SUSTAINABILITY REPORT

1. BOARD STATEMENT

JB Foods Limited ("**JB Foods**" or the "**Company**"), together with its subsidiaries (collectively known as the "**Group**"), reaffirm our commitment to sustainability with the publication of this sustainability report ("**Report**"). For this Report, we provide insights into the way we do business, while highlighting our sustainability performance under the pillars of environmental, social, governance and economic performance (collectively referred to as ("**Sustainability Factors**"), and to provide readers with an accurate and meaningful overview on how we manage our sustainability issues.

The Board of Directors ("**Board**") of the Group considered the Group's sustainability issues as part of its strategic formulation and business strategies, determined the material Sustainability Factors and overseen the management and monitoring of the material Sustainability Factors.

This Report communicates our support towards the United Nations' Sustainable Development Goals ("**SDGs**"). As we collaborate closely with our stakeholders throughout the value chain, their inputs serve as the compass directing our sustainability initiatives towards prioritising our material Sustainability Factors. Below shows the interaction between our sustainability framework, material Sustainability Factors, stakeholders and the SDGs:

GOVERNANCE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS — **Cyber Security and Data Protection**
Customers
Employees
Regulators

16 PEACE, JUSTICE AND STRONG INSTITUTIONS — **Ethics and Integrity**
Board
Regulators
Shareholders

ENVIRONMENT

6 CLEAN WATER AND SANITATION — **Water Stewardship**
Communities
Regulators
Shareholders

12 RESPONSIBLE CONSUMPTION AND PRODUCTION — **Traceability and Sustainable Supply Chain Practices**
Associations   NGOs
Communities   Regulators
Customers   Suppliers

12 RESPONSIBLE CONSUMPTION AND PRODUCTION — **Waste Management and Optimisation**
Communities
Regulators
Shareholders

13 CLIMATE ACTION — **Energy Consumption, Climate Change and GHG Emissions**
Associations   Regulators
Communities   Shareholders
NGOs

15 LIFE ON LAND — **Deforestation and Biodiversity**
Associations   Regulators
Communities   Shareholders
NGOs

Our Sustainability Framework

SOCIAL

3 GOOD HEALTH AND WELL-BEING — **Safe Work and Well-Being**
Employees
Regulators

4 QUALITY EDUCATION — **Talent Development**
Employees

8 DECENT WORK AND ECONOMIC GROWTH — **Food Safety, Product Quality and Nutrition**
Customers
Regulators
Suppliers

10 REDUCED INEQUALITIES — **Human Rights, Workplace Diversity and Labour Standards**
Associations   NGOs
Employees   Regulators

11 SUSTAINABLE CITIES AND COMMUNITIES — **Community Development**
Associations   NGOs
Communities   Suppliers
Customers

ECONOMIC

8 DECENT WORK AND ECONOMIC GROWTH — **Business Development and Expansion**
Board   Regulators
Employees   Shareholders
Financial   Suppliers
Institutions

8 DECENT WORK AND ECONOMIC GROWTH — **Customer Satisfaction**
Customers
Employees
Suppliers

12 RESPONSIBLE CONSUMPTION AND PRODUCTION — **Sustainable Manufacturing**
Communities
Shareholders

SUSTAINABILITY REPORT

2.   SUSTAINABILITY PERFORMANCE AT A GLANCE

A summary of our key sustainability performance in financial year ("**FY**") 2025 is as follows:

Sustainability Pillar	Sustainability Metric	Sustainability Performance	
		FY2025	FY2023
Economic	Economic value generated[1] (USD million)	**1,657.49**	598.27
	Operating costs[2] (USD million)	**1,516.40**	537.21
	Employee benefits expenses (USD million)	**17.96**	14.00
	Payments to providers of capital[3] (USD million)	**28.70**	19.56
	Income taxes to governments (USD million)	**8.59**	(0.44)
	Percentage of customers who gave a positive feedback rating for overall satisfaction (%)	**>95**	>90
Environmental	Water consumption intensity (m³/MT of cocoa bean processed)	**2.02**	2.03
	Percentage of wastewater treated before releasing into waterways (%)	**100**	100
	Non-hazardous waste generated intensity (MT/MT of cocoa bean processed)	**0.106**	0.106
	Aggregated absolute greenhouse gas ("**GHG**") emissions (tCO_2e)	**82,111**	65,351[4]
	GHG emissions intensity (tCO_2e/MT of cocoa bean processed)	**0.40**	0.40[4]
Social	Number of workplace fatalities	**–**	–
	Number of high consequence work-related injuries[5]	**–**	–
	Number of recordable work-related injuries	**6**	1
	Number of recordable work-related ill health cases[6]	**6**	7
	Average training hours per employee	**12**	14
	Number of products return due to food safety issues raised by customers	**–**	3
	Number of reported incidents of unlawful discrimination against employees[7]	**–**	–

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[1]   Economic value generated includes revenue, other income and interest income, net of any unrealised gains.

[2]   Operating costs include cost of sales, selling and distribution costs, administrative expenses, other expenses, net of depreciation, (write back of)/ impairment loss and write-off of property, plant and equipment, right-of-use asset and employee-related costs.

[3]   Payments to providers of capital include interest payments made to providers of financing and dividends paid to shareholders (if any).

[4]   The figure is updated due to the refinement in methodology and related assumptions jo improve data quality.

[5]   A high consequence work-related injury refers to an injury from which the worker cannot recover or cannot recover fully to pre-injury health status within six (6) months.

[6]   A work-related ill health case refers to a case with negative impacts on health arising from exposure to hazards at work.

[7]   An unlawful discrimination refers to an incident of discrimination whereby the relevant authority has commenced investigation and resulted in a penalty to a company.

SUSTAINABILITY REPORT

Sustainability Pillar	Sustainability Metric	Sustainability Performance	
		FY2025	FY2023
Governance	Number of cyber security breaches resulting in losses of business data	–	–
	Number of incidents of serious offence[8]	–	–
	Number of incidents of non-compliance with any applicable laws and regulations that resulted in significant fines[9] or non-monetary sanctions	–	–

During the FY from 1 January 2024 to 31 March 2025 ("**FY2025**" or "**Reporting Period**"), the Company changed its financial year end from 31 December to 31 March ("**Change In Reporting Period**"). The sustainability metrics for the Reporting Period is for a period of 15 months and thus not comparable with that disclosed for the prior reporting period.

For further information, please refer to our announcement dated 24 January 2025 published on the Singapore Exchange Securities Trading Limited ("**SGX-ST**") website.

3.   OUR BUSINESS

We are principally involved in the production and sale of cocoa ingredient products, comprising cocoa butter, cocoa powder, cocoa mass and cocoa cake, under the brand name of JB Cocoa. Our supply chain is detailed as follows:

Farmers at producing countries

Cocoa trees planting, cocoa pods harvest and fermentation

Exporter at producing countries

Dry cocoa beans quality control and exporting

JB Cocoa factories

Beans grinding and pressing for cocoa products

Customers factories

Customer's final products

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8   A serious offence is defined as one that involves fraud or dishonesty involving an amount not less than SGD100,000 (equivalent to approximately USD$74,000) and is punishable by imprisonment for a term of not less than two (2) years, which is being or has been committed against a company by its officers or employees of the company.

9   An incident of non-compliance that excludes fraud or dishonesty.

SUSTAINABILITY REPORT

4.   PHILOSOPHY, VISION AND CORE VALUES

Philosophy
A discerning, progressive and committed cocoa ingredients producer that inspires and enables creativity, honouring and caring for the communities and environment.

Vision
To be a World Class Premium Cocoa Manufacturer.

Core Values
At JB Foods, the bedrock of our current business methodologies lies in 'TRUST' which forms the acronyms of our five (5) Core Values 'Team-Minded', 'Respect', 'United', 'Sustainability' and 'Trustworthy'. 'TRUST' is the foundation of how we do our business today and their impact is evident across the various sections of this Report.

Team-Minded	**Respect**	**United**	**Sustainability**	**Trustworthy**
embrace collective thinking, encourage engagement and collaboration to spur one another to greater growth.	that is open, consistent and two-way.	one mind and heart, working to the best of our organizational interest as one team, dedicated to collectively delivering value and impact to all stakeholders.	that is founded on the pillars of economic, environmental and social.	committed to a culture of trust and collective ownership, firmly believing that.

5.   REPORTING PERIOD AND SCOPE
This Report covers the consolidated entities, as disclosed in our audited financial statements, for the financial year from 1 January 2024 to 31 March 2025. The Reporting Period spans 15 months which is aligned with the Change In Reporting Period and thus not comparable with that disclosed for the prior reporting period.

For further information, please refer to our announcement dated 24 January 2025 published on the Singapore Exchange Securities Trading Limited ("**SGX-ST**") website.

6.   REPORTING FRAMEWORK
This Report is prepared in accordance with Mainboard Listing Rules 711A and 711B of the SGX-ST. The Company prepared the Report with reference to the Global Reporting Initiative ("**GRI**") Standards for the Reporting Period. We use the GRI framework as it is an internationally recognised sustainability reporting standard that covers a comprehensive range of sustainability disclosures.

As part of our continual efforts to align our sustainability reporting with relevant market standards, we mapped our sustainability efforts to the 2030 Agenda for Sustainable Development which is adopted by all United Nations Member States in 2015 ("**UN Sustainability Agenda**"). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which form an urgent call for action by all countries – developed and developing – in a global partnership.

SUSTAINABILITY REPORT

Our climate-related disclosures are produced based on the 11 recommendations of Task Force on Climate-related Financial Disclosures ("**TCFD**"). Following the publication of the International Sustainability Standards Board ("**ISSB**") Standards, International Financial Reporting Standards ("**IFRS**") S1 and IFRS S2, we conducted a gap analysis against our existing TCFD reporting and are in the process of aligning our climate-related disclosures to the ISSB Standards. We are guided by the phased approach recommended by the Singapore Exchange Regulation in aligning our reporting of climate-related disclosures in accordance with ISSB Standards.

We relied on internal data monitoring and verification to ensure accuracy for this Report. Internal review on the sustainability report is incorporated as part of our internal audit review cycle. We will work towards external assurance for our future sustainability reports subject to market trends and regulatory requirements.

7. FEEDBACK

We welcome feedback from all stakeholders on this Report. You may send related questions, comments, suggestions or feedback to our investor relations email account: responsiblebusiness@jbcocoa.com.

8. STAKEHOLDER ENGAGEMENT

As part of our stakeholder engagement process, we identify the key stakeholders relevant to our business, and they include entities or individuals that have an interest that is affected or could be affected by our activities. These key stakeholders include associations, Board, communities, customers, employees, financial institutions, non-governmental organisations ("**NGOs**"), national agencies and government bodies ("**Regulators**"), investors and shareholders ("**Shareholders**") as well as suppliers and service providers ("**Suppliers**").

The concerns of key stakeholders are considered when formulating corporate strategies. We adopt both formal and informal channels of communication to understand these concerns and incorporate them in our corporate strategies to achieve mutually beneficial outcomes. We engage our key stakeholders through the following channels:

Stakeholder	Engagement Channel	Engagement Frequency	Key Concern
Associations	• Community initiatives • Company's website (https://www.jbcocoa.com) • Events such as exhibitions, seminars and conferences	Ongoing	• Traceability and sustainable supply chain practices • Climate change • Biodiversity • Human rights
Board	Board meetings	Quarterly	• Sustainable business performance • Corporate governance
Communities	• Community initiatives • Company's website	Ongoing	Sustainable agricultural and business practices
Customers	• Meetings • Events such as exhibitions • Email communications • Phone calls • Customer surveys	Ad hoc	• Product quality and reliability • Traceability and sustainable supply chain practices • Customer service standards
Employees	• Email communications • Company activities	Ad hoc	• Equal employment opportunities • Occupational Safety and Health ("**OSH**") • Job security • Remuneration
	Internal newsletters	Bi-monthly	
	Staff evaluation sessions	Half-yearly	
	Company Surveys	Annually	

SUSTAINABILITY REPORT

Stakeholder	Engagement Channel	Engagement Frequency	Key Concern
Financial Institutions	• Meetings • Email communications • Phone calls	Ad hoc	• Sustainable business performance
NGOs	• Community initiatives • Company's website	Ongoing	• Traceability and sustainable supply chain practices • Climate change • Biodiversity • Human rights
Regulators	Consultations and briefings organised by key regulatory bodies such as Singapore Exchange and relevant government agencies/bodies	Ad hoc	• Health, safety and environmental compliance • Corporate governance
Shareholders	• Annual general meetings • Annual reports ("**AR**")	Annually	• Sustainable business performance • Market valuation • Dividend payment • Corporate governance
	• Result announcements on SGXNet	Half-yearly	
	• Material announcements on SGXNet • Company's website • Business publications • Investor relations events	Ongoing	
Suppliers	• Meetings • Supplier evaluations • Feedback sessions • Email communications	Ad hoc	• Traceability and sustainable supply chain practices • Order volatility

9. **POLICY, PRACTICE AND PERFORMANCE REPORTING**

In line with our commitment to sustainability, a sustainability reporting policy ("**SR Policy**") covering our sustainability strategies, sustainability governance structure, materiality assessment and processes in identifying and monitoring material Sustainability Factors is put in place and serves as a point of reference in the conduct of our sustainability reporting. Under this SR Policy, we will continue to monitor, review and update our material Sustainability Factors from time to time, considering the feedback that we receive from our engagement with our stakeholders, organisational and external developments.

9.1 **Sustainability Governance Structure**

The Board is responsible for overseeing the Group's sustainability matters and is primarily supported by a Sustainability Steering Committee ("**SSC**") by virtue of delegation. As part of our continual efforts to upgrade the knowledge of our directors on sustainability reporting and to meet the requirement of listing rule 720 (7) of SGX-ST, we confirm that all our directors have attended one (1) of the Singapore Exchange Regulation's approved sustainability training courses.

The SSC is led by our Chief Executive Officer ("**CEO**") and comprises senior management executives and managerial representatives from various functions. The SSC is further supported by selected employees from the key business units and corporate functions.

SUSTAINABILITY REPORT

Beside the SSC, the Board is also supported by the Audit Committee ("**AC**") on specific sustainability matters under their respective terms of reference. Our sustainability governance structure and the responsibilities of component parties are detailed as follows:

Sustainability Governance Structure

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                    ┌──────────────┐
                    │    Board     │
                    └──────┬───────┘
            ┌──────────────┴──────────────┐
      ┌─────┴─────┐                 ┌──────┴──────┐
      │    AC     │                 │     SSC     │
      └───────────┘                 └──────┬──────┘
                          ┌────────────────┴───────────────┐
                  ┌───────┴────────┐              ┌─────────┴──────────┐
                  │   Taskforce    │              │ Working Committees │
                  └────────────────┘              └────────────────────┘
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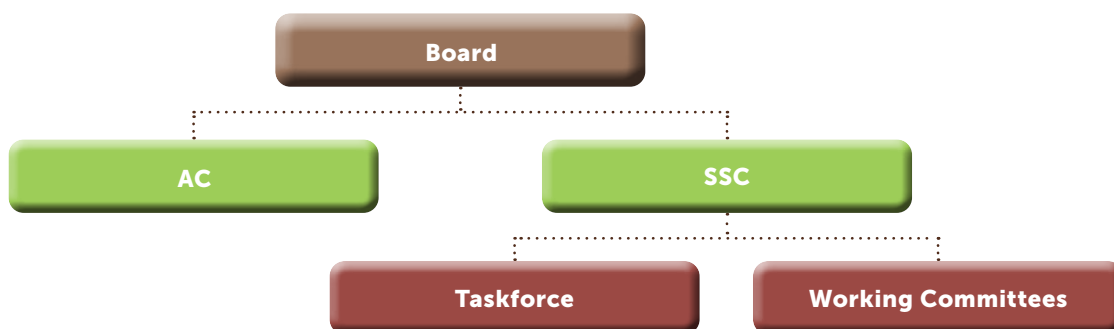
Terms of Reference of Component Parties

Component Party	Member	Terms of Reference
Board	Board members	• Determine material sustainability factors of the Group • Review and approve sustainability strategies, policies and targets (including materiality assessment process and outcome) • Monitor implementation of sustainability strategies, policies and performance against targets • Oversee the identification and evaluation of climate-related risks and opportunities • Ensure the integration of sustainability and climate-related risks and opportunities are covered by the Group's enterprise risk management ("**ERM**") framework • Review and approve sustainability reports
AC	AC members	• Review the adequacy and effectiveness of the Group's internal controls and risk management systems • Oversee the conduct of assurance activities pertaining to the Company's sustainability reporting processes

SUSTAINABILITY REPORT

Component Party	Member	Terms of Reference
SSC	• CEO • Chief Financial Officer ("**CFO**") • Head of Human Resource and Administration ("**HRA**") & Compliance • Head of Group Operations • Head of Group Corporate Communications • Head of Group Trading & Sustainability • Regional Quality Assurance ("**QA**") Manager • Head of Group Information Technology ("**IT**") • Head of Group Sales & Marketing • Head of Group Project & Procurement	• Develop sustainability strategy and policies and recommend revisions to the Board • Ensure the implementation of sustainability strategies is aligned across business segments and geographical locations • Evaluate overall sustainability risks and opportunities, with a focus on climate-related risks and opportunities • Perform materiality assessment and prepare sustainability reports prior to approval by the Board • Monitor sustainability activities and performance against targets • Align Group practices with the organisation-wide sustainability agenda and strategy • Consolidate sustainability metrics to track sustainability impact
Working Committee/ Taskforce	The working committee/taskforce comprises representatives from the following departments: • Food Safety; • Health, Safety & Environment; • Climate Change; • Human Rights; and • Cybersecurity Awareness.	• Align practices at the operational level with the organisation-wide sustainability agenda and strategy • Collect and compile sustainability metrics to track sustainability impact and for reporting purposes

As we are still refining our sustainability metric measuring, tracking and target-setting mechanism, we will link key executives' remuneration to sustainability performance when the mechanism is more mature and stable.

9.2   Materiality Assessment

We continuously refine our management approach to adapt to the changing business landscape. The SSC performs an annual materiality assessment to ensure that the material Sustainability Factors disclosed in our sustainability reports remain current, material, and relevant. From the assessment, we identify key areas that impact our ability to create value for our stakeholders.

Both positive and negative impacts, whether actual and potential, are assessed based on: (i) the likelihood of the occurrence of actual and potential negative and positive impacts; and (ii) their significance on the economy, environment, people and human rights, as well as their contribution to sustainable development.

9.3   Performance Tracking and Reporting

We track the progress of our material Sustainability Factors by identifying the relevant sustainability metrics, monitoring and measuring them. In addition, we set performance targets aligned with our strategy to ensure that we remain focused in our path to sustainability. We consistently enhance our performance-monitoring processes and improve our data capturing systems. A sustainability report is published annually in accordance with our SR Policy.

SUSTAINABILITY REPORT

9.4   Sustainability Reporting Processes

Under our SR Policy, our sustainability process begins with an understanding of the Group's context. This is followed by the ongoing identification and assessment of the Group's impacts. The most significant impacts are prioritised for reporting, and the result of this process is a list of material Sustainability Factors disclosed in this Report.

Processes involved are as shown in the chart below:

1. CONTEXT

Understand the Group's context by considering its activities, business relationships, stakeholders, and sustainability context of all the entities it controls or has an interest in, including minority interests.

4. PRIORITISATION

Prioritise the impacts based on their significance to determine the material Sustainability Factors for reporting.

2. IDENTIFICATION

Identify actual and potential impacts on the economy, environment, people and their human rights.

5. VALIDATE

Sustainability Factors will be internally validated by the Board and SSC.

3. RATING

Assess the pervasiveness of Sustainability Factors across the Group and cluster similar Sustainability Factors.

6. REVIEW

In each reporting period, review the material Sustainability Factors from the previous reporting period to account for changes in impacts which can result from feedback received from engagement with stakeholders, organisational and external developments.

10.   MATERIAL SUSTAINABILITY FACTORS

In FY2025, a materiality assessment was performed by the SSC to update the material Sustainability Factors, and this was followed by a stakeholder engagement session[10] to understand the concerns and expectations of our key stakeholders. In this Report, we also reported our progress in managing these factors and set related targets to improve our sustainability performance.

We incorporated UN Sustainability Agenda as a supporting framework to shape and guide our sustainability strategy. Below are the results showing how our material Sustainability Factors relate to these SDGs:
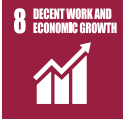
S/N	Material Sustainability Factor	SDGs	Key Stakeholder	Our Effort
Economic				
1	Business Development and Expansion	8 DECENT WORK AND ECONOMIC GROWTH	• Board • Employees • Financial institutions • Regulators • Shareholders • Suppliers	We stay abreast of market trends, maintain a healthy balance sheet, strong cash flow, and mitigate relevant business risks identified.
2	Customer Satisfaction	8 DECENT WORK AND ECONOMIC GROWTH	• Customers • Employees • Suppliers	We deliver high-quality products, provide exceptional customer service, actively listen to customer feedback and continuously improve based on their needs and expectations.

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10   The Company engaged both its internal and external stakeholders of customers, employees and Suppliers for the materiality assessment performed.

SUSTAINABILITY REPORT

S/N	Material Sustainability Factor	SDGs	Key Stakeholder	Our Effort
3	Sustainable Manufacturing	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Communities • Shareholders	We enhance our operational efficiency through initiatives focused on energy and water conservation, resource optimisation, and the adoption of renewable energy sources and advanced technologies.
Environmental				
4	Water Stewardship	6 CLEAN WATER AND SANITATION	• Communities • Regulators • Shareholders	We implement measures to reduce water wastage and manage the quality of wastewater generated from our business operations.
5	Traceability and Sustainable Supply Chain Practices	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Associations • Communities • Customers • NGOs • Regulators • Suppliers	We adopt a zero tolerance for deforestation and human right violations, adhere to labour and environmental standards, and initiate programmes to improve the livelihoods of the communities in our supply chain.
6	Waste Management and Optimisation	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Communities • Regulators • Shareholders	We minimise waste and maximise resource use by reusing, recycling and repurposing materials.
7	Energy Consumption, Climate Change and GHG Emissions	13 CLIMATE ACTION	• Associations • Communities • NGOs • Regulators • Shareholders	We implement practices to reduce energy consumption and lower the carbon footprint of our business operations.
8	Deforestation and Biodiversity	15 LIFE ON LAND	• Associations • Communities • NGOs • Regulators • Shareholders	We maintain a deforestation free policy and a supplier code of conduct to ensure our operations align fully with our commitment to zero deforestation, habitat restoration, and the preservation of protected areas.
Social				
9	Safe Work and Well-Being	3 GOOD HEALTH AND WELL-BEING	• Employees • Regulators	We implement measures to ensure that the working environment is both safe and secure, and to maintain the physical and mental health of our employees.
10	Talent Development	4 QUALITY EDUCATION	Employees	We offer ongoing professional development opportunities and recognise employees' achievements to ensure long-term engagement and career advancement.

SUSTAINABILITY REPORT

S/N	Material Sustainability Factor	SDGs	Key Stakeholder	Our Effort
11	Food Safety, Product Quality and Nutrition	8 DECENT WORK AND ECONOMIC GROWTH	• Customers • Regulators • Suppliers	We adhere to the highest industry standards, prioritise sourcing quality ingredients, and maintain hygienic production environments.
12	Human Rights, Workplace Diversity and Labour Standards	10 REDUCED INEQUALITIES	• Associations • Employees • NGOs • Regulators	We ensure fair wages, uphold non-discriminatory practices and foster an inclusive culture that respects individuals of all backgrounds.
13	Community Development	11 SUSTAINABLE CITIES AND COMMUNITIES	• Associations • Communities • Customers • NGOs • Suppliers	We focus on enriching the lives of the local communities and farmers, whilst ensuring sustainable business growth.
Governance				
14	Cyber Security and Data Protection	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	• Customers • Employees • Regulators	We provide employee training and establish response protocols to mitigate risks and protect customer and company data from unauthorised access or breaches.
15	Ethics and Integrity	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	• Board • Regulators • Shareholders	We ensure that our business practices align with legal requirements and ethical principles.

10.1 Business Development and Expansion

Commitment

We are committed to create long-term economic value for stakeholders by adopting responsible business practices and growing our business in a sustainable manner.
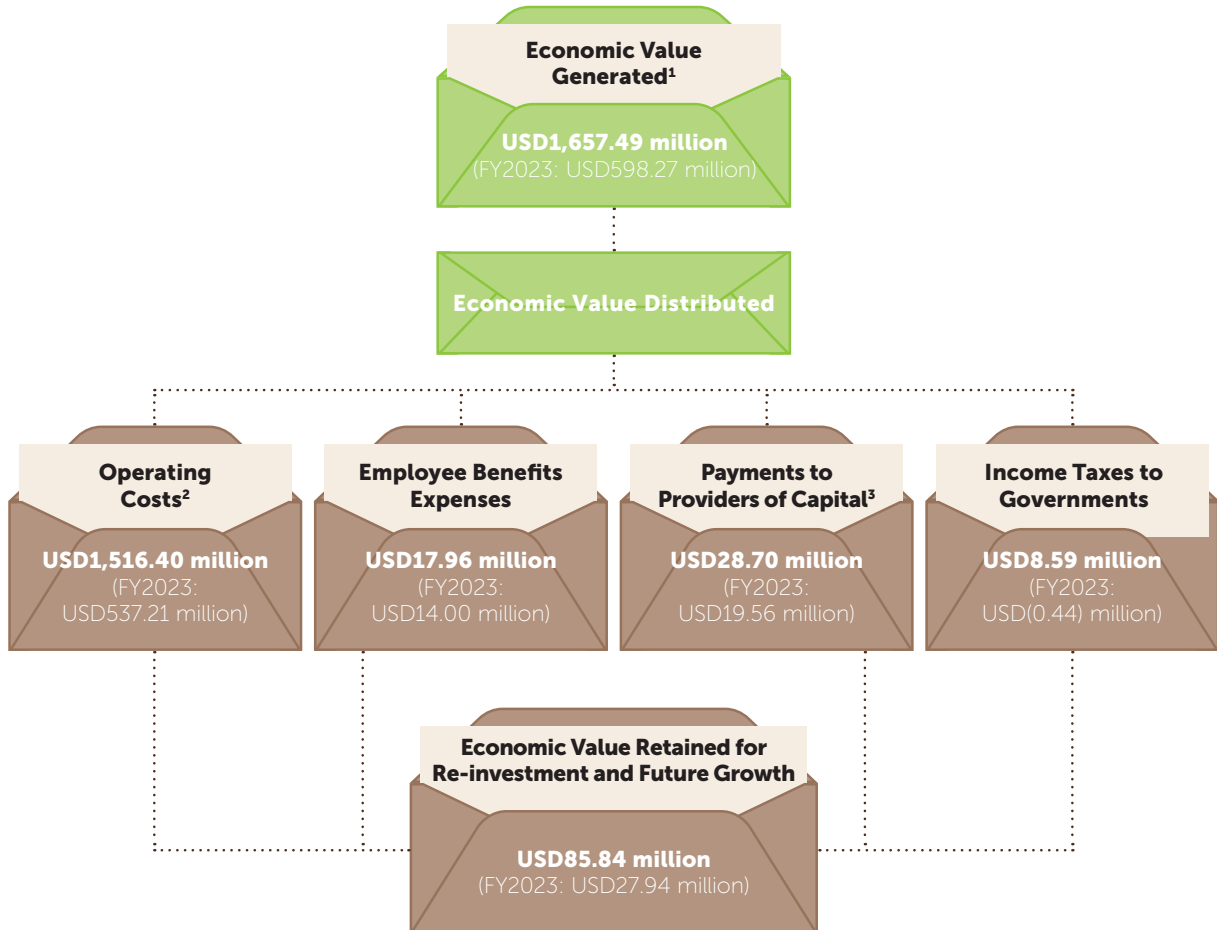
Approach

The volatility in cocoa bean prices and supply shortages, driven by harsh weather conditions in West Africa, are expected to persist. This environment, combined with geopolitical tensions, recent United States of America ("**USA**") tariffs and global economic uncertainty, may pose significant challenges to the Group. This challenging environment may impact the Group's revenue and processing margins, leading to potential losses on hedging activities. To mitigate these risks, the Group will remain vigilant, monitor industry developments as well as adapt our business and growth strategies accordingly.

SUSTAINABILITY REPORT

Performance

In line with this commitment, we present the distribution of our values created in FY2025 as follows:

Economic Value Generated[1]

USD1,657.49 million
(FY2023: USD598.27 million)

Economic Value Distributed

Operating Costs[2]	Employee Benefits Expenses	Payments to Providers of Capital[3]	Income Taxes to Governments
USD1,516.40 million (FY2023: USD537.21 million)	**USD17.96 million** (FY2023: USD14.00 million)	**USD28.70 million** (FY2023: USD19.56 million)	**USD8.59 million** (FY2023: USD(0.44) million)

Economic Value Retained for Re-investment and Future Growth

USD85.84 million
(FY2023: USD27.94 million)

Refer to the financial statements in this AR for the Group's financial performance and financial risk management disclosure on our efforts and progress in maintaining financial sustainability.

10.2 Customer Satisfaction

Commitment

We are committed to deliver high-quality cocoa products that consistently meet our customers' expectations.

Approach

Building on the strength of our value proposition and customer-focused business model, we established a strong relationship with our key customers including Mars, Nestle, Hershey and Mondelez ("**Key Customers**").

Our Products

Cocoa Mass

Cocoa Butter

Cocoa Powder

SUSTAINABILITY REPORT

Provide High Quality and Safe Products

We adopt market standards and best practices in our operations to ensure the quality and safety of our products and services. We attained the following certifications and standards:

- Hazard Analysis and Critical Control Point ("**HACCP**");
- Food Safety System Certification ("**FSSC**") 22000;
- Non-Genetically Modified Organisms ("**GMO**") Project certificate;
- Halal certificate;
- Kosher certificate;
- Standar Nasional Indonesia ("**SNI**", also known as 'Indonesian National Standard') certificate;
- Food Export Certificate issued by U.S. Food and Drug Administration (also known as 'FDA'); and
- Foreign Supplier Verification Program ("**FSVP**") certificate.

This allows us to expand our customer reach by delivering products that comply with customers' dietary and food safety requirements.

Please refer to section 10.11 'Food Safety, Product Quality and Nutrition' for further details on how we maintain product safety and consistency in quality.

Maintain Presence and Proximity to Whom We Serve

Through our presence in Singapore, Malaysia, Indonesia, USA, China, Estonia and Switzerland, we can better serve our customers through:

- Deeper understanding of our customers' requirements, shorter turnaround time and responsive after-sales services; and
- Demonstration of our capability to develop and customise cocoa ingredient products to meet the varying and exacting requirements of globally diversified customers.

Proactively Gather Customer Feedback for Improvements and to Develop Strategies

We collect customer feedback from various touchpoints, such as reviews from the sales teams and customer satisfaction surveys. Customer feedback obtained through customer satisfaction surveys is analysed to gather valuable insights into current and future customer requirements. Insights gathered are discussed during regular management meetings to drive product and service improvements, enhance operational levels and provide inputs for strategies.

Performance

Proactively Gather Customer Feedback for Improvements and to Develop Strategies

During the Reporting Period, we achieved positive feedback rating for overall satisfaction[11] from more than 95% (FY2023: more than 90%) of our customers.

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11   The customer satisfaction rating is based on feedback gathered through the customer satisfaction survey from our customers at the end of the calendar year.

SUSTAINABILITY REPORT

10.3   Sustainable Manufacturing

Commitment
We are committed to improve our operational and cost efficiency, while striking a balance with sustainability considerations.

Approach and Performance
In line with our commitment to sustainable manufacturing, we utilise technological advancements to enhance operational effectiveness and efficiency, to reduce our environmental impact through the following measures and initiatives:

- A biomass boiler is installed at our factory in Malaysia to convert discarded cocoa shells to renewable energy ("**Biomass Boiler**");
- A steam-operated cocoa bean dryer is installed at our factory in Malaysia to utilise steam produced by the Biomass Boiler;
- Solar photovoltaic modules ("**Solar PV**") are installed at our factory in Malaysia to generate clean energy;
- A systematic maintenance programme is implemented to maintain energy and water efficiency for our production equipment;
- Wastewater generated is treated to remove pollutants before releasing into the waterways; and
- Business processes are automated, where applicable, to improve operational efficiency and reduce manpower needs.

You may refer to sections 10.4 'Water Stewardship' and 10.6 'Waste Management and Optimisation' and 10.7 'Energy Consumption, Climate Change and GHG Emissions' for further details on our initiatives and performance on sustainable manufacturing.

10.4   Water Stewardship

Commitment
We are committed to use water resources responsibly by enhancing our water consumption efficiency.

Approach
Our water sources[12] are primarily supplied by: (i) Ranhill SAJ, a water supply services company in Johor, Malaysia; and (ii) Perusahaan Daerah Air Minum Giri Tirta, a government-owned water supply company in Gresik District, Indonesia.

We recognise the importance of managing water resources efficiently and adopted a two-pronged approach in water management by optimising consumption and responsibly managing wastewater treatment.

We use water resources in our factory operations, primarily in the following processes:

Steam Generation
Water is heated to generate steam for production purposes.

Cooling
Water is used to reduce heat generated from various production processes.

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[12]   Areas with water stress across the Group's areas of operations are identified based on the World Resources Institute Aqueduct Water Risk Atlas, which included our factory located in Indonesia. We closely monitor steps taken by the local government in mitigating water stress in the respective countries or regions, whilst strengthening our water conservation efforts.

SUSTAINABILITY REPORT

Details of our water management approach are as follows:

Water Consumption
Water conservation measures implemented by our factories include the following:
- A systematic maintenance programme is implemented for operating equipment to ensure water efficiency; and
- Regular tracking and analysis of water consumption trends, with corrective actions in response to unusual consumption patterns.

Water Quality Management
To prevent environmental pollution, wastewater generated from production is treated at our wastewater treatment plant ("**Treatment Plant**"). The Treatment Plant is equipped with a proper control system and unit operations, which employ both physicochemical and biological treatment methods. The treated wastewater is filtered before being discharged into the public sewer system.

The facility is operated by experienced personnel in accordance with established standard operating procedures that cover water quality monitoring and plant maintenance.

Performance

Water Consumption
Key statistics on water consumption and water consumption intensity during the Reporting Period are as follows:

Sustainability Metric	Unit of Measurement	FY2025	FY2023
Water consumption	m^3	416,307	338,755
Water consumption intensity	m^3/MT of cocoa bean processed	2.02	2.03

During the Reporting Period, the water consumption increased due to the Change In Reporting Period but decreased on a pro-rate basis. The water consumption intensity decreased accordingly due to an improvement in the efficiency of our water usage in operation.

Water Quality Management
Key statistics on effluent generated during the Reporting Period are as follows:

Sustainability Metric	Unit of Measurement	FY2025	FY2023
Effluent generated	m^3	38,609	43,315
Effluent generated intensity	m^3/MT of cocoa bean processed	0.19	0.26

During the Reporting Period, 100% (FY2023: 100%) of effluent generated was treated by our internal water treatment plants in Malaysia and Indonesia to remove pollutants before being released into the waterways.

The decrease in effluent generated during production is primarily due to the better control over the water usage in operations that was channelled into the Treatment Plant.

SUSTAINABILITY REPORT

10.5   Traceability and Sustainable Supply Chain Practices

Commitment
We are committed to ensure that the dealings with our suppliers are conducted transparently, uphold ethical standards, and are carried out fairly to improve traceability in our supply chain.

Approach
In keeping with our commitment to sustainable supply chain practices, our sustainable supply chain practices emphasise on four (4) focus areas:

a.   Sustainable Sourcing

Sustainability Programme
Since 2017, JB Cocoa has been actively involved in promoting sustainability in the cocoa industry through the Sustainability Programme ("**Sustainability Programme**").

The Sustainability Programme includes a series of sustainability initiatives in collaboration with our cocoa suppliers and customers, aiming to enhance the livelihood of local communities, farmers and small landholders across Ivory Coast, Nigeria, Ecuador and Indonesia ("**Origin Countries**").

As part of our efforts to improve sustainable sourcing within our supply chain, we procure cocoa beans from sustainable and responsible sources. Under our Sustainability Programme, we progressively map all cocoa farms using polygon data and verify each polygon to evaluate the potential risks of farm expansion into protected forests and designated conservation areas, reinforcing our commitment to prevent deforestation.

Sustainable Procurement
To address regulatory requirements and demonstrate commitments to our customer, we developed a clear Group-wide Sustainability Procurement Policy and sustainability roadmap. Since 2020, we have steadily increased our direct sourcing of cocoa beans from farmers, ensuring greater traceability and accountability across our supply chain. This approach also enhances our ability to monitor and promote sustainable and ethical farming practices.

b.   Improving on Traceability

Traceability at the Farm Level
Our Sustainability Programme is managed through a third-party traceability software ("**Traceability Software**"), where the details of all participants such as farmers and farm details are registered on the Traceability Software platform. All cocoa bean purchases are processed digitally at each stage of the supply chain, starting from the farmer to the buying station, and to the exporter. Each batch of cocoa bean purchase is tagged with unique bean batch reference, which can be traced back to its farm origin.

As part of our efforts to enhance the transparency of our supply chain, we also provide traceability training to our cocoa farmers.

Traceability at the Factory Level
At the factory level, we implemented an enterprise resource planning system ("**ERP System**") to manage our operations and ensure traceability from raw material to the finished goods. Each batch of cocoa beans received is sampled and tested before it is being registered in the ERP System. After registration, the cocoa beans utilised in production are tracked throughout the entire production process from raw material to finished goods. The finished goods are identified by a unique reference, enabling us to trace the product back to its cocoa beans.

SUSTAINABILITY REPORT

c. **Enhancing on Supplier Engagement**

Setting Expectations
A supplier code of conduct which focuses on good social and environmental practices among the suppliers is circulated and acknowledged by our key suppliers ("**Supplier Code of Conduct**"). In addition, we implement a Deforestation Free Policy to communicate and to reinforce our commitment to avoid deforestation in our cocoa supply chain.

Incorporating Environment, Social and Governance Considerations into Supplier Performance Checks
We conduct questionnaire audits and site audits minimally every three (3) years on our key suppliers to evaluate their performances against our policies and expectations. We incorporated sustainability-related criteria into supplier assessment scorecard, such as ethical trading initiatives, employee safety and health as well as energy, water, climate and waste management. We strive to further enhance our supplier performance checks based on sustainability-related criteria.

Remediation and Capability Building
We offer comprehensive training programmes and actively encourage our key suppliers to address performance challenges through proper training and by investing resources to improve sustainability management and performance. Please refer to section 10.13 'Community Development' for further details.

d. **Adoption of Market Standards and Certification**
To maintain sustainable cocoa supply chain, we ensure that our raw materials are sourced from producers who are certified under the following internationally recognised certifications:

Certification	Focus of Relevant Certification
Rainforest Alliance Certificate	Ensure that our products are physically and administratively related to Rainforest Alliance certified producers who adopt sustainable farming practices and working conditions
Fairtrade Trade Certificate	Ensure that our products are physically and administratively related to Fairtrade certified producers who adopt sustainable practices
SNI Certificate	Ensure that our products comply with the Indonesian national standard, which includes: (i) product quality; (ii) food safety; and (iii) product labelling and sustainability and that our products are legally permitted for distribution in Indonesia.

Performance

Sustainability Programme
During the Reporting Period, we engaged 22,120 (FY2023: 20,776) farmers in the Origin Countries under the Sustainability Programme.

Traceability at Farm Level
During the Reporting Period, 37% (FY2023: 29%) of the cocoa beans purchased were sourced directly from the farmers and 100% (FY2023: 100%) of the direct sourcing cocoa beans were traceable from farm to factory.

Setting Expectations
During the Reporting Period, 57% (FY2023: 31%) of our suppliers signed the Supplier Code of Conduct. We also expanded the scope of coverage for the signed Supplier Code of Conduct, which requires all new suppliers to adhere to this practice.

SUSTAINABILITY REPORT

10.6   Waste Management and Optimisation

Commitment
We are committed to manage the waste generated from our operations effectively to minimise our environmental impact.

Approach
Key types of waste generated in our operations are as follows:
- Hazardous waste which includes sludge generated from Treatment Plant, hydraulic oil generated from plant maintenance, discarded chemicals and used container; and
- Non-hazardous waste which includes cocoa shells, recyclable waste and general waste such as broken pallets, torn gunny sacks and food waste.

Under our commitment to waste management and optimisation, various measures and initiatives implemented include:

Proper Management of Waste
We segregate our general waste into non-recyclable waste and recyclable waste for recycling prior to disposal at designated facilities near our factories in Malaysia and Indonesia. We also engage licensed waste collectors to ensure that hazardous waste is properly treated before disposal.

Conversion of Cocoa Shell into Renewable Energy
A Biomass Boiler is installed at our Malaysian factory to convert discarded cocoa shells to renewable energy and reduce our reliance on diesel fuel. The residual cocoa ash produced from the Biomass Boiler is used to produce organic fertiliser.

Our initiative prevented the cocoa ash from ending in a landfill and resulted more than 400 tCO_2e GHG emissions avoided annually. You may refer to section 10.7 'Energy consumption, climate change and GHG emissions' for further details on this initiative.

Use of Cocoa Shells for Animal Feed
As cocoa shells are rich in protein, cocoa shells from our Indonesian operations are sold to local poultry farmers as animal feed as a form of recycling.

Performance
Key statistics on the amount of waste generated during the Reporting Period are as follows:

Sustainability Metric	Unit of Measurement	FY2025	FY2023
Amount of hazardous waste generated	MT	**258**	307
Hazardous waste generated intensity	MT/MT of cocoa bean processed	**0.001**	0.002
Amount of non-hazardous waste generated	MT	**21,818**	17,670
Non-hazardous waste generated intensity	MT/MT of cocoa bean processed	**0.106**	0.106

For the Reporting Period, the hazardous waste generated, and waste generated intensity decreased as a direct result of the Improved Processes (refer to above section on 'Water Stewardship'). This improvement increased the efficiency of water removal from the sludge, lowering the amount of hazardous waste generated as there was less sludge produced.

Proper Management of Waste
During the Reporting Period, 100% (FY2023: 100%) of our hazardous waste is properly treated prior to disposal.

Use of Cocoa Shells for Animal Feed
During the Reporting Period, the sale of cocoa shells to poultry farmers as animal feed generated approximately USD558k (FY2023: USD405k) of income during the Reporting Period.

SUSTAINABILITY REPORT

10.7   Energy Consumption, Climate Change and GHG Emissions

Commitment
We are committed to reduce our carbon footprint whilst open to capitalise on opportunities that may arise as we transit to become a low-carbon organisation.

Approach
We aim to reduce our carbon footprint and at the same time, establish operational resilience to deliver long-term and sustainable value to our stakeholders. We adopt a balanced approach in effectively managing and minimising the impacts arising from our business operations.

We are one of the major cocoa ingredient producers in the region with two (2) operating factories located in Malaysia and Indonesia. To run our factory operations, we rely on the following energy sources:
- Diesel for operating motor vehicles;
- Liquefied petroleum gas ("**LPG**") and natural gas for operating machineries such as those utilised for bean drying and roasting;
- Electricity for operating production equipment and office equipment such as lighting, office work and cooling; and
- Biomass fuel from converting discarded cocoa shells to steam energy for machine operation.

Decarbonisation Approach
To conserve energy and manage our GHG emissions, we set up a seven (7)-step continuous circular process as follows:
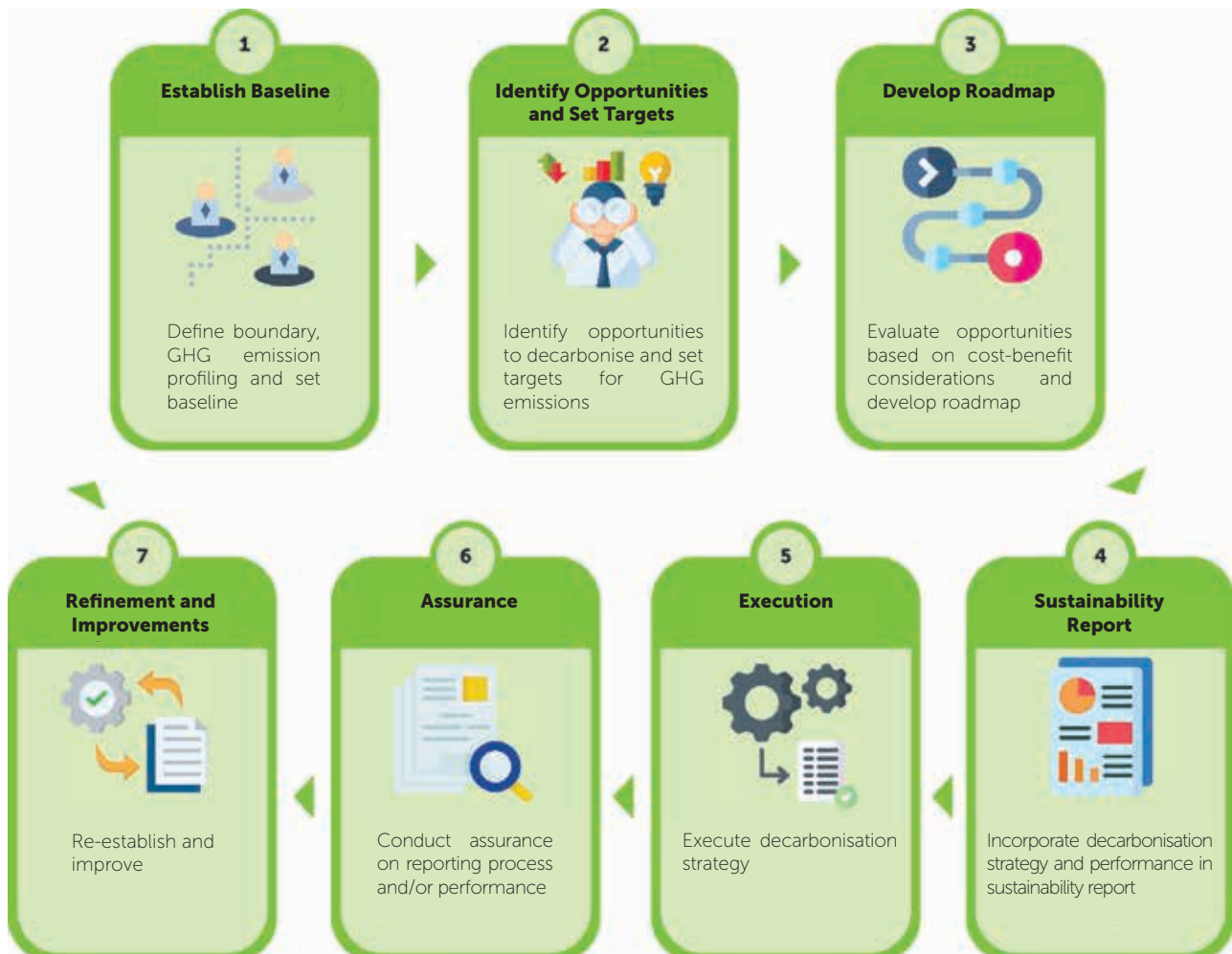
SUSTAINABILITY REPORT

On a yearly basis, we update our GHG emissions profile for our Scope 1, 2 and 3 GHG emissions based on defined organisational boundaries. We will also conduct a GHG emissions profiling exercise whenever there are significant changes in our business models and work processes.

We track and monitor our Scope 1, 2 and certain categories of Scope 3 GHG emissions closely and are in the process of developing mechanism to track additional categories of Scope 3 GHG emissions, where relevant and feasible. We developed a climate change transition plan which will be refined and improved as it is progressively implemented, by considering changes in business operations, environmental factors and market trends. Progress updates and performance will be provided in our future sustainability reports, with the reporting process undergoing internal review to ensure compliance.

We measure our GHG emissions in alignment with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004). We adopted the operational control approach as a basis to determine GHG emissions data consolidation boundaries across our entities. This approach is selected as it allows us to manage emissions from our operations where we have practical control to introduce relevant measures and implement operating policies. We have assessed that we have operational control over all reporting entities covered in this Report.

Climate Change Transition Plan

Our climate change transition plan steers us on our decarbonisation journey. Under this strategy, we commit to reduce our Scope 1 and 2 GHG emissions intensity by 15% and by FY2035 with FY2022 as our baseline. Our climate change transition plan is focused on three (3) strategic levers of reduce, produce and neutralise as follows:
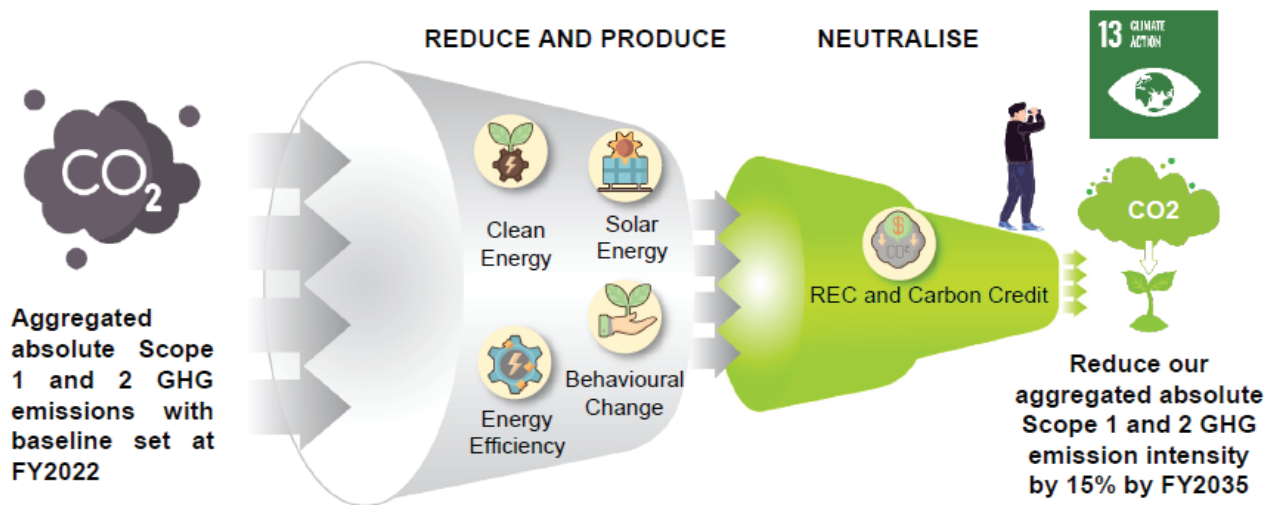
Details of our strategic levers adopted in our climate change transition plan are as follows:

Lever	Reduce	Produce	Neutralise

Focus area	• Energy efficiency
	  – Lighting
	  – Cooling
	  – Machineries and equipment
	• Electric vehicles ("**EVs**")
	• Behavioural change
	• Clean energy
		• Solar energy
		• Biomass energy
			• Renewable energy certificates ("**REC**")
			• Carbon credits

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Our action plans by lever and focus area are as follows:

Lever	Focus Area	Action Plan
Reduce	Energy efficiency – Lighting	We adopt energy-efficient fixtures and fittings such as energy saving light emitting diodes and motion sensors in our lighting system.
	Energy efficiency – Cooling	Our action plans on this front include: • Install centralised air conditioning which has a lower consumption rate and higher energy efficiency; • Perform regular maintenance of filters for air-conditioning systems to reduce air flow resistance; and • Install high-efficiency chillers to reduce energy use and improve performance.
	Energy efficiency – Machinery and equipment	Our action plans on this front include: • Maintain machinery and equipment in good working condition to optimise energy efficiency; and • Implement advanced technology to enhance productivity while improving energy efficiency.
	Energy efficiency – EVs	We adopt an EVs conversion plan to convert our internal combustion engine vehicles to EVs, subject to market conditions and technological advancements. During the Reporting Period, 58% (FY2023: 53%) of our non-road vehicles are powered by electricity.
	Behavioural change	We constantly remind our employees of basic and socially responsible habits at their workplaces such as adopting greener work ethics, switching off appliances if not in use, enabling power saving modes and optimising operating temperatures.
	Clean energy	We constantly explore opportunities to source for clean and/or renewable energy where we operate.
	Biodiesel	We purchase diesel with biodiesel content and are assessing its impact on non-road vehicles. Our plan involves adopting higher biodiesel blends through a phased transition to reduce emissions, ensure vehicle compatibility and support sustainable fuel sourcing.
Produce	Solar energy	To achieve energy optimisation at our factory in Malaysia, we installed Solar PV to generate clean energy for our operations.
	Biomass energy from cocoa shells	A Biomass Boiler is installed at our factory in Malaysia and generates renewable energy converted from discarded cocoa shells. This reduces our reliance on carbon-intensive energy sources, resulting in a reduction in consumption of approximately 4.6 million litres of diesel (FY2023: 3.7 million litres) yearly. During the Reporting Period, 92% (FY2023: 91%) of steam consumed by our factory in Malaysia is produced by the Biomass Boiler.
Neutralise	• REC • Carbon credits	We plan to explore the use of REC and carbon credits to offset unavoidable residual GHG emissions when the relevant markets mature.

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Performance

(i) **Energy Consumption**

Sustainability Metric	FY2025		FY2023	
	GJ	Percentage	GJ	Percentage
Non-renewable				
Diesel consumption	3,491	<1%	4,086	1%
LPG consumption	161,357	20%	156,076	24%
Natural gas consumption	141,700	18%	109,520	17%
Purchased grid consumption	266,083	34%	215,616	33%
Renewable				
Biodiesel consumption	376	<1%	NA[13]	NA[13]
Biomass consumption	205,054	26%	157,990	24%
Solar-generated electricity consumption	9,175	1%	4,123	1%
Total energy consumption	787,236	100%	647,411	100%

(ii) **Energy Consumption Intensity**

Sustainability Metric	Unit of Measurement	FY2025	FY2023
Non-renewable			
Diesel consumption intensity	GJ/MT of cocoa bean processed	0.02	0.02
LPG consumption intensity	GJ/MT of cocoa bean processed	0.78	0.94
Natural gas consumption intensity	GJ/MT of cocoa bean processed	0.69	0.66
Purchased grid consumption intensity	GJ/MT of cocoa bean processed	1.29	1.30
Renewable			
Biodiesel consumption intensity	GJ/MT of cocoa bean processed	<0.01	NA[13]
Biomass consumption intensity	GJ/MT of cocoa bean processed	1.00	0.95
Solar-generated electricity consumption intensity	GJ/MT of cocoa bean processed	0.04	0.02
Energy consumption intensity	**GJ/MT of cocoa bean processed**	3.83	3.89

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[13]   Data is not available as the tracking of biodiesel consumption had not commenced in FY2023.

SUSTAINABILITY REPORT

(iii)   GHG Emissions and Intensity

Sustainability Metric	Unit of Measurement	FY2025	FY2023
Direct GHG emissions (Scope 1)[14]	tCO_2e	**23,337**	19,622[4]
Indirect GHG emissions (Scope 2)[15]	tCO_2e	**58,774**	46,729[4]
Aggregated absolute GHG emissions (Scope 1 and 2)	tCO_2e	**82,111**	66,351[4]
GHG emissions from combustion of biomass (Biogenic emissions)	tCO_2	**23,917**	19,484
GHG emissions intensity (Scope 1 and 2)	tCO_2e/MT of cocoa bean processed	**0.40**	0.40[4]

During the Reporting Period, the GHG emissions increased due to the Change In Reporting Period. On a pro-rata basis, the overall GHG emissions have decreased slightly. Our GHG emissions intensity for FY2025 was comparable to the previous reporting period.

During the Reporting Period, we expanded our scope of indirect GHG emissions (Scope 3)[16] as follows:

Category	Coverage	Unit of Measurement	FY2025	FY2023
Category 7: Employee commuting	Transportation of employees between their homes and their worksites	tCO_2e	**1,592**	1,189[4]

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[14]   The direct GHG emissions from consumption of diesel, LPG and natural gas controlled by a reporting entity (Scope 1) are calculated based on the 2006 Intergovernmental Panel on Climate Change Guidelines for National Greenhouse Gas Inventories.

[15]   The indirect GHG emissions from electricity purchased by a reporting entity (Scope 2) are calculated using the location-based methods based on the GHG emissions factors published by Malaysia Energy Commission and Institutes for Global Environmental Strategies List of Grid Emission Factors.

[16]   The indirect GHG emissions (Scope 3) are calculated using emission factors from United Kingdom Department for Environment Food and Rural Affairs (also known as 'UK DEFRA')

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10.8   Deforestation and Biodiversity

Commitment
We endeavour to deforestation free and biodiversity protection by sourcing sustainable cocoa and promoting conservation practices throughout our supply chain.

Approach
In line with our commitment, we adopted the following measures and initiatives:
- A Deforestation Free Policy is in place, aligned with our core commitment to zero deforestation of natural forests or areas of High Conservation Value ("**HCV**")[17] or High Carbon Stock ("**HCS**")[18], and the promotion of effective restoration and long-term conservation of protected areas, as well as areas of special environmental interest, including forests and ecosystems within or adjoining the cocoa landscape;
- Regular review and enhancement of our Supplier Code of Conduct to reinforce and communicate our commitment to zero deforestation to our suppliers;
- As a partner of the Cocoa & Forest Initiative[19], we strive to strengthen transparency and ensure accountability in our cocoa supply chain at Ivory Coast by implementing activities related to forest protection, restoration, sustainable cocoa production, improvement of farmers' livelihoods, community engagement and social inclusion; and
- Using GPS mapping and forest data, we assess the land area of cocoa farms that we source our cocoa beans under our Sustainability Programme, to verify that they are sourced from deforestation free areas. Any alerts of potential deforestation are investigated and addressed through onsite verification.

Performance
During the Reporting Period, we assessed a total of 61,757 hectares ("**Ha**") (FY2023: 59,263 ha) of land area of cocoa farms that we source our cocoa beans, to ensure that the beans we purchased are sourced from deforestation free cocoa farms.

10.9   Safe Work and Well-Being

Commitment
We are committed to maintain a culture of safety and security consciousness among our employees, so that they can work safely without the fear of getting injured.

Approach
To build a safe working environment, we prioritise a culture of safety and security consciousness among our employees.

Key measures adopted to manage health and safety in the working environment include:
- An Environment, Safety and Health Policy and safety rules and regulations are in place;
- Safety committees are in place and safety audits are performed regularly;
- New employees are briefed on safety procedures during orientation;
- Visual signs on safety are displayed at strategic locations within operating premises;
- Briefings and talks on occupational safety are organised regularly;
- Monthly management meetings are conducted to discuss on occupational health and safety matters;
- Accidents are tracked and monitored regularly;
- Employees are provided with adequate health and safety trainings; and
- Regular safety communication via emails are sent to employees to raise awareness on various safety topics.

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[17]   As defined by HCV Network, HCV areas refer to natural habitats with biological, ecological, social or cultural values of outstanding significance at the national, regional or global level or of critical significance at the local level.

[18]   HCS areas refer to natural forests that store large amount of carbon and biodiversity. The conservation of HCS areas helps to reduce GHG emissions.

[19]   The Cocoa & Forest Initiative is a public-private partnership bringing together governments of Ivory Coast and Ghana and chocolate and cocoa companies to end deforestation and promote forest restoration and protection in the cocoa supply chain.

SUSTAINABILITY REPORT

Performance

Key statistics on health and safety of our employees are as follows:

Sustainability Metric	FY2025	FY2023
Number of workplace fatalities	–	–
Number of high consequence work-related injuries[5]	–	–
Number of recordable work-related injuries	6	1
Number of recordable work-related ill health cases[6]	6	7

For the Reporting Period, the recordable work-related injuries are primarily attributable to production-related accidents, with the most common cases being the worker's injuries associated to the moving machinery during operations. In response, we improved the design of existing machine guards and reinforce the safety operating procedures amongst employees.

For the work-related ill health cases, most incidents are occupational exposure-related conditions such as noise induced hearing loss, hearing impairment, and permanent standard threshold shift (continuous exposures to noise). In response, we strengthen the hearing conservation program, including the conduct of regular audiometric testing, engineering controls to reduce decibel levels, and enforcing the use of appropriate hearing protection at relevant work areas.

During the Reporting Period, PT Jebe Koko ("**JBKK**") spearheaded a range of initiatives in celebration of the National OSH month, including an interdepartmental clean-up at the OSH facilities.

JBKK was also awarded the Zero Accident Award in recognition of its achievement in recording 1.65 million man-hours without any lost-time injury and the 'Norma 100' certificate' for achieving an outstanding score of 93.82 in the excellent category.

10.10 Talent Development

Commitment

We are committed to invest in talent development and leadership competency as well as reinforcing shared values to boost organisational excellence.

Approach

Nurture a Team of Highly Trained and Experienced Employees

We believe that effective training programmes are vital to our long-term business sustainability. Our HRA Department analyses the needs of various departments and compiles them to develop an annual training plan. Internal, external training programmes and briefings are conducted regularly for relevant employees to improve their competencies and soft skills. Such trainings cover areas such as food safety, employee health and safety, cyber security, problem solving, decision-making and business communication skills.

Employee Performance Appraisal and Career Development Review

Our employees receive regular feedback on their performance and career development. This encourages them to take self-initiated actions to improve their competencies.

Provide Competitive Employee Benefits

We care for our employees' well-being, family relationships and work-life balance through employee benefits for confirmed full-time employees, which include reimbursement of medical costs, maternity leave, paternity leave, continued salary payment (subject to conditions) for prolonged illness or injury as certified by designated doctors.

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Performance

New Hire[20]
Key statistics on new hire rate of our full-time employees are as follows:

Sustainability Metric	FY2025	FY2023
Overall		
New hire rate	**13%**	17%
Gender		
Male	**12%**	17%
Female	**16%**	17%
Age		
Below 30	**26%**	28%
30 to 50	**8%**	12%
Above 50	**7%**	11%

Turnover[21]
Key statistics on turnover rate of our full-time employees are as follows:

Sustainability Metric	FY2025	FY2023
Overall		
Turnover rate	**12%**	8%
Gender		
Male	**13%**	7%
Female	**10%**	11%
Age		
Below 30	**20%**	10%
30 to 50	**9%**	7%
Above 50	**3%**	7%

For the Reporting Period, the Group faced challenges in the global cocoa market, whereby the prices of cocoa beans experienced volatile fluctuations ("**Global Bean Price Challenges**"). To mitigate the impact of the Global Bean Price Challenges, steps were taken to streamline the organisational structure and processes within the Group. As a result, some employees decided to leave the Group voluntarily.

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[20] New hire related statistics are calculated based on confirmed new hires over total confirm employees by gender and age.
[21] Turnover related statistics are calculated based on turnover of confirmed employees over total confirm employees by gender and age.

SUSTAINABILITY REPORT

Training Hours

Key statistics on training hours provided for our full-time employees are as follows:

Sustainability Metric	FY2025	FY2023
Overall		
Total training hours	**9,426**	11,469
Average training hours per employee	**12**	14
Male		
Total training hours	**7,441**	8,670
Average training hours per employee	**12**	14
Female		
Total training hours	**1,985**	2,799
Average training hours per employee	**12**	17
Senior Management		
Total training hours	**958**	1,100
Average training hours per employee	**13**	14
Middle Management		
Total training hours	**2,373**	4,160
Average training hours per employee	**14**	24
Staff		
Total training hours	**6,095**	6,209
Average training hours per employee	**12**	11

The reduction in average employee training hours in FY2025 was primarily due to the Global Bean Price Challenges. In response, we prioritise critical trainings on safety and compliance to maintain continual operational readiness and adherence to regulatory standards. Other training programmes are deferred to FY2026.

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Employee Performance Appraisal and Career Development Review

Key statistics on employees who received performance and career development reviews are as follows:

Sustainability Metric	FY2025	FY2023
Overall	**93%**	92%
Gender		
Male	**92%**	93%
Female	**97%**	86%
Employee Category		
Senior management	**92%**	94%
Middle management	**99%**	92%
Staff	**91%**	92%

Parental Leave

Key statistics on parental leave taken by eligible employees are as follows:

Sustainability Metric	FY2025		FY2023	
	Male	**Female**	**Male**	**Female**
Number of employees entitled to parental leave	**66**	**17**	37	12
Number of employees who took parental leave	**66**	**17**	37	12
Number of employees who returned to work after parental leave ended	**66**	**16**	37	11
Number of employees who continued to be with us 12 months after they returned to work	**37**	**11**	45	10
Return to work rate of employees who took parental leave	**100%**	**94%**	100%	92%
Retention rate of employees who took parental leave[22]	**100%**	**100%**	98%	91%

10.11 Food Safety, Product Quality and Nutrition

Commitment
We are committed to deliver safe and quality products to our customers for our long-term business sustainability.

Approach
We adopted various policies and procedures to ensure that our factories comply with our customers' requirements, and relevant food safety requirements of the internationally recognised standards.

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[22] Retention rate is calculated based on employees who took Parental Leave in the preceding Reporting Period.

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Under the requirements of the above standards/certifications, we undertake the following actions to ensure food safety, product quality and nutrition:
- Circulate questionnaire to or perform site audits on key service contractors for external warehouses, key cocoa beans suppliers, key suppliers for direct materials, key suppliers for outsourced materials such as cocoa powder, cocoa mass and cocoa butter;
- Monitor the number of defects in finished goods, including cocoa mass, cocoa butter and cocoa powder;
- Track, investigate and take corrective actions on customer complaints and product returns that are related to food safety;
- Maintain a set of crisis management procedures and a contamination response team to manage food contamination caused by pathogens, malicious contamination and sabotage;
- Conduct regular training to familiarise employees with food handling, quality and food safety, HALAL, FSSC 22000 and Good Manufacturing Practices; and
- Conduct food safety briefings regularly to raise awareness on food safety risks and reinforce food safety standards.

In addition, we stay abreast of customers' demands and preferences and explore ways to enhance nutritional content or improve the ingredient content of products.

Performance
During the Reporting Period, we adopted the following standards and certifications:

Standard/Certification	Focus of Relevant Standard/Certification
HACCP certificate	Manage the food hygiene and safety procedures in our operations
FSSC 22000	
Non-GMO Project verified	Highlight our commitment to a transparent, natural, non-GMO food system
Halal certificate	Ensure that our operations comply with Islamic dietary requirements
Kosher certificate	Ensure that our operations comply with Kosher requirements
SNI certificate	Ensure compliance with Indonesian national standards, covering product quality, food safety, proper labelling and sustainability, to legally distribute cocoa products in the Indonesian market
FDA Certificate	Verify that imported foods meet USA safety standards by requiring importers to assess and ensure their foreign suppliers follow food safety practices equivalent to USA. regulations under the Food Safety Modernisation Act (also known as 'FSMA')
FSVP Certificate	Ensure that imported foods comply with USA safety standards by requiring importers to evaluate and confirm that their foreign suppliers adhere to food safety practices equivalent to USA regulations

During the Reporting Period, there were zero (FY2023: 3) incidents of product return due to food safety issues raised by customers.

In conjunction with World Food Safety Day, the QA Department at JB Cocoa Sdn Bhd ("**JBCM**") organised the Food Safety & Quality Culture Campaign 2024 with a tagline 'Protecting Lives, Preserving Health'. The campaign featured several activities including (non-exhaustive) biological hazard awareness training, one point lesson and educational sessions aimed at enhancing employees' knowledge about food safety protocols and practices.

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10.12 Human Rights, Workplace Diversity and Labour Standards

Commitment
We are committed to address any form of forced and child labour across our supply chain by developing policies and measures to support integrity, fairness and a safe working environment for both our employees and personnel involved in our supply chain.

Approach

Human Rights
Our initiatives on this front include:
- Circulate a Supplier Code of Conduct to our key suppliers and obtaining their acknowledgement. The Supplier Code of Conduct requires them to pay living wages that are adequate to meet basic needs. They are also provided with guidance in alignment with our commitment to no forced labour and child labour, discrimination, harsh or inhumane labour treatment, and excessive working hours;
- Commit to uphold human rights under the Supplier Code of Conduct circulated by our Key Customers;
- Adopt a Human Rights Policy that communicate our commitment to uphold the human rights of our workers;
- Register as a member of Supplier Ethical Data Exchange ("**Sedex**")[23] and arrange for our Malaysian and Indonesian operations to be audited by external auditors on compliance with the relevant requirements on labour standards, health and safety, environment and business ethics; and
- Assess our suppliers based on employee health and safety criteria and labour practice guidelines of the Ethical Trade Initiative ("**ETI**") Base Code[24], by sending questionnaires to them for completion or conducting site audits at their operating premises.

Child Labour
Our initiatives on this front include:
- Maintain a Child Safeguarding Policy to provide our business partners with procedures on engaging with children, young people and vulnerable adults; and
- Conduct trainings and sensitisations for business partners on child labour awareness, conduct surveys and visit farmers to identify and monitor child labour cases in Ivory Coast and Nigeria. You may refer to section 10.13 'Community Development' for further details on our initiatives to respect human rights.

Equal Opportunity
To promote equal opportunity, the following HR related processes are in place:
- Maintain a formal interview assessment process to guide interviewers to assess employees based on merit and competency, to recruit the right candidate with appropriate knowledge and expertise to contribute to the growth of our business;
- Perform employee assessment regularly to evaluate the performance of employees and adjust their remuneration where justifiable to build a conducive and harmonious working environment; and
- Ensure that employee recruitment advertisements do not state age, race, gender or religion preferences as requirement to ensure our hiring practices are fair, merit-based, and non-discriminatory.

Performance

Human Rights
During the Reporting Period, there was zero (FY2023: zero) reported incidents of non-compliance with labour standards assessed by the authorities.

Child Labour
During the Reporting Period, no (FY2023: zero) individuals below 18 years old were hired as child labour.

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[23] Sedex is a leading ethical trade membership organisation that works with businesses to improve working conditions in global supply chain.
[24] ETI Base Code is founded on the conventions of the International Labour Organisation and its guidelines encompass no forced labour and child labour, no discrimination, no excessive working hours, freedom of association and right to collective bargaining, safe and hygienic working conditions and payment of living wages.

SUSTAINABILITY REPORT

Equal Opportunity

Key statistics on the demographics of our employees are as follows:

As at 31 March 2025, the Group has a total of 766 (FY2023: 802) full-time employees with the following breakdown:

Employee Type	Singapore	Malaysia	Indonesia	Others	Total
Full-time	14	438	261	53	766
%	2	57	34	7	100

■ Singapore = 2%　■ Indonesia = 34%
■ Malaysia= 57%　■ Others = 7%

Employee breakdown by country
(Full-time (%))

Gender Diversity (%)

We view diversity in the Board level as an essential element in supporting sustainable development and have one (1) female representation (FY2023: one) out of six (6) members in the Board or 17% (FY2023: 17%) of the Board. Key statistics on gender diversity of our employees are as follows:

Sustainability Metric	FY2025		FY2023	
	Male	Female	Male	Female
Employee Category				
Senior management	67%	33%	67%	33%
Middle management	51%	49%	51%	49%
Staff	89%	11%	91%	9%
Employment Type				
Full-time	78%	22%	80%	20%

Gender Diversity (Senior management)
👤 Male = 67%
👤 Female = 33%

Gender Diversity (Middle Management)
👤 Male = 51%
👤 Female = 49%

Gender Diversity (Staff)
👤 Male = 89%
👤 Female = 11%

Gender Diversity (Full-time employees)
👤 Male = 78%
👤 Female = 22%
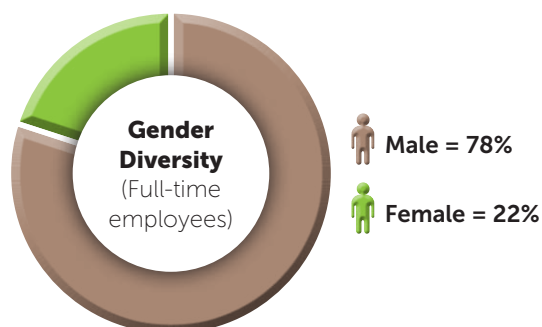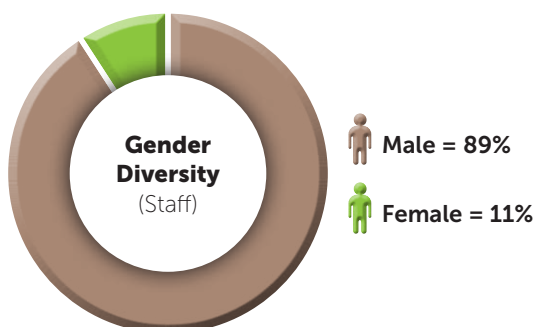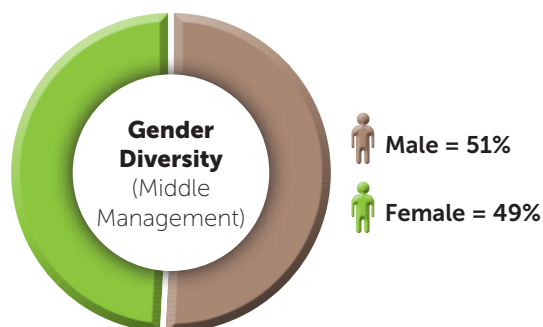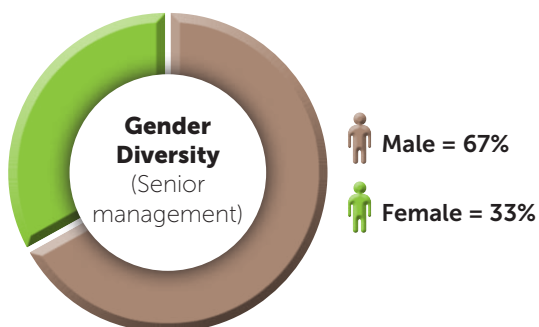
SUSTAINABILITY REPORT

As our business is principally manufacturing in high heat environment, the gender ratio is geared towards male employees at the staff level which include production workers.

Age Diversity (%)

On age diversity, matured workers are valued for their experience, vast knowledge and skills. Key statistics on age diversity of our employees are as follows:
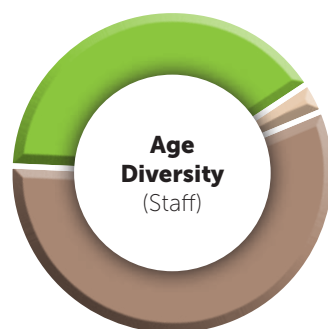
Sustainability Metric	FY2025			FY2023		
	Below 30	30 – 50	Above 50	Below 30	30 – 50	Above 50
Employee Category						
Senior management	1%	80%	19%	4%	82%	14%
Middle management	24%	74%	2%	24%	73%	3%
Staff	37%	61%	2%	40%	57%	3%
Employment Type						
Full-time	30%	66%	4%	33%	64%	3%

Age Diversity (Senior management)
- Below 30 = 1%
- 30-50 = 80%
- Above 50 = 19%

Age Diversity (Middle management)
- Below 30 = 24%
- 30-50 = 74%
- Above 50 = 2%

Age Diversity (Staff)
- Below 30 = 37%
- 30-50 = 61%
- Above 50 = 2%

**Age Diversity (Full-time employees)**
- Below 30 = 30%
- 30-50 = 66%
- Above 50 = 4%

SUSTAINABILITY REPORT

Educational Diversity (%)

We seek to create an inclusive environment for employees from different educational background. The distribution of employees by educational level is as follows:

Sustainability Metric	FY2025	FY2023
Tertiary	**58%**	52%
Non-tertiary	**42%**	48%

Educational Diversity

■ Tertiary = 58%
■ Non-tertiary = 42%
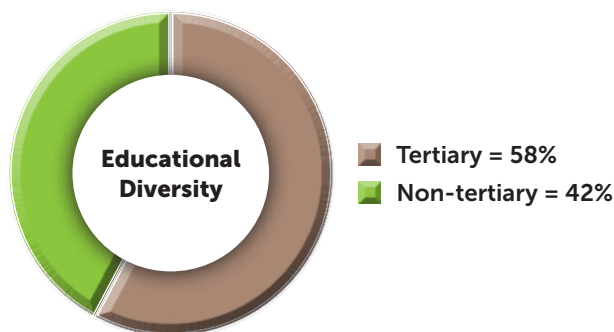
During the Reporting Period, there were zero (FY2023: zero) incidents of unlawful discrimination against employees.

During the Reporting Programme, JBKK initiated a 'Lady Talk Program' to resolve specific issues and respond to feedback. As part of this programme, several events were organised, including an overnight engagement retreat and Female Hygiene Talk Show for female employees.

10.13 Community Development

Commitment

We are committed to create long-term positive impacts in the community through our community engagement initiatives.

Approach

Our community engagement initiatives focus on enriching the lives of the local communities and farmers, whilst ensuring sustainable business growth.

In keeping with our strong commitment to sustainable cocoa, we teamed up with business partners to promote the following Sustainability Programmes.

Focus Area	Country
Farm productivity[25]	
Human rights	
Transparency and traceability	Ecuador, Indonesia, Ivory Coast, Malaysia, Nigeria
Forest conservation	

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[25] Our focus area of farm productivity excludes Malaysia.

SUSTAINABILITY REPORT

Geographical Presence of our Community Programmes

JB Cocoa **Community Programs**

JBCOCOA

Since 2021

Ecuador
Since 2020

Côte d'Ivoire
Nigeria
Malaysia
Indonesia
Since 2018

Since 2020

🏠 Our factories - Cote d'Ivoire in 2025/2026

👪 Our Sustainability Teams

Cocoa & Forests Initiative

Farm Productivity
Building the capacity of farmers with good agricultural practices to enhance farm productivity

Human Rights
Ending child labour, forced labour and gender inequality

Transparency and Traceability
Ensuring transparency and traceability of farmers' data

Forest Conservation
Preserving the forest

Focus Areas of our Community Programmes

SUSTAINABILITY REPORT

Key Sustainability Programmes for the Reporting Period are as follows:

a. **Farm Productivity**

Good Agricultural, Environmental and Social Practices

Under our Sustainability Programmes, farmers enrolled in Farmer Development Plans ("**FDP**")[26] receive personalised coaching on good agricultural and environmental practices. The FDP aims to improve farmers' income by boosting farm productivity sustainably. Each farmer selected for the FDP is regularly visited by the field facilitators/field agents. During the farm visits, farmers are assessed on their agricultural and environmental practices as well as their socio-economic conditions. Our Cooperative's field facilitators/field agents offer tailored recommendations to improve farming practices and farmers' conditions, while continuously monitoring their progress.

Farm Renovation and Rehabilitation

We assess the farmer's farm conditions and agricultural practices and recommend adopting farm rehabilitation practices such as pruning or grafting when the farm productivity declines[27]. We also recommend planting new cocoa trees in the same cultivated area as part of our farm renovation efforts. We strongly advocate the use of high-yielding clones and multi-clones to boost cocoa yields and minimise the need for expanding farmed areas which could lead to deforestation. The cocoa seedlings are sourced from farmer-run nurseries partly funded through our Sustainability Programmes, as well as from budwood gardens where improved plant varieties are cultivated for propagation, particularly through grafting. Additionally, we provide training to farmer nursery operators to improve nursery productivity. During the Reporting Period, we supplied 170,000 (FY2023: 110,000) cocoa seedlings to selected farmers in Nigeria, Ecuador and Indonesia for the planting of new cocoa trees.

Implementing Good Agroforestry Practices

We distribute multi-purpose trees seedlings to the farming communities in promoting agroforestry on cocoa farms. Agroforestry serves to optimise cocoa production through appropriate shade management, increase biodiversity, improved soil fertility and nutrients, and mitigate the apparition of pest and diseases. It also diversifies farmers' income sources and utilised increased tree density per hectare to capture GHG emissions from the atmosphere, thereby reducing GHG emissions. We track the number of trees planted per farm per hectare. By incorporating different crops or tree varieties, farmers can improve resilience to climate change and generate more consistent income. During the Reporting Period, 300,000 (FY2023: 140,000) multi-purpose tree seedlings are distributed to our farming communities in Origin Countries.

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[26] FDP refers to an internationally recognised farm investment plan that looks at the current activities of farmers and their households.
[27] The farm productivity may decline due to reasons such as ageing trees, impacts of climate change or poor farm management.

SUSTAINABILITY REPORT

b.   Human Rights

Empowering Women through Financial Inclusion

As part of our Sustainability Programmes in Ivory Coast, we organise income-generating activities for women from the farming communities, offering them with opportunities to diversify their sources of income. We establish Women associations within each farmer cooperative with each association consisting of up to 32 women who are united around the same income generating activity ("**Women Associations**").

In setting up each Women Association, we begin by assessing and monitoring the needs of its members. The aim of this assessment is to identify the income-generating activity in which the women are interested in, study its profitability, identify the existing resources available as well as additional investments and resources required. Based on the findings, we support the implementation of the selected activities by providing trainings on agricultural techniques, materials, tools and inputs needed for the activities.

Empowering Women through Training Programmes

In Ecuador, female cocoa farmers often face inequality and inequity in cocoa production systems, particularly in key farming activities and income generation. They typically do not have the same access to benefits as men, such as land tenure, education, technical assistance and credits which are crucial for building a successful cocoa business.

To improve the socio-economic conditions of the female cocoa farmers in Ecuador, we train them as part of the Women cocoa entrepreneur's project. These trainings include gender equity awareness sessions for both women and men, highlighting the importance of involving women in the farm decision-making and business development. Additionally, women receive training to strengthen their entrepreneurial skills, covering topics such as cocoa farm management, entrepreneurship and business planning, money management and savings, customer service, accounting and taxes, and access to credit. During the Reporting Period, this initiative benefitted 79 female farmers, contributing to the improvement of their livelihoods.

Empowering the Generations of Tomorrow

The launch of the Cocoa Training Centre during Indonesia's Annual Agriculture Day 2024 at the Agribusiness Festival in Poso Regency marked a significant milestone in our efforts to train future generations of farmers. The training centre is set up through a collaborative partnership with various stakeholders and supported by the government. It is equipped with state-of-the-art facilities designed to offer essential training and resources to cocoa farmers and the wider community. Besides enhancing the skills and knowledge of local farmers and stimulating economic growth within the region, we aim to inspire young people through promoting sustainable cocoa practices, providing hands-on learning opportunities and facilitating intergenerational knowledge exchange.

SUSTAINABILITY REPORT

On top of that, a group of 15 students from a vocational high school in Sigi, Indonesia, participated in a two (2)-month internship programme. The internship, which was supported by our field facilitators/field agents, involved hands-on activities at farmer level, with all tasks taking place in the field. This programme aims to provide students with a deeper understanding of cocoa industry as a rewarding and viable profession, challenging the perception of farming as an undesirable profession.

Child Labour Monitoring and Remediation System ("CLMRS")

We established a CLMRS to protect human rights, including child and forced labour. Under the CLMRS, a child safeguarding policy is in place based on a methodology promoted by the Rainforest Alliance and based on our field experience. As part of the CLMRS, we conducted a set of surveys in the Southwestern part of Nigeria to identify and monitor child labour cases. We also conduct child labour awareness trainings and sensitisations for the farmers. In Ivory Coast, a Child Protection Committee is set up in each farmer cooperative. The Child Protection Committee comprises the administrator of each farmer cooperative, members of the farming communities, our employees and members from third-party NGO. We conduct regular monitoring visits and the findings from are presented to the Child Protection Committee to discuss on appropriate measures that are required to address any cases of child labour. If immediate remedial actions are needed, the Child Protection Committee studies each case, collaborates with the farming communities and develops an appropriate action plan.

Workshop on Financial Literacy

A workshop organised by Deutsche Gesellschaft für Internationale Zusammenarbeit ("**GIZ**") was conducted to address critical income-related challenges faced by cocoa farmers in Central Sulawesi, Indonesia. The session focused on key themes such as living income, actual income levels, and the existing income gap within the farming community.

During the workshop, research findings on the concept of a living income for cocoa farmers were shared with participants, providing insights into the minimum income required for a decent standard of living. In-depth focus group discussions were also held, engaging farmers and stakeholders to identify the underlying causes of income disparities, including structural, market-based, and socio-economic factors. The event concluded with the co-development of actionable strategies aimed at narrowing the income gap at the farmer level. Our employees actively participated in the workshop and gained valuable insights into the complex factors influencing farmer incomes. These learnings are being integrated into our ongoing programmes, enabling us to refine our strategies and better support cocoa farmers in achieving more sustainable livelihoods.

Blood Donation Drive

We organised a blood donation drive in collaboration with the Blood Donation Unit of Hospital Sultanah Aminah at JBCM premises. We aimed to instil a sense of community responsibility and contribute to saving the lives of patients in need. During the Reporting Period, we successfully collected 48 bags of blood.

c.   Enhancing Transparency and Traceability

Premium Disbursement to Cocoa Farmers

A key struggle faced by the cocoa farmers is the lack of access to financing for their farms. Under our Sustainability Programmes, we pay premiums to farmers as an incentive for each MT of cocoa beans delivered. Official receipts are issued to the farmers and a digital trail of the premiums paid are recorded in a traceability software to provide them with a credible income record. A structured process was conducted to (i) identify eligible recipients; (ii) determine the premium amount to be paid out; and (iii) coordinate with banking partners, to ensure efficient payment distribution. This initiative aims to recognise and reward farmers for their commitment to sustainable and responsible farming practices, while also enhancing financial inclusion and supporting their livelihoods. During the Reporting Period, we distributed premiums to 4,689 cocoa farmers in Indonesia.

SUSTAINABILITY REPORT

Workshop on Traceability

We also partnered with GIZ to conduct a traceability training session ("**Traceability Training**") and introduced the concept of traceability to cocoa farmers emphasising its importance and ensuring product quality and safety. The training also serves as a platform to foster stronger partnerships between the farmers, traders and us. During the Reporting Period, we conducted the Traceability Training for 27 cocoa farmers.

d.   Forest Conservation

Mangrove Planting Event

JBCM organised a Mangrove Planting and Cleanup event at Tanjung Piai. This event featured hands-on activities, including mangrove planting, seeding and clean-up efforts. Through the Mangrove Planting Event, we wish to reinforce our commitment to sustainability and supports the critical role mangroves play in maintaining coastal ecosystems. During the event, we planted a total of 43 Rhizophora Apiculata plants and seedlings.

Tree Planting Event

JBKK successfully complied with the regulations of Peraturan Daerah Kabupaten Gresik Nomor 10 Tahun 2010 on Green Open Space by dedicating 20% of its total land area to this initiative. The chosen tree species enhances soil fertility through nitrogen fixation and helps reduces GHG emissions, reflecting our commitment to environmental sustainability. As part of this effort, we planted 150 Pterocarpus indicus tress on JBKK's vacant land.

Performance

During the Reporting Period, key statistics on our Sustainability Programmes are as follows:

Topic	Sustainability Metric	FY2025[28]
Socially responsible business-related practices	List of socially responsible business-related practices	Refer to above section *'Our Approach'*
General	Number of key Sustainability Programme	10

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[28]   Data for FY2023 was not available as it was not tracked previously.

SUSTAINABILITY REPORT

10.14 Cyber Security and Data Protection

Commitment

We are committed to ensure that our IT and cyber security systems and processes are adequate, efficient and effective in protecting our information assets and client information.

Approach

We take measures to safeguard against cyber security risk for both our internal and external stakeholders and implemented the following measures:

- Implement an IT Policy to govern our approach on managing cyber security risks;
- Incorporate cyber incident reporting procedures in our Crisis Management Procedures to strengthen our compliances with regulatory requirements;
- Provide cyber security training for all employees to raise awareness;
- Install anti-virus and firewalls to protect our IT systems;
- Implement email security filtering phishing emails or emails containing malware/malicious link;
- Set up a cyber security threat response team to manage emergencies arising from cyber security threats; and
- Implement multifactor authentication to secure access to our IT systems.

Performance

During the Reporting Period, there were zero (FY2023: zero) cyber security breach concerning losses of business data.

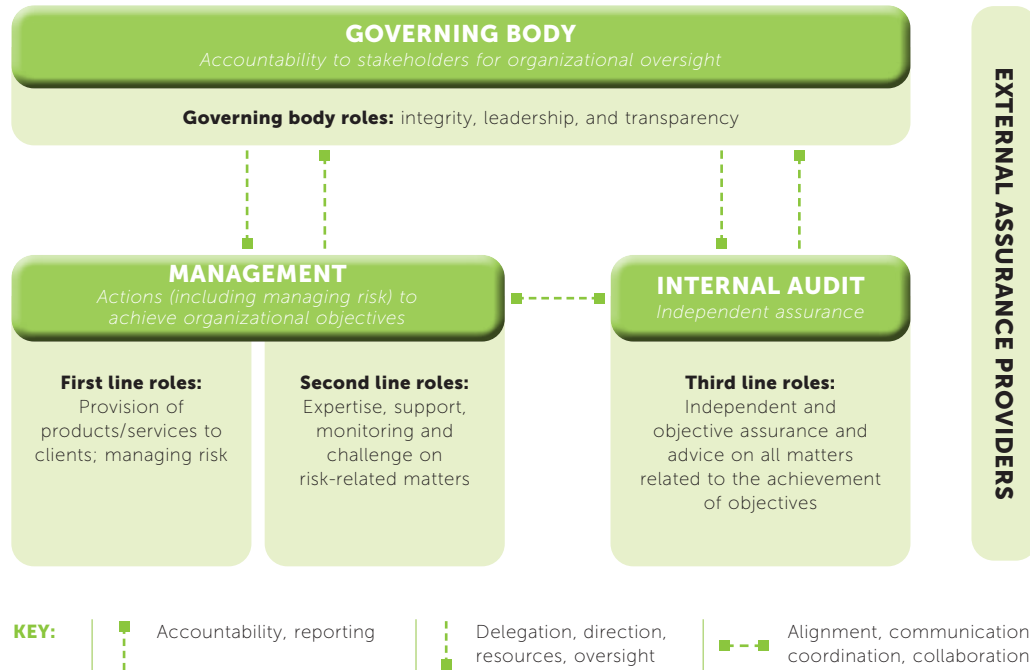### 10.15 Ethics and Integrity

Commitment

We adhere to the principles and guidelines of the Code of Corporate Governance and are committed to responsible business practices and long-term value creation for all stakeholders.

Approach

A robust corporate governance framework with effective internal policies and practices is crucial to support a progressive corporate culture. The 2018 Code of Corporate Governance is used as a guide to support our effort to uphold high standards of governance in our business operations.

We aligned our corporate governance and risk management approach with the Three Lines Model published by the Institute of Internal Auditors ("**IIA**"). The Three Lines Model serves to identify structures and processes that best assist the achievement of organisational objectives and facilitate strong governance and risk management. Under the Three Lines Model, the roles and responsibilities of governing body, management (first- and second-line roles), internal audit (third-line roles) and the relationship among them are defined as follows:

SUSTAINABILITY REPORT

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┌─────────────────────────────────────────────────────────────────┐     ┌──────────────────┐
│                        GOVERNING BODY                           │     │                  │
│        Accountability to stakeholders for organizational         │     │                  │
│                          oversight                               │     │  EXTERNAL        │
├─────────────────────────────────────────────────────────────────┤     │  ASSURANCE       │
│   Governing body roles: integrity, leadership, and transparency  │     │  PROVIDERS       │
└─────────────────────────────────────────────────────────────────┘     │                  │
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GOVERNING BODY
Accountability to stakeholders for organizational oversight

Governing body roles: integrity, leadership, and transparency

MANAGEMENT	INTERNAL AUDIT
Actions (including managing risk) to achieve organizational objectives	*Independent assurance*

First line roles:	**Second line roles:**	**Third line roles:**
Provision of products/services to clients; managing risk	Expertise, support, monitoring and challenge on risk-related matters	Independent and objective assurance and advice on all matters related to the achievement of objectives

EXTERNAL ASSURANCE PROVIDERS

KEY:

	Accountability, reporting		Delegation, direction, resources, oversight		Alignment, communication, coordination, collaboration

Source: Three Lines Model of the IIA

We strive to uphold ethical business practices and maintain a strong reputation as an ethical company by complying with the Prevention of Corruption Act of Singapore. This approach ensures adherence with relevant laws and regulations related to insider trading, fraud, bribery and extortion. To reinforce anti-corruption practices, we provide our employees with relevant handbooks and training on the consequences of such unethical practices.

Our policies and commitments for enforcing anti-corruption and ethical business practices are as follows:
- A Supplier Code of Conduct that outlines expectations for Suppliers and the consequences for any violations of rules or standards not being met;
- Human Rights Policy to communicate our commitment to uphold the human rights of our workers;
- Sustainable Procurement Policy that structures purchasing processes and sourcing strategies to ensure that goods and services are acquired through transparent and objective decision-making, and in adherence to sustainable practices;
- Business Ethics Policy that establishes clear guidelines for ethical conduct for all our workers and business partners; and
- Whistleblowing Policy that encourages the reporting of unethical conduct in the workplace. Confidential reporting channels are available, and procedures for reporting violations of laws and misconduct are communicated to all employees via email. Additionally, clear and fair grievance procedures are detailed in the employee handbook.

Internal audits are conducted periodically to check compliance with internal policies. In dealing with interested person transactions, the Board oversees the review and approval procedures of this process. To prevent insider trading when dealing in securities, all directors and employees are required to abide by insider trading laws.

SUSTAINABILITY REPORT

Performance

Key statistics relating to corporate governance are as follows:

Sustainability Metric	FY2025	FY2023
Number of reported incidents of serious offence[8]	−	−
Number of incidents of non-compliance with any applicable laws and regulations that resulted in significant fines[9] or non-monetary sanctions	−	−

11. **TARGETS AND PERFORMANCE HIGHLIGHTS**

To measure our ongoing sustainability performance and drive continuous improvement, we developed a set of targets related to our key sustainability issues. Our progress against these targets is reviewed and reported on an annual basis with details as follows:

Legend	Progress Tracking
○ ○ ○	New target
● ● ●	Target achieved
● ● ○	On track to meet target
● ○ ○	Not on track, requires review

S/N	Material Sustainability Factor	Target[29]	Current Year Progress
Economic			
1	Business Development and Expansion	<u>Short-term</u> Maintain or improve economic value generated subject to market conditions	● ● ● We improved the economic value generated.
2	Customer Satisfaction	<u>Ongoing and long-term</u> Achieve positive feedback rating for overall satisfaction from at least 90% of the customers	● ● ● We received positive feedback rating for overall satisfaction from 95% of the customers.
3	Sustainable Manufacturing	<u>Short-term</u> Design or continue with sustainable manufacturing process to minimise negative environmental and social impacts	● ● ● We continued with sustainable manufacturing processes to minimise negative environmental and social impacts.
Environmental			
4	Water Stewardship	<u>Medium-term</u> • Maintain or reduce water consumption intensity • Maintain or improve the effluent generated intensity	● ● ● • We reduced the water consumption intensity. • We improved the effluent generated intensity.
5	Traceability and Sustainable Supply Chain Practices	<u>Short-term</u> Initiate or continue with sustainable supply chain practices	● ● ● We continued with sustainable supply chain practices.

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[29] Time horizons for target setting are: (1) short-term: within 5 years (until FY2027); (2) medium-term: between 5 to 20 years (FY2028 and FY2042); (3) long-term: above 20 years (FY2043 onwards); and (4) ongoing: encompassing short, medium and long-term.

SUSTAINABILITY REPORT

S/N	Material Sustainability Factor	Target[29]	Current Year Progress
6	Waste Management and Optimisation	<u>Medium-term</u> Minimise the amount of waste generated in operations	●●● We minimised the amount of waste generated in operations
		<u>Ongoing and long-term</u> Ensure that 100% of hazardous waste are properly treated prior to disposal	○○○ We set a new ongoing and long-term target for Waste Management and Optimisation.
7	Energy Consumption, Climate Change and GHG Emissions	<u>Medium-term</u> Reduce Scope 1 and 2 GHG emissions intensity by 15% by FY2035, with FY2022 as our baseline	●●○ Our Scope 1 and 2 GHG emissions intensity for FY2025 was comparable to the previous reporting period.
8	Deforestation and Biodiversity	<u>Ongoing and long-term</u> Initiate or continue with measures to achieve zero deforestation and protect biodiversity within our supply chain	●●● We continued with measures to achieve zero deforestation and protect biodiversity within our supply chain.
Social			
9	Safe Work and Well-Being	<u>Ongoing and long-term</u> • Reduce the number of recordable work-related injuries	●○○ Our number of recordable work-related injuries increased due to noise-related accidents during production.
		• Maintain zero workplace fatalities, high consequence work-related injuries and work-related ill health cases	●○○ We maintained zero workplace fatalities and high consequence work-related injuries. However, the number of recordable work-related ill health cases increased due to noise-related occupational exposure-related conditions.
10	Talent Development	<u>Medium-term</u> • Improve or maintain employee retention rate subject to market conditions • Maintain or improve training hours for employees • Maintain or improve percentage of employees who received regular performance and career development reviews	●○○ • Our turnover rate increased due to the Global Bean Price Challenges and the resultant initiative taken to mitigate the impact. • Our average training hours for employees decreased due to the Global Bean Price Challenges and the resultant initiative taken to mitigate the impact. ●●● We improve the percentage of employees who received regular performance and career development review.

SUSTAINABILITY REPORT

S/N	Material Sustainability Factor	Target[29]	Current Year Progress
11	Food Safety, Product Quality and Nutrition	<u>Ongoing and long-term</u> Maintain zero incidents of product return due to food safety issues raised by customers	●●● We maintained zero incidents of product return due to food safety issues raised by customers.
12	Human Rights, Workplace Diversity and Labour Standards	<u>Ongoing and long-term</u> • Maintain zero incidents of unlawful discrimination against employees • Maintain zero reported incidents of non-compliance with labour standards assessed by the authorities	●●● • We maintained zero incidents of unlawful discrimination against employees. • We maintained zero reported incidents of non-compliance with labour standards assessed by the authorities.
13	Community Development	<u>Medium-term</u> Initiative or continue with existing programmes to promote sustainable cocoa farming	●●● We initiated new programmes and continued with the existing programmes to promote sustainable cocoa farming.
Governance			
14	Cyber Security and Data Protection	<u>Ongoing and long-term</u> Maintain zero incidents of cyber security breach concerning losses of business data	●●● We maintained zero incidents of cyber security breach concerning losses of business data.
15	Ethics and Integrity	<u>Ongoing and long-term</u> • Maintain zero incidents of serious offence • Maintain zero incidents of non-compliance with laws and regulations for which significant fines and/or non-monetary sanctions were incurred	○○○ We set new ongoing and long-term targets for Ethics and Integrity. ●●● We maintained zero incidents of corruption for last year's ongoing and long-term target which has since been removed due to practicality consideration.

For the material Sustainability Factors identified in this Report, the Board and SSC have considered the relevance and usefulness of setting related targets in the short-term, medium-term and long-term horizons. As the historical data trends for certain material Sustainability Factors have yet to stabilise, we have not set the related medium and long-term targets. We will disclose such targets in our future sustainability reports when the data trends have stabilised and subject to market trends.

SUSTAINABILITY REPORT

12.   TCFD DISCLOSURES

We are committed to supporting the recommendations by the TCFD and disclosed our climate-related financial disclosures in the following key areas as recommended by the TCFD:

Governance

a.   Describe the board's oversight of climate-related risks and opportunities.

The Board oversees the climate-related risks and opportunities and considers climate-related issues in setting the Group's strategic direction, policies and target setting on an annual basis.

b.   Describe management's role in assessing and managing climate-related risks and opportunities.

The SSC is led by our CEO and comprises senior management executives and managerial representatives from various functions. The responsibilities of the SSC cover the areas of developing sustainability strategy and policies, implementation of sustainability strategy, monitoring and reporting of performance data, management of climate-related risks and opportunities.

Please refer to section 9.1 'Sustainability Governance Structure' for further details.

Strategy

a.   Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

b.   Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

We recognise that climate change poses different types of risks to our business. The Group's assessment on potential implication of climate-related risks was undertaken based on the Network of Central Banks and Supervisors for Greening the Financial System ("**NGFS**") range of climate scenarios:

Scenario	Description
Orderly (Net Zero 2050)	Reaching net-zero global CO_2 emissions by 2050 will require an ambitious transition across all sectors of the economy. Scenarios tend to emphasise the importance of decarbonising the electricity supply, reducing electricity use, increasing energy efficiency, and developing new technologies to tackle hard-to-abate emissions. Transition risks to the economy could result from higher emissions costs and changes in business and consumer preferences. Physical risks would be minimised.
Hot house world (Current policies)	While many countries have started to introduce climate policies, they are not yet sufficient to achieve official commitments and targets. If no further measures are introduced, 3°C or more of warming could occur by 2100. This would likely result in deteriorating living conditions in many parts of the world and lead to some irreversible impacts like sea-level rise. Physical risks to the economy could result from disruption to ecosystems, health, infrastructure and supply chains.

SUSTAINABILITY REPORT

We selected NGFS' orderly and hot house world scenarios for the purpose of our qualitative climate scenario analysis. The impact of the climate-related risks is analysed on group-wide activities in the short term (within 5 years, until FY2027), medium term (between 5 and 20 years, between FY2028 and FY2042) and long term (above 20 years, FY2043 onwards). Based on the above-mentioned scenarios, the climate-related risks and opportunities identified by the Group during the ERM exercise includes the following:

| Risk and Potential Impact | Significance of Financial | | | Mitigation Measure | Climate-related Opportunity |
	Short Term	Medium Term	Long Term		
Key physical risk identified					
Increased severity of extreme weather events					
Adverse changes in climate patterns such as rising temperatures and extreme weather events (such as floods and droughts) may reduce cocoa yields, degrade the quality of cocoa beans and disrupt supply chain, leading to increased costs and potential shortages. Additionally, with rising temperatures and more frequent heatwaves resulting from global warming and climate change, the risks of increased cooling expenditures and reduced labour productivity are expected to rise. We remain vigilant in monitoring the impact of climate change on our operations, mindful of the alarming estimated global cost of USD16 million per hour[30] arising from climate-related damage.	**Scenario: Orderly** 🟢 🟢 🟢 **Scenario: Hot house world** 🟢 🟠 🔴			We put in place a climate change transition plan to steer us on our decarbonisation journey. You may refer to section 10.7 'Energy Consumption, Climate Change and GHG Emissions' for further details.	In view of the potential environmental risks and the resultant emerging needs for energy efficiency and lower emissions, the Group realises the opportunity to invest in energy-efficient technologies and renewable energy use.

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30   Source: https://www.weforum.org/agenda/2023/10/climate-loss-and-damage-cost-16-million-per-hour/

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Risk and Potential Impact	Significance of Financial			Mitigation Measure	Climate-related Opportunity
	Short Term	Medium Term	Long Term		
Key transition risk identified					
Enhanced GHG emissions reporting obligations					
With rising concerns over the effects of climate change, key stakeholders such as the Regulators and Shareholders are requiring reporting of climate-related information. Failure to comply with enhanced GHG emissions reporting obligations may lead to adverse impacts on the Group's reputation and financial performance. These new requirements necessitate the investment of manpower resource in more comprehensive data collection, analysis, and reporting processes, greater involvement from management, and additional costs for consultants and employee training.	**Scenario: Orderly** 🟢 🟠 🟠 **Scenario: Hot house world** 🟢 🟢 🟢			To strengthen our sustainability governance structure, we establish a SSC for managing and monitoring our material Sustainability Factors, including working with the various business units and corporate functions to ensure that these are integrated into our day-to-day operations. In addition, we established terms of reference for component parties involved in the sustainability reporting process, for clarity and accountability purposes.	The enhanced emissions reporting obligations and increase in regulatory costs will raise climate awareness among our employees. With more defined job responsibilities and training, the Group will also be better positioned to use energy resources responsibly and adopt environmentally friendly practices.

Legend

🟢 Minor   🟠 Moderate   🔴 Major

Based on the scenarios above, we will continue to formulate adaptation and mitigation plans and allocate resources towards transitioning to a low or net zero carbon operations, through optimal business strategy and effective financial planning. We strive to minimise climate risks associated with our business and will seize opportunities such as expanding collaboration and partnership with key stakeholders to innovate and develop low carbon goods and services for the market.

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c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

The resilience of an organisation's strategy is dependent on its ability to adapt and thrive in the face of changing circumstances and emerging risks. Climate scenario analysis plays a key role in providing insights into the potential extent of the climate-related risks and opportunities for our business.

Through our climate scenario analysis, we concluded that under hot house world scenario (>3°C warming), unmitigated risks of increased severity of extreme weather events may lead to moderate and severe financial impacts in the medium and long-term. Under the orderly scenario (<2°C warming), the climate-related risks identified are not expected to result in significant financial impacts in the short, medium, or long term. To address the risks and capitalise on opportunities associated with climate change, we will continuously refine our strategy to remain resilient throughout our sustainability journey.

Risk Management

a. Describe the organisation's processes for identifying and assessing climate-related risks.

b. Describe the organisation's processes for managing climate-related risks.

c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.

Climate-related risk management is integrated into our ERM framework, where potential climate-related risks are identified, assessed, monitored and managed. Each business unit and function are responsible for identifying and documenting the climate-related risks that may impact their progress towards contributing to the Group's business objectives. These risks, along with corresponding opportunities and treatment plans, are reviewed and updated during the ERM exercise. The updated information is then presented to the Board and the AC alongside other key enterprise-wide risks. Additionally, climate-related risks are continuously monitored through the analysis of climate-related Sustainability Metrics.

Metrics and Targets

a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

We track, measure and report on our environmental performance, including energy, GHG emissions, water and waste management and disclose related metrics in our sustainability reports. Monitoring and reporting these metrics help us in identifying areas with key climate-related risks and enabling us to be more targeted in our efforts.

b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.

To support the climate change agenda, we disclose our Scope 1, 2 and selected categories of Scope 3 GHG emissions in this Report and set climate-related targets such as those related to energy, GHG emissions, water and waste management. We will continue to monitor our emissions and expand our disclosure for our Scope 3 GHG emissions wherever applicable and practicable.

Our disclosure on indirect Scope 3 emissions includes employee commuting (category 7) in FY2025.

c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

As a commitment towards mitigating climate change, we set climate-related targets related to GHG emissions. For further details, please refer to section 11 'Targets and Performance Highlights'.

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13.   INDUSTRY-BASED GUIDANCE ON IMPLEMENTING CLIMATE-RELATED DISCLOSURE METRICS

The sustainability disclosure metrics are based on the IFRS Sustainability Disclosure Standards Industry-Based Guidance for implementing climate-related disclosure (Volume 20 – Agricultural Products) for the production and sale of cocoa ingredient products business segment. The details are as follows:

Sustainability Disclosure Topics and Accounting Metrics

Topic	Code	Metric	FY2025
Greenhouse Gas Emissions	FB-AG-110a.1	Gross global Scope 1 emissions (tCO$_2$e)	23,337
	FB-AG-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Please refer to section 10.7 'Energy Consumption, Climate Change and GHG Emissions' for the strategies adopted.
	FB-AG-110a.3	Fleet fuel consumed (GJ renewable)	4,859
		Fleet fuel consumed (% renewable)	8
Energy Management	FB-AG-130a.1	Operational energy consumed (GJ)	787,236
		Percentage grid electricity (%)	34
		Percentage renewable (%)	27
Water Management	FB-AG-140a.1	Total water withdrawn (m³)	416,307
		Total water consumed of regions with High or Extremely High Baseline Water Stress (m³)	476
		Total water consumed of regions with High or Extremely High Baseline Water Stress (%)	<1
	FB-AG-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Please refer to section 10.4 'Water Stewardship'.
	FB-AG-140a.3	Number of incidents of non-compliance associated with water quality permits, standards and regulations	–
Ingredient Sourcing	FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	Please refer to section 12 'TCFD Disclosures'.
	FB-AG-440a.2	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	<2%

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Activity Metrics

Code	Activity Metric	FY2025
FB-AG-000.A	Production by principal crop (MT)	205,668
FB-AG-000.B	Number of processing facilities	2
FB-AG-000.C	Total land area under active production (Ha)	10.9
FB-AG-000.D	Cost of agricultural products sourced externally	Not disclosed due to confidentiality

14. GRI CONTENT INDEX

Statement of Use	JB Foods Limited reported the information cited in the GRI content index for the period from 1 January 2024 to 31 March 2025 with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	2-3, 69
	2-2 Entities included in the organisation's sustainability reporting	19
	2-3 Reporting period, frequency and contact point	19-20
	2-4 Restatements of information	17, 38
	2-5 External assurance	19-20
	2-6 Activities, value chain and other business relationships	18
	2-7 Employees	45-48
	2-8 Workers who are not employees	We have approximately 83 workers who are not employees as at 31 March 2025. They include workers who provide logistics, warehousing, cleaning and clerical services, security guards, consultants for support functions such as sales, office management and sustainability.
	2-9 Governance structure and composition	12-15, 21-24, 71-75
	2-10 Nomination and selection of the highest governance body	78-79
	2-11 Chair of the highest governance body	12, 75-76
	2-12 Role of the highest governance body in overseeing the management of impacts	21-24, 71-75
	2-13 Delegation of responsibility for managing impacts	12-15, 21-24

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GRI standard	Disclosure	Location
	2-14 Role of the highest governance body in sustainability reporting	21-24
	2-15 Conflicts of interest	71-73, 89, 91-92
	2-16 Communication of critical concerns	54-55, 82-86
	2-17 Collective knowledge of the highest governance body	21-24, 71-73
	2-18 Evaluation of the performance of the highest governance body	78-81
	2-19 Remuneration policies	80-81
	2-20 Process to determine remuneration	80-81
	2-21 Annual total compensation ratio	Information is not provided due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	16
	2-23 Policy commitments	21-24, 29-32, 39, 43-55
	2-24 Embedding policy commitments	21-24, 29-32, 39, 43-55
	2-25 Processes to remediate negative impacts	54-55, 82-86
	2-26 Mechanisms for seeking advice and raising concerns	54-55, 82-86
	2-27 Compliance with laws and regulations	54-55, 84-85
	2-28 Membership associations	The Group is committed to global sustainable practices as a member of the World Cocoa Foundation, Cocoa and Forest Initiatives, Cocoa Association of Asia, Cocoa Sustainability Partnership, Swiss Platform for Sustainable Cocoa, Malaysian Cocoa Board, Cocoa Marchants' Association of America, Federation of Cocoa Commerce and Sedex.
	2-29 Approach to stakeholder engagement	20-21, 88
	2-30 Collective bargaining agreements	As at 31 March 2025, 10% of our total employees are covered by collective bargaining agreements.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	20-26
	3-2 List of material topics	24-26
	3-3 Management of material topics	24-55

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GRI standard	Disclosure	Location
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	26-27
	201-2 Financial implications and other risks and opportunities due to climate change	59-62
	201-3 Defined benefit plan obligations and other retirement plans	131
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	54-55
	205-2 Communication and training about anti-corruption policies and procedures	54-55
	205-3 Confirmed incidents of corruption and actions taken	54-55
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	34-38
	302-2 Energy consumption outside of the organization	34-38
	302-3 Energy intensity	34-38
	302-4 Reduction of energy consumption	34-38
	302-5 Reductions in energy requirements of products and services	34-38
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	29-30
	303-2 Management of water discharge-related impacts	29-30
	303-3 Water withdrawal	29-30
	303-4 Water discharge	29-30
	303-5 Water consumption	29-30
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	34-38
	305-2 Energy indirect (Scope 2) GHG emissions	34-38
	305-3 Energy intensity	34-38
	305-4 GHG emissions intensity	34-38
	305-5 Reductions in energy requirements of products and services	34-38

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GRI standard	Disclosure	Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	33
	306-2 Management of significant waste-related impacts	33
	306-3 Waste generated	33
	306-4 Waste diverted from disposal	33
	306-5 Waste directed to disposal	33
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	40-43
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	40-43
	401-3 Parental leave	40-43
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	39-40
	403-2 Hazard identification, risk assessment, and incident investigation	39-40
	403-3 Occupational health services	39-40
	403-4 Worker participation, consultation, and communication on occupational health and safety	39-40
	403-5 Worker training on occupational health and safety	39-40
	403-6 Promotion of worker health	39-40
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	39-40
	403-8 Workers covered by an occupational health and safety management system	39-40
	403-9 Work-related injuries	39-40
	403-10 Work-related ill health	39-40
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	40-43
	404-2 Programs for upgrading employee skills and transition assistance programs	40-43
	404-3 Percentage of employees receiving regular performance and career development reviews	40-43
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	45-48
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed due to confidentiality

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GRI standard	Disclosure	Location
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	45-48
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	48-53
	413-2 Operations with significant actual and potential negative impacts on local communities	29-39, 48-53
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	43-44
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	43-44
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	53-55