



BETTER food
BETTER people
BETTER life



SUSTAINABILITY REPORT
2020

Zero major food incidents
at Koufu's outlets

Zero incidents of non-
compliance with voluntary
codes and regulations
resulting in a warning

Average score of >70%
for Mystery Shopper
programme

BETTER

Food





SUSTAINABILITY HIGHLIGHTS IN FY2019

BETTER

people

Maintained monthly
turnover rate <4%

Zero fatality

Zero high-consequence
work-related injury

Zero confirmed cases of corruption

Zero cases involving significant fines and non-monetary sanctions

Over S\$500,000 community investment in cash and in-kind donations

Over 5,500 employee volunteering hours clocked

BETTER

Life



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ABOUT KOUFU GROUP LIMITED

Founded in 2002 by Mr. Pang Lim and headquartered in Singapore, Koufu Group Limited ("Koufu") has been one of Singapore's most well-known operators and managers of food courts and coffee shops. Since July 2018, Koufu has been listed on the Mainboard of the Singapore Exchange ("SGX").

Our business comprises of two segments – Outlet & Mall Management and F&B Retail. Under the Outlet & Mall Management business segment, Koufu operates and/or manages food courts, coffee shops, a hawker centre and a commercial mall. Under the F&B Retail business segment, we operate F&B stalls located within food courts and coffee shops, as well as F&B kiosks, quick-service restaurants and full-service restaurants. Our brands include Cookhouse by Koufu, Elemen, R&B Tea, Grove and many more.

Koufu (口福) refers to the Chinese belief that it is one's good fortune to feast on good food. Using the same belief to bring forth 'Koufu' to everyone, we make it our mission to offer accessible good food and services steeped in traditional Singaporean cuisine and culture.



OUR PRESENCE

Besides our established foothold in Singapore, as shown in Figure 1, Koufu has expanded into Macau and Malaysia.

Figure 1: Locations of Koufu's F&B outlets in Singapore



- Koufu
- Jurong West Hawker Centre
- Gourmet Paradise
- Punggol Plaza
- Fork & Spoon
- R&B Tea
- Cookhouse by Koufu
- Supertea
- Rasapura Masters
- Grove
- Happy Hawkers
- Elemen
- 1983 – A Taste of Nanyang
- F&B Kiosk
- 1983 – Coffee & Toast

As at 31 December 2019

OUTLET & MALL MANAGEMENT				
FOOD COURTS		COFFEE SHOPS	HAWKER CENTRE	COMMERCIAL MALLS
Singapore	Macau	Singapore	Singapore	Singapore
48	2	16	1	1

F&B RETAIL						
F&B STALLS		QUICK-SERVICE RESTAURANTS ("QSR")	F&B KIOSKS		FULL-SERVICE RESTAURANTS	
Singapore	Macau	Singapore	Singapore	Malaysia	Macau	Singapore
72	4	7	27	1	1	4

OUR MISSION

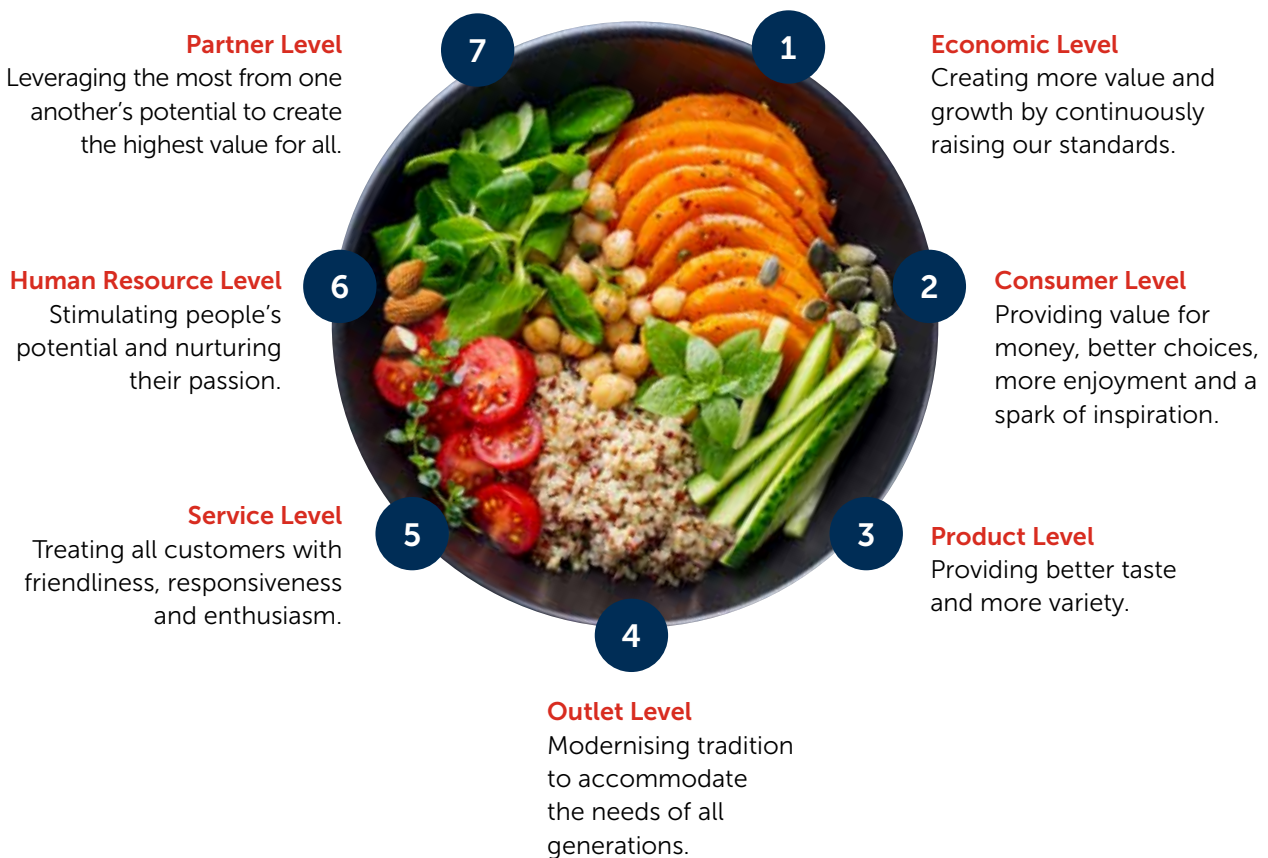
BETTER FOOD PEOPLE LIFE

Koufu strives to bring about the ambience of a warm family environment whilst serving the best food to our customers, and creating a wholesome and fulfilling lifestyle for all. We adhere strongly to our three-pillared mission and vision to ensure we deliver the best services and set the bar for a superb dining experience.

OUR VALUES

Beyond profitability, we aim to enhance the well-being of all people. We want to nurture the inherent joy of sharing a meal or a drink with family and friends by providing trustworthiness, friendliness and a spark of inspiration in the everyday life of people of all ages, social classes and ethnic backgrounds.

To achieve our mission, we pride ourselves on championing the 7 aspects featured below.



The background of the page is a photograph of a Koufu meal. In the foreground, a white ceramic bowl with a blue rim is filled with a golden-brown, buttered bread roll. To its left, a white mug with the Koufu logo and name is filled with coffee. Behind the mug, a white bowl contains a light-colored soup. In the background, a wicker basket holds several round, golden-brown bread rolls. The entire scene is set on a dark wooden table with a metal mesh trivet.

STATEMENT FROM THE BOARD

The Board of Directors (“the Board” or “We”) of Koufu Group Limited (“Koufu” or “the Group”) is pleased to present our inaugural Sustainability Report.

We hold strongly to our belief of bringing “Koufu” to everyone. We recognise a great responsibility to do so in a purposeful and sustainable manner for future generations to enjoy a fortune of good food. Sustainability has always been a part of Koufu’s strategy in driving business practices, as embodied in our mission statement, ‘Better Food, Better People, Better Life’. The Board, along with various stakeholders, have identified and determined the material environmental, social and governance (“ESG”) matters. We seek to closely monitor these key ESG matters for their continued relevance to our business.

Notwithstanding the COVID-19 outbreak subsequent to year-end, we expect to remain competitive with our productivity efforts and strategic expansion plans in place. We will be stepping up on precautionary measures as advised or mandated by the government and continue to bring forth new food options and varieties to our customers in a sustainable manner.

Our report, in alignment with our three-pillared mission, summarises our non-financial performance and commitments towards the ESG matters that we have determined as material to the Group. We endeavour to work closely and provide guidance to the Management team to achieve a desired balance between profitability and long-term sustainable growth.

ABOUT THE REPORT

Reporting Period and Scope

Our inaugural sustainability report encompasses the Group’s sustainability performance covering outlet management and F&B retail operations in Singapore¹, as listed in Table 1, for the financial year ended 31 December 2019 (“FY2019”). Where available, performance for the financial year ended 31 December 2018 (“FY2018”) has been included for comparative purposes.

We have adopted a phased approach for reporting. We seek to progressively expand our scope to include our global operations as we mature in our journey of sustainability reporting.

Table 1: Entities included in the scope of report

Reporting Entities	Operations	Brands
Koufu Pte. Ltd.	<ul style="list-style-type: none"> Management and operations of food courts, coffeeshops, & commercial establishments Sales of food and beverage 	<ul style="list-style-type: none"> Koufu Cookhouse by Koufu Rasapura Masters Fork & Spoon Happy Hawkers
Koufu Gourmet Pte. Ltd.	<ul style="list-style-type: none"> Processing of food products 	<ul style="list-style-type: none"> Not applicable - central kitchen only
Elemen F&B Pte. Ltd.	<ul style="list-style-type: none"> Operations of restaurants 	<ul style="list-style-type: none"> Elemen
Grove (S) Pte. Ltd.	<ul style="list-style-type: none"> Operations of quick service restaurants 	<ul style="list-style-type: none"> Grove
1983 F&B Pte. Ltd.	<ul style="list-style-type: none"> Operations of quick service restaurants 	<ul style="list-style-type: none"> 1983 – Coffee & Toast
Super Tea (S) Pte. Ltd.	<ul style="list-style-type: none"> Operations of F&B kiosks 	<ul style="list-style-type: none"> R&B Tea Supertea
Delijoy Pte. Ltd.	<ul style="list-style-type: none"> Processing of food products 	<ul style="list-style-type: none"> Delijoy

Reporting Standards

This report has been prepared in accordance with SGX-ST Mainboard Listing Rules 711(A) and 711(B) and Global Reporting Initiatives (“GRI”) 2018 Standards “Core” option, a globally-recognised framework suited for reporting on sustainability matters relevant to Koufu.

Commitment to Quality Disclosures

At Koufu, we have committed to the use of a credible framework to relay our non-financial data and information to users of our sustainability report. We have not obtained external assurance for our inaugural report. However, we pride ourselves on transparent reporting and endeavor to continuously improve the content and quality of our non-financial disclosures in alignment with the reporting principles of GRI and SGX.

We value any feedback on our Sustainability Report. You may contact us with your comments at sustainability@koufu.com.sg.

¹ Mall management and Jurong Hawker are not included in this scope of report due to limited operational control and data.

KOUFU'S SUSTAINABILITY APPROACH

Stakeholder Engagement

As an outlet management service provider and a F&B retailer, we work with various stakeholders integral to our business operations. To ensure that the interests of our stakeholders are well protected, we engage them through various channels of communication and respond to their concerns as detailed in Table 2 below.

Table 2: Koufu's stakeholder engagement

Stakeholder Groups	Key Concerns / Interests Raised	Our Responses	Engagement Methods	Frequency
Customers	<ul style="list-style-type: none"> ◆ Consistency in quality customer service and products ◆ Food safety and hygiene across Koufu's operations ◆ Innovative products and services ◆ Quality of tenants 	<ul style="list-style-type: none"> ◆ We conduct service quality and strict food hygiene checks while complying with SFA on food safety requirements ◆ We innovate through research and development ("R&D") on our food and service offerings ◆ We conduct customer satisfaction evaluations on our tenants and improve their service levels 	◆ Internal review of Standard Operating Procedures ("SOP")	◆ Quarterly
			◆ Food safety and hygiene inspections internally across our food courts, F&B outlets and at our central kitchens	◆ Daily
			◆ In-house customer service training and food safety handling training for all service staff	◆ Ongoing
			◆ Monitoring and timely response to feedback received on our feedback channels	◆ Ongoing
			◆ R&D on potential products and services	◆ Ongoing
			◆ Tenant Evaluation	◆ Ongoing
Business Partners (e.g. supplier, tenants, landlords etc.)	<ul style="list-style-type: none"> ◆ Sustaining the growth of customer brand loyalty ◆ Positive relationship management 	<ul style="list-style-type: none"> ◆ We strive to sustain customer brand loyalty through improving the quality of tenants ◆ We strive to have good relationships with our business partners through various forms of communication 	◆ Communication of feedback and reviews relating to product and service matters to business partners in a respectful and timely manner	◆ Ongoing
Investors	<ul style="list-style-type: none"> ◆ Sustainable business strategy ◆ Sustainable business and stable financial performance ◆ Prudent capital management 	<ul style="list-style-type: none"> ◆ Our multi-brand strategy allows us to capture more business opportunities with a differentiated focus on the delivery of diverse dining experiences 	◆ Annual General Meeting	◆ Annually
			◆ Corporate announcements	◆ Ongoing
			◆ Investor meetings	◆ Ongoing
			◆ Financial results	◆ Quarterly

Stakeholder Groups	Key Concerns / Interests Raised	Our Responses	Engagement Methods	Frequency
Regulators	<ul style="list-style-type: none"> ◆ Compliance to food safety standards set by the government such as National Environmental Agency (“NEA”) and Singapore Food Agency (“SFA”) 	<ul style="list-style-type: none"> ◆ We put in place measures to ensure food safety and hygiene are in compliance with local regulations ◆ We comply with the mandatory Workforce Skills Qualifications (“WSQ”) training on basic food safety and hygiene courses 	◆ Food safety and hygiene inspections internally across our food courts, F&B outlets and at our central kitchens	◆ Daily
			◆ Independent audits by Food Hygiene Manager on food safety and hygiene in our food courts, F&B outlets and at our central kitchens	◆ Periodic
			◆ “Hygiene & Maintenance” meetings attended by all F&B outlet management staff to ensure best practices are shared amongst the outlets	◆ Monthly
Employees	<ul style="list-style-type: none"> ◆ Training on food hygiene and workplace safety ◆ Ability to manage customer relations and deliver exceptional customer service ◆ Being valued by the company as a key contributor to the organisation’s success ◆ Employees’ welfare and well-being, including being in a safe workplace environment 	<ul style="list-style-type: none"> ◆ We utilise various platforms in engaging our employees, including structured career progression, providing incentive schemes as well as communication and sharing sessions 	◆ Induction programmes for all new joiners	◆ As required
			◆ In-house trainings provided on food hygiene, customer service and point-of-sales systems	◆ As required
			◆ On-the-job trainings for new employees for product and SOP familiarisation	◆ As required
			◆ Monthly birthday celebrations for employees, annual Dinner & Dance, annual Chinese New Year get-together, Mid-Autumn festivals and annual Parents’ Day celebrations	◆ Ongoing
			◆ Communication of feedback and reviews on operations-related matters	◆ Daily
			◆ Site visits by Operational Managers to disseminate information and best practices	◆ Daily
Community	<ul style="list-style-type: none"> ◆ Giving back to the community ◆ Economic contributions 	<ul style="list-style-type: none"> ◆ We engage in outreach programmes and contribute back to the community in the form of donations 	◆ Share – A Bowl of Rice event to raise funds for the community	◆ Annually
			◆ Employee volunteerism at Sun Love Home	◆ Annually
			◆ Koufu Endowed Bursary to National Technological University	◆ Ongoing

KOUFU'S SUSTAINABILITY APPROACH

Materiality Assessment

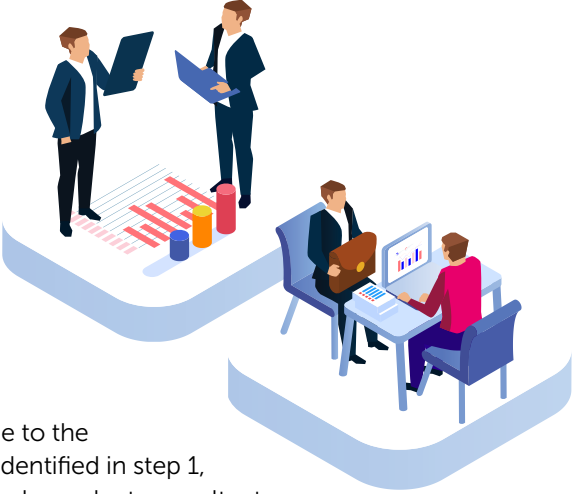
We have undertaken a four-step materiality assessment approach for our inaugural sustainability report, to identify, prioritise, validate and review sustainability matters relevant to Koufu. Through this, we focus on the six sustainability matters as listed in Figure 3 that are pertinent to Koufu's business and embodies our overall mission to cultivate better food, better people and better life.

Figure 2: Four-step materiality assessment

1

IDENTIFICATION

A preliminary list of sustainability matters was collated based on desktop analysis of sustainability reports published by industry players. Subsequently, these matters were discussed with management to distil those that were relevant to Koufu.



2

PRIORITISATION

In allocating weightage to the sustainability matters identified in step 1, we have engaged an independent consultant to facilitate a materiality assessment workshop involving senior management and key members across several departments. This workshop allowed us to prioritise matters according to the likelihood and extent of impact to our business whilst taking into consideration the perception of both internal and external stakeholders.

3

VALIDATION

Results from the materiality assessment workshop were presented in a materiality matrix and validated by the Board.



4

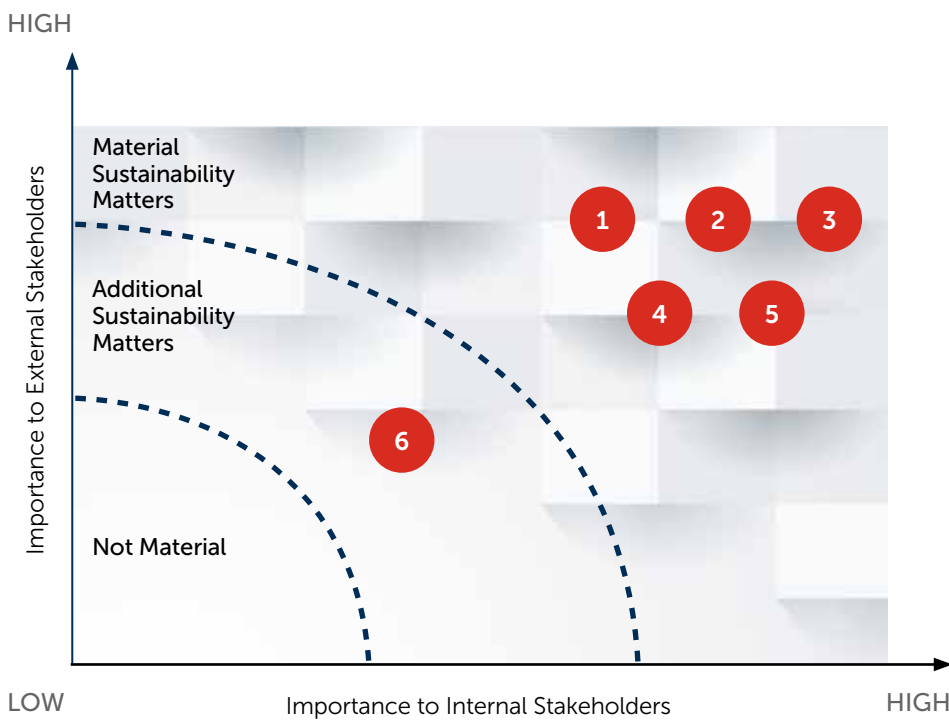
REVIEW

The validated sustainability matters will undergo yearly review to ensure that these remain relevant and important to Koufu's business and our stakeholders.

Figure 3: Koufu's list of sustainability matters



Figure 4: Koufu's materiality matrix

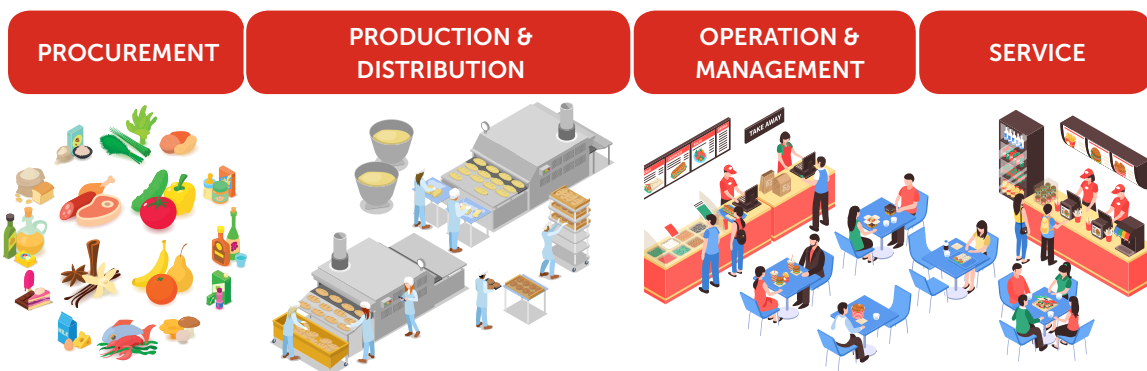


KOUFU'S SUSTAINABILITY APPROACH

Koufu's Sustainable Value Chain

Koufu's value chain comprises largely of four categories as shown in Table 3. We seek to continually improve and better manage each aspect to ensure the sustainability of our business. This involves the tenants of our food courts who play a key role in the reputation and success of Koufu.

Table 3: Sustainability in Koufu's value chain

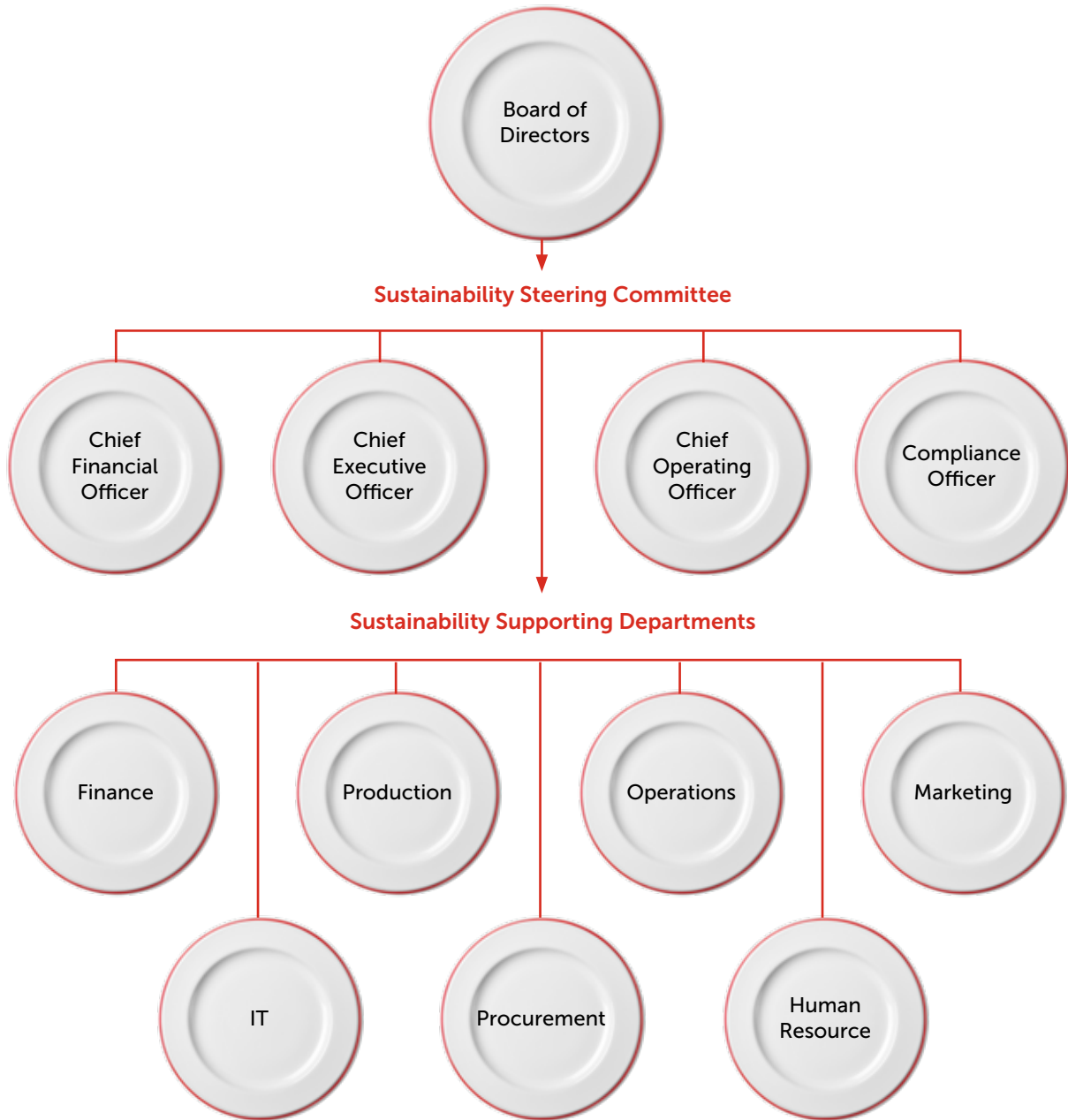


	Headquarters >>	Central Kitchens >>	Food Courts and Self-Operated F&B	
Overview	<ul style="list-style-type: none"> We source and purchase from approved vendors that are carefully selected through our procurement process to ensure the quality of our products and services delivered to end-users We work with 252 suppliers, of which 99% of them are locally-based suppliers 	<ul style="list-style-type: none"> We operate two central kitchens, one for non-halal food preparation and another for halal food preparation for our F&B retail business in Singapore. Our central kitchen production focuses mainly on dim sum, sauces as well as bread/buns. From preparation to production and distribution of products, we aim to manage our environmental footprint while advocating a high degree of quality and safety to all stakeholders We continuously innovate to provide a diversified range of products suited to the taste buds of every individual 	<ul style="list-style-type: none"> We recognise the importance of maintaining close relations and garnering the cooperation of our tenants and F&B retail managers to ensure smooth operations that meet Koufu's standards of cleanliness, hygiene and food quality as well as regulatory requirements We also provide support to our tenants in ways we best can, as and when required 	<ul style="list-style-type: none"> Customers are at the heart of everything we do We seek to enhance our customers' dining experience and satisfaction levels through continuous efforts to improve our service quality and operational productivity
Stakeholders Involved	<ul style="list-style-type: none"> Regulators Employees Business Partners (e.g. suppliers) 	<ul style="list-style-type: none"> Regulators Employees Business Partners (e.g. logistics providers, vendors) 	<ul style="list-style-type: none"> Regulators Employees Business Partners (e.g. tenants, cleaning services providers) Customers 	<ul style="list-style-type: none"> Regulators Employees Customers Community
Key Sustainability Matters	<ul style="list-style-type: none"> Food Safety and Hygiene Active Employee Engagement 	<ul style="list-style-type: none"> Food Safety and Hygiene Occupational Health and Safety Active Employee Engagement 	<ul style="list-style-type: none"> Food Safety and Hygiene Occupational Health and Safety Active Employee Engagement 	<ul style="list-style-type: none"> Customer Satisfaction
Economic Performance & Corporate Governance				

Koufu's Sustainability Governance

Overseen by the Board, Koufu's sustainability team is led by our Sustainability Steering Committee, while our sustainability practices are driven by the various supporting department heads within each department.

Figure 5: Koufu's sustainability team



BETTER

Food



BETTER FOOD

Food Safety and Hygiene



Why It Is Important

Providing safe, high-quality food is of utmost importance to Koufu as a food management and service provider. To that end, one of our greatest priorities is to maintain high standards of food safety and hygiene, and to comply with all food and safety regulations across our central kitchens, food courts and F&B retail outlets. We believe that through this, we will be able to build Koufu into a trusted brand for individuals and families.



Policy

Koufu strictly aligns our food safety and hygiene practices in accordance with SFA regulations. Obtaining the relevant licensing, permits and qualifications are also strictly enforced.



Targets

- Zero major² food safety incidents at Koufu's outlets
- SFA Grade "A" license at new proposed Integrated Facility³ by FY2021



Practices

We have established a standardised approach in guiding our employees and tenants on food safety and hygiene practices, and procedures that should be followed across our food operations. Regular evaluation procedures are also implemented to ensure adherence (refer to Table 4). In addition, we are currently exploring certifications such as Hazard Analysis Critical Control Point ("HACCP") for our proposed integrated facility.

Table 4: Approach and evaluation processes on food safety and hygiene

	Procurement >>	Central Kitchen >>	Outlet Management and F&B Retail >>
Approach	<ul style="list-style-type: none"> ◆ Verification of relevant approval documents and certificates before accepting deliveries of fresh produce, dairy products and meat. ◆ Before appointing new suppliers, we require samples to be sent to us for testing in order to meet our stringent quality standards. 	<ul style="list-style-type: none"> ◆ "First in, first out" method – a system which organises food by expiration or use-by date – adopted for our raw ingredients to control the quantities ordered and minimise wastage. ◆ Food preparation carried out under strict temperature-controlled environment. ◆ Our central kitchens are thoroughly washed down and cleaned at the end of each day. 	<ul style="list-style-type: none"> ◆ All Koufu's service personnel are to maintain food quality and safety requirements listed in our strict internal control procedures such as our daily food hygiene checklist for individual stall owners/tenants and guidelines and NEA's Food Hygiene Handbook. ◆ Chefs and kitchen staff involved in the food preparation are trained in food handling, cooking and hygiene control.
Evaluation	<ul style="list-style-type: none"> ◆ Randomised checks on the quality of raw ingredients supplied by our regular suppliers. ◆ Periodic evaluation of suppliers' performance, reputation, track record, and the quality of the ingredients supplied. 	<ul style="list-style-type: none"> ◆ Our food products are further subjected to visual quality control checks at every station for any abnormalities, with a final check conducted at the respective packing stations. ◆ Inspection conducted 3 times a week by the Food Hygiene Manager ("FHM"), quality assurance team and factory manager. 	<ul style="list-style-type: none"> ◆ Daily visual checks are also conducted on the F&B products served. ◆ Food Court Managers ("FCMs") and Floor Managers conduct daily routine inspections to uphold the level of cleanliness and hygiene standards in our food courts and coffee shops consistently.

2 A major food safety incident is defined as Mass Food Poisoning deemed to have occurred when at least five unrelated customers are affected from consuming food items produced by the Central Kitchen supplying to our retail outlets.

3 Our proposed Integrated Facility will expand the central procurement, preparation, processing and distribution functions of our existing central kitchens to manufacture and supply semi-finished and/or finished food products to our food courts and self-operated F&B.

BETTER FOOD

Should any non-compliance incident be raised by the Singapore Food Agency ("SFA"), our FHM and Zone Trainer will investigate the incident, and subsequently, educate the parties involved. The Service Manager ("SM") then monitors and ensures that corrective actions are implemented within 24 hours and communicates the progress to the Food Court Manager ("FCM"), FHM and Zone Trainer.

Qualifications Requirements

At Koufu, our employees and tenants must be equipped with the necessary Workforce Skills Qualifications (refer to Table 5) before commencing work at Koufu or at Koufu's premises as a food handler.

Table 5: WSQ qualifications requirement

WSQ Basic Food Safety Hygiene Qualification	WSQ Conduct Food & Beverage Hygiene Audit Qualification
<ul style="list-style-type: none">◆ We require all our employees and tenants who are engaged in the handling and preparation of food and beverages to complete this course – 'Follow Food and Beverage Safety and Hygiene Policies and Procedures 2014', which aligns with SFA requirements.◆ As an authorised training provider, we conduct in-house Basic Food Hygiene Course for our employees.	<ul style="list-style-type: none">◆ We ensure that each of our retail outlets are staffed by a certified FHM. These FHMs are selected from our mid-level operations managers who will be sent for the "WSQ Conduct Food and Beverage Audit" course in order to become certified.◆ This course is intended to raise the level and quality of review exercised on food hygiene and cleanliness by our FHMs to ensure a high level of upkeep at our food outlets.

Case Study: Addressing Hygiene and Maintenance Issues

To ensure a certain standard of food safety and hygiene at our retail outlets, our FHM conducts an inspection on food stalls thrice a week, taking into consideration areas such as the potential cross-contamination of raw and cooked food

and labelling of expiration dates. After the audit, our FHM will have a meeting with our FCMs and SMs to address the non-conformities observed during the audits and the respective corrective actions to be taken.



FHM conducting a site inspection with outlet management and going through key items to take note of

Performance⁴

We have achieved zero major food safety incidents at Koufu's outlets in FY2019 and are working towards obtaining SFA Grade "A" license for our Integrated Facility in FY2021. Although we have received from NEA a total of 4 demerit points from one case relating to poor housekeeping in FY2019, this was down from 26 demerit points from 6 cases in FY2018. In response to this, we have put in place corrective actions for this case in FY2019 which includes additional reviews on the housekeeping of that stall. There were no incidents of non-compliance with voluntary codes and regulations resulting in a warning.

4 Our performance only includes cases where Koufu has direct operational control over (i.e. excludes tenants).

Customer Satisfaction



Why It Is Important

Due to the nature of Koufu's business, the main contributing factor to our customers' satisfaction is their dining experience – which includes the quality of services and food served within our premises. To ensure that our customers have a pleasant dining experience, our commitment towards customer satisfaction goes beyond just meeting the regulations. As such, our policies and procedures are catered to place our customers' well-being and happiness at the heart of our services.



Policy

To accomplish our mission of "Better Food, Better People, Better Life", we commit to the following:

- 1) To listen, understand and respond often in creative ways to the evolving needs and constantly shifting expectations of our customers
- 2) To communicate our service vision to employees at every level to ensure quality service is personally and positively delivered to customers
- 3) To increase customer satisfaction from our products and services



Targets

To maintain an average score of at least 70% for our Mystery Shopper Programme



Practices

In managing the overall service level at our outlet management and F&B retail, we have in place the following measures to enhance customer satisfaction.

Figure 6: Measures to improve customer satisfaction

Service quality check

- ◆ Surprise audits conducted by management team and mystery shopper audit on select foodcourts and F&B retail outlets, covering key elements such as staff behaviour, food presentation, cleanliness, hygiene and service
- ◆ Conducted at least twice yearly
- ◆ Training will be tailored and conducted at outlets where under-performance is identified

Service skills and incentives

- ◆ Orientation for new joiners
- ◆ Provision of communication and service-related trainings targeted at SMs and FCMs to better manage tenants and to enhance customers' experience
- ◆ Employees will be rewarded with dining vouchers when compliments are received from customers

Corrective actions

- ◆ In-house customer service remedial classes will be conducted for employees or tenants who have received complaints
- ◆ Verbal and written warnings are issued to employees found to have repeatedly under-performed during internal audits conducted

Customer grievance channels

- ◆ Koufu welcomes all feedback from customers that can help improve the dining experience
- ◆ Various channels such as social media (Facebook), email or direct telephone line are open to customers
- ◆ We seek to respond to feedback and queries received within 48 hours



BETTER FOOD

The Group conducted a benchmarking survey in FY2018 as a measure of our standing against competitors, which further provided insights to areas that can be improved. On average, 600 survey participants were picked at random to rate service-related aspects such as service efficiency, courtesy of staff, quality of food and beverage, affordability, variety, cleanliness, seat availability, ambience and convenience of location. The information gathered from this survey enabled us to improve our service quality by focusing on the key service-related aspects that are important to our customers.

Case Study: Mystery Shopper Audits

At Koufu, we engage the Mystery Shoppers twice a year to conduct audits on tenants in terms of customer service and payment processes. These Mystery Shoppers will then score the tenants based on a set of customer service criteria from

the beginning till the end of transaction. Then, these scores are consolidated and shared to outlets to allow tenants to review and improve at the next round.



Zone trainer sharing identified areas of improvement from the Mystery Shopper Audit with outlet staff

Performance

Overall, Koufu is pleased to share that we have achieved more than 70% for our Mystery Shopper Programme in FY2019. The audit identified some gaps in our employees' customer service standards. Proper guidance and training interventions were then planned and implemented.



BETTER

people

BETTER PEOPLE

Our Workforce Profile

As Koufu strives towards our mission statement “Better People”, we seek to ensure that our workforce is resilient in numbers to adequately support our business expansion. This year, our permanent⁵ employee numbers rose by 15.4% from 1,276 in FY2018 to 1,473 in FY2019. There were no significant variations⁶ on a month to month basis in our employee numbers for both FY2018 and FY2019.

Being in the F&B industry, we also engage a significant number of workers who are not employees to support Koufu’s operations, comprising largely of cleaning services and tenant operations. As of FY2019, we engaged 574 cleaners and 1,968 workers of tenants, an overall increase of about 3.1% from 555 cleaners and 1,910 tenant employees in FY2018.

Figure 7: Number of permanent employees

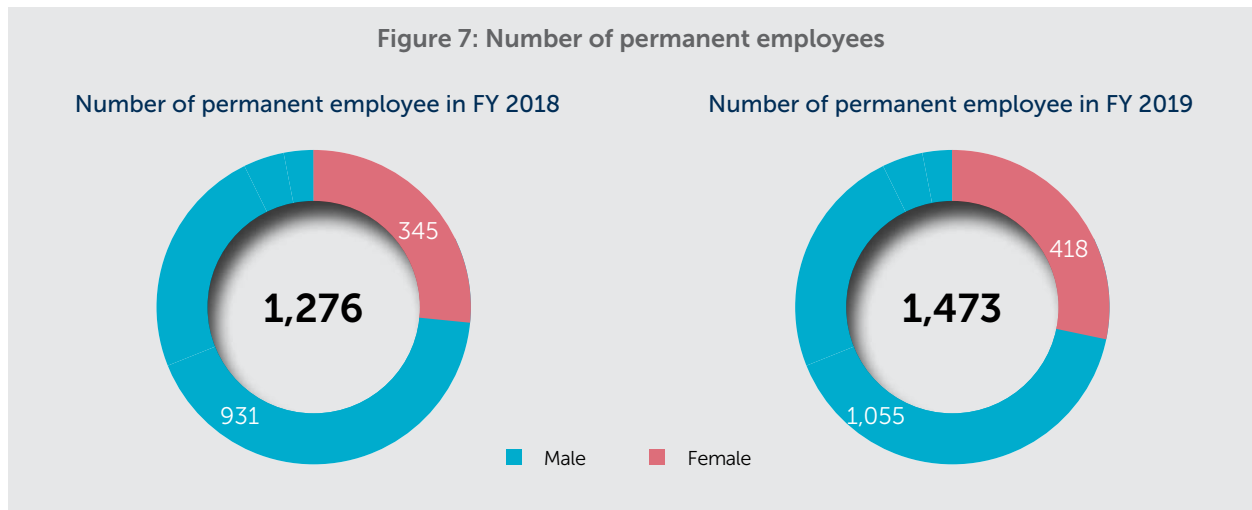


Figure 8: Number of employees by employment type

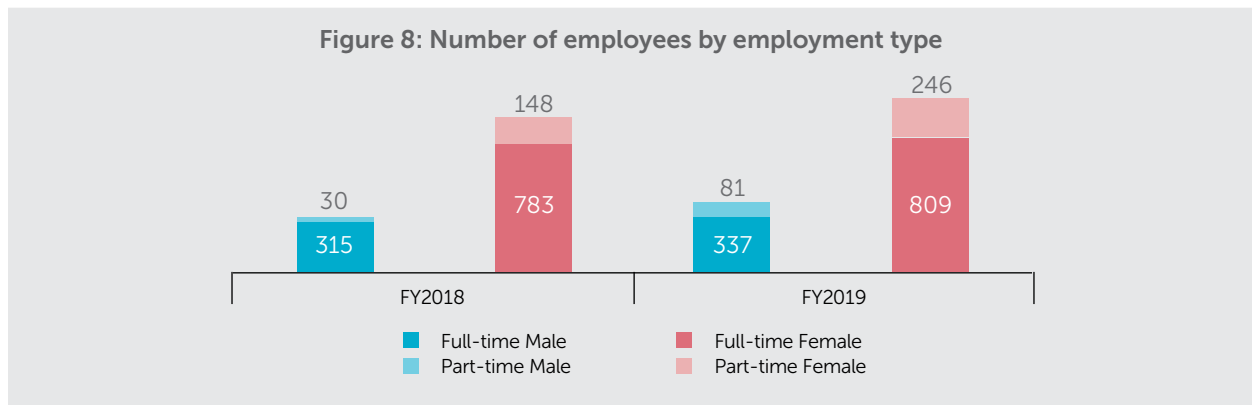
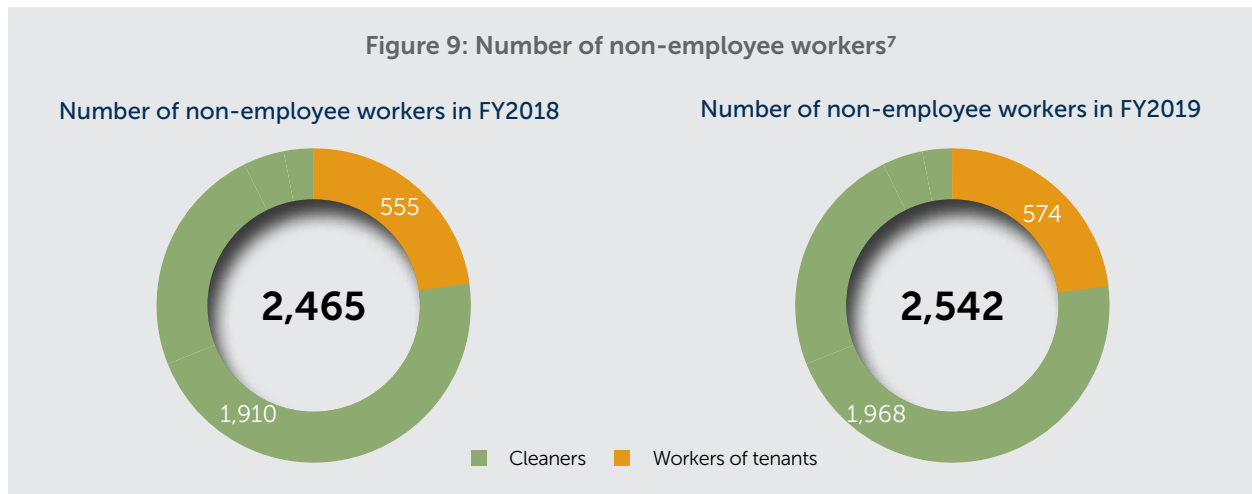


Figure 9: Number of non-employee workers⁷



5 Koufu does not employ temporary employees.

6 Variation in permanent employee number is considered significant if it varies more than 5% from the previous month.

7 Non-employee workers comprise cleaners and workers of our tenants.

Active Employee Engagement



Why It Is Important

An engaged employee refers to one who has the ability and is committed to contribute to the success of the organisation. Higher employee satisfaction leads to higher productivity, which leads to increased customer satisfaction – a key contributor to the continuing success of our Group.



Policy

Koufu believes that actively engaging our employees and the effort put in towards understanding them can enhance their overall level of satisfaction working for the Group. As such, our employee engagement policy is designed to help our employees grow individually and professionally while remaining committed to the growth of our organization.



Targets

Total employees' turnover rate⁸ not exceeding a monthly turnover rate of 4% in FY2020



Practices

To ensure that our remuneration packages remain attractive and competitive, we benchmark our salary packages against the Singapore National Employers Federation ("SNEF") salary and benefits data.

To ensure our employees are actively engaged, we provide skill enhancement programmes, incentives and platforms for employees to voice out their feedback as shown below.

Table 6 : Employee engagement methods at Koufu

CAREER DEVELOPMENT	INCENTIVE SCHEMES	COMMUNICATION/ SHARING SESSIONS
<p>Internal grooming</p> <ul style="list-style-type: none"> Our in-house training programmes are catered to different roles, focusing on matters such as employee conduct and discipline, housekeeping, quality assurance, hygiene and safety awareness. Our external trainings include middle management training on service excellence, decision making, problem solving and other productivity-related initiatives. 	<p>Employee benefits</p> <ul style="list-style-type: none"> To reduce absenteeism, employees are given an attendance allowance in cash should they meet the eligibility criteria within the working month. Flexi and part-time employments are provided for employees to allow flexible working hours and days. For employees who do not utilise their medical subsidy benefits, they are able to enjoy cash out of this medical subsidy at their next pay out every year. 	<p>Involving employees in policy review</p> <ul style="list-style-type: none"> We engage our employees by obtaining their feedback when our Human Resource ("HR") department rolls out policy reviews.
<p>Accelerated Career Progression</p> <ul style="list-style-type: none"> To promote employee retention, Koufu nominates staff to move up the ranks every 6 to 24 months depending on their role. Nominated staff are given temporary promotions and assessed over a period of 3 – 6 months to determine their suitability for their new role. 	<p>Performance and retention bonus</p> <ul style="list-style-type: none"> A bi-annual variable bonus payout is provided to employees (performance-based). A retention bonus (performance-based) for key operational team and key executives is provided. The quantum is dependent on the value generated by the Group in that year and determined by the management. 	<p>Employees performance review</p> <ul style="list-style-type: none"> Bi-annual performance reviews are held to follow up on the employees' key-performance indicators

⁸ The average monthly employee turnover rate is derived by taking the total turnover number in the fiscal year divided by the sum of total number of employees at the end of each month during the year.

Case Study: Celebrating Festivities

Chinese New Year

As an annual routine, Koufu had invited all outlet staff to join a fun-filled CNY get-together session at our Head Office. Activities such as karaoke, lucky draw and lo hei were arranged to celebrate the Lunar

Chinese New Year. We also invited the God of Fortune to grace the event and distribute golden chocolate ingots. Ang pao and goodie bags were distributed to all employees as part of the celebrations.



Valentine's Day

Valentine's Day was made special with Do-it-Yourself cookies where Koufu staff were able to show off their creativity and present it to their colleagues or loved ones.

Mid-Autumn Festival

During Mid-Autumn festival, Koufu greeted our employees with beautifully boxed mooncakes. Mid-Autumn festival is a cultural tradition that is passed down from generations to enjoy mooncakes on this occasion with friends and family. Gifting mooncakes to loved ones is our form of exchanging well wishes.



Case Study: Appreciating Our Country and Our Employees

NDP Marching

In celebration of Singapore's Bicentennial this year and marking our nation's 54 years of independence, National Day Parade 2019 <Our Singapore> was held at the Padang and Koufu is honoured to be one of the marching contingents.

44 staff volunteered and committed to train every Saturday from April at Nee Soon Camp to August at the Padang. New friendships were forged and unforgettable memories were created throughout the tough yet enriching training sessions.



NDP Appreciation

After 4 months of training, our Koufu marching contingent gave a great show at the Padang on National Day. To show our appreciation, we held an Appreciation Dinner at Elemen Classic at Great World City on 26 Aug 2019, where plaques were presented to the NDP trainers and certificates presented to the participants. During Koufu's annual Dinner & Dance at Suntec Convention Centre on 21 Nov 2019, a special NDP video was shown with pride swelling in everyone's hearts. Our staff each received a plaque and a cash reward for their commitment towards this meaningful event.

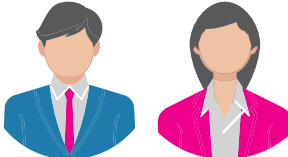


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Performance

Due to Koufu's nature of business in the F&B industry, we are subjected to high rates of employee new hires and turnover. To better manage the turnover rate of our employees, we have set a target of not exceeding a monthly turnover rate⁹ of 4%. We are pleased to share that we have met this target in FY2019. In addition to the monthly turnover rate, the following additional metrics (Tables 7 and 8) have been tracked according to GRI Standards.

Table 7: Total number and rate of employee new hire and turnover by gender in FY2019¹⁰



By gender	MALE	FEMALE
Number of employee new hires	295	638
Employee new hire rate	71%	60%
Number of employee turnovers	226	510
Employee turnover rate	54%	48%

Table 8: Total number and rate of employee new hire and turnover by age group in FY2019¹¹

By age group	<30 yrs	30 - 50 yrs	>50 yrs
Number of employee new hires	440	239	254
Employee new hire rate	91%	54%	46%
Number of employee turnovers	248	234	254
Employee turnover rate	51%	53%	46%

9 The average monthly employee turnover rate is derived by taking the total turnover number in the fiscal year divided by the sum of total number of employees at the end of each month during the year.

10 Basis for calculation is in terms of the total number of employees for the respective gender category.

11 Basis for calculation is in terms of the total number of employees for the respective age group category.

Occupational Health and Safety



Why It Is Important

Safety is of utmost importance at Koufu, where the physical and mental well-being of our employees forms the crux of our operations and contributes to the success of our business. We are committed to ensuring a safe and healthy work environment for all. In this respect, Koufu has established our Workplace Safety and Health (“WSH”) handbook which includes Koufu’s policies, as well as, the respective roles and responsibilities, general safety precautions, measures and incident reporting procedures at premises within the Group’s control.



Policy

Koufu is committed to excel in our workplace safety and health performance through inculcating a safety-first culture with the appropriate training and leadership development opportunities provided to our employees. Koufu also commits to implement safe practices and procedures that comply with the WSH Act and other relevant regulations.

All employees and contractors are expected to comply and align with Koufu’s WSH policy.



Targets

Zero fatality and high-consequence work-related injury¹² among employee and non-employee workers¹³



Practices

Workplace Safety and Health Management System (“WSHMS”)

Equipped with BizSAFE Level 4, Koufu has developed our WSH handbook with reference to the Singapore Standard SS506 Occupational Safety and Health Management System (“SS506”) standards. The Group’s occupational safety and health management system replicates the Plan-Do-Check-Act (“PDCA”) model (refer to Table 9) to ensure oversight over the management of workplace safety across our operations. Our WSHMS system covers Koufu’s employees and contractors working at Koufu’s premises. Our contractors have a specific set of requirements to comply with Koufu’s WSH rules and WSH Act at all times. Our contractors have to report any hazards or incidents to their supervisor and Koufu-in-charge if the hazard is located within Koufu’s premises.

12 High-consequence work-related injury is defined as work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

13 Non-employee workers comprise cleaners and workers of our tenants.

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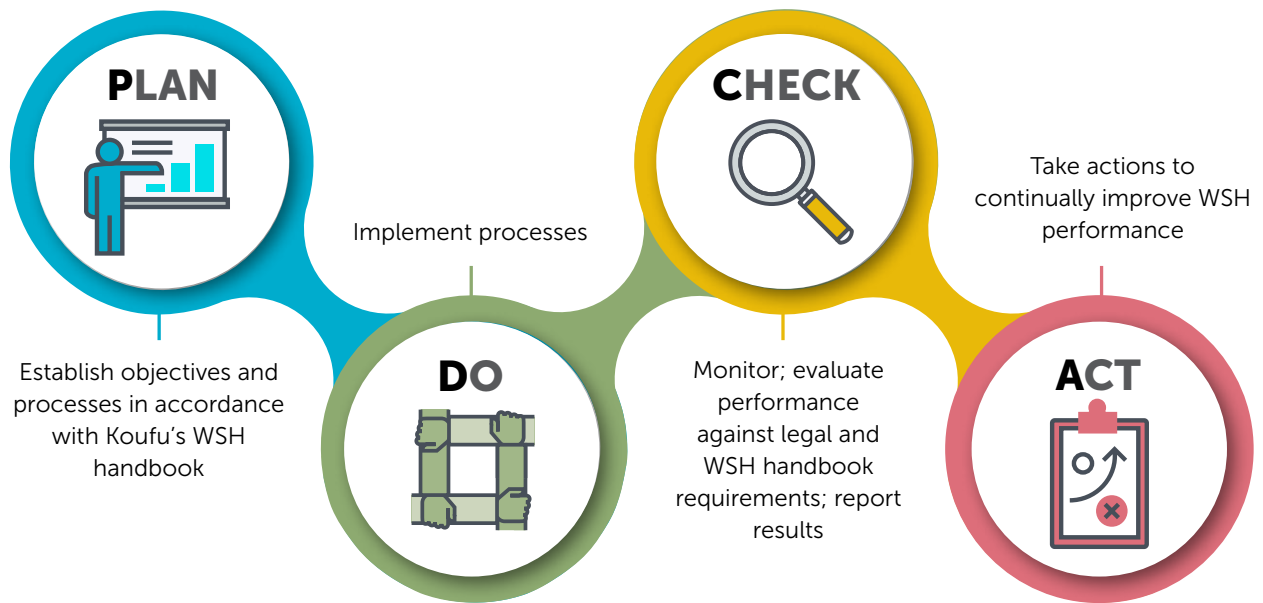


Table 9: PDCA model of Koufu's Workplace Safety and Health Management System ("WSHMS")

Workplace Safety & Health Committee

- ◆ Guided by the Chief Operating Officer ("COO"), the WSH committee is supported by the various Heads of Departments and Operation Managers
- ◆ The respective responsibilities are stipulated within the WSH handbook

Risk Management ("RM")

- ◆ The Hazard Identification, Risk Assessment and Determining Control ("HIRADC") is applied across our operations, in compliance with the WSH Act in Singapore

Workplace hazard and risk management

- ◆ The RM team validates hazards identified, assesses risk level and develops control plans, as necessary, to mitigate the rate of work-related incidents
- ◆ Provision of adequate trainings and refresher courses
- ◆ Safety precautions and WSH policy are also communicated to all workers and contractors
- ◆ When found to be in a dangerous work situation, workers are encouraged to raise their concerns to their immediate supervisor or manager. Practicable steps will be undertaken to reduce level of risk. They may also contact the HR without fear of reprisals as identities will be kept confidential.

Evaluation of performance

- ◆ Internal reviews and audits of workplace safety are enforced at our central kitchens and F&B outlets to evaluate and identify areas for improvement to ensure the safety and well-being of our workers
- ◆ The COO selects three outlets to conduct a surprise assessment every week

Determining corrective actions using hierarchy of controls

- ◆ All workplace incidents are required to undergo investigation, which comprises but are not limited to the assessment of maintenance activities and employees' feedback to guide us in determining the root cause and accordingly, identify appropriate corrective actions

Enhancement of WSHMS

- ◆ Koufu's WSH handbook will undergo refinement, when required

BizSAFE3 requirement

- ◆ We require our contractors to have a minimum of BizSAFE Level 3 certification
- ◆ Risk assessment documents are further obtained to review our safety framework

Programmes to Improve the Safety and Well-being

To improve the safety and well-being of our workers, we have implemented various programmes to promote healthier lifestyles and minimise the risk of workplace incidents. Relevant trainings are also provided to ensure that all workers receive the necessary first line of response in the event of an emergency.

Table 10: Programmes to improve the safety and well-being of our employees

OCCUPATIONAL HEALTH SERVICES ¹⁴	WORKER PARTICIPATION, CONSULTATION AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY	PROMOTION OF EMPLOYEES' HEALTH AND WELL-BEING	TRAININGS
<ul style="list-style-type: none"> ◆ Coffee dispensing technology introduced to ease repetition in strenuous movements typically required of employees when traditional method of making coffee is used ◆ Our tray return robots at food courts are provided to reduce manpower needed ◆ We adopted cashless transactions to reduce the amount of cash transactions involved which can cause mental stress due to the large amount of cash transactions on a daily basis 	<ul style="list-style-type: none"> ◆ New hires are provided on-the-job training regarding the safety dos and don'ts ◆ Monthly workplace safety talks for SMs ◆ Special in-house safety campaigns ◆ Workplace-related incidents and statistics shared during monthly meetings ◆ Emergency response drills conducted twice a year at Koufu's headquarter (including central kitchens) 	<ul style="list-style-type: none"> ◆ In our efforts to encourage employees to adopt a smoke-free lifestyle, employees will be issued demerit points if found to be smoking within Koufu's premises ◆ Lunchtime talks on medical-related concerns are organised and open for all employees to participate 	<ul style="list-style-type: none"> ◆ First aid courses such as Cardiopulmonary resuscitation ("CPR") and bandaging are provided once every 3 years for FCMs, SMs, and supervisors ◆ Fire response training is conducted by SCDF for FCMs and SMs every 3 years ◆ Terrorism response training conducted by the Singapore Civil Defence Force ("SCDF") twice a year ◆ Selected Food Court and Area Managers to attend BizSAFE Level 2 "Develop a Risk Management Implementation Plan" training course to be equipped with skills to manage safety risks

Case Study: Fire drills at Koufu Headquarters

As part of our emergency response preparedness plan, two fire drills were conducted in March and September 2019 to bring awareness and better equip our employees with the relevant knowledge in the event of a fire at our premises. With over 100 participants, both fire drills yielded timings of below 8 minutes and participants demonstrated proficiency in the evacuation procedures.



Fire drill in FY2019

14 As defined by GRI Standards, Occupational health services are services entrusted with essentially preventive functions, and responsible for advising the employer, the workers, and their representatives in the undertaking, on the requirements for establishing and maintaining a safe and health work environment, which will facilitate optimal physical and mental health in relation to work and the adaptation of work to the capabilities of workers in the light of their state of physical and mental health.

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Performance

In both FY2018 and FY2019, we are pleased to report that we have met our targets of zero fatalities and zero high-consequence work-related injuries for both employees and non-employee workers.

Figure 10: Total number and rate¹⁵ of recordable employee and non-employee worker¹⁶ injury cases

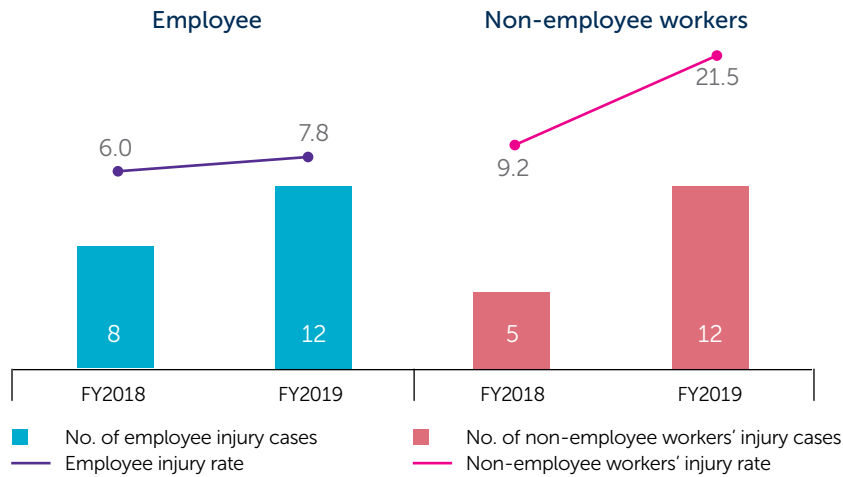
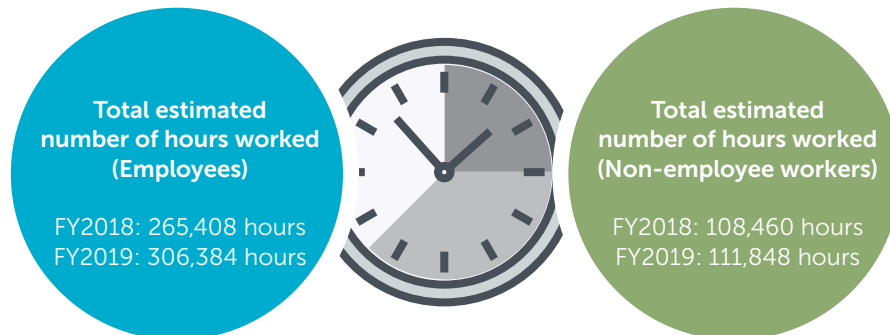


Figure 11: Total estimated number of hours worked for employees and non-employees¹⁷



In FY2019, our total number of recordable injury cases among the employees and non-employee workers rose by 4 and 7 respectively, with the main types of injury being slips and falls, cuts on fingers and scalding. In response, we have improved the content in our monthly briefings to the outlet management staff to include safety awareness and hazard avoidance at work.

¹⁵ Rate of recordable work-related injuries is calculated using the total number of recordable work-related injuries per 200,000 manhours worked, as defined by GRI Standards.

¹⁶ Total number of recordable non-employee injuries presented may not be whole as tenants may liaise directly with their insurance companies which are not within the purview of Koufu.

¹⁷ Koufu does not track the number of hours worked by non-employees, hence the assumption used is that each non-employee works 44 hours/week as per Ministry of Manpower ("MOM") regulations.

Better Life

BETTER



BETTER LIFE

Corporate Governance



Why It Is Important

At Koufu, we recognise that having good corporate governance is key to the sustainability of our business. We seek to ensure that our sustainability objectives and targets are aligned with the Group's business strategy. The Board is committed to ensure that high standards of corporate governance are practised throughout the Group to protect the interest of our stakeholders and enhance shareholders' value through the growth of the organisation.



Policy

As a commitment to our stance on a strong corporate governance, we have put in place various policies such as our code of conduct and ethics, whistle-blowing, monitoring trading activities, investor relations and dealing in securities policy, etc. For more information on our corporate governance related policies, please refer to the 'Corporate Governance' section of our Annual Report 2019.



Targets

- Zero confirmed cases of corruption
- Zero cases of involving significant fines¹⁸ and non-monetary sanctions¹⁹



Practices

Established by the Board, the Audit and Risk Management Committee ("ARMC") is responsible for developing and monitoring the Group's risk management framework covering policies and procedures, as well as, review the potential risks faced by the Group.

All directors of the Group are also required to fulfil the minimum requirement of at least one training each year on matters related to corporate governance, either conducted by internal or external parties.

On an annual basis, the Group's internal controls will undergo an internal audit performed by external consultants and separately, an external audit will be carried out by accredited independent auditors. For more information on corporate governance, please refer to the 'Corporate Governance' section of Koufu's Annual Report 2019.

Compliance with laws and regulations

To ensure that the Group complies with the laws and regulations of the countries that we operate in, our Group's policies as shown above, are reviewed annually to ensure its relevance to current practices and legislations. Annually, the external auditors appointed by Koufu update the ARMC and the Board on revised or new regulations applicable to the Group. Internally, Koufu has assembled our own compliance assurance team ("CA Team") headed by our COO and supported by our quality control officers. The CA team seeks to ensure compliance by conducting periodic surprise visits to each of our F&B outlets and our central kitchens. To update the Board on regulatory compliance matters, our COO will report to the Board on a quarterly basis. In addition, Koufu provides a feedback channel for members of the public on our Group's website at www.koufu.com.sg. This allows direct feedback to our Group and actions can be taken to continually improve our Group's compliance performance.

¹⁸ Koufu defines significant fines as \$1,000 and above. Exclude cases relating to food safety and hygiene. Please refer to the Food Safety and Hygiene section on targets relating to food safety incidents.

¹⁹ Exclude cases relating to food safety and hygiene.

Ethics, Bribery and Corruption

Koufu takes a strong stand against corruption, with integrity being one of our core values. We have established our Code of Conduct which acts as the first line of defense against unethical and corruption acts. Koufu does not condone any fraud, corruption and other forms of unethical behaviour or conduct, and we urge all stakeholders to reach out to us at whistleblowing@koufu.com.sg if any of such matters come to your attention. All reports lodged will be assessed directly by the ARMC Chairman. Should internal stakeholders have any feedback or grievances, they are advised to reach out to their immediate area managers, or contact the HR personnel, CEO or Executive Director. In addition, to ensure that our suppliers and contractors are aware of our anti-corruption requirements, the Group's procurement team will communicate these requirements to them during the negotiation phase.

Performance

Koufu is pleased to share that we have met our targets of zero confirmed cases of corruption and cases²⁰ involving significant fines and non-monetary sanctions in FY2019. In addition, we do not have any cases brought through dispute resolution mechanisms during this reporting period.

Economic Performance



Why It Is Important

Good economic performance leads to better remuneration for employees, enhanced shared value for shareholders, sustainable business for suppliers, landlords, and tenants, value creation for customers, and stable tax income for governments. To thrive in this competitive food service industry, it is imperative for Koufu to take measured steps to sustain our reputation as one of the key food court management service providers in Singapore.



Policy

We are committed to achieve improved economic performance for the long-term sustainability of the Group in accordance to our mission, "Better Food, Better People, and Better Life."



Targets

We are committed to expand our food court and F&B retail presence locally and globally



Practices

Building a Sustainable Business Model

To ensure a sustainable business model, our current multi-brand strategy is built on top of our traditional food court management business. This enables the expansion and development of our business on a wider-scale by targeting several market segments concurrently. Our multi-brand strategy allows us to capture more business opportunities with our differentiated focus on the delivery of diverse dining experiences for the tastes, preferences, budgets and occasions. This has thus contributed to the strong and perpetual growth of our customer base and market share, both locally and globally. In FY2019, we continued to witness a growth in the total number of outlets from 156 in FY2018 to 184 in FY2019, comprising both local and international outlets.

²⁰ Excludes cases relating to food safety and hygiene. Please refer to the Food Safety and Hygiene section for more information.

BETTER LIFE

Koufu has also been identified as an enterprise with a track record of growth and potential, coupled with the ambition to scale further and faster under the Scale-up SG programme. This programme is a 2.5-year programme that helps selected local companies become leaders of their respective fields, who can significantly contribute to Singapore's economy. As a pioneer of this programme, Koufu is committed to leverage on the resources provided to expand our operations in a rapid yet sustainable manner and create good job opportunities for our Singaporeans.

Managing Economic Performance

We seek to ensure that every management action is appropriately accounted for through key performance indicators tracked by the finance and procurement team accordingly. Some of these include outlet sales, gross profit margins and rate of rent renewal. Not forgetting that employees are key contributors to Koufu's success, our employees are adequately remunerated for their efforts in helping the Group attain our economic goals.

Caring for our Community

Beyond the focus on building a sustainable business, corporate social responsibility has always been an integral part of Koufu's mission since the inception of the Group. Koufu holds the strong belief that help needs to be extended, especially for the less fortunate and elderly, in order for the society to thrive and achieve betterment together.

With the aim to create positive impact on the society and talent development, Koufu actively gives back through selected outreach programmes and bursaries that support the same cause:

- **Share – A Bowl of Rice:** An annual event where Koufu partners with distinguished Singapore artist, Mr Tan Kay Nguan, to raise funds for the less fortunate community through the charity sale of delicately created art paintings using rice grains and acrylic paint.
- **Sun Love Home:** Koufu regularly visits our adopted charity – Sun Love Home, which provides care to intellectually-infirm individuals. On occasions such as Chinese New Year, Mid-Autumn Festival and Christmas, staff and their families bring along treats and spend quality time with the residents, engaging them in a myriad of activities to spread festive cheers all around.



- **Koufu Endowed Bursary:** In 2019, Koufu has agreed to gift \$1,000,000 in aggregate to Nanyang Technological University (the "University") over a period of two years in support of ASEAN students with financial needs and who wish to pursue an undergraduate degree with the University.



- **R&B Tea X APSN CSR Event:** As part of R&B Tea's 2nd anniversary activities, our staff visited the students of the Association for Persons with Special Needs (APSN) at their Katong Campus. Through a fun-filled day of interaction and tea brewing, we brought a smile to the faces of each and every beneficiary.

Case Study: Singapore1000 & SME1000

Listed as one of the Singapore 1000 and SME 1000 – Top 1000 companies and small medium enterprises in Singapore based on financial indicators such as revenue, net profit, return on equity and overseas revenue – the Group has been featured on The SME Magazine by the Business Times in November 2018. Through this publication, we are humbled to announce that we will continue to innovate and automate our processes via the increased use of technology throughout our business and operations, to differentiate ourselves in the highly competitive F&B industry and remain relevant to our customers.

Some of our measures to improve productivity include establishing an integrated facility and the acquisition of new commercial grade equipment and new information technology systems. Our technology initiatives include the self-ordering and payment kiosks, smart tray return robots and Radio-frequency Identification (RFID) tray return system. Through these innovations, Koufu is able to enjoy enhanced productivity, contributing to higher overall economic performance.



Performance

Koufu is pleased to share that we have achieved our target of increasing our food court and F&B retail presence in Singapore and internationally in FY2019. We have grown our total number of outlets by 28 which include food courts, coffee shops, F&B stalls, F&B kiosks as well as full service restaurants. In FY2019, Koufu is proud to share that we have an increased economic value retained largely due to increased economic value generated.

Figure 12: Economic value generated and distributed in FY2018

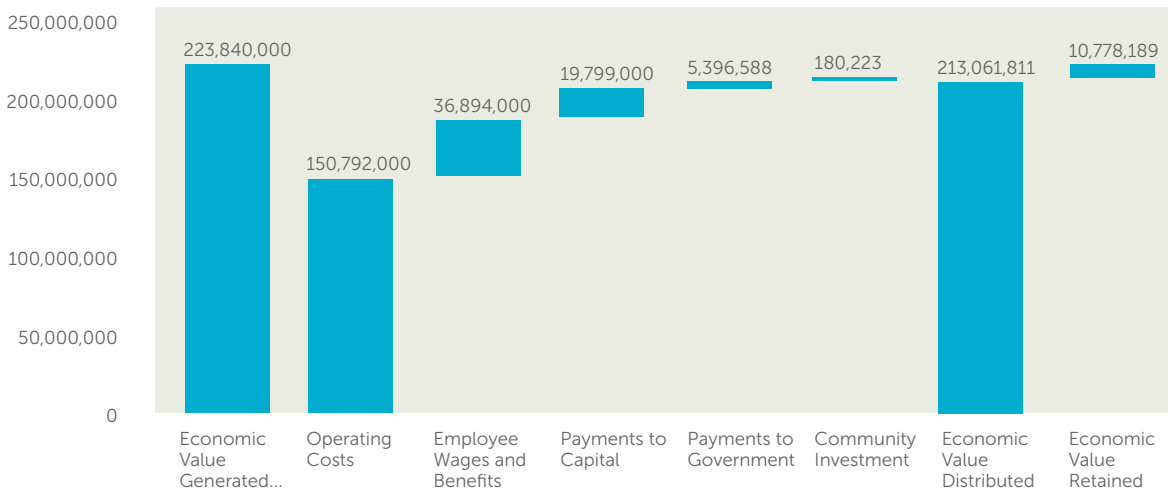
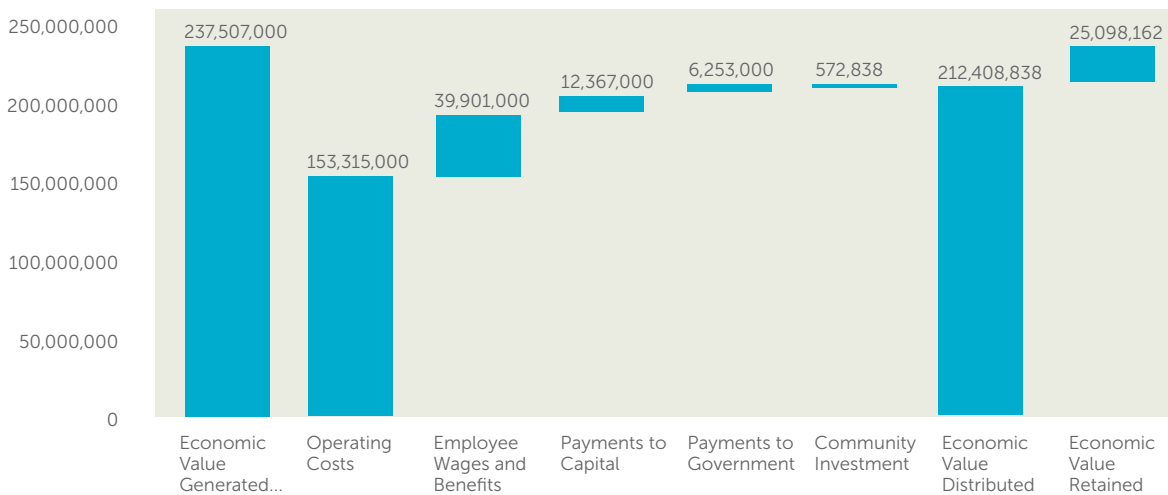


Figure 13: Economic value generated and distributed in FY2019



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GRI Standard Disclosure	Disclosure Title	Report Section	Page Reference
GRI 102: General Disclosures 2016			
Organisational Profile			
102-1	Name of the organisation	About Koufu Group Limited	1
102-2	Activities, brands, products, and services	About Koufu Group Limited	1
102-3	Location of headquarters	About Koufu Group Limited	2
102-4	Location of operations	About Koufu Group Limited	2
102-5	Ownership and legal form	About Koufu Group Limited	1
102-6	Markets served	About Koufu Group Limited	2
102-7	Scale of the organisation	About Koufu Group Limited	2
102-8	Information on employees and other workers	Better People: Our Workforce Profile	18
102-9	Supply chain	Koufu’s Sustainable Approach: Koufu’s Sustainable Value Chain	10
102-10	Significant changes to the organisation and its supply chain	Better Life: Economic Performance	29
102-11	Precautionary Principle or approach	Koufu’s Annual Report 2019: Corporate Governance	43
102-12	External initiatives	Tripartite Alliance for Fair and Progressive Employment Practices	-
102-13	Membership of associations	Koufu is part of the Singapore Chinese Chamber of Commerce and Industry Membership, Securities Investors Association Singapore (SIAS), Singapore Business Federation and Singapore Food Manufacturers’ Association. Our subsidiary Elemen is a member of the Restaurant Association of Singapore (RAS).	-
Strategy			
102-14	Statement from senior decision-maker	Statement from the Board	4
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behaviour	About Koufu Group Limited	3
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102-18	Governance structure	Koufu’s Sustainability Approach: Koufu’s Sustainability Governance	11
Stakeholder Engagement			
102-40	List of stakeholder groups	Koufu’s Sustainability Approach: Stakeholder Engagement	6
102-41	Collective bargaining agreements	NIL	-
102-42	Identifying and selecting stakeholders	Koufu’s Sustainability Approach: Stakeholder Engagement	6

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102-49	Changes in reporting	This is Koufu’s inaugural sustainability report	-	
102-50	Reporting period	About the Report: Reporting Period and Scope	5	
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102-52	Reporting cycle	About the Report: Reporting Period and Scope	5	
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102-54	Claims of reporting in accordance with the GRI Standards	About the Report: Reporting Standards	5	
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GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Better Food: Food Safety and Hygiene	14
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	103-3	Evaluation of the management approach	Better Life: Corporate Governance	28-29

GRI Standard Disclosure		Disclosure Title	Report Section	Page Reference
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GRI 205: Anti-Corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Better Life: Corporate Governance	29
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Better Life: Corporate Governance	29
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Better Life: Corporate Governance	29
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	403-2	Hazard identification, risk assessment, and incident investigation	Better People: Occupational Health and Safety	23-25
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	403-4	Worker participation, consultation, and communication on occupational health and safety	Better People: Occupational Health and Safety	23-25
	403-5	Worker training on occupational health and safety	Better People: Occupational Health and Safety	23-25
	403-6	Promotion of worker health	Better People: Occupational Health and Safety	23-25
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not applicable for Koufu	-
GRI 403: Topic-specific disclosure - Occupational Health and Safety 2018	403-9	Work-related injuries	Better People: Occupational Health and Safety	26

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GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Koufu’s Sustainability Approach: Koufu’s Sustainable Value Chain	10
	103-2	The management approach and its components	Better Life: Economic Performance	29-32
	103-3	Evaluation of the management approach	Better Life: Economic Performance	29-32
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Better Life: Economic Performance	32