

(Incorporated in the Republic of Singapore) (Company Registration No: 200613299H)

SUSTAINABILITY REPORT

BOARD'S STATEMENT

We reaffirm our commitment to sustainability with the publication of our maiden sustainability report.

We are delighted to share our sustainability journey with you in this report and would like to thank everyone who has been a part of our journey.

We are cognisant that our stakeholders are increasingly taking notice of the environmental and social impact of our activities, and we hope to embed sustainability deeper into our corporate culture in order to improve our sustainability practices.

We are committed to strike a balance between growth, profit, governance, environment, the development of our people and well-being of our communities to secure a long term future of our Group.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is key to our sustainability strategy and we recognise that our actions can impact how our stakeholders assess us and make their decisions. With an effective and improved understanding, we strive to respond by adding value through our products and services. Our efforts on sustainability are focused on creating sustainable value for our key stakeholders, which comprise investors, customers, employees, regulators, suppliers and shareholders.

<u>Stakeholder</u> <u>Engagement Channel</u> Investors - Annual General Meeting

Annual ReportCorporate Website

Customers - Corporate Website

- Social Media Channels

- Point of Sale

- Open feedback channels

- Annual Report

Employees - Adequate training on food hygiene and workplace safety

- Annual career development performance appraisal

- Email communication

Regulators - Participation in conferences, meetings and discussions

- Regulatory filings

- Audit Checks



Suppliers - Ensure smooth delivery of products

Regular site visits and monitoringPositive relationship management

Shareholders - Annual Report

- Corporate Website

- Shareholders' meetings

MATERIALITY ASSESSMENT

Guided by our independent sustainability consultant, we have conducted a materiality assessment to identify our key significant areas.

<u>Material Factor</u> <u>Mission</u>

General Disclosure

Customer satisfaction
 Deliver our best to customers

Social

Food Safety and Hygiene Deliver our best to customers
Employment Talent retention and Development

Environmental

- Waste Management Encourage recycle activities

Customer Satisfaction

Customer satisfaction is a key driver of our business success and sustainable growth. In line with our mission to deliver the best to our customers, we are committed to retain and build a loyal customer base. We are service-driven and believe strongly in the importance of being customer focused.

In addition, customer feedback collected from various touchpoints such as listening and communication channels, social media are mined together with valuable insights of current and future customer requirements. These insights are discussed during the management meetings to drive product and service improvements, enhance operational level and provide inputs for strategies.

Food Safety and Hygiene

We strives to deliver the highest quality and heathy fare and service so that customers can have the best dining experience.

We appreciate the complexities in the food and beverage value chain and the risk of quality mishaps that could possibly occur during the sourcing and preparation of our products.



Our outlets undergo regular food hygiene and safety audits on a monthly basis. With this in mind, we are committed to ensure the quality and safety of our products. We understand by changing customer demands towards healthier options and the potential health issues associated with products on excessive sugar content. Therefore, health and wellness considerations are included in our product process.

Employment

We have a team of skilled and qualified staff supervised by experienced and knowledgeable managers. Our people are our greatest asset and we strive towards taking care and developing them. Our people, being at the forefront of our business, are key in enriching our customers' overall dining experience. We believe that investing in our people and maintaining a skilled and passionate team is key to support our competitive business.

Waste Management

The impact of waste management on the environment has been widely recognised in many parts of the regions. Sustainable waste management is realised by using the technical, organisational and financial resources available in a particular locality.

Our waste management approach is to reduce the amount of waste generated from our business operations and to encourage recycling activities where possible. Our used coffee grounds can be recycled and re-produced them as fertilizers for plants.