



EVOLVING THROUGH ADVERSITY

Sustainability Report 2021

CONTENTS

03	<u>ABOUT JUMBO</u>	04	<u>BOARD STATEMENT</u>
05	<u>SUSTAINABILITY APPROACH</u>	07	<u>ABOUT THIS REPORT</u>
07	<u>STAKEHOLDER ENGAGEMENT</u>	09	<u>REPORTING STRUCTURE</u>
09	<u>MATERIAL ESG FACTORS</u>	11	<u>FOCUSING ON CUSTOMERS</u>
11	<u>Our Philosophy</u>	11	<u>Product Quality and Safety</u>
12	<u>Supply Chain Management</u>	14	<u>Customer Engagement</u>
15	<u>Information Security</u>	17	<u>EMPOWERING OUR PEOPLE</u>
17	<u>Learning and Development</u>	20	<u>Workplace Health and Safety</u>
21	<u>ENSURING GOOD GOVERNANCE</u>	21	<u>Regulatory Compliance</u>
22	<u>BUILDING A SUSTAINABLE ENVIRONMENT</u>	23	<u>CONTRIBUTING TO THE COMMUNITY</u>
24	<u>GRI CONTENT INDEX</u>		

This sustainability report has been prepared by JUMBO Group Limited (the "Company") and has been reviewed by the Company's sponsor, United Overseas Bank Limited (the "Sponsor"), for compliance with Rules 226(2)(b) and 753(2) of the Singapore Exchange Securities Trading Limited (the "SGX-ST") Listing Manual Section B: Rules of Catalist. This sustainability report has not been examined or approved by the SGX-ST.

The SGX-ST assumes no responsibility for the contents of this sustainability report, including the correctness of any of the statements or opinions made or reports contained in this sustainability report.

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ABOUT JUMBO

JUMBO Group Limited (“JUMBO” or the “Company”, and together with its subsidiaries and subsidiary entities, the “Group”) is one of Singapore’s multi-dining concept food and beverage (“F&B”) establishments. We have a portfolio of nine F&B brands – JUMBO Signatures, JUMBO Seafood, NG AH SIO Bak Kut Teh, Zui Teochew Cuisine, Chao Ting, HACK IT, Slake, XINYAO Hainanese Chicken Rice and Kok Kee Wonton Noodle. We also operate four Tsui Wah Hong Kong-style “Cha Chaan Teng” outlets as a franchisee in Singapore and co-own the Singapore Seafood Republic brand which has three outlets, operating under the franchise model in Japan.

1987 marked our humble beginning with a single outlet at the East Coast Seafood Centre. In the last 34 years, we have grown and established ourselves as one of the leading F&B brands in Singapore. As at 28 February 2022, JUMBO has 41 F&B outlets (including those of its associated companies and those under licensing arrangements) in 10 cities in Asia – Singapore, Shanghai, Beijing, Xi’an, Fuzhou, Taipei, Ho Chi Minh, Bangkok, Tokyo and Osaka. As part of our strategic approach to achieve the Company’s philosophy of “Bonding People Through Food”, we have expanded our footprints around the region to allow food connoisseurs to enjoy our signature dishes. We also have a catering arm, serving a spread of freshly prepared delectable fares to satisfy guests’ palates for all occasions. In addition, JUMBO expanded our life style products range under a new brand, Love, Afare, offering packaged sauces and spice mixes for some of our signature dishes, tea, snacks and merchandise that are representative of Singapore authentic flavours and food culture, so that our customers can relish our signature flavours in the comfort of their homes, and recreate and relive the fond memories forged at JUMBO.

In 2008, we established our Central Kitchen in Singapore to uphold the quality and consistency of our signature dishes, increase productivity and lower costs via centralisation of production and standardisation of operating processes, as well as facilitate the creation of new dishes and improvement of food preparation processes via our Research and Development Kitchen.

With this foundation, the JUMBO brand is now synonymous with quality dishes and services which

have led to many awards, accolades and notable mentions in prestigious publications. JUMBO Seafood was awarded the Best Taste of Singapore Award by Singapore Tatler in 2021 and 2020, Food Choice Awards 2020 by Klook, Diners’ Choice 2020 – Restaurant of the Year (Runner-up) and Superbrands Award (Singapore’s Choice) in 2019. JUMBO Seafood outlet at Riverside Point also received the Diners’ Choice 2021 – Singapore River Signatures awards. The Tasty Singapore Brand Ambassadors 2020/2021 award was another significant accolade for JUMBO Seafood and NG AH SIO Bak Kut Teh. Our signature Chilli Crab was also highlighted by Lifestyle Asia as one of the best in Singapore in 2020. Separately, well-known Straits Times food critic, Wong Ah Yoke recommended JUMBO Seafood retail sambal sauce as one of the Top 5 sambal sauces fit for a queen. Packaged sauces and spice mixes of JUMBO Seafood and NG AH SIO Bak Kut Teh signature dishes are also awarded the “Made With Passion” mark in November 2020 – under a national initiative that celebrates local brands who bring to life the Singapore spirit of turning possibilities into reality.

Overseas, JUMBO Seafood was conferred the China Feast Restaurant Awards 2019/2020 – Best Asian Restaurant, Recommended Restaurants in 2020 by MEISHIGONGLUE, The Best Asian Cuisine Restaurant (2020) by GANLANHUABAO, Outstanding Southeast Asian Restaurant of the Year (2020) by that’s shanghai, Best Seafood Restaurant 2020 by ShanghaiWOW and 2020 Favourite Seafood by Chope. NG AH SIO Bak Kut Teh was also awarded 2020 Shanghai Must Eat Southeast Asian Restaurants by POP SHANGHAI.

In franchising, JUMBO Seafood won the Franchising and Licensing Awards (FLA Awards) 2019 – International Franchisor of the Year, Franchisor of the Year and Customer Service Excellence, and NG AH SIO Bak Kut Teh won the Promising Franchisor of the Year and Customer Service Excellence. We also received the Excellent Service Award from 2008 to 2019 and 5S Excellence Award by Restaurant Association of Singapore 2018. The feather in the cap in 2021 was the endorsement of our human resources processes, where JUMBO was recognized by The Straits Times as one of Singapore’s Top 20 Best Employers 2021, the first among the restaurants in Singapore.

BOARD STATEMENT

The Board of Directors (the “Board” or “Directors”) at JUMBO is pleased to present the Sustainability Report for the financial year ended 30 September (“FY”) 2021. With the COVID-19 pandemic in its second year, we had to focus on key areas within our control to enhance our continued efforts to attain, and achieve our targets and goals in sustainable business practices.

The Board acknowledges the significant role of environmental, social and governance (“ESG”) considerations in adding value to our business and our stakeholders. The Management Team had monitored and reviewed our material ESG factors from time to time, considering the feedback we received from our engagement with our stakeholders and organisational and external developments; and determined that the pertinent ESG factors identified in FY2020 remained relevant for FY2021. The Board endorsed the recommendations by the Management Team and continues to helm the management of these important ESG factors and the incorporation of these vital sustainability areas as an integral part of JUMBO’s corporate blueprint.

FY2021 had been a challenging year, not just for the F&B sector, but for many sectors of the international business world. We have had to shift our business paradigm and internal workflows to counteract the effects of the difficult and uncertain business environment and strike a balance between growth, bottom line, governance, environment, employee development and the well-being of the broader community, to safeguard the long-term future of our Group.

On the business front, we pivoted towards penetrating and entrenching ourselves in the everyday lives of our local consumers, with the acquisition and subsequent expansion of Kok Kee Wanton Noodle – an authentic Singapore Hawker concept, expansion of Chao Ting Pao Fan into the heartlands, introduction of virtual brand HACK IT to cater to the stay-home diners, and the launch of the rebranded retail portfolio, Love, Afare to offer our bring-home products to a wider audience.

In addition to dampened consumer sentiments, key operational challenges in FY2021 also included risk of supply chain disruptions and operational restrictions brought about by the COVID-19 pandemic. To ensure smooth business operations, we had to keep ourselves abreast with supply chain conditions, secure diversified sources of supply, and tighten our hygiene and safety measures at our restaurants and workplace to protect our customers and employees from COVID-19. This report would reflect the approaches we had taken to address these concerns and how we had repositioned ourselves to stay relevant in this new norm.

The Board wishes to express our gratitude to all our stakeholders, including our shareholders, business partners, staff and loyal customers, for their unwavering support during this challenging times. We will continue to closely engage with our stakeholders through various platforms and share more developments on our sustainability strategy in our next report.

SUSTAINABILITY APPROACH

JUMBO firmly believes that understanding the interests of our key stakeholders and addressing them with relevant sustainable practices will help ensure a healthy and thriving business. Our operating environment has been volatile and uncertain in the last two years because of the COVID-19 pandemic, with changes and restrictions being implemented at short notice. However, such unpredictability has also shown us that the continuity of our business is highly dependent on the environment, business partner ecosystem, customer behaviour and lifestyle and regulatory landscape.

Our sustainability approach is driven by the Group's Mission, Vision, Values and Philosophy. Being a F&B business, people centricity is pivotal – satisfaction and safety of both external and internal stakeholders, while our focus on social and governance factors forms the foundation for the organisation to deliver the business outcomes in a sustainable and responsible manner. This translates to the 4 focus areas below which the Management Team has identified as key material ESG areas, consistent with prior years. In addition, our contributions towards environmental sustainability has been an integral part of our business operations. With the launch of the Singapore Green Plan this year, JUMBO believes that it is also apt for us to formally introduce elements of environmental factors into our sustainability blueprint, to further guide our strategies and processes, to protect our environment.



1. **Focusing on Customers:** At JUMBO, customers are at the heart of all we do. Exceeding customer expectations in aspects of taste, quality, service and experience is what we endeavour to do. A key element to uphold our high standards of quality and taste is our stringent quality assurance in both our operations and along the entire supply chain. Understanding customer needs and preferences, listening to customer feedback is paramount to us and this enables us to continuously improve our services and products to deliver superior customer engagement experience and satisfy their tastebuds. We have an established structure to bring together different aspects, including marketing, training and operations to address the needs and concerns of our customers. We respect customer privacy and are focused on not misplacing the trust they have in us. We are committed to regularly review and strengthen our information security to safeguard our customer data.
2. **Empowering Our People:** Human touch and sincerity in service are imperative to a successful F&B business. At JUMBO, human capital is our key asset. We are dedicated to ensure that every employee is aligned with the Group's philosophy of going beyond the extra mile to achieve excellence in our roles and responsibilities. To facilitate this, the Group places great emphasis in building up a structured and holistic training and career development framework to nurture and develop our workforce into one that is competent and empowered. Cultivating and maintaining a safe work environment is also a key pillar to ensuring that our employees' mental and physical well-being are being taken care of, an aspect that is particularly relevant under the current climate.
3. **Ensuring Good Governance:** Strong corporate governance forms the foundation in ensuring sound and sustainable business decisions and practices, where the interests of all stakeholders are considered and represented, wrongs are prevented or addressed, and regulations are adhered to. We have zero tolerance to corruption and is committed to comply with all regulatory requirements relevant to our operations, including those relating to environmental and socioeconomic. Whistle blowing channel and prompt responses to indications of non-compliance are embedded in our governance structure. We keep ourselves abreast with new laws and regulations in the various jurisdictions we have presence in to ensure we identify and manage our regulatory risks.
4. **Contributing to the Community:** We believe in “取之社会 用之社会”; JUMBO co-exists harmoniously with the greater society. While we benefit from the contributions from all our stakeholders in various aspects to grow our business, we would want to reciprocate as a socially responsible corporate. We practise good corporate citizenship by actively giving back to the society through corporate social responsibility (“CSR”) activities, aiming to make positive social impact via various philanthropic and goodwill projects, focusing on areas such as providing for the next generation and strengthening the cohesiveness of industry bodies and sector groups.
5. **Building a Sustainable Environment:** We look to harmoniously co-exist with the environment and work towards reducing the environmental impact of our operations. Starting with the visible aspects of operations – from packaging to energy usage and waste generation and disposal – we hope to be more conscious of the necessity of usage, wastages and responsible waste disposal.

ABOUT THIS REPORT

This sustainability report covers the sustainability practices and performance of the listed entity, JUMBO Group Limited, as well as its central kitchen operations and all its outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore¹, for the period from 1 October 2020 to 30 September 2021.

This report is aligned with the reporting requirements of Rules 711A and 711B of the Listing Manual Section B: Rules of the Catalist of the SGX-ST and is prepared with reference to the Global Reporting Initiative ("GRI") Standards. The GRI Standards were selected as the reporting framework as they provide guidance on materiality assessment, suggest specific performance disclosures relevant to our business, and are also internationally recognised. This report references the following GRI Standards and Topic Standards disclosures:

- Disclosure 205-3 (a)(b)(c) and (d) from GRI 205: Anti-corruption 2016
- Disclosure 302-1 (e) and 302-3 from GRI 302: Energy 2016
- Disclosure 303-5 (a) from GRI 302: Water and Effluents 2016
- Disclosure 307-1 from GRI 307: Environmental Compliance 2016
- Disclosure 403-9 (a) (i), (ii), (iii) & (iv) from GRI 403: Occupational Health and Safety 2018
- Disclosure 404-2 (a) and 404-3 from GRI 404: Training and Education 2016
- Disclosure 414-1 from GRI 414: Supplier Social Assessment 2016
- Disclosure 416-2 from GRI 416: Customer Health and Safety 2016
- Disclosure 418-1 from GRI 418: Customer Privacy 2016
- Disclosure 419-1 from GRI 419: Socioeconomic Compliance 2016

No external assurance has been sought for this report. JUMBO welcomes any feedback to improve our sustainability practices and sustainability report. Please forward enquiries and feedback to sustainability@jumbogroup.com.sg.

STAKEHOLDER ENGAGEMENT

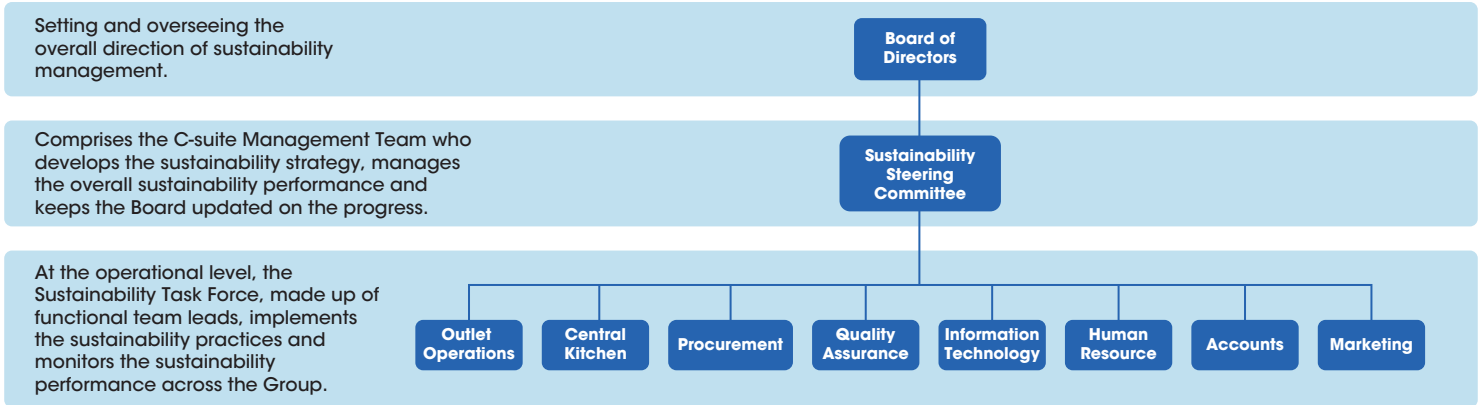
JUMBO values open dialogue and regular communication with our key stakeholders to understand their views and concerns. Effective stakeholder engagement plays an important role in providing us with valuable inputs to improve our sustainability practices and creates long-term value for the business. The following table summarises JUMBO's key stakeholder groups and our approach in engaging them.

¹ As at end of FY2021, outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore include five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, virtual kitchen for HACK IT at The Riverwalk, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and two Kok Kee Wonton Noodle outlets at Toa Payoh HBD Hub and Marina Bay Sands.

Stakeholder	Key Stakeholder Concerns	Our Responses	Engagement Methods	Frequency
Customers	<ul style="list-style-type: none"> • Clean and safe dining environment • Food hygiene and safety • Affordable and quality food • Quality of service • Innovative products to suit changing tastes and preferences 	<ul style="list-style-type: none"> • Establish standards of operations in accordance with SG Clean quality mark guidelines • Establish strict protocols on food safety and handling • Conduct internal and external audits on food quality and safety standards • Foster brand loyalty via improving customer satisfaction and engagement • Regular launch of new product offerings and innovative outlet concepts 	<ul style="list-style-type: none"> • Online customer feedback channels, including via JUMBO website's feedback page, email, and google form survey • Social media • TripAdvisor and Google reviews 	<ul style="list-style-type: none"> • Throughout the year
Employees	<ul style="list-style-type: none"> • Workplace inclusivity and safety • Fair and competitive compensation • Training and career development opportunities 	<ul style="list-style-type: none"> • Conduct training programmes to equip staff with necessary skillset and knowledge in food safety and workplace safety • Tailored programmes for leadership development • Conduct performance and career development reviews for staff 	<ul style="list-style-type: none"> • Training and development programmes • Team bonding activities <hr/> <ul style="list-style-type: none"> • Performance review sessions 	<ul style="list-style-type: none"> • Throughout the year <hr/> <ul style="list-style-type: none"> • Twice a year
Suppliers	<ul style="list-style-type: none"> • Maintaining a positive business partnership • Clear communication of expectations regarding quality and business conduct 	<ul style="list-style-type: none"> • Due diligence assessment on vendors prior to onboarding • Perform reviews and audits on suppliers • Quality of products inspection at point of delivery with prompt communication on quality lapses 	<ul style="list-style-type: none"> • Supplier code of conduct • Vendor evaluation form • Supplier declaration • Supplier survey and feedback 	<ul style="list-style-type: none"> • Throughout the year
Investors / Shareholders	<ul style="list-style-type: none"> • Stable and sustainable growth and profitability • Reasonable returns to shareholders • Preserving balance sheet strength through economic cycles • Strong corporate governance and transparency • Timely disclosures • Accurate and timely dissemination of business updates 	<ul style="list-style-type: none"> • Ensuring strong oversight and accountability by an experienced and competent Board and Management team • Adopting a disciplined and measured approach towards business risks and opportunities • Maintaining a healthy corporate governance culture • Ensuring timely disclosure and reporting 	<ul style="list-style-type: none"> • Release of financial results and other relevant disclosures through SGXNet and JUMBO's website <hr/> <ul style="list-style-type: none"> • Annual Report and Annual General Meeting <hr/> <ul style="list-style-type: none"> • Investor conferences, face to face meetings with investment community, including shareholders, potential investors and sell-side analysts 	<ul style="list-style-type: none"> • Throughout the year <hr/> <ul style="list-style-type: none"> • Once a year <hr/> <ul style="list-style-type: none"> • Throughout the year
Regulators	<ul style="list-style-type: none"> • Compliance with relevant environmental and socio-economic laws and regulations 	<ul style="list-style-type: none"> • Complying with applicable and current laws, regulations, and policies • Maintaining sound risk management systems and processes • Providing regular training for our people • Conducting regular internal and external audits 	<ul style="list-style-type: none"> • Industry networking functions <hr/> <ul style="list-style-type: none"> • Annual regulatory audits and internal audit reviews <hr/> <ul style="list-style-type: none"> • Inspections on environmental and food safety compliance 	<ul style="list-style-type: none"> • Throughout the year <hr/> <ul style="list-style-type: none"> • Once a year <hr/> <ul style="list-style-type: none"> • Throughout the year

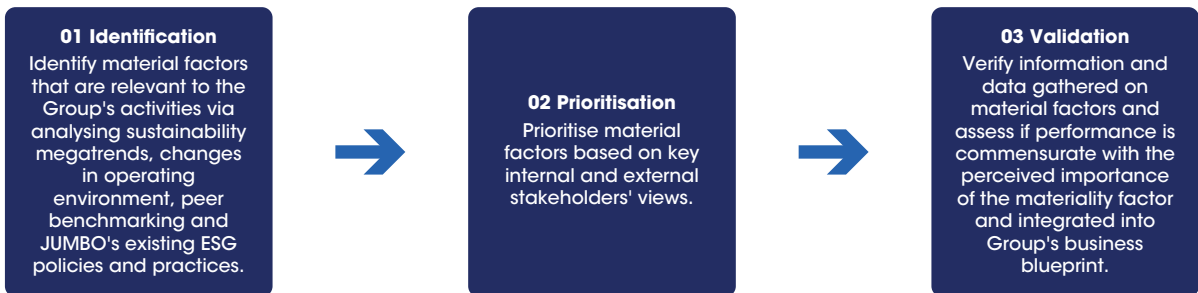
REPORTING STRUCTURE

We have an established sustainability governance structure to help monitor and manage sustainability-related issues, allowing us to stay nimble and adaptable to the ever-changing external environment.



MATERIAL ESG FACTORS

On an annual basis, JUMBO will conduct a materiality review to identify the ESG factors which are most relevant and important to our business and stakeholders.



With minimal changes in our business nature and the business environment, we concluded that the 8 material factors disclosed in our sustainability report in the previous year remain relevant. We have included a 9th factor, Resource Conservation, relating to environmental aspect as a focus area in this year's report. The material factors are listed in the table below:

Sustainability Focus Area	Material ESG Factors
Focusing on Customers	Product Quality and Safety Supply Chain Management Customer Engagement Information Security
Empowering Our People	Training and Career Development Workplace Health and Safety
Ensuring Good Governance	Regulatory Compliance
Contributing to the Community	CSR activities
Building a Sustainable Environment	Resource Conservation

The chart on the right illustrates materiality levels of each factor discussed in this report, which were ranked and assessed taking into consideration our engagements with the respective stakeholder groups.

Importance to Stakeholders		<ul style="list-style-type: none"> • Information Security 	<ul style="list-style-type: none"> • Customer Engagement • Product Quality and Safety • Regulatory Compliance • Supply Chain Management
	<ul style="list-style-type: none"> • Resource Conservation 	<ul style="list-style-type: none"> • Training and Career Development • Workplace Health and Safety 	
	<ul style="list-style-type: none"> • CSR Activities 		
	Business Impact		

Our achievements in each of these areas in FY2021 are illustrated below:

Focusing on Customers

- Achieved HACCP certification for eight (8) outlets and central kitchen and ISO22000 certification for central kitchen
- Zero incidents of suspension or non-compliance with regards to SFA or health and safety regulations
- Assessed 100% suppliers using evaluation forms for quality assurance
- Zero substantiated complaints with regards to breach in customer privacy and loss of customer data

Empowering Our People

- Provided a diverse range of training and career development programmes for our employees
- Zero workplace fatalities and high-consequence injuries

Ensuring Good Governance

- Zero incident of non-compliance with laws and regulations in the environmental, social and economic aspects, which might result in significant fines and non-monetary sanctions
- Achieved zero incident of confirmed corruption

Contributing to the Community

- Contributed to philanthropic and goodwill projects to create positive social impact

Building a Sustainable Environment

- Conscious of resource conservation

FOCUSING ON CUSTOMERS

Our Philosophy

JUMBO's commitment to customer satisfaction is imperative to our long-term growth and success. Through quality assurance, customer engagement and service enhancements, JUMBO constantly seeks to deliver the best dining experiences to our customers. The list of awards that JUMBO has been honoured (as reflected under the section "ABOUT JUMBO" in this report), is a testament to our strong brand equity attributed to our superior food quality and service.

Product Quality and Safety

As safeguarding the quality and safety of JUMBO's food products is of utmost importance to JUMBO, our established Quality Assurance ("QA") department is entrusted to build and maintain a stringent and robust quality control system, to ensure that the food we serve to our customers are safe, fresh and of high-quality. With COVID-19, it is even more imperative that we continue to be vigilant and reinforce our processes, particularly with respect to the hygiene and safety of the dining environment for our customers. Our QA department is constantly monitoring the latest developments on the pandemic and the relevant regulatory requirements, to develop clear standard operating protocols ("SOP") to adhere to new rules promptly.

We have implemented various measures across all our outlets to create a safe dining environment for our customers and employees, including Safe Entry and Contact Tracing protocol, temperature screening and sanitisation prior to entering our premises and social distancing measures – spanning across the queuing and dining areas. All outlet staff, permanent and casual workers, are also required to undergo regular fast and easy testing ("FET") for COVID-19, using the Antigen Rapid Test ("ART") Self-Test Kits. We have established a chain of command for reporting any possible exposure to COVID-19 which will trigger a swift protocol where contact tracing is promptly conducted, and affected areas closed for disinfection.

In view of COVID-19, the National Environment Agency ("NEA") launched the SG Clean quality mark, a premise-based sanitation and hygiene indicator in February 2020. To be certified, F&B establishments have to go through a seven-point checklist², including having an SG Clean manager to oversee the establishment's practices, temperature and health screening of employees, arrangements for engagement of external personnel such as suppliers and contractors, implementation of cleanliness and hygiene practices, as well as complying with health and travel advisories, guidelines and government orders on COVID-19 and pass the assessment conducted by an independent assessment organisation.

All our existing operating outlets under JUMBO Seafood, Zui Teochew Cuisine and NG AH SIO Bak Kut Teh ("NASBKT") have been awarded with the SG Clean quality mark, except for Hack It, which was operating as a temporary pop-up store at the outlet space at The Riverwalk from August 2021. Our hawker brands, Kok Kee Wonton Noodle and ChaoTing Pao Fan, are operating from food stalls, and hence less relevant for the SG Clean quality mark.

To minimise the risks of food safety hazards, we uphold the highest safety standard in our operations. Food safety management systems adopted across our outlets and central kitchen are in line with internationally recognised standards. Eight of our outlets, namely those under JUMBO Seafood and Zui Teochew Cuisine are HACCP certified, with our central kitchen being both HACCP³ and ISO22000⁴ certified. Though outlets under NASBKT, Chao Ting Pao Fan and Kok Kee Wonton Noodle are not HACCP certified as these are quick service casual brands, we adopt food safety management system in line with the HACCP system. All our restaurants and food stalls are graded A by the NEA for the overall hygiene, cleanliness and housekeeping standards⁵.

Employee awareness of product quality and safety is central to supporting our quality assurance objectives. We impress upon all our staff the importance of these areas from the day of onboarding, inculcating the importance of following strict protocols, in particular for those procedures relating to pest control, personal hygiene, prevention of cross contamination and potential food allergies. Training sessions are also held regularly for all outlet staff, to reinforce the importance of these concepts and provide refreshers for the correct processes. To ensure product quality and consistency, we also have a central kitchen to semi-process some of our signature dishes for delivery to our outlets.

² Refer to <https://nea-sgclean-staging.netlify.app/files/checklist-fandb.pdf> for more details on the checklist for F&B establishments.

³ HACCP (Hazard Analysis and Critical Control Point) is a globally accepted risk assessment tool to identify and control potential hazards at specific points in the food production process.

⁴ ISO22000 is an internationally-recognised standard that establishes the requirements for an effective food safety management system.

⁵ Every food establishment has to be assessed by NEA on the overall hygiene, cleanliness and housekeeping standards of the premises and assigned a grade (A being the best and D, the worst), as part of the licensing requirements to operate a F&B business in Singapore.

JUMBO has in place the following processes to ensure compliance with internal SOPs for all HACCP certified outlets:

- a. Frequent internal quality audits to ascertain that the strict protocols are adhered to.
- b. Engage an external consultant to conduct annual independent audit on our food quality and safety standards.
- c. Two outlets are selected for food safety audits by regulators every six months.

These audit procedures help identify potential areas for improvement and provide us with opportunities to review our food safety practices. There were no cases of non-compliance reported from the audits in FY2021.

To the best of our knowledge, there were no significant fines and warnings relating to non-compliance with health, hygiene and safety standards in FY2021.

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none"> • Achieved HACCP certification for 8 outlets and central kitchen and ISO22000 certification for central kitchen • Zero suspension by Singapore Food Agency ("SFA") due to non-compliance of its regulations • Zero significant incidents of non-compliance concerning the health and safety impacts of products and services 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Achieve HACCP certification for all full-service outlets and central kitchen and ISO22000 certification for central kitchen • Zero suspension by SFA due to non-compliance of its regulations • Zero significant incidents of non-compliance concerning the health and safety impacts of products and services

Supply Chain Management

At JUMBO, we have in place quality control standards to select and evaluate JUMBO's suppliers, so as not to compromise on the quality of ingredients that goes into our products. To safeguard the well-being of our customers and the environment, we are committed to procuring high quality supplies from reliable vendors who take the necessary precautions in ensuring that their ingredients are of high quality, safe-for-consumption and responsibly sourced.

Our procurement manual outlines the guidelines for purchasing premium quality products at the most competitive prices and the importance of working with reputable and trustworthy suppliers who are ISO, HACCP or Good Manufacturing Practice ("GMP")⁶ certified. Where possible, we purchase products which are environmentally friendly. For instance, we look to work more with seafood suppliers with Marine Stewardship Council certification, as a reflection of their commitment to sustainable fishing and seafood traceability practices. In addition, all our takeaway carrier bags have been replaced with bio-degradable material.

Prior to engaging any new vendors, we will evaluate them based on quality, food safety, reliability and cost efficiency using our vendor evaluation form. All suppliers are required to disclose if they have any quality assurance programmes in place, provide relevant licenses and declare if their products contain any additives or allergens. Close to half of our suppliers are equipped with either HACCP, ISO or Food Safety certification.

We also conduct annual supplier reviews for existing vendors⁷ to ensure that suppliers maintain high standards throughout the year. Since October 2021, we also implemented a new process where outlets and central kitchen perform monthly pulse checks on their respective top 5 suppliers, so that any critical shortfall in performance, in terms of quality, fulfilment or service, can be rectified promptly. The pulse check results also act as data points towards the annual supplier reviews. In addition, prior to March 2021, our QA department conduct audits on 2 suppliers every month, in areas related to hygiene, food handling processes, licenses and regulatory compliance. These audits compare actual performance against information obtained from vendor evaluation forms, providing additional assurance that suppliers are in line with JUMBO's standards on food safety and hygiene. From March 2021, following requests from suppliers, we have temporarily suspended onsite factory visits due to COVID-19.

At every goods receiving point, regular inspections are conducted on the incoming materials⁸ according to the QA department's standards and requirements, particularly on condition of packaging and products' temperature at the time of delivery. Should there be any quality or safety issue identified, the products will be rejected at the point of delivery and replacements will be requested from the supplier. If the supplier is deemed to be unsatisfactory based on follow-up inspections, JUMBO will terminate the partnership unless necessary corrective actions are taken immediately.

⁶ GMP is a system enacted by the US Food and Drug Administration under the authority of the Federal Food, Drug, and Cosmetic Act to ensure products are produced and controlled according to quality standards.

⁷ Applicable only to suppliers of food and direct food contact products.

⁸ Applicable only to food ingredients.

As COVID-19 continues to strain global economies and international logistics, supply chain management remains a key focus area for all businesses. Ensuring diversification of sources of supply so that we are not overly dependent on any supplier for our key ingredients is one of our key risk management and business continuity controls. One example was the sudden closure of the Jurong Fishery Port, one of the main seafood ports in Singapore in July 2021. Our operations were minimally affected due to our healthy base of suppliers, and also wider range of product offerings, which allowed us to either substitute affected ingredients with other similar ingredients or offer alternate products to our customers.

Category of Raw Ingredients	Top Suppliers	Location of Supplier	% of Supply over Total Purchases in that Category of Raw Ingredients	
Live Seafood	#1	Singapore	22%	59%*
	#2	Singapore	15%	
	#3	Singapore	10%	
	#4	Singapore	6%	
	#5	Singapore	6%	
Other Seafood	#1	Singapore	14%	48%*
	#2	Singapore	14%	
	#3	Singapore	8%	
	#4	Singapore	7%	
	#5	Singapore	6%	
Non-Seafood	#1	Singapore	16%	48%*
	#2	Singapore	12%	
	#3	Singapore	9%	
	#4	Singapore	6%	
	#5	Singapore	4%	

*Subject to rounding.

As JUMBO's signature dishes are mainly crab dishes, we place more emphasis to strike a balance in diversifying our sources of crabs by geographic segmentation and maintaining the quality of our supply.

Region of Origin	% of Total Crab* Purchases by the Group
Southeast Asia	55 [^]
Northern Europe	6
Northern America	3
South Asia	36

*Comprises Mud crabs, Dungeness crabs and Alaskan crabs.

[^]Supply spread across 3 key countries.

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none"> Screened 100% of new suppliers using vendor evaluation form Reviewed 100% of existing suppliers⁹ 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> To assess 100% of new suppliers using vendor evaluation form Outlets and Central Kitchen to perform monthly pulse checks on top 5 suppliers To review 100% of existing suppliers⁹

⁹ Applicable only to suppliers of food and direct food contact products.

Customer Engagement

To stay relevant and competitive in the fast-moving F&B industry, we need to satisfy the ever-changing customer preferences by staying abreast with customer concerns and expectations. JUMBO values customer feedback and uses them as learning points for us to tailor our services and products to provide exceptional customer experience.

To create accessibility and convenience for our customers to share their dining experiences, we have reviewed and improved on the channels used to obtain feedback from our customers. In our full-service restaurants, QR codes are placed on every table for customers to submit their feedback via a digitalised form. These forms can also be found on all our brands' official website via the feedback tab on the landing page. Customers may also provide their comments and reviews on our social media pages, including Facebook, Instagram and Google Business.

Regular reviews on the feedback form questionnaire are essential to ensure we collate more constructive feedbacks from our customers. We tailored the questions to customers' mode of patronization (e.g. dine in, takeaway or delivery) and also introduced the concept of Net Promoter Score ("NPS"), to help facilitate data analysis and tracking of consumer sentiments across brands and time periods.

Feedbacks are monitored, analysed and acknowledged by JUMBO's Customer Service department. Time-sensitive and adverse feedback are filtered and followed up on a daily basis. Separately, any complaints submitted via other channels are also handled accordingly to our internal complaint handling protocol, which is communicated to all relevant employees. The complaints will be classified by our Customer Service department accordingly into different categories of issue and then passed on to the respective departments or outlet managers for follow-up actions. We aim to resolve all complaints within 2 working days upon the date of receipt, failing which our Customer Service department will first acknowledge receipt of the complaint, should more time be needed.

Statistics and common feedbacks are compiled and shared with key operations personnel at each monthly Head of Operations meeting. Action plans will be devised and executed accordingly to address common concerns. Reviews from our social media platforms are extracted weekly and shared with key personnel to keep them abreast with customer feedback and concerns. On a monthly basis, Management is also being briefed on customer feedback and the service recovery actions carried out. Our Training department will also be updated on service-related incidents for case study references to be used for training and quality assurance purposes.

Brand	NPS
JUMBO Seafood	32.8%
Zui Teochew Cuisine	20.0%

** Data compiled from 23 April 2021 to 30 Sep 2021 (as the new form was rolled out only in April 2021)*

***NPS was computed only for JUMBO Seafood and Zui Teochew Cuisine as management deemed the NPS to be more relevant to full-service concepts. NPS is derived by requesting customers to answer the question "How likely are you to recommend us to a friend or colleague?" on a scale of zero-to-ten. NPS is the percentage of customers who are promoters (those who scored 9 or 10) of the brand or products minus the percentage who are detractors (those who scored 0 to 6). The higher the NPS score, the more favourable the brand / product is in customers' perspective.*

As our customers generally seek for instant responses on their queries or complaints, we have implemented automated replies on Facebook based on keywords detected from their initial messages. This enables required information to be sent instantly to the customer without any delay due to pending review or human intervention. Our team will follow-up with more detailed replies when necessary.

JUMBO has in place a Customer Relationship Management platform ("CRM"). With CRM, we are able to gain a deeper understanding of our customers' preferences and behaviour. Leveraging on the data collected, we can generate comprehensive insights to help the management strategise marketing plans and promotions, drive product and menu innovations and improve our interactions with customers to build brand loyalty. We also have a membership programme - JUMBO Rewards, aimed at increasing the lifetime value of customers, by providing more privileges to our loyal customer base to increase their visitation frequency and spending with us. As of 30 September 2021, we have 50,483 members in our rewards programme.

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none"> Handled all complaints according to the internal complaint handling protocol 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Continue to handle all complaints according to the internal complaint handling protocol Increase the number of JUMBO Rewards members Improve NPS

Information Security

Trust is the cornerstone to JUMBO's brand name and reputation. We are committed to protect the personal data customers disclosed to us, through reservations or membership registrations, and using them responsibly, to uphold the trust they place in us. Our IT infrastructure is also periodically updated to enhance our information security.

JUMBO has an established internal policy that governs the collection, storage, usage, processing and disclosure of personal data. The policy is reviewed and updated regularly to align with the latest Personal Data and Protection Act. Training on information security is provided to all relevant employees to ensure that they are kept informed on the appropriate practices for data collection and handling. We also have in place the next-generation antivirus protection to minimise the chances of malware and virus attack on the Group's network and data and the two-factor authentication (2FA) login for corporate email accounts to prevent unauthorised access or usage of mailbox. In addition, we have a robust Intrusion Prevention System (IPS) to block malicious traffic and prevent brute force attack and our Group's Wifi is centrally controlled, with encrypted data transmission.

To minimise the negative impact of cybersecurity attacks, we constantly review and strengthen our IT security infrastructure. We are equally prudent in our selection of external IT vendors. Vendors who handle or gain access to sensitive information, would be evaluated based on our internal quality requirements before we engage them, including conducting penetration tests to identify any security vulnerabilities or proposing solutions to address those vulnerabilities. This process minimises the risk of information security breaches or data mishandling by external parties.

We started our implementation of SAP Enterprise Resource Planning ("ERP") system in December 2020. We chose Amazon Web Services ("AWS") as the hosting platform for the SAP ERP system. Under the AWS shared responsibility model, AWS provides a global secure infrastructure and foundation compute, storage, networking and database services, as well as higher level services that are subject to regular third-party compliance audit. AWS also provides a range of security services, backup and BCP capabilities that we can use to secure our assets.

Email security is also a critical part of our overall cybersecurity. A phishing attack is no longer as apparent as it used to be. Hackers are becoming increasingly sophisticated, making them harder to detect and identify. To further strengthen IT security within the organisation, we plan to go beyond encryption and prevention methodology. Moving forward, we will be assessing a self-learning, artificial intelligence driven email security platform to detect and remediate possible threats in our email system.

In FY2021, to the best of our knowledge, there were no cases of data privacy leaks, thefts or loss of customer data.

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none"> • Conducted training on information security for all relevant employees • Explore and evaluated the feasibility of implementing Advanced Threat Protection (ATP) as part of the new IT security initiatives* • Zero substantiated complaints concerning breaches of customer privacy and loss of customer data 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Continue to reinforce and create IT security awareness through training and email bulletin for all relevant employees • Explore and evaluate the feasibility of implementing an anti-phishing solution to deal with sophisticated phishing attacks • Achieve zero substantiated complaints concerning breaches of customer privacy and loss of customer data

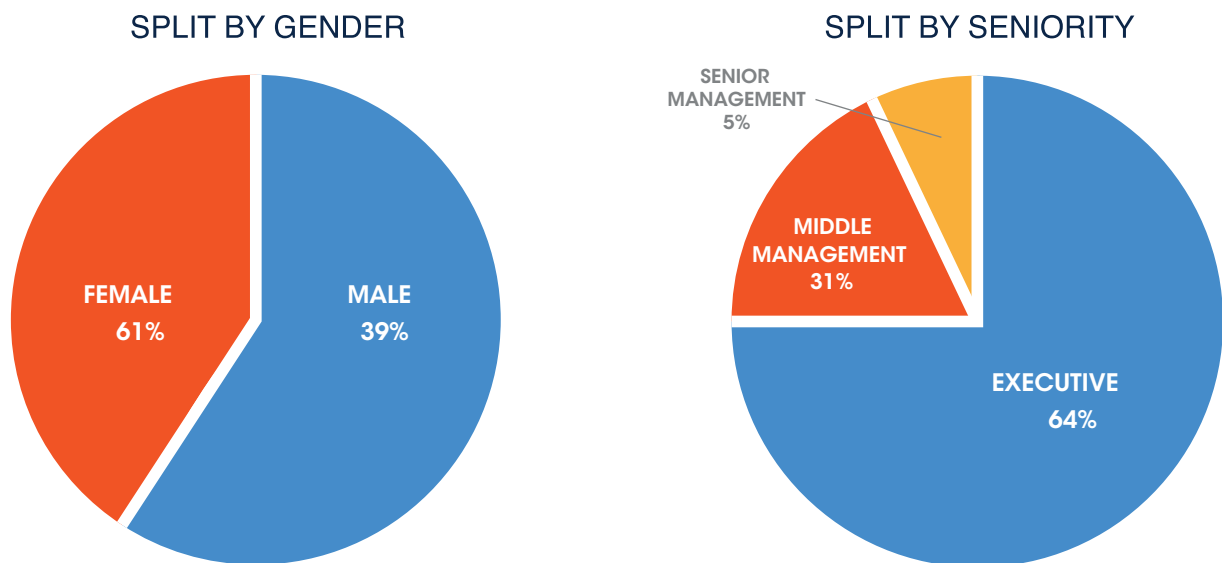
** After evaluation, it was concluded that the solution was not effective in detecting phishing emails, with a high residual likelihood of potential malicious URL bypassing the system. Hence, the solution was not implemented. We will continue to explore alternative solutions to mitigate the risk (see target for FY2022).*

EMPOWERING OUR PEOPLE

Employees are ambassadors for the JUMBO brand and our most valuable assets. They are imperative to propelling the business to success. We have established a comprehensive series of training and career development programmes to maximise the full potential of our employees and develop their talents. We are also committed to providing a safe working environment for our employees and looking after their overall well-being, especially under the current operating environment amidst the COVID-19 pandemic, where F&B establishments are of a higher risk, due to their customer facing nature.

As of 30 September 2021, JUMBO¹⁰ had a total of 461 employees, with a net decrease of 107 headcount, resulting from an annual new hire rate of 41% and attrition rate¹¹ of 43% respectively for FY2021. As business volume was largely affected by COVID-19, not all positions were replaced upon staff resignation due to reduced workload, which resulted in the relatively higher attrition rate in comparison to new hire rate and also the national average of 41%¹² for the same period in the F&B industry. We would reasonably expect new hire rate to increase when the COVID-19 situation stabilises and business flows resume to normalised levels.

TOTAL NUMBER OF EMPLOYEES AS AT 30 SEPTEMBER 2021



Learning and Development

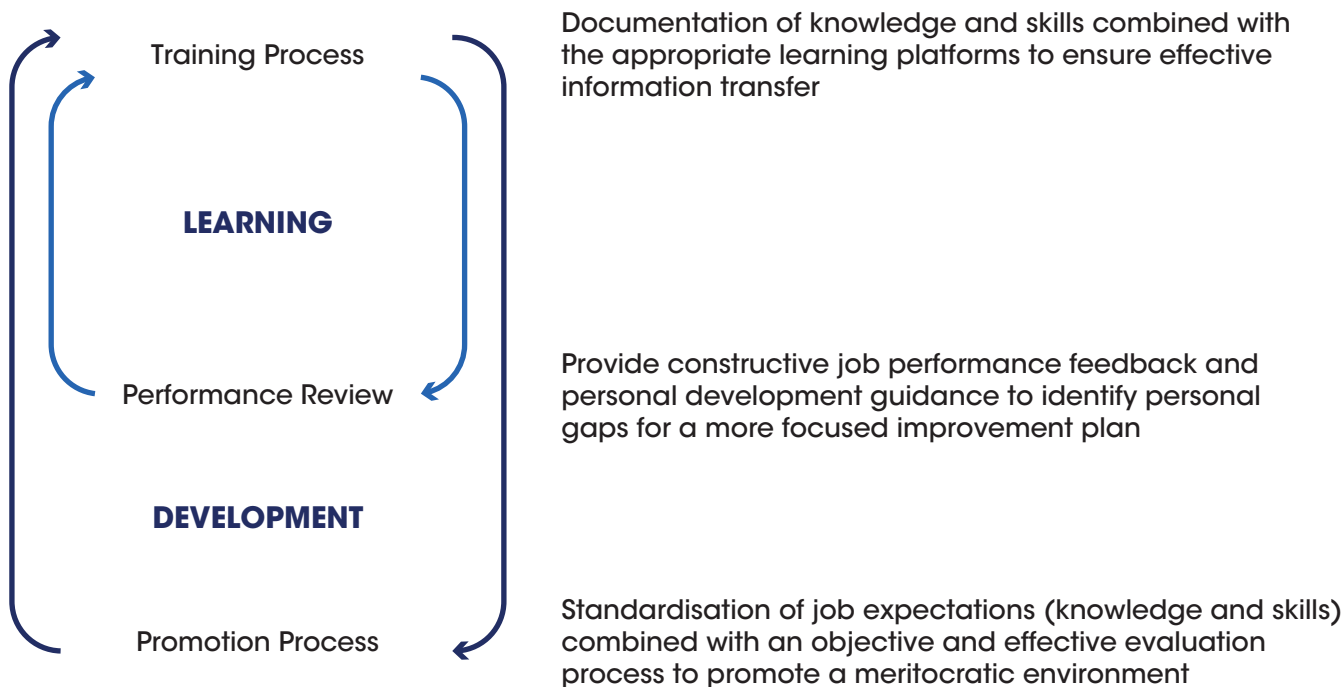
Our vision is to produce the next generation of workforce for JUMBO by creating a holistic training programme to maximise the potential of our human capital. Our Corporate Trainers spend an average of 50% of their work time on the operation floor to provide on-the-job coaching, observe and identify training needs to improve the effectiveness of these programmes.

At JUMBO, we believe that in order to develop a highly competent workforce, three processes need to work in tandem to encourage learning and promote personal development. Using the following learning and development framework as a guideline, JUMBO embarked on a 3-year journey to restructure training and career development programmes and processes in FY2021. This will be rolled out in phases over the next 3 years, starting with our service team.

¹⁰ Scope of coverage includes outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore (i.e. five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, Kitchen for HACK IT at The Riverwalk, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and two Kok Kee Wonton Noodle outlets at Toa Payoh HBD Hub and Marina Bay Sands).

¹¹ Annual new hire rate and annual attrition rate are computed based on total number of new hires or resignees during the financial year, divided by the average monthly number of employees for the financial year.

¹² Calculated based on average monthly attrition rate of 3.43% from Q42020 to Q32021. Source: <https://stats.mom.gov.sg/Pages/LabourTurnoverTimeSeries.aspx>



In the first quarter of FY2021, we started by assessing the service expectations of today's customers and re-align our job expectations accordingly. Subsequently, we engaged a consultant specialised in the service industry to identify gaps, improve our in-house training programmes and provide training to the service teams and Corporate Trainers.

Our in-house training programmes are tailored to JUMBO employees, all aimed to provide a solid foundation in the F&B Industry with the option to develop further depending on the employee's aspirations. By FY2024, JUMBO aims to have established a full range of training programmes – from the hard skills and soft skills listed in the job expectations to language and leadership capabilities.

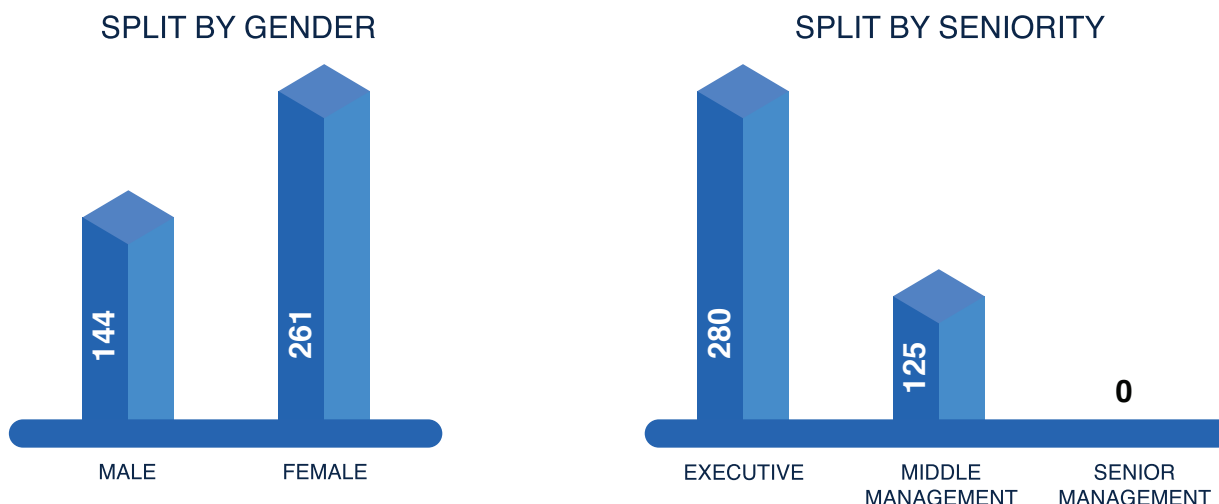
The first programme – JUMBO Leadership Development, was rolled out in the third quarter of FY2021. This first series covers 28 service team employees, ranging from senior management to promising staff, with the assistance of over 20 external service professionals. The key role of the service professionals is to enhance our training capability and promote service excellence in JUMBO. To kickstart JUMBO's succession planning, our 28 employees have been provided with a 1-to-1 coaching by these service professionals, to beef up their leadership capabilities and personal development. The JUMBO Leadership Development (Series 1) was completed by end of the first quarter of FY2022 with JUMBO Leadership Development (Series 2) starting in the third quarter of FY2022.

In FY2021, the total hours of training attended by our employees amounted to 1,152.5 hours, an average of 2.0 hours per employee, comprising mainly internal trainings. The number of training hours in FY2021 was significantly lower compared to the previous year as mass formal trainings were greatly reduced due to COVID-19 restrictions. Consequently, most of the trainings were conducted via undocumented adhoc 1-to-1 trainings. Furthermore, in FY2021, trainings were highly focused on the middle management as we believe it will have a waterfall effect on the executive level.

To leverage on technology, JUMBO is also exploring eLearning to digitalise some of our training programmes. This is an additional learning platform aimed to increase the effectiveness of our existing learning platforms which include classroom practical and on-the-job training. This is our first step in encouraging self-development as it allows employees to learn anywhere and develop at their own pace.

Currently, we conduct bi-annual performance review for all our permanent staff. Areas of assessment include personal conduct, including working attitude, values and productivity, and work performance, covering the quality of work and the softer aspects of competency, such as learning ability and leadership qualities. As generation changes, the definition of a competent workforce changes along. To have an all-rounded evaluation of one's aptitude and performance, we aim to add other aspects, such as self-learning, to our bi-annual performance review, to encourage self-development outside of the standardised job expectations. We believe by cultivating the habit of self-development, this will indirectly increase an employee's willingness to improve and their openness to constructive feedback at work.

Employees who have received regular performance review in FY2021



Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none"> Performance and career development reviews for 95% of employees 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Conduct performance and career development reviews for 100% of employees, excluding senior management team (i.e. Heads of Department and C-suite)

Explanation for not meeting target:

- 100% of our employees, excluding senior management team, have completed their performance and career reviews in FY2021. As the senior management team has been very pre-occupied with the constant adjustment and re-calibration of strategies and operations to adapt to changing COVID-19 regulations and business environment, it had been very challenging for our Group Chief Executive Officer ("CEO") to conduct formal appraisals with the management team for FY2021. However, our CEO has been having regular dialogues and meetings with every key management team member, and feedback and comments on work performance has been provided on a frequent basis.
- In FY2022, we hope to attain a 100% completion rate¹³ for performance and career development reviews for our employees, excluding the senior management team. As for the senior management team, on-the-job feedback and evaluation will be adopted instead of performance and career development reviews.

¹³ Employees who had not been confirmed (i.e. still under probation) and resignees who were still serving notice as of year-end were not required to undergo performance and career development reviews.

Workplace Health and Safety

JUMBO strives to cultivate a strong safety culture to protect the well-being of our employees. As required by the Ministry of Manpower’s (“MOM”) Workplace Safety and Health Act (“WSH Act”), as an employer, we must protect the safety and health of our employees by conducting risk assessments to identify hazards and implement effective risk control measures, ensure our work environment is safe, have systems in place for dealing with emergencies, and provide sufficient instruction, training and supervision to our workers.

We have an occupational health and safety (“OHS”) framework in place, which draws references from the WSH Act, to ensure that the Group’s management has adequate oversight of workplace health and safety practices via a robust risk management process. The QA department performs risk assessments, on an ongoing basis, to identify and assess areas of potential risk, manage significant risks by implementing appropriate controls and conduct regular monitoring to ensure that relevant regulations and controls are strictly adhered to. Processes covered under the framework include kitchen operations – from receiving and storage of ingredients to preparation and cooking, service and bar operations, dishwashing and cleaning and maintenance of premises¹⁴. The QA department also conducts annual risk assessment trainings to share previous injury cases sustained by employees and ways to prevent injuries. This enabled employees to understand relevant risks better and ways to prevent recurrences.

A Human Resources (“HR”) work committee has been established by JUMBO for real-time reporting of OHS incidents. The HR department investigates each reported case and implements corrective and preventive actions accordingly.

In FY2021, we had 98 cases of recordable work-related injuries¹⁵, of which cuts, sprains, bruises and scalds contributed to 71% of the cases. There were zero workplace fatalities¹⁶ or high-consequence work-related injuries¹⁷ for JUMBO’s employees¹⁴.

We were also cognizant that some of our employees, particular the front-liners, might be concerned about their health when serving customers in the current COVID-19 environment. As such, we have implemented additional safeguards and controls to also protect the well-being our staff, including:

- Telecommuting for all back-office staff
- Mandatory checking and recording of temperature for all staff at work
- Mandatory safe entry check-in for all staff at work
- For foreign workers, JUMBO operates our own staff hostel, which are mainly rented HDB flats (away from crowded dormitories)
- Mandatory ART testing – in accordance with the regulations

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none"> • Zero workplace fatalities or high-consequence work-related injuries among employees 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Maintain zero workplace fatalities or high-consequence work-related injuries among employees

¹⁴ Scope of coverage includes outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore (i.e. five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, Kitchen for HACK IT at The Riverwalk, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and two Kok Kee Wonton Noodle outlets at Toa Payoh HDB Hub and Marina Bay Sands).

¹⁵ Recordable work-related injuries is defined as “a workplace or work-related traffic injury that results in at least 24 hours of hospitalisation or 3 days of MC due to a single work-related accident (whether consecutive or not), as per reported to the Ministry of Manpower in Singapore.

¹⁶ Number of workplace deaths, as per reported to the MOM.

¹⁷ Number of workplace or work-related injuries from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, as per reported to MOM.

ENSURING GOOD GOVERNANCE

JUMBO is committed to maintaining high standards of corporate governance. We firmly believe that good governance practices are core to the sustainability of our business and performance.

Regulatory Compliance

Regulatory compliance is fundamental in protecting our reputation and fostering trust among stakeholders. We are committed to strict compliance with regulations as a good compliance record, showcase strong corporate governance and inspire stakeholder confidence while failure to meet regulatory requirements could risk the Group's ability to operate and result in reputational damage or undermine the financial performance of the Group.

The F&B industry is closely monitored by the regulatory bodies and highly regulated as public health is crucial. JUMBO recognises the importance of complying with all relevant laws and regulations in the environmental, social, governance and economic aspects. We have strict monitoring policies and processes in place to manage compliance with environmental, food hygiene and safety, anti-corruption and labour practices, laws and regulations. Regular training and meetings are provided to employees to keep them updated on new regulatory requirements.

JUMBO has zero tolerance towards any form of bribery and corruption. Employees are required to adhere to the internal code of conduct and every supplier is required to do an anti-corruption declaration. In addition, a whistle-blowing policy has been established for employees to report concerns about possible fraud, bribery and other ethics-related matters. We are pleased that there have been no cases of non-compliance relating to bribery and corruption by JUMBO¹⁸ or its employees, nor non-compliance involving any contract between JUMBO and its business partners and we expect to maintain this clean record going forward.

Please refer to the Corporate Governance Report within our FY2021 Annual Report for details on our Corporate Governance Practices.

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none">• Zero incidents of confirmed corruption• Zero incidents of non-compliance with laws and regulations	<ul style="list-style-type: none">• Yes	<ul style="list-style-type: none">• Maintain zero incidents of corruption• Maintain zero incidents of non-compliance with laws and regulations

¹⁸ Scope of data includes outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore (i.e. five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, Kitchen for HACK IT at The Riverwalk, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and two Kok Kee Wonton Noodle outlets at Toa Payoh HBD Hub and Marina Bay Sands).

BUILDING A SUSTAINABLE ENVIRONMENT

Our operations inevitably consume resources. However, we are conscious of the impact our key operations have on the environment, and we aim to minimise any adverse impact and be environmentally responsible.

The three (3) key categories of resources pertinent to our operations, and their respective areas of uses are:

- Liquefied petroleum gas ("LPG")
 - Cooking - in outlets and central kitchen
- Electricity
 - Operating of business premises (e.g. outlets, headquarter, central kitchen) - including air conditioning and lightning
 - Powering up of electrical appliances at outlets, machineries at our central kitchen and office equipment in offices
- Water
 - Washing and thawing at outlets and central kitchen
 - Cooking ingredient - particularly in soups and sauces
 - Washing of premises

We regularly track and review our resource consumption so as to regulate usage. We frequently educate and remind our staff on responsible usage of energy and water. Periodic inspections are carried out on equipment and pipes to identify leakages which may lead to wastages.

Key statistics on resource consumption for FY2021 are as follows:

Resource	Unit of Measure	Resource Consumption Rate (Consumption / Revenue) Unit / S\$'000
LPG	kWh	110.43
Electricity	kWh	126.13
Water	CuM	3.49

Another area of concern is the use of packaging materials. Traditionally, single-use plastic disposables are widely used for takeaways. Since COVID-19 started, deliveries and takeaways have increased significantly due to dine in restrictions, and greater preference for stay home. With mounting concerns over use of plastics and other non-biodegradable materials, we have implemented the following initiatives:

- Replace all takeaway carrier bags from plastic to bio-degradable materials in our restaurant outlets
- Use paper products instead of plastics packaging as much as possible - e.g. bento and takeaway boxes

At the date of this report, 12% of our packaging are biodegradable products. We aim to increase the usage of biodegradable packaging in our operations in FY2022.

Although we are not formally tracking our usage of packaging materials, we work on the principle of always exploring packaging solutions which are environmentally friendly as first preference. Working with like-minded suppliers (e.g. Forest Stewardship Council (FSC) certified) will also help mitigate the risk of us procuring products which are irresponsibly harvested.

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
Not Applicable ¹⁹	Not Applicable ¹⁹	<ul style="list-style-type: none"> • Maintain or reduce resource consumption rate

¹⁹ Not applicable as this is a new sustainability factor added in this report.

CONTRIBUTING TO THE COMMUNITY

At JUMBO, we firmly believe that companies who excel should also strive to contribute towards a positive impact on society, which drove the creation of JUMBO Care, our CSR programme, which emphasizes on providing support towards:

- Educational institutes, in support of programmes which help nurture the next generation
- Trade and Industry bodies, to play our part in strengthening the network, building and sharing knowledge amongst the local businesses
- COVID-19 assistance and food insecurity support programmes

Despite the challenging operating environment in FY2021, we remained committed to doing our part for the broader society. Excited about the fresh graduates joining the workforce, in December 2020, we sponsored 21 lunch bento boxes to Nanyang Technological University students to show our encouragement for their final year filming project.

As we recognise that food insecurity still exists in a first-world country like Singapore, in August 2021, we initiated a food support drive for the less privileged in the society. Working with The Food Bank Singapore Ltd, we delivered over 650 JUMBO Seafood bento boxes to their various beneficiary organisations in Singapore, including Tamar Village, Ramakrishna Mission, Bright Hill Evergreen Home, Singapore Cheshire Home and Chen Su Lan Methodist Children's Home.

To promote cohesiveness and drive synergies across the local business community, JUMBO is also an active member of the Franchising and Licensing Association (Singapore), Restaurant Association of Singapore, Singapore Chinese Chamber of Commerce & Industry, Singapore China Business Association, Orchard Road Business Association and Singapore Business Federation.

Performance in FY2021	Targets achieved for FY2021?	Targets for FY2022
<ul style="list-style-type: none">• Participated in CSR activities to help the local and more vulnerable communities	<ul style="list-style-type: none">• Yes	<ul style="list-style-type: none">• Continue to be involved in CSR activities to help the local and more vulnerable communities

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title	Page References and Reasons for Omissions, if any
General Disclosures	102-1	Name of the organisation	Annual Report ("AR") page 1
	102-2	Activities, brands, products, and services	AR pages 3 – 7
	102-3	Location of headquarters	AR – Corporate Information
	102-4	Location of operations	AR pages 8 – 9
	102-5	Ownership and legal form	AR page 67, 134 – 135
	102-6	Markets served	AR pages 8 – 9
	102-7	Scale of the organisation	AR pages 3, 18
	102-8	Information on employees and other workers	Page 17
	102-9	Supply chain	Pages 12 – 13
	102-10	Significant changes to the organisation and its supply chain	Pages 12 – 13
	102-11	Precautionary principle or approach	Pages 5 – 10
	102-12	External initiatives	Pages 5 – 10
	102-13	Membership of associations	Page 23
Strategy	102-14	Statement from senior decision maker	Page 4
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	AR pages 29 – 50
Governance	102-18	Governance structure	AR pages 29 – 50
Stakeholder Engagement	102-40	List of stakeholder groups	Pages 7 – 8
	102-41	Collective bargaining agreements	N/A, no collective bargaining agreements in place in FY2021.
	102-42	Identifying and selecting stakeholders	Pages 7 – 8
	102-43	Approach to stakeholder engagement	Pages 7 – 8
	102-44	Key topics and concerns raised	Pages 7 – 8
Reporting Practice	102-45	Entities included in the consolidated financial statements	AR pages 106 – 107
	102-46	Defining report content and topic boundaries	Pages 9 - 10
	102-47	List of material topics	Pages 9 - 10
	102-48	Restatements of information	N/A, no restatement of information
	102-49	Changes in reporting	Pages 5 - 6, 9 - 10
	102-50	Reporting period	Pages 4 & 7
	102-51	Date of most recent report	Sustainability Report FY2020 published on 26 February 2021
	102-52	Reporting cycle	Pages 4 & 7
	102-53	Contact point for questions regarding the report	Page 7
	102-54	Claims of reporting in accordance with the GRI Standards	Page 7
	102-55	GRI content index	Page 7
102-56	External assurance	Page 7	
Management Approach	103-1	Explanation of the material topic and its boundaries	Pages 5 – 10
	103-2	The management approach and its components	Pages 5 – 10
	103-3	Evaluation of the management approach	Pages 5 – 10
Economic Performance	201-1	Direct economic value generated and distributed	AR pages 62 - 64
	201-4	Financial assistance received from government	AR page 126

GRI Standard	Disclosure Number	Disclosure Title	Page References and Reasons for Omissions, if any
Anti-corruption	205-3	Confirmed incidents of corruption and actions taken	Page 21
Energy	302-1	Energy consumption within the organization	Page 22
	302-3	Energy intensity	Page 22
Water and Effluents	303-5	Water Consumption	Page 22
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	Pages 11 - 12, 21
Occupational Health and Safety	403-9	Work-related injuries	Page 20
Training and Education	404-2	Programmes for upgrading employee skills and transition assistance programmes	Pages 17 - 19
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 19
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Page 12 - 13
Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of product and services	Pages 11 - 12, 21
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 15 - 16
Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	Pages 11 - 12, 21