JUMBO 食 GROUP

SCALING NEW HEIGHTS

SUSTAINABILITY REPORT 2023

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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 annual report, including the correctness of any of the statements or opinions made or reports contained in this sustainability report.

The contact person for the Sponsor is Ms. Priscilla Ong, Vice President, Equity Capital Markets, who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone: +65 6533 9898.

BOARD STATEMENT

The board of directors ("Board") of JUMBO Group Limited ("JUMBO") is pleased to present the sustainability report ("SR") for the financial year ended 30 September ("FY") 2023.

The lifting of COVID-19 measures throughout the world in 2022 and 2023 significantly bolstered our overall performance in FY2023. While this development brings considerable comfort to our shareholders and employees, we are fully aware of the disparate pace of recovery across our markets and the operational challenges thereon. Throughout FY2023, the sudden increase in business activities, coupled with the ongoing Russia-Ukraine conflict and the delicate bilateral relationship between the USA and the PRC, resulted in supply-side challenges such as manpower shortages, disruptions in supplies and escalated costs across multiple facets including salaries, utilities, logistics and borrowings. In response to these challenges, along with the slow growth in the PRC, we doubled our efforts towards organisational and operational readiness, efficiency and productivity.

We also continue to focus on key areas within our control to attain our targets and goals in sustainable practices. The Board acknowledges the significant role of environmental, social and governance ("ESG") considerations in adding value to our business and stakeholders. The management team monitored and reviewed our material ESG factors to ensure its relevance in FY2023. The management team also closely engaged with various stakeholders, organisational and external influences and concluded that the appropriate ESG factors identified in FY2022 remain suitable for FY2023. The Board has reviewed the material ESG factors identified by the management team and fully supports the recommendations proposed by the management team and continues to provide assistance to embed core ESG values across the entire organisation. The Board wishes to express our gratitude to all our stakeholders, including our shareholders, business partners, customers and employees, for their unwavering support during these challenging times. We will continue to closely engage with our stakeholders through various platforms and share more developments on our sustainability journey in our next SR.

CORPORATE PROFILE

JUMBO started in 1987 with its first JUMBO Seafood outlet at East Coast Seafood Centre. Since then, it has expanded to include 10 different F&B brands – JUMBO Signatures, JUMBO Seafood, ZUI Teochew Cuisine, NG AH SIO Bak Kut Teh, Chao Ting Pao Fan, Kok Kee Wonton Noodle and Mutiara Seafood; operates 4 Tsui Wah Hong Kong-style "Cha Chaan Teng" outlets as a franchisee in Singapore and co-owns the Singapore Seafood Republic brand which has 3 outlets, operating under the franchise model in Japan. It also has a joint venture which operates a "Lau Lim Mee Pok" stall in Singapore. This growth has positioned JUMBO as one of Singapore's leading multi-dining concept F&B establishments.

JUMBO strives to fulfil its philosophy of "Bonding People Through Food", operating 47 F&B outlets (including those of its associated companies and those under licensing arrangements) in 14 cities in Asia – Singapore, Shanghai, Beijing, Fuzhou, Xiamen, Sanya, Seoul, Taipei City, Ho Chi Minh City, Hanoi, Bangkok, Phnom Penh, Tokyo, and Osaka. JUMBO's lifestyle brand, Love, Afare, has a range of products comprising packaged sauces and spice mixes for its signature dishes, snacks, tea and merchandise that are representative of Singapore's authentic food flavours and culture. Through Love, Afare, JUMBO plans to enhance its accessibility, enabling customers around the world to relish in its signature flavours and recreate fond memories forged at JUMBO.

To uphold the consistency and quality of its signature dishes, JUMBO established its Central Kitchen in 2008. Since then, JUMBO is able to increase its productivity and lower costs via centralised production and standardisation of operation processes. Moreover, the Research and Development Kitchen, housed within the Central Kitchen, facilitates the creation of new dishes and improvement of food preparation processes. Over the last 36 years, JUMBO has continually focused on serving delectable food coupled with quality services and this has led to many awards, accolades and notable mentions in prestigious publications.

JUMBO Seafood has recently earned a spot on the list of the 150 Most Legendary Restaurants In The World by TasteAtlas, securing the 80th position. This recognition adds to a series of accolades, including the Best Southeast Asian Cuisine 2023 by Tatler Asia, Best Taste of Singapore Award by Singapore Tatler in 2022, 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. In 2023, JUMBO Signatures was awarded The Tatler Dining Awards by Tatler Asia Singapore.

The Tasty Singapore Brand Ambassadors 2020/2021/2022 award was another significant accolade for JUMBO Seafood and NG AH SIO Bak Kut Teh. JUMBO's signature Chilli Crab was 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's 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 were 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 awarded the China Restaurant Week Spring 2021 Asia Restaurant by Dining City, 2021 Koubei Double 11 Million GMV Brand by Koubei and 2022 Quality Catering Brand by SHANGHAICHAOSHENGHUO. Individually, JUMBO Seafood @ IFC Mall was conferred 2021 Top Global Restaurant and JUMBO Seafood @ iApm was awarded the 2021 Shanghai Must Eat Restaurant by DIAN PING.

ABOUT THIS SUSTAINABILITY REPORT

Reporting Period and Framework

JUMBO is pleased to present our SR for FY2023.

This SR has been prepared with reference to the internationally recognised Global Reporting Initiative ("GRI") Sustainability Reporting Standards, including its latest Universal Standards in 2021, and is in compliance with the Rules 711A and 711B of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalist ("Catalist Rules"). We have also drawn upon the United Nations Sustainable Development Goals ("UN SDGs") for guidance. We have chosen to adopt the GRI Standards because it is a universally recognised framework for sustainability reporting as recommended by the SGX-ST, and represents the global best practices for reporting on economic, environmental, and social impacts.

We have employed the following principles to guide the compilation of our SR and to ensure quality of information: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability.

This SR adheres to the SGX-ST's "Comply or Explain" requirements for sustainability reporting, encompassing the 6 primary components of report content. Additionally, we have taken into account recommendations from an external ESG consultant in determining material topics. To enhance comparability, these material topics have been determined by benchmarking against selected organisations in the industry.

Recognising the growing significance of climate change on our business, this SR documents JUMBO's inaugural climate-related disclosures, guided by the Task Force on Climate-related Financial Disclosures ("TCFD") framework.

This SR references the following GRI Standards and Topic Standards disclosures:

- Disclosure 201-2 from GRI 201: Economic Performance 2016
- Disclosure 205-1, 205-2 and 205-3 from GRI 205: Anti-corruption 2016
- Disclosure 301-1 from GRI 301: Materials 2016
- Disclosure 302-1 and 302-3 from GRI 302: Energy 2016
- Disclosure 303-5 from GRI 303: Water and Effluents 2018
- Disclosure 304-2 from GRI 304: Biodiversity 2016
- Disclosure 305-1, 305-2 and 305-4 from GRI 305: Emissions 2016
- Disclosure 306-1 and 306-2 from GRI 306: Waste 2020
- Disclosure 308-2 from GRI 308: Supplier Environmental Assessment 2016
- Disclosure 401-1, 401-2 and 401-3 from GRI 401: Employment 2016
- Disclosure 403-1, 403-2, 403-3, 403-5, 403-7, 403-8(a)(i), 403-9 and 403-10 from GRI 403: Occupational Health and Safety 2018
- Disclosure 404-1, 404-2 (a) and 404-3 from GRI 404: Training and Education 2016
- Disclosure 405-1 from GRI 405: Diversity and Equal Opportunity 2016
- Disclosure 406-1 from GRI 406: Non-discrimination 2016
- Disclosure 413-1 from GRI 413: Local Communities 2016
- Disclosure 416-1 and 416-2 from GRI 416: Customer Health and Safety 2016
- Disclosure 413-1, 413-2, 413-3 from GRI 413: Local Communities 2016
- Disclosure 418-1 from GRI 418: Customer Privacy 2016

ABOUT THIS SUSTAINABILITY REPORT

Reporting Scope

This SR covers sustainability performance of JUMBO's central kitchen operations and all outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore, with the exceptions of:

1. Lau Lim Mee Pok; operated under a joint venture
2. Kok Kee Wonton Noodle @ Foch Road; operated under a joint venture
3. Tsui Wah outlets in The Heeren, Jem, Jewel Changi Airport and Clarke Quay Central; operated under a franchise agreement
4. Mutiara Seafood; operated under a joint venture

Restatements

There are no restatements of information made from previous reporting periods.

Assurance

JUMBO has relied on internal data monitoring and verification to ensure the accuracy of the data disclosed in this SR. Additionally, we have included the internal review of the sustainability reporting process within our annual internal audit review cycle. JUMBO has not obtained external assurance for this SR. We are constantly seeking to improve our sustainability practices and report. Please direct any further questions and feedback on this SR to sustainability@jumbogroup.com.sg.

SUSTAINABILITY STRATEGY OVERVIEW

Strategic Focus Areas

Our Vision

To be the leading innovative F&B group advocating Singapore food culture

Our Mission

To provide quality food and services at great value in a comfortable and friendly environment

Our Values

PRIDE - Passion, Respect, Integrity, Diligence, Excellence

Our Philosophy

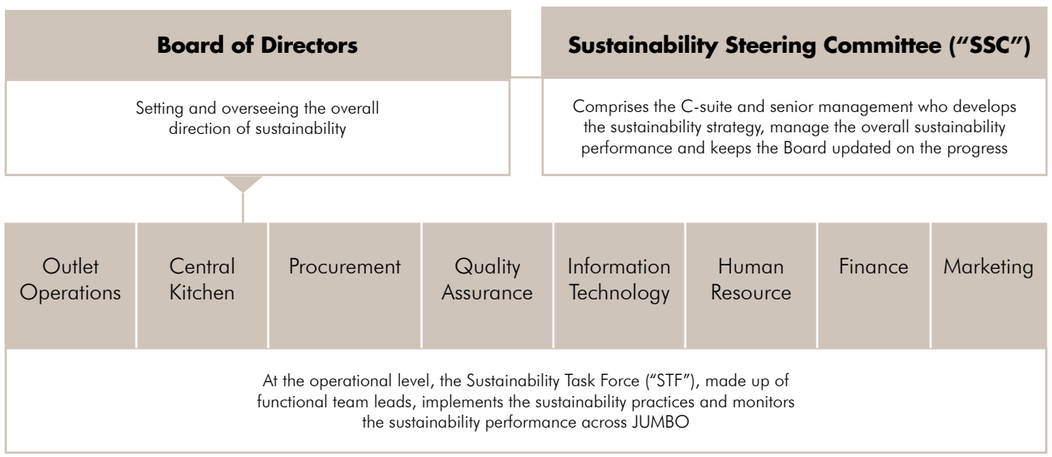
Bonding people through food

SUSTAINABILITY STRATEGY OVERVIEW

Guided by the JUMBO's longstanding Vision, Mission, Values and Philosophy, we have established our sustainability strategy and priorities. As one of the leaders in Singapore's F&B industry, we place a strong emphasis on people-centric principles, prioritising the satisfaction and safety of both internal and external stakeholders. Our commitment to social and governance principles serves as the foundation for JUMBO to achieve sustainable and responsible business outcomes. This commitment is reflected in the following 6 focus areas, which the management team has identified as key material ESG aspects.

Governance Structure

We have established a nimble and adaptable sustainability governance structure where the highest governance body, being the Board, is responsible for reviewing and approving the reported information in this SR. The Board supports the recommendations proposed by the management team and continues to provide assistance to embed core ESG values across the entire organisation. This will allow us to monitor the evolving environment and manage sustainability issues.



SUSTAINABILITY STRATEGY OVERVIEW

Contribution to the UN SDGs

Relevant UN SDGs		JUMBO's Contribution	Relevant Focus Areas
8 DECENT WORK AND ECONOMIC GROWTH	Goal 8: Decent Work and Economic Growth	Provide a safe working environment for our employees and ensure employees are provided entitled rights and benefits	Caring for our People
10 REDUCED INEQUALITIES	Goal 10: Reduced Inequalities	Provide equal opportunities to current and potential employees	Caring for our People Contributing to the Community
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Goal 12: Responsible Consumption and Production	Reduce generation of food waste Monitor water, electricity and fuel consumption and promote sustainable practices in our operations	Protecting the Environment
13 CLIMATE ACTION	Goal 13: Climate Action	Enhance resilience and adaptability to climate risks by integrating climate change measures into business strategies and planning.	Building Climate Resiliency
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Goal 16: Peace, Justice and Strong Institutions	Comply with all socio-economic and environmental regulations while fostering accountability and transparency.	Upholding Good Governance

STAKEHOLDER ENGAGEMENT

JUMBO prioritises open communication and ongoing engagement with key stakeholders to gain insights into their perspectives and concerns, recognising that effective stakeholder engagement is essential for enhancing sustainability practices and generating lasting business values. The following table outlines JUMBO's primary stakeholder groups and our strategies for engaging with them.

Stakeholder	Key Stakeholder Concerns	Our Responses	Engagement Method	Frequency
Customers	• Clean and safe dining environment • Food hygiene and safety • Affordable and quality food • Quality of service • Innovative products to suit changing tastes and preferences	• 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	• Online customer feedback channels, including via JUMBO website's feedback page, email and google form survey • Social media • TripAdvisor and Google reviews • Feedback forms on websites and in outlets	• Throughout the year
Employees	• Workplace inclusivity and safety • Fair and competitive compensation • Training and career development opportunities	• Conduct training programmes to equip employees with necessary skillset and knowledge in food safety and workplace safety • Tailored programmes for leadership development • Conduct performance and career development reviews for employees	• Training and development programmes • Team bonding activities	• Throughout the year
			• Performance review sessions	• Twice a year
Suppliers	• Maintaining a positive business partnership • Clear communication of expectations regarding quality and business conduct	• 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	• Supplier code of conduct • Vendor evaluation form • Supplier declaration • Supplier survey and feedback • Monthly survey and feedback of top suppliers by employees	• Throughout the year

STAKEHOLDER ENGAGEMENT

Stakeholder	Key Stakeholder Concerns	Our Responses	Engagement Method	Frequency
Investors and Shareholders	• 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	• 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	• Release of financial results and other relevant disclosures through SGXNET and JUMBO's website	• Throughout the year
			• Annual report and annual general meeting	• Once a year
			• Investor conferences, face to face meetings with investment community, including shareholders, potential investors and sell-side analysts	• Throughout the year
Regulators	• Compliance with relevant environmental and socio-economic laws and regulations	• 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	• Industry networking functions	• Throughout the year
			• Annual regulatory audits and internal audit reviews	• Once a year
			• Inspections on environmental and food safety compliance	• Throughout the year

MATERIAL ESG FACTORS

Taking into account the interests, concerns and needs of both internal and external stakeholders, JUMBO has applied the following processes to identifying the most relevant material topics to our business and stakeholders.

Identification
Identify material factors that are relevant to JUMBO's activities via analysing sustainability megatrends, changes in operating environment, peer benchmarking and JUMBO's existing ESG policies and practices.

Prioritisation
Prioritise material factors based on key internal and external stakeholders' views.

Validation
Verify information and data gathered on material factors and assess if performance commensurates with the perceived importance of the materiality factor and integrated into JUMBO's business blueprint.

From our materiality assessment, we have determined the ESG factors as indicated in the table below are material to our operations. Our disclosures made in this SR reference to the following GRI Standards and Topic Standards disclosures.

Focus Area	Material ESG Factors	GRI Standards and Topic Standards Disclosures
Upholding Good Governance At JUMBO, good governance is fundamental to all our operations. We prioritise transparency, ethical conduct and accountability across our business activities. This commitment to governance ensures that we maintain the trust of our stakeholders and adhere to the highest standards of integrity.	• Regulatory Compliance • Supply Chain Management • Data Protection • Anti-Corruption	• GRI 205: Anti-corruption 2016 • GRI 308: Supplier Environmental Assessment 2016 • GRI 418: Customer Privacy 2016
Focusing on Customers Customer satisfaction is at the heart of everything we do. We continuously strive to exceed customer expectations by offering exceptional dining experiences, reviewing and responding to their feedback, and tailoring our products and services to meet their needs.	• Product Quality and Safety • Customer Engagement • Marketing and Labelling	• GRI 416: Customer Health and Safety 2016 • GRI 417: Marketing and Labelling 2016
Caring for our People Our employees are our greatest assets and play an invaluable role within our organisation. We are dedicated to providing a safe, inclusive, and rewarding workplace where they can thrive. We invest in their training, development, and well-being, fostering a culture of teamwork, respect, and professional growth.	• Learning and Development • Workplace Health and Safety • Diversity and Equal Opportunity • Employee and Talent Retention	• GRI 401: Employment 2016 • GRI 403: Occupational Health and Safety 2018 • GRI 404: Training and Education 2016 • GRI 405: Diversity and Equal Opportunity 2016 • GRI 406: Non-discrimination 2016

MATERIAL ESG FACTORS

Focus Area	Material ESG Factors	GRI Standards and Topic Standards Disclosures
Protecting the Environment Environmental stewardship is a core value at JUMBO. We are committed to minimising our environmental footprint by adopting sustainable practices, reducing waste, and conserving resources. We take proactive measures to protect the biodiversity of ecosystems we operate in.	• Energy and Emissions • Water and Effluents • Waste Management • Materials • Biodiversity	• GRI 301: Materials 2016 • GRI 302: Energy 2016 • GRI 303: Water and Effluents 2018 • GRI 304: Biodiversity 2016 • GRI 305: Emissions 2016 • GRI 306: Waste 2020
Building Climate Resiliency Climate change poses significant challenges to our business. We are actively working to enhance our climate resiliency by identifying and mitigating climate-related risks and opportunities. We strive to adapt to changing climate conditions while reducing our carbon footprint.	• Climate-related risks and opportunities (Economic Performance)	• GRI 201: Economic Performance 2016
Contributing to the Community Embracing the principle of "取之社会，用之社会" we emphasise our harmonious coexistence within the broader society. As a socially responsible organisation, we actively explore avenues for giving back to society through our corporate social responsibility ("CSR") initiatives. We practice good corporate citizenship and are committed to reciprocating the support of our stakeholders in our business growth. Our goal is to create a positive social impact through various philanthropic and goodwill projects.	-	• GRI 413: Local Communities 2016

ESG PERFORMANCE HIGHLIGHTS

The table below illustrates our achievements in each focus area for FY2023.

Upholding Good Governance	• Zero incidents of non-compliance with laws and regulations • Zero incidents of corruption
Focusing on Customer	• Achieved Hazard Analysis and Critical Control Point ("HACCP") certification for 8 outlets and central kitchen • ISO22000 certification for central kitchen • Zero incidents of suspension by the Singapore Food Agency ("SFA") due to non-compliance of its regulations • Assessed 100% of suppliers using evaluated forms for quality assurance • Additional monthly review on top suppliers • Zero substantiated complaints with regards to breach in customer privacy or loss of customer data
Caring for our People	• Provided a diverse range of training and career development programmes for our employees • Increased average training hours per employee from 1.3 hours to 9.2 hours • Digitised and launched several key courses for employee training and development on our online platform • Zero workplace fatalities and high-consequence injuries
Protecting the Environment	• Achieved reductions in energy and water consumption intensity levels compared to FY2022
Building Climate Resiliency	• Disclosed our inaugural climate-related risks and opportunities based on the TCFD recommendations
Contributing to the Community	• JUMBO's Learning and Development ("L&D") team has organised and participated in numerous youth engagement activities, each contributing to the development of future talents in the culinary industry

Strong governance is the foundation of JUMBO's operations. We place utmost priority on transparency, ethical conduct, and accountability throughout our business endeavours. This unwavering commitment ensures that we maintain the trust of our stakeholders and adhere to the highest standards of integrity.

Regulatory Compliance

JUMBO complies with the relevant laws and regulations that apply to the organisation. JUMBO is subjected to stringent regulations from the SFA to ensure employees' and customers' health and safety. The laws and regulations that are applicable to JUMBO include, among others, the Code of Corporate Governance 2018, the Catalist Rules, the Companies Act 1967 of Singapore and the Securities and Futures Act 2001 of Singapore. We regularly receive updates on relevant policies from our secretarial firm and financial auditors on new regulations.

In FY2023, there were zero incidents of non-compliance with environmental and socioeconomic laws and regulations.

Customer Data Protection

JUMBO recognises the significance of safeguarding personal data entrusted to us by our customers and aims to fully comply with the Personal Data Protection Act 2012 ("PDPA"). Customer information is collected when they sign-up for the JUMBO Rewards Program or make dining reservations. We ensure the responsible and secure use of this information by regularly updating and enhancing our IT infrastructure. In FY2023, JUMBO developed an online course - JADM_02.1 Personal Data Protection Act, to train employees on proper personal data handling. This course has been rolled out in November 2023.

JUMBO maintains a well-established internal policy that oversees the collection, storage, usage, processing, and disclosure of personal data, with regular updates to align with current data protection regulations. Comprehensive information security training is provided to relevant employees to ensure proper data handling practices. Our IT security is fortified with next-generation antivirus protection, two-factor authentication, and a robust intrusion prevention system to counter cyber threats.

Our IT security infrastructure undergoes continuous review and enhancement to mitigate the impact of cyberattacks, and our selection of external IT vendors adheres to strict internal quality requirements.

Amazon Web Services (AWS) is our selected hosting platform for the SAP ERP system, benefiting from AWS's secure infrastructure and compliance audits. Email security is a paramount concern, and we plan to explore AI-driven email security platforms to enhance threat detection and remediation within our email system, considering the evolving sophistication of cyber threats.

In FY2023, we received zero complaints concerning breaches of customer privacy and there were zero cases of leaks, thefts or loss of customer data.

Anti-Corruption

JUMBO is committed to upholding the standards of ethics and integrity, ensuring strict compliance from both our employees and suppliers with all relevant regulations.

We have a zero tolerance stance against any forms of bribery and corruption. Upon joining JUMBO, the Board members are made aware of our anti-corruption policies. All employees are required to acknowledge our anti-corruption policies during their onboarding process and complete an annual declaration to comply with our internal code of conduct. Additionally, the Board and JUMBO employees are required to disclose any vested interests. In adherence to our anti-corruption policies, suppliers are required to fulfill a Deed of Undertaking. This document serves as a commitment from suppliers to refrain from engaging in any corrupt practices involving our employees or any related entities.

UPHOLDING
GOOD GOVERNANCE

Our anti-corruption policy covers all of our operations. In FY2023, JUMBO reported zero confirmed incidents of corruption. Accordingly, there were no cases of employee dismissed or disciplined for corruption and no termination of relationships with business partners on the grounds of corruption. There were also no public legal cases regarding corruption that was brought against the JUMBO or its employees in FY2023.

In FY2023, all employees have attended an online training on our anti-corruption policies. The table below shows the percentage of JUMBO Board members and employees that have been informed of JUMBO's anti-corruption policies and procedures.

Percentage of Board members that JUMBO's anti-corruption policies and procedures have been communicated to	100%
Percentage of employees that JUMBO's anti-corruption policies and procedures have been communicated to	100%

JUMBO has established a whistle-blowing channel that is accessible to all employees to report any possible incidents of fraud, bribery or other ethics-related matters. In FY2023, there were zero incidents reported.

In addition, we take workplace grievances seriously and the grievances mechanism has been communicated to our employees during onboarding and posters are put up at all our outlet's notice boards. Employees can raise concerns or report biasness or discrimination at workplace without fear of reprisal. Clear guidelines for managing grievances of employees are established and any reported cases will be handled in confidence and investigated thoroughly. In FY2023, there were no such grievance cases reported.

Supply Chain Management

At JUMBO, we take pride in the quality of our food and strive to utilise only the highest quality ingredients in our restaurants. Rigorous quality control standards are integral to our operations and we continually assess and evaluate our suppliers. This ensures the reliability of our suppliers and that ingredients we use are of high quality, safe-for-consumption and responsibly sourced.

We have established an internal procurement manual which emphasises on the importance of working with reputable and trustworthy suppliers. This manual dictates clear guidelines for procuring premium quality products at the most competitive prices. Stringent controls are implemented to verify that suppliers are ISO, HACCP or Good Manufacturing Practice[1] ("GMP") certified. JUMBO acknowledges that with seafood being one of the primary ingredients we procure for our restaurant outlets, we prioritise the procurement of products which are environmentally friendly, wherever possible. For instance, we strive to work with seafood suppliers with Marine Stewardship Council ("MSC") certifications[2]. In addition, all our takeaway carrier bags are made from bio-degradable materials.

JUMBO evaluates all new vendors based on their quality, food safety, reliability, and cost efficiency. To become a JUMBO supplier, suppliers are required to:

1. Disclose if they have any quality assurance program in place for food safety and traceability of raw materials
2. Provide relevant licenses and certifications, such as ISO certification, HACCP certification and GMP certification
3. Declare if their food products contain any allergens and additives
4. Allow JUMBO's Quality Assurance ("QA") and Procurement teams to conduct site audits
5. Supply green and environmentally friendly products, such as non-genetically modified organism food products

[1] 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.
[2] MSC certification is a way of showing that a fishery meets international best practice for sustainable fishing.

All suppliers[3] undergo an annual review to ensure the consistent maintenance of high standards throughout the year. In addition, our outlets and central kitchen employees also perform monthly pulse checks and provide their feedback on these top suppliers, in terms of quality, fulfilment and service. This process allows our procurement team to promptly rectify any critical shortfall in performance. Our QA team also conducts monthly audits on suppliers in FY2023. This audit includes areas related to hygiene, food handling processes, licenses and regulatory compliance. This audit process coupled with our supplier evaluations provide an additional assurance that our suppliers are in line with JUMBO's food safety and hygiene standards. If any supplier is deemed to be unsatisfactory based on follow-up inspections, JUMBO will review the partnership.

At all outlets, our employees are mandated to conduct regular inspections on all incoming goods[4] according to the standards and requirements set by our QA department. Our key inspection points include the condition of packaging and the temperature of our products at the time of delivery. Employees are explicitly instructed to reject at point of delivery and/or request for replacements should there be any quality or safety issues identified.

The procurement team uses business intelligence dashboards, thereby enhancing our accessibility to the extensive data stored in our enterprise resource planning ("ERP") system. This system streamlines data analysis, allowing our employees to monitor supplier price trends, analyse outlet demand, identify saving opportunities and track various other key performance indicators.

Category of Raw Ingredients	Top Suppliers	Location of Suppliers	% of Supply over Total Purchases in each Raw Ingredients Category	
Live Seafood	#1	SG	30%	64%
	#2	SG	12%	
	#3	SG	9%	
	#4	SG	9%	
	#5	SG	4%	
Other Seafood	#1	Thailand	13%	52%
	#2	SG	11%	
	#3	SG	11%	
	#4	SG	10%	
	#5	SG	7%	
Non-Seafood	#1	SG	12%	40%
	#2	SG	8%	
	#3	SG	8%	
	#4	SG	8%	
	#5	SG	4%	

[3] Applicable to suppliers of food and direct food contact products.
[4] Applicable only to food ingredients.

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
Southeast Asia	71%^
South Asia	21%
Northern Europe	5%
Northern America	2%
Oceania	1%

* *Comprises mud crabs, dungeness crabs and alaskan crabs*
^ *Supplies spread across 3 key countries*

Governance Targets

Material ESG Factors	FY2023 Target	Status of Target	Performance in FY2023
• Regulatory Compliance • Anti-Corruption	Maintain zero incidents of corruption	Met	No incidents of corruption.
	Maintain zero incidents of non-compliance with laws and regulations	Met	No incidents of non-compliance with laws and regulations.
Supply Chain Management	To assess 100% of new suppliers using vendor evaluation form	Met	100% of new suppliers were assessed using vendor evaluation form.
	To obtain 100% response rate from outlets and central kitchen to perform monthly pulse checks on top 5 suppliers	Met	Achieved 100% for top 5 suppliers.
	To review 100% of existing suppliers[5]	Met	100% of existing suppliers reviewed[5].

[5] Applicable only to suppliers of food and direct food contact products.

Material ESG Factors	FY2023 Target	Status of Target	Performance in FY2023
	Continue to reinforce and actively create IT security awareness through training and email bulletin for all relevant employees	Met	Achieved maximum outreach and awareness through email bulletin. Formulated security awareness training in the e-Learning platform to be roll out in FY2024. This will allow tracking and better engagement through quizzes.
Customer Data Protection	Explore and evaluate the feasibility of implementing an anti-phishing solution to deal with sophisticated phishing attack	Met	JUMBO has explored and evaluated the feasibility of implementing an anti-phishing solution to deal with sophisticated phishing attack.
	Achieve zero substantiated complaints concerning breaches of customer privacy and loss of customer data	Met	No substantiated complaints concerning breaches of customer privacy and loss of customer data.

Material ESG Factors	FY2024 Target
• Regulatory Compliance • Anti-Corruption	Maintain zero incidents of corruption
	Maintain zero incidents of non-compliance with laws and regulations
Supply Chain Management	Outlets and central kitchen to maintain standards for product specifications and reject on any unsatisfactory products
	Procurement to investigate on feedback of live seafood items
Customer Data Protection	Continue to reinforce and actively create IT security awareness through training and email bulletin for all relevant employees
	100% of headquarter and operational employees to complete the elearning training for JADM_02.1 Personal Data Protection Act and JADM_02.2 Anti-Corruption
	Develop user security policy course in the elearning platform
	Ensure all employees are trained and understand the importance of protecting customer data and sensitive data
	Maintain zero substantiated complaints concerning breaches of customer privacy and loss of customer data

Material ESG Factors	Medium-term Target (FY2025 – FY2029)
Customer Data Protection	By FY2025, • 100% of new employees to have completed JADM_02.1 Personal Data Protection Act and JADM_02.2 Anti-Corruption training within 3 months of joining JUMBO • 100% existing headquarter and operational employees to complete JADM_02.1 Personal Data Protection Act refresher training annually

Customer satisfaction is at the heart of everything we do as we continuously strive to surpass their expectations. We actively engage with customer feedback and seek to provide quality food and service. Through this constant dialogue, we tailor our services to align with their evolving preferences and needs.

Product Quality and Safety

JUMBO takes pride in the quality and safety of the food we serve to our customers and our products sold. Our dedicated QA department, has established and maintains a rigorous quality control system. This system guarantees the safety and freshness of the food we provide to our customers, while also maintaining the highest possible quality.

Our food safety management systems, implemented across all our outlets and central kitchen, are in alignment with HACCP principles. These principles help us in formulating plans that keep our food safe from physical food safety hazard. 8 of our outlets, which fall under JUMBO Signatures, JUMBO Seafood and ZUI Teochew Cuisine, hold HACCP[6] certification, while our central kitchen is certified for both HACCP and ISO22000[7]. Outlets under NG AH SIO Bak Kut Teh ("NASBKT"), CHAO TING Pao Fan and KOK KEE Wonton Noodle, although not HACCP certified due to their quick-service casual brand status, consistently adhere to food safety management systems in accordance with the HACCP framework.

This dedication to maintaining exemplary food hygiene standards is exemplified by several of our outlets receiving the SG Clean Quality Mark in FY2023[8]. These outlets include 5 of our JUMBO Seafood outlets, NASBKT, Chui Huay Lim Teochew Cuisine and CHAO TING Pao Fan, which were awarded the SG Clean quality mark. Additionally, none of our outlets or food stalls received demerit points from the SFA for overall hygiene, cleanliness, and housekeeping standards[9].

As part of our commitment to food safety, our employees engage in continuous trainings from the moment of on boarding. Beyond the government-mandated Basic Food Hygiene certification, all service, kitchen and central kitchen employees undergo an intensive two-day training that covers JUMBO's food hygiene and safety standards, along with protocols for managing food allergies. Following this, all service and kitchen employees participate in an annual food safety refresher course. For our central kitchen employees, other than participating in the annual refresher course, they also have to score 100% on a monthly quiz to reinforce these standards.

To ensure compliance, our outlets undergo ad hoc internal audits at least once a quarter, guaranteeing that all food safety standards are met. The results of these audits, along with any corrective actions, are shared monthly during our Head of Operations ("HOO") meetings, attended by all Restaurant Managers and Outlet Chief Chefs. In addition, our QA team actively participates in the development of new dishes. This involvement includes assessing the preparation workflow to identify and mitigate potential risks, ensuring that food safety considerations are integrated into the early stages of culinary innovation. This proactive approach underscores our commitment to upholding the highest standards throughout the development and execution of our menu offerings.

6 HACCP (Hazard Analysis and Critical Control Point) is a global, systematic approach to food safety management that identifies, evaluates, and controls potential hazards in food production.
7 ISO 22000 is an international standard for food safety management systems that ensures the safety of food products.
8 The SG Clean Mark and Certification has ceased as of 30 June 2023.
9 Every food establishment has to be assessed by the SFA 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 established and implemented the following procedures in our internal Standing Operating Procedures ("SOPs") to comply with all relevant HACCP certifications.

Conduct regular quality audits to ensure strict protocols are adhered to

External consultants conduct annual independent audits on our food quality and safety standard

Certification bodies conduct food safety audits for a minimum of 2 outlets every 6 months

Through these various process review exercises, we are able to identify potential areas for improvement in our procedures and continually enhance our food safety protocols. In FY2023, there were zero cases of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services.

Customer Engagement

At JUMBO, we highly value customer satisfaction and actively seek customer feedback through several social media and online channels. These reviews serve as invaluable sources of learning, allowing us to continuously refine and enhance our products and services to elevate the overall customer experience.

JUMBO Website	The "Contact" tab found on JUMBO's and respective brand's websites allow customers to submit any feedback or enquiries.
Social Media	We periodically post on our social media informing customers about the latest promotions or updates, whereby customers may post comments about their feedback and enquiries. Customers may also privately message our social media accounts to speak to a customer service personnel directly.
Google Reviews	Customers are able to provide reviews on the respective outlets' Google pages. The reviews on these pages are consistently reviewed and responded to by our customer service personnel, when necessary. Google Review QR code is displayed at our outlets and printed on all our receipts to encourage customers to provide feedback.

FOCUSING
ON CUSTOMERS

JUMBO's customer service department diligently monitors, evaluates and acknowledges customer feedback across the various channels. These inputs are compiled and presented at monthly HOO meetings and Head of Departments meetings, enabling key personnel to analyse feedback across brands and distinguish between systemic issues and isolated incidents.

Our SOPs mandate that all feedback received through social media, Google reviews and emails should receive a response within 2 working days. Following this initial acknowledgment of feedback, we will initiate investigations when deemed necessary. Based on our findings, we will follow up with the customer and, if required, implement service recovery measures. We aim to conclude each case and the corresponding service recovery efforts undertaken within 7 working days.

Each month, our management team receives updates on the feedback received. Our L&D department is kept informed about service-related incidents as well. These incidents are documented as case studies for future training and quality assurance reference.

In addition to collecting customer feedback online, led by our L&D team, in FY2023 JUMBO developed an internal "Mystery Diner" program to assess our service quality standards. Quarterly, all 9 of our full-service outlets – JUMBO Seafood, JUMBO Signatures and ZUI Teochew Cuisine, are assessed with 6 different sets of Mystery Diners who will grade each visit on a scale of 0 to 3, with 3 being exceeded expectations. This assessment evaluates a customer's dining experience from prior to their arrival till their departure from our outlets. The questions are designed to directly evaluate the basic required service SOPs and scenarios are given to assess service team's situational responses, teamwork and the outlet's leadership. Different sections of the assessment are weighted differently, with a higher weightage given to dining and customer experience. As part of customer engagement, we have selected a number of loyal customers from our JUMBO Rewards Programme to be our Mystery Diners. This will also allow us to adjust our criteria base on our customers' expectations. Upon appointment, our Mystery Diners undergo a 1 hour training to align assessment standards and our L&D team to answer any queries.

Lastly, JUMBO adopts a Customer Relationship Management ("CRM") platform to centralise member data, enabling us to extract comprehensive insights for the formulation of strategic marketing plans and promotions. This CRM platform also serves as a valuable channel for engaging and interacting with our customers. Our JUMBO Rewards program, characterised by lifetime membership, operates on a tiered system that incentivises customers based on their spending at JUMBO. The more the members spend, the greater the privileges and rewards they unlock, further encouraging customers to return to our restaurants. The number of members has increased from 59,679 in FY2022 to 69,503 in FY2023.

Marketing and Labelling

JUMBO recognises the importance of transparency in our marketing and labelling practices for our restaurant outlets and our lifestyle brand, Love, Afare, which sells a range of packaged sauces and spice mixes. We comply with relevant food labelling requirements from the SFA to allow our customers to make well-informed purchasing decisions. Mandatory information such as ingredients, including additives, net quantity of food, our company name and address, are indicated in the label on our pre-packed sauces and spice mixes. For our marketing and advertising activities, we adhere to industry best practices.

In FY2023, there were zero incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling as well as marketing communications including advertising, promotion and sponsorships.

FOCUSING ON CUSTOMERS

Material ESG Factors	FY2023 Target	Status of Target	Performance in FY2023
Product Quality and Safety	Achieve HACCP certification for all full-service outlets and central kitchen and ISO22000 certification for central kitchen	Met	Maintained HACCP certification for all full-service outlets and central kitchen and ISO22000 certification for central kitchen
	Zero suspension by the SFA due to non-compliance of its regulations	Met	No suspension by the SFA due to non-compliance of its regulations
	Zero significant incidents of non-compliance concerning the health and safety impacts of products and services	Met	No significant incidents of non-compliance concerning the health and safety impacts of products and services
Customer Engagement	Continue to handle all complaints according to internal complaint handling protocol	Met	All complaints made were handled according to internal complaint handling protocol
	Increase the number of JUMBO rewards members	Met	Number of JUMBO rewards members increased from 59,679 in FY2022 to 69,503 in FY2023

Material ESG Factors	FY2024 Target
Product Quality and Safety	All 9 full-service outlets (i.e. JUMBO Seafood, JUMBO Signatures and ZUI Teochew Cuisine) to be HACCP Certified
	Maintain HACCP certification and ISO22000 certification for central kitchen
	Zero suspension by the SFA due to non-compliance of its regulations
	Zero incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services
Customer Engagement	Continue to handle all complaints according to internal complaint handling protocol
	Increase the number of JUMBO rewards members
	Conduct at least 2 Mystery Diner exercises per year and report outcome to senior management
	80% of self-managed outlets in Singapore to attain passing score for Mystery Diner program
Marketing and Labelling	Zero incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling as well as marketing communications including advertising, promotion and sponsorship

Material ESG Factors	Medium-term Target (FY2025 – FY2029)
Customer Engagement	Increase the number of JUMBO rewards members by 5% from FY2024 level
	Extend Mystery Diner program to cover self-managed outlets in the PRC
	100% of self-managed outlets under the Mystery Diner exercise to achieve at least a passing score

Material ESG Factors	Long-term Target (Beyond FY2029)
Customer Engagement	By FY2030, to increase the number of JUMBO rewards members by 30% from FY2024 level
	Extend Mystery Diner program to cover franchised outlets
	100% of self-managed outlets under the Mystery Diner exercise to increase score by 2%

CARING FOR OUR PEOPLE

At JUMBO, we recognise that our employees play an indispensable role in our organisation's success. We are dedicated to fostering a secure, diverse, and fulfilling work environment. Our investments in their learning, development and well-being create a culture of collaboration, mutual respect, and professional growth.

Learning and Development

JUMBO has established a well-rounded training program for our employees to optimise the potential of our workforce and contribute to the development of the next generation of skilled professionals. This can be seen by our dedicated corporate trainers spending an average of 70% of their time on the operations floor, providing on-the-job training and identifying areas for program improvement.

In FY2021, JUMBO commenced a phased three-year plan, whereby learning and career development programs and processes were revamped and restructured. By FY2024, we aim to offer a comprehensive range of training programs that encompass technical and soft skills specified in job expectations, as well as language proficiency and leadership abilities. We have implemented a three-pronged approach to foster learning and personal development, as illustrated in the framework below.

During the training process, we combine documented knowledge and skills with suitable learning platforms to facilitate the efficient transfer of information.

We offer constructive feedback on job performance and provide guidance for personal development to identify individual areas for improvement.

Job expectations, such as knowledge and skills, are standardised, along with an impartial and efficient evaluation process to promote a meritocratic environment.

JUMBO's L&D team has plans to develop an array of programs aimed to address specific needs. Here is a list of current and potential programs:

General

- 珍宝营运基础 JUMBO Operations Core (CORE)
- 珍宝中央厨房 JUMBO Central Kitchen (JCK)
- 珍宝英语 JUMBO English (JENG)
- 珍宝行政 JUMBO Administrative (JADM)
- 珍宝人才发展计划 JUMBO Programmes (PRGM)

Operations

- 营运软技能 Operations Soft skills (OPSS)
- Full Service: 餐厅营运服务 Restaurant Operations Full Service (ROFS)
- Full Service: 厨房营运服务 Kitchen Operations Full Service (KOFS)
- Casual Service: 餐厅简餐服务 Restaurant Operations Casual Service (ROCS)
- Casual Service: 厨房简餐服务 Kitchen Operations Casual Service (KOCS)
- Hawker: 餐厅快餐服务 Restaurant Operations Hawker (ROHW)
- Hawker: 厨房快餐服务 Kitchen Operations Hawker (KOHW)

Our current active training programs include:

a) JADM:
The JUMBO Administrative Courses encompass knowledge essential for all employees, providing comprehensive coverage of key topics including company orientation, employee handbook, PDPA, anti-corruption measures, and foundational principles of basic cyber security. These courses serve as a comprehensive foundation, ensuring employees are well-versed in fundamental aspects crucial to their roles within the organisation.

b) CORE:
The JUMBO CORE courses prioritise standards in safety and quality, delving into crucial areas such as food hygiene & safety, food allergy, workplace safety and 5S housekeeping. Beyond these foundational aspects, the courses extend to cover diverse topics, including wine appreciation, fast-moving consumer goods and the JUMBO rewards programme.

c) JENG:
The JUMBO English Courses, meticulously developed in-house, are tailor-made to suit the unique needs of our F&B industry. These courses are designed to empower operational employees with acquiring the language skills essential for effective communication within the dynamic F&B sector. The curriculum follows a structured approach, starting from the foundation level and progressing through basic, intermediate, and advanced levels.

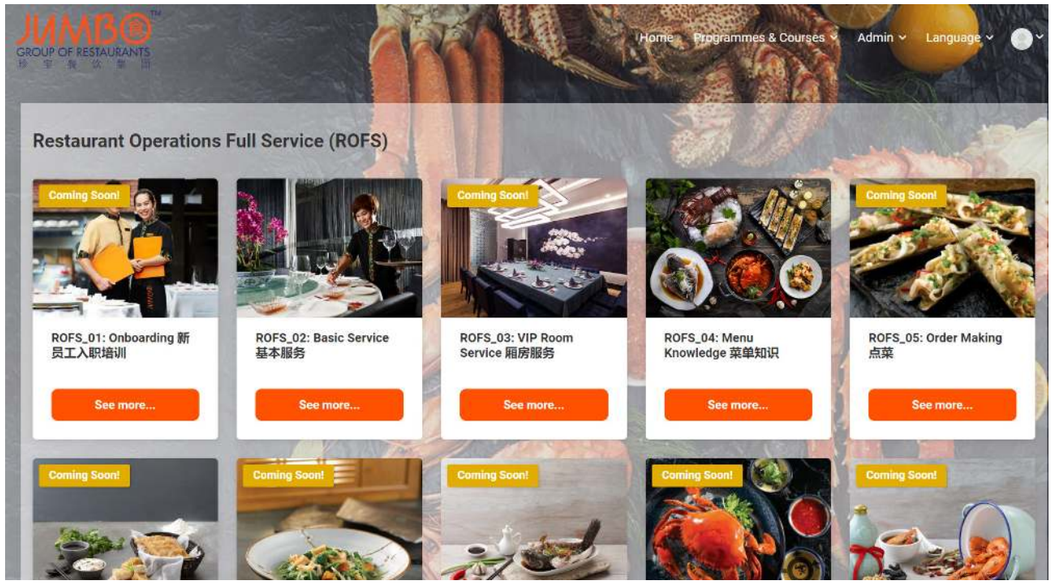
d) ROFS:
The Restaurant Operation Full-Service Courses offer a comprehensive array of learning modules that cover various aspects of full-service restaurant operations. Starting with the onboarding of new employees, the courses include modules on grooming standards, restaurant orientation, verbal and non-verbal communication signals. The curriculum extends to essential skills such as basic phone handling standards and table settings, VIP room service protocols, in-depth menu knowledge. This holistic program spans from foundational elements to advanced topics, culminating in comprehensive training guide for the opening of new outlets.

e) OPSS:
The Operation Soft Skills Courses are a curated collection of modules designed to enhance and refine the essential interpersonal and behavioral competencies crucial for operational success. These courses cover a spectrum of valuable skills, including effective interpersonal and communication skills, leadership development, fostering a people-centric approach, problem-solving and decision-making abilities, efficient resource management techniques, and cultivation of service excellence. Through this diverse range of soft skills training, participants gain a well-rounded set of skills that not only elevates their individual capabilities but also contributes to the overall operational efficiency and effectiveness of the team.

In FY2022, JUMBO developed its own online learning managed system to increase accessibility to learning materials and promote continuous self-improvement. Depending on the nature of the courses, some of the courses are being digitalised. An employee's 3-step learning journey is categorised as follows:

1. elearning – Employees can conduct self-learning on our learning management system for foundational hard-skills and understanding of SOPs.
2. Classroom practical – Hands-on practice of skills and re-alignment of SOPs conducted by trainers.
3. On-the-job training – Application of practical skills on the job. Restaurant leaders and trainers will observe and provide guidance on the job.

In FY2023, we digitalised and launched several key courses from our primary programme - ROFS, on our online platform. These online courses are made available to all service team members at our full-service outlets in Singapore, allowing employees the flexibility to learn independently and at their own pace throughout their tenure with JUMBO. The 4 foundation courses in ROFS are available in 5 different langauges – English, Mandarin, Cambodian, Korean and Bahasa Indonesia. This is mainly to assist the training of our franchisees to ensure efficiency and consistency by simplifying the translation process.



Our latest JUMBO Train-the-Trainer Programme launched in FY2022 has helped to groom potential employees to become Outlet Trainers ("OT"). During this 1-day program, employees are exposed to basic training skills. After successfully completing the program and a 3-month probationary period, chosen employees are appointed as OTs. In this role, they have to ensure that SOPs are complied with, provide training on fundamental hard skills to new employees, and assist Corporate Trainers ("CT") during training sessions. This initiative also helps in identifying promising individuals who could potentially become CTs, contributing to succession planning within the L&D department. This program is conducted bi-annually, allowing existing OTs ample time to refine their skills.

In FY2023, our employees attended a total of 5,017.5 hours of training, with an average of 9.2 hours of training per employee, as compared to 625 hours of training in FY2022, with an average of 1.3 hours of training per employee. This significant increase in training hours is due to our intensified focus on a comprehensive training regimen aimed at elevating knowledge and skillsets of our employees.

The trainings that were delivered encompasses:

- **Restaurant Operations Service Excellence**: Basic service, VIP room service, wine training, communication in English, onboarding new hires, casual labor training, enablement workshops for outlet trainers.
- **Restaurant Operations Standards and Compliance**: Quality assurance training such as food safety and food allergy.
- **JUMBO Group Governance and Compliance training**: Mandatory anti-corruption and PDPA training.

The following table summarises the number of training hours from employees by gender and employee category, respectively.

Employee	Total hours of training	Average hours of training per employee
By Gender		
Male	2,748.5	8.2
Female	2,269.0	10.6
By Category		
Senior Management	52.0	2.7
Middle Management	1,525.5	9.1
Executives	3,416.0	9.5

In order to facilitate our employees further learning and development, we conduct bi-annual performance reviews for all our permanent employees. The areas of assessment include:

We continuously seek to improve our performance review process, as we aim to incorporate new facets such as self-learning to foster a culture of self-learning and continuous improvement. We firmly believe that by nurturing a habit of ongoing self-development, employees will exhibit a greater willingness to enhance their skills and embrace constructive feedback in the workplace. In FY2023, 100% of our employees, including the senior management team, received performance reviews and the following table illustrates the breakdown of employees who received performance reviews by gender and employee category, respectively.

Employee	Number of employees who received performance reviews	Percentage of employees who received performance reviews
By Gender		
Male	334	100%
Female	214	100%
By Category		
Senior Management	19	100%
Middle Management	168	100%
Executives	361	100%

Workplace Health and Safety

JUMBO recognises that our achievements are intrinsically linked to the dedication and contributions of our valued workforce. Therefore, we strive to foster a strong safety culture to safeguard the well-being of our employees. In accordance with the Ministry of Manpower's ("MOM") Workplace Safety and Health Act ("WSH Act"), we are committed to ensuring the safety and health of our workforce. This entails conducting comprehensive risk assessments to identify potential hazards and implementing effective measures to mitigate risks, maintaining a safe working environment, establishing protocols for handling emergencies, and providing necessary instruction, training, and supervision to our employees.

In alignment with the WSH Act, we have instituted an Occupational Health and Safety framework, giving our management team a structured oversight of workplace health and safety practices. 100% of our operational employees (including central kitchen employees) and contract workers are required to comply with all relevant regulations and controls established under this framework. Our QA department conducts regular risk assessments to identify, evaluate, and manage potential risks. This involves the implementation of appropriate SOPs and continuous monitoring to ensure strict compliance with relevant regulations and controls. Our framework encompasses various processes, including kitchen operations (from ingredient handling and storage to preparation and cooking), service and bar operations, dishwashing, cleaning, and premises maintenance.

Moreover, the QA department conducts annual risk assessment training, sharing insights from previous internal case studies and offering guidance on risk prevention. This equips employees with a deeper understanding of potential risks and the knowledge to avert any recurrences. All full-time and part-time operational employees are required to attend this risk assessment training.

The primary types of work-related injuries include cuts, burns, slips, sprains and bruises. In FY2023, there were 65 cases (FY2022: 45 cases) of recordable work-related injuries[10] among employees and the rate of recordable work-related injuries was 59[11]. There were no cases of recordable work-related injuries amongst contract workers. There were zero fatalities as a result of work-related injury[12] and zero high-consequence work-related injuries[13]. There were zero fatalities due to work-related ill health and zero recordable work-related ill health.

Key measures adopted to manage health and safety in the workplace environment are as follows:

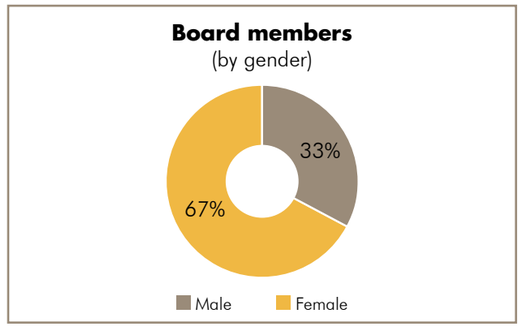
- A set of safety rules and regulation is in place
- First aid kits are placed at key locations with easy access
- New employees are required to undergo workplace safety training
- Annual risk assessment training for all operational employees (include central kitchen employees)

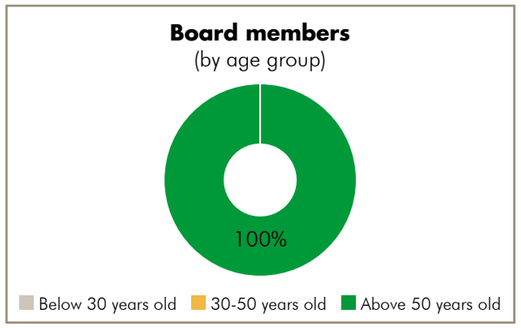
In addition, we care for our employee's wellness through employee benefits. Full-time and part-time employees are entitled to non-occupational medical and healthcare services such as medical checkups, dental services, general outpatient services and health insurance. All employees are also given birthday vouchers and are eligible for special discounts at our outlets.

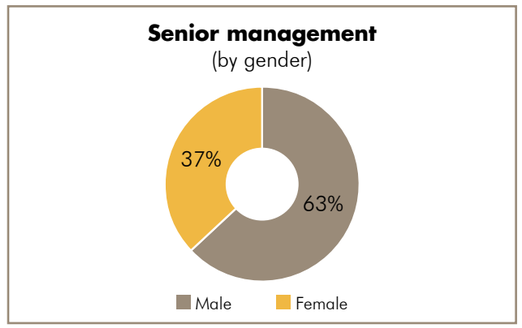
Diversity and Equal Opportunity

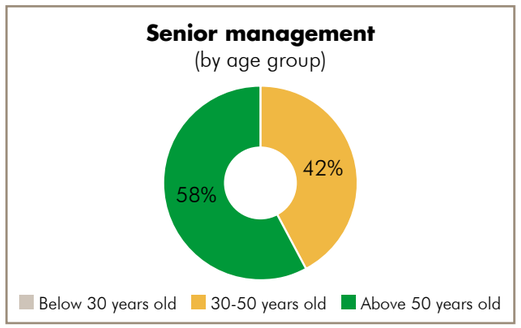
At JUMBO, we acknowledge that having a diverse workforce broadens our access to a wider talent pool and contributes to improvements in our business performance over time. Equal opportunities are provided to our employees and we aim to foster an organisational culture that embraces diversity in all its forms.

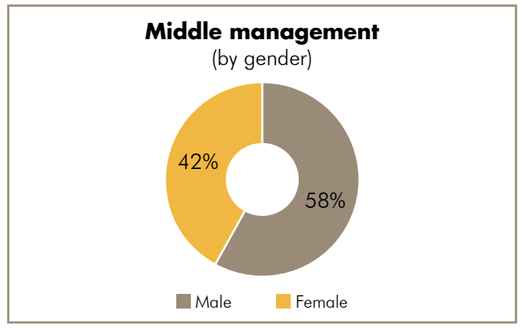
[10] Recordable work-related injuries is defined as "a workplace or work-related traffic injury that results in at least 24 hours of hospitalisation or 3 days of MC due to a single work-related accident (whether consecutive or not), as per reported to MOM".
[11] Rate is calculated based on 1,000,000 hours worked.
[12] Number of workplace deaths, as per reported to MOM.
[13] 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.

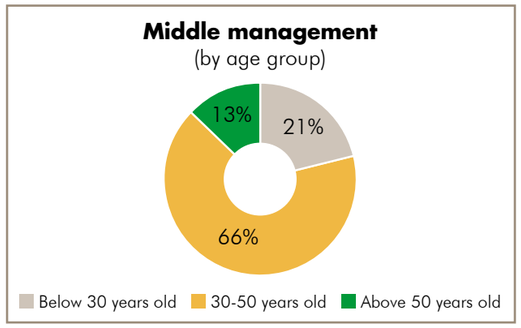


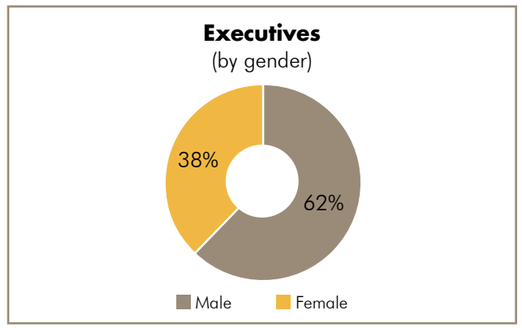


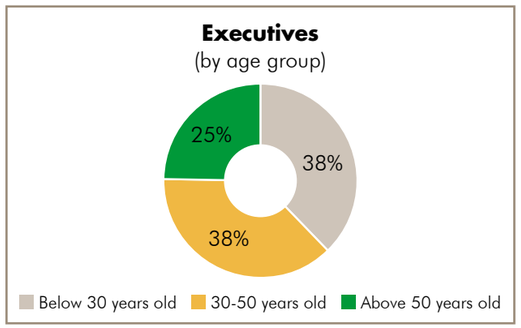








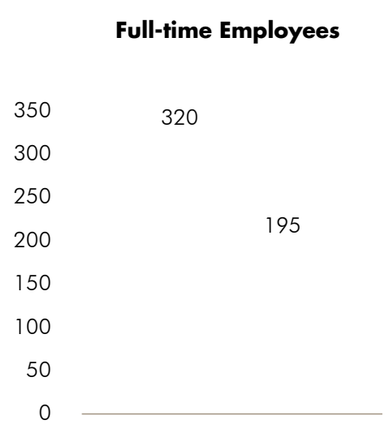




Our recruitment practices are firmly rooted in meritocracy, with every candidate evaluated based on their qualifications and potential, without regard to ethnicity, religion, age and gender. We ensure fair compensation and equitable remuneration to all our employees. In FY2023, there were zero incidents of discrimination reported.

Employee and Talent Retention

As of 30 September 2023, JUMBO had a total of 548 employees. All of our employees are permanent employees, including both full-time and part-time employees. The gender makeup of our employees are as follows.



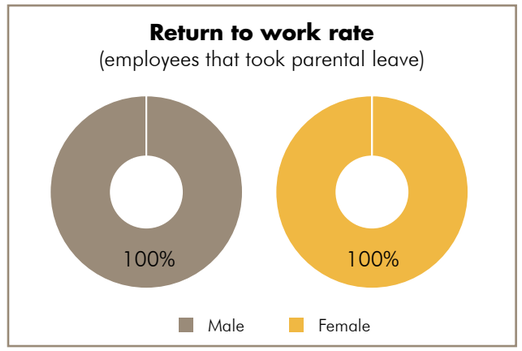
As of 30 September 2023, JUMBO engages an average of 44 contract workers on a daily basis. These contract workers are employed as servers and/or service support staff in our outlets. They perform tasks such as setting up of tables for daily operations, taking food & beverage orders using our ordering system, serving food & beverages to the tables, preparing sufficient condiments, and any other jobs or duties assigned by the manager from time to time.

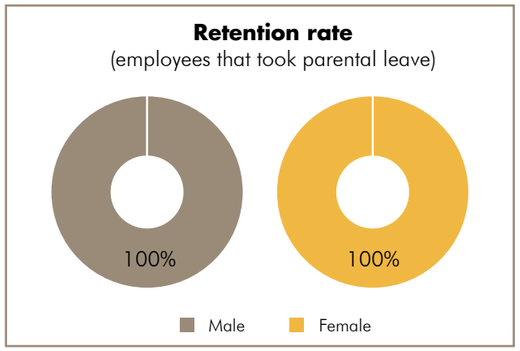
In FY2023, we had 258 new hires and an employee turnover rate of 37.4%.

Employees	New hires		Turnover rate	
	Headcount	Rate (%)	Headcount	Rate (%)
Total	258	47.1%	205	37.4%
By Gender				
Male	165	64.0%	140	68.3%
Female	93	36.0%	65	31.7%
By Age				
Below 30 years old	105	40.7%	67	32.7%
Between 30 to 50 years old	131	50.8%	98	47.8%
Above 50 years old	22	8.5%	40	19.5%

JUMBO recognises the effort and contributions of our employees to JUMBO, and all employees, full-time and part-time, are entitled to a range of employment benefits, such as parental leave and medical benefits.

In FY2023, 4 employees (2 male and 2 female) were entitled to parental leave and all 4 employees took parental leave. Our return to work and retention rates of employees that took parental leave was 100% respectively. The following table summarises the break-down of these rates, by gender.





Employee Development and Safety Targets

Material ESG Factors	FY2023 Target	Status of Target	Performance in FY2023
Learning and Development	Conduct performance and career development reviews for 100% of employees, excluding senior management and c-suite	Met	Conducted performance and career development reviews for 100% of employees, excluding senior management and c-suite
	Improvement employee evaluation process	Met	All employees, including senior management, have completed their performance review in FY2023
Workplace Health and Safety	Maintain zero workplace fatalities or high-consequence work-related injuries among employees	Met	No incidence of workplace fatalities and high-consequence work-related injuries among employees
	Reduce the number of recordable work-related injuries as compared to FY2022 case	Not Met	The increase in work-related injuries can largely be attributed to an increase in the number of employees and an expansion in the volume of operations in restaurant outlets due to the lifting of COVID-19 pandemic restrictions in FY2023

Material ESG Factors	FY2024 Target
Learning and Development	Conduct performance and career development reviews for 100% of employees, excluding senior management team (i.e Heads of Departments and C-suite)
	Improve on operational employees' evaluation process
	Continue our digital transformation and process improvement initiatives to improve overall efficiency and reduce training costs per employee
	Average of 12 hours of training per employee
	Training for performance review evaluators to help mitigate biases and enhance the overall quality of evaluations
Workplace Health and Safety	Maintain zero fatalities as a result of work-related injury and high-consequence work-related injuries
	Reduce the ratio of recordable work-related injuries (number of work-related injuries divided by total number of employees) as compared to FY2023
Employee and Talent Retention	Improvement on executive-level employee evaluation processes such as: • Define and identify the clear goals an objective for employees • Upgrade the performance management software to streamline the evaluation process

Material ESG Factors	Medium-term Target (FY2025 – FY2029)
Employee and Talent Retention	Improve on management-level evaluation processes such as: • Define and identify the clear key performance index for employees • Upgrade the performance management software to streamline the evaluation process

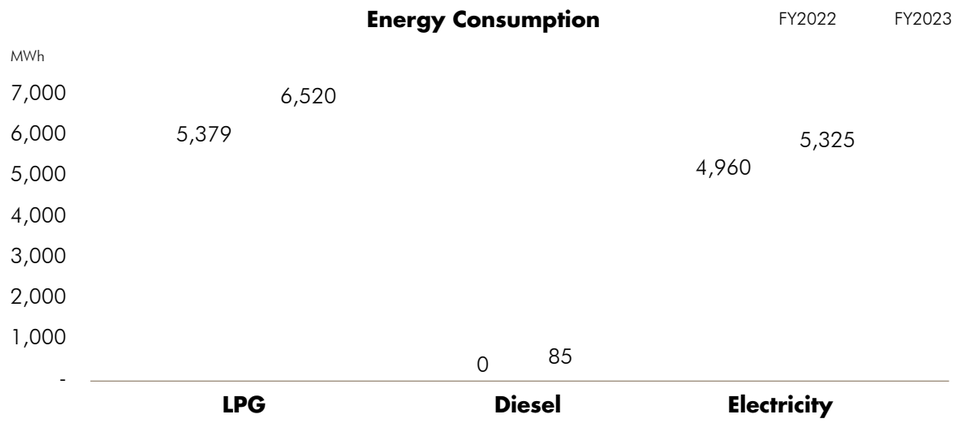
Environmental stewardship is a fundamental value at JUMBO and we hold ourselves accountable for minimising our ecological impact. This commitment to sustainability is evident through our adoption of eco-friendly practices, waste reduction initiatives, and resource conservation efforts. Beyond this, we take proactive measures to protect the biodiversity of ecosystems where our operations are located.

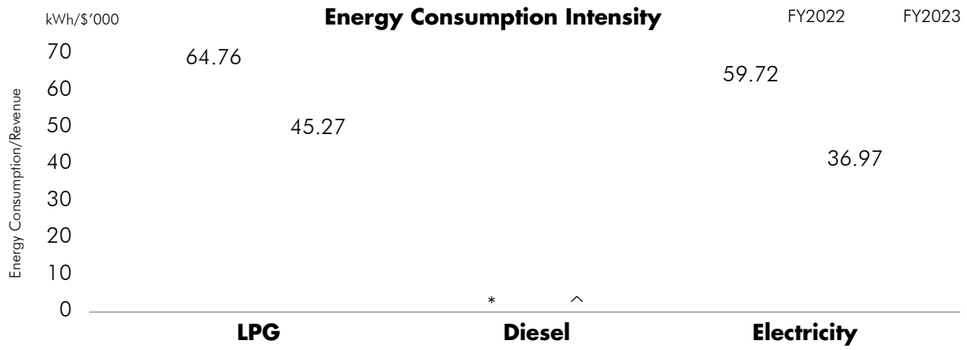
Energy and Emissions

Businesses play a critical role in addressing climate change and environmental concerns, and JUMBO has undertaken a series of mitigation measures to minimise our energy usage. By meticulously tracking our energy consumption, implementing innovative efficiency measures, and proactively mitigating emissions, we aim to not only reduce our environmental footprint but also set a precedent for responsible and sustainable practice.

Our energy consumption stems from 3 primary sources:
1. Liquefied petroleum gas ("LPG")
   - Cooking – in outlets and central kitchen
2. Diesel
   - Diesel is used for transportation of ingredients and raw materials to and from our central kitchen and restaurant outlets.
3. Electricity
   - Operating of business premises (e.g outlets, headquarters and central kitchen) – includes air conditioning and lighting
   - Powering of electrical appliances at outlets, machinery at our central kitchen and office equipment at our headquarters

As part of JUMBO's commitment to reducing our energy consumption, we have made significant investments in an energy-saving setup designed to regenerate steam for ongoing utilisation, ensuring a continuous cycle of energy conservation and cost savings. In FY2023, our energy consumption in LPG and electricity increased by 21.2% and 7.4% respectively, mainly due to increase in business activities. Energy consumption for diesel in FY2022 was not tracked. Despite the increase in energy consumption, our energy consumption intensity in LPG and electricity decreased by 30.1% and 38.1% respectively. These are illustrated in the graphs below.



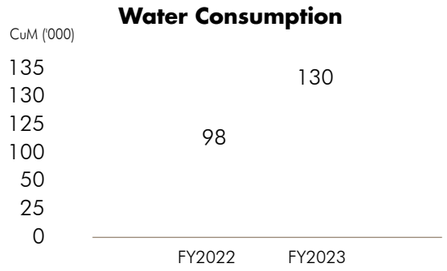


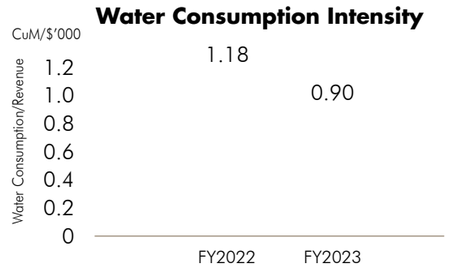
In FY2023, we began monitoring and calculating our carbon emissions and intend to continue tracking emission amounts in the subsequent years as we strive to reduce our carbon footprint.

Carbon Emissions	
Total gross direct (Scope 1) Greenhouse Gas ("GHG") emissions (tCO_2)	1,064.88
Total energy indirect (Scope 2) GHG emissions (tCO_2)	2,219.63
Scope 1 GHG emissions intensity (Emissions/Revenue) tCO_2 /$'000	0.0074
Scope 2 GHG emissions intensity (Emissions/Revenue) tCO_2 /$'000	0.015

Water and Effluents

As a restaurant operating business with a central kitchen, water consumption is pertinent to our daily operations. Water is utilised to wash, thaw and prepare our dishes at restaurant outlets and our central kitchen. Water is also required for frequent washing and cleaning of our premises. We constantly remind our employees to practise water saving measures wherever possible. In FY2023, our water consumption increased by 32.7% mainly due to the increase in business activities. However, our water consumption intensity decreased by 23.7%.





Waste Management

The primary waste stream from our daily operations consists predominantly of organic food waste. This includes kitchen scraps, food leftovers and food preparation trimmings from both our outlets and central kitchen. Other types of waste we generate include packaging waste in our outlets and central kitchen, and paper waste in our headquarters.

JUMBO recognises that waste management presents an opportunity in cost savings for JUMBO and our waste management measures focus on optimising inventory control and reducing food waste.

At our outlets and central kitchen, JUMBO has raw materials receiving and storage processes in place to ensure that raw materials are kept in good quality to reduce food spoilage. Our kitchen and procurement team also closely monitors the amount of raw materials required to ensure only ordering the necessary amount to minimise the amount of unused food. At our outlets, to prevent food wastage, all service employees are trained to recommend dishes based on number of customers and to inform customers if they have over ordered.

We are committed to managing all our waste responsibly. All waste generated in our premises are handed over to licensed waste contractors who handle and dispose of the waste with industry best practices. For our outlets in shopping mall, we ensure that we disposed of all waste into designated waste disposal areas and bins. These wastes are then handled by the malls in accordance with the mall's waste management procedures. Similarly, at our central kitchen, waste is disposed into designated waste disposal facilities. At our outlets, waste oil is collected separately and handed to specialised oil waste contractors for proper disposal.

As this is the first year JUMBO has identified waste management as a material topic for its SR, we have not begun tracking the amount of (i) waste generated, (ii) waste diverted from disposal, and (iii) waste directed to disposal.

Materials

JUMBO uses packaging materials for our brand, Love, Afare, in our central kitchen and for takeaway containers in restaurant outlets. We recognise the need for more environmentally friendly packaging materials and hence have implemented measures to reduce our reliance on plastics and non-biodegradable materials. These efforts include a transition to biodegradable materials for all our takeaway carrier bags. In FY2023, approximately 60% of takeaway packaging used in our restaurant outlets utilised biodegradable materials. By implementing these initiatives, we aim to align our business practices with our sustainability goals while meeting the demand for takeout options.

Biodiversity

Considering our significant involvement in the seafood industry, we are mindful of the potential repercussions on specific marine species and their ecosystems. To this end, we have diversified our sources of seafood to mitigate our impact on the population of specific species in any single geographic area.

PROTECTING
THE ENVIRONMENT

Environmental Targets

Material ESG Factors	FY2023 Target	Status of Target	Performance in FY2023
Energy and Emissions	Maintain or reduce resource consumption intensity	Met	Resource consumption intensity of LPG and electricity reduced by more than 30% from FY2022 to FY2023
Water and Effluents	Maintain or reduce resource consumption intensity	Met	Resource consumption intensity of water reduced by more than 20% from FY2022 to FY2023

Material ESG Factors	FY2024 Target
Energy and Emissions	Maintain or reduce JUMBO's energy consumption intensity to decrease the cost of energy consumption per unit of revenue
	Maintain or reduce JUMBO's GHG emissions intensity to decrease the amount of GHG emissions per unit of revenue
Water and Effluents	Maintain or reduce JUMBO's water consumption intensity to decrease the cost of water consumption per unit of revenue

Material ESG Factors	Medium-term Target (FY2025 – FY2029)
Energy and Emissions	Setup energy use intensity target for JUMBO
	Setup emissions use intensity target for JUMBO
Water and Effluents	Setup water use intensity target for JUMBO

JUMBO recognises the impact that climate change can have on our business and is proud to announce we have included climate-related risks and opportunities disclosures based on the TCFD recommendations in FY2023.

With reference to the SGX-ST's phased approached, we have conducted an assessment of the pertinent climate-related risks and opportunities that are relevant to our operations and have proposed mitigation measures aimed to bolster these effects of climate change on our operations. The 4 essential components of the TCFD recommendations serve as a structured framework to identify, communicate, and manage climate-related risks and opportunities. An overview of our approach to each of these elements within our disclosures is provided in the table below.

TCFD Recommended Disclosures	FY2023 Status	Our Approach
Governance		
Describe the Board's oversight of climate-related risks and opportunities	Met	In FY2023, the SSC has identified and assessed the climate-related risks and opportunities through a workshop facilitated by an ESG consultant. The Board has been briefed on the identified risks and opportunities as well as the mitigation strategies. The Board has collectively reviewed and approved the climate risks and opportunities. It will continuously reviewing our strategy by engaging with the SSC and overseeing the climate mitigation strategies. Moving forward, the Board will be updated on the progress at least once a year or whenever necessary.
Describe management's role in assessing and managing climate-related risks and opportunities	Met	While the Board will incorporate these climate change considerations into all business imperatives, the SSC provides stewardship and ensure that our strategies and businesses are aligned with sustainability targets. The SSC, together with the STF, supports the Board in the implementation of the identified climate-related strategies.
Strategy		
Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	Met	Please refer to the section "Climate-related risks and opportunities" below for more information.
Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning	Met	
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	In progress	As this is JUMBO's first year releasing our climate-related disclosures, we have not conducted scenario analysis, but we intend to incorporate it in subsequent SRs.

TCFD Recommended Disclosures	FY2023 Status	Our Approach
Risk Management		
Describe the organisation's processes for identifying and assessing climate-related risks	Met	JUMBO adopts the TCFD guidelines and assesses climate-related risks across our operations by conducting peer benchmarking and considering both transitional and physical impacts. We engage with internal and external stakeholders, as well as an ESG consultant to determine the most critical climate change issues to our operations.
Describe the organisation's processes for managing climate-related risks	Met	JUMBO takes into consideration the impact of climate-related risks to develop and implement our mitigation strategies. The impact of our risks is assessed based on: 1. The likelihood of its occurrence 2. The time period of impact 3. The financial impact on JUMBO
Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	Met	The Board and management team will periodically review the identified climate-related risks and integrate it into JUMBO's risk management approach, where appropriate.
Metrics and Targets		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Met	JUMBO monitors energy consumption, and Scope 1 and Scope 2 GHG emissions as part of its risk management process. Additionally, JUMBO monitors the amount of waste it generates and packaging utilised in its operations.
Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	In progress	Following SGX-ST's phased TCFD adoption, JUMBO has calculated our Scope 1 and Scope 2 GHG emissions in FY2023 and will assess the necessity of quantifying and tracking Scope 3 emissions in upcoming SRs.
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	In progress	JUMBO has determined targets based on our carbon emissions, waste generation and packaging utilised. For more information regarding JUMBO's metrics and targets, please refer to *Focus 4: Protecting the Environment*.

Climate-Related Risks

In line with the disclosure recommendations from TCFD, we have identified and assessed our climate-related risks based on:

- Transition Risks: These include risks due to the transition to a lower-carbon economy and may entail policy, legal, technological and market changes and requirements. The impacts may have varying levels of financial and/or reputational risks.
- Physical Risks: These include risks that are acute, event driven risks, or longer-term changes in climate patterns. The impacts of physical risks primarily have financial implications on organisations.

JUMBO has completed a comprehensive analysis of the most significant and relevant climate-related transitional risks and this assessment is presented in the table below.

Transition Risks			
Risk Area	**Factor**	**Description**	**Risk Mitigation Measures**
Policy	Introduction of carbon tax	The increased actions by governments to reduce GHG emissions through carbon taxing could result in increased electricity prices and LPG prices. **Time Period***: Short, Medium, Long **Likelihood**: Certain **Financial Impact**: Increased operational expenses in outlets, central kitchen and headquarters	JUMBO will continue tracking and monitoring its energy consumption and shall implement energy efficient measures where possible to reduce its energy consumption.
	Food waste management policies	Government regulations aim to reduce environmental expenses linked to waste transportation and incineration by mandating the segregation of food waste for treatment. Consequently, owners and operators of commercial and industrial facilities generating substantial food waste must comply with these regulations. JUMBO's restaurant outlets in shopping malls will also be affected indirectly, incurring additional operational costs for both the outlets and central kitchen as they work to meet these requirements. **Time Period**: Short, Medium, Long **Likelihood**: Certain: Outlets in shopping malls Likely: Central kitchen **Financial Impact**: Increased operational expenses in outlets and central kitchen	JUMBO will comply with regulatory requirements when notified by regulators and/or building managements.

* Definition of time period used in this Report: Short: Less than 5 years, Medium: 5-10 years and Long: More than 10 years.

Transition Risks			
Risk Area	**Factor**	**Description**	**Risk Mitigation Measures**
	Establishment of Marine Protected Areas ("MPAs") in the region	The establishment of MPAs which restrict fishing activities in certain areas can limit the supply of seafood, leading to increasing costs of ingredients, resulting in increased costs of raw ingredients. **Time Period**: Medium, Long **Likelihood**: Possible **Financial Impact**: Increased operational expenses in outlets	JUMBO diversifies its sources of seafood to ensure minimal disruption in supply. *Further information on our diversification processes can be found under the section 'Supply Chain Management' in Focus Area 'Upholding Good Governance'*. JUMBO will also explore increasing its supply sources to certified sustainable fisheries, such as MSC certified, to reduce likelihood of supply being affected by new MPAs.
	Packaging policies	Under the Mandatory Packaging Framework in the Resource Sustainability Act (2019), producers of packaged products are required to submit packaging plans and 3R data, requiring additional expenditure to submit required documents. **Time Period**: Medium, Long **Likelihood**: Possible **Financial Impact**: Increased compliance costs in outlets and central kitchen	JUMBO will comply with regulatory requirements, when notified by regulators or building managements.
	Packaging requirements for takeaway food	Increased actions by governments to regulate plastic packaging materials and increasing requirements to switch to bio-degradable packaging, resulting in greater operational costs. **Time Period**: Medium, Long **Likelihood**: Likely **Financial Impact**: Increased compliance costs in outlets	JUMBO will continue to replace all takeaway carrier bags to biodegradable materials. JUMBO shall also maintain or increase its use of environmentally friendly and biodegradable food packaging.
Technology	Installation of new low emissions equipment and renewable energy sources	Decarbonisation of our operations entail increased capital costs associated with adopting new, low-emission equipment and investing in renewable energy sources. **Time Period**: Short, Medium, Long **Likelihood**: Possible **Financial Impact**: ▪ Capital costs to purchase and install new equipment ▪ Asset loss of old equipment that are energy inefficient	JUMBO has invested in energy savings set-up that allows steam to be regenerated for continuous use and savings. JUMBO shall actively track market trends for energy-efficient sources and renewable energy sources.

BUILDING CLIMATE RESILIENCY

JUMBO has further assessed the most pertinent relevant climate-related physical risk and this is summarised in the table below.

Physical Risks			
	Acute		Chronic
Description	Extreme weather events such as floods or droughts may damage crops and agriculture locations, potentially impacting yields and increasing prices.	Extreme weather events could disrupt distribution pathways for raw materials to restaurants, central kitchen and packaging facilities.	Rising mean sea temperatures and chronic heat waves result in increased mortality of seafood and decreased yields.
Likelihood	Likely	Possible	Certain
Value Chain Point	Raw materials		
Time Period	Short, Medium, Long		
Financial Impact	Increased operational expenses		
Risk Mitigation Measures	JUMBO will continue to diversify its sources and species of seafood utilised to reduce reliance on a source in a single region. *Further information on our diversification processes can be found under the section 'Supply Chain Management' in Focus Area 'Upholding Good Governance'*.		

Climate-Related Opportunities

Opportunities arising from new mitigation measures and adapting to climate change can create favourable prospects for JUMBO. We have conducted a detailed analysis of potential opportunities for JUMBO.

Opportunity Identified	Diversification of supply chain
Factor	Resilience
Remarks	JUMBO can seek new opportunities to increase its sources of raw materials.
Likelihood	Likely
Time Period	Medium, Long
Financial Impact	Increased resilience to supply chain disruptions
Management Measure	JUMBO shall diversify its sources of seafood and build partnerships with different suppliers.

CONTRIBUTING TO THE COMMUNITY

At the heart of our sustainability strategy lies a core pillar dedicated to community building. We firmly believe in the importance of local community engagement and development, and as part of our ongoing commitment, our L&D team has carried out a range of initiatives to create a positive and lasting impact. These programs have notably expanded the collective knowledge of both JUMBO and the F&B industry, nurturing the growth of budding future talents. Our unwavering commitment to innovative and impactful strategies involves partnerships with government agencies and educational institutions, aimed at consistently fortifying the F&B industry workforce and bolstering the capabilities of the JUMBO.

In FY2023, the team introduced new strategies through partnerships with educational institutions, bolstering our engagement with youth and philanthropic endeavors. The year marked a dynamic phase, wherein our L&D team carried out a myriad of activities with significant achievements.

13th WorldSkills ASEAN Competition 2023	The competition saw the participation of 12,000 students from Ministry of Education Secondary Schools where JUMBO's Try-a-skill booth was actively engaged with more than 1,000 youths, delegates and public attendees.
JUMBO Learning Journeys	This engagement included approximately 525 secondary school and ITE students, who were given a glimpse into JUMBO as well as critical skills and experiences important to the F&B industry.
JUMBO Work Experience Programme	Our programme hosted more than 20 secondary school students, allowing them to gain valuable skills and work experience at various JUMBO outlets.
JUMBO Chef Demo Workshop	This workshop provided 40 ITE culinary students the experience to cook alongside our seasoned chefs, allowing them to engage directly and learn from our culinary experience.
1st JUMBO x ITE Culinary Hackathon Competition	As part of JUMBO's support for the Ministry of Sustainability and the Environment Zero Waste Masterplan, JUMBO and ITE partnered on an event themed "REDUCE. REUSE. REINVENT". 32 ITE culinary students participated in this inaugural event, transforming food trimmings into innovative dishes.

Community Impact Targets

FY2023 Target	Status of Target	Performance in FY2023
Continue to be involved in CSR activities to help the local and more vulnerable communities	Met	JUMBO organised and participated in numerous CSR activities in 2023.

Long-term/ perpetual target – beyond FY2029
Continue to be involved in CSR activities to help the local and more vulnerable communities

SGX SIX PRIMARY COMPONENTS INDEX

S/N	Primary Component	Section Reference
1	Material topics	• Stakeholder Engagement and Materiality Assessment
2	Climate-related disclosures consistent with the TCFD recommendations	• Building Climate Resiliency
3	Policies, practice and performance	• Board Statement • Sustainability Strategy Overview • Focus Areas
4	Board statement	• Board Statement
5	Targets	• Governance Targets • Customer Safety and Engagement Targets • Employee Development and Safety Targets • Environmental Targets • Community Impact Targets
6	Sustainability reporting framework	• About this Sustainability Report

GRI CONTENT INDEX

Statement of use	JUMBO Group Limited has reported the information cited in this GRI content index for the period 1 October 2022 to 30 September 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	GRI Disclosure	Section Reference
GRI 2: General Disclosures 2021	2-1 Organisational details	Corporate Profile
	2-2 Entities included in the organisation's sustainability reporting	About this Sustainability Report – Reporting Scope
	2-3 Reporting period, frequency and contact point	About this Sustainability Report – Reporting Period and Framework
	2-4 Restatements of information	About this Sustainability Report – Restatements
	2-5 External Assurance	About this Sustainability Report – Assurance
	2-6 Activities, value chain and other business relationships	Corporate Profile
	2-7 Employees	Caring for our People – Employee and Talent Retention
	2-8 Workers who are not employees	Caring for our People – Employee and Talent Retention
	2-9 Governance structure and composition	Board of Directors and Key Management (Annual Report)
	2-10 Nomination and selection of the highest governance body	Board of Directors and Key Management (Annual Report)
	2-11 Chair of the highest governance body	Board of Directors and Key Management (Annual Report)
	2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors and Key Management (Annual Report)
	2-13 Delegation of responsibility for managing impacts	Stakeholder Engagement
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Strategy Overview – Sustainability Governance
	2-15 Conflicts of interest	Corporate Governance Report (Annual Report)
	2-16 Communication of critical concerns	Sustainability Strategy Overview – Governance Structure
	2-17 Collective knowledge of the highest governance body	Sustainability Strategy Overview – Governance Structure
	2-18 Evaluation of the performance of the highest governance body	Sustainability Strategy Overview – Governance Structure
	2-19 Remuneration policies	Corporate Governance Report (Annual Report)
	2-20 Process to determine remuneration	Corporate Governance Report (Annual Report)
	2-21 Annual total compensation ratio	Not disclosed due to confidentiality reasons.

GRI CONTENT INDEX

GRI Standard	GRI Disclosure	Section Reference
	2-22 Statement on sustainable development strategy	Sustainability Strategy Overview – Strategic Focus Areas
	2-23 Policy commitments	Sustainability Strategy Overview – Strategic Focus Areas
	2-24 Embedding policy commitments	Sustainability Strategy Overview – Strategic Focus Areas
	2-25 Processes to remediate negative impacts	Upholding Good Governance - Anti - Corruption
	2-26 Mechanisms for seeking advice and raising concerns	Upholding Good Governance – Anti - Corruption
	2-27 Compliance with laws and regulations	Upholding Good Governance – Regulatory Compliance
	2-28 Membership associations	JUMBO is a member of the *Restaurant Association of Singapore and the Singapore Food Manufacturers' Association.*
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Not applicable. JUMBO has no collective bargaining agreements.
Disclosure of Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement & Materiality Assessment
	3-2 List of material topics	Stakeholder Engagement & Materiality Assessment
Upholding Good Governance		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Upholding Good Governance – Anti - Corruption
	205-2 Communication and training about anti-corruption policies and procedures	Upholding Good Governance – Anti - Corruption
	205-3 Confirmed incidents of corruption and actions taken	Upholding Good Governance – Anti - Corruption
GRI 308: Supplier Environmental Assessment	308-2 Negative environmental impacts in the supply chain and actions taken	Upholding Good Governance – Supply Chain Management
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Upholding Good Governance – Customer Data Protection
Focusing on Customers		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Focusing on Customers – Product Quality and Safety
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Focusing on Customers – Product Quality and Safety

GRI CONTENT INDEX

GRI Standard	GRI Disclosure	Section Reference
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labelling	Focusing on Customers – Marketing and Labelling
	417-2 Incidents of non-compliance concerning product and service information and labelling	Focusing on Customers – Marketing and Labelling
	417-3 Incidents of non-compliance concerning marketing communications	Focusing on Customers – Marketing and Labelling
Caring for our People		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Caring for our People – Employee and Talent Retention
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Caring for our People – Employee and Talent Retention
	401-3 Parental leave	Caring for our People – Employee and Talent Retention
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Caring for our People – Workplace Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Caring for our People – Workplace Health and Safety
	403-3 Occupational health services	Caring for our People – Workplace Health and Safety
	403-5 Worker training on occupational health and safety	Caring for our People – Workplace Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Caring for our People – Workplace Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Caring for our People – Workplace Health and Safety
	403-9 Work-related injuries	Caring for our People – Workplace Health and Safety
	403-10 Work-related ill health	Caring for our People – Workplace Health and Safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Caring for our People – Learning and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Caring for our People – Learning and Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Caring for our People – Learning and Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Caring for our People – Diversity and Equal Opportunity
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Caring for our People – Diversity and Equal Opportunity

GRI CONTENT INDEX

GRI Standard	GRI Disclosure	Section Reference
Protecting the Environment		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Protecting the Environment – Materials
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Protecting the Environment – Energy and Emissions
	302-3 Energy intensity	Protecting the Environment – Energy and Emissions
GRI 303: Water and Effluents 2018	303-5 Water consumption	Protecting the Environment – Water and Effluents
GRI 304: Biodiversity	304-2 Significant impacts of activities, products and services on biodiversity	Protecting the Environment – Biodiversity
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Protecting the Environment – Materials
	305-2 Energy indirect (Scope 2) GHG emissions	Protecting the Environment – Energy and Emissions
	305-4 GHG emissions intensity	Protecting the Environment – Energy and Emissions
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Protecting the Environment – Waste Management
	306-2 Management of significant waste-related impacts	Protecting the Environment – Waste Management
Building Climate Resiliency		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Building Climate Resiliency
Contributing to the Community		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Contributing to the Community

JUMBO GROUP

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