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## SUSTAINABILITY REPORT 2025

TUNG LOK RESTAURANTS (2000) LTD  
(Company Registration Number: 200005703N)

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This Sustainability Report has been reviewed by the Company's Sponsor, SAC Capital Private Limited (the "**Sponsor**"). This Sustainability Report has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this Sustainability Report, including the correctness of any of the statements or opinions made or reports contained in this Sustainability Report.

The contact person for the Sponsor is Ms Lee Khai Yinn, SAC Capital Private Limited at 1 Robinson Road, #21-01 AIA Tower, Singapore 048542, Telephone number: +65 6232 3210.

# 1. BOARD STATEMENT

Dear Stakeholders,

Tung Lok Restaurants (2000) Ltd ("**Tung Lok**" and together with its subsidiaries, the "**Group**") is pleased to share our Sustainability Report (the "**Report**") for the financial year ended 31 March 2025 ("**FY25**"). The Report highlights the progress and initiatives undertaken by the Group and our continued commitment to improving our Economic, Environmental, Social and Governance ("**EESG**") performance.

At Tung Lok, the sustainability governance is overseen by the Board of Directors (the "**Board**") and supported by Sustainability Steering Committee ("**SSC**") which comprises of executive directors as well as senior management executives. At Board level, we rigorously evaluate our sustainability strategy and practices, identify material EESG factors and ensure they are integrated within the Group's overall business strategy. This is supported by robust internal controls, rigorous risk management practices, transparent accountability and comprehensive reporting processes.

The EESG landscape is evolving rapidly, driven by continuous regulatory developments and increasing stakeholders' expectations. The Board actively evaluates the Group's sustainability framework and makes necessary adjustments to address EESG risks and opportunities that are pertinent to the Group. The Board remains mindful of the Singapore Exchange Securities Trading Limited's ("**SGX-ST**") disclosure requirements and will work with the SSC to ensure full compliance within the stipulated timelines while embedding sustainability across all aspects of the Group's operations.

The Group's operations in FY25 were impacted by persistent macroeconomic volatility, which have dampened business sentiment, as well as continued labour shortages in food and beverage ("**F&B**") industry. Consequently, the Group experienced a temporary setback in the performance of certain EESG metrics, as focus was directed towards stabilising core business operations.

The Group remains committed to fostering positive, collaborative relationships with customers, employees, suppliers, investors and the broader community, while striving to implement a balanced sustainability approach that supports both financial performance and stakeholders' concerns.

The Board would like to extend sincere appreciation to all internal and external stakeholders, especially our employees for the continuous engagement, partnership and support.

The Group will continue to incorporate relevant sustainability initiatives into our business processes to generate beneficial outcomes for both the environment and society.

**On behalf of the Board,**

Dr Foo Say Mui (Bill)  
Independent and Non-Executive Chairman

Mr Andrew Tjioe  
President/Chief Executive Officer

Date: 18 July 2025



## 2. ABOUT TUNG LOK

Tung Lok currently owns and manages a total of 32 restaurants in Singapore, Indonesia, Japan, Vietnam, and the Philippines with our Group's business predominantly based in Singapore. The Group has established its footprint as a renowned and trusted home-grown global brand through the years.

For details of our brands and restaurants, please refer to our website at [www.tunglok.com](http://www.tunglok.com) or pages 2 to 12 of our annual report for FY25 ("**Annual Report 2025**").

## 3. REPORTING SCOPE AND PERIOD

The scope of this Report encompasses our sustainability practices and performances for the Group's 21 directly-owned restaurants and 2 central kitchens as of 31 March 2025. The remaining 11 restaurants have not been included within the scope of this Report as these outlets are operated by licensees which the Group does not have control and therefore do not manage or influence their EESG practices. This Report should be read in conjunction with the Annual Report 2025, as it focuses on the Group's sustainability efforts and strategies for the period from 1 April 2024 to 31 March 2025.

## 4. ABOUT THIS SUSTAINABILITY REPORT

Tung Lok affirms our commitment to sustainability with the publication of this Report for FY25. This Report includes discussions of our material sustainability principles and initiatives as we track and present our accountability of the EESG factors.

## 5. REPORTING FRAMEWORK

This Report has been prepared with reference to the latest Global Reporting Initiative ("**GRI**") Universal Standards 2021. We have chosen GRI as it is an internationally recognised and widely adopted standard and it provides a set of extensive reporting frameworks. GRI standards are globally recognised as the standard for sustainability reporting and aligned with the reporting framework of SGX-ST Listing Manual Section B: Rules of Catalist ("**Catalist Rules**") Rule 711A and Rule 711B. The GRI content index can be found in Section 17 of this Report.

The primary components set out in Rule 711B and Practice Note 7F of the Catalist Rules have been included in this Report. Where there is exclusion of any primary component, the Company has disclosed such exclusion and provided the corresponding explanation accordingly. The SGX-ST primary component index can be found in Section 16 of this Report.

As part of our continual efforts to align our reporting with relevant market standards, the Group has mapped its sustainability efforts to the 2030 Agenda for Sustainable Development which was adopted by all United Nations Member States in 2015 ("**UN Sustainability Agenda**"). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals ("**SDGs**") which form an urgent call for action by all developed and developing countries, in a global partnership. We have incorporated the SDGs, where appropriate, as a supporting framework to shape and guide our sustainability strategy. The details of applicable SDGs can be found in Section 15 of this Report.

In addition, this Report incorporates our climate-related disclosures, aligned with the recommendations of the Task Force on Climate-related Financial Disclosures ("**TCFD**") with reference to SGX-ST Practice Note 7F Sustainability Reporting Guide. We have continued to adopt a phased approach in reporting climate-related disclosures in this Report, aiming for continuous improvement. Over the coming years, we will continue to work towards greater maturity of our climate-related disclosures, in alignment with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("**ISSB**"). The TCFD recommendations content index can be found in Section 18 of this Report.

The EESG performance data presented in this Report has mainly been extracted from internal information systems and original records to ensure accuracy. In FY25, the Group has not sought external assurance for this Report, but an internal review has been conducted by our independent internal auditor, BDO Advisory Pte. Ltd., on the sustainability reporting processes involved in preparing this Report as required by Rule 711B(3) of the Catalist Rules.

## 6. FEEDBACK

We welcome your questions and value your feedback on how our sustainability practices can be improved. Please send all feedback to [investors@tunglok.com](mailto:investors@tunglok.com). Your feedback will be valuable to us in achieving our goals to build a sustainable and thriving business. As an attempt to promote environmental conservation, this Report will be made available on Company's website at [www.tunglok.com](http://www.tunglok.com) and Singapore Exchange Network ("SGXNet") at [www.sgx.com/securities/company-announcements](http://www.sgx.com/securities/company-announcements). There will be no hard copies of this Report.

## 7. MEMBERSHIP OF ASSOCIATION

Our Group has a membership network with internationally renowned business organisations and industry bodies as listed below:

- (i) Association of Catering Professionals Singapore
- (ii) Franchising and Licensing Association (Singapore)
- (iii) Hong Kong Singapore Business Association
- (iv) Restaurant Association of Singapore
- (v) Singapore Business Federation
- (vi) Singapore-China Business Association
- (vii) Singapore Chinese Chamber of Commerce & Industry
- (viii) Singapore National Employers Federation
- (ix) Singapore Puxian (Hinghwa) Network Limited

These memberships provide vast opportunities for our employees to network and conduct peer-to-peer interaction to keep abreast of the latest developments from various aspects. We will continue to engage with industry professionals to further build our capabilities for sustainable growth.

## 8. STAKEHOLDER ENGAGEMENT

We have identified the following key stakeholder groups that are instrumental to the Group's success. We are committed in having regular communication with internal and external stakeholders as we strongly believe in accountability and transparency. It is crucial to include and align the needs of these stakeholders in our business decisions to strengthen our relationships with them.

We actively engage our key stakeholders through the following channels:

Key Stakeholders	Modes of Engagement	Frequency of Engagement	Stakeholders' Concerns	Our Initiatives
Customers	<ul style="list-style-type: none"> <li>- Annual reports</li> <li>- Loyalty program: Tung Lok First Membership</li> <li>- Social media: Instagram and Facebook etc</li> <li>- Mass media events/press conferences</li> <li>- Point of sales</li> <li>- Corporate website and email feedback</li> <li>- Survey and market research/feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> <li>- Ongoing</li> <li>- As and when required</li> </ul>	<ul style="list-style-type: none"> <li>- Customer satisfaction</li> <li>- Food safety measures</li> <li>- Dining experience</li> </ul>	<ul style="list-style-type: none"> <li>- Provision of quality food and services</li> <li>- Food safety and hygiene</li> <li>- Innovative products</li> <li>- Sustain growing customer brand loyalty</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Annual reports</li> <li>- Annual performance appraisal</li> <li>- Internal meetings, discussions and regular communications and counselling</li> <li>- Formulation of career development plans</li> <li>- Induction programmes</li> <li>- Training of product knowledge</li> <li>- Company events and activities</li> <li>- Surveys and interviews</li> <li>- Volunteer and community activities</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> <li>- Ongoing</li> <li>- As and when required</li> </ul>	<ul style="list-style-type: none"> <li>- Equal employment opportunity</li> <li>- Career development and training opportunities</li> <li>- Safe and conducive working environment</li> <li>- Employee benefit package</li> <li>- Health and safety</li> <li>- Open communication within the working environment</li> </ul>	<ul style="list-style-type: none"> <li>- Provide a fair, safe and conducive environment</li> <li>- Reward good performance and long service employees</li> <li>- Provide training and progressive career development opportunities to nurture capable employees who exceed expectations of our customers and effectively manage food and workplace safety and hygiene requirements</li> <li>- Develop an open and communicative workforce to engage employees</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>- Participation in conferences, meetings and discussions</li> <li>- Site visits</li> <li>- Audit checks</li> <li>- Staff training to raise awareness of rules and requirements and to ensure compliance</li> </ul>	<ul style="list-style-type: none"> <li>- As and when required</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate governance</li> <li>- Food safety and hygiene</li> </ul>	<ul style="list-style-type: none"> <li>- Comply with applicable rules and regulations, laws and food safety standards set by the authorities</li> <li>- Contribute to economic and social developments</li> </ul>

Key Stakeholders	Modes of Engagement	Frequency of Engagement	Stakeholders' Concerns	Our Initiatives
Shareholders	<ul style="list-style-type: none"> <li>- Annual reports</li> <li>- Shareholders' meetings</li> <li>- Half-yearly and full-yearly financial result announcements</li> <li>- Corporate announcements and circulars</li> <li>- Investor relations</li> <li>- Corporate website</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> <li>- Annually/As and when required</li> <li>- Half-yearly</li> </ul> } <ul style="list-style-type: none"> <li>- Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable business performance</li> <li>- Corporate governance</li> <li>- Environment impact and initiatives</li> <li>- Diversity of workforce</li> <li>- Diversity of Board</li> </ul>	<ul style="list-style-type: none"> <li>- Provide timely information on the following to enhance transparency:               <ul style="list-style-type: none"> <li>• Financial and operational performance of the Group</li> <li>• Corporate governance and sustainability practices of the Group</li> <li>• Business strategies of the Group</li> </ul> </li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>- Vendors assessment</li> <li>- Regular and open communication, meetings and discussions about expectations and deliverables</li> <li>- Regular site visits and monitoring</li> <li>- Audits and checks</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> </ul> } <ul style="list-style-type: none"> <li>- As and when required</li> </ul>	<ul style="list-style-type: none"> <li>- Positive suppliers' relationship management</li> </ul>	<ul style="list-style-type: none"> <li>- Build positive and long-term relationships with suppliers</li> <li>- Selection of reliable suppliers based on the Group's selection policy</li> </ul>
Communities	<ul style="list-style-type: none"> <li>- Corporate volunteering</li> <li>- Sponsorships, donations and philanthropy</li> <li>- Corporate social responsibility ("CSR") initiatives</li> </ul>	} <ul style="list-style-type: none"> <li>- As and when required</li> </ul>	<ul style="list-style-type: none"> <li>- Social initiatives</li> <li>- Building community support</li> </ul>	<ul style="list-style-type: none"> <li>- Contribute to economic and social developments and the community in which we operate in</li> </ul>

## 9. POLICIES, PRACTICES AND PERFORMANCE REPORTING

### 9.1 Sustainability Governance

The Board has overall responsibility for integrating sustainability considerations into the strategic planning of the Group. This involves overseeing the management and supervision of the implementation of sustainability strategies and policies, as well as reviewing and endorsing the contents of this Report.

The Group has a SSC led by our President/Chief Executive Officer, Mr Andrew Tjioe Ka Men, and senior management executives of the Group. In consultation with our Board, the SSC has been tasked to oversee the development of the sustainability strategy, review the material impacts, consider stakeholders' priorities, set goals and targets as well as collect, verify, monitor, and report performance data for this Report. The EESG factors in this Report, reviewed by the SSC, are assessed to be relevant.

The following outlines our sustainability governance structure and the responsibilities of component parties:

Board
<ul style="list-style-type: none"> <li>Determines key sustainability factors of the Group</li> <li>Oversees the identification and evaluation of risks and opportunities within the Group's Enterprise Risk Management ("ERM") framework</li> <li>Reviews and approves sustainability strategy and targets, policies and sustainability report (including materiality assessment process and outcome)</li> <li>Monitors implementation of sustainability strategies, policies and performance against targets</li> </ul>
SSC
<ul style="list-style-type: none"> <li>Develops sustainability strategy and policies and recommends revisions to the Board</li> <li>Ensures the implementation of sustainability strategy is aligned across business segments</li> <li>Evaluates overall sustainability risks and opportunities</li> <li>Undertakes materiality assessment and reviews sustainability report prior to approval by the Board</li> <li>Aligns practices on the ground with the organisation-wide sustainability agenda and strategy</li> <li>Monitors sustainability activities and performance against targets</li> </ul>

The Board and SSC shall continue to dedicate leadership and maintain a high standard of sustainability governance to drive continuous and long-term growth for all stakeholders. The Group will continue to work towards a balanced disclosure on the management and monitoring of material EESG factors for continual improvement.

As the Group continues to analyse its sustainability metric measurement and tracking mechanisms to establish a robust baseline, the linkage between key executives' remuneration and sustainability performance will be disclosed in the coming years, once the framework reaches a more mature and stable state.

## 9.2 Sustainability Reporting Process (Identify, Prioritise, Validate and Review)

Under the Group's Sustainability Reporting policy, the Group will first identify the material issues relevant to the Group's activities. The material issues will be prioritised and validated with data, in order to finalise the content of this Report. The material issues are reviewed and updated from the previous reporting period.

# 10. MATERIALITY ASSESSMENT

The SSC conducts a review of the materiality assessment annually. Each EESG factor is assigned a reporting priority that determines the actions required as illustrated in the table below:

Reporting Priority	Description	Criteria
***	High	EESG factors with high reporting priority are reported in detail.
**	Medium	EESG factors with medium reporting priority are considered for inclusion in the Report. If it is decided that such EESG factors are not material, they may be excluded from the Report.
*	Low	EESG factors with low reporting priority may be reported to fulfil regulatory or other reporting requirements. They are excluded from the Report if not material.

The reporting priority is supported by a material topic which considers the level of concern to stakeholders in relation to a particular EESG factor and the significance of its impact on the economy, environment and society. In prioritising the material EESG factors, the SSC considered the impact and likelihood of the following:

- Global and emerging sustainability trends;
- Main factors and future challenges for the F&B industry; and
- Insights gained from regular interactions with key stakeholders.

## 10.1 Performance Tracking and Reporting

The SSC tracks the progress of material EESG by identifying, measuring and monitoring the relevant data points. In addition, performance targets are set to align with our strategy to ensure that the Group remains focused on the path to sustainability. We aim to consistently enhance our performance-monitoring and data collection processes.



## 10.2 Material EESG Factors

In FY25, the SSC has identified 16 EESG factors that are material to the Group, which have been prioritised and validated by the Board. All material EESG factors reported in the previous reporting period remained relevant and continued to be disclosed in FY25.

Category	Material Factors	Core Values	SDG Goals	Key Stakeholders	Reporting Priority
Economic	Sustainable Business Performance	Focused on sustainable growth	Goal 8: Decent work and economic growth	Shareholders and Employees	***
Environmental	Energy Consumption (Gas and Electricity)	Focused on sustainable growth	Goal 7: Affordable and clean energy	Communities and Shareholders	***
	Water Consumption	Focused on sustainable growth	Goal 6: Clean water and sanitation	Communities and Shareholders	***
	Waste Oil Management	Focused on sustainable growth	Goal 12: Responsible consumption and production	Communities and Shareholders	**
Social	Food Health and Safety	Quality and freshness	Goal 16: Peace, justice and strong institutions	Customers	***
	Customer Satisfaction	Customer focused	Goal 8: Decent work and economic growth	Customers	***
	Board Diversity	People development	Goal 10: Reduced inequalities	Employees	***
	Diversity and Equal Opportunity	People development	Goal 10: Reduced inequalities	Employees	**
	Occupational Health and Safety	People development	Goal 3: Good health and wellbeing	Employees	***
	Training and Development	People development	Goal 4: Quality education	Employees	***
	Procurement	Quality and freshness	Goal 16: Peace, justice and strong institutions	Suppliers	***
	Caring For Local Communities	Stakeholder accountability	Goal 10: Reduced inequalities	Communities	**
Governance	Corporate Governance	Stakeholder accountability	Goal 16: Peace, justice and strong institutions	Shareholders and Regulators	***
	Anti-Corruption and Whistle-Blowing Policy	Stakeholder accountability	Goal 16: Peace, justice and strong institutions	Shareholders and Regulators	***
	Enterprise Risk Management	Stakeholder accountability	Goal 16: Peace, justice and strong institutions	Shareholders, Regulators, Customers and Employees	***
	Personal Data Protection Policy	Stakeholder accountability	Goal 16: Peace, justice and strong institutions	Shareholders, Regulators, Customers and Employees	***

### 10.3 Our Sustainability Performance at a Glance

Presented below are our key sustainability performance in FY25 and targets for the financial year ending 31 March 2026 ("FY26").

Material Factors	Targets for FY25	Performance for FY25	Achieved? Yes/No	Targets for FY26
<i>Environment</i>				
Energy Consumption (Gas and Electricity)	To maintain or reduce gas and electrical consumption rate	<p>Increase in gas consumption from 0.082 kilowatt-hour ("kWh") per every S\$1 of revenue earned to 0.089 kWh per every S\$1 of revenue earned</p> <p>Increase in electrical consumption from 0.088 kWh per every S\$1 of revenue earned to 0.094 kWh per every S\$1 of revenue earned</p>	No	To maintain or reduce gas and electrical consumption rate
Water Consumption	To maintain or reduce water consumption rate	Increase in water consumption from 1.058 cubic metres ("m <sup>3</sup> ") per every S\$1,000 of revenue earned to 1.091 m <sup>3</sup> per every S\$1,000 of revenue earned	No	To maintain or reduce water consumption rate
Waste Oil Management	To maintain 100% of waste oil generated to hand over to accredited used oil collectors	100% of waste oil generated was handed over to accredited used oil collectors	Yes	To maintain 100% of waste oil generated to hand over to accredited used oil collectors
<i>Social</i>				
Food Health and Safety	To maintain zero demerit points for all restaurants and both central kitchens	Zero demerit points for all restaurants and both central kitchens	Yes	To maintain zero demerit points for all restaurants and both central kitchens
Customer Satisfaction	To maintain or achieve higher compliment to concern ratio	Decrease in compliment to concern ratio from 12:1 to 4:1	No	To maintain or achieve higher compliment to concern ratio
Diversity and Equal Opportunity	To maintain or achieve a lower gender mix ratio	Decrease in ratio of women to men at 1:1.95 to 1:1.93	Yes	To maintain or achieve a lower gender mix ratio
	To maintain or improve new hire rate and reduce employee turnover rate	<p>Increase in employee turnover rate from 0.32 to 0.34</p> <p>Improve new hire rate from 0.38 (restated) to 0.30</p>	No	To maintain or improve new hire rate and reduce employee turnover rate
Occupational Health and Safety	Zero fatal incidents confirmed at workplace	No confirmed fatal workplace incident	Yes	Zero fatal incidents confirmed at workplace
Training and Development	To maintain or improve average training hours per employee	Decrease in average training hours per employee from 21.40 to 15.80	No	To maintain or improve average training hours per employee
Caring For Local Communities	To maintain at least two (2) participations in CSR programmes	Participated at least two (2) CSR programmes	Yes	To maintain at least two (2) participations in CSR programmes
Procurement	All our suppliers to obtain necessary approvals from the Singapore Food Agency ("SFA")	All our suppliers have obtained necessary approvals from SFA	Yes	All our suppliers to obtain necessary approvals from SFA

Material Factors	Targets for FY25	Performance for FY25	Achieved? Yes/No	Targets for FY26
<i>Governance</i>				
Corporate Governance	To maintain zero incident of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations	No confirmed incidents of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations	Yes	To maintain zero incident of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations
Anti-Corruption and Whistle-Blowing Policy	No incidents of corruption concerning employees or business partners	No confirmed corruption incident	Yes	No incidents of corruption concerning employees or business partners
Enterprise Risk Management	To maintain quarterly ERM reporting to Audit and Risk Committee (" <b>ARC</b> ")	Quarterly ERM reporting to ARC conducted	Yes	To maintain quarterly ERM reporting to ARC
Personal Data Protection Policy	No incidents of personal data privacy breaches concerning customers and employees	No confirmed breaches of personal data privacy incident	Yes	No incidents of personal data privacy breaches concerning customers and employees

The Group has not established medium- and long-term targets for all material EESG factors as of the reporting date due to ongoing shifts in sustainability reporting standards and frameworks, as well as limited availability of consistent and industry-specific data in the F&B sector. The Group will continue to monitor developments closely and, where appropriate, set and disclose realistic targets in future sustainability reports when data trends become clearer and market conditions stabilise.

## 11. ECONOMIC

### 11.1 Sustainable Business Performance

The Group, being Singapore's foremost pioneering restaurant chain, is committed to offering distinct and multi-sensory dining experience at all its restaurants. Our restaurants are favoured dining destinations among discerning local and international diners.

While the Group's FY25 performance has been affected by the volatility of the macroeconomic environment, we remain committed to delivering sustainable financial performance and creating long-term value for our stakeholders while upholding our commitment to sustainability initiatives and practices.

For detailed financial results, please refer to the following sections in the Annual Report 2025:

- Message from Independent Non-Executive Chairman and President/Chief Executive Officer, pages 13 to 15
- Historical Financial Summary, page 17
- Financial Statements, pages 62 to 121

## 12. ENVIRONMENT

### 12.1 Emissions

Energies usage and the resulting carbon emissions trap heat in the atmosphere, leading to climate change. It is through the reduction of carbon emissions that we can limit the repercussions on the environment.

#### 12.1.1 Climate-Related Risks and Opportunities

The Group recognises that climate-related risks have a direct impact on business operations and has integrated these risks into its ERM Framework in FY25, in accordance with the TCFD recommendations. Both climate-related physical risks <sup>(1)</sup> and transition risks <sup>(2)</sup>, along with their potential impacts on the operations over the short-, medium- and long-term perspectives have been assessed in accordance with the Group's risk parameter <sup>(3)</sup>. Corresponding action plans have also been identified to mitigate these risks. The Group's risks, impacts and action plans are reviewed by the SSC, the ARC and the Board on a quarterly basis.

The following climate-related risks and their potential impacts to the Group were identified during the ERM exercise in FY25:

Climate-Related Physical Risks <sup>(1)</sup>	Risk Category	Time Frame *	Potential Impacts	Mitigation Measures	Opportunity Management
Increasing frequency and severity of extreme weather events (e.g. extreme rainfall)	Acute and Chronic	Short-, medium- and long-term	Adverse rainfall may disrupt both inbound and outbound logistics, creating supply chain risk and causing production delays.	Continue diversifying by procuring from multiple suppliers to minimise dependence on a single source.	Increase in opportunities to collaborate with suppliers who uphold sustainable business practices and prioritise eco-friendly sourcing.
			Extreme weather events could compromise supply stability, necessitating a more diversified and resilient supply chain strategy.		Offering more sustainable products in our operations will also enhance our brand image.
Water Stress (e.g. water scarcity in Singapore)	Chronic	Medium- and long-term	Water scarcity in Singapore, due to limited domestic water sources, may hinder food preparation, cleaning, and sanitation, leading to operational disruptions and service delays.	Proactively monitor water usage, educate employees on the efficient and responsible use of water, implement water-efficient measures and adopt sustainable water management practices into operations.	Implementing water-saving equipment and adopting sustainable water management practices can enhance resilience against operational disruption.

\*Short-term (< 3 years), Medium-term (3 – 10 years), Long-term (> 10 years)



Climate-Related Transition Risks <sup>(2)</sup>	Risk Category	Time Frame *	Potential Impacts	Mitigation Measures	Opportunity Management
Policy and regulation risks (e.g. climate risk disclosure, carbon tax and packaging requirement)	Policy and Legal	Short-, medium- and long-term	Enaction of new government policies and regulations for sustainable initiatives may raise compliance requirements and operational costs.	Keep abreast and proactively adapt to regulatory changes by implementing sustainable practices early, investing in eco-friendly technologies and optimising business processes to reduce cost.	By staying ahead of regulatory changes, we can position ourselves as a leader in sustainability initiatives, strengthen our brand reputation, and create opportunities to build trust with eco-conscious stakeholders.
			Regulatory requirements to reduce plastic waste may mandate a shift to biodegradable packaging, hence increasing packaging expenses.	Continue to phase out single-use packaging with biodegradable alternatives that are eco-friendly and comply with environmental regulations.	
			Introduction of carbon taxes may raise operational costs.	Proactively monitor energy usage and implement energy-efficient measures, incorporating renewable energy into operations where feasible.	Implementing energy-efficient technologies and adopting renewable energy can lead to long-term operational cost savings.
Changing consumer preferences (e.g. consumer trends on plant-based options)	Market and Reputation	Medium- and long-term	Changing consumer preferences toward sustainable dining options may affect demand for certain products, impacting revenue and market competitiveness.	Regularly monitor consumer trends and tailor menu offerings (e.g. introduction of plant-based products) to align with sustainability-driven demands.	Prioritise sustainable sourcing and develop eco-friendly menu options that resonate with eco-conscious consumers, enhancing both customer loyalty and market competitiveness.

\*Short-term (< 3 years), Medium-term (3 – 10 years), Long-term (> 10 years)

Notes:

- <sup>(1)</sup> Physical risks include acute risks, event-driven risks or longer-term changes in climate patterns. The impacts of physical risks primarily have financial implications on organisations.
- <sup>(2)</sup> Transition risks include risks due to transition to a lower-carbon economy and may entail policy, legal, technological and market changes and requirements. The impacts of transition risks may have varying levels of financial and/or reputational risk.
- <sup>(3)</sup> Risk parameter is a qualitative metric used to assess the severity or significance of the risk, computed based on two factors: (i) the likelihood of risk occurring within a certain time horizon; and (ii) the impact of the risk event.

The Group will continue to monitor and develop a better understanding of its emission exposure before determining a reasonable target for greenhouse gas ("GHG") emissions where applicable. The following are the key statistics of our GHG emissions in FY25, and the financial year ended 31 March 2024 ("FY24"):

Performance Indicators	Unit of Measurement	FY25	FY24
<u>GHG emissions</u>			
Estimated Direct GHG emissions (Scope 1) <sup>(4)</sup>	tonneCO <sub>2</sub> e	1,431.05	1,456.17
Estimated Indirect GHG emissions (Scope 2) <sup>(5)</sup>	tonneCO <sub>2</sub> e	3,142.76	3,225.11
Total Estimated GHG emissions	tonneCO <sub>2</sub> e	4,573.81	4,681.28
Estimated GHG emissions per every S\$1,000 of revenue earned <sup>(6)</sup>	tonneCO <sub>2</sub> e/S\$1,000 revenue	0.06 <sup>(7)</sup>	0.05

Notes:

- <sup>(4)</sup> Estimated GHG emissions from Liquefied Petroleum Gas ("LPG") and Liquefied Natural Gas ("LNG") consumption of the Group. Direct GHG emissions (Scope 1) is calculated based on GHG Emissions Measurement and Reporting Guidelines developed by the National Environment Agency ("NEA").
- <sup>(5)</sup> Estimated GHG emissions from electricity purchased by the Group. Indirect GHG emissions (Scope 2) is calculated based on emissions factors published by the Energy Market Authority (EMA).
- <sup>(6)</sup> Estimated GHG emissions per every S\$1,000 of revenue earned is calculated based on the estimated emissions generated from aggregate energy (gas and electricity) consumption over the Group's revenue.
- <sup>(7)</sup> Estimated GHG emissions per every S\$1,000 of revenue earned was higher in FY25 due to the overall decrease in revenue was greater than the decrease in energy usage, leading to less efficient consumption. The Group will continue to monitor energy consumptions to ensure that the resources are utilised economically and responsibly.

## 12.2 Energy Consumption (Gas and Electricity)

The Group recognises the role of energy conservation but also acknowledges that there are practical limitations. Given Singapore's resource limitations and the scarcity of renewable energy options, the availability of sufficient and reliable renewable energies for our operations remains challenging. In light of these constraints, the Group firmly believes that increasing energy efficiency will remain the cornerstone of our strategy to effectively reduce our carbon emissions and minimise our environmental impact.

In view of the high consumption of gas and electricity by the Group's operations, the Group has maximised energy conservation efforts, which include the following:

- (i) educating employees on responsible use of energies;
- (ii) regularly servicing and maintaining machinery and equipment to ensure energy efficiency and maximise their useful lifespans;
- (iii) progressively converting traditional operating equipment to energy-efficient equipment;
- (iv) replacing fluorescent lamps with energy-efficient LED lights; and
- (v) constantly monitoring and tracking energy consumption to control usage.

For operational needs:

- We use a combination of natural gas and LPG sourced from the government and private vendors for operating cooking equipment; and
- We use electricity for running equipment (i.e. lighting, air conditioners, refrigeration and kitchen appliances) in office, restaurants and kitchen.

The following are the key statistics of our energy consumption in FY25 and our target for FY26:

Resource	Usage in FY25	FY25 Performance	FY26 Target
Gas	7.31 million kWh	0.089 kWh per every S\$1 of revenue earned	To maintain or reduce gas consumption rate
	Usage in FY24	FY24 Performance	
	7.40 million kWh	0.082 kWh per every S\$1 of revenue earned	
Performance in FY25			
FY25 Target previously set		Usage in FY25	
To maintain or reduce gas consumption rate		Target not achieved <sup>(8)</sup>	

Resource	Usage in FY25	FY25 Performance	FY26 Target
Electrical	7.75 million kWh	0.094 kWh per every S\$1 of revenue earned	To maintain or reduce electrical consumption rate
	Usage in FY24	FY24 Performance	
	7.95 million kWh	0.088 kWh per every S\$1 of revenue earned	
Performance in FY25			
FY25 Target previously set		Usage in FY25	
To maintain or reduce electrical consumption rate		Target not achieved <sup>(8)</sup>	

### 12.3 Water Management

Water is an invaluable resource that necessitates judicious utilisation. With the concurrent rise in population and economic growth, the demand for water in Singapore is on a constant rise. Therefore, it is imperative for Singapore to ensure that such demand does not surge at an unsustainable pace. Effective management of water resources is crucial for maintaining a sustainable equilibrium between supply and demand, safeguarding this vital resource for both present and future generations.

In the F&B industry, water plays a vital role in our business operations since it is used for washing and preparing food products, cleaning as well as dishwashing, amongst others. We are committed to reducing overall water consumption and raising awareness among our employees on the efficient and responsible use of water. The water we consume is sourced from public utilities.

Our Group practices active management of water usage, such as:

- (i) frequent servicing of water fittings to reduce risk of leakage;
- (ii) periodic inspections of pipes and faucets to identify leakages; and
- (iii) encourages employees to save water.

The following are the key statistics of our water consumption during FY25 and our target for FY26:

Resource	Usage in FY25	FY25 Performance	FY26 Target
Water	89,570 m <sup>3</sup>	1.091 m <sup>3</sup> per every S\$1,000 of revenue earned	To maintain or reduce water consumption rate
	Usage in FY24	FY24 Performance	
	95,185 m <sup>3</sup>	1.058 m <sup>3</sup> per every S\$1,000 of revenue earned	
Performance in FY25			
FY25 Target previously set		Usage in FY25	
To maintain or reduce water consumption rate		Target not achieved <sup>(8)</sup>	

Note:

- <sup>(8)</sup> The Group did not achieve the usage target for energy and water consumptions in FY25. The consumption rates of energy and water were higher in FY25 due to the overall decrease in revenue was greater than the decrease in energy and water usage, leading to less efficient consumption. We will continue to monitor energy and water consumptions to ensure that the resources are utilised economically and responsibly.

## 12.4 Waste Oil Management

Incineration plays a central role in waste management in Singapore. The remaining ash from incineration, along with non-combustible waste, are sent to Semakau Landfill, the nation's only landfill, which is expected to run out of space by 2035 <sup>(9)</sup> if current waste disposal continues to rise at an unsustainable rate.

The Group believes that responsible waste management is instrumental in preserving the environment within our operational sphere. Given the widespread use of cooking oil in our operations, it is essential to handle the waste oil generated through proper channels. To achieve this, we partner with accredited used oil collectors <sup>(10)</sup> who specialise in processing and converting the waste oil into Biodiesel and other commercially viable products. This approach not only ensures the appropriate disposal of waste oil but also contributes to the promotion of sustainable practices and the reduction of our environmental footprint.

The appointed oil collectors will document and report the quantity of cooking oil collected from time to time for our verification and compilation. The following are the key statistics of our waste oil consumption during FY25 and our target for FY26:

Waste Oil Generated in FY25	FY25 Performance	FY26 Target
16,095 kilograms ("kg")	100% of waste oil generated was handed over to accredited used oil collectors	To maintain 100% of waste oil generated to hand over to accredited used oil collectors
Waste Oil Generated in FY24	FY24 Performance	
17,110 kg	100% of waste oil generated was handed over to accredited used oil collectors	
Performance in FY25		
FY25 Target previously set		Waste Oil Generated in FY25
To maintain 100% of waste oil generated to hand over to accredited used oil collectors		Target achieved

Notes:

<sup>(9)</sup> Reference from <https://www.nea.gov.sg/corporate-functions/resources/publications/books-journals-and-magazines/envision-lite/june-july-2020/semakau-landfill-20th-anniversary>.

<sup>(10)</sup> Certified with General Waste Collectors (GWCs) licence Class B.1 issued by NEA.

## 13. SOCIAL

### 13.1 Food Health and Safety

The Group is dedicated to providing customers with utmost dining experience by consistently delivering the finest quality and healthy fare along with impeccable services. In addition to complying with regulatory requirements, the Group upholds rigorous food safety standards and hygiene practices in our day-to-day operations. We strive to maintain a low incident rate of non-compliance on food safety and hygiene rules as well as safeguard the health and satisfaction of our valued customers.

#### 5S Programme

Our 5S Programme, short for **S**ort, **S**ystematise, **S**hine, **S**tandardise and **S**elf-Discipline, is a systematic programme that we follow to achieve cleanliness and standardisation in the workplace. It aims to drive productivity through operational efficiency and effective space utilisation. The Restaurant Association of Singapore ("**RAS**") is the primary training provider for 5S in the F&B industry.

There are currently 4 5S auditors in the Group. Each of our restaurants is managed by a 5S-certified senior executive and staffed with 5S-trained personnel. Internal audits are conducted by 5S-certified senior executive to ensure that every Tung Lok outlet maintains a 5S-compliant <sup>(11)</sup> workplace.

Note:

<sup>(11)</sup> 5S-compliant workplace refers to the adherence to the 5S principles in practice, but no external accreditation has been obtained.



## Certificates relating to Food Safety Standards

Food Safety Management System ("FSMS") is a preventive approach towards identifying, preventing, and reducing food-borne hazards to ensure food is safe for consumption. A well-designed FSMS with appropriate control measures can help F&B establishments with catering licences to comply with food hygiene regulations.

All food caterers are required to submit a proper Hazard Analysis Critical Control Point ("HACCP") based on FSMS with reference to the Singapore Standard SS583:2013 <sup>(12)</sup> as the basic guide. Our catering and permitted-to-cater licensees have implemented FSMS.

In FY25, both our central kitchens have attained HACCP standard, which is a systematic approach to identify specific hazards and measures for control to ensure food safety, with ISO 22000:2018 <sup>(13)</sup> certified.

HACCP audit has been done to ensure that the highest standards for food safety and hygiene have been maintained.

Notes:

<sup>(12)</sup> SS583:2013 is a guideline for businesses in the food retail industry to adopt HACCP-based FSMS principles towards identifying, preventing and reducing food-borne hazards in the food process chain.

<sup>(13)</sup> ISO 22000:2018 is an internationally recognised standard that establishes the requirements for an effective food safety management system.

## Grading and Licensing Framework by SFA

In October 2021, SFA introduced the Safety Assurance for Food Establishments ("SAFE") <sup>(14)</sup> framework, intending to replace the existing Grading System for Eating Establishment ("Grading System") <sup>(15)</sup>.

As the timeline of implementation of SAFE framework has yet to be confirmed, all existing licensed establishments will have their licences automatically renewed upon expiry with no change to their grading. Newly licenced food establishments will be issued with a provisional "B" grade.

The Group continues to uphold its target "To maintain zero demerit points <sup>(16)</sup> for all restaurants and both central kitchens", as the Points Demerit System (PDS) <sup>(17)</sup> provides a more systematic and fair approach to monitor food hygiene violations of a food establishment. In FY25, we maintained zero demerit points for all outlets and central kitchens.

In FY25, there were no reported incidents of non-compliance with regulations concerning food health and safety.

Notes:

<sup>(14)</sup> Under SAFE framework, food establishments that demonstrate good track record of food safety assurance (i.e. no major food safety lapses over a stated period of time) and have in place capabilities and systems to ensure better food safety and hygiene standards (e.g. appointment of Advanced Food Hygiene Officer, implementation of FSMS) will be eligible for longer licence durations and higher award tiers. Food establishments will be distinguished by "Bronze", "Silver" or "Gold" awards, which correspond with a three, five or ten-year licence duration.

<sup>(15)</sup> Grading System is an annual assessment based on the overall hygiene, cleanliness and housekeeping standards of food establishments' food safety performance in Singapore. The grading ranges from "A" to "D" with "A" and "D" being the best and worst respectively.

<sup>(16)</sup> Demerit points refer to points assigned by SFA for each food safety offense.

<sup>(17)</sup> Reference from <https://www.sfa.gov.sg/regulatory-standards-frameworks-guidelines/food-safety-management/understanding-the-points-demerit-system-pds>.

FY25 Performance	FY26 Target
Zero demerit points <sup>(16)</sup> for all restaurants and both central kitchens	To maintain zero demerit points <sup>(16)</sup> for all restaurants and both central kitchens
FY24 Performance	
Zero demerit points <sup>(16)</sup> for all restaurants and both central kitchens	
Performance in FY25	
FY25 Target previously set	Performance in FY25
To maintain zero demerit points <sup>(16)</sup> for all restaurants and both central kitchens	Target achieved

## Other Food Safety Measures

To further uphold our standard of food quality and safety, we have implemented the following measures:

- All our chefs and food handlers attended food safety training as part of their mandatory training;
- Food warmers are used during food deliveries to ensure food safety standards are not compromised;
- Inspections are periodically conducted by our Quality Assurance Department to ensure compliance with relevant food safety regulatory requirements and prevent food contamination;
- Both new and existing products are sent to third-party accredited laboratory for microbiological and shelf-life testing to ensure they are safe for consumption;
- Hand swab and surface contact tests are periodically performed at central kitchens on chefs and food handlers as well as kitchen appliances respectively, to ensure compliance with the relevant hygiene standard; and
- External trainings (such as chemical training and pest control training) are attended by central kitchens' employees to enhance their awareness of chemical usage and ensure compliance with food safety standards.

## 13.2 Customer Satisfaction

As one of Singapore's leading restaurant operators, the provision of exemplary service excellence values is entrenched in the Group's processes and practices to maximise customer satisfaction level and build loyal customer base.

The Group is dedicated to providing the most pleasurable dining experience, consistently and creatively, to our customers. We seek to continuously improve customers' experiences with our Tung Lok Service (同乐服务) where we continuously delight customers with innovative and unique dining experiences.

A service handbook has been specially designed for all Tung Lok employees. The handbook is presented to each employee upon hiring and the contents will be explained during the orientation session. The message in the handbook is reinforced in our restaurants through role plays, daily roll calls and displayed on the employees' notice boards. Tung Lok employees are given regular refresher trainings (such as 'Food Safety Course' and 'Customer Service Training') and other soft skill trainings (such as 'Interpersonal Skill Course') which are designed to enhance our frontline employees' preparedness in handling customers' concerns and improving dining experiences.

The following are the achievements of our exemplary customer service in FY25:

*RAS Epicurean Star Award 2024* – A recognition of F&B achievements such as Creativity, Quality, Excellence, Efficiency of Dine-In experience.

- Best Healthy Restaurant, Winner ~ *LingZhi Vegetarian*
- Best Western Restaurant (Casual Dining), Winner ~ *QIN Restaurant & Bar*
- Best Seafood Restaurant, Winner ~ *Tung Lok Seafood*
- Best Seafood Restaurant, Runner-up ~ *Dancing Crab*

*Meituan Dianping Award 2024* – An annual ranking by China's leading lifestyle and restaurant review platform, recognising diners' favorite restaurants in Singapore.

- Dianping Must-Eat List 2024 ~ *Dancing Crab at VivoCity*
- Dianping Popular Business District Store 2024
  - ~ *Dancing Crab at VivoCity and Orchard Central*
  - ~ *Tung Lok Heen at Resorts World Sentosa*
  - ~ *Tung Lok Peking Duck at Orchard Central*
  - ~ *Tung Lok Seafood at Orchard Central, Gardens by the Bay and Park Regis by Prince Singapore*

*Influential Brands Top Brand Asia Award 2025* – A prestigious recognition honoring brands excelling in consumer trust, engagement, and market leadership across Asia.

- Top Brand Asia Award 2025 (Chinese Cuisine) ~ *Tung Lok Group*

## Customers' Feedback

Every customer feedback is of paramount importance and integral to our continued success. Our formal service recovery process provides a systematic decision-making framework to appropriately manage all customer feedback in a prompt manner. Each concern, if possible, must be addressed and a response given within 24 hours.

The Group provides multiple channels such as social media, website and email for our customers to share their dining experiences. We identify areas for improvement on services and products based on insights gathered through the monthly customers' feedback report which contains information about compliments and concerns as well as areas for improvement. The feedback report is communicated to the operation team during the weekly operational meeting to ensure that timely rectification actions are implemented.

Based on the feedback gathered from monthly customers' feedback reports, customer satisfaction ratio is derived to determine the Group's performance in handling customers' feedback. Please refer to Section 13.2.1 of this Report.

### Customer Loyalty Program

Our loyalty program ("TungLokFirst") aims to increase loyalty amongst customers. As part of the Group's digital transformation initiatives, a new web-based application for TungLokFirst was launched in FY25 to enhance user accessibility across various devices. The new platform is accessible through the Company's website ([www.tunglok.com/en/tunglok-first-membership-info](http://www.tunglok.com/en/tunglok-first-membership-info)), delivering a more seamless experience for our loyalty program members to manage their TungLokFirst accounts and also stay updated on the latest marketing campaigns and dining deals featured on our corporate website. In FY25, we have accumulated over 53,000 TungLokFirst members.

#### 13.2.1 Customer Satisfaction Ratio

In FY25, we received a total of 77 compliments (about 80%) and 19 concerns (about 20%).

FY25 Performance	FY26 Target
Compliment to concern ratio at 4:1	To maintain or achieve higher compliment to concern ratio
FY24 Performance	
Compliment to concern ratio at 12:1	
Performance in FY25	
FY25 Target previously set	Performance in FY25
To maintain or achieve higher compliment to concern ratio	Target not achieved <sup>(18)</sup>

Note:

<sup>(18)</sup> The Group did not achieve its customer satisfaction ratio target in FY25 mainly due to ongoing labour shortages in Singapore. The tightening of the foreign worker quota has further exacerbated the manpower crunch in Singapore's F&B industry, exerting additional strain on our existing workforce. As a result, service levels were impacted. The Group has implemented various digital initiatives, including mobile ordering system and robot waiters, to optimise service efficiency amid ongoing manpower constraints.

### 13.3 Employment

Our employees, being at the forefront of our business, are key to enriching our customers' overall dining experience. As our employees are our most valuable assets, attracting and retaining top talents is of great significance to Tung Lok. To ensure that the Group consistently provides excellent customer service, we place a strong emphasis on employing individuals who possess the necessary competencies, experience, qualifications and mindset. We employ candidates without any discrimination against age, gender, race, marital status, nationality or religion. We are committed to maintaining a diverse and dedicated workforce and providing equal opportunities to all employees.

#### Board Diversity

The Group has a Board Diversity Policy that endorses the principle that the Board should have a balance of skills, knowledge, experience and diversity of perspectives appropriate to its business to mitigate against groupthink and to ensure that the Group has opportunity to receive benefits from all available talents. In addition, gender diversity is also present in our Board where 2 out of 7 directors (or 29%) are females as of the date of this Report.

The Board aims to achieve the following:

- at least 30% representation of female directors on the Board by Year 2030, in line with the progressive target set by the Council for Board Diversity; and
- an appropriate mix of members with complementary age groups, skills, core competencies and experience for the Group by Year 2026.

#### Management Diversity

The Group also embraces the principles of the Board Diversity Policy when shaping its senior management team. The senior management team encompasses individuals with diverse backgrounds, expertise and gender, where 4 out of 8 senior management members are females as of the date of this Report.

## Diversity and Equal Opportunities

Our employees are distributed across various age groups with different experiences and skillsets, all of which contribute to the Group's capabilities for achieving sustainable growth. As of 31 March 2025, the Group had a total of 516 (2024: 537) full-time employees. The decrease in total employees was mainly due to closure of 2 outlets in FY25 and ongoing challenges in hiring within Singapore's F&B industry.

The breakdown of employee headcount by employment category, gender and age group as of 31 March 2025 and 31 March 2024 are as follows:

Financial Year Ended	31 March 2025			31 March 2024		
Age Group/ Gender	Female	Male	Total	Female	Male	Total
<b>Managerial</b>						
30 and below	2	7	9	3	6	9
31-49	28	35	63	30	32	62
50-69	15	19	34	14	18	32
<b>Non-managerial</b>						
30 and below	26	110	136	23	104	127
31-49	53	119	172	62	138	200
50-69	49	47	96	48	56	104
70 and above	3	3	6	2	1	3
<b>Total</b>	<b>176</b>	<b>340</b>	<b>516</b>	<b>182</b>	<b>355</b>	<b>537</b>

<b>FY25 Performance</b>	<b>FY26 Target</b>
Ratio of women to men – 1:1.93	To maintain or achieve a lower gender mix ratio
<b>FY24 Performance</b>	
Ratio of women to men – 1:1.95	
<b>Performance in FY25</b>	
<b><i>FY25 Target previously set</i></b>	<b><i>Performance in FY25</i></b>
<i>To maintain or achieve a lower gender mix ratio</i>	<i>Target achieved</i>

In FY25, a total of 153 (FY24: 206 <sup>(22)</sup>) new employees were hired (equivalent to a new hire rate <sup>(19)</sup> of 0.30 (FY24: 0.38 <sup>(22)</sup>)) and a total of 174 (FY24: 170 <sup>(22)</sup>) employees left the Group (equivalent to an employee turnover rate <sup>(20)</sup> of 0.34 (FY24: 0.32)).

Notes:

<sup>(19)</sup> The new hire rate is calculated based on the employee headcount as of 31 March 2025 and 31 March 2024.

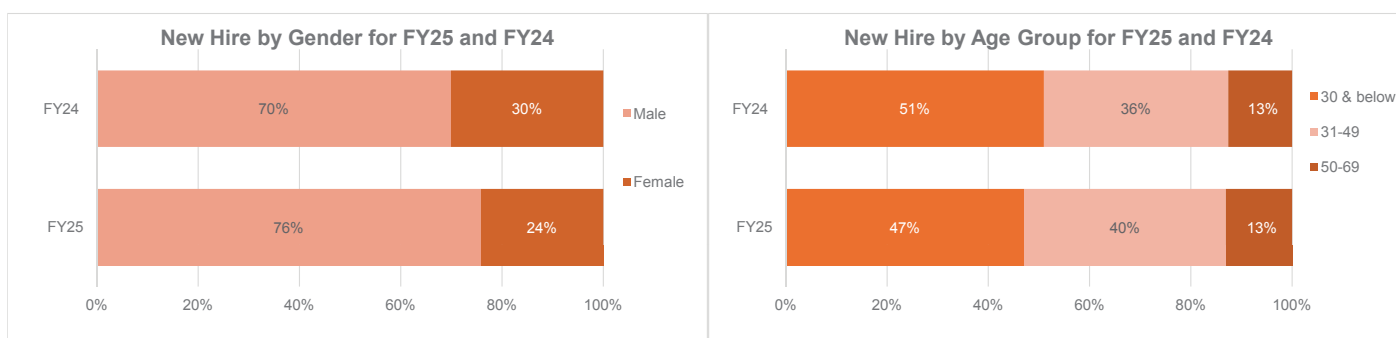
<sup>(20)</sup> The employee turnover rate is calculated based on the employee headcount as of 31 March 2025 and 31 March 2024.



The breakdown of our new hire and employee turnover by gender and age group are as follows:

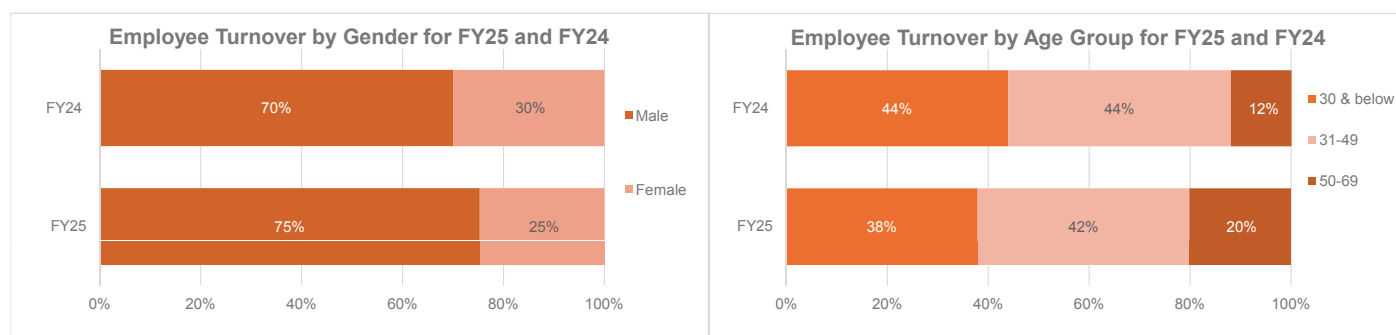
(i) New hire by gender and age group during FY25 and FY24

Financial Year	FY25			FY24 <sup>(22)</sup>		
Age Group/Gender	Female	Male	Total	Female	Male	Total
30 and below	9	63	72	23	82	105
31-49	22	39	61	25	50	75
50-69	6	14	20	14	12	26
<b>Total</b>	<b>37</b>	<b>116</b>	<b>153</b>	<b>62</b>	<b>144</b>	<b>206</b>



(ii) Employee turnover by gender and age group during FY25 and FY24

Financial Year	FY25			FY24 <sup>(22)</sup>		
Age Group/Gender	Female	Male	Total	Female	Male	Total
30 and below	9	57	66	20	54	74
31-49	25	48	73	23	52	75
50-69	9	26	35	8	13	21
<b>Total</b>	<b>43</b>	<b>131</b>	<b>174</b>	<b>51</b>	<b>119</b>	<b>170</b>



FY25 Performance	FY26 Target
New hire rate - 0.30 Employee turnover rate - 0.34	To maintain or improve new hire rate and reduce employee turnover rate
FY24 Performance	
New hire rate - 0.38 <sup>(22)</sup> Employee turnover rate - 0.32	
Performance in FY25	
FY25 Target previously set	Performance in FY25
To maintain or improve new hire rate and reduce employee turnover rate	Targets not achieved <sup>(21)</sup>

Notes:

<sup>(21)</sup> The Group was unable to maintain or improve new hire rate and reduce employee turnover rate due to ongoing labour shortages in Singapore, which affected the hiring and retention of employees. The Group remains committed to enhance its employment terms and remuneration packages to strengthen its ability to attract and retain talent within the available labour pool.

<sup>(22)</sup> Figures for FY24 have been restated to reflect the adjustments made to the headcount methodology for capturing new hires and employee turnover during FY24, to ensure data consistency and accuracy.

The Group promotes open communication to effectively gather constructive feedback from our valued employees to better achieve our corporate goals. Any employee who feels he/she has been treated unfairly can approach our Human Resource Department for assistance.

### **Employee Handbook**

The Group places strong emphasis on fair employment practices and aims to enhance the productivity and growth of both the Group and its employees through the implementation of human resource strategies and policies. The employee handbook serves as a comprehensive guide to the outlet's basic operational and human resource policies, covering employee conduct, fringe benefits as well as terms and conditions of employment.

### **Employee Incentives**

The Group recognises the importance of providing fair and equitable rewards to employees where credits are due. To attract and retain talented employees, annual reviews of remuneration packages are performed to ensure that the compensation and benefits are in line with market rates.

We believe that the Group will thrive when the well-being of its employees are taken good care of. Therefore, the employees' remuneration packages and service incentives are established to be competitive and sufficient to entice, motivate and retain talents.

*Incentives* are awarded to eligible employees who have successfully met or exceeded the pre-determined performance target set by the Management. Such incentives serve as motivation tool and recognition of their outstanding efforts.

*Long Service Awards* are awarded on an annual basis to reward long-serving employees for their dedication.

### **Performance Appraisal and Career Development**

The Group values every employee's contribution and rewards employee based on a series of attributes that include performance, competence, commitment and experience as well as the Group's performance. All confirmed and permanent employees will undergo an annual performance appraisal where career development is discussed and training needs are identified.

In addition to attending the regular trainings organised by the Group, we also encourage our employees to enrol for self-development courses which are aligned with their interests and career goals, allowing them to upgrade their skillsets and stay relevant to industry trends and best practices.

### 13.4 Occupational Health and Safety

As an employer, we are held accountable for our employees' well-being. Therefore, we prioritise fostering a safe workplace at all our restaurants and central kitchens. We have implemented Occupational Health and Safety framework that provides a comprehensive system for dealing with emergencies and ensures our workers receive sufficient instruction, training and supervision, in accordance with the requirements of Workplace Safety and Health ("WSH") Act.

A key aspect of Occupational Health and Safety framework is the WSH (Risk Management) Regulations, which is a preventive approach that aims to reduce risks at source and hold the stakeholders accountable for managing the risks they create. Companies which have put in place systems to manage workplace risks and comply with WSH (Risk Management) Regulations will be eligible with bizSAFE Level 3 certification and above.

The Group currently has its own risk assessment framework in compliance with WSH (Risk Management) Regulations. Additionally, our Halal catering division, Bellygood Caterer, has completed a comprehensive risk assessment for its work activities and has now been certified with bizSAFE Level 3.

We strive to ensuring a safe and conducive workplace environment where our employees feel secure while performing their duties at their respective positions. Some of the guidelines and measures include:

- (i) workplace safety policies and procedures are in place for all employees;
- (ii) first aid kits are placed at easily accessible locations;
- (iii) each outlet is required to designate a minimum of two employees to undergo workplace safety training; and
- (iv) regular safety checks and enforce relevant health and safety rules.

Our employees will receive immediate medical attention in the event of any work-related injury that occurs at the workplace. Additionally, the Head of Departments is required to submit an incident report (documenting the details of the incident and recommended preventive actions to mitigate the risk of future recurrence) to the Human Resources Department for further investigation.

FY25 Performance	FY26 Target
No confirmed fatal workplace incident	Zero fatal incidents confirmed at workplace
FY24 Performance	
No confirmed fatal workplace incident	
Performance in FY25	
FY25 Target previously set	Performance in FY25
Zero fatal incidents confirmed at workplace	Target achieved

### 13.5 Training and Development

Our employees are the ambassadors of Tung Lok's brand of service. The Group strongly believes that the provision of appropriate training opportunities and programmes for all our employees is the key in equipping them with relevant skillsets to help them realise their full potential in their careers. As a service-based business, the Group is an accredited in-house Singapore Workforce Qualifications ("WSQ") Approved Training Organisation ("ATO") and has been actively promoting the enhancement of employees' skillset and technical know-how through the provision of diverse training and career development programmes. In FY25, some of the WSQ-certified programmes that we ran include "Food Safety Course Level 1", "Interact and Serve F&B Customers", "Perform Hosting Duties" and "Maintain Safe and Secure Working Environment".

Other than WSQ-certified programmes, our training department also conducted soft skills courses to our employees to support both their personal and career developments. These courses include "Emotional Intelligence" and "Connection with Effective Listening Skills".

Orientation programmes are conducted to introduce corporate values and company structure to our new employees so that they can be familiar with tasks, people and processes during their onboarding process.

Moral education programmes are conducted periodically to inculcate positive social values in our employees allowing them to demonstrate goodwill and diligence to stakeholders when carrying out their duties.

Other external training programmes which our employees have attended in FY25 include halal foundation programme, first aid courses and risk management implementation programme. Acknowledging the essential role of acquiring new knowledge and fostering productivity and innovation within the Group, we encourage our employees to attend external courses to stay up to date with the latest industry developments. During FY25, our employees attended external courses such as “Driving Productivity through the use of Technology in Kitchen Operations” and “Transforming The Way You Work With The Usage Of Artificial Intelligence”.

The Group has also organised sharing session where personnel from top-performing divisions shared valuable insights and techniques that have proven effective in their division. This initiative is intended to foster knowledge transfer and skill development, ultimately promotes a culture of continuous improvement and service excellence across the organisation.

As part of the Group’s digital transformation initiatives, the following trainings have been conducted in FY25 to introduce new digital solutions:

- Service and kitchen employees have been trained to use the newly implemented Human Resource Management System, accessible via a mobile application, which assist them to streamline employee scheduling, attendance tracking and leave management; and
- Kitchen employees have been trained to use advance features of industrial combi ovens to increase food quality and operational efficiency.

The following are the key statistics of the average training hours per employee by gender and employment category in FY25 and FY24:

Average training hours per employee	FY25	FY24
Overall	15.80	21.40
<b>Gender</b>		
Female	18.10	26.00
Male	14.60	19.10
<b>Employment Category</b>		
Managerial	18.50	19.70
Non-managerial	15.10	21.80

In addition, all directors as of the date of this Report, had attended the relevant training on sustainability matters pursuant to Rule 720(6) of the Catalist Rules, ensuring they are well-informed on sustainability issues.

FY25 Performance	FY26 Target
Average training hours per employee is 15.80	To maintain or improve average training hours per employee
FY24 Performance	
Average training hours per employee is 21.40	
Performance in FY25	
FY25 Target previously set	Performance in FY25
To maintain or improve average training hours per employee	Target not achieved <sup>(23)</sup>

Note:

<sup>(23)</sup> The Group was unable to achieve the training hours target set for FY25 due to manpower constraints, which limited the time frontline employees could dedicate to training. Nonetheless, all employees received essential non-structured on-the-job training from representatives who had attended the relevant sessions. The Group remains committed to increase employee training hours in FY26.



### 13.6 Caring for Local Communities

The Group firmly believes in being a socially responsible corporate citizen which can contribute to the betterment of society.

In FY25, we have supported the following CSR Programmes:

- ✓ *Assisi Hospice's Fun Day 2024 ("Assisi 2024")* is an annual highlight fundraising carnival that aims to provide comfort and dignity to Assisi Hospice patients with life-limiting illnesses and their families. Assisi 2024, held on 9 June 2024, featured over 100 stalls offering a variety of food, games, and activities, bringing the community together in support of hospice care. The proceeds generated were used to raise awareness about terminal illness. Our Group continued its tradition of being one of the F&B sponsors for Assisi 2024.
- ✓ *Tan Kah Kee Foundation ("TKKF")* is a charitable organisation established to foster the spirit of Tan Kah Kee (a well-known Chinese businessman, philanthropist, and educationist) in entrepreneurship, education, and philanthropy. TKKF aims to encourage greater awareness of Chinese culture and values and supports initiatives that benefit the community. Our Group had contributed proceeds towards TKKF to promote the spirit of education and Chinese culture in Singapore.
- ✓ *Green Impact Food Rescue Programme (2024) ("Green Impact 2024")* is a sustainable initiative organised by Singapore FinTech Festival, aimed at encouraging participating F&B partners to collaborate with food rescue organisations such as The Red Collective and Summit Rescues to ensure that surplus food from the participating F&B partners are safely redistributed to those in need, thereby reducing food waste and supporting vulnerable communities. Our Group was one of the F&B partners for Green Impact 2024.
- ✓ *Singapore Exchange Cares Bull Charge (2024) ("SGX Cares")* is annual corporate fund-raising initiative organised by Singapore Exchange ("SGX"). SGX Cares aims to bring together the financial community and SGX-listed companies to support the needs of underprivileged children and families, persons with disabilities, as well as the elderly. On 13 September 2024, SGX Cares ran an Ultimate Quiz Challenge event at SGX Centre, participated by 16 companies across the financial community. All proceeds generated from the event are channelled to the five adopted beneficiaries, AWWA Ltd., Autism Association (Singapore), Fei Yue Community Services, HCSA Community Services, and Shared Services for Charities. Our Group was one of the prize sponsors for the SGX Cares event.

Furthermore, our Group is involved in grooming the education opportunities for the next generation of F&B talents in Singapore. In FY25, we sponsored the graduating prizes for Temasek Polytechnic's Diploma in Food, Nutrition and Culinary Science.

FY25 Performance	FY26 Target
Participated at least two (2) CSR programmes	To maintain at least two (2) participations in CSR programmes
FY24 Performance	
Participated at least two (2) CSR programmes	
Performance in FY25	
FY25 Target previously set	Performance in FY25
To maintain at least two (2) participations in CSR programmes	Target achieved

### 13.7 Procurement

The Group is dedicated to upholding the highest standards of quality and safety throughout its procurement process. Keeping consumers' well-being in mind, the Group has a rigorous approval process of shortlisting appropriate suppliers who can ensure the freshness and quality of the food ingredients. Whenever feasible, we prioritise procuring products from sustainable sources with the aim of reducing environmental harm.

#### Supplier Selection

The Group ensures that all suppliers of the Group have obtained the necessary approval from the SFA. In addition, the Group has a policy to evaluate both new and existing vendors based on various criteria, which include but not limited to:

- products' quality and safety;
- responsiveness and support;
- delivery performance; and
- price competitiveness.

The Group operates specific halal-certified businesses within our catering division. We have implemented additional procedures to ensure that the food products used in our halal-certified businesses are either procuring from suppliers accredited by Halal Certifying Association recognised by Majlis Ugama Islam Singapura ("MUIS") <sup>(24)</sup> or food products used are certified directly by MUIS itself.

Note:

<sup>(24)</sup> MUIS, also known as the Islamic Religious Council of Singapore, is the Islamic authority responsible for overseeing Muslim affairs in Singapore. It plays a vital role in providing Halal certification services and regulating the Halal industry in Singapore.

Our team makes frequent site visits to source for wholesome and reliable food supplies. In FY25, we have conducted a total of five (5) site visits to our suppliers in Singapore, including Ger Trading Pte. Ltd. and STS Seafood Direct Pte. Ltd., in order to ensure the quality and reliability of our food sources.

In addition to site visits, we maintain frequent and ongoing dialogues with our existing suppliers to ensure that food quality standards remain uncompromised.

FY25 Performance	FY26 Target
All our suppliers have obtained necessary approvals from SFA	All our suppliers to obtain necessary approvals from SFA
FY24 Performance	
All our suppliers have obtained necessary approvals from SFA	
Performance in FY25	
FY25 Target previously set	Performance in FY25
All our suppliers to obtain necessary approvals from SFA	Target achieved

## Supply Chain Management

"Food miles" refers to the distance that food has travelled from its place of origin to the place of consumption. Opting for locally sourced products leads to a decrease in food miles, thereby reducing GHG emissions which contribute to climate change.

SFA has been actively promoting Farm-to-Table ("FTT") initiative, a nationwide endeavour focused on securing a sustainable food supply by sourcing food ingredients locally and directly from a farm, without going through a store, market or distributor. The reduced distance travelled can contribute to both reduction in food miles as well as maintaining the freshness of the food ingredients. The Group has responded to the SFA's FTT initiative by procuring from local farms such as Heng Guan Seng Kee Trading Pte Ltd and Khwan Hup Farming Pte Ltd.

In FY25, our catering division continued to be part of FTT Recognition Programme <sup>(25)</sup> in supporting the use of local produce and honoured with mid-tier award for procuring at least 15% local produce in two food categories, Hen Shell Eggs and Beansprouts, from local suppliers.

In addition to our participation in the FTT Recognition Programme, we have also partnered with a certified participant of the LowCarbonSG initiative <sup>(26)</sup>, Kee Song Food Corporation (S) Pte. Ltd., to source locally produced chickens that are certified to have a lower carbon footprint.

Notes:

<sup>(25)</sup> FTT Recognition Programme, organised by SFA and in partnership with Association of Catering Professionals Singapore (ACAPS), RAS, and Singapore Hotel Association (SHA), encourages hotels, restaurants, and caterers ("HoReCa") businesses to adopt sustainable practices by incorporating locally farmed products into their menus. It is a tiered award system that recognises HoReCa businesses that procure at least 15% of local produce in any food categories (including items such as Hen Shell Eggs, Leafy Vegetables, Beansprouts, Fish, Mushrooms, and Quail Eggs) with "Base Tier" being assigned for procuring in one food category; "Mid Tier" being assigned for procuring in two food categories; and "Highest Tier" being assigned for procuring in three or more food categories.

<sup>(26)</sup> LowCarbonSG initiative, helmed by Carbon Pricing Leadership Coalition (CPLC) Singapore, the decarbonisation arm of the UN Global Compact Network Singapore (UNGCNS), and supported by the NEA and Enterprise Singapore (ESG), is a capability-building programme to enable local companies in Singapore to start monitoring and, where possible, reduce their carbon emissions. Local companies that successfully measure and monitor their carbon footprints will be issued a 'LowCarbonSG' Participant Logo.

## Sustainable Restaurant Essentials

The usage of takeaway packaging material is inevitable considering the Group's nature of business. The Group is also aware of our obligation in reducing carbon footprint by using eco-friendly take-away packaging. Some of our take-away packaging materials and kitchen hand towels are certified with Forest Stewardship Council ("**FSC**")<sup>(27)</sup> or Singapore Green Labelling Scheme ("**SGLS**")<sup>(28)</sup>. The takeaway plastic bags that we currently use contain the d<sub>2</sub>w-certified plastic additive. The d<sub>2</sub>w additive is included at the manufacturing stage and allows everyday plastic products to degrade in the presence of oxygen into biodegradable materials which can be recycled back into nature more quickly than ordinary plastic. We also use disposable plastic cutlery and plateware containing 70% organic content, which is made of corn, and can completely degrade in 90 days under landfill conditions.

In addition, some of our restaurants also provide compostable cutlery and straws made from polylactic acid (PLA), as well as eco-friendly unbleached bamboo cocktail napkins.

Notes:

<sup>(27)</sup> FSC is an international, non-governmental organisation dedicated to promoting responsible management of the world's forests. FSC has developed a system of forest certification and product labelling that enables people to identify responsibly sourced wood, paper and other forest products.

<sup>(28)</sup> SGLS, administered by the Singapore Environment Council (SEC) since 1999, is a leading environmental standard and certification mark with over 3,800 unique products certified across 43 countries. SGLS aims to help the public to identify environmentally preferred products that meet certain eco-standards.

## Sustainable Meal Options

We are dedicated to catering to our customers' evolving dietary preferences while simultaneously embracing sustainable practices and offer diverse sustainable food choices at our food establishments.

### *Healthier Health Promotion Board ("**HPB**") certified products*

In FY25, the Group remained dedicated to offer healthier range of products which are produced using Allulose, a naturally occurring novel sugar. The following food products have received certification from HPB as healthier choices:

- *Tung Lok Mooncake* is a pioneering low-sugar mooncakes in Singapore, produced using Allulose. The lotus paste of the mooncake is made exclusively from 100% pure-lotus seeds and proven to be 25% lower in sugar content compared to conventional mooncakes. The mooncake is baked using HPB-certified 100% pure peanut oil which is known for its high monounsaturated "good" fat content;
- *Tung Lok Nian Gao* is a low-sugar festive product that comes in various flavours (Traditional, Pandan, Black Sesame and Red Dates); and
- *Tung Lok Yu Sheng Sauce* is another low-sugar festive product and a perfect choice for healthier 'Lohei' celebration during Chinese New Year reunion meal.

### *Plant-based products*

In FY25, our Halal catering division, TLG Concepts & Food Services, continues to partner with Impossible Foods<sup>(29)</sup> to offer a range of plant-based products in the buffet menu, as part of our initiatives to support alternative diet that create fewer GHG emissions.

Note:

<sup>(29)</sup> Impossible Foods is an American company founded in 2011. Its mission is to restore biodiversity and mitigate the impact of climate change by recreating meat, fish and dairy foods from plants, offering a significantly lower carbon footprint compared to their animal-based counterparts.

### *Healthier Ingredients sourced from HPB-certified partners*

As consumers shift toward being more health conscious, we use ingredients that are certified as Healthier Choice from HPB:

- OKI Blended Cooking Oil (healthier choice cooking oil with RSPO (Roundtable on Sustainable Palm Oil));
- Songhe Mixed Fragrant Rice & Noble Red Rice; and
- Good Salt/K-Salt (a lower sodium alternative compared to regular salt).

## HPB Healthier Dining Partner

As part of our ongoing commitment to healthier dining, one of our catering divisions, TLG Concepts & Food Services, collaborates with HPB by introducing a series of healthier menu prepared in accordance with HPB's nutritional guidelines. Under this collaboration, TLG Concepts & Food Services has been certified "Healthier Dining Partner" by the HPB.

## Sustainable Seafood Practices

Increasing seafood consumption has placed significant pressure on seafood supplies. This trend poses a serious threat to the sustainable yield of the seas and marine ecosystems.

Whenever practicable, we source our seafood (including salmon, barramundi, shrimps, prawns, lobsters, oysters, clams and scallops) from suppliers who adhere to sustainable business practices. We prioritise working with suppliers accredited by renowned organisations such as Aquaculture Stewardship Council ("**ASC**")<sup>(30)</sup>, Global Seafood Alliance ("**GSA**")<sup>(31)</sup>, and Marine Stewardship Council ("**MSC**")<sup>(32)</sup>.

Notes:

<sup>(30)</sup> ASC is an independent, international non-profit organisation that manages the world's leading certification and labelling programme for responsible aquaculture. ASC plays a major role in supplying food and social benefits for mankind whilst minimising negative impacts on the environment and transforming aquaculture towards environmental sustainability and social responsibility using efficient market mechanisms that create value across the chain.

<sup>(31)</sup> GSA is an international independent and non-profit organisation founded in 1997. It was established by a diverse group of stakeholders, including international aquaculture companies, seafood restaurants and wholesalers. GSA has played a significant role in setting standards for responsible aquaculture practices and developed the Best Aquaculture Practices (BAP) certification standards to promote responsible practices in the aquaculture industry.

<sup>(32)</sup> MSC is an international independent and non-profit organisation founded in 1997 by World Wildlife Fund (WWF) and Unilever to recognise and reward sustainable fishing efforts to protect the oceans and preserve seafood supplies for future generations.

# 14. GOVERNANCE

## 14.1 Corporate Governance

The Group adhered rigorously to all relevant laws and regulations, including those related to labour and employment, non-discrimination, occupational health and safety as well as the environment standards.

The Group is committed to maintaining the best practices in corporate governance to ensure the long-term sustainability of the Group's operations. We firmly believe that implementing and adhering to good governance practices are integral in maximising long-term shareholders' value and safeguarding the interests of our stakeholders. For details of our corporate governance practices, please refer to the Corporate Governance Report from pages 23 to 54 in the Annual Report 2025.

In FY25, there are no incidents of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations.

FY25 Performance	FY26 Target
No confirmed incidents of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations	To maintain zero incident of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations
FY24 Performance	
No confirmed incidents of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations	
Performance in FY25	
FY25 Target previously set	Performance in FY25
To maintain zero incident of significant fines or non-monetary sanctions for non-compliance with applicable laws and regulations	Target achieved

## 14.2 Anti-Corruption and Whistle-Blowing Policy

### **Anti-Corruption**

Our Employee Handbook establishes clear expectations for our employees in relation to various important issues, including fraud, conflict of interests and anti-competition conduct. In Tung Lok, we conduct our business by inculcating a clean and transparent working culture within the organisation. We understand the detrimental effect that corruption can have on both organisations and the society, and we are determined to ensure that our business decisions and actions are ethical and in full compliance with local legal requirements. We firmly stand against any form of malpractice, impropriety, non-compliance with statutory law, rules and regulations or any wrongdoing by our employees during the course of performing their duties.

Management and key executives are required to submit annual conflict of interest declarations for independent assessment to demonstrate their willingness to adhere to the conflicts of interest policy.

### **Whistle-Blowing Policy**

The Group's whistle-blowing policy is displayed on employees' notice boards at all our outlets. The policy encourages and provides a channel for employees to report in good faith and without fear of reprisals, concerns about possible improprieties in financial matters, fair labour practices, internal controls, disclosure of information, conflict of interest, insider trading or any other areas involving fraud, corruption and misconduct of employees to the ARC, President/Chief Executive Officer or the Head of Human Resource Department. The public, our customers and other stakeholders can also report possible improprieties or provide other feedback through the Company's website at [www.tunglok.com](http://www.tunglok.com). The Management reviews each correspondence received and escalates to the President/Chief Executive Officer or Chairman of ARC on any instances of potential improprieties. For details of our whistle-blowing policy, please refer to the Corporate Governance Report from pages 23 to 54 in the Annual Report 2025.

In addition, all new employees are required to attend the orientation programmes where the Group's corporate values, anti-corruption practices and whistle-blowing policy are conveyed to them.

FY25 Performance	FY26 Target
No confirmed corruption incident	No incidents of corruption concerning employees or business partners.
FY24 Performance	
No confirmed corruption incident	
Performance in FY25	
FY25 Target previously set	Performance in FY25
No incidents of corruption concerning employees or business partners	Target achieved

## 14.3 Enterprise Risk Management

The Group has a structured ERM Framework to facilitate in identifying, assessing, monitoring and reporting of significant key operational, financial, compliance and information technology risks that are relevant to our operation. The Board and ARC are responsible for overseeing the Management in developing, updating and maintaining an adequate and effective ERM Framework. The Management makes quarterly ERM reporting to the ARC. For details of the implementation of ERM framework, please refer to the Corporate Governance Report from pages 23 to 54 in the Annual Report 2025.

FY25 Performance	FY26 Target
Quarterly ERM reporting to ARC conducted	To maintain quarterly ERM reporting to ARC
FY24 Performance	
Quarterly ERM reporting to ARC conducted	
Performance in FY25	
FY25 Target previously set	Performance in FY25
To maintain quarterly ERM reporting to ARC	Target achieved



#### 14.4 Personal Data Protection Policy

The Group is committed to protect the personal data that have been entrusted to us. We have an established Personal Data Protection Policy in place that governs the collection, usage, processing, disclosure, transfer, storage, retention and disposal of personal data which are in possession or under the control of the Group. The policy is reviewed and updated regularly based on the latest requirements of Personal Data Protection Act ("**PDPA**").




Continuous trainings are provided to our employees to ensure they are kept abreast of the latest personal data protection policies and practices of the Group.


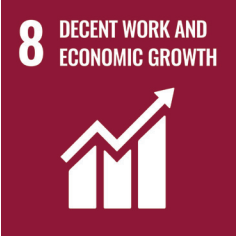


In FY25, there are no reported breaches of personal data privacy relating to customers and employees received from regulators. We are not aware of any identified leaks, thefts or losses of customer data during FY25.

FY25 Performance	FY26 Target
No confirmed breaches of personal data privacy incident	No incidents of personal data privacy concerning customers and employees.
FY24 Performance	
No confirmed breaches of personal data privacy incident	
Performance in FY25	
FY25 Target previously set	Performance in FY25
No incidents of personal data privacy concerning customers and employees.	Target achieved

## 15. SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The Group has incorporated the SDGs under the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, where appropriate, as a supporting framework to shape and guide our sustainability strategy. Presented below is the list how our material topics relate to these SDGs:

SDGs	Our Efforts	Material Topics
<p>✓ Goal 3: Good Health and Well-being <i>Ensure healthy lives and promote well-being for all at all ages</i></p> 	<p>We implement measures such as safety checks, safety training and job safety guidelines and procedures to provide a hazard-free workplace for our employees as well as our customers.</p>	<p>✓ Occupational Health and Safety</p>
<p>✓ Goal 4: Quality Education <i>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</i></p> 	<p>We offer our employees on-the-job training and opportunities to attend internal and external workshops as we believe in creating a rewarding working environment for our employees.</p>	<p>✓ Training and Development</p>
<p>✓ Goal 6: Clean Water and Sanitation <i>Ensure availability and sustainable management of water and sanitation for all</i></p> 	<p>We implement checks and measures to minimise wastage of water from our business operations, which in turn helps us to work towards achieving sustainable management and efficient use of natural resources.</p>	<p>✓ Water Consumption</p>

SDGs	Our Efforts	Material Topics
<p>✓ Goal 7: Affordable and Clean Energy <i>Ensure access to affordable, reliable, sustainable and modern energy for all</i></p> 	<p>We implement measures to reduce our energy consumption rate as not only does it help to improve our energy efficiency, but it also helps us to reduce operating costs.</p>	<p>✓ Energy Consumption (Gas and Electricity)</p>
<p>✓ Goal 8: Decent Work and Economic Growth <i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</i></p> 	<p>We place heavy emphasis on customer satisfaction as we understand that a high level of customer satisfaction is essential to the continued success of our business. This also contributes to economic growth as well as the protection and creation of jobs.</p> <p>We contribute to economic growth through creating long-term value for our stakeholders.</p>	<p>✓ Customer Satisfaction</p> <p>✓ Sustainable Business Performance</p>
<p>✓ Goal 10: Reduced Inequalities <i>Reduce inequality within and among countries</i></p> 	<p>We ensure equal opportunity and pay fairly for all regardless of gender and age by establishing various human resource related policies to facilitate this goal.</p>	<p>✓ Board Diversity ✓ Diversity and Equal Opportunity ✓ Caring For Local Communities</p>
<p>✓ Goal 12: Responsible Consumption and Production <i>Ensure sustainable consumption and production patterns</i></p> 	<p>We implement measures to help prevent and reduce waste that is generated from our business operations.</p>	<p>✓ Waste Oil Management</p>

SDGs	Our Efforts	Material Topics
<p>✓ Goal 16: Peace, justice and strong institutions <i>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</i></p> 	<p>We ensure compliance to market standards with regards to the quality and safety of our food so as to maintain customer satisfaction and the continued success of our business.</p>	<p>✓ Food Health and Safety</p>
	<p>We ensure the procurement process is strictly in compliance to market standards and serve our customers with the freshest and healthiest supplies from sustainable sources.</p>	<p>✓ Procurement</p>
	<p>We are committed to high standards of corporate governance as we believe that a high standard of corporate governance is integral in ensuring the sustainability of our businesses as well as safeguarding shareholders' interests and maximising long-term shareholder's value.</p>	<p>✓ Corporate Governance ✓ Anti-Corruption and Whistle-Blowing Policy ✓ Enterprise Risk Management ✓ Personal Data Protection Policy</p>

## 16. SGX-ST PRIMARY COMPONENT INDEX

The Group has mapped specific sections based on the six primary components of report content as set out in the Practice Note 7F Sustainability Reporting Guide as shown in the table below.

Primary Components	References
Material ESG factors	<ul style="list-style-type: none"> <li>Section 8: Stakeholder Engagement</li> <li>Section 10: Materiality Assessment</li> </ul>
Climate-related disclosures consistent with the TCFD recommendations	<ul style="list-style-type: none"> <li>Section 12.1: Emissions</li> <li>Section 18: TCFD Recommendations Content Index</li> </ul>
Policies, practice and performance	<ul style="list-style-type: none"> <li>Section 1: Board Statement</li> <li>Section 9: Policies, Practices and Performance Reporting</li> </ul>
Targets	<ul style="list-style-type: none"> <li>Section 12.2: Energy Consumption (Gas and Electricity)</li> <li>Section 12.3: Water Management</li> <li>Section 12.4: Waste Oil Management</li> <li>Section 13.1: Food Health and Safety</li> <li>Section 13.2: Customer Satisfaction</li> <li>Section 13.3: Employment</li> <li>Section 13.4: Occupational Health and Safety</li> <li>Section 13.5: Training and Development</li> <li>Section 13.6: Caring for Local Communities</li> <li>Section 13.7: Procurement</li> <li>Section 14.1: Corporate Governance</li> <li>Section 14.2: Anti-Corruption and Whistle-Blowing Policy</li> <li>Section 14.3: Enterprise Risk Management</li> <li>Section 14.4: Personal Data Protection Policy</li> </ul>
Sustainability reporting framework	<ul style="list-style-type: none"> <li>Section 5: Reporting Framework</li> <li>Section 16: SGX-ST Primary Component Index</li> <li>Section 17: GRI Content Index</li> <li>Section 18: TCFD Recommendations Content Index</li> </ul>
Board statement and associated governance structure for sustainability practices	<ul style="list-style-type: none"> <li>Section 1: Board Statement</li> </ul>



## 17. GRI CONTENT INDEX

<b>Statement of use</b>	Tung Lok Restaurants (2000) Ltd has reported this information cited in the GRI Content index for the financial period from 1 April 2024 to 31 March 2025 with reference to the GRI Universal Standards 2021.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	Not Applicable

GRI Standard	Disclosure	Reference
<b>GENERAL STANDARD DISCLOSURE</b>		
GRI 2: General Disclosures 2021	2-1 Organisational details	Section 2: About Tung Lok
	2-2 Entities included in the organisation's sustainability reporting	Annual Report 2025 (Our Brands and Outlets) and Section 3: Reporting Scope and Period
	2-3 Reporting period, frequency and contact point	Section 3: Reporting Scope and Period
	2-4 Restatements of information	No restatements were made from the previous report except for the prior year new hire rate in Section 13.3: Employment - Diversity and Equal Opportunities
	2-5 External assurance	Section 5: Reporting Framework
	2-6 Activities, value chain and other business relationships	Annual Report 2025 (Our Brands and Outlets)
	2-7 Employees	Section 13.3: Employment
	2-8 Workers who are not employees	Not applicable
	2-9 Governance structure and composition	Annual Report 2025 (Corporate Governance Report) and Section 9: Policies, Practices and Performance Reporting - Reporting Structure
	2-10 Nomination and selection of the highest governance body	Annual Report 2025 (Corporate Governance Report)
	2-11 Chair of the highest governance body	Annual Report 2025 (Corporate Governance Report)
	2-12 Role of the highest governance body in overseeing the management of impacts	Section 9: Policies, Practices and Performance Reporting - Reporting Structure
	2-13 Delegation of responsibility for managing impacts	Section 9: Policies, Practices and Performance Reporting - Reporting Structure
	2-14 Role of the highest governance body in sustainability reporting	Section 9: Policies, Practices and Performance Reporting - Reporting Structure
	2-15 Conflicts of interest	Annual Report 2025 (Corporate Governance Report)
	2-16 Communication of critical concerns	Section 9: Policies, Practices and Performance Reporting - Sustainability Reporting Process

GRI Standard	Disclosure	Reference
<b>GENERAL STANDARD DISCLOSURE</b>		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Annual Report 2025 (Corporate Governance Report)
	2-18 Evaluation of the performance of the highest governance body	Annual Report 2025 (Corporate Governance Report)
	2-19 Remuneration policies	Annual Report 2025 (Corporate Governance Report)
	2-20 Process to determine remuneration	Annual Report 2025 (Corporate Governance Report)
	2-21 Annual total compensation ratio	Annual Report 2025 (Corporate Governance Report)
	2-22 Statement on sustainable development strategy	Section 1: Board Statement
	2-23 Policy commitments	Section 14: Governance
	2-24 Embedding policy commitments	Section 14: Governance
	2-25 Processes to remediate negative impacts	Section 14: Governance
	2-26 Mechanisms for seeking advice and raising concerns	Section 9: Policies, Practices and Performance Reporting - Reporting Structure
	2-27 Compliance with laws and regulations	Section 14: Governance
	2-28 Membership associations	Section 7: Membership of Association
	2-29 Approach to stakeholder engagement	Section 8: Stakeholder Engagement
	2-30 Collective bargaining agreements	None of the Group's employees are covered under any collective bargaining agreements
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Section 10: Materiality Assessment
	3-2 List of material topics	Section 10: Materiality Assessment
	3-3 Management of material topics	Section 8: Stakeholder Engagement and Section 10: Materiality Assessment

GRI Standard	Disclosure	Reference
<b>TOPIC-SPECIFIC STANDARDS</b>		
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Section 14.2: Anti-Corruption and Whistle-Blowing Policy
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Section 12.2: Energy Consumption (Gas and Electricity)
	302-3 Energy intensity	Section 12.2: Energy Consumption (Gas and Electricity)
GRI 303: Water and Effluents 2018	303-5 Water consumption	Section 12.3: Water Consumption
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Section 12.1: Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Section 12.1: Emissions
	305-4 GHG emissions intensity	Section 12.1: Emissions
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Section 12.4: Waste Oil Management
	306-3 Waste generated	Section 12.4: Waste Oil Management
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Section 13.3: Employment - Diversity and Equal Opportunities
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Section 13.4: Occupational Health and Safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Section 13.5: Training and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Section 13.5: Training and Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Section 13.3: Employment - Diversity and Equal Opportunities
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Section 13.6: Caring for Local Communities
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Section 13.7: Procurement
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Section 13.1: Food Health and Safety
GRI 418: Customer Privacy 2016	418-1 Management approach disclosures	Section 13.2: Customer Satisfaction and Section 14.4: Personal Data Protection Policy

## 18. TCFD RECOMMENDATIONS CONTENT INDEX

As part of SGX roadmap of climate reporting, the Group has adopted a phased approach to build TCFD framework and map the climate-related disclosures based on the 11 recommendations of TCFD.

TCFD Thematic Areas	Recommended Disclosures	References and Remarks
<i>Disclose the organisation's governance around climate-related risks and opportunities.</i>	(a) Describe the board's oversight of climate-related risks and opportunities.	The Board has overall responsibility for integrating sustainability considerations into the strategic planning of the Group. This involves overseeing the management and supervision of the implementation of sustainability strategies and policies, as well as reviewing and endorsing the contents of this Report.  Refer to Section 9.1: Sustainability Governance
	(b) Describe management's role in assessing and managing climate-related risks and opportunities.	In consultation with the Board, the SSC has been tasked to oversee the development of the sustainability strategy, review the material impacts, consider stakeholder priorities, set goals and targets as well as collect, verify, monitor, and report performance data for this Report.  Refer to Section 9.1: Sustainability Governance
<i>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.</i>	(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Refer to Section 12.1.1: Climate-Related Risks and Opportunities
	(b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning.	
	(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	The Group is in the process of analysing the impacts by applying climate change scenario and where applicable, will be disclosing more information in future Sustainability Reports.

TCFD Thematic Areas	Recommended Disclosures	References and Remarks
<i>Disclose how the organisation identifies, assesses, and manages climate-related risks.</i>	(a) Describe the organisation's processes for identifying and assessing climate-related risks.	An ERM framework is in place to facilitate in identifying, assessing, monitoring and reporting of significant key operational, financial, compliance and information technology risks that are relevant to our operation.  Refer to Section 12.1.1: Climate-Related Risks and Opportunities
	(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.	
<i>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</i>	(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	The Group tracks the following metrics: <ul style="list-style-type: none"> <li>- GHG emissions, Scope 1 and 2 [Refer to Section 12.1: Emissions]</li> <li>- Energy consumption [Refer to Section 12.2: Energy Consumption (Gas and Electricity)]</li> <li>- Water consumption [Refer to Section 12.3: Water Management]</li> <li>- Waste oil generated [Refer to Section 12.4: Waste Oil Management]</li> </ul>
	(b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	The Group has disclosed Scope 1 and Scope 2 of GHG emissions in FY25. [Refer to Section 12.1: Emissions]  We do not track and report Scope 3 GHG emissions in FY25 due to limited data availability. However, we will continue to assess this area as our data capabilities improve.
	(c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	As climate-related risks have been assessed using a qualitative approach, supported by insights from the Group's quarterly ERM reviews, setting a specific GHG emissions target is not feasible at this stage.  We will continue to monitor and develop a better understanding of its emission exposure before determining a reasonable target for GHG emissions where applicable.

# TUNG LOK GROUP OF RESTAURANTS IN SINGAPORE

## RESTAURANTS



**OUE Tower**  
60 Collyer Quay, Level 10, Singapore 049322  
Tel: 6634 3233



**OUE Tower**  
60 Collyer Quay, Level 8, Singapore 049322  
Whatsapp only: 9105 3488



**Resorts World Sentosa**  
Hotel Michael, Lobby Level, 26 Sentosa Gateway,  
#02-142/143, Singapore 098138  
Tel: 6884 7888



**Orchard Rendezvous Hotel**  
1 Tanglin Road, #02-18, Singapore 247905  
Tel: 6834 0660

**Clarke Quay Central**  
6 Eu Tong Sen Street, #02-88, Singapore 059817  
Tel: 6336 6022



**Orchard Central**  
181 Orchard Road, #07-07/08/09, Singapore 238896  
Tel: 6736 0006

**Velocity@Novena Square**  
238 Thomson Road, #02-11/12, Singapore 307683  
Tel: 6992 2777



**Square 2**  
10 Sinaran Drive, #01-73, Singapore 307506  
Tel: 6893 1123



**Square 2**  
10 Sinaran Drive, #02-76/90/91, Singapore 307506  
Tel: 6358 4466



**Liat Towers**  
541 Orchard Road, #05-01, Singapore 238881  
Tel: 6734 3788



**Orchard Central**  
181 Orchard Road, #11-05, Singapore 238896  
Tel: 6834 4888

**d'Arena**  
511 Upper Jurong Road, #01-01, Singapore 638366  
Tel: 6262 6996

**Paya Lebar Quarter (PLQ Mall)**  
10 Paya Lebar Road, #03-09/10, Singapore 409057  
Tel: 6909 8933

**Park Regis by Prince Singapore**  
23 Merchant Road, Lobby Level, Singapore 058268  
Tel: 6721 9118

**Gardens by the Bay**  
18 Marina Gardens Drive, #01-10, Singapore 018953  
Tel: 6022 0188



**d'Arena**  
511 Upper Jurong Road, #01-01, Singapore 638366  
Tel: 6262 6996

**Gardens by the Bay**  
18 Marina Gardens Drive, #01-10, Singapore 018953  
Tel: 6022 0188



**The Clan Hotel**  
10 Cross Street, Level 4 & 5, Singapore 048417  
Tel: 6980 3535



**Orchard Central**  
181 Orchard Road, #07-14/15, Singapore 238896  
Tel: 6509 1878

**VivoCity**  
1 Harbourfront Walk, #03-10, Singapore 098585  
Tel: 6222 7377



**Rainforest Wild ASIA**  
20 Mandai Lake Rd, #02-32, Rainforest Wild ASIA,  
Singapore 729825  
Tel: 9853 7558

## CATERING BRANDS

### NON-HALAL



### HALAL



## MANUFACTURING BRAND



## TUNG LOK GROUP

26 Tai Seng Street, #02-01, Singapore 534057 | Tel: (65) 6270 7998 | Fax: (65) 6272 7120

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