



DAWN OF A NEW ERA

SUSTAINABILITY REPORT
2022



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

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CORPORATE PROFILE

JUMBO is one of Singapore's leading multi-dining concept F&B establishments. It has a portfolio of 11 F&B brands – JUMBO Signatures, JUMBO Seafood, Zui Teochew Cuisine, NG AH SIO Bak Kut Teh, Chao Ting Pao Fan, Kok Kee Wonton Noodle, HACK IT and XINYAO Hainanese Chicken Rice; operates 3 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.

The opening of JUMBO's first outlet at East Coast Seafood Centre in 1987 marked its humble beginning. JUMBO strived to fulfil its philosophy of "Bonding People Through Food", operating 46 F&B outlets (including those of its associated companies and those under licensing arrangements) in 14 cities in Asia – Singapore, Shanghai, Beijing, Xi'an, Fuzhou, Xiamen, Seoul, Taipei, 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 their signature dishes, JUMBO established its Central Kitchen in 2008. Since then, JUMBO is able to increase its productivity and lower cost 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 35 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 was awarded the 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. JUMBO Seafood outlet at Riverside Point received the Diners' Choice 2021 – Singapore River Signatures awards. 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 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 conferred the China Feast Restaurant Awards 2019/2020 – Best Asian Restaurant, Recommended Restaurants in 2020 by MEISHIGONGLUE, The Best Asian Cuisine Restaurant (2020) by GANLANHUABAO, Outstanding Southeast Asian Restaurant of the Year (2020) by that's shanghai, Best Seafood Restaurant 2020 by Shanghai WOW and 2020 Favourite Seafood by ChoPe. NG AH SIO Bak Kut Teh was awarded 2020 Shanghai Must Eat Southeast Asian Restaurants by POP SHANGHAI.

In franchising, JUMBO Seafood won the Franchising and Licensing Awards (FLA Awards) 2022 – International Franchisor of the Year and Franchisor of the Year. NG AH SIO Bak Kut Teh won the Promising Franchisor of the Year and the Innovation Business award. In addition, Jumbo received the Excellent Service Award from 2008 to 2019 and 5S Excellence Award by Restaurant Association of Singapore in 2018.

The feather in the cap in 2021 was the endorsement of its human resources processes, where JUMBO was recognized by The Straits Times as one of Singapore's Top 20 Best Employers 2021, the first among restaurants in Singapore. Notably, JUMBO was mentioned during the 2019 National Day Rally speech by Prime Minister Lee Hsien Loong as an example of success in training and development of local talent leading to growth and global expansion of local companies.



BOARD STATEMENT

The board of directors (the “Board” or “Directors”) of JUMBO Group Limited is pleased to present the Sustainability Report for the financial year ended 30 September (“FY”) 2022.

The last three years of overcoming unprecedented challenges from COVID-19 have been daunting for the food and beverage (“F&B”) industry. We are finally sensing a change in outlook for our operations as Singapore and the world gradually eased COVID-19 measures including dine-in restrictions throughout 2022.

Despite the last three years of volatility, JUMBO continues to lay down the foundation to meet the challenges of a new world. We encourage all our employees to embrace technology, training, development and talent acquisition to meet the challenges of this new world.

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 for our business and stakeholders. The Management Team had monitored and reviewed our material ESG factors to ensure its relevancy in FY2022. The Management Team also closely engaged with various stakeholders, organizational and external influences and concluded that the appropriate ESG factors identified in FY2021 remained suitable for FY2022. The Board fully supports the recommendations proposed by the Management Team and continues to provide assistance to embed core ESG values across the entire organization.

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 report.



SUSTAINABILITY APPROACH

JUMBO firmly believes that understanding the interests of our key stakeholders and addressing them with relevant sustainable practices will help ensure a healthy and thriving business. In the last three years, our operating environment has been volatile and uncertain because of the COVID-19 pandemic. However, such unpredictability has also shown us that the continuity of our business is highly dependent on the environment, business partner ecosystem, customer behaviour and lifestyle and regulatory landscape. Our sustainability approach is driven by the Group's Mission, Vision, Values and Philosophy. Being a F&B business, people centricity is pivotal – satisfaction and safety of both external and internal stakeholders, while our focus on social and governance factors forms the foundation for the organisation to deliver the business outcomes in a sustainable and responsible manner. This translates to the 5 focus areas below which the Management Team has identified as key material ESG areas, consistent with prior years.



1. Focusing on Customer:

At JUMBO, customers are at the epicenter of everything we do. We strive to exceed our customers' expectations not only in taste, quality, and service but experience as well. To uphold such meticulous standards and taste, we ensure that there is stringent quality assurance in both our operations and entire supply chain. We consistently solicit and encourage feedback, listening to customers to explore avenues to improve their experience. Through our rewards program, we aim to use the data collected to carefully segment customers to optimize our interactions and tailor to their needs. With all these data, we are also committed to regularly review and strengthen our information security to safeguard our customer data.

2. Empowering our People:

The strength of an organization is only as good as its employees. Human touch and sincerity are imperative to a successful F&B establishment. At JUMBO, we are dedicated to ensuring each and every employee is aligned with the Group's philosophy. We instilled in them a mindset to put customers first, go beyond the extra mile to achieve excellence in their roles and responsibilities. JUMBO aims to create an environment where individual differences are nurtured towards improving operation performance.

3. Ensuring Good Governance:

Effective and strong corporate governance inculcates a culture of integrity and transparency where the interest of all stakeholders is safeguarded. This ensures that we are sustainable and forms the foundation of a sound business. We are committed to comply with all regulatory requirements relevant to our operations, including those relating to environmental and socioeconomics. Whistleblowing channels are also embedded in our governance structure to detect and prevent corruption and other malpractices. We keep ourselves conversant with new laws and regulations in the various jurisdiction we have presence in to mitigate potential regulatory risk.

4. Contributing to the Community:

We believe in “取之社会，用之社会”; JUMBO coexists harmoniously with the greater society. While we benefit from contributions from all our stakeholders to grow our business, we strive to reciprocate as a socially responsible organization. We practice good corporate citizenship and actively explore avenues to give back to society through our corporate social responsibility (“CSR”) efforts. We aim to create a positive social impact via various philanthropic and goodwill projects.

5. Building a Sustainable Environment:

We recognize the importance of the environment and biodiversity. We serve live seafood at our outlets and hence any disruption in the natural ecosystem will greatly affect and impact our operations. We are tackling these issues from three angles, adopting biodegradable packaging, using energy more efficiently and reducing waste generation.

ABOUT THIS REPORT

This sustainability report covers the sustainability practices and performance of the listed entity, JUMBO Group Limited, as well as its central kitchen operations and all its outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore¹, for the period from 1 October 2021 to 30 September 2022.

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

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

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

STAKEHOLDER ENGAGEMENT

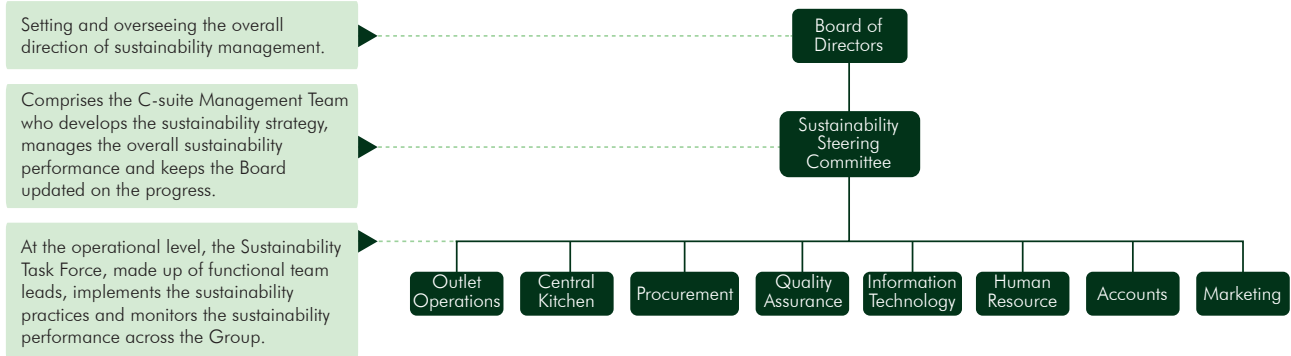
JUMBO values open dialogue and regular communication with our key stakeholders to understand their views and concerns. Effective stakeholder engagement plays an important role in providing us with valuable inputs to improve our sustainability practices and creates long-term value for the business. The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

¹ As at end of FY2022, outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore include five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, virtual kitchen for HACK IT at The Riverwalk, one JUMBO Signatures at Marina Bay Sands, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and seven Kok Kee Wonton Noodle outlets at Toa Payoh HBD Hub, Marina Bay Sands, Ang Mo Kio, Punggol, Bedok North, Jurong Point and Bras Basah.

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

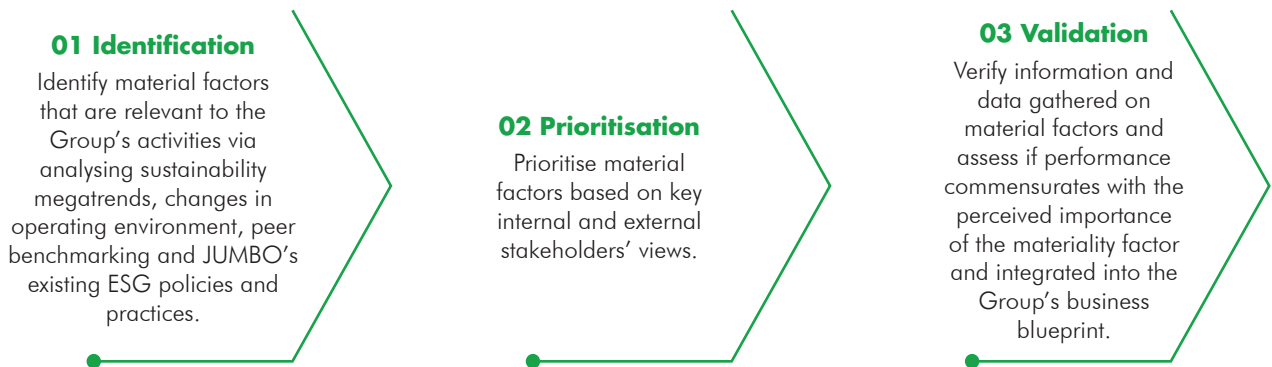
REPORTING STRUCTURE

We have established a nimble and adaptable sustainability governance structure. This will allow us to monitor the ever-changing environment and manage sustainability issues.



MATERIAL ESG FACTORS

JUMBO is committed to annually review the materiality of ESG factors and identify which are most relevant and impactful to our business and stakeholders.



After close examination, we concluded that the 9 material factors disclosed in our FY2021 Sustainability Report remain relevant.

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

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

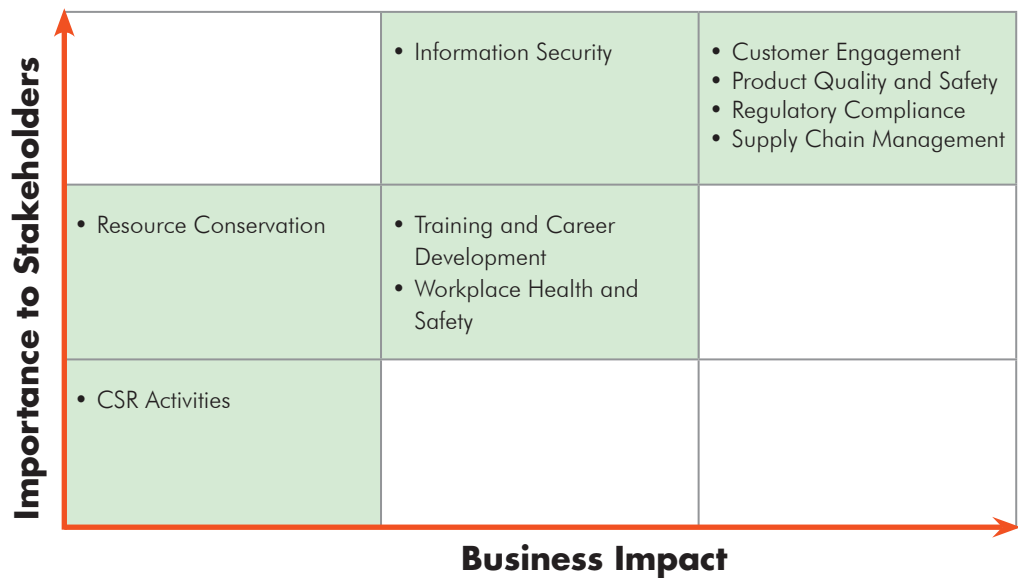


Illustration below provides an overview on our achievements in each area for FY2022:

Focusing on Customers:

- Achieved HACCP certification for 8 outlets and central kitchen
- ISO22000 certification for central kitchen
- Zero incidents of suspension or non-compliance with regards to the Singapore Food Agency (“SFA”)
- Assessed 100% of suppliers using evaluated forms for quality assurance
- Additional monthly review on top suppliers for outlets and central kitchen
- Zero substantiated complaints with regards to breach in customer privacy or loss of customer data

Empowering our People:

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

Ensuring Good Governance:

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

Contributing to the Community:

- Contributed to philanthropic and goodwill projects to alleviate COVID-19 pressures
- Donated to Central Singapore Community Development Council (“Central SG CDC”) to bring awareness and assistance for persons with disabilities (“PWDs”)

Building a Sustainable Environment:

- Conscious of resource conservation

FOCUSING ON CUSTOMERS

Our Philosophy

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

Product Quality and Safety

In JUMBO, we hold quality and safety of our food products in highest regard. Our long-established and dedicated quality assurance ("QA") department is responsible for building and maintaining a robust and stringent quality control system. This not only ensures that the food we serve our customers are safe and fresh, but also of highest quality. Despite the relaxation of COVID-19 measures, our QA team continues to monitor health and safety standards to ensure any new guidelines are adhered and promptly implement new regulations where required.

In FY2021, all our existing outlets operating under JUMBO Seafood, ZUI Teochew Cuisine and NG AH SIO Bak Kut Teh ("NASBKT") were awarded the SG Clean quality mark. As we transition to living with COVID-19, we are committed to observe SG Clean standards and continue to perform the necessary standard operating protocols ("SOP") like sanitising high frequency areas and placing hand sanitisers at key locations.

To minimise the risks of food safety hazards, we uphold the highest safety standard in our operations. Food safety management systems adopted across our outlets and central kitchen are in line with internationally recognised standards. 8 of our outlets, namely those under JUMBO Seafood and Zui Teochew Cuisine are HACCP certified, with our central kitchen being both HACCP² and ISO22000³ certified. Outlets under NASBKT, CHAO TING Pao Fan and KOK KEE Wonton Noodle are not HACCP certified as these are quick service casual brands. Nonetheless, we persist to adopt food safety management system in line with the HACCP system. In FY2022, none of our restaurants and food stalls receive any demerits by SFA for the overall hygiene, cleanliness and housekeeping standards⁴.

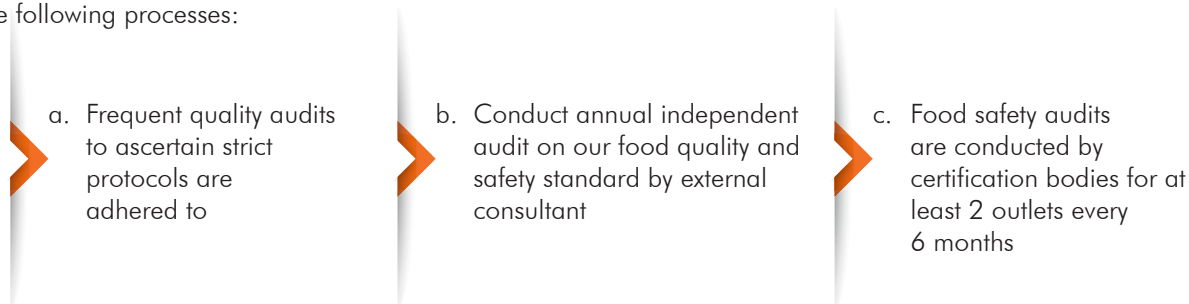
With SOPs in place, employees are also educated and constantly reminded of protocols and best practices to create awareness of product quality and safety. The importance of these areas is emphasized to our staff from the day of their onboarding. Training sessions relating to pest control, personal hygiene, prevention of cross contamination, potential food allergies are held regularly to reinforce awareness to all operations staff. To ensure product quality and consistency, our central kitchen semi-processes some of our signature dishes for delivery to our outlets.

² HACCP (Hazard Analysis and Critical Control Point) is a globally accepted risk assessment tool to identify and control potential hazards at specific points in the food production process.

³ ISO22000 is an internationally-recognised standard that establishes the requirements for an effective food safety management system.

⁴ Every food establishment has to be assessed by 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.

To ensure compliance with internal SOPs and all HACCP certifications, JUMBO has in place and/or is subjected to the following processes:



These processes will also assist to identify potential areas for improvement and provide us the opportunity to review our food safety procedures. There were no cases of non-compliance reported from the audits in FY2022.

To the best of our knowledge, there were no significant fines and warnings related to non-compliance with health, hygiene, and safety standards in FY2022.

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Achieve HACCP certification for all full-service outlets and central kitchen and ISO22000 certification for central kitchen Zero suspension by SFA due to non-compliance of its regulations Zero significant incidents of non-compliance concerning the health and safety impacts of products and services 	<ul style="list-style-type: none"> Yes, all achieved 	<ul style="list-style-type: none"> Achieve HACCP certification for all full-service outlets and central kitchen and ISO22000 certification for central kitchen Zero suspension by SFA due to non-compliance of its regulations Zero significant incidents of non-compliance concerning the health and safety impacts of products and services

Supply Chain Management

At JUMBO, we strive to select only the best quality ingredients. We have in place, quality control standards and consistently evaluate our suppliers. This ensures that suppliers are reliable and take necessary precautions to provide ingredients that are of high quality, safe-for-consumption and responsibly sourced.

An internal procurement manual stresses the importance of working with reputable and trustworthy suppliers. The manual dictates clear guidelines for procuring premium quality products at the most competitive prices. Controls are also in place to ensure suppliers are ISO, HACCP or Good Manufacturing Practice⁵ certified. Where possible, we purchase products which are environmentally friendly. For instance, we would prefer to work with seafood suppliers with Marine Stewardship Council (“MSC”) certifications⁶. In addition, all our takeaway carrier bags have been replaced with 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
2. Provide relevant licenses
3. Declare if their food products contain any allergens and additives

More than half of our suppliers are equipped with either HACCP, ISO or Food Safety certifications.

⁵ 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.

⁶ MSC certification is a way of showing that a fishery meets international best practice for sustainable fishing.

All suppliers⁷ are reviewed on an annual basis to ensure that their high standards are maintained throughout the year. Monthly pulse checks are also performed by outlet and central kitchen staff to provide their feedback on their top suppliers, in terms of quality, fulfilment and service. This allows our procurement team to rectify any critical shortfall in performance promptly. Our QA team is also planning to restart monthly audits on suppliers. Due to COVID-19, these audits were temporarily suspended since March 2021. This audit will include areas related to hygiene, food handling processes, licenses, and regulatory compliance. This, coupled with our supplier evaluations provide an additional assurance that 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 terminate the partnership.

At the outlet level, staff are required to conduct regular inspection on all incoming goods⁸ according to our QA department's standards and requirements. The condition of packaging and products' temperature at time of delivery are key inspection points. Staff are instructed to reject at point of delivery and/or request for replacements should there be any quality or safety issues identified.

In Q2 of FY2022, JUMBO rolled out its business intelligence dashboards to procurement executives. These dashboards provided JUMBO greater accessibility to the troves of data collected in our enterprise resource planning ("ERP") system. Analysis of data is streamlined, allowing our staff 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 Ingredient Category*	
Live Seafood	#1	Singapore	23%	60%
	#2	Singapore	13%	
	#3	Singapore	8%	
	#4	Singapore	8%	
	#5	Singapore	8%	
Other Seafood	#1	Thailand	4%	17%
	#2	Singapore	4%	
	#3	Singapore	3%	
	#4	Singapore	3%	
	#5	Singapore	3%	
Non-Seafood	#1	Singapore	11%	33%
	#2	Singapore	8%	
	#3	Singapore	6%	
	#4	Singapore	5%	
	#5	Singapore	3%	

* Subject to rounding

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

Region of Origin	% of Total Crab* Purchases
Southeast Asia	58%^
South Asia	38%
Northern Europe	2%
Northern America	1%
Oceania	1%

* Comprises mud crabs, dungeness crabs and alaskan crabs

^ Supply spreads across 3 key countries

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

⁸ Applicable only to food ingredients.

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Screened 100% of new suppliers using vendor evaluation form Outlets and central kitchen performed monthly pulse checks on top 5 suppliers Reviewed 100% of existing suppliers⁹ 	<ul style="list-style-type: none"> Yes, all achieved 	<ul style="list-style-type: none"> To assess 100% of new suppliers using vendor evaluation form To obtain 100% response rate from outlets and central kitchen to perform monthly pulse checks on top 5 suppliers To review 100% of existing suppliers⁹

Customer Engagement

F&B is a fast-moving industry, to stay competitive and relevant, JUMBO needs to satisfy customers ever-changing preferences and keep abreast with customers' feedback and expectations. In this digital age, JUMBO consistently engage with customers through various online and social media channels. JUMBO values these conversations and feedback provided. We use them as learning points to improve our services and products to enhance customer experience.

JUMBO Website	Social Media	Feedback Forms	Google Reviews
Customers can submit their compliments, complaints, feedback or enquiries via the "Contact" tab on all our Group and Brand websites.	<p>Customers may post comments on our Facebook and Instagram pages regarding their dining experience at our outlets.</p> <p>Alternatively, customers may also privately message us to speak to a customer service personnel directly.</p>	In selected outlets, customers may scan QR codes places on the tables to provide their feedback via an online form.	<p>Customers can post reviews and comments on our outlets' Google pages.</p> <p>These pages will be consistently reviewed and responded by our customer service personnel where necessary.</p>

In FY2022, we started to place closer attention to Google reviews as we believe this is one of the first touchpoints for customers. By being more active on this platform, we are showing potential and existing customers that customer feedback is of utmost importance to JUMBO.

Feedbacks are monitored, analysed and acknowledged by JUMBO's customer service department. Feedbacks are consolidated and presented to key operations personnel at each monthly Operations team meeting and Head of Departments meeting. This allows key operations personnels to analyse feedback across the brands to identify whether issues are inherently systematic or isolated to a single outlet.

It is established in our SOPs that all social media, Google review and emails feedback/comments to be responded within 2 working days. After acknowledging the feedback, we will investigate with the respective outlets where necessary. Based on our investigating findings, we will then follow up with the customer and perform service recovery if necessary. We seek to conclude each case within 7 working days.

On a monthly basis, Management will also be updated on the feedback received and service recovery actions carried out. In addition, our training department will also be updated on service-related incidents. These incidents will be logged as a case study reference to be used for future training and quality assurance purposes.

JUMBO actively utilises a customer relationship management ("CRM") platform to consolidate data of our members. Leveraging on it we can generate comprehensive insights to strategise marketing plans and promotions. The CRM platform also increases customer engagement by providing us a channel to communicate and interact with our customers. Our members program, JUMBO Rewards, is a lifetime membership. It is a tiered system which incentivises customers by their spending in JUMBO, the more they spend, the greater the privileges and rewards. As of 30 September 2022, we have 59,683 members, an increase from 50,483 members as at 30 September 2021.

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

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Handled all complaints according to the internal complaint handling protocol Increased number of JUMBO rewards members by about 18% Improve net promoter score (“NPS”) 	<ul style="list-style-type: none"> Yes Yes No[#] 	<ul style="list-style-type: none"> Continue to handle all complaints according to internal complaint handling protocol Increase the number of JUMBO rewards members

[#] For FY2022, NPS was not computed as the methodology was deemed ineffective. Moving forward, Management intends to change the methodology.

Information Security

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

JUMBO has an established internal policy that governs the collection, storage, usage, processing and disclosure of personal data. The policy is reviewed and updated regularly to align with the latest personal data and protection act. Training on information security is provided to all relevant employees to ensure that they are kept informed on the appropriate practices for data collection and handling. We also have in place the next-generation antivirus protection to minimise the chances of malware and virus attack on the Group’s network and data. Two-factor authentication login for corporate email accounts is also implemented to prevent unauthorised access or usage of mailbox. In addition, we have a robust intrusion prevention system to block malicious traffic and prevent any brute force attack. Even our Group’s Wi-Fi is centrally controlled, with encrypted data transmission.

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

We chose Amazon Web Services (“AWS”) as the hosting platform for the SAP ERP system. Under the AWS shared responsibility model, AWS provides a global secure infrastructure and foundation compute, storage, networking and database services, as well as higher level services that are subject to regular third-party compliance audit. AWS also provides a range of security services, backup and business continuity planning capabilities that we can use to secure our assets.

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

In FY2022, to the best of our knowledge, there were no cases of data privacy leaks, thefts or loss of customer data.

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Conducted training on information security for all relevant employees Explored and evaluated the feasibility of implementing an anti-phishing solution to deal with sophisticated phishing attack* Zero substantiated complaints concerning breaches of customer privacy and loss of customer data 	<ul style="list-style-type: none"> Yes, all achieved 	<ul style="list-style-type: none"> Continue to reinforce and actively create IT security awareness through training and email bulletin for all relevant employees Explore and evaluate the feasibility of implementing an anti-phishing solution to deal with sophisticated phishing attack Achieve zero substantiated complaints concerning breaches of customer privacy and loss of customer data

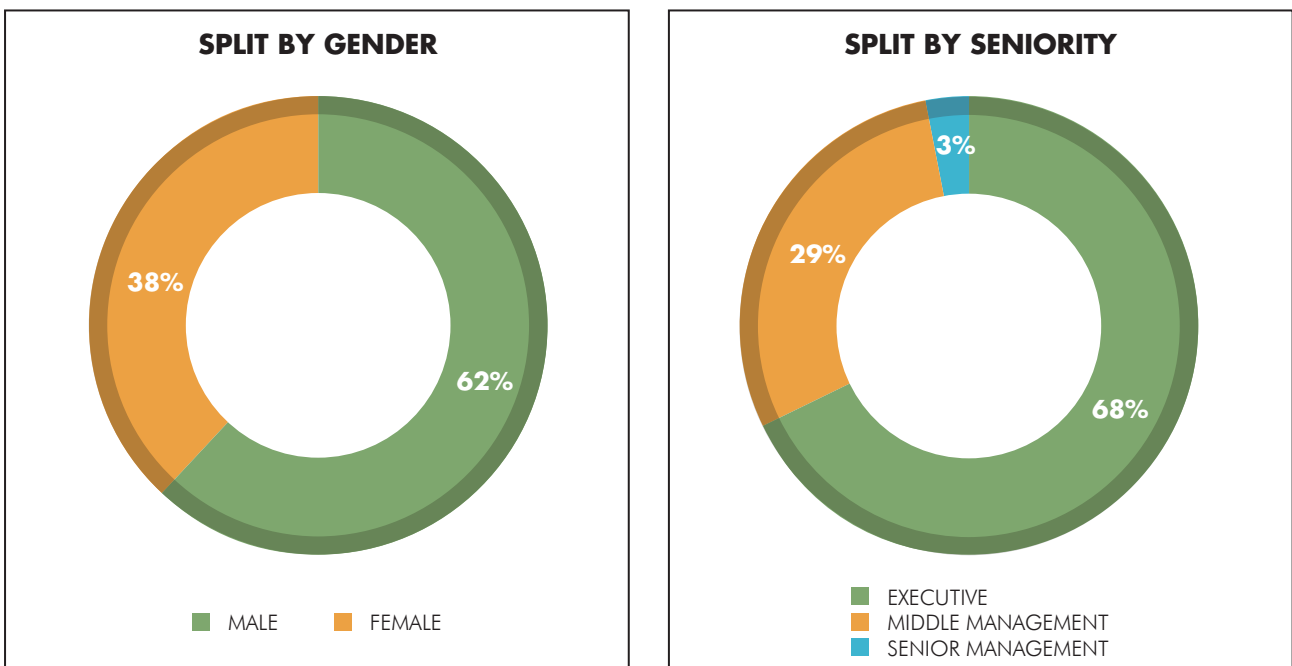
* After evaluation, it was concluded that the current anti-phishing solution was not effective in detecting phishing emails, with a high residual likelihood of potential malicious URL bypassing the system. Hence, the anti-phishing solution was not implemented. We will continue to explore alternative solutions to mitigate the risk (see target for FY2023)

EMPOWERING OUR PEOPLE

Employees are JUMBO’s most valuable assets and the face of the business. They are imperative to propelling JUMBO to success. To equip them with the required necessary skills, we have established a comprehensive series of training and career development programmes. This not only maximise their full potential, but also cultivate their talents. We are committed to providing a safe working environment as we transition to “living with COVID-19”.

As at 30 September 2022, JUMBO¹⁰ has a total of 485 employees, an increase of 34 headcount (451 employees as at 30 September 2021). With the relaxing of COVID-19 measures since April 2022, business has picked up at our outlets. As such, new hires were employed to meet the increase in business operations.

TOTAL NUMBER OF EMPLOYEES AS OF 30 SEPTEMBER 2022



Learning and Development

JUMBO strives to create a holistic training programme to maximise the potential of our human capital and fulfil our vision to produce the next generation workforce. Our corporate trainers spend an average of 70% of their work time on the operations floor. They provide on-the-job training (“OJT”) and assist to identify key areas where training programs can be bolstered.

At JUMBO, we believe there are 3 fundamental processes, needed to work in tandem, to encourage learning and promote personal development in developing a highly competent workforce. Using the following development framework below, JUMBO embarked on a 3-year journey to restructure training and career development programmes and processes in FY2021. This will be in phases over the next 3 years, starting with our service team. By FY2024, JUMBO aims to have established a full range of training programmes – from the hard skills and soft skills listed in the job expectations to language and leadership capabilities.

¹⁰ Scope of coverage includes outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore include five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, virtual kitchen for HACK IT at The Riverwalk, one JUMBO Signatures at Marina Bay Sands, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and seven Kok Kee Wonton Noodle outlets at Toa Payoh HBD Hub, Marina Bay Sands, Ang Mo Kio, Punggol, Bedok North, Jurong Point and Bras Basah.

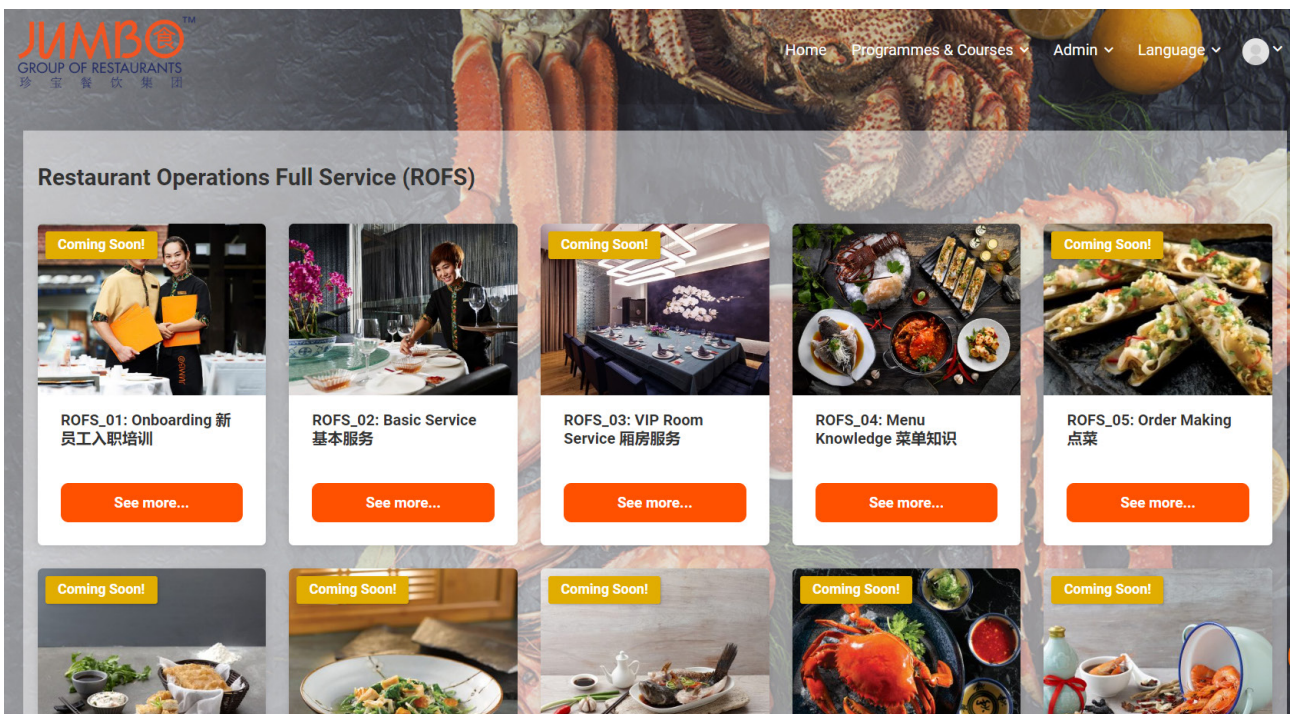


Documentation of knowledge and skills combined with the appropriate learning platforms to ensure effective information transfer

Provide constructive job performance feedback and personal development guidance to identify personal gaps for a more focused improvement plan

Standardisation of job expectations (knowledge and skills) combined with an objective and effective evaluation process to promote a meritocratic environment

To leverage on technology, JUMBO has developed our own learning management system. With the standardisation of training materials in FY2021, we digitised a few crucial courses in our main programme – Restaurant Operations Full Service in FY2022. This platform will be launching in Q1 of FY2023 for all our service team in our Singapore full-service outlets. This is our first step in encouraging continuous self-development as it allows employees to learn anywhere and develop at their own pace during their tenure with JUMBO.



Screenshot of learning platform

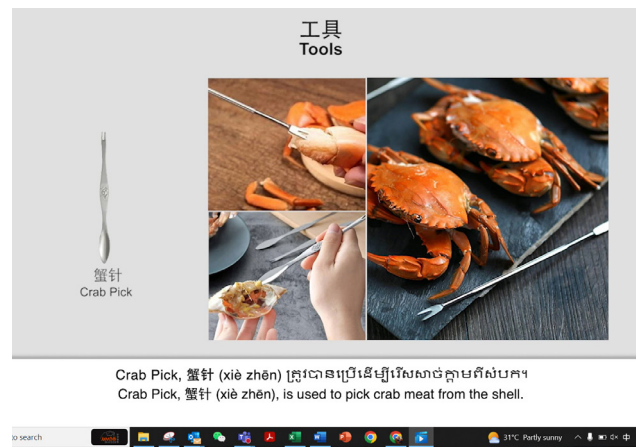
This is an additional learning platform aimed to increase the effectiveness of learning by breaking learning into 3 parts:

1. eLearning – Self-learning for basic hardskills and understanding of SOPs
2. Classroom practical – Hands-on practice on skills and re-alignment of SOPs conducted by trainers
3. On-the-job training – Putting the practiced skills to the test. Restaurant leaders and trainers will observe and guide staff on the job

The digitisation of our content also allows our trainers to train franchisees more effectively as content can be easily translated.

Other than improving the effectiveness of the delivery of knowledge and skills, we have developed various programmes to target specific groups of employees to bridge existing service excellence gaps at our restaurants.

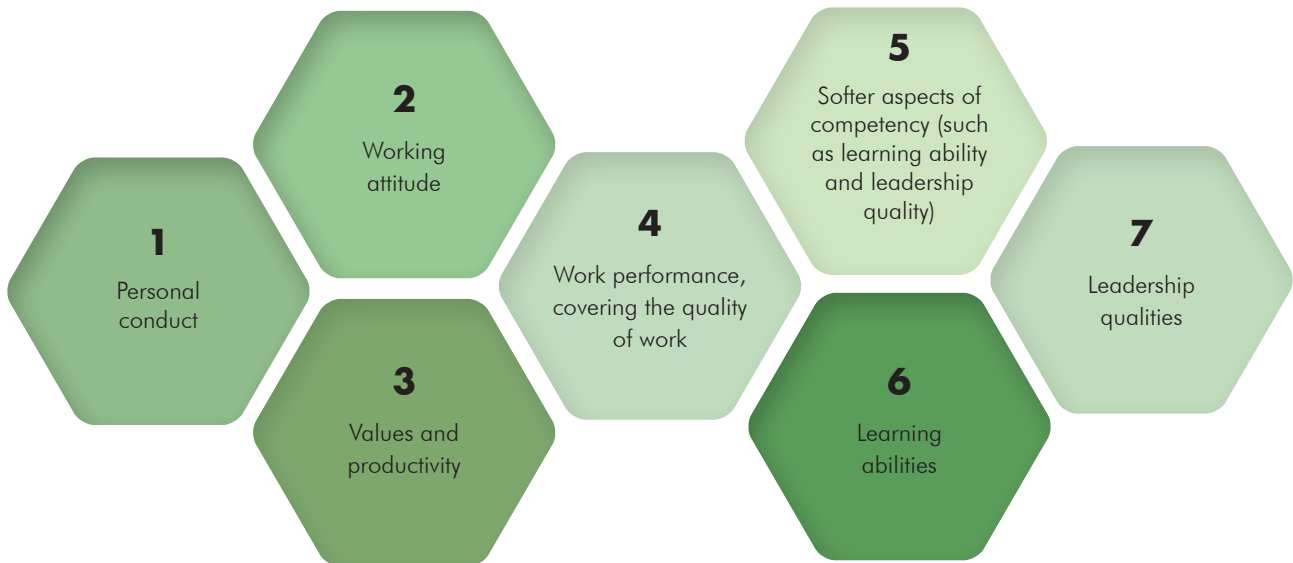
Our latest programme – JUMBO Train-the-Trainer Programme was kicked off in Q3 FY2022. The objective of this programme is to expose employees to basic training skills and ensure consistent service excellence at the outlets. Upon passing the 1-day Train-The-Trainer training and a 3-month probationary period, the selected employees are entrusted to become outlet trainers. At the outlets, these outlet trainers have the responsibility of ensuring that the SOPs are adhered to, training new staff on basic hardskills and assist corporate trainers on trainings. This programme also aims to identify potential outlet trainers, providing for succession planning for the learning & development department. This programme will be conducted bi-annually to allow enough time for existing outlet trainers to hone their skills.



Screenshot of learning platform

In FY2022, the total hours of training attended by our employees amounted to 625 hours, an average of 1.3 hours per employee, comprising mainly internal trainings. The number of training hours in FY2022 was significantly lower compared to the previous year. This is mainly due to the shift in focus to OJT for the middle management outlet service staff. As such, most of the trainings were undocumented and not accounted for in the total hours of training.

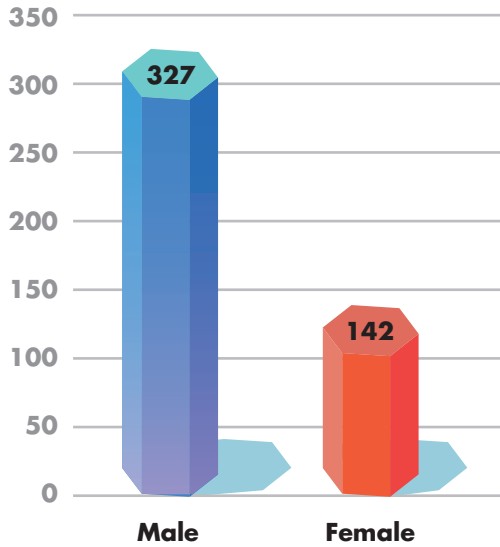
We continue to conduct bi-annual performance review for all our permanent staff. Areas of assessment include:



As ideology between generations changes, the definition of a competent workforce changes along. To have an all-rounded evaluation of one's aptitude and performance, we aim to add other aspects, such as self-learning, to our bi-annual performance review, to encourage self-development outside of the standardised job expectations. We believe by cultivating the habit of continuous self-development, this will indirectly increase an employee's willingness to improve and their openness to constructive feedback at work.

EMPLOYEES WHO HAVE RECEIVED REGULAR PERFORMANCE REVIEW

SPLIT BY GENDER



SPLIT BY SENIORITY



Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Performance and career development reviews for 97% of employees, excluding senior management (i.e Heads of Departments and C-suite) 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Conduct performance and career development reviews for 100% of employees, excluding senior management team (i.e Heads of Departments and C-suite) Improve employee evaluation process

Explanation for not meeting target

- Excluding senior management, 97% of executive and middle management have completed their performance and career reviews for FY2022. As the COVID-19 pandemic was still ongoing during the review period, staff were on a work-from-home basis. As such, coordination of performance reviews were challenging
- In addition, as mentioned above, we are also looking to make improvements to the employee evaluation process. We will strive to utilise this new SOP to attain 100% completion rate¹¹ for FY2023

¹¹ Employees who had not been confirmed (i.e. still under probation) and resignees who were still serving notice as of year-end were not required to undergo performance and career development reviews.

Workplace Health and Safety

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

Drawing reference from the WSH Act, we have in place an occupational health and safety ("OHS") framework. This ensures that the Group's management has adequate oversight of workplace health and safety practices. In addition, the QA department performs frequent risk assessments to identify, assess and manage potential risk. This is done by implementing appropriate SOPs and conducting regular monitoring to ensure that relevant regulations and controls are strictly adhered. Processes covered under the framework include kitchen operations – from receiving and storage of ingredients to preparation and cooking, service and bar operations, dishwashing and cleaning and maintenance of premises¹². The QA department also conducts annual risk assessment training to share past internal case studies and how they can be prevented. This enables employees to understand relevant risks better and know how to prevent any recurrence.

JUMBO has a human resource work committee for reporting real time OHS incidents. This committee is responsible to investigate each reported OHS case and implement corrective and/or preventive actions accordingly.

In FY2022, we had 45 cases (FY2021: 98 cases) of recordable work-related injuries¹³. There were zero workplace fatalities or high-consequence work-related injuries¹⁴ for JUMBO's employees¹⁵.

Before COVID-19 measures were relaxed in April 2022, we were cognizant that of some of our employees, especially front-liners, faced greater exposure to the virus. As such, we implemented additional protocols to safeguard and protect the well-being of our staff. These include:

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

After the easing of COVID-19 measures in April 2022, the above measures 1 to 4 have ceased. Nonetheless, we continued to monitor and observe the health of our staff and provide any assistance to their wellbeing when necessary.

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Zero workplace fatalities or high-consequence work-related injuries among employees 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Maintain zero workplace fatalities or high-consequence work-related injuries among employees Reduce the number of recordable work-related injuries as compared to FY2022 cases

¹² Scope of coverage includes outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore include five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, virtual kitchen for HACK IT at The Riverwalk, one JUMBO Signatures at Marina Bay Sands, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and seven Kok Kee Wonton Noodle outlets at Toa Payoh HBD Hub, Marina Bay Sands, Ang Mo Kio, Punggol, Bedok North, Jurong Point and Bras Basah.

¹³ 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".

¹⁴ Number of workplace deaths, as per reported to MOM.

¹⁵ Number of workplace or work-related injuries from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, as per reported to MOM.

ENSURING GOOD GOVERNANCE

JUMBO strongly believes that good governance practices are core to the sustainability of our business and performance. We are committed to maintain high standards of corporate governance.

Regulatory Compliance

Regulatory compliance is fundamental in protecting our reputation and fostering trust among stakeholders. We are committed to strict compliance with regulations. A good compliance record, showcase strong corporate governance and inspire stakeholder confidence. Any failure could risk the Group’s reputation damage or undermine the financial performance of the Group.

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

JUMBO has zero tolerance towards any form of bribery and corruption. Employees are mandated to adhere to our internal code of conduct. Additionally, JUMBO suppliers are also required to do an anti-corruption declaration before onboarding. JUMBO welcomes all employees to report concerns about possible fraud, bribery, or other ethics-related matters through our whistleblowing channel.

We are pleased that there have been zero cases of non-compliance relating to corruption or bribery by JUMBO¹⁶ or its employees. JUMBO is also not involved in any non-compliant contract between our business partners. We expect to maintain this clean record moving forward.

Please refer to the Corporate Governance Report within our FY2022 annual report for details on our corporate governance practices.

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Zero incidents of confirmed corruption Zero incidents of non-compliance with laws and regulations 	<ul style="list-style-type: none"> Yes, all achieved 	<ul style="list-style-type: none"> Maintain zero incidents of continued corruption Maintain zero incidents of non-compliance with law and regulations

¹⁶ Scope of coverage includes outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore include five JUMBO Seafood outlets, namely at East Coast Seafood Centre, Riverside Point, Dempsey Hill, ION Orchard and Jewel Changi Airport, virtual kitchen for HACK IT at The Riverwalk, one JUMBO Signatures at Marina Bay Sands, two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine, Chao Ting Pao Fan at Far East Square, two NG AH SIO Bak Kut Teh outlets at Rangoon Road and Chui Huay Lim Club, and seven Kok Kee Wonton Noodle outlets at Toa Payoh HBD Hub, Marina Bay Sands, Ang Mo Kio, Punggol, Bedok North, Jurong Point and Bras Basah.

BUILDING A SUSTAINABLE ENVIRONMENT

JUMBO is conscious of the impact our key operations have on the environment. We aim to minimise any adverse impact and be environmentally responsible.

There are 3 key categories pertinent to our operations. The respective areas of use are:

- **Liquefied petroleum gas (“LPG”)**
 - Cooking – in outlets and central kitchen
- **Electricity**
 - Operating of business premise (e.g outlets, headquarters and central kitchen) – including air conditioning and lighting
 - Powering of electrical appliances at outlets, machineries at our central kitchen and office equipment at our headquarters
- **Water**
 - Washing and thawing at outlets and central kitchen
 - Cooking of ingredients – particularly in soups and sauces
 - Washing of premises

We regularly track and review our resource consumption so as to regulate usage. Periodic inspections are carried out on equipment and pipes to identify leakages to reduce any excessive wastage. We also frequently remind and educate our staff on responsible usage of energy and water.

Key statistics on resource consumption for FY2022 are as follows:

Resource	Unit of Measure	Resource Consumption rate (Consumption/Revenue) Unit/\$'000	
		FY2022	FY2021
LPG	kWh	64.76	110.43
Electricity	kWh	59.72	126.13
Water	CuM	1.18	3.49

Reasons for reduction in consumption rate:

1. Revenue substantially increased (by about 50% from March 2022 to May 2022) after COVID-19 measures were eased in April 2022
2. Electricity usage for outlets is roughly similar despite the dine-in restrictions as operating hours remain the same
3. Water usage faced the greatest reduction as during the peak of COVID-19 in FY2021, outlets were thoroughly washed down and cleaned more frequently to ensure the safety of both staff and customers

Traditionally, the F&B sector widely utilises single-use plastic disposables for takeaways. JUMBO sees this as another area of concern and does its best to distance ourselves from this stigma. COVID-19 significantly increased takeaways and deliveries with customers preferring to dine at home. To avoid over utilising plastics and non-biodegradable materials, we implemented the following initiatives:

- Replace all takeaway carrier bags to biodegradable materials
- Use environmental/eco-friendly and biodegradable disposable food packaging

At the date of this report, 40% (FY2021: 12%) of our packaging are biodegradable materials. We aim to continually increase the usage of biodegradable packaging in our operations in FY2023. We work on the principle of always exploring packaging solutions which are environmentally friendly as first preference. Working with like-minded suppliers (e.g. Forest Stewardship Council certified) will also help mitigate the risk of us procuring products which are irresponsibly harvested.

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Reduced resource consumption rate 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Maintain or reduce resource consumption rate

CONTRIBUTING TO THE COMMUNITY

At JUMBO, we firmly believe that companies should strive to contribute towards a positive impact on society, even so when times are hard. As such, JUMBO Care, our CSR program was created. This year, we emphasized on providing support towards:

- COVID-19 assistance and food security support programs
- Bring awareness and assistance to PWDs

Despite FY2022 being a challenging year for JUMBO, we understood that this would also bring greater hardship to Singapore’s pioneer generation. As such, we sponsored necessities to residents of Tai Pei Old People’s Home. These necessities consisted daily essentials like rice, bee hoon, biscuits, cooking oil, salt, sugar, light soya sauce, ketchup, canned mushroom, groundnuts and soft drinks. Through this donation, we hope to assist the Home in providing our seniors with their basic needs.

2022 marks the 10th year anniversary for Purple Parade, Singapore’s largest annual movement, conceived by Central SG CDC, to celebrate abilities of PWDs. JUMBO donated \$5,000 to Central SG CDC to aid efforts to promote awareness for PWDs.

Performance for FY2022	Targets achieved for FY2022	Targets for FY2023
<ul style="list-style-type: none"> Participate in CSR activities to help the local and more vulnerable communities 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Continue to be involved in CSR activities to help the local and more vulnerable communities

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title	Page References and Reasons for Omissions, if any
General Disclosures	102-1	Name of the organisation	Annual Report ("AR") cover page
	102-2	Activities, brands, products, and services	AR pages 2-6
	102-3	Location of headquarters	AR – Corporate Information
	102-4	Location of operations	AR pages 8-9
	102-5	Ownership and legal form	AR pages 65, 129-130
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	102-7	Scale of the organisation	AR pages 2, 16
	102-8	Information on employees and other workers	Page 16
	102-9	Supply chain	Pages 12-14
	102-10	Significant changes to the organisation and its supply chain	Pages 12-14
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Strategy	102-14	Statement from senior decision maker	Page 4
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	AR pages 27-48
Governance	102-18	Governance structure	AR pages 27-48
Stakeholder Engagement	102-40	List of stakeholder groups	Pages 7-8
	102-41	Collective bargaining agreements	N/A, no collective bargaining agreements in place in FY2022
	102-42	Identifying and selecting stakeholders	Pages 7-8
	102-43	Approach to stakeholder engagement	Pages 7-8
	102-44	Key topics and concerns raised	Pages 7-8
Reporting Practice	102-45	Entities included in the consolidated financial statements	AR pages 103-104
	102-46	Defining report content and topic boundaries	Pages 9-10
	102-47	List of material topics	Pages 9-10
	102-48	Restatements of information	N/A, no restatement of information
	102-49	Changes in reporting	Pages 5-6, 9-10
	102-50	Reporting period	Pages 4 and 7
	102-51	Date of most recent report	Sustainability Report FY2021 published on 28 February 2022
	102-52	Reporting cycle	Page 7
	102-53	Contact point for questions regarding the report	Page 7
	102-54	Claims of reporting in accordance with the GRI Standards	Page 7
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GRI Standard	Disclosure Number	Disclosure Title	Page References and Reasons for Omissions, if any
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Energy	302-1	Energy consumption within the organization	Page 22
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