

a fresh approach

2020
SUSTAINABILITY
REPORT



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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.

The contact persons for the Sponsor are Mr. David Tham, Senior Director, Equity Capital Markets and Ms. Priscilla Ong, Vice President, Equity Capital Markets, who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone: +65 6533 9898.



ABOUT JUMBO

JUMBO Group Limited ("JUMBO", or the "Company" and together with its subsidiaries and subsidiary entities, the "Group") is one of Singapore's leading multi-dining concept food and beverage ("F&B") establishments. It has a portfolio of eight F&B brands – JUMBO Seafood, NG AH SIO Bak Kut Teh, Zui Teochew Cuisine, Chao Ting, HACK IT, XINYAO Hainanese Chicken Rice, Lau Lim Mee Pok and Kok Kee Wonton Noodle. It also operates two outlets under the Tsui Wah Hong Kong-style "Cha Chaan Teng" brand as a franchisee and manages one Singapore Seafood Republic outlet in Singapore.

From its humble beginnings in 1987, JUMBO is committed to fulfilling its philosophy of "Bonding People Through Food", and has over the past three decades established 38 F&B outlets (including those of its associated companies and those under licensing arrangements) in 14 cities in Asia. It has presence in Singapore, Shanghai, Beijing, Xi'an, Fuzhou, Taipei, Taichung, Hsinchu, Taoyuan, Seoul, Ho Chi Minh, Bangkok, Tokyo and Osaka.

JUMBO also provides catering services for customers in Singapore and sells packaged sauces and spice mixes of some of its signature dishes in its outlets, selected stores, supermarkets, travel agencies and online via the JUMBO eShop and other e-commerce platforms. It has a Central Kitchen in Singapore to maintain stringent quality standards and the consistency in the taste of its signature dishes, increase productivity and lower costs. JUMBO's Research and Development Kitchen facilitates the creation of new dishes and improvement of food preparation processes.

It has received many awards, accolades and notable mentions in prestigious publications for the high quality of food and service offered under its F&B brands. Some of the Group's recent awards and accolades include the Best Taste of Singapore Award 2020 presented to JUMBO Seafood by Singapore Tatler, TimeOut Food Awards 2020 – Internal Casual Dining of the Year awarded to

JUMBO Seafood in Beijing, China Feast Restaurant Awards 2019/2020 – Best Asian Restaurant for JUMBO Seafood, the Franchising and Licensing Awards (FLA Awards) 2019 – International Franchisor of the Year, Franchisor of the Year and Customer Service Excellence for JUMBO Seafood, Promising Franchisor of the Year and Customer Service Excellence for NG AH SIO Bak Kut Teh, Excellent Service Award (2008 – 2019), 5S Excellence Award by Restaurant Association of Singapore 2018, Asia Enterprise BRAND Awards 2018 – Gastronomy Excellence BRAND Award, TripAdvisor Certificate of Excellence 2017, Diners' Choice 2018 – Best Seafood Platinum Winner, SIAS 17th Investors' Choice Awards 2016 – Winner of Most Transparent Company Award for New Issues and the Singapore Business Awards 2016 – The Enterprise Award.

In 2020, JUMBO Seafood was highlighted by Lifestyle Asia as one of the restaurants serving the best chilli crabs in Singapore. Well-known Straits Times food critic, Wong Ah Yoke, also recommended JUMBO Seafood retail sambal sauce as one of the Top 5 sambal sauces fit for a queen. JUMBO Seafood and NG AH SIO Bak Kut Teh are also endorsed by Tasty Singapore as Tasty Singapore Brand Ambassadors for 2020/2021. Packaged sauces and spice mixes of JUMBO Seafood and NG AH SIO Bak Kut Teh signature dishes are also awarded the "Made With Passion" mark in November 2020 – under a national initiative that celebrates local brands who bring to life the Singapore spirit of turning possibilities into reality. In 2019, JUMBO Seafood outlet at The Riverwalk was recommended as a "Must-Try Restaurant 2019" by Meituan-Dianping (美团点评) and the brand also attained the Superbrands Award (Singapore's Choice). JUMBO Seafood East Coast flagship restaurant received a recommendation from Wine & Dine's Singapore Top Restaurants Guide 2018/2019. The NG AH SIO Bak Kut Teh flagship outlet at Rangoon Road was also conferred the "Local Delights Award (新加坡风味)" at the Ctrip Food Awards 美食林 2016/2017.

BOARD STATEMENT

The board of directors (the "Board") of JUMBO hereby presents the Sustainability Report for the financial year ended 30 September ("FY") 2020. The Group issued its first Sustainability Report for FY2018, and we are pleased to update you on our continued efforts and achievements towards sustainable business practices.

The Board recognises the importance of environmental, social and governance ("ESG") considerations in creating value for our business and our stakeholders. Management team reviewed and reconsidered the material ESG factors chosen for JUMBO in FY2019 and determined that the material ESG factors remain relevant for FY2020. The Board has validated this decision and continues to oversee the management of the identified material ESG factors and integration of these sustainability focus areas into JUMBO's business strategies.

FY2020 has been a year far from business-as-usual for many businesses, including our Group. Our business model, internal workflows and processes, and entire workforce have been put to test, under a rapidly changing operating environment, with significant changes observed in supply chain, customer behaviour and regulations. In this report, we share how we have adapted to the new "norms" and repositioned ourselves in the current COVID-19 pandemic to ensure the continual sustainability of our business, particularly in areas of maintaining a safe environment for both our staff and our customers, and stability in our supply chain and business operations.

The Board would like to thank all who have supported us in our sustainability journey. We look forward to sharing with you our progress in our next annual sustainability report.

SUSTAINABILITY APPROACH

At JUMBO, we believe that understanding the interests of our key stakeholders and addressing them with sustainable practices will help to ensure a thriving business. FY2020 has clearly taught us that the continuity of our business is closely intertwined with the environment, business partner ecosystem, customer behaviour and lifestyle and regulatory landscape.

Our established sustainability governance structure has aided us in the monitoring and management of sustainability-related issues and allowed us to stay nimble and adaptable to the ever-changing external environment. The Board continues to be at the apex of our governance structure, setting and overseeing the overall direction of sustainability management. The Sustainability Steering Committee, which comprises senior management, develops the sustainability strategy, manages the overall sustainability performance and reports to the Board. At the operational level, a Sustainability Task Force executes the sustainability practices and monitors sustainability performance across the Group.

In FY2020, we continue to focus on the 4 key areas which management has identified in prior years as material areas. Our achievements in each of these areas in FY2020 are illustrated below:



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

ABOUT THIS REPORT

This sustainability report covers the sustainability practices and performance of the listed entity, JUMBO Group Limited, JUMBO Seafood outlet at East Coast Park, as well as its central kitchen operations and all its restaurant outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore¹, for FY2020.

This report is aligned with the reporting requirements of Rules 711A and 711B and Practice Note 7F of the SGX-ST Listing Manual Section B: Rules of Catalist and is prepared with reference to the 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-specific disclosures:

- Disclosure 205-3 (a)(b)(c) and (d) from GRI 205: Anti-corruption 2016
- Disclosure 307-1 from GRI 307: Environmental Compliance 2016
- Disclosure 403-9 (a) (i), (ii), (iii) and (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 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 Outlets directly under JUMBO Group of Restaurants Pte Ltd in Singapore include five JUMBO Seafood outlets, namely at Riverside Point, The Riverwalk, Dempsey Hill, ION Orchard and Jewel Changi Airport, and two Zui Teochew Cuisine outlets, namely Chui Huay Lim Teochew Cuisine and Zui Yu Xuan Teochew Cuisine.

Stakeholder	Key Stakeholder Concerns	Our Responses	Engagement Methods	Frequency
Customers	- Clean and safe dining environment - Food hygiene and safety - Affordable and quality food - Quality of service - Innovative products to suit changing tastes and preferences	- Establish standards of operations in accordance with SG Clean quality mark guidelines - Establish strict protocols on food safety and handling - Conduct internal and external audits on food quality and safety standards - Foster brand loyalty via improving customer satisfaction and engagement - Regular launch of new product offerings and innovative outlet concepts	- Online customer feedback channels, including via JUMBO website's feedback page, email, and Google Forms survey - Social media - Feedback box - Short Message Service ("SMS") feedback	Throughout the year
Employees	- Workplace inclusivity and safety - Fair and competitive compensation - Training and career development opportunities	- 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	- Training and development programmes - Team bonding activities - Performance review sessions	- Throughout the year - Twice a year
Suppliers	- Maintaining a positive business partnership - Clear communication of expectations regarding quality and business conduct	- Due diligence assessment on vendors prior to onboarding - Perform reviews and audits on suppliers - Quality of products inspection at point of delivery with prompt communication on quality lapses	- Supplier code of conduct - Vendor evaluation form - Supplier declaration - Supplier survey and feedback	Throughout the year
Investors / Shareholders	- Stable and sustainable growth and profitability - Reasonable returns to shareholders - Preserving balance sheet strength through economic cycles - Strong corporate governance and transparency - Timely disclosures - Accurate and timely dissemination of business updates	- Ensuring strong oversight and accountability by an experienced and competent Board and management team - Adopting a disciplined and measured approach towards business risks and opportunities - Maintaining a healthy corporate governance culture - Ensuring timely disclosure and reporting	- Release of financial results and other relevant disclosures through SGXNet and JUMBO's website - Annual general meeting - Investor conferences, face to face meetings with investment community, including shareholders, potential investors and sell-side analysts	- Throughout the year - Once a year - Throughout the year
Regulators	Compliance with relevant environmental and socio-economic laws and regulations	- Complying with applicable and current laws, regulations, and policies - Maintaining sound risk management systems and processes - Providing regular training for our people - Conducting regular internal and external audits	- Industry networking functions - Annual regulatory audits and internal audit reviews - Inspections on environmental and food safety compliance	- Throughout the year - Once a year - Throughout the year

MATERIAL ESG FACTORS

For FY2020, JUMBO conducted a materiality review to identify the ESG factors which are most relevant and important to our business and stakeholders. With minimal changes in our business nature, we concluded that the 8 material factors disclosed in the previous year remain relevant. We have also increased the focus on CSR activities in FY2020, as we recognise the importance of supporting the local and more vulnerable communities, particularly under a challenging operating environment. The material factors are listed in the table below:

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

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. Below is a list of awards that JUMBO has been honoured with in FY2020, a testament to our strong brand equity attributed to our superior food quality and service:



JUMBO SEAFOOD

FLA Awards 2019 – International Franchisor of the Year

FLA Awards 2019 – Franchisor of the Year

FLA Awards 2019 – Customer Service Excellence

Best Taste of Singapore, Singapore's Tatler

Superbrands, Singapore's Choice



NG AH SIO BAK KUT TEH

FLA Awards 2019 – Promising Franchisor of the Year

FLA Awards 2019 – Customer Service Excellence



JUMBO GROUP OF RESTAURANTS

Excellent Service Award 2019

RHT RMF GAIL Sustainability Awards 2019 - Sustainable Development Goals Achiever Award

*Tasty Singapore Brand Ambassador
Brand Endorsed – JUMBO and NG AH SIO
Bak Kut Teh*



Product Quality and Safety

To win customer trust and ensure the continued success of JUMBO, safeguarding the quality and safety of JUMBO's food products and dining environment are of utmost importance. JUMBO's long-established dedicated Quality Assurance ("QA") department is responsible for building and maintaining a robust quality control system. Stringent QA procedures are in place to ensure that the food we serve to our customers are safe, fresh and of high-quality. This year, with the constant threat of COVID-19, QA has also established a comprehensive set of protocols to ensure the cleanliness of our outlets, to safeguard the health and safety of our customers.

To minimise the risks of food safety hazards, we uphold the highest safety standards in our operations. Food safety management systems adopted across our outlets and central kitchen are in line with internationally recognised standards. Seven of our outlets are HACCP certified, with our central kitchen being both HACCP² and ISO22000³ certified.

Employee awareness of product quality and safety is key in supporting our quality assurance objectives. Employees are educated and constantly reminded on protocols and best practices to adopt for pest control, personal hygiene, as well as the prevention of cross contamination and potential food allergies. Trainings are conducted regularly to reinforce employee awareness. To ensure product quality and consistency, we also have a central kitchen to semi-process some of our signature dishes for delivery to our outlets.

Frequent internal quality audits are also conducted to ensure that internal protocols are strictly complied with. An external consultant is engaged to perform annual audits, providing independent checks on our food quality and safety standards. In addition, two outlets are selected for food safety audits by regulators every six months. These audit procedures help identify potential areas for improvement and provide us with opportunities to review our food safety practices. There were no cases of non-compliance reported from the audits in FY2020.

In FY2020, we increased our focus on the cleanliness and safety of dining environment. Operating under a constant threat of COVID-19, we acknowledge the heightened concerns of customers to dine out with a peace of mind.

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 ISO (International Organization for Standardization) standards are internationally agreed by experts. ISO22000, in particular, is an internationally-recognised standard that establishes the requirements for an effective food safety management system.

In February 2020, the National Environment Agency launched the SG Clean campaign, to rally stakeholders and members of the public to adopt good personal habits and social responsibility, to raise standards of cleanliness and public hygiene in Singapore and safeguard public health. An important component of the SG Clean campaign is the SG Clean quality mark, a premises-based sanitation and hygiene indicator. The SG Clean quality mark requires organisations to commit to sector-specific sanitation and hygiene checklists, to safeguard public health in Singapore.

To be certified, businesses have to go through a seven-point checklist⁴ tailored to the requirements and operations in their respective sectors. These cover the appointment of an SG Clean manager to oversee the establishment's practices, temperature and health screening of employees, arrangements for engagement of external personnel such as suppliers and contractors, implementation of cleanliness and hygiene practices, as well as complying with health and travel advisories, guidelines and government orders on COVID-19. Independent assessment organisations are appointed to certify that participating establishments have met these requirements and continue to maintain these practices. Businesses assessed to have met the criteria will be awarded the SG Clean quality mark.

All of our outlets have been awarded with the SG Clean quality mark.

On 27 August 2020, our Zui Yu Xuan Teochew Cuisine outlet, was directed by the Urban Redevelopment Authority ("URA") to pay a fine of \$1,000 and to cease all dine-in services at the outlet from 28 August 2020 to 6 September 2020 for contravention of Regulations 10B(1)(j) and 10B(1)(ja) of the COVID-19 (Temporary Measures) (Control Order) Regulations 2020 read with Section 34(7) of the COVID-19 (Temporary Measures) Act 2020 in relation to breaching of safe distancing measures at the premises. JUMBO deeply regrets the unfortunate incident and any inconvenience caused to our customers and had taken the appropriate steps and measures within our control to prevent future occurrences in its restaurants and outlets. JUMBO is committed to ensure compliance with all regulatory requirements.

To the best of our knowledge, there were no other significant fines and warnings relating to non-compliance with health, hygiene and safety standards in FY2020.

Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
- Achieved HACCP certification for 7 outlets and central kitchen and ISO22000 certification for central kitchen - Zero suspension by Singapore Food Agency ("SFA") due to non-compliance of its regulations - One incident⁵ of non-compliance concerning the health and safety impacts of products and services	No	- Achieve HACCP certification for 8 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

Explanation for not meeting targets:

- Currently, 7 of the 8 outlets within the scope of this report are HACCP certified, including all six JUMBO Seafood outlets at East Coast Park, Riverside Point, The Riverwalk, Dempsey Hill, ION Orchard and Jewel Changi Airport, respectively, and one Zui Teochew Cuisine outlet, namely Chui Huay Lim Teochew Cuisine. Due to COVID-19 and circuit breaker measures, we were unable to schedule the certification audit for Zui Yu Xuan Teochew Cuisine outlet in FY2020. The audit was eventually conducted in November 2020 and the outlet is now HACCP certified.
- As mentioned above, Zui Yu Xuan Teochew Cuisine outlet was directed by the URA to cease all dine-in services at the outlet from 28 August 2020 to 6 September 2020 due to a breach of safe distancing measures at the premises. Management has taken a serious view on this incident and have enforced strict protocols to observe the regulations to prevent any recurrence.

⁴ Refer to <https://nea-sgclean-staging.netlify.app/files/checklist-fandb.pdf> for more details on the checklist for F&B establishments.

⁵ Significant incidents are incidents that result in outlet operations being suspended.

Supply Chain Management

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

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

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

Annual supplier reviews are conducted for existing vendors⁷ to ensure that suppliers maintain high standards throughout the years. Every month, audits will be conducted on 2 suppliers by the QA department in areas related to hygiene, food handling processes, licenses and regulatory compliance. These audits compare actual performance against information obtained from vendor evaluation forms, providing additional assurance that suppliers are in line with JUMBO's standards on food safety and hygiene.

Regular inspections on the incoming materials are also conducted according to the QA department's standards and requirements. Should there be any quality or safety issue identified, the products will be rejected at the point of delivery and replacement will be requested from the supplier. If the supplier is deemed to be unsatisfactory based on follow-up inspections, JUMBO will terminate the partnership unless necessary corrective actions are taken immediately.

Supply management was at the center of focus in FY2020, as one of the key adverse impact of COVID-19 was a world-wide disruption of supply chain due to closure of international borders, and delays in shipments and freight. One of our key risk management and business continuity controls was the diversification of sources of supplies, to ensure that we are not overly dependent on any supplier for our key ingredients.

Category of Raw Ingredients	Top Suppliers	Location of Supplier	% of Supply over Total Purchases in that Category of Raw Ingredients	
Live Seafood	#1	Singapore	18%	55%*
	#2	Singapore	17%	
	#3	Singapore	9%	
	#4	Singapore	6%	
	#5	Singapore	6%	
Other Seafood	#1	Singapore	18%	60%*
	#2	Thailand	16%	
	#3	Singapore	15%	
	#4	Singapore	6%	
	#5	Singapore	6%	
Non-Seafood	#1	Singapore	16%	50%*
	#2	Singapore	10%	
	#3	Singapore	9%	
	#4	Singapore	7%	
	#5	Singapore	8%	

*Subject to rounding.

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

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

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

Region of Origin	% of Total Crab * Purchases
Southeast Asia	65 [^]
Northern Europe	15
Northern America	11
South Asia	8
Oceania	1

*Comprises Mud crabs, Dungeness crabs and Alaskan crabs.

[^]Supply spread across 3 key countries.

Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
- Screened 100% of new suppliers using vendor evaluation form - Reviewed 100% of existing suppliers⁸	Yes	- To assess 100% of new suppliers using vendor evaluation form - To review 100% of existing suppliers⁸

Customer Engagement

For JUMBO to stay relevant and competitive in the fast-moving F&B industry, it is of utmost importance for us to understand customer concerns and expectations. JUMBO values customer feedback and uses them as learning points to tailor our services and products to the ever-changing customer preferences.

The following feedback channels have been established to make it easy and convenient for our customers to share their dining experiences with us:

 JUMBO Webpage Customers can submit their compliments or complaints via the feedback form available in the "Contact" tab on our webpage	 SMS Feedback JUMBO subscribes to a SMS feedback service provided by a third party vendor Customers dining at JUMBO Seafood and Zui Teochew Cuisine outlets will receive a short SMS to rate their overall dining experience on a scale of 1 to 4	 Social Media Customers may post comments on our Facebook and Instagram pages regarding their dining experience at our outlets	 Google Forms In selected outlets, customers may scan the QR codes placed on the tables to provide their feedback via Google survey forms
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⁸ Applicable only to suppliers of food and direct food contact products.

Feedback is monitored and analysed by JUMBO's Customer Service department. Common feedback are compiled and shared with key operations personnel at each monthly Head of Operations meeting. Action plans will be devised and executed accordingly to address common concerns. TripAdvisor reviews are extracted weekly and shared with key personnel to keep them abreast with customer feedback and concerns. Effective September 2020, service-related feedback are shared with the training department and some classic cases are used as case studies for training purposes.

Customer complaints are taken seriously. The Group has established an internal complaint handling protocol, which is communicated to all relevant employees. The Customer Service department will classify complaints received according to the type of issues and highlight them to the respective departments and/or outlet managers for the necessary management action. We strive to respond to all complaints within 2 working days following the date of receipt. In the event that more time is required, the Customer Service department will first acknowledge receipt of the complaint before conducting the necessary follow-up actions.

By proactively seeking feedback and constantly improving our service level and product offerings, we aim to increase customer satisfaction and loyalty and eventually customer lifetime value.

Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
Handled all complaints according to the internal complaint handling protocol	Yes	Continue to handle all complaints according to the internal complaint handling protocol

Information Security

JUMBO's brand name and reputation is built on the foundation of trust. We are committed to upholding the trust our customers placed in us by protecting the personal data they disclosed to us, through reservations or membership registrations, and using them responsibly. Our IT infrastructure is also periodically updated to enhance our information security.

JUMBO has established an 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 Protection Act. Trainings on information security are provided to all relevant employees to ensure that they are kept informed on the appropriate practices for data collection and handling. In December 2019, we implemented the next-generation antivirus protection to minimise the chances of malware and virus attack on the Group's network and data. In February 2020, we rolled out the two-factor authentication login for corporate email accounts to prevent unauthorised access or usage of mailbox. In April 2020, we further strengthened the Group's Intrusion Prevention System (IPS) to block malicious traffic and prevent brute force attack. The Group's WiFi is centrally controlled and data transmission is encrypted as well.

To minimise the negative impact of cybersecurity attacks, we consistently review and strengthen our IT security infrastructure. We are equally prudent in our selection of external IT vendors. For vendors who handle or are given access to sensitive information, we would assess them based on our internal quality requirements on IT security before we engage them, including conducting penetration tests to identify any security vulnerabilities and propose solutions to address those vulnerabilities. This procedure minimises the risk of information security lapses or data mishandling by external parties.

In FY2020, to the best of our knowledge, there were no cases of data privacy leaks, thefts or loss of customer data.

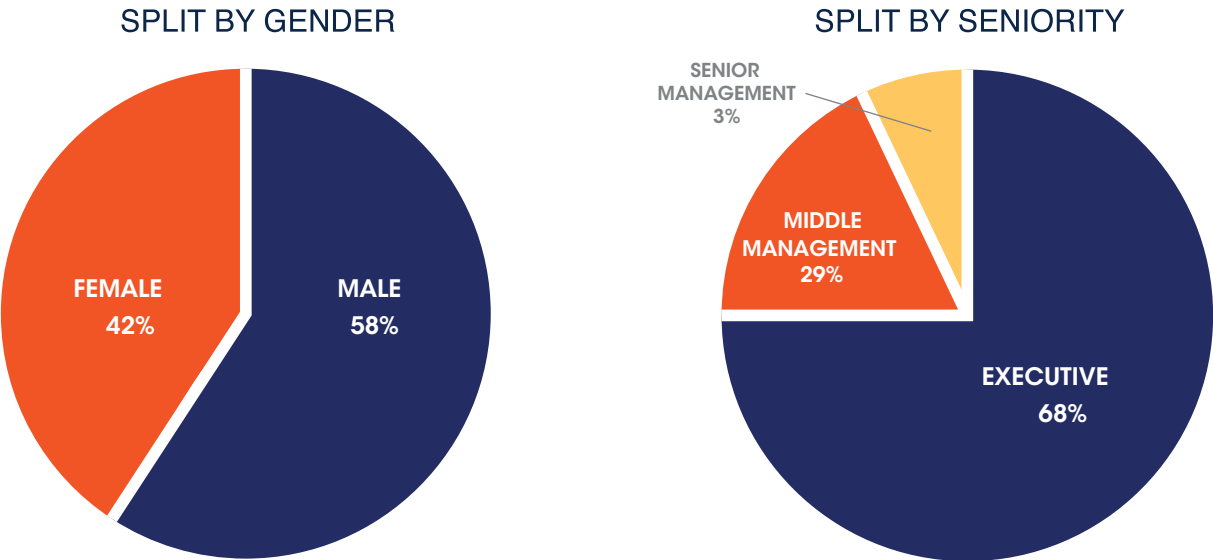
Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
- Conducted training on information security for all relevant employees - Zero substantiated complaints concerning breaches of customer privacy and loss of customer data - Replaced signature-based detection with the next-generation antivirus for the entire organisation	Yes	- Continue to reinforce and create IT security awareness through training and email bulletin for all relevant employees - Explore and evaluate the feasibility of implementing Advanced Threat Protection as part of the new IT security initiatives - Achieve zero substantiated complaints concerning breaches of customer privacy and loss of customer data

EMPOWERING OUR PEOPLE

Employees are the cornerstone to the success and sustainability of JUMBO’s business and performance. They are the ambassadors for the JUMBO brand and our most valuable assets. To maximise the full potential of our employees, we have developed a comprehensive series of training and career development programmes to groom our talents. We are also committed to providing a safe working environment for our employees and looking after their overall well-being, especially under the current operating environment, where F&B is a higher risk sector due to its customer facing nature.

As of 30 September 2020, JUMBO⁹ has a total of 568 employees, with an annual new hire rate¹⁰ of 21% and attrition rate¹⁰ of 28% respectively for FY2020, leading to a net decrease of 109 headcount during the year. As business volume was largely affected by COVID-19, not all positions were replaced upon staff resignation due to reduced workload, hence the relatively higher attrition rate in comparison. We would reasonably expect new hire rate to increase when the COVID-19 situation stabilizes and business flows resumes to normalized levels. Nonetheless, our annual attrition rate still is below the national average of 44%¹¹ for the same period in the F&B industry.

TOTAL NUMBER OF EMPLOYEES AS AT 30 SEPTEMBER 2020



⁹ Scope of data includes JUMBO Group Limited, JUMBO Seafood outlet at East Coast Park, as well as its central kitchen operations and all its restaurant outlets under JUMBO Group of Restaurants Pte Ltd in Singapore.
¹⁰ Annual new hire rate and annual attrition rate are computed based on total number of new hires or resignees during the financial year, divided by the average monthly number of employees for the financial year.
¹¹ Calculated based on average monthly attrition rate of 3.68% from 2019Q4 to 2020Q3. Source: <https://stats.mom.gov.sg/Pages/LabourTurnoverTimeSeries.aspx>

BALANCED SCORECARD

As JUMBO grows, our human capital needs to improve in terms of skillsets and expertise to propel the business forward locally and regionally. However, our performance management system was not robust enough to identify performance gaps and determine the efficacy of our workforce. In addition, strategic goals tend to center around financial objectives such as revenue growth and profitability. We are cognizant that there are more to an organisation's health, and we see a need for a more balanced view of the organisation across all functions to ensure greater sustainability. A good example was the need for us to shift our focus from "Driving sales" to placing more emphasis on "Customer satisfaction".

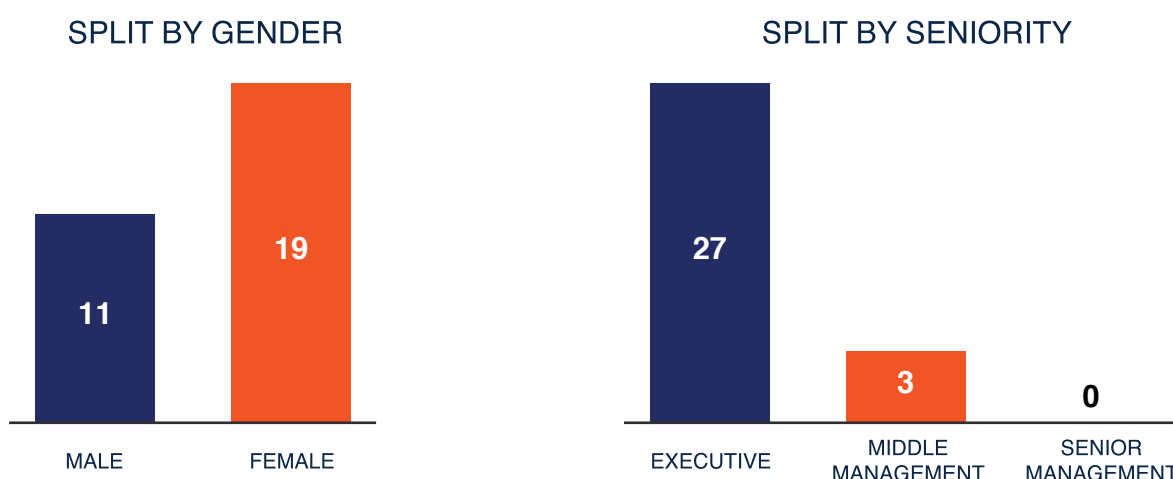
The Balanced Scorecard ("BSC") was thus introduced in 2019 to replace the traditional Performance Appraisal forms for the Senior Management. The move to adopt a new performance management tool and enhance our human capital capabilities was part of the Enabling Project under the Skillsfuture For Enterprises Programme. Ernst & Young Advisory was engaged as a consultant to develop an implementation plan for the BSC.

The BSC identified a number of financial and non-financial objectives related to strategic priorities, and provided a four-perspective framework to translate these strategies into operational terms; namely (i) Financial, (ii) Customer, (iii) Operations, and (iv) People.

Apart from rigorous meetings with the C-Suite to define goals at the organisational level in each of the 4 categories, a 2-day retreat was also held to provide training on the BSC for Heads of Departments ("HODs") and their key personnel. The session was to ensure a common understanding of where the Company is headed and allowed the HODs to set Key Performance Indicators ("KPIs") and actionable plans that are value-adding to the overall strategic plan.

With the implementation of the BSC, JUMBO hopes to define key goals and establish clear linkages between these goals and individual performances to enable objective assessment of performances, identify performance gaps, and close-up such gaps. Ultimately, this would drive improved performance across the business and support the organisation in attaining its desired strategic outcomes.

EMPLOYEES WHO HAVE RECEIVED REGULAR PERFORMANCE REVIEW IN FY2020



For FY2020, we were not able to conduct the Appraisal exercise in June as it coincided with the Circuit Breaker. In addition, many of our Operations staff were on leave from April to June, resulting in too short an assessment period to make any appraisal of their performances meaningful. Most of the corporate office staff who were working from home were still encouraged to complete their performance reviews. In FY2021, we hope to achieve a 100% completion rate¹² for performance and career development reviews for our employees.

¹² 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.

Training and Career Development

At JUMBO, we want to unleash our employees' potential, which led us to develop various training and development programmes throughout the employment cycle to help build a more efficient, effective and highly motivated team. We believe a highly competent workforce is core to upholding JUMBO's superior service quality and equip us with a competitive edge. A robust human capital development framework also aids in attracting and retaining talents that promotes long-term sustainable growth of our business.

To maximise each employee's potential, we tailor our trainings to every individual and provide good mentorship. Outstanding performers are identified and groomed to be future leaders through ongoing employee performance assessment as well as career development reviews. There is also a structured career progression path for both frontline and back office employees which allows upward mobility for well-performing employees. Some examples of training and career development programmes are illustrated below¹³:

Orientation programme

All new employees will undergo an orientation programme to facilitate their onboarding process. The orientation programme imparts JUMBO's core corporate values and sets out professional expectations.

Work Skills Qualifications ("WSQ") courses

A mandatory programme for all kitchen and service staff. The modules are designed to equip new employees with basic knowledge and skillset on food safety and preparation, service etiquettes and workplace health and safety, in accordance with the relevant service standards and requirements.

Conversational English

These basic and intermediate level language courses are designed for staff who are not well-versed in English to improve their basic conversational proficiency and thus improving service quality.

NITEC (National ITE Certificate) in F&B operations

Outstanding employees may be nominated to attend this 24-month traineeship programme, which introduces different aspects of the F&B business and operations to employees. At the end of the course, a NITEC certificate will be issued.

Fast track programme

The programme grooms outstanding service and kitchen staff for supervisory positions.

LEAD

LEAD stands for Leading Innovation, Enabling People, Achieving Results, Driving Alignment. The programme aims to equip managers and supervisors with managerial and leadership skills.

¹³ For more information on training programmes in JUMBO, please visit JUMBO's website at <https://www.jumbogroup.sg/en/learning-development>.

FY2020 was a unique and challenging year. The COVID-19 pandemic had significantly impacted businesses adversely. F&B sector in particular, was one of the worst hit industries. Despite the immense pressure on bottom line, protecting employment was one of our key priorities. We made use of the lull period to re-energise and upskill our workforce, so that they are fully equipped to charge again when the economy picks up.

In FY2020, the total hours of training attended by our employees amounted to 5,823 hours (on average 10.3 hours per employee), which comprises mainly internal trainings. The training covers the mandatory technical and soft skillsets sets as well as on-job training. The number of training hours in FY2020 is generally lower, as COVID-19 has prevented the conduct of physical trainings, especially external ones.

Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
Performance and career development reviews for 5% of employees	No	Conduct performance and career development reviews for 100% of employees

Explanation for not meeting target:

- Circuit Breaker from April to June shortened the effective assessment period for staff performance assessment and also coincided with the timing of the annual appraisal exercise which was supposed to be in June. Hence it was challenging to perform the appraisal which required face-to-face meeting, especially for the Operations and Kitchen staff who make up the bulk of our workforce.

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 ("WSH") Act, as an employer, we must protect the safety and health of our employees by conducting risk assessments to identify hazards and implement effective risk control measures, ensure our work environment is safe, have systems in place for dealing with emergencies, and provide sufficient instruction, training and supervision to our workers.

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

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

In FY2020, we had 38 cases of recordable work-related injuries¹⁵, of which cuts, sprains, bruises and scalds contributed to 92% of the cases. There were zero workplace fatalities¹⁶ or high-consequence work-related injuries¹⁷ for JUMBO's employees¹⁸.

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

- Allowing back-office staff to work from home as much as possible
- Mandatory checking and recording of temperature for all staff at work
- Mandatory safe entry check-in for all staff at work
- JUMBO operates our own staff hostel, which are mainly rented HDB flats (away from crowded dormitories), for some of our foreign workers

Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
Zero workplace fatalities or high-consequence work-related injuries among employees	Yes	Maintain zero workplace fatalities or high-consequence work-related injuries among employees

¹⁴ Scope of coverage include JUMBO Group Limited, and all its central kitchen operations and restaurant outlets under JUMBO Group of Restaurants Pte Ltd, as well as JUMBO Seafood outlet at East Coast Park.

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

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

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

¹⁸ Scope of data include JUMBO Group Limited, and all its central kitchen operations and restaurant outlets under JUMBO Group of Restaurants Pte Ltd, as well as JUMBO Seafood outlet at East Coast Park.

ENSURING GOOD GOVERNANCE

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

Regulatory Compliance

Regulatory compliance is fundamental in protecting our reputation and fostering trust among stakeholders. A good compliance record showcases strong corporate governance and inspires stakeholder confidence. On the other hand, failure to meet regulatory requirements could restrict the Group's ability to operate and could result in reputational damage or undermine the financial performance of the Group.

As public health is crucial in the F&B industry, the industry is closely monitored by the regulatory bodies. JUMBO recognises the importance of complying with all relevant laws and regulations in the environmental, social 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 laws and regulations. Regular training and meetings are provided to employees to keep them updated on new regulatory requirements.

One of our outlets, Zui Yu Xuan Teochew Cuisine, was directed by the URA to pay a fine of \$1,000 and to cease all dine-in services effective from 28 August 2020 to 6 September 2020 in relation to breaching of safe distancing measures at the premises. JUMBO deeply regrets the unfortunate incident and has taken appropriate steps and measures within our control to prevent future occurrences in its restaurants and outlets. JUMBO is committed to ensure compliance with all regulatory requirements.

JUMBO has zero tolerance towards any form of bribery and corruption. Employees are required to adhere to the internal code of conduct and every supplier is required to make an anti-corruption declaration. In addition, a whistle-blowing policy has been established for employees to report concerns about possible fraud, bribery and other ethics-related matters. We are pleased that there have been no cases of non-compliance relating to bribery and corruption against JUMBO¹⁹ or our employees, or involving any contract between JUMBO and our business partners and we expect to maintain this going forward.

Please refer to the Corporate Governance Report of our FY2020 Annual Report ("AR") for details on our Corporate Governance Practices.

Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
• Zero incidents of confirmed corruption • One incident of non-compliance with laws and regulations	• Yes • No	• Maintain zero incidents of corruption • Maintain zero incidents of non-compliance with laws and regulations

Explanation for not meeting targets:

- See more details on incident relating to closure of Zui Yu Xuan Teochew Cuisine outlet in the write-up above.

¹⁹ Scope of data include JUMBO Group Limited, and all its central kitchen operations and restaurant outlets under JUMBO Group of Restaurants Pte Ltd, as well as JUMBO Seafood outlet at East Coast Park.

CONTRIBUTING TO THE COMMUNITY

At JUMBO, we firmly believe that companies who do well should also strive to do good, which drove the creation of JUMBO Care, our CSR programme. We are pleased to announce that in FY2020, JUMBO contributed to more than 20 CSR activities. In particular, JUMBO emphasizes on providing support towards:

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

JUMBO recognises the importance of education and offered sponsorships to various educational causes. Apart from contributing to The Community Foundation of Singapore to set up the HCJC Alumni Student Education Fund, we also funded various subject prizes and academic awards for students in Temasek Polytechnic, particularly in the field of study relating to F&B such as F&B Productivity, Operations, Food Science and also Business Management for Small Medium Enterprises. The Group believes in providing equal opportunities to all, especially education opportunities to the next generation.

JUMBO is also a supporter of cultural and heritage programmes in Singapore. Singapore's rich and multicultural heritage has garnered international recognition and plays a key role in building our national, community and personal identities. In line with this spirit, JUMBO donated generously to Teochew Poit Ip Huay Kuan and Nam Hwa Opera Limited in support of the cultural and heritage activities conducted by them in November 2019.

To promote the cohesiveness and drive synergies across the local business community, we participated in various activities by the different trade and industry bodies, such as the Singapore Chinese Chamber of Commerce & Industry. JUMBO is also an active member of the Franchising and Licensing Association (Singapore), National Association of Travel Agents of Singapore and Restaurant Association of Singapore.

TOTAL
\$92,996

\$2,400

Cash sponsorships for subject prizes and academic awards



\$6,294

Cash and in-kind sponsorship to educational institutions for alumni events

\$9,533

Cash donations to various organisations for COVID-19 related support initiatives



\$10,000

Cash donation to The Community Foundation of Singapore for the Setting up of HCJC Alumni Student Education Fund

\$10,000

Cash donation to Singapore Red Cross Society for Coronavirus Response 2020



\$15,421

Cash donations to Singapore Chinese Chamber of Commerce & Industry and other associations in support of building local business community

\$19,348

Supply of Bento boxes to Healthcare frontliners and taxi drivers

\$20,000

Cash donation to Nam Hwa Opera Limited, at Teochew Poit Ip Huay Kuan's 90th Anniversary Celebration

Performance in FY2020	Targets achieved for FY2020?	Targets for FY2021
Not Applicable ²⁰	Not Applicable ²⁰	• Continue to be involved in CSR activities to help the local and more vulnerable communities

²⁰ Not applicable as this is a new sustainability factor added in this report

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