SUSTAINABILITY REPORT

1. BOARD STATEMENT

JB Foods Limited ("**JB Foods**" or the "**Company**"), together with its subsidiaries (collectively known as the "**Group**" or "**We**"), reaffirms our commitment to sustainability with the publication of this sustainability report ("**Report**"). For this Report, we provide insights into the way we do business, whilst highlighting our sustainability performance under the pillars of economic, environmental, social and governance 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**") having considered the Group's sustainability issues as part of its strategic formulation and business strategies, determined the material Sustainability Factors and oversaw their management and monitoring.

This Report communicates our commitment towards the United Nations' Sustainable Development Goals ("**SDGs**"). As we collaborate closely with the stakeholders throughout our value chain, their inputs serve as the compass directing and prioritising our sustainability initiatives. 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

ENVIRONMENTAL

6 CLEAN WATER AND SANITATION
Water Stewardship
Communities
Regulators
Shareholders

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

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Waste Management and Optimisation
Communities
Regulator
Shareholders

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

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

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, Employees, NGOs, Regulators

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

ECONOMIC

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

8 DECENT WORK AND ECONOMIC GROWTH
Customer Satisfaction
Customers
Employees
Suppliers

SUSTAINABILITY REPORT

2. SUSTAINABILITY PERFORMANCE AT A GLANCE

A summary of our material sustainability performance in financial year ("**FY**") 2026 is as follows:

Sustainability Pillar	Sustainability Metric	Units of Measurement	Sustainability Performance	
			FY2026	FY2025
Economic	Economic value generated[1]	USD million	**1,387**	1,657
	Operating costs[2]	USD million	**1,177**	1,516
	Employee benefits expenses	USD million	**28**	18
	Payments to providers of capital[3]	USD million	**38**	35[4]
	Taxes to governments	USD million	**27**	9
	Percentage of customers who gave a positive feedback rating for overall satisfaction	%	**>95**	>95
Environmental	Water intensity	m^3/MT of cocoa bean processed	**2.15**	2.02
	Percentage of wastewater treated before releasing into waterways	%	**100**	100
	Non-hazardous waste generated intensity	MT/MT of cocoa bean processed	**0.116**	0.106
	Aggregated absolute greenhouse gas ("**GHG**") emissions	tCO_2e	**58,548**	82,111
	GHG emissions intensity	tCO_2e/MT of cocoa bean processed	**0.38**	0.40
Social	Workplace fatalities	Number of incidents	**–**	–
	High consequence work-related injuries[5]	Number of incidents	**–**	–
	Recordable work-related injuries	Number of incidents	**4**	6
	Recordable work-related ill health cases[6]	Number of incidents	**2**	6
	Average training hours	Hour/employee	**15**	12
	Products return due to food safety issues raised by customers	Number of incidents	**–**	–
	Reported incidents of unlawful discrimination against employees[7]	Number of incidents	**–**	–

1 Economic value generated includes revenue, other income and interest income, net of government grants and 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 Data is restated due to correction.
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 one 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	Units of Measurement	Sustainability Performance	
			FY2026	FY2025
Governance	Cyber security breaches resulting in losses of business data	Number of incidents	–	–
	Incidents of serious offence[8]	Number of incidents	–	–
	Incidents of non-compliance with any applicable laws and regulations that resulted in significant fines[9] or non-monetary sanctions	Number of incidents	–	–

During the previous FY, the Company changed its FY ended from 31 December to 31 March. The sustainability metrics for the previous reporting period is for a period of 15 months and thus not comparable with that disclosed for the current 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:

1. Cocoa Cultivation and Harvest
Cocoa beans are grown, harvested and processed by farmers and plantations across Ivory Coast, Nigeria, Ecuador and Indonesia ("**Origin Countries**").

2. Procurement of Cocoa Beans and Other Production Input
The Group procures cocoa beans from direct farmers and cocoa suppliers.

3. Cocoa Processing and Product Manufacturing
The Group processes cocoa beans through roasting, winnowing, grinding and pressing to product cocoa mass, cocoa power and cocoa butter with the desired quality, flavour and acidity profile.

4. Distribution and Customer Use
Finished cocoa products are distributed to customers who further process them into chocolate, confectionery and other products.

5. Retail and Final Customer Consumption
Cocoa-based finished products are sold through retail and food service channels before being purchased and consumed by end customers.

[8] A serious offence is defined as one that involves fraud or dishonesty with an amount not less than SGD100,000 (equivalent to approximately USD$ 78,000) 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 incidents involving fraud or dishonesty.

SUSTAINABILITY REPORT

4. PHILOSOPHY, VISION AND CORE VALUE

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 Value
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.

T	R	U	S	T
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 FY from 1 April 2025 to 31 March 2026 ("**Reporting Period**").

6. REPORTING FRAMEWORK
This Report is prepared in accordance with Rules 711A and 711B of the Listing Manual Section B: Rules of Mainboard (the "**Mainboard Rules**") of the SGX-ST and the guidance set out in SGX-ST's sustainability reporting guide under Practice Note 7.6 of the Mainboard Rules. This Report is also prepared with reference to the Global Reporting Initiative ("**GRI**") standards for the Reporting Period. We chose to report using the GRI Standards as it is an internationally recognised reporting framework that covers a comprehensive range of sustainability metrics.

As part of our continual efforts to align our sustainability reporting with relevant market standards, we mapped our sustainability efforts in accordance with the 2030 Agenda for Sustainability Development which is adopted by all United Nations Members 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.

Our climate-related disclosures are prepared 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 SGX-ST 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.

SUSTAINABILITY REPORT

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**").

We considered the concerns of key stakeholders when formulating our corporate strategies. We adopt both formal and informal channels of communication to understand their needs 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	• Biodiversity • Climate change • Human rights • Traceability and sustainable supply chain practices
Board	Board meetings	Quarterly	• Corporate governance • Sustainable business performance
Communities	• Community initiatives • Company's website	Ongoing	Sustainable agricultural and business practices
Customers	• Email communications • Events such as exhibitions • Meetings • Phone	Ad hoc	• Customer service standards • Product quality and reliability • Traceability and sustainable supply chain practices
	Customer surveys	Annually	
Employees	• Company activities • Email communications	Ad hoc	• Equal employment opportunities • Job security • Occupational Health and Safety ("**OHS**") • Remuneration
	Internal newsletters	Bi-monthly	
	Staff evaluation sessions	Half-yearly	
	Company Surveys	Annually	
Financial Institutions	• Email communications • Meetings • Phone calls	Ad hoc	• Sustainable business performance
NGOs	• Community initiatives • Company's website	Ongoing	• Biodiversity • Climate change • Human rights • Traceability and sustainable supply chain practices
Regulators	Consultations and briefings organised by key regulatory bodies such as Singapore Exchange and relevant government agencies/bodies	Ad hoc	• Corporate governance • Environment, health, manpower, safety, and tax compliance

SUSTAINABILITY REPORT

Stakeholder	Engagement Channel	Engagement Frequency	Key Concern
Shareholders	• Annual general meetings • Annual reports ("**AR**")	Annually	• Corporate governance • Dividend payment • Market valuation • Sustainable business performance
	• Result announcements on SGXNet	Half-yearly	
	• Business publications • Company's website • Investor relations events • Material announcements on SGXNet	Ongoing	
Suppliers	• Email communications • Feedback sessions • Meetings	Ad hoc	• Order volatility • Traceability and sustainable supply chain practices
	Supplier assessments	Annually	
	Supplier audits	Triennially	

9. POLICY, PRACTICE AND PERFORMANCE REPORTING

In line with our commitment to sustainability, we established a sustainability reporting policy ("**SR Policy**") that outlines our sustainability strategy, sustainability governance structure, materiality assessment and processes in identifying and monitoring material Sustainability Factors which 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

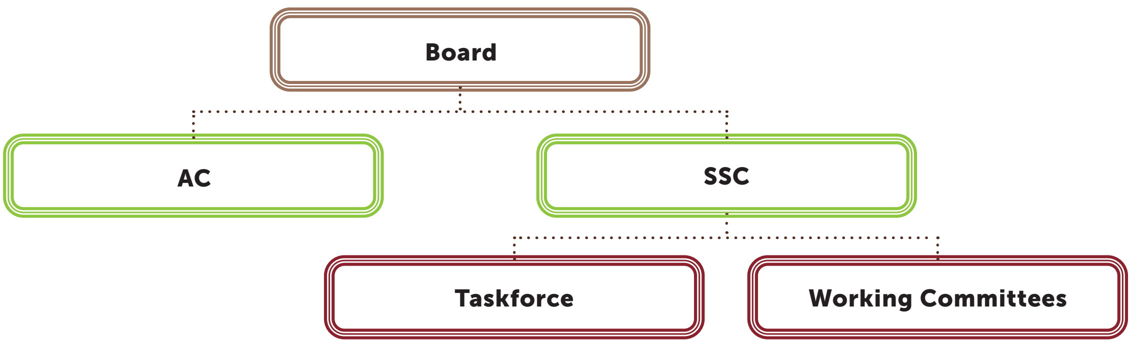
The Board is responsible for overseeing the Group's sustainability matters and is primarily supported by a Sustainability Steering Committee ("**SSC**") by virtue of delegation. As part of our continual efforts to upgrade the knowledge of our directors on sustainability reporting and to meet the requirement 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 key business units and corporate functions.

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



SUSTAINABILITY REPORT

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 strategy, policies and targets • Review and approve sustainability reports (including materiality assessment process and outcome) • Monitor implementation of sustainability strategy, policies and performance against the targets • Oversee the identification and evaluation of sustainability and climate-related risks and opportunities including the consideration of its impacts on major transactions and trade-offs associated • Oversee the integration of sustainability and climate-related risks and opportunities within the Group's enterprise risk management ("**ERM**") framework • Evaluate the composition and competencies of the SSC to support effective oversight of sustainability strategy, with consideration of climate-related risks and opportunities
AC	AC members	• Review the adequacy and effectiveness of the Group's internal controls and risk management systems including the identification, management, and monitoring of sustainability risks and opportunities • Oversee the conduct of assurance activities pertaining to the Company's sustainability reporting processes and sustainability-related financial disclosures
SSC	• CEO • Chief Financial Officer • Chief Marketing Officer • Chief Commercial Officer • Head of Human Resource and Administration ("**HRA**") & Compliance • Head of Operations • Regional Quality Assurance ("**QA**") Manager • Head of Information Technology ("**IT**") • Head of Project & Procurement	• Develop sustainability strategy, policies and management plans, as well as recommend revisions to the Board • Ensure that the implementation of sustainability strategy is aligned across business segments and geographical locations • Evaluate overall sustainability risks and opportunities, with a focus on climate-related issues • Track and monitor sustainability related regulatory requirements • Perform materiality assessment to identify and prioritise material Sustainability Factors • Align the Group's practices at the operational level with the organisation-wide sustainability agenda and strategy • Monitor sustainability activities and performance against targets, including climate-related targets • Consolidate sustainability metrics to track sustainability impact on a Group basis and for reporting purposes • Prepare and review sustainability reports prior to its approval by the Board

SUSTAINABILITY REPORT

Component Party	Member	Terms of Reference
Working Committee/ Taskforce	Representatives from the working committees and taskforces: • Climate Change; • Cybersecurity Awareness; • Food Safety; • Health, Safety & Environment; and • Human Rights.	• Align practices at the operational level with the Group's sustainability agenda and strategy • Collect and compile sustainability metrics to track sustainability impact

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 Group's SSC performs an annual materiality assessment to ensure that the material Sustainability Factors disclosed in our sustainability reports remain 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.

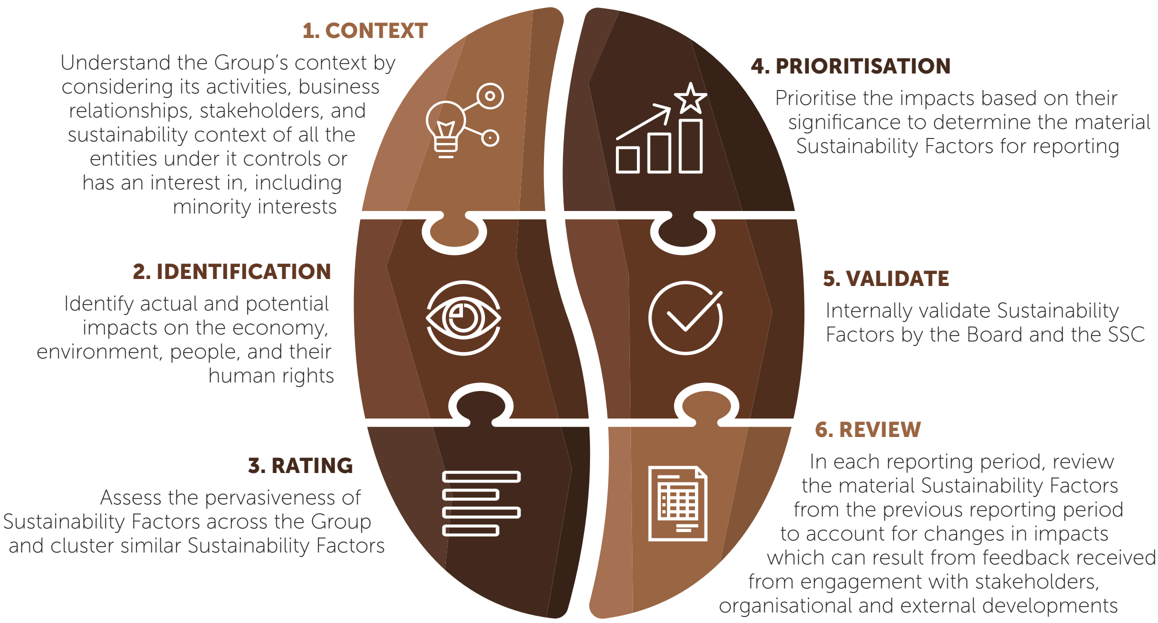
9.3 Performance Tracking and Reporting

We track the progress of our material Sustainability Factors by identifying the relevant sustainability metrics, measuring and monitoring them. In addition, we set performance targets that are 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.

9.4 Sustainability Reporting Processes

Under our SR Policy, the sustainability reporting 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:



SUSTAINABILITY REPORT

10. MATERIAL SUSTAINABILITY FACTORS

In FY2026, the SSC conducted a materiality assessment to update the material Sustainability Factors, and 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.

As part of our efforts to streamline our sustainability reporting and provide a more concise overview of the material Sustainability Factors, the factor 'Sustainable Manufacturing' was removed in the current Reporting Period. The previously disclosed approach and performance were integrated into the relevant sections of this Report. Refer to section 10.3 'Water Stewardship', 10.5 'Waste Management and Optimisation', and 10.6 'Energy Consumption, Climate Change and GHG Emissions' for further information.

We incorporated the SDGs from the UN Sustainability Agenda, as a supporting framework to shape and guide our sustainability strategy where appropriate. Below is the list of material Sustainability Factors applicable to the Group and how they related 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.
Environmental				
3	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.
4	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.
5	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.
6	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.

[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
7	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				
8	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.
9	Talent Development	4 QUALITY EDUCATION	Employees	We offer ongoing professional development opportunities and recognise employees' achievements to ensure long-term engagement and career advancement.
10	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.
11	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.
12	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 sustainability business growth.
Governance				
13	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's data from unauthorised access or breaches.
14	Ethics and Integrity	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	• Board • Regulators • Shareholders	We ensure that our business practices are aligned with legal requirements and ethical principles.

SUSTAINABILITY REPORT

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 cocoa market continued to experience significant volatility during FY2026, although cocoa bean prices moderated from the unprecedented highs recorded in 2024. Market conditions remained challenging, with fluctuations in cocoa prices, changing customer purchasing patterns and ongoing uncertainty arising from geopolitical tensions, global trade developments and broader macroeconomic factors.

To address these challenges, the Group maintained a disciplined and proactive approach to risk management. We continued to closely monitor developments in major cocoa-producing regions and global markets, including weather conditions, supply dynamics, logistics costs, foreign exchange movements and regulatory developments. The Group also remained focused on prudent hedging practices, operational efficiency, inventory optimisation and effective working capital management to mitigate risks and enhance resilience.

While market conditions remain dynamic, the gradual normalisation of cocoa prices and easing of working capital pressures across the cocoa supply chain have contributed to improving market sentiment and customer purchasing activities. The Group will continue to adapt its business and growth strategies as necessary while maintaining a long-term focus on sustainable value creation for stakeholders.

Performance

In line with this commitment, we present the distribution of our values created in FY2026 as follows:

ECONOMIC VALUE GENERATED

USD1,387 million
(FY2025: USD1,657 million)
Include revenue, other income and interest income, net of government grants and any unrealised gains

ECONOMIC VALUE DISTRIBUTED

OPERATING COSTS	EMPLOYEE BENEFITS EXPENSES	PAYMENTS TO PROVIDERS OF CAPITAL	TAXES TO GOVERNMENTS
USD1,177 million (FY2025: USD1,516 million)	USD28 million (FY2025: USD18 million)	USD38 million (FY2025: USD35 million[4])	USD27 million (FY2025: USD9 million)
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	Include salaries and benefits expenses	Include interest payments made to providers of financing and dividends paid to shareholders (if any)	Include income taxes paid

ECONOMIC VALUE RETAINED

USD116 million
(FY2025: USD79 million[4])
Include economic value retained for reinvestment and future growth

SUSTAINABILITY REPORT

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**").

We offer a diverse portfolio of cocoa-derived ingredients that supports our customers across the cocoa value chain. Our solutions are designed to meet varying production needs, enabling all our customers to deliver consistent quality, product innovation, and performance across a wide range of food and beverage applications. Our key product offerings are as follows:

Our Cocoa Mass

We offer various cocoa mass, based on cocoa bean origins to meet customer requirements.

Our Cocoa Powder

We produce a wide range of cocoa powder of varying pH value, application and fat content, and of varying colours and aromas that may be customised to customers' specifications.

Our Cocoa Butter

A pure, stable fat that is produced from pressed cocoa beans. It is mainly used to make chocolate, as well as some ointments, toiletries, and pharmaceuticals.

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;
- Standard 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 10.10 '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, Switzerland and Ivory Coast, 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.

SUSTAINABILITY REPORT

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% (FY2025: more than 95%) of our customers.

10.3 Water Stewardship

Commitment
We are committed to the responsible usage of water resources through enhancing our water usage 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 usage 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.

Details of our water management approach are as follows:

Water Conservation
Water conservation measures implemented by our factories include the following:
- Implementing a systematic maintenance programme for operating equipment to ensure water efficiency;
- Tracking and analysing water consumption trends regularly, with corrective actions in response to unusual consumption patterns; and
- Installing rainwater harvesting tanks to capture and store rainwater for reuse in suitable non-potable water activities at JB Cocoa Sdn Bhd ("**JBCM**").

Water Quality Management
Our water quality management practices are aligned to the prevailing laws and regulations in Malaysia and Indonesia. 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.

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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.

[12] Areas with water stress across the Group's areas of operations are identified based on the World Resources Institute ("**WRI**") Aqueduct Water Risk Atlas, which included our factory located in China. We aligned our water conservation practices to the local government regulations in mitigating water stress.

SUSTAINABILITY REPORT

Performance

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

Sustainability Metric	Unit of Measurement	FY2026	FY2025
Water withdrawal	megalitre ("**ML**")	**331**	416
Water usage	ML	**302**	377
Water intensity	ML/MT of cocoa bean processed	**2.15**	2.02
Total water consumed of regions with high or extremely high baseline water stress ("**Water Stress Consumption**")	ML	**0.173**	0.476
	%	**<1**	<1
Effluent generated	ML	**29**	39
Effluent generated intensity	ML/MT of cocoa bean processed	**0.19**	0.19

During the Reporting Period, the increase in water intensity is primarily attributable to the increase in production volume of high alkalised products. The production process for these products is more water intensive, which led to an overall increase in water usage (compared on a 12-month basis) and water intensity.

Based on the WRI, China is classified as an area with high baseline water stress, which accounts for the Water Stress Consumption. For the Reporting Period, the reduction in Water Stress Consumption as compared to the prior reporting period is due to an improvement in the tracking system adopted by the authorities.

During the Reporting Period, 100% (FY2025: 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.

During the Reporting Period, there were zero (FY2025: zero) incidents of non-compliance associated with water quality permits, standards and regulations.

10.4 Traceability and Sustainable Supply Chain Practices

Commitment
We are committed to ensure that the dealings with our suppliers are conducted transparently, closely tracked and monitored uphold ethical standards, and are carried out fairly to improve traceability and ensure sustainability 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, JBCM is 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 the Origin Countries.

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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 customers, we developed a clear Group-wide Sustainability Procurement Policy and sustainability roadmap. Since 2020, we 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.

c. Enhancing on Supplier Engagement

Setting Expectations

On a bi-annual basis, we circulate our Supplier Code of Conduct to key and new suppliers. The Supplier Code of Conduct focuses on good sustainability practices such as lawful business conduct, human rights, and protection of biodiversity. 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 10.12 'Community Development' for further details.

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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
Fair Trade International Certificate	Ensure that our products are physically and administratively related to Fairtrade certified producers who adopt sustainable practices
Fair Trade USA Trader Certificate	
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 26,149 (FY2025: 22,363) farmers in the Origin Countries under the Sustainability Programme.

Sustainable Procurement

During the Reporting Period, 34% (FY2025: 33%) of the cocoa beans were responsibly sourced and supported by sustainability verification[13].

Traceability at Farm Level

During the Reporting Period, 100% (FY2025: 100%) of the direct sourcing cocoa beans were traceable from farm to factory.

Setting Expectations

As at 31 March 2026, 57% (FY2025: 57%) of our suppliers signed the Supplier Code of Conduct.

Ingredient Sourcing

Sustainability Metric	Unit of Measurement	FY2026	FY2025
Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	%	**<2**	<2

10.5 Waste Management and Optimisation

Commitment

We are committed to effective waste management and resource optimisation to minimise our environmental impact.

13 The percentage of responsibly sourced cocoa beans that are supported by sustainability verification is calculated as at the time of goods purchased.

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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 10.6 '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	FY2026	FY2025
Amount of hazardous waste generated	MT	**188**	258
Hazardous waste generated intensity	MT/MT of cocoa bean processed	**0.001**	0.001
Amount of non-hazardous waste generated	MT	**17,945**	21,818
Non-hazardous waste generated intensity	MT/MT of cocoa bean processed	**0.116**	0.106
Percentage waste diverted from disposals	%	**96%**	96%

During the Reporting Period, we expanded the scope of disclosure to cover additional waste categories such as packaging waste and wood pallets, leading to the overall increase in non-hazardous waste generated and relevant intensity ratio.

Proper Management of Waste

During the Reporting Period, 100% (FY2025: 100%) of our hazardous waste is properly treated prior to disposal.

Use of Cocoa Shells for Animal Feed

During the Reporting Period, we sold cocoa shells to poultry farmers as animal feed, generating approximately USD613k (FY2025: USD558k) of income.

During the Reporting Period, JBCM conducted its Annual Waste Recycling Programme in which employees participated in decluttering and recycling activities, collecting approximately 280kg of waste.

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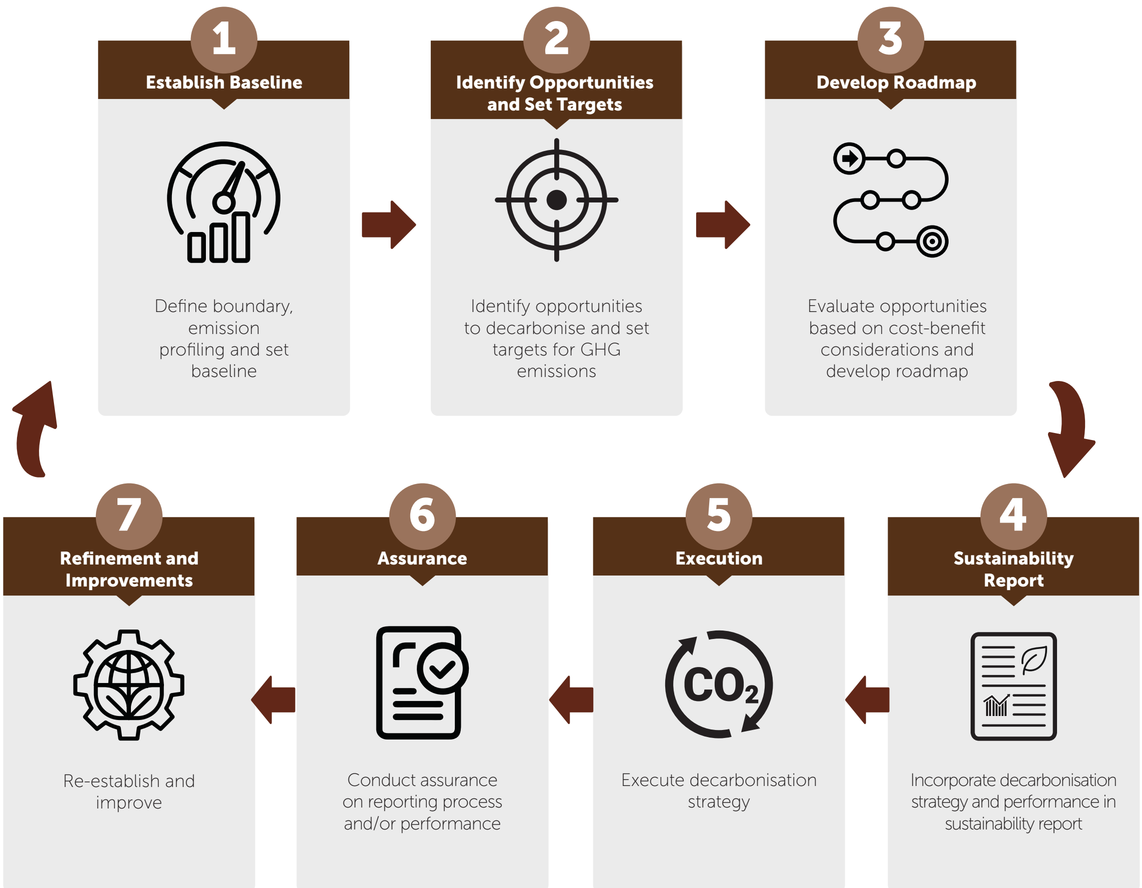
10.6 Energy Consumption, Climate Change and GHG Emissions

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.

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:



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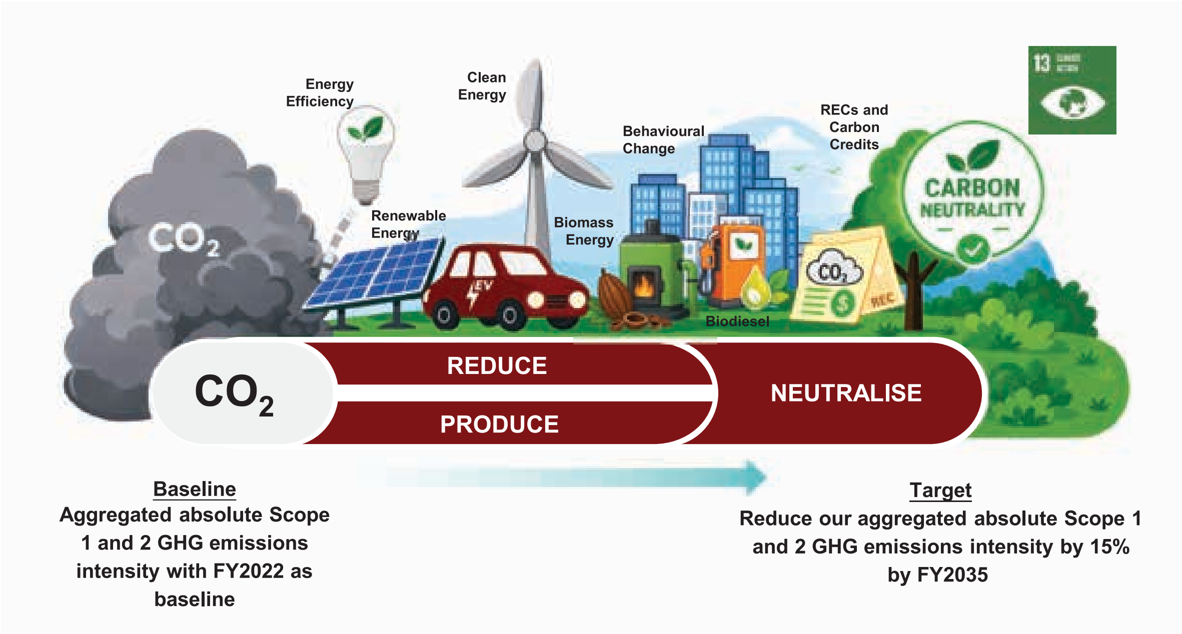
On a yearly basis, we update our GHG emissions profile for our Scope 1, 2 and 3 GHG emissions based on defined organisational boundaries. We will also conduct a GHG emissions profiling exercise whenever there are significant changes to our business models and work processes. We track and monitor our Scope 1, 2 and 3 GHG emissions, and are developing mechanisms to track other categories of Scope 3 GHG emissions, where relevant and practicable.

We developed a climate change transition plan and will refine and improve the plan as we progressively implement it, by considering changes in business operations, environmental factors and market trends. Progress updates and performance will be provided in our future sustainability reports.

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 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 plan, we are committed 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:



Additionally, we strive to develop and set emission reduction targets aligned with the Science Based Targets initiative ("**SBTi**") by FY2027.

Our energy conservation initiatives are aligned with the relevant local laws and regulations and guided by our Energy Policy. The Energy Policy provides us a framework approach towards managing energy consumption, improving energy efficiency, and promoting responsible energy use across our operations.

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As part of our climate change transition plan, we developed action plans by levers and focus areas to support our energy and GHG emissions management 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 initiatives on this front include: • Installing centralised air conditioning with a lower consumption rate and higher energy efficiency; • Performing regular maintenance of filters for air-conditioning systems to reduce air flow resistance; and • Installing high-efficiency chillers to reduce energy use and improve performance.
	Energy efficiency – Machinery and equipment	Our initiatives on this front include: • Maintaining machinery and equipment in good working condition to optimise energy efficiency; and • Upgrading our machinery and equipment including retrofitting existing motors and replacing air compressor as well as chillers with newer models that are of higher energy efficiency.
	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 – Cleaner-Energy Vehicle ("**CEV**")	We adopted a CEVs conversion plan to convert our internal combustion engine vehicles to CEVs subject to market conditions and technological advancements. During the Reporting Period, 62% (FY2025: 58%) of our non-road vehicles are powered by electricity.
	Clean energy – Biodiesel	Where practical, we utilise biodiesel to power our fleet vehicles and are assessing on its application for non-road vehicles. We plan to utilise biodiesel blends of higher concentration to further reduce GHG emissions and support sustainable fuel procurement.
	Clean energy	We constantly explore opportunities to source for clean energy where we operate.
Produce	Renewable energy – Solar energy	To achieve energy optimisation at our factory in Malaysia, we installed solar photovoltaic system to generate clean energy for our operations.
	Biomass energy – 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 3.3 million litres of diesel (FY2025: 4.6 million litres) yearly. During the Reporting Period, 82% (FY2025: 92%) of steam consumed by our factory in Malaysia is produced by the biomass boiler.
Neutralise	• Renewable energy certification ("**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	FY2026		FY2025	
	GJ	%	GJ	%
Non-renewable				
Diesel consumption (Fleet[14])	**3,116**	**<1%**	3,491	<1%
Diesel consumption (Non-fleet[15])	**2**	**<1%**		
LPG consumption	**121,341**	**20%**	161,357	20%
Natural gas consumption	**111,499**	**19%**	141,700	18%
Purchased grid consumption	**192,934**	**32%**	266,083	34%
Renewable				
Biodiesel consumption	**398**	**<1%**	376	<1%
Biomass consumption	**148,101**	**25%**	205,054	26%
Solar-generated electricity consumption	**17,700**	**3%**	9,175	1%
Total energy consumption	**595,091**	**100%**	**787,236**	**100%**

(ii) Energy Consumption Intensity

Sustainability Metric	Unit of Measurement	FY2026	FY2025
Non-renewable			
Diesel consumption (fleet) intensity	GJ/MT of cocoa bean processed	**0.02**	0.02[16]
Diesel consumption (non-fleet) intensity	GJ/MT of cocoa bean processed	**<0.01**	
LPG consumption intensity	GJ/MT of cocoa bean processed	**0.79**	0.78
Natural gas consumption intensity	GJ/MT of cocoa bean processed	**0.72**	0.69
Purchased grid consumption intensity	GJ/MT of cocoa bean processed	**1.25**	1.29
Renewable			
Biodiesel consumption intensity	GJ/MT of cocoa bean processed	**<0.01**	<0.01
Biomass consumption intensity	GJ/MT of cocoa bean processed	**0.96**	1.00
Solar-generated electricity consumption intensity	GJ/MT of cocoa bean processed	**0.11**	0.04
Energy consumption intensity	GJ/MT of cocoa bean processed	**3.86**	3.83

[14] Diesel consumption (fleet) includes consumption from all types of light-duty vehicles such as automobiles and light trucks, and heavy-duty vehicles such as tractor trailers and buses, and on-road motorcycles as well as mobile machinery as defined in US EPA greenhouse gas inventory guidance and where applicable.

[15] Diesel consumption (non-fleet) includes fuel consumption from stationary machinery as defined in US EPA greenhouse gas inventory guidance and where applicable.

[16] The breakdown of data for diesel consumption fleet and non-fleet is not available as it was not tracked previously.

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(iii) GHG Emissions and Intensity

Sustainability Metric	Unit of Measurement	FY2026	FY2025
Direct GHG emissions (Scope 1)[17]	tCO_2e	**17,580**	23,337
Indirect GHG emissions (Scope 2)[18]	tCO_2e	**40,968**	58,774
Aggregated absolute GHG emissions (Scope 1 and 2)	tCO_2e	**58,548**	82,111
GHG emissions from combustion of biomass (Biogenic emissions)	tCO_2	**18,072**	23,917
GHG emissions intensity (Scope 1 and 2)	tCO_2e/MT of cocoa bean processed	**0.38**	0.40

The reduction in direct and indirect GHG emissions (Scope 1 and 2) intensity is primarily attributable to the expansion of our solar photovoltaic capacity during the Reporting Period. We continue to invest in renewable energy infrastructure and focus on reducing our GHG emissions.

During the Reporting Period, our indirect GHG emissions (Scope 3)[19] category 7 employee commuting as follows:

Category	Coverage	Unit of Measurement	FY2026	FY2025
Category 7: Employee commuting	Transportation of employees between their homes and their worksites	tCO_2	**870**	1,592

During the Reporting Period, our climate change taskforce participated in the Supplier Leadership on Climate Transition ("**Supplier LOCT**"), an online learning collaborative that provides guidance on measuring and reporting on GHG emissions and setting science-based targets. This programme brings together global brands and suppliers committed to reducing carbon emissions. Our participation in the Supplier LOCT reflects our commitment to strengthening our climate-related capabilities, reducing GHG emissions, and aligning our practices with recognised industry standards.

10.7 Deforestation and Biodiversity

Commitment

We are committed to supporting the transition to deforestation-free cocoa supply chain, protecting biodiversity by sourcing sustainable cocoa and promoting conservation practices throughout our supply chain.

Approach

Deforestation remains a key environmental risk within the global supply chains, especially for commodities like cocoa beans which are linked to land-use change. The European Union Deforestation Regulation ("**EUDR**") which is expected to take effect on 30 December 2026, seeks to minimise the EU's contribution to global deforestation and forest degradation. The regulation aims to support GHG emissions reduction and biodiversity conservation by promoting the placement and consumption of products that are verified as 'deforestation-free' within the EU market.

[17] 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 ("**IPCC**") Guidelines for National Greenhouse Gas Inventories.

[18] 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 ("**IGES**") List of Grid Emission Factors.

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We continue to strengthen our approach towards sourcing to ensure that our activities do not contribute to deforestation or forest degradation and aligned our practices to the objectives of the EUDR. This includes enhancing our product traceability, improving supplier due diligence, and aligning our sourcing practices to evolving regulatory requirements.

We work closely with farmers and regulatory authorities to promote responsible land management and sustainable agricultural practices. Through these efforts, we aim to support deforestation-free supply chains, safeguard ecosystems and biodiversity, and ensure our continual access to international markets while meeting customer expectations.

In line with our commitment, we adopted the following measures and initiatives:
- A Deforestation Free Policy, aligned with our core commitment to zero deforestation of natural forests or areas of High Conservation Value ("**HCV**")[20] or High Carbon Stock ("**HCS**")[21], 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;
- EUDR Traceability Procedures for identifying and managing traceability data from farm to finished products, documentation requirements, and third-party verification;
- EUDR Risk Assessment and Risk Mitigation Procedures for identifying, assessing, and mitigating supply chain-related risk;
- An EUDR Non-Compliance Protocol for managing incidents of non-compliance with EUDR and guidelines for supplier evaluations;
- EUDR Grievance Procedures to ensure that a transparent, inclusive, and accountable mechanism is available and to ensure that any grievances raised by stakeholders are addressed;
- A Corrective Action Plan to guide the identification and remediation of incidents of non-compliance;
- Review, enhance, and communicate our Supplier Code of Conduct periodically to our suppliers;
- As a partner of the Cocoa & Forest Initiative[22], 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 to farmers' livelihoods, community engagement and social inclusion; and
- Adopt third-party Traceability Software with GPS mapping to capture and assess farm-level data of cocoa farmlands under our Sustainability Programme, ensuring sourcing from deforestation-free areas. Any deforestation alerts are investigated and verified through on-site checks.

Performance
During the cocoa season within the Reporting Period, we assessed a total land area of 72,563 hectares ("**Ha**") (FY2025: 69,131 Ha) of cocoa farms, to ensure that the cocoa beans we purchased are sourced from deforestation free cocoa farms. This represents 100% (FY2025: 100%) of our directly sourced cocoa beans.

10.8 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:
- Implementing an Environment, Safety and Health Policy and safety rules and regulations;
- Performing regular safety audits by our Safety Committees;
- Briefing new employees on safety procedures during orientation;
- Displaying visual signs on safety at strategic locations within operating premises;
- Organising regular briefings and talks on OHS;

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[20] 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.

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

[22] 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.

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- Conducting monthly management meetings to discuss on OHS matters;
- Track and monitor cases of accidents regularly;
- Provide employees with adequate health and safety trainings; and
- Send regular safety communication via emails to employees to raise awareness on various safety topics.

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

Sustainability Metric	FY2026	FY2025
Number of workplace fatalities	**–**	–
Number of high consequence work-related injuries[5]	**–**	–
Number of recordable work-related injuries	**4**	6
Number of recordable work-related ill health cases[6]	**2**	6

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. In response, we 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 programme, 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.

10.9 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 developments. 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 appointed doctors.

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Performance

New Hire[23]

Key statistics on new hire of our full-time employees are as follows:

Sustainability Metric	FY2026		FY2025	
	Number of New Hire	New Hire Rate	Number of New Hire	New Hire Rate
Overall	**66**	**9%**	102	13%
Gender				
Male	**51**	**8%**	75	12%
Female	**15**	**9%**	27	16%
Age				
Below 30	**40**	**22%**	61	26%
30 to 50	**26**	**5%**	39	8%
Above 50	**–**	**–%**	2	7%

Turnover[24]

Key statistics on turnover of our full-time employees are as follows:

Sustainability Metric	FY2026		FY2025	
	Number of Turnover	Turnover Rate	Number of Turnover	Turnover Rate
Overall	**69**	**9%**	93	12%
Gender				
Male	**49**	**8%**	76	13%
Female	**20**	**13%**	17	10%
Age				
Below 30	**37**	**21%**	46	20%
30 to 50	**30**	**6%**	46	9%
Above 50	**2**	**5%**	1	3%

Our new hire and turnover rates normalised during the Reporting Period as compared to the prior Reporting Period. While we experienced some voluntary turnover due to organisation restructure in the prior Reporting Period, the exclusion of such employees resulted in our new hire and turnover rates reverting back to normal.

[23] New hire rate is calculated based on of confirmed full-time employees over total confirmed full-time employees by gender and age.
[24] Turnover rate is calculated based on turnover of confirmed full-time employees over total confirmed full-time employees by gender and age.

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Training Hours

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

Sustainability Metric	FY2026	FY2025
Overall		
Total training hours	**11,403**	9,426
Average training hours per employee	**15**	12
Male		
Total training hours	**8,518**	7,441
Average training hours per employee	**14**	12
Female		
Total training hours	**2,885**	1,985
Average training hours per employee	**18**	12
Senior Management		
Total training hours	**1,293**	958
Average training hours per employee	**17**	13
Middle Management		
Total training hours	**3,517**	2,373
Average training hours per employee	**21**	14
Staff		
Total training hours	**6,593**	6,095
Average training hours per employee	**13**	12

During the Reporting Period, the total training hours and average training hours increased significantly, primarily due to the launch of our new training programme. Initiated by JBCM, 'Cocoa Guru Training Programme' revolves around the theme of 'Elevating Our Expertise' and focuses on equipping every employee with a comprehensive understanding of the business across our value chain. Through this programme, we aim to enhance cross-functional problem-solving, strengthen soft skills, and improve employee's engagement, to build a sustainable internal leadership development pipeline.

Employee Performance Appraisal and Career Development Review

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

Sustainability Metric	FY2026	FY2025
Overall	**98%**	93%
Gender		
Male	**98%**	92%
Female	**99%**	97%
Employee Category		
Senior management	**99%**	92%
Middle management	**99%**	99%
Staff	**98%**	91%

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Parental Leave

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

Sustainability Metric	FY2026		FY2025	
	Male	Female	Male	Female
Number of employees entitled to parental leave	**43**	**12**	66	17
Number of employees who took parental leave	**43**	**12**	66	17
Number of employees who returned to work after parental leave ended	**43**	**12**	66	16
Return to work rate of employees who took parental leave	**100%**	**100%**	100%	94%
Retention rate of employees who took parental leave[25]	**88%**	**100%**	100%	100%

10.10 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.

Under the requirements of the above standards/certifications, we undertake the following actions to ensure food safety, product quality and nutrition:

- Circulate questionnaires to or perform site audits on key providers of warehousing services, key cocoa beans suppliers, key suppliers for direct materials, key conversion contractors for our finished goods of cocoa mass, cocoa butter and cocoa powder;
- 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.

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

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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 (FY2025: zero) incidents of product return due to food safety issues raised by customers.

Training sessions were conducted at JBCM on Environmental Monitoring Programmes in collaboration with a guest speaker from Empire Bioscience, to enhance understanding of best practices in food safety and QA. In addition, a session on food fraud delivered by a speaker from the Ministry of Health Malaysia was held to equip employees with practical insights to identify and address real-world food fraud scenarios.

10.11 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**")[26] 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[27], by sending questionnaires to them for completion or conducting site audits at their operating premises.

SUSTAINABILITY REPORT

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 10.12 '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 (FY2025: zero) reported incidents of non-compliance with labour standards assessed by the authorities.

Child Labour

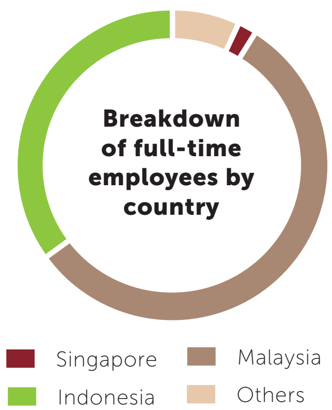
During the Reporting Period, zero (FY2025: zero) individuals below 18 years old were hired as child labour.

Equal Opportunity

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

As at 31 March 2026, the Group has a total of 763 (FY2025: 766) full-time employees with the following breakdown:

Employee Type	Singapore	Malaysia	Indonesia	Others	Total
Full-time	12	432	265	54	763
%	2	56	35	7	100



[26] Sedex is a leading ethical trade membership organisation that works with businesses to improve working conditions in global supply chain.

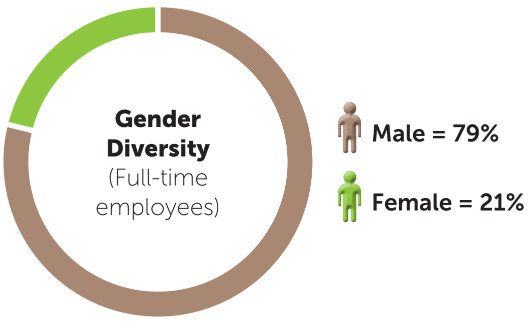
[27] ETI Base Code is founded on the conventions of the International Labour Organisation and its guidelines encompass no forced labour and child labour, no discrimination, no excessive working hours, freedom of association and right to collective bargaining, safe and hygienic working conditions and payment of living wages.

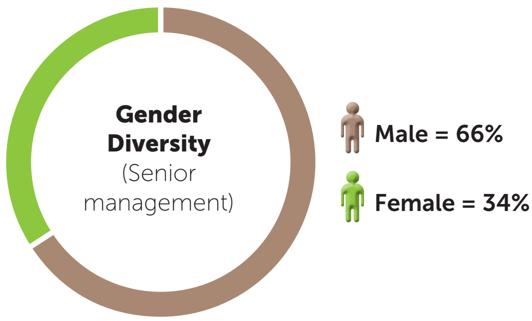
SUSTAINABILITY REPORT

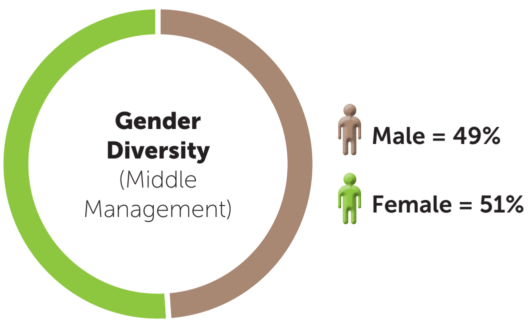
Gender Diversity

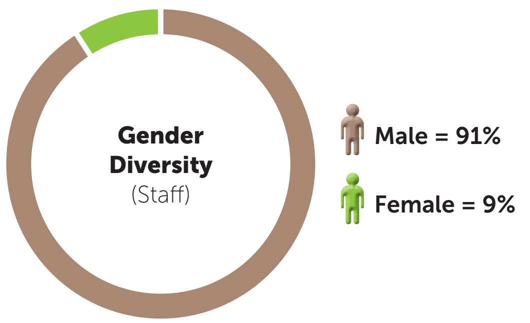
We view diversity in the Board level as an essential element in supporting sustainable development and have one female representation (FY2025: one) out of six (6) members in the Board or 17% (FY2025: 17%) of the Board. Key statistics on gender diversity of our employees are as follows:

Sustainability Metric	FY2026		FY2025	
	Male	Female	Male	Female
Employment Type				
Full-time	**79%**	**21%**	78%	22%
Employee Category				
Senior management	**66%**	**34%**	67%	33%
Middle management	**49%**	**51%**	51%	49%
Staff	**91%**	**9%**	89%	11%









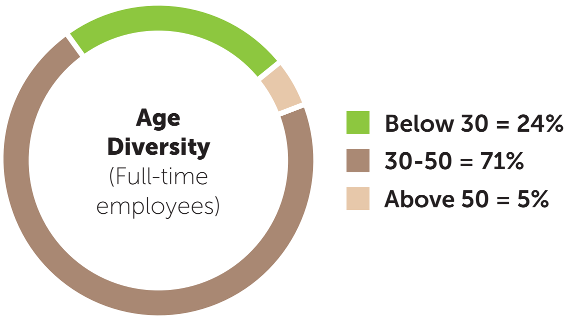
As our business is principally manufacturing in high heat environment, the gender ratio is geared towards male employees at the staff level which include production workers.

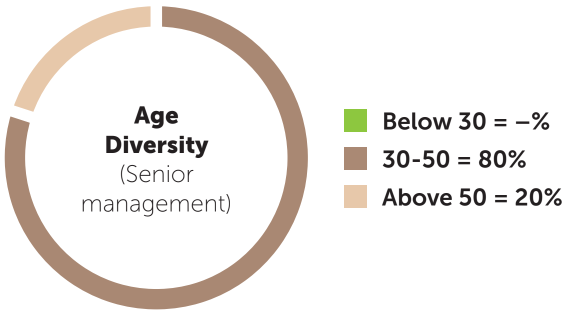
SUSTAINABILITY REPORT

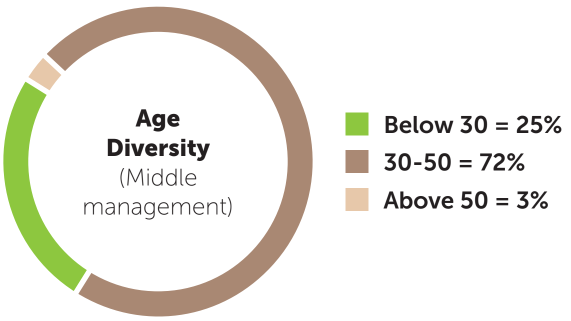
Age Diversity

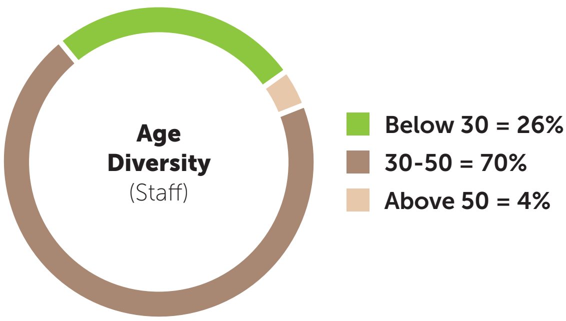
On age diversity, matured workers are valued for their experience, vast knowledge and skills. Key statistics on age diversity of our employees are as follows:

Sustainability Metric	FY2026			FY2025		
	Below 30	30 – 50	Above 50	Below 30	30 – 50	Above 50
Employment Type						
Full-time	**24%**	**71%**	**5%**	30%	66%	4%
Employee Category						
Senior management	**–%**	**80%**	**20%**	1%	80%	19%
Middle management	**25%**	**72%**	**3%**	24%	74%	2%
Staff	**26%**	**70%**	**4%**	37%	61%	2%





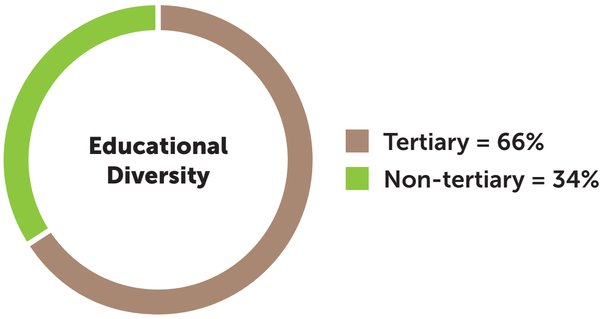




SUSTAINABILITY REPORT

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	FY2026	FY2025
Tertiary	**66%**	58%
Non-tertiary	**34%**	42%



During the Reporting Period, there were zero (FY2025: zero) incidents of unlawful discrimination against employees.

During the Reporting Period, PT Jebe Koko ("**JBKK**") hosted the Nusantara Festival in conjunction with Indonesia Independence Day, bringing together employees to celebrate Indonesia's rich cultural heritage under the spirit of 'Unity in Diversity'. Representatives from various departments showcased traditional attire and cultural performances, creating a vibrant and engaging workplace atmosphere. The festival fostered strong team spirit, enhanced cross-departmental bonding, and deepened appreciation for Indonesia's diverse cultural traditions among employees.

10.12 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 community programmes across the Origin Countries and countries where we operate in ("**Community Programmes**"):

Focus Area	Country
Farm productivity[28]	Ecuador, Indonesia, Nigeria, Ivory Coast, Malaysia
Human rights	
Transparency and traceability	
Forest conservation	

[28] Our focus area of farm productivity excludes Malaysia.
[29] FDP refers to an internationally recognised farm investment plan that looks at the current activities of farmers and their households.

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Key Community Programmes for the Reporting Period are as follows:

a. Farm Productivity

Good Agricultural, Environmental and Social Practices

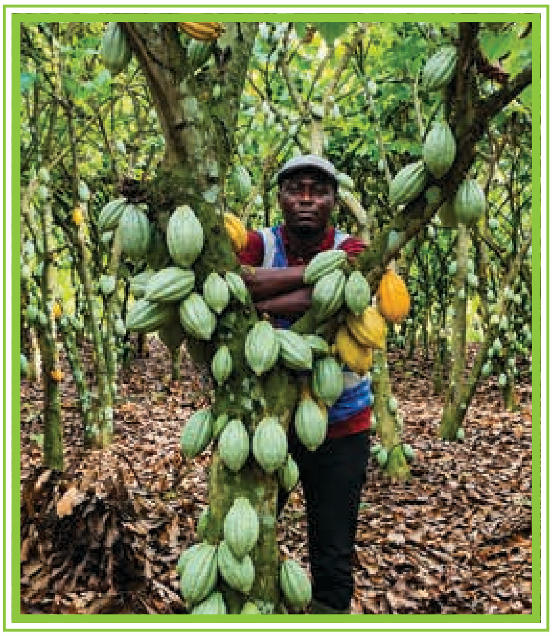
Under our Community Programmes, farmers enrolled in Farmer Development Plans ("**FDP**")[29] receive personalised coaching on good agricultural and environmental practices. The FDP aims to improve farmers' income by boosting farm productivity sustainably. Each farmer selected for the FDP is regularly 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, whilst 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[30]. 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 Community 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 395,329 (FY2025: 170,000) 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 tree 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 pests 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, 162,882 (FY2025: 300,000) multi-purpose tree seedlings are distributed to our farming communities in Origin Countries./ During the Reporting Period, we distributed non-cocoa seedlings, primarily durian and avocado seedlings to our farming communities in Origin Countries.



30 The farm productivity may decline due to reasons such as ageing trees, impacts of climate change or poor farm management.

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b. Human Rights

Empowering Women through Financial Inclusion

As part of our community 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 18 Women associations within each farmer cooperative with each association consisting of up to 36 women who share 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. Across two (2) phases, this initiative benefitted a total of 105 female farmers, contributing to the improvement of their livelihoods.

During the Women Empowerment Awards Ceremony, five (5) outstanding women received funding support for their business ventures, recognising their dedication and growth potential. The initiative reflects our commitment to promoting inclusive farming communities, gender equity and long-term social impact across its cocoa supply network.

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.

At the Agribusiness Festival in Poso Regency Cocoa Training Centre, we continue to train and empower 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.

For the Reporting Period, we conducted four (4) different types of training programmes relating to cocoa development, including area agroforestry training, introduction to cocoa bean for youths, employee development, and nursery operator training.

There are four (4) series of training conducted which related to cocoa development that area agroforestry training, youth camp, JBF employee development and nursery operator training.

On top of that, JBKK provided internship opportunities to students from local schools in Sigi, Indonesia. As part of the Group's efforts to develop future cocoa farming talent and contribute to the broader economic development of the Sigi district.

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We continue to support youth development through internship programmes. A total of 20 students from the Agribusiness Faculty of Tadulako University, a local university, participated in a three-month internship programme conducted across two (2) batches. The students gained practical exposure to cocoa-related operations at cluster areas and our warehouse in Palu, Indonesia.

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 the visits are presented to the Child Protection Committee to discuss on appropriate measures 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 farmers' 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 49 (FY2025:48) bags of blood.

JBKK also participated in a blood donation programme at Horizon Hotel, organised in collaboration with partner companies. The initiative supports national blood supply needs, reinforces humanitarian values, and aligns with the Group's commitment to creating a positive impact within the community. During the Reporting Period, we successfully collected 10 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 Community 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, whilst also enabling farmers to access banking facilities and support their livelihoods. During the Reporting Period, we distributed premiums to 4,076 (FY2025: 4,689) cocoa farmers in Indonesia.

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 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.

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Performance
During the Reporting Period, key statistics on our community engagements are as follows:

Topic	Sustainability Metric	FY2026	FY2025
Socially responsible business-related practices	List of socially responsible business-related practices	Refer to above section *'Our Approach'*	Refer to above section *'Our Approach'*
General	Number of community engagement programme initiated and/or participated	64	48

10.13 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 relevant 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 (FY2025: zero) cyber security breach concerning losses of business data.

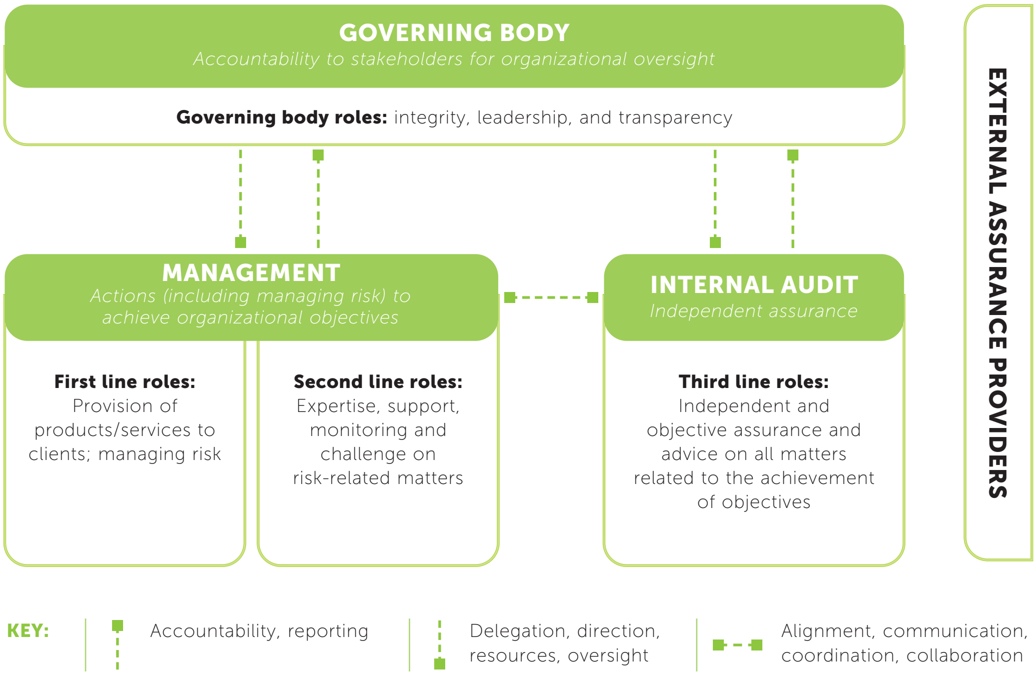
10.14 Ethics and Integrity

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



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;
- A Human Rights Policy to communicate our commitment to uphold the human rights of our workers;
- A 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;
- A Business Ethics Policy that establishes clear guidelines for ethical conduct for all our workers and business partners; and
- A 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.

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Performance

Key statistics relating to corporate governance are as follows:

Sustainability Metric	FY2026	FY2025
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[31]	Current Year Progress
Economic			
1	Business Development and Expansion	Short-term Maintain or improve economic value generated subject to market conditions	●○○ Our economic value generated reduced to USD1,387 million.
2	Customer Satisfaction	Ongoing and long-term Achieve positive feedback rating for overall satisfaction from at least 90% of the customers	●●● We achieved positive feedback rating for overall satisfaction from over 90% of the customers.
Environmental			
3	Water Stewardship	Medium-term • Maintain or reduce water usage intensity • Maintain or improve the effluent generated intensity	●○○ Our water usage intensity increased. ●●● We maintained the effluent generated intensity.

[31] 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.

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S/N	Material Sustainability Factor	Target[31]	Current Year Progress
4	Traceability and Sustainable Supply Chain Practices	Short-term • Initiate or continue with sustainable supply chain practices	●●● We continue to support sustainable supply chain practices.
		• Conduct an annual exercise to ensure that all newly engaged suppliers acknowledge and sign the Supplier Code of Conduct	○○○ We set a new short-term target for Traceability and Sustainable Supply Chain Practices.
		Medium-term Achieve 70% supplier sign-off on the Supplier Code of Conduct.	○○○ We set a new medium target for Traceability and Sustainable Supply Chain Practices.
5	Waste Management and Optimisation	Ongoing and long-term Ensure that 100% of hazardous waste generated are properly treated prior to disposal.	●●● 100% of hazardous waste generated were properly treated prior to disposal.
		Medium-term Maintain or reduce the hazardous waste generated intensity of 0.002 MT/MT of cocoa beans processed	○○○ We set a new medium-term target for Waste Management and Optimisation.
		Medium-term Minimise the amount of waste generated in our operations	●●● We minimised the amount of waste generated in our operations. Moving forward, this target will not be tracked as we have set a new medium-term target.
6	Energy Consumption, Climate Change and GHG Emissions	Short-term Develop and set emissions reduction targets aligned with the SBTi	○○○ We set a new short-term target for Energy Consumption, Climate Change and GHG Emissions.
		Medium-term 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 increased as compared to FY2022.
7	Deforestation and Biodiversity	Ongoing and long-term Initiate or continue with measures to achieve zero deforestation and protect biodiversity within our supply chain	●●● We continue to strengthen our measures to achieve zero deforestation and protect biodiversity within our supply chain.
		Medium-term Ensure 100% of the land area of our directly sourced cocoa beans are assessed for deforestation free cocoa farming.	○○○ We set a new medium-term target for Deforestation and Biodiversity.

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S/N	Material Sustainability Factor	Target[31]	Current Year Progress
Social			
8	Safe Work and Well-Being	Ongoing and long-term • Reduce the number of recordable work-related injuries and work-related ill health cases • Maintain zero workplace fatalities and high consequence work-related injuries	●●● • We reduced the number of recordable work-related injuries and work-related ill health cases. • We maintained zero workplace fatalities and high consequence work-related injuries.
9	Talent Development	Medium-term • Improve or maintain employee retention rate subject to market conditions • Maintain or improve training hours per employee • Maintain or improve percentage of employees who received regular performance and career development reviews.	●●● • We improved our employee retention rate. • We improved the number of training hours per employee. • We improved the percentage of employees who received regular performance and career development reviews.
10	Food Safety, Product Quality and Nutrition	Ongoing and long-term 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.
11	Human Rights, Workplace Diversity and Labour Standards	Ongoing and long-term • 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.
12	Community Development	Medium-term Initiate or continue with existing programmes to promote sustainable cocoa farming	●●● We initiated new programmes and continue with existing programmes to promote sustainable cocoa farming.

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S/N	Material Sustainability Factor	Target[31]	Current Year Progress
Governance			
13	Cyber Security and Data Protection	Ongoing and long-term 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.
14	Ethics and Integrity	Ongoing and long-term • 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 maintained zero incidents of serious offence. • We maintained zero incidents of non-compliance with laws and regulations for which significant fines and/or non-monetary sanctions were incurred.

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.

12. CLIMATE-RELATED DISCLOSURES

The Group's climate-related disclosures are guided by the recommendations by TCFD[32], and we describe how we identify, assess and manage climate-related risks and opportunities as follows:

Governance

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

b. Describe management's role in assessing and managing 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.

[32] In 2023, the FSB announced the completion of the TCFD's work, with the IFRS Foundation assuming responsibility for monitoring progress in climate-related disclosures following the issuance of IFRS S1 and S2, building on the foundation laid by TCFD.

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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 CO2 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)	Whilst 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.

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 includes the following:

Physical Risk

Physical Risk 1: Increased Severity of Extreme Weather Events	
Description	Adverse changes in climate patterns, including rising temperatures and the increasing frequency and severity of extreme weather events such as floods and droughts, may disrupt cocoa cultivation, reduce cocoa beans yields, degrade the quality of cocoa beans and disrupt supply chain, leading to increased costs and potential shortages. Extreme weather conditions may also disrupt logistics and distribution networks, including delays in transportation of goods from suppliers and to customers, particularly in regions prone to flooding or infrastructure damage. This may affect the Group's ability to maintain inventory levels and fulfil customer demand in a timely manner. Furthermore, rising temperatures and more frequent heatwaves may result in increased energy consumption for cooling in processing facilities, leading to higher operating costs. Elevated temperatures may also impact working conditions, potentially reducing labour productivity and increasing health and safety risks. The Group remains vigilant in monitoring the effects of climate change on its operations, mindful of the alarming USD162 billion in global economic losses from natural catastrophes recorded in the first half of 2025[16].

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Physical Risk 1: Increased Severity of Extreme Weather Events			
Financial Impact	**Short-term**	**Medium-term**	**Long-term**
	Scenario: Hot House World		
	Scenario: Orderly		
Mitigation Measure	The Group puts in place a climate change transition plan to steer itself on its decarbonisation journey. You may refer to section 10.6 'Energy Consumption, Climate Change and GHG Emissions' for further details. The Group has a close working relationship with key Suppliers built over the years and continues to build on such relationship to better mitigate supply chain shocks, fluctuation in pricing, and business continuity measures. The Group also implemented prudent supply chain management practices, including: (i) strategic pricing mechanisms; (ii) maintaining adequate safety stock levels; and (iii) optimising its logistics and distribution network to elevate supply chain strains, minimising disruptions, and ensuring business continuity.		
Climate-related Opportunity	Adverse changes in climate patterns may present opportunities for the Group to strengthen its operational resilience and capture evolving market demand from cocoa products of lower carbon footprint. The Group may also further strengthen sustainability position by integrating climate-related considerations into its procurement, operations, and financial decision-making in the short medium and long-term, aligning with stakeholders' expectations and increasing its competitiveness. In view of the potential environmental risks and the resultant emerging needs for energy efficiency and lower GHG emissions, the Group realises the opportunity to accelerate the adoption of energy-efficient technologies and operational improvements across production facilities.		

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Transition Risk

Transition Risk 1: Enhanced GHG Emissions Reporting Obligations			
Description	With rising concerns over the effects of climate change, key stakeholders such as the Regulators and Shareholders are requiring reporting of climate-related information. With the introduction of an updated climate reporting requirements and newly published standards, organisations are required to provide more comprehensive, accurate, and timely disclosures. Failure to comply with enhanced GHG emissions reporting obligations may lead to adverse impacts on the Group's reputation and financial performance. These enhanced requirements necessitate strengthening of data collection, validation, and reporting across our operations and may require additional human capital and oversight. In addition, the Group may incur additional costs relating to sustainability advisory, system upgrades, and employee trainings to ensure compliance with reporting standards and improve data quality. Over time, the increasing complexity of reporting obligations may also require increase in investments in systems, processes, and greater coordination between business functions to support accurate and timely disclosures.		
Financial Impact	**Short-term**	**Medium-term**	**Long-term**
	Scenario: Hot House World		
	●	●	●
	Scenario: Orderly		
	●	●	●
Mitigation Measure	To strengthen the sustainability governance structure, the Group established a SSC for overseeing the identification, management, and monitoring of its material Sustainability Factors. The SSC works closely with various business units and corporate functions to ensure sustainability strategy is aligned across business segments, practices are aligned with the sustainability strategy and agenda, and a consistent approach is adopted across the organisation. In addition, the Group established terms of reference for component parties involved in the sustainability reporting process, for clarity and accountability purposes. The terms of reference include clearly defined reporting structure, roles, and responsibilities, enhancing accountability, improving cross teams' coordination, and ensuring clarity in the execution of sustainability-related practices. Refer to the section 'Sustainability Governance Structure' for further details.		

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Transition Risk 1: Enhanced GHG Emissions Reporting Obligations	
Climate-related Opportunity	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. As regulatory authorities commit to international goals, financial institutions increasingly weigh climate-related disclosures and may pass down disclosure requirements to their customers. With the increase in disclosure requirements, the Group may improve its operational productivity efficiency to lower cost of capital as the Group opens up access to green bonds, sustainability-linked loans, and preferential interest rates that are tied to its disclosures.

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.

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 major 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 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.

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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 one (1) category 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 FY2026.

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'.

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	Metric	FY2026	FY2025
Greenhouse Gas Emissions	Gross global Scope 1 emissions (tCO_2e)	Please refer to section 10.6 'Energy Consumption, Climate Change and GHG Emissions'.	Please refer to section 10.6 'Energy Consumption, Climate Change and GHG Emissions'.
	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		
	Fleet fuel consumed (GJ renewable)		
	Fleet fuel consumed (% renewable)		
Energy Management	Operational energy consumed (GJ)		
	Percentage grid electricity (%)		
	Percentage renewable (%)		

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Topic	Metric	FY2026	FY2025
Water Management	Total water withdrawn (m^3)	Please refer to section 10.3 'Water Stewardship'.	Please refer to section 10.3 'Water Stewardship'.
	Total water consumed of regions with High or Extremely High Baseline Water Stress (m^3)		
	Total water consumed of regions with High or Extremely High Baseline Water Stress (%)		
	Description of water management risks and discussion of strategies and practices to mitigate those risks		
	Number of incidents of non-compliance associated with water quality permits, standards and regulations		
Ingredient Sourcing	Identification of principal crops and description of risks and opportunities presented by climate change	Please refer to section 12 'Climate-related Disclosures'.	Please refer to section 12 'Climate-related Disclosures'.
	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Please refer to section 10.4 'Traceability and Sustainable Supply Chain Practices.	Please refer to section 10.4 'Traceability and Sustainable Supply Chain Practices.

Activity Metrics

Activity Metric	FY2026	FY2025
Production by principal crop (MT)	154,090	205,668
Number of processing facilities	2	2
Total land area under active production (Ha)	10.9	10.9
Cost of agricultural products sourced externally	Not disclosed due to confidentiality	Not disclosed due to confidentiality

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14. KEY ASSUMPTION

The key assumptions reflect the current market conditions, regulatory landscapes, and stakeholder expectations. Details of the scopes and assumptions for our scenario analysis and climate change transition plan are as follows:

Disclosure	Assumption
Scenario Analysis	Our climate change transition plan, including levers and detailed action plans, assumed certain future events, trends, plans, expectations, and objectives relating to the Group's business operations, in setting our targets. It is also prepared based on the current operating environment, which includes policies and plans undertaken by governments and other stakeholders. Accordingly, these assumptions are subjected to inherent uncertainties including (but not limited to) changes in regulatory requirements, progress in technological developments, stakeholders' action and reaction, and other external factors that are beyond the Group's control. As such, our climate change transition plan may be reviewed and updated over time to reflect evolving circumstances and availability of new information.
Climate Change Transition Plan	• In assessing the potential implications of climate-related risks based on NGFS range of climate scenarios, we also considered alternate range of climate scenarios from the International Energy Agency and the Representative Concentration Pathway Framework, and made various assumptions adopted in such frameworks. • The scenario analysis performed is dependent on the said assumptions under the NGFS range of scenarios. Key assumptions are as follows: (i) Orderly (Net Zero 2050): Assumes that ambitious climate policies and technological shifts are introduced immediately and forcefully impact the economy. (ii) Hot House World (Current Policies): Assumes that only currently implemented policies are preserved, leading to high physical risks. Emissions grow leading to about 3°C. Investments allocation and energy mix do not change. • Constant growth is assumed when assessing financial and environmental impact. • The scenario analysis includes a modelling process, which is constantly changing as the operating environment evolves, and contains uncertainties and limitations that are commonly associated with scenario analysis.

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15. GRI CONTENT INDEX

Statement of Use	JB Foods Limited reported the information cited in the GRI content index for the period from 1 April 2025 to 31 March 2026 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, 70
	2-2 Entities included in the organisation's sustainability reporting	20
	2-3 Reporting period, frequency and contact point	20
	2-4 Restatements of information	18
	2-5 External assurance	20-21
	2-6 Activities, value chain and other business relationships	19
	2-7 Employees	44-48
	2-8 Workers who are not employees	We have approximately 41 workers who are not employees as at 31 March 2026. They include workers who provide warehousing, cleaning and clerical services, security guards and interns.
	2-9 Governance structure and composition	12-14, 22-24, 72-76
	2-10 Nomination and selection of the highest governance body	76-79
	2-11 Chair of the highest governance body	12, 76
	2-12 Role of the highest governance body in overseeing the management of impacts	22-24, 72-76
	2-13 Delegation of responsibility for managing impacts	12-14, 22-24
	2-14 Role of the highest governance body in sustainability reporting	22-24
	2-15 Conflicts of interest	72-73, 90, 92-93
	2-16 Communication of critical concerns	52-54, 83-87
	2-17 Collective knowledge of the highest governance body	22-24, 72-73
	2-18 Evaluation of the performance of the highest governance body	79-82
	2-19 Remuneration policies	81-82

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GRI Standard	Disclosure	Location
	2-20 Process to determine remuneration	81-82
	2-21 Annual total compensation ratio	Information is not provided due to confidentiality considerations.
	2-22 Statement on sustainable development strategy	17
	2-23 Policy commitments	29-54
	2-24 Embedding policy commitments	29-54
	2-25 Processes to remediate negative impacts	83-87
	2-26 Mechanisms for seeking advice and raising concerns	52-54
	2-27 Compliance with laws and regulations	29-54
	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, Swiss Platform for Sustainable Cocoa, Malaysian Cocoa Board, The Cocoa Merchants' Association of America, Federation of Cocoa Commerce and Sedex.
	2-29 Approach to stakeholder engagement	21-26
	2-30 Collective bargaining agreements	As at 31 March 2026, 10% of our total employees are covered by collective bargaining agreements.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	22-26
	3-2 List of material topics	25-26
	3-3 Management of material topics	27-54
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	27-28
	201-2 Financial implications and other risks and opportunities due to climate change	57-62
	201-3 Defined benefit plan obligations and other retirement plans	134

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GRI Standard	Disclosure	Location
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	52-54
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	34-39
	302-2 Energy consumption outside of the organization	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	
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	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	34-39
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Energy intensity	
	305-4 GHG emissions intensity	
	305-5 Reductions in energy requirements of products and services	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	32-33
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	

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GRI Standard	Disclosure	Location
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	
	401-3 Parental leave	
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	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	41-43
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	44-48
	405-2 Ratio of basic salary and remuneration of women to men	Data is not disclosed due to confidentiality.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	44-48

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GRI Standard	Disclosure	Location
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	48-52
	413-2 Operations with significant actual and potential negative impacts on local communities	29-39, 57-62
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	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	52