts, risks and opportunities management (Policies & Processes)	E1-2	Policies related to climate change mitigation and adaptation	Climate Adaption > Governing Actions Through Policies	43
	ESRS 2 GOV 3	Integration of sustainability-related performance in incentive scheme	Employee Engagement and Well-being > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits	97
Actions	E1-3	Actions and resources in relation to climate change policies	Climate Adaption > Climate Risk Assessment	44
Metrics and targets	E1-4	Targets related to climate change mitigation and adaptation	Climate Adaption > Aligning Razer's Targets With Impacts	41-42
	E1-5	Energy consumption mix	Climate Adaption > Energy and Emission Management > Energy Management	52
	E1-6	Gross scopes 1, 2, 3 and total GHG emissions	Climate Adaption > Energy and Emission Management > GHG Emissions Management	53-54
	E1-9	Anticipated financial effects from material physical and transition risks and potential climate related opportunities	Climate Risk Assessment > Anticipated Financial Effects from Pollution-related Impacts, Risks and Opportunities	50-51

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General Information / Name Chapter	Relevant DR	Information Content	Location	Page Number
ENVIRONMENT POLLUTION				
Strategy, business model and stakeholder interest	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Climate Adaption > Material Impacts, Risks and Opportunities (IROs)	40
Impacts, risks and opportunities management (Policies & Processes)	E2-1	Policies related to pollution	Climate Adaption > Governing Actions Through Policies	46-48
Actions	E2-2	Actions related to pollution	Climate Adaption > Climate Risk Assessment > Energy and Emission Management > Water Management > Waste Management	44-58
Metrics and targets	E2-3	Targets related to pollution	Climate Adaption > Aligning Razer’s Targets With Impacts	41
	E2-4	Pollution of air, water and soil	Climate Adaption > Climate Risk Assessment > Energy and Emission Management > Water Management > Waste Management	44-58
	E2-5	Substances of concern and substances of very high concern	Designing for Sustainability > Supply Chain Integrity	79
	E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	Climate Risk Assessment > Anticipated Financial Effects from Pollution-related Impacts, Risks and Opportunities	50-51
ENVIRONMENT WATER AND MARINE RESOURCES				
Strategy, business model and stakeholder interest	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Climate Adaption > Material Impacts, Risks and Opportunities (IROs)	40
Impacts, risks and opportunities management (Policies & Processes)	E3-1	Policies related to water and marine resources	Climate Adaption > Governing Actions Through Policies	43-46
Actions	E3-2	Actions and resources related to water and marine resources	Climate Adaption > Water Management	55
Metrics and targets	E3-3	Targets related to water and marine resources	Climate Adaption > Aligning Razer’s Targets With Impacts	41

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ENVIRONMENT WATER AND MARINE RESOURCES				
Metrics and targets	E3-4	Water consumption	Climate Adaption > Water Management	55
ENVIRONMENT RESOURCE USE AND CIRCULAR ECONOMY				
Strategy, business model and stakeholder interest	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Designing for Sustainability > Material Impacts, Risks and Opportunities (IROs)	40
Impacts, risks and opportunities management (Policies & Processes)	E5-1	Policies related to resource use and circular economy	Designing for Sustainability > Governing Actions Through Policies	69
Actions	E5-2	Actions and resources related to resource use and circular economy	Designing for Sustainability > Responsible Product Development > Responsible Product Packaging > Environmental Responsibility Across the Product Lifecycle > Product Durability and Reliability > Supply Chain Integrity	68-72
Metrics and targets	E5-3	Targets related to resource use and circular economy	Designing for Sustainability > Aligning Razer’s Targets With Impacts	62
	E5-4	Resources inflows	Designing for Sustainability > Responsible Product Development	70-72
	E5-5	Resources outflows	Climate Adaption > Waste Management	57-58
	E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Climate Risk Assessment > Anticipated Financial Effects from Pollution-related Impacts, Risks and Opportunities	50-51
			Designing for Sustainability	60-80

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General Information / Name Chapter	Relevant DR	Information Content	Location	Page Number
S- SOCIAL OWN WORKFORCE				
Strategy, business model and stakeholder interest	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Empowering People and Communities > Material Impacts, Risks and Opportunities (IROs)	82-83
Impacts, risks and opportunities management (Policies & Processes)	S1-1	Policies related to own workforce	Empowering People and Communities > Governing Actions Through Policies	85
	S1-2	Processes for engaging with own workforce and workers representatives about impacts	Employee Engagement and Well-being > Employee Engagement	98
	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Empowering People and Communities > Human Rights > Grievance and Whistle-blowing Mechanism	96
Actions	E5-2	Actions and resources related to resource use and circular economy	Empowering People and Communities > Driving Diversity Across Razer > Supporting Learning and Development > Human Rights > Employee Engagement and Well-being > Health and Safety	81-100
Metrics and targets	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities.	Empowering People and Communities > Aligning Razer’s Targets With Impacts	84
	S1-6	Characteristics of the Undertaking's Employees	Empowering People and Communities > Driving Diversity Across Razer	87-93
	S1-7	Characteristics of non-employee workers in the undertaking's own workforce	Empowering People and Communities > Driving Diversity Across Razer	87-93
	S1-8	Collective bargaining coverage and social dialogue	Empowering People and Communities > Human Rights > Collective Bargaining	96
	S1-9	Diversity metrics	Driving Diversity Across Razer > Board Diversity > Employee Diversity	88-93
	S1-10	Adequate Wages	Empowering People and Communities > Human Rights	95

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General Information / Name Chapter	Relevant DR	Information Content	Location	Page Number
S- SOCIAL OWN WORKFORCE				
Metrics and targets	S1-11	Social protection	Empowering People and Communities > Human Rights	95
			Empowering People and Communities > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits	97
	S1-13	Training and skills development metrics	Empowering People and Communities > Supporting Learning and Development	94
	S1-14	Health and safety metrics	Empowering People and Communities > Health and Safety	100
	S1-15	Work-life balance metrics	Empowering People and Communities > Driving Diversity Across Razer	87-93
			Empowering People and Communities > Employee Engagement	97
	S1-16	Remuneration metrics (pay gap and remuneration)	Empowering People and Communities > Employee Engagement and Well-being > Remuneration, Performance Management and Employee Benefits	97
			Empowering People and Communities > Human Rights	95
	S1-17	Incidents, complaints, and severe human rights impacts	Empowering People and Communities > Human Rights	95
S- SOCIAL WORKERS IN THE VALUE CHAIN				
Strategy, business model and stakeholder interest	ESRS 2 SBM-2	Interests and views of stakeholders	Razer’s Strategic Foresight and Risk Mitigation > Double Materiality Assessment	24-28
			Empowering People and Communities > Material Impacts, Risks and Opportunities (IROs)	82-83
	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Empowering People and Communities > Material Impacts, Risks and Opportunities (IROs)	82-83
Impacts, risks and opportunities management (Policies & Processes)	S2-1	Policies related to workers in the value chain	Empowering People and Communities > Governing Actions Through Policies	85
	S2-2	Processes for engaging with workers in the value chain and workers representatives about impacts	Empowering People and Communities > Responsible Value Chain Partners	105-106

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General Information / Name Chapter	Relevant DR	Information Content	Location	Page Number
S- SOCIAL OWN WORKFORCE				
Impacts, risks and opportunities management (Policies & Processes)	S2-3	Processes to remediate negative impacts and channels for workers in the value chain to raise concerns	Empowering People and Communities > Human Rights > Health and Safety > Responsible Value Chain Partners	95, 100, 105-106
Actions	S2-4	Taking action on material impacts on workers in the value chain, and approaches managing material risks and pursuing material opportunities related to workers in the value chain, and effectiveness of those actions.	Empowering People and Communities > Human Rights > Health and Safety > Workers in the Value Chain > Responsible Value Chain Partners	95, 100, 104-106
Metrics and targets	S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities.	Empowering People and Communities > Aligning Razer’s Targets With Impacts > Driving Diversity Across Razer	85, 87
S- SOCIAL CONSUMERS AND END-USERS				
Strategy, business model and stakeholder interest	S4-1	Policies related to consumers and end-users	Empowering People and Communities > Consumers and End-Users > Policy Governing Customer Advocacy	107
Impacts, risks and opportunities management (Policies & Processes)	S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	Empowering People and Communities > Consumers and End-Users > Customer Engagement > Governance and Responsibility > Engagement with Vulnerable or marginalised consumers > Effectiveness of Engagement	107-109
Actions	S4-3	Actions and resources related to consumers and end-users	Empowering People and Communities > Consumers and End-Users > Improving Customer Experience > Consumer Grievance Redressal and Remedy Mechanisms	112

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General Information / Name Chapter	Relevant DR	Information Content	Location	Page Number
Metrics and targets	S4-4	Targets related to consumers and end-users	Empowering People and Communities > Consumers and End-Users > Assessment of Consumer and Environmental Impacts > Actions and Measures to Address Environmental and Social Impacts > Addressing and Mitigating Material Consumer Impacts	109-111
NON ESRS TOPICS PRODUCTS AND SERVICES				
Strategy, business model and stakeholder interest	MDR-PAT	Material impacts, risks and opportunities and their interaction with strategy and business model	Designing for Sustainability > Material Impacts, Risks and Opportunities	61
Impacts, risks and opportunities management (Policies & Processes)	MDR-PAT	Policies related to product and services	Designing for Sustainability > Governing Actions Through Policies	63
Actions	MDR-PAT	Taking action on material impacts and approaches managing material risks and pursuing material opportunities, and effectiveness of those actions.	Designing for Sustainability > Razer's Product and Service Portfolio	64-66
Metrics and targets	MDR-PAT	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities.	Designing for Sustainability > Aligning Razer’s Target With Impacts	62
NON ESRS TOPICS INNOVATION				
Strategy, business model and stakeholder interest	MDR-PAT	Material impacts, risks and opportunities and their interaction with strategy and business model	Designing for Sustainability > Material Impacts, Risks and Opportunities	61
Impacts, risks and opportunities management (Policies & Processes)	MDR-PAT	Policies related to innovation	Designing for Sustainability > Governing Actions Through Policies	63
NON ESRS TOPICS INNOVATION				
Actions	MDR-PAT	Taking action on material impacts and approaches managing material risks and pursuing material opportunities, and effectiveness of those actions.	Designing for Sustainability > Product Innovation	67
Metrics and targets	MDR-PAT	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities.	Designing for Sustainability > Aligning Razer’s Target With Impacts	62

Glossary

ABR	Abandon Rate
B2B	Business-to-Business
B2C	Business-to-Consumer
BSCI	Business Social Compliance Initiative
BU	Business Unit
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CM	Contract Manufacturers
CSAT	Customer Satisfaction Score
CSR	Corporate Social Responsibility
CSRD	Corporate Sustainability Reporting Directive
CTP	Climate Transition Plan
D2C	Direct-to-Consumer
DEI	Diversity, Equity and Inclusion
DfS	Design for Sustainability

DMA	Double Materiality Assessment
EPD	Environment Product Declaration
ERM	Enterprise Risk Management
ESRS	European Sustainability Reporting Standards
FSC	Forest Stewardship Council
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GJ	Gigajoule
GRI	Global Reporting Initiative Standards
IEA	International Energy Agency
ILO	International Labour Organization
IPCC	Intergovernmental Panel on Climate Change
IROs	Impacts, Risks, and Opportunities
ISO	International Organization for Standardization
KPI	Key Performance Indicators

LCA	Life Cycle Assessment
LMS	Learning Management System
MWh	Megawatt-hour
NPS	Net Promoter Score
NZE	Net Zero Emissions
OHS	Occupational Health and Safety
OSvC	Oracle Service Cloud
PCR	Post-Consumer Recycled
RBA	Responsible Business Alliance
RCPs	Representative Concentration Pathways
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
REC	Renewable Energy Certificate
RMA	Repeat Return Merchandise Authorisations
RoHS2	Restriction of Hazardous Substances
SBTi	Science Based Targets initiative

SDG	Sustainable Development Goal
SEAA	Singapore Environmental Achievement Awards
SG	Singapore
ESG	Environmental, Social, and Governance
SGWiT	SG Women in Tech
SLA	Service Level Agreement
SMETA	Sedex Members Ethical Trade Audit
SSPs	Shared Socioeconomic Pathways
TAT	Turnaround Time
TCFD	Task Force on Climate-related Financial Disclosures
VRT	VIP Response Team
WEEE	Waste Electrical and Electronic Equipment
WIT	Wentworth Institute of Technology



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Independent Third-Party Limited Assurance Statement

Reference: BVQA_0014_20260709

Date: 09/07/2026

To: The Stakeholders of Razer Inc.

1. Introduction and Objectives of Work

Bureau Veritas Quality Assurance Pte Ltd ('Bureau Veritas') has been engaged by Razer Inc. (Razer) to provide limited assurance of selected information (sustainability related disclosures) included in the Razer ESG Report 2025 (the 'Report'). The objective is to provide assurance to Razer and its stakeholders over the accuracy and reliability of the reported information and data.

2. Scope of Work

The scope of our work was limited to providing assurance over selected ESG data and sustainability-related disclosures for the reporting period from 1st January 2025 to 31st December 2025, as identified in the Global Reporting Initiative (GRI) Content Index and ESRS Content Index contained within the Content Index section of the Report 2025 (the "Selected Information"). The Selected Information subject to assurance is detailed in Appendix 1 and Appendix 2 of this Assurance Statement.

Our engagement also included a review of sustainability-related disclosures reported in alignment with the European Sustainability Reporting Standards (ESRS), as identified in the ESRS Content Index.

The review of the sustainability-related disclosures was performed with reference to the requirements of Directive (EU) 2022/2464 (Corporate Sustainability Reporting Directive - CSRD) and the applicable European Sustainability Reporting Standards (ESRS).

3. Reporting Criteria

The Selected Information needs to be read and understood together with Razer's reporting approach included in 'About The Report' section of the report on the link (www.razer.com/go-green/reports-and-resources/sustainability-reports), footnotes under the tables in chapters, and Razer's internal data management and reporting procedures.

Razer considers certain disclosures of the Report have been prepared in alignment with the Greenhouse Gas (GHG) Protocol, the GRI Standards (GRI) and ESRS.

4. Limitations and Exclusions

Excluded from the scope of our work is assurance of information relating to:

- Activities outside the defined assurance period;
- Positional statements of a descriptive or interpretative nature, or of opinion, belief, aspiration, or commitment to undertake future actions;
- Other information included in the Report other than the Selected Information;
- Our procedures did not include the assessment of whether promotional statements, marketing claims, or branding communications in the report that include the use of the term 'Green' are substantiated, transparent or accurate. Examples include, but are not limited to 'GoGreenWithRazer' or 'Razer Green Fund';
- Any financial data feeding into the Selected Information, such as but not limited to Financial Effects from Pollution-related Impacts, Risks and Opportunities section of the Report; and



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- Accuracy/reliability of assumptions and estimations based on information provided by Razer relying on external third parties. This covers data/assumption/estimations referenced through LCA approach, research papers, SBTi targets, TCFD.

The following limitations should be noted:

- This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails;
- The reliability of the reported data is dependent on the accuracy of metering and other production measurement arrangements employed at site level, not addressed as part of this assurance;
- Verification of selected ESG KPIs was limited to data/information for current reporting year. Performance against targets linked with these KPIs including but not limited to Razer's Targets with Impacts for circularity/material recycling were not reviewed as part of this assessment;
- Alignment review based on ESRS requirements was limited to cross-checking coverage and criteria of sustainability related disclosures in the Report against CSRD reporting standard. This did not cover verification and validation of reported information except for those linked with selected ESG KPIs (covered in GRI content Index) and DMA process; and
- This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

5. Responsibilities

This preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of Razer including designing, implementing and disclosing the process (the 'process') used to identify the selected information in accordance with the ESRS. In addition, the responsibility of the management of Razer includes:

- Understanding the context in which the Razer's activities and business relationships take place and developing an understanding of its affected stakeholders;
- The identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the Razer's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- The assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and making assumptions that are reasonable in the circumstances; and
- Determination of the final material topics (from an impact perspective, financial perspective or both) required for reporting under the appropriate ESRS standards.

Bureau Veritas was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- Obtain limited assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria;
- Form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- Report our conclusions to the Directors of Razer.

Our responsibilities in respect of the ESRS alignment review include:

- Obtaining an understanding of the process, but not for the purpose of providing a conclusion on the effectiveness of the process, including the outcome of the process;



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- Considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and
- Designing and performing assurance procedures to evaluate whether the process is consistent with the Razer description of its process, as disclosed in the chapters related to Double materiality assessment, Value chain impacts and Material sustainability matters.

6. Assessment Standard

We performed our work to a limited level of assurance in accordance with International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after December 15, 2015), issued by the International Auditing and Assurance Standards Board.

7. Summary of Work Performed

As part of our independent assurance, our work included:

- Conducting interviews with key relevant personnel of Razer (onsite at Singapore office and virtual);
- Reviewing the data collection and consolidation processes used to compile Selected Information, and the data scope and reporting boundaries;
- Determining and agreeing on selection of the Selected Information based on stratified sampling, purposive sampling and internal risk tools;
- Reviewing documentary evidence provided by Razer;
- Reviewing Razer systems for quantitative data aggregation and analysis;
- Reperforming aggregation calculations of the Selected Information;
- Reperforming greenhouse gas emissions conversions calculations;
- Comparing the Selected Information to the prior year amounts taking into consideration changes in business activities;
- Assessing the disclosure and presentation of the Selected Information to ensure consistency with assured information;
- Reviewing the current sustainability issues that could affect Razer and are of interest to stakeholders; and
- Reviewing Razer's assessment of required updates to stakeholder engagement and DMA.

As part of alignment review process, our work included:

- Obtained an understanding of the process by performing inquiries to understand the sources of the information used by Razer's management; and reviewing the Razer's internal documentation of its process;
- Evaluated whether the evidence obtained from our procedures about the process implemented by Razer was consistent with the description of the process set out in the chapters Double materiality assessment, Value chain impacts and Material sustainability matters;
- Obtained an understanding of the Razer's reporting processes relevant to the preparation of the Report by obtaining an understanding of the Razer's control environment, processes and information systems, but not evaluating the design of particular control activities, obtaining evidence about their implementation or testing their operating effectiveness;
- Evaluated whether material information identified by the process is included in the Report; and



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- Evaluated whether the structure and the presentation of the Report is in alignment with the ESRS.

A 5% materiality threshold was applied to this assurance. It should be noted that the procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

8. Conclusion

On the basis of our methodology and the activities and limitations described above nothing has come to our attention to indicate that the Selected Information (outlined in Appendix 1) is not fairly stated in all material respects including:

- Selected ESG KPIs and disclosures indicated in the GRI Content Index and ESRS Content Index within the Content Index chapter and noted in the Annexures below;
- Double Materiality Assessment (DMA) included within Razer's Strategic Foresight and Risk Mitigation chapter; and
- Review of sustainability related disclosures in alignment with ESRS requirements as indicated in the ESRS Content Index within the Content Index chapter.

9. Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety and social accountability with over 190 years history. Bureau Veritas operates a certified Quality Management System which complies with the requirements of ISO 9001:2015, and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented a Code of Ethics which meets the requirements of the International Federation of Inspections Agencies (IFIA) across its business which ensures that all our staff maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities.

10. Purpose and Restriction on Distribution and Use

This report and the Conclusions drawn are intended solely for Razer Inc. as stipulated in our engagement agreement. To the fullest extent permitted by law, Bureau Veritas accepts no liability or responsibility to any party other than the Razer Inc. for any analysis, interpretation, or conclusion contained in this report.

Ng Sheng Wa

Director, Bureau Veritas Quality Assurance Pte Ltd



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Appendix 1: Assured GRI Disclosures

GRI Standard	Relevant Disclosure Requirements	Disclosures/ Information Content
GRI 2: General Disclosures 2021	GRI 2-6	Activities, Value chain and other business relationships
	GRI 2-7	Employees
	GRI 2-8	Workers who are not employees
	GRI 2-9	Governance structure and composition
	GRI 2-11	Chair of the highest governance body
	GRI 2-15	Conflicts of interest
	GRI 2-23	Policy Commitments
	GRI 2-26	Mechanisms for seeking advice and raising concerns
	GRI 2-27	Compliance with laws and regulations
GRI 205: Anti-corruption 2016	GRI 205-2	Communication and training about anti-corruption policies and procedures
	GRI 205-3	Confirmed incidents of corruption and actions taken
GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization
	GRI 302-3	Energy Intensity
GRI 303: Water and Effluents 2018	GRI 303-5	Water Consumption
GRI 305: Emissions 2016	GRI 305-1	Direct (Scope 1) GHG emissions
	GRI 305-2	Energy indirect (Scope 2) GHG emissions
	GRI 305-3	Other indirect (Scope 3) GHG emissions
	GRI 305-4	GHG Emissions Intensity
GRI 306: Waste 2020	GRI 306-3	Waste Generated
	GRI 306-5	Waste Directed to Disposal
GRI 401: Employment 2016	GRI 401-1	New employee hires and employee turnover
	GRI 401-3	Parental leave
GRI 403: Occupational Health and Safety 2018	GRI 403-9	Work-related injuries
	GRI 403-10	Work-related ill health
GRI 404: Training and Education 2016	GRI 404-1	Average hours of training per year per employee



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GRI 405: Diversity and Equal Opportunity 2016	GRI 405-1	Diversity of governance bodies and employees
GRI 406: Non-discrimination 2016	GRI 406-1	Incidents of discrimination and corrective actions taken
GRI 415: Public Policy 2016	GRI 415-1	Political contributions
GRI 418: Customer Privacy 2016	GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data





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Appendix 2: Assured ESRS Disclosures

ESRS Content Index/ General Information	Relevant Disclosure Requirements	Disclosures/ Information Content
General Disclosures		
Basis for preparation	BP-1	General basis for preparation of sustainability statements
	BP-2	Disclosures in relation to specific circumstances
Governance	GOV-1	The role of the administrative, management and supervisory bodies
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
Strategy	SBM-1	Strategy, business model and value chain
	SBM-2	Interests and views of stakeholders
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model
Impacts, risks and opportunities management	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities
	IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement
Climate Change		
Strategy, business model and stakeholder interest	ESRS 2 IRO- 1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities
	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model
	E1-1	Transition plan for climate change mitigation
Impacts, risks and opportunities management (Policies & Processes)	E1-2	Policies related to climate change mitigation and adaptation
Metrics and targets	E1-5	Energy consumption mix
	E1-6	Gross scopes 1, 2, 3 and total GHG emissions



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	E1-9	Anticipated financial effects from material physical and transition risks and potential climate related opportunities
Pollution		
Strategy, business model and stakeholder interest	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model
Water and Marine Resources		
Strategy, business model and stakeholder interest	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model
Metrics and targets	E3-4	Water consumption
Resource Use and Circular Economy		
Strategy, business model and stakeholder interest	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model
Impacts, risks and opportunities management (Policies & Processes)	E5-1	Policies related to resource use and circular economy
Metrics and targets	E5-5	Resources outflows
Own Workforce		
Strategy, business model and stakeholder interest	ESRS 2 SBM - 3	Material impacts, risks and opportunities and their interaction with strategy and business model
Impacts, risks and opportunities management (Policies & Processes)	S1-1	Policies related to own workforce
	S1-2	Processes for engaging with own workforce and workers representatives about impacts
	S1-6	Characteristics of the Undertaking's Employees
	S1-7	Characteristics of non-employee workers in the undertaking's own workforce
	S1-9	Diversity metrics
Metrics and targets	S1-13	Training and skills development metrics
	S1-14	Health and safety metrics



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	S1-16	Remuneration metrics (pay gap and remuneration
	S1-17	Incidents, complaints, and severe human rights impacts
Workers in the Value Chain		
Strategy, business model and stakeholder interest	ESRS 2 SBM-2	Interests and views of stakeholders
	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model
Impacts, risks and opportunities management (Policies & Processes)	S2-1	Policies related to workers in the value chain
	S2-2	Processes for engaging with workers in the value chain and workers representatives about impacts
Products and Services		
Strategy, business model and stakeholder interest	MDR-PAT	Material impacts, risks and opportunities and their interaction with strategy and business model
Innovation		
Strategy, business model and stakeholder interest	MDR-PAT	Material impacts, risks and opportunities and their interaction with strategy and business model