



JEBSEN & JESSEN



# OUR MACKEREL SPIRIT

NAVIGATING THE CURRENTS OF SUSTAINABLE DEVELOPMENT  
AS A FAMILY BUSINESS IN SOUTH EAST ASIA

JEBSEN & JESSEN GROUP

SUSTAINABILITY REPORT 2022

## ACKNOWLEDGEMENTS

We would like to express our sincere appreciation for the hard work of the internal team specially dedicated to the first sustainability report of this scope for Jebsen & Jessen Group, as well as the expertise and guidance from our agency Dilucidar and other external partners.

We would also like to acknowledge all those who supported us in gathering the data for this report. Our thanks extend to colleagues on the corporate level and from almost every department across our five regional business units, without whom this publication would not have been possible.

We, and the other members of the global Jebsen & Jessen Family Enterprise, remain committed to sustainability and we urge all our stakeholders to join us in our efforts to build a more sustainable industrial landscape for future generations.

## FEEDBACK

While the Jebsen & Jessen Group has been championing sustainable practices and principles for decades, this report is a first of its kind — using a new and unique framework — and may therefore have some limitations. We will strive to develop our structure in order to enhance future reports. In doing so, we value your feedback immensely, and you are most welcome to contact [info@jjsea.com](mailto:info@jjsea.com) with any questions or comments related to this report.

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## ABBREVIATIONS

APAC	Asia Pacific
ASEAN	The Association of Southeast Asian Nations
CAGR	Compound Annual Growth Rate
CCOF I-B	Circulate Capital Ocean Fund I-B
CI	Conservation International
DEI	Diversity, Equity and Inclusion
D/E	Debt to Equity Ratio
DNP	Department of National Parks, Wildlife and Plant Conservation
EAP	Employee Assistance Programme
EHS	Environment, Health & Safety
EPS	Expanded Polystyrene
EV	Electric Vehicles
FBN	Family Business Network
FBSD	Family Business Sustainable Development
FWA	Flexible Work Arrangements
GHG	Greenhouse Gases
GVA	Gross Value Added
HR	Human Resources
H&W	Health and Wellness
IDJV	Indonesia Joint Venture
IT	Information Technology
ITA	PT Indo Tirta Abadi, a member of Jebsen & Jessen Group
ITC	Information, Technology and Communications
L&D	Learning and Development
OEM	Original Equipment Manufacturer
MEP	Management Excellence Programme
MSF	Médecins Sans Frontières
M&A	Mergers and Acquisitions
NVA	Net Value Added
RBU	Regional Business Units
R&D	Research and Development
SDGs	Sustainable Development Goals
SGD	Singapore Dollars
SIFB	Sustainability Indicators for Family Business
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
WWF	World Wide Fund for Nature

# PREFACE

**T**his report is, first and foremost, the sustainability story of the Jebesen & Jessen Group spanning three decades. It began when current Chairman Heinrich Jessen joined the family business, bringing with him a personal commitment to sustainability and responsible operations and saw the Group into the new millennium. In the context of the global business climate of 2022, taking action internally, as we have been doing, is not enough. The time has come for structured communication and reporting.

As a privately owned Singaporean company, our decision to produce this report is entirely voluntary. We aim to encapsulate the untold stories and achievements we've taken pride in over the years. Additionally, we're sharing the data we've collected from across the Group, presented in a structured manner. Our hope is that this report lays a robust foundation for more comprehensive reporting in the years ahead.

The report provides a history of the broader family enterprise as well as that of the Jebesen & Jessen Group in South East Asia, which is the focus of this report. Following the Family Business for Sustainable Development (FBSD) framework developed by the United Nations Conference on Trade and Development (UNCTAD) and the Family Business Network (FBN), the report presents the current status by reviewing indicators to measure:

- Economic Sustainability
- Environmental Sustainability
- Social Sustainability
- Institutional Sustainability
- Family Business Sustainability

The report presents a snapshot of our progress on a number of sustainability goals, both at Group-wide and individual business unit levels.



# A MESSAGE FROM THE CHAIRMAN: NOT AN ORDINARY STORY

What do we mean by the 'mackerel spirit'? It's the force that has propelled Jebsen & Jessen forward, enabling us to not only survive, but thrive for 127 years. It embodies our unique resilience, valour and dedication that have been passed down through the generations. Our flag adorned with the three mackerels – a tribute to the crest of our hometown, Aabenraa, Denmark – was created by Michael Jebsen when he formed the M. Jebsen shipping company in 1873 and subsequently adopted by our founders in 1895. With oak leaf wreaths around them, those three fish became our logo, which remains perfect to this day. But beyond its visual representation, the true symbolism of the mackerel holds a profound meaning, both then and now, within our Group here in South East Asia. Mackerel fish are remarkable creatures, as they lack a 'swim bladder,' which necessitates their perpetual motion for survival.

My journey into the family business was not straightforward. In my earlier career as a tropical biologist with various research institutions, I had not seriously considered joining Jebsen & Jessen. Then, in the early 1990s, a spark of curiosity ignited within me as I delved into a book chronicling our family enterprise. My father, A.P. Jessen, who was the Chairman at the time, had initiated a strategic shift in the 1970s, propelling the Group to move up the value chain and pursue manufacturing and engineering. This brought about new environmental risks and challenges. We were no longer just traders; we had become an industrial Group. It was during this transformative period that I began speaking with my father about our environmental responsibilities. It was in considering the improvements to our environmental and social impact that my interest in joining the family business deepened.

An invitation to present these ideas at a management conference, at the age of 25, was one of the catalysts that led me to pursue a master's degree in industrial environmental management and in 1995, I joined Jebsen & Jessen to build our environment, health, & safety (EHS) programme. Applying principles of what I had learned at university, we diligently examined our environmental footprint and implemented measures to mitigate it. One particular area of focus was the

safe handling and storage of chemicals, in which we collaborated with the global firm, Environmental Resources Management (ERM) to develop comprehensive strategies for emergency prevention and response. A practice we continue to uphold. For certain sectors in which environmental impact and risk were unmanageable, we made the difficult decision to exit those businesses altogether. Transitioning out of trades where we were unable to verify the origins of supplies, such as the furniture trade where many suppliers were slow to have their timber certified to international sustainability standards, is just one example of this.

By 2001, we had achieved standards in environment, health and safety performance equivalent to international best practices. This success motivated us to pursue ISO 14001 certification, ensuring consistency across our entire Group of 50 companies in South East Asia, each with its own unique activities and challenges. With this milestone accomplished, the inevitable question arose: where do we go from here?

In 2008, we took another significant leap forward by hiring a Carbon Neutrality Officer. Her primary responsibility was to meticulously study the carbon footprint of each company and explore ways to reduce it from within. We adopted a simple rule – if a particular initiative was technically viable and had a return on investment (ROI) period of less than ten years, we would implement it. If the ROI was more than ten years, we would turn to offsetting instead. It was undoubtedly a challenging journey, but we swiftly implemented several impactful measures. Since 2012, when we offset our previous year's emissions, we have been carbon neutral.

For a few years, it felt like we were pioneers in the region, solitary torchbearers of environmental sustainability. At some point, I couldn't help but wonder why more companies weren't following suit. The sense, perhaps a touch cynical, was that few others truly cared. We didn't receive tax breaks from the government, customers didn't choose us because we were carbon neutral, and I doubt at that time many employees joined Jebsen & Jessen solely on the basis of our certifications or sustainability efforts. Nevertheless, we persevered. And in



“

In 1993, I asked my father whether the environment and business could be combined, and whether we could start an environmental programme in the company.

”

— Heinrich Jessen, Chairman,  
Jebesen & Jessen Group

recent years, we have started to witness a more supportive environment taking shape. Singapore, for instance, has introduced a carbon tax, signalling a shift. Our colleagues have become more aware and appreciative of our climate goals. Today, we even see a growing number of new hires who are drawn to our sustainability principles.

Furthermore, more of our customers now consider our carbon neutral status when making procurement decisions and actively seek documentation on our sustainability efforts before engaging with us. It is these changing dynamics that have led us to believe that now is the opportune time to dedicate resources to creating a comprehensive Group-wide report.

Personally, sustainability is a topic that has resonated deeply with me for most of my life, and I am thrilled to see what was once a distant vision come to life, particularly during this pivotal moment — emerging from a challenging pandemic, positioning ourselves midway through a growth strategy, and witnessing sustainability gradually taking its rightful place at the forefront of people's minds.

From Jebesen & Jessen's standpoint, I'm immensely proud of how far we've come, especially as a family-owned business. The success stories we share within this report represent decades of work, and many that we have never before shared in such detail. Recognising the complexities faced by industrial companies in pursuing principles of sustainability, we avoid branding ourselves as 'green.' That said, I signed the Family Business Sustainability

Pledge to cement our unwavering focus on providing customers with the utmost sustainability in its wider sense — social, economic, environmental and institutional — in our products and services. We are resolute in our goal to be the cleanest and most efficient player in the different fields that we are active in, perhaps inspiring other companies to follow suit.

Sustainable development is an ongoing journey and there is still much work to be done. Thankfully, it is ingrained in our 'mackerel spirit' to continuously review our progress, especially now, as the tide turns to reveal what should be one of humanity's top priorities — the climate crisis. My hope is that our stories and the data from 2021 and 2022 will provide colleagues, partners, customers, suppliers, and interested readers with a clear picture of our current position and shed light on areas where further improvement and understanding is warranted — be it in our operations or in measuring relevant data. By continuing to work together and prioritising sustainability, we will do our part to ensure a thriving Group for future generations.

Thank you for reading our report.

Sincerely,

Heinrich Jessen, Chairman of Jebesen & Jessen Group

“

From the beginning, the Group has acted as a bridge – between continents and cultures, suppliers and consumers. A guiding principle, and much of the success of the Jebsen & Jessen family businesses, was and remains to this day, teamwork between people from many different backgrounds working for a common goal.

”

— Marta Widz, Research Fellow, IMD Global Family Business Award

# PURPOSE OF THE REPORT

## OBJECTIVES

In 2021, the Executive Board made a renewed commitment to prioritise the Jebesen & Jessen Group's sustainability journey. One key component was recognising how far we have already come over the decades and sharing that in a panoramic manner with stakeholders and the public. Secondly, we looked to formalise the internal discussions we were having around the larger goals and progress of our sustainability initiatives. To unite our 2,500-strong workforce in this mission, we needed to ensure that our progress and goals were communicated effectively across our organisation.

To introduce an additional element of accountability and consistency, we decided to adopt a recognised framework. Our first Group-wide sustainability report uses the UNCTAD/FBN Family Business Sustainable Development (FBSD) Framework as a basis for data gathering and reporting.

## SCOPE

The report offers a comprehensive overview of the Jebesen & Jessen Group's 30-year sustainability journey and provides a detailed snapshot of the entire Group in 2022 within the FBSD framework. The report encompasses all five Regional Business Units (RBUs) within the Jebesen & Jessen Group, headquartered in Singapore, including its corporate 'Holdings' company. A first for the Group, the report also includes vibrant highlights, offering an engaging perspective and context to the teams' contributions to sustainability initiatives over the years.

Sustainability reporting serves as a vital tool for driving continuous improvement toward sustainable business practices by evaluating key performance areas. Considering the unique characteristics of our company, we've taken two crucial steps in this report to facilitate this process. Firstly, we've introduced additional indicators to offer deeper insights into vital aspects, notably diversity and inclusion, elements we consider vital aspects of our sustainable journey. Secondly, our analysis occurs on two levels: 1) at the Group level, providing comprehensive insights, and 2) at the individual business level within the Group at the time of this report. The data we present encompasses all our locations and legal entities in the South East Asia region and China.

We have meticulously collected and curated this data, establishing a robust foundation for producing more

comprehensive reports in the future. Through this initiative, we have challenged ourselves to gather valuable insights, track our progress, and enhance transparency in our sustainability reporting.

Our thorough evaluation of the FBSD indicators for our diverse RBUs highlighted that specific metrics were best suited to particular businesses. This underscores one of the primary challenges of reporting for a diversified group. In the spirit of transparency, we have retained reporting on specific indicators for relevant businesses. For instance, energy and waste outputs are monitored exclusively for our manufacturing businesses, such as Cable Technology and Packaging, where these resources are actively used.

It's also significant to note that some businesses are still in the process of identifying how to measure data for each FBSD indicator. To address gaps in data, we've developed scorecards for each RBU, detailing the specific indicators they can currently report on and areas where data is pending. This approach grants us valuable insights into the distinctive sustainability SIFB circumstances and challenges faced by each RBU and offers more transparency within the FBSD framework. This enhanced understanding is empowering our teams to assess their accomplishments and sets the groundwork for more extensive and detailed reports in the future.

## ABOUT THE FBSD FRAMEWORK

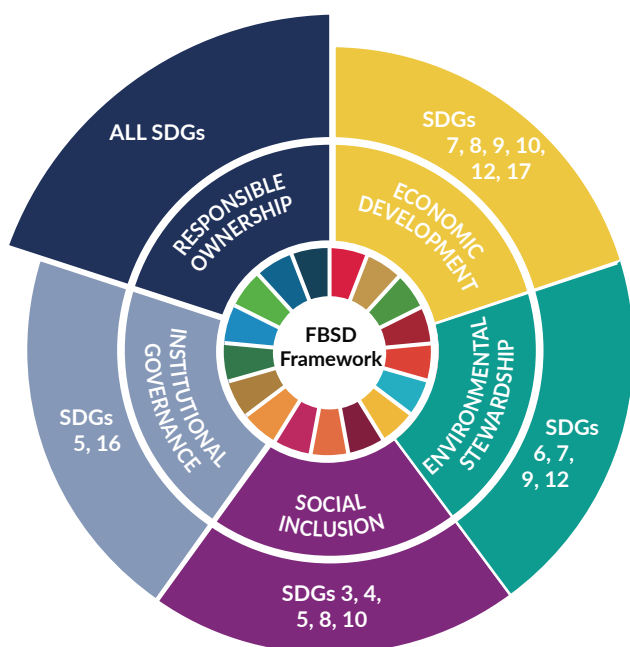
The Jebsen & Jessen Group is part of the global initiative, Family Business for Sustainable Development (FBSD), a partnership between the United Nations and the Family Business Network (FBN), whose overall objective is to provide family businesses worldwide with ways and means to integrate sustainability into their conventional business models. The FBSD is a locus for privately owned businesses to gain information on contributing to global sustainable development and inclusive growth alongside the prosperity of the family business.

We committed ourselves to the Family Business Sustainability Pledge 2030 and to the creation and implementation of the Sustainability Indicators for Family Business (SIFB).

The FBSD framework is an ambitious package of deliverables aimed at mobilising business families and their firms to embed sustainability into their business strategies, thereby committing to concrete, measurable contributions towards the SDGs, including the adoption of transparent and comparable core sustainability indicators for family firm reporting.

The SIFB provide a template to guide and assess the implementation of and reporting on actions by individual companies, helps spur sustainability considerations among business-owning families and serves as a benchmark for the overall assessment of the results and impact of the global initiative. By adhering to the SIFB, signatories commit to championing a more transparent sustainability path that can be effectively measured and reported. This framework empowers businesses to embrace sustainable practices and encourages continuous improvement, ensuring that our collective efforts make a tangible difference in the world.

FBSD FRAMEWORK



## WHY WE CHOSE THE FRAMEWORK

We selected the FBSD framework for its unique set of indicators and broad scope of agendas encompassing institutional and family business aspects. We firmly believe that we, along with our fellow family businesses,

have a distinct role to play in the broader sustainable development mission. This belief is one reason our Chairman committed to the FBSD initiative pledge (details below). When we decided to create this report, it was a natural choice to honour the pledge by using a framework tailored for family businesses. While the suitability of this framework for future reports remains to be seen, it has served our current endeavour effectively.

## FAMILY BUSINESS SUSTAINABILITY PLEDGE

Part of the FBSD initiative is the Family Business Sustainability Pledge, which formalises the commitment of family businesses to participate in humanity's shared responsibility toward achieving the UN SDGs by providing a roadmap that signatories commit to undertake.

In 2019, Chairman Heinrich Jessen represented Jebsen & Jessen Group in signing the 'Family Business Sustainability Pledge'. This commitment, supported by the FBN, and UNCTAD, presents a visionary and actionable approach aligned with the SDGs, shaping our strategic vision and driving measurable progress towards a more sustainable future.

## THE PLEDGE

We, a global community of family businesses, commit to build a sustainable future across generations. Family businesses contribute meaningfully to both economic growth and employment and have the potential to create a more purpose-driven model of business. With our inherent focus on long-term success and responsible ownership, we strive to apply our entrepreneurial know-how and resources to build a just and equitable world, where our planet will flourish across generations. The Sustainable Development Goals (SDGs) provide family businesses with opportunities to create a shared prosperity for all. We commit to taking action on the SDGs by advocating for and upholding the following principles:

- **Sustainable Growth:** To promote and model business practices and investments that will enable sustainable economic growth and deliver long-term value creation for all present and future stakeholders.
- **Environmental Stewardship:** To have a positive long-term impact by taking urgent action on climate change, enabling sustainable production and consumption, and advancing the responsible use of natural resources.
- **Social Inclusion:** To promote inclusive practices in our communities and beyond, including gender equality, diversity and decent work, to ensure that both current and future generations attain dignity and fulfil their potential.
- **Good Governance:** To establish sound family and corporate governance structures that are transparent, inclusive and accountable to stakeholders; to ensure compliance with ethical and corruption-free business practices.

In partnership with the UN, we will identify SDGs aligned to our business, track our progress and assess the impact of our pledge in a transparent manner using the relevant Sustainability Indicators for Family Business as jointly established by FBN and UNCTAD.

We invite you to act now and join us in creating a shared prosperity. Together we will build a sustainable future and define success across generations.

— Family Business Sustainability Pledge, (Family Business for Sustainable Development)

## ADOPTING A SUSTAINABILITY FRAMEWORK: METHODOLOGICAL APPROACH

Sustainability reporting is a key tool that enables a process of continuous improvement towards sustainable business by providing information on the performance of areas within a company. The FBSD framework is an ambitious package of deliverables that provides structure and guidance for business families and their firms looking to embed sustainability into their business strategies.

Taking the particularities of our diverse Group into account, we have taken two key actions in this report. Firstly, we have chosen to add indicators, which provide additional insight into several key sustainability dimensions, most notably with regards to diversity and inclusion. Secondly, we conducted analyses at two levels; 1) at the Group level for a comprehensive overview, and 2) at the individual business unit level within the Group.

To enhance data coverage, we've created scorecards for each RBU to supplement the FBSD Framework and highlight current reporting capabilities and pending data. This approach offers valuable insights into the specific sustainability challenges faced by each RBU and increases transparency. Our RBU-level focus concentrated on three of the six areas in the FBSD framework, represented visually in a scorecard. These areas include: Economic, Social, and Environmental.

These data were meticulously collected and presented to establish a strong foundation for future reports in the years to come. This initiative has driven us to gather valuable insights, assess our progress, and elevate transparency in our sustainability reporting efforts.

## CONCLUSION

Developing an efficient, Group-wide method was a crucial step in establishing a new reporting standard. New avenues for data collection prompted unprecedented conversations among colleagues across the Group. The experience was remarkable. Discussions evoked a range of emotions from pride to concern. We took pride in the collective realisation that Jebsen & Jessen Group is at the forefront of sustainability in this region, united by strong values and principles driving our sustainability journey. On the other hand, our diversification poses challenges in identifying universal data collection methods and indicators across all our businesses, adding layers of complexity to portraying our cohesive organisational picture.

The report indicates that over the years, the majority of our sustainability dialogues, milestones and initiatives started out at the Group level. This approach was crucial

in ensuring a baseline for sustainability across the Group, such as achieving carbon neutrality. However, as each RBU continues to grow and the global climate crisis intensifies, we find ourselves at a pivotal stage where each business must develop more specific reporting methods and sustainability strategies. This process also provides an opportunity for teams currently leading the way to inform strategies to support those that are still developing.

Creating an internal mechanism for data collection and reporting has proven immensely valuable. It has allowed us to reflect upon the unique milestones we have achieved, assess our current position, and consider the methods we need to establish for building more comprehensive reports and goals in the near future, and, hopefully, inspire other companies to have the courage to identify and take similar steps.



“  
The pace of change in the business environment in the coming decades will accelerate and demand an ever-increasing flexibility.  
”

— Arwed Peter Jessen, Founding Chairman, Jebsen & Jessen Group (1970s)

# THE JEBSEN & JESSEN GROUP

Founded in 1963, Jebsen & Jessen Group is a dynamic ASEAN-focused industrial conglomerate, operating an extensive network of businesses encompassing manufacturing, engineering, and distribution activities.

Jebsen & Jessen Group forms part of a 127-year-old global family enterprise originating from Hong Kong. Headquartered in Singapore, we remain firmly rooted in the ASEAN region, while maintaining close connections to a network of sister companies in Australia, Europe, and Greater China.

Our purpose is to foster sustainable industrial development in ASEAN and beyond. We take pride in our unique heritage as a trusted source of top-notch industrial products and value-added solutions across ASEAN and beyond. Our unwavering commitment is to collaborate with our customers, nurturing mutual growth in a sustainable way.

## THEN AND NOW: THE EVOLUTION OF THE JEBSEN & JESSEN FAMILY ENTERPRISE

Since 1895, the Jebesen & Jessen Family Enterprise, privately-owned for generations, has evolved from a single trading company into a global enterprise. Today, our sister companies, while independent, share a unified vision. We maintain a flat decision-making structure, enabling each Group to remain agile, responsive, and adaptable in a rapidly evolving business landscape.

At the core of our endeavours lies the resolute mission to build a sustainable business and preserve the entrepreneurial spirit we fondly refer to as the 'mackerel spirit.' Together, the Groups forge strong partnerships and an unwavering dedication to our customers across diverse industries encompassing distribution, engineering, manufacturing, and mining.

### TIMELINE

Early 1900s. Jebesen & Co.'s first logo



1800s

1900s

1895

#### Setting Sail in Hong Kong: Jacob Jebesen and Heinrich Jessen Establish Jebesen & Co.

In the bustling city of Hong Kong, on March 1, 1895, cousins Jacob Jebesen and Heinrich Jessen embarked on a remarkable journey. Sharing in the long seafaring traditions of their hometown, Aabenraa, Denmark, they founded Jebesen & Co, a trading company serving as agents for the M. Jebesen shipping line. With a fleet of 14 steamships, owned by Jacob's father, Michael Jebesen, they quickly gained recognition for their thriving charter business along the Chinese coast. Now known as the Jebesen Group, with Hans Michael Jebesen at the helm, the company builds and invests in a selection of premium brands that bring new products, services and experiences to the evolving consumer market in Greater China.



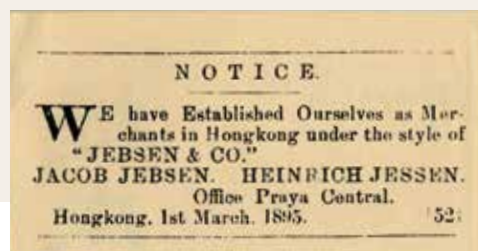
Hans Michael Jebesen



1922: Jacob Jebesen



1927: Heinrich Jessen



1909

#### Expanding Horizons: The Birth of Jebesen & Jessen Hamburg Group

A tradition-steeped distribution and service company, Jebesen & Jessen Hamburg Group, has made its mark in Hamburg since 1909 when the cousin founders established the company Jebesen & Jessen in Hamburg to act as agents for Jebesen & Co in Hong Kong in place of their former associate. Over the course of a century, this company would grow to become one of the cornerstones of today's Jebesen and Jessen family enterprise. Guided by principles of transparency, trust, and an unwavering entrepreneurial spirit, they steadily expanded into diverse sectors of the global trading markets.

Today, their presence spans over 80 countries, operating through a network of their own locations and exclusive partnerships across four core divisions: Chemicals, Textiles, Garnet Sand, and Industrial Services.



Early 1900s: Unloading export beer in Hamburg,



1960s - Arwed Peter Jessen, Founding Chairman, Jebesen & Jessen Group.

## 1963

### From Vision to Reality: Jebesen & Jessen Group is Founded in Singapore and Kuala Lumpur by Arwed Peter Jessen

Today, Jebesen & Jessen Group stands as a highly diversified conglomerate encompassing five core businesses across South East Asia and China. Yet, rewind to the early 1960s, and it was nothing more than a visionary's concept taking shape in the mind of Arwed Peter Jessen. Today's sleek and ergonomic head office in Singapore had yet to materialise, just like the numerous offices, warehouses, and production plants that would eventually span eight countries across the region. The 2,500 dedicated employees and the 40 subsidiaries and associate companies were still distant aspirations on the horizon. The journey from then to now hasn't always been smooth sailing, but an entrepreneurial spirit and a team of exceptional people ensured the group's dynamic growth in tandem with the region's economic awakening. Arwed Peter Jessen, the man who first imagined this endeavour, could scarcely have foreseen how his dream would take shape over nearly six decades. Today, it stands tall, strong, and forward-thinking, with a steadfast commitment to 'Advance & Build' in a sustainable manner, ensuring its ability to thrive for generations to come.



Early 1990s - On the left: Arwed Peter Jessen. On the right: Heinrich Jessen.



## 2001

### Strength Through Unity: GMA Garnet Group Joins the Jebesen & Jessen Family Enterprise

Building upon a legacy of excellence, GMA Garnet Group became an integral part of the Jebesen & Jessen Family Enterprise. With almost four decades of expertise, GMA is renowned globally as the trusted leader in industrial garnet, supplying top-quality garnet abrasive to industries such as waterjet cutting and protective coating. Distinguished by being the only global garnet supplier to own the complete supply chain from sourcing to international distribution, GMA remains unparalleled in their commitment to delivering excellence as well as sustainability through their unique business model of buying back the used garnet from customers and reprocessing it for repeated usage.

## 2000s



Early 1960s - Asia Insurance building, Singapore. The site of first Jebesen & Jessen Group offices.

## 2003

### Empowering Global Sourcing: Triton Textile Group is Headquartered in Hong Kong With Operations in Bangladesh and China, Joining the Jebesen & Jessen Family Enterprise

Empowering businesses with professional guidance in ready-made garment production outsourcing, Triton Textile provides immediate access to the benefits of representing an annual buying volume exceeding 60 million pieces of ready-made garments. Their extensive experience and presence in competitive Asian markets make them a trusted partner for seamless sourcing solutions.



## 2016

### A Platform For Growth: JPJ Invest, Established by J. Peter Jessen, Joins the Family Enterprise

With a mission to support SME businesses without geographical or industry restrictions, JPJ Invest emerged as a dynamic investment platform in January 2016. Led by J. Peter Jessen, JPJ Invest seeks both active and passive investments in businesses embodying impeccable standards, transparent business models, and solid track records. Their expertise and guidance at the board level and on individual projects contribute to the growth and success of the businesses they invest in.



Peter Jessen

## OUR COMPASS: VALUES THAT GUIDE US

For nearly six decades in South East Asia, the Jebsen & Jessen Group has experienced remarkable growth, adapting to changing times and embracing new opportunities. Our strategic direction has led us to pursue a number of acquisitions, divestments, joint-ventures, and programmes, expanding into new geographies. These endeavours have not only pushed boundaries but have also allowed us to discover uncharted territories, both as individual business units and as individuals.

Our corporate values have been the driving force that have shaped our character as an organisation. What defines character? Who we choose to be when nobody's watching. We aspire for the personal values of Jebsen & Jessen employees to align with our corporate values, enabling them to truly live out our cherished 'mackerel spirit'.

Acting as guideposts, especially during the most complex endeavours, our five corporate values provide a solid foundation. While our values remain steadfast, our culture evolves organically, reflecting the collective traits of those who join us. This culture permeates every facet of our Group, shaping the daily experiences of everyone connected to us, both within and beyond. Employees often attribute our enduring resilience to this unique culture.



*The clipper barque J.H. Jessen under the command of Captain Heinrich Jessen (painted in 1865).*

### TRUST



Being a reliable, honest and trustworthy company that is true to its word forms the foundation of our relationships. It is the basis of sound, caring and mutually beneficial connections with our people, our customers, our business partners, and our communities.

### ENTREPRENEURSHIP

Nurturing a growth-oriented entrepreneurial spirit is a legacy handed down by our founders, one that we advance with passion. We embrace this value as a cornerstone of our 'mackerel spirit', which was previously associated primarily with entrepreneurship and now also with sustainability. We harness the power of entrepreneurship to drive innovation, pursue opportunities, and create lasting value.



### PRUDENCE



Taking risks is a natural part of business enterprise. However, we approach risk with prudence, managing risks with due care, checks and balances, vigilance and common sense. By managing risks thoughtfully, we safeguard our autonomy and ensure our long-term survival. We understand that chance favours the prepared, and we take calculated steps to mitigate risks while seizing opportunities.

### COMMITMENT

We remain focused on our tasks, diligently follow through, and consider it our duty to fulfil the promises we make. This commitment is the essence of the care we owe to our customers, colleagues, and business partners.



### PARTNERSHIP

As we're always looking for new strategic opportunities – within our teams and across our business units – we deeply embrace collaboration and the value of partnership as we grow. We celebrate diversity, treasure teamwork, and appreciate the complementary value that each party brings to the table.

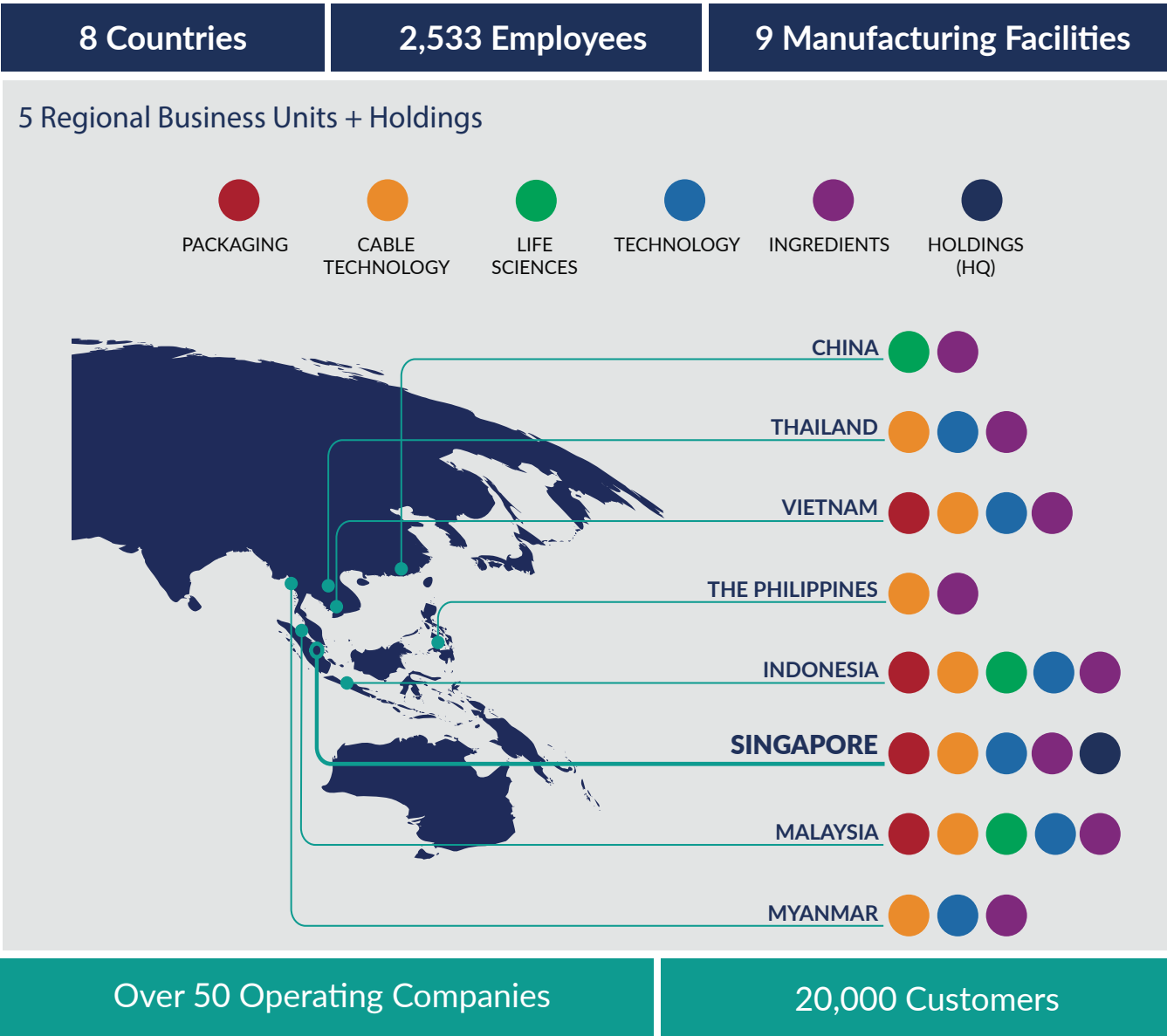


# WHAT WE DO AND WHERE WE OPERATE

With a presence in eight countries – China, Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam – our five core business units, Packaging, Cable Technology, Life Sciences, Technology, and Ingredients diligently serve our 20,000 valued customers.

With nine manufacturing facilities strategically located in Indonesia, Malaysia, Myanmar, Singapore, and Vietnam, our 2,533 dedicated employees work together as one cohesive unit to develop innovative products and deliver meaningful services in ASEAN and beyond.

JEBSEN & JESSEN GROUP PRESENCE ACROSS ASEAN AND CHINA



## OUR CORPORATE STRUCTURE

Adhering to a decentralised business model, Jebsen & Jessen Group operates as a Holdings company. The five Regional Business Units (RBUs) are responsible for their respective businesses and growth, they operate autonomously, guided by a strategic framework and corporate standards established at the Group level. Holdings (the Group level) serves as this strategic architect, running a central services unit (CSU), encompassing the following:

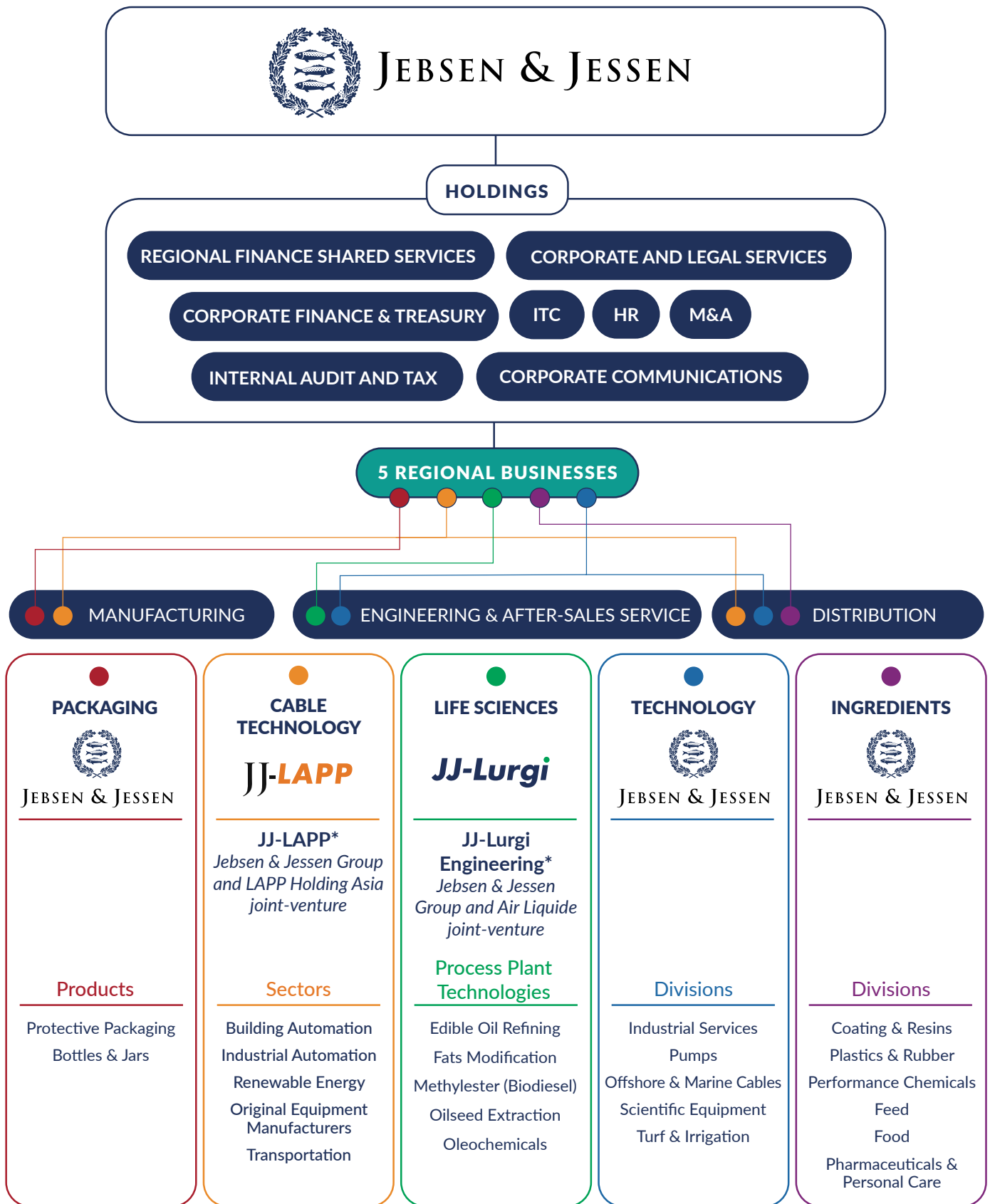
- Corporate and Legal Services
- Corporate Communications
- Corporate Finance & Treasury
- Human Resources (HR)
- Internal Audit and Tax
- Information, Technology and Communications (ITC)
- Mergers and Acquisitions (M&A)
- Regional Finance Shared Services

**JJ-PUN**

JJ-Pun is a Myanmar-based joint-venture between Jebsen & Jessen Group and Serge Pun & Associates. Unified by shared corporate goals, the leadership teams work together to support the Jebsen & Jessen Group's business units and their presence in Myanmar, primarily Ingredients and Technology. Due to its unique role across the Group, JJ-Pun is documented slightly differently. Its financials are represented under the relevant RBU and its social and environmental data are represented under Holdings. As such, the same logic will be applied in this sustainability report.



## CORPORATE STRUCTURE



\* Joint-ventures

“

Born in 1994, I grew up hearing about our family business and its steady progress in sustainability. A standout memory was in 2012 when my father came home from work and shared the exhilarating news that Jebsen & Jessen had achieved carbon neutrality. Joining the company in 2021 armed with a sustainable development degree, I took pride in our unique and independent journey as an industrial firm. While we honour our heritage, it's crucial to focus on the ever-changing world in 2022 and beyond. Our goal is not only to survive but to flourish across all five of our sustainability pillars: economic, environmental, institutional, social, and family business.

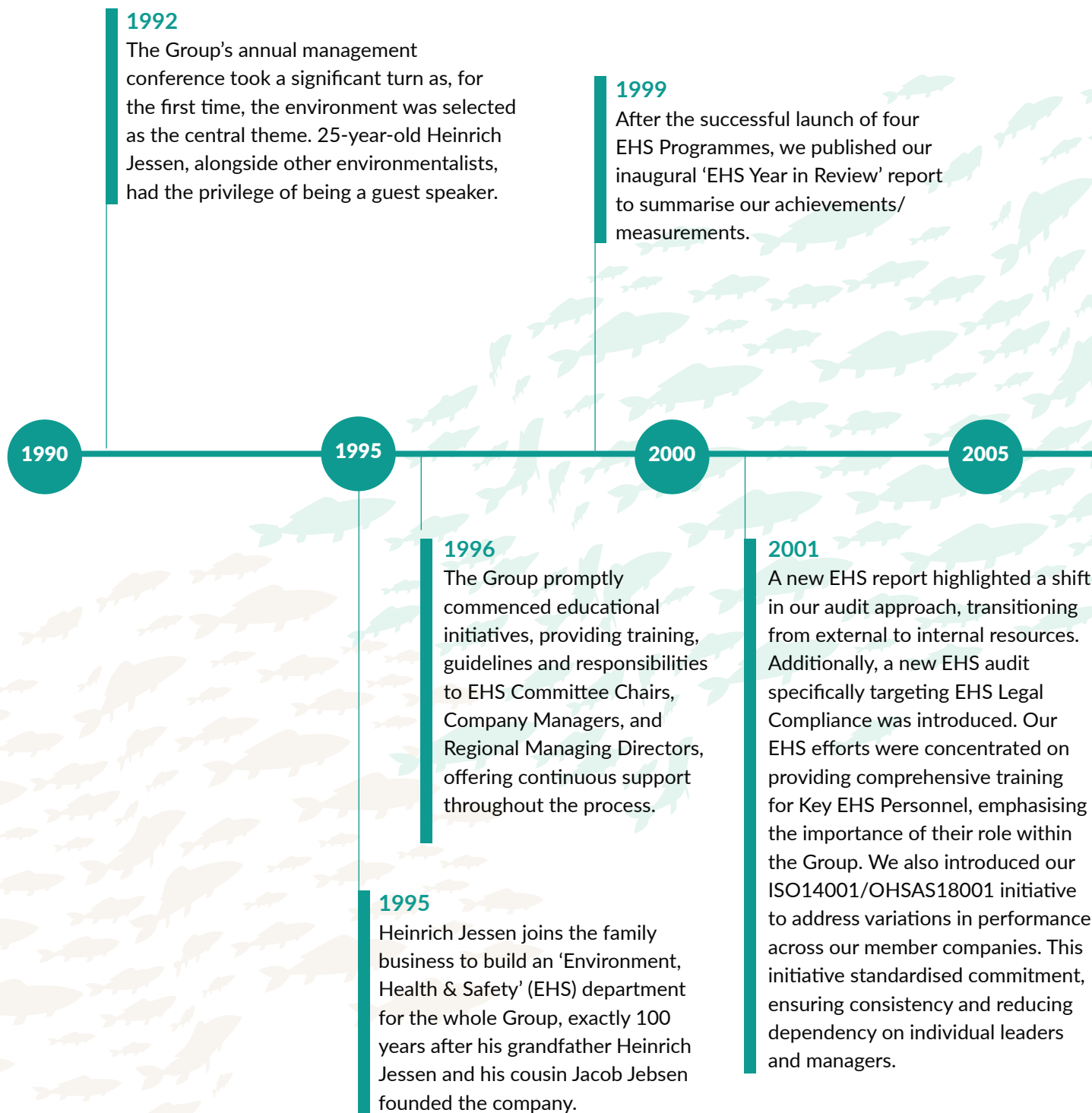
”

— Nina Jessen, Corporate Communications Consultant, Jebsen & Jessen Group

# NAVIGATING TOWARDS SUSTAINABILITY

As conveyed in the Chairman's message, our sustainability journey, as defined today, commenced in the early 1990s and culminated in achieving carbon neutrality in 2011. This milestone involved adopting environmentally responsible practices, such as investing in solar systems, transitioning from coal to biomass, and using reflective roof coatings. To offset the remaining emissions, we actively participate in the carbon credit market. Our commitment to sustainability is evident in our rigorous emissions tracking, encompassing employee flights, factory footprints, and delivery truck distances. Although customer priorities are shifting, our initiatives have grown in impact over the years, even if they are not yet the primary factor influencing customer choices. As we continue to produce more comprehensive reports, it's important to remember where we started. Take a look at our 30-year journey.

# SUSTAINABILITY MILESTONES 1992-2022



**2007**

Current Chairman, Heinrich Jessen created our impactful CSR programme, 'Meet a Need.' Under his leadership, this programme was established to address and fulfil various societal and environmental needs, making a positive difference in the places in which our businesses operate.

**2008**

We took a pioneering step in the region by appointing an executive-level Carbon Neutrality Officer. This dedicated role was responsible for conducting comprehensive assessments of our companies' carbon footprints and implementing strategies to reduce their environmental impact from within.

**2016**

The Jebesen & Jessen Family Enterprise received the prestigious 21st annual IMD-Lombard Odier Global Family Business Award, recognising its outstanding dedication to sustainability. The accolade acknowledged Jebesen & Jessen's ongoing efforts to make a positive impact on the environment and society. In the same year, Heinrich Jessen was honoured as Singapore's Businessman of the Year for his pioneering leadership in advancing corporate sustainability.

**2010****2015****2020****2025****2012**

To accurately measure our carbon footprint, we introduced our proprietary gTool, an in-house developed solution. Integrated with our SAP system, the gTool collects data on electricity, gas, coal, and petrol consumption across our offices and factories, as well as employees' business travel emissions enabling us to gain a precise overview of the CO<sub>2</sub> emissions generated by our Group.

**2012**

Jebesen & Jessen Group celebrates becoming officially carbon neutral, having offset emissions from 2011.

**2019**

On behalf of the Group, Chairman Heinrich Jessen signs the FBN/UNCTAD Family Business Sustainability Pledge.

**2023**

Jebesen & Jessen Group publishes the 2022 sustainability report, its first group-wide sustainability report using a recognised framework.



One of the primary focus areas of our Environment, Health & Safety (EHS) programme was placed on guaranteeing the safe handling, storage, and transport of hazardous chemicals. These two images illustrate the transformation of how we stored our chemicals in Thailand. They capture the state of how the warehousing was managed before and after the implementation of our EHS standards in the late 1990s. This is one of the first and most significant achievements of our EHS programme.



# CORE SUSTAINABILITY INITIATIVES

## ENVIRONMENT, HEALTH & SAFETY

The foundation of our sustainability principles can be traced back to the strong commitment we made towards Environment, Health & Safety (EHS) standards. This transformative step was led by Chairman Heinrich Jessen, who recognised the importance of establishing a dedicated EHS programme for the entire Group upon joining the family business. In line with international advancements in this field, we began developing comprehensive policies and standards in 1995.

We have successfully attained globally recognised standards such as ISO 14001 for environmental management and OSHAS 18001 for occupational health and safety across the entire Group. We also ensure that newly acquired entities align with these standards upon joining our family.

To maintain these standards, each company also has a dedicated EHS committee, which supports annual regional surveillance and recertification audits, and provide ongoing support to our companies in upholding their commitment to EHS excellence.



EHS logo

### THE MEANING OF SUSTAINABILITY TO JEBSEN & JESSEN GROUP



## OUR EHS PRINCIPLES

Our five RBUs adhere to the following principles as the foundation of their EHS management practices:

- 1. EHS is a corporate priority.** We make EHS a top priority by integrating it into our corporate strategy, establishing policies and programmes, and allocating the necessary resources to ensure environmentally sound operations and the health and safety of our people and the public.
- 2. Goal-Setting and performance measurement.** We continuously strive for improvement by setting objectives and targets to enhance our EHS performance, monitoring our progress, and taking action to meet these goals.
- 3. Raise the standard through education.** We invest in the education and training of our employees to minimise negative EHS impacts and promote a culture where everyone is motivated to come together throughout the Group.
- 4. Incorporating EHS impact into product and service development.** We develop products and services that have minimal environmental impact, are safe throughout their lifecycle, and promote energy and resource efficiency. We prioritise recycling, reuse, and safe disposal practices.
- 5. Facilities and operations that maximise impact.** We implement best management practices to minimise the impact of our operations on people and the environment. This includes pollution prevention measures and maximising resource productivity.
- 6. Emergency preparedness.** We ensure that we are prepared to respond to emergencies and take prompt action to address accidents or near-misses. We learn from these incidents and continuously improve our practices.
- 7. Stakeholder engagement.** We share EHS advice and guidance with our customers, distributors, and the public to ensure the safe use, transportation, storage, and disposal of our products and services. EHS criteria are considered in our procurement decisions.
- 8. Industry dialogue.** We actively engage in dialogues and collaborate with industry, government, and non-profit organisations to promote responsible EHS behaviour and contribute to broader sustainability initiatives in our community.
- 9. Monitoring and auditing.** We regularly measure and audit EHS performance to ensure compliance with legal requirements and fulfilment of our stated policy commitments.
- 10. Corporate Compliance.** At Jebsen & Jessen, we strive to ensure the highest level of professionalism and integrity in our business conduct. Upholding trust, fairness, and respect in our relationships with colleagues, partners, and customers is of utmost importance to us.

Our Group adheres to a zero tolerance policy against corruption. We have established a comprehensive structure that sets clear expectations and provides practical guidance to our colleagues, ensuring they have the necessary tools and resources to adhere to our compliance standards. Additionally, we have implemented safe and confidential reporting mechanisms to encourage open communication and the reporting of any concerns or violations.



“

Over in the Philippines office, we are always thinking about how to reuse or recycle what we use. For example, we encourage our colleagues not to throw away the plastic consumed at our office. Instead, we collect it and pass it to our recycling partner who will use it for recycling purposes. We want to set a good example with these small actions, and this will lead to a big impact.

”

– Marilyn Manalili, EHS Management Representative, Jebsen & Jessen Philippines



## CARBON NEUTRALITY

In 2007, driven by Group Chairman Heinrich Jessen's personal commitment to sustainability and responsible operations while growing the Group, Jebesen & Jessen embarked on a journey towards carbon neutrality. Recognising the need to address our carbon footprint, each business unit began measuring its emissions as part of a self-imposed carbon reduction and offsetting programme.

Various programmes were implemented across the Group with a primary focus on reducing carbon emissions wherever possible. In 2008, we took a significant step by hiring our first 'Carbon Neutrality Officer,' who worked closely with different businesses to support their reduction efforts, primarily through energy efficiency initiatives.

It's important to note that while offsetting plays a role, we do not solely rely on it to address our significant carbon footprint. We continuously strive to improve efficiency across all our businesses, reducing our footprint and providing our customers with the most efficient and responsible alternatives available in the industry.

By 2012, our collective efforts and commitment to carbon reduction and offsetting allowed us to achieve carbon neutrality. We remain committed to ongoing improvements in reducing our environmental impact and actively seeking innovative solutions for a sustainable future.

“

I am proud to be part of a Group that takes a proactive approach and responsibility to reduce carbon emissions. Although it is challenging to measure emissions across such a diversified organisation, we have made the commitment to calculate and publicly disclose our Group-wide emissions with the objective of reducing it in meaningful ways. Where emissions cannot be reduced further, we then offset it with carbon credit partners.

”

— Rinnah Neo, EHS Management Representative and Coordinator for Carbon Emission Data Collation, Jebesen & Jessen Group



## SAVE THE CHILDREN EMERGENCY RESPONSE FUND

Save the Children is a non-profit organisation committed to championing the rights and interests of children worldwide by responding to major emergencies and delivering innovative development programmes.

When disasters like typhoons or earthquakes strike suddenly, and relief and recovery work has to start immediately – without the luxury of much prior planning – professional organisations like Save the Children play a pivotal role in relief efforts as they have the best experts to deal with such calamities swiftly and

efficiently. Recognising their expertise, Jebesen & Jessen Group decided to establish a 'Partner of Preference' agreement with Save the Children. Instead of one-off donations, the Group provides an annual sum that can be rapidly deployed within 24 hours for Category 1 or 2 emergencies in the ASEAN region. This partnership allows us to maximise the impact of our assistance by working with an organisation capable of delivering meaningful aid when it is most needed.





### Beyond the Pandemic: Creating Impact in Central Sulawesi Disaster Recovery

With global headlines dominated almost exclusively by the COVID-19 pandemic, it was easy to forget that there were many other emergencies in dire need of attention, too.

In February 2020, before pandemic-related travel restrictions were in force, we made a trip to Central Sulawesi, Indonesia, to see, first-hand, how Save the Children was making a positive impact on the communities that were hardest hit by the September 2018 earthquake and tsunami. The areas in and around Palu and Donggala bore the brunt of the natural disaster in which more than 4,000 people lost their lives.

Save the Children was among the first emergency relief agencies to reach the disaster area in 2018. Almost 18 months after the disaster, we saw how their work extended beyond the initial relief phase and focused on rebuilding homes, schools, and lives.

We witnessed their comprehensive approach, which included developing evacuation routes, training teachers and students in evacuation simulations, and providing support in child protection, education, nutrition, water, sanitation and hygiene, livelihood, shelter, and food security. They also established training centres to equip community members with valuable livelihood skills ranging from motorcycle repair to tailoring, cooking, bridal make-up, and computer services.

One standout programme was the 'Posyandu' programme, which provides integrated health services for children, and a full-service maternity home for expectant and nursing mothers.

It was an honour to witness the commendable work that Save the Children did in Palu and Donggala. The community's resilience and desire to move forward were inspiring.

## MEET A NEED

The Meet a Need programme, launched by Chairman Heinrich Jessen in 2007, is a Group-wide initiative that combines corporate volunteering with funding for social and environmental projects in the ASEAN region. The programme offers hands-on opportunities for staff to support our local communities.



Since its launch, over 6,000 applications to join a Meet a Need trip have been received from colleagues, and more than 400 participants have spent a total of 24,817 hours on helping meet a local need in Cambodia, Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam. The programme has run twice a year since its inception, and the investment budget was doubled in 2012. Today, the Group invests SGD 100,000 per engagement, which is used to finance the cost of the trip and the project. Since its inception,

more than SGD 6 million has been invested in meeting a local need. Our Meet a Need Programme non-profit partners include World Vision, WWF, Orbis International, MSF, Conservation International, and Nature Society Singapore amongst others.

All colleagues have the opportunity to register to participate in the bi-annual programme and embark on a week-long volunteering trip in the region. However, to ensure fair opportunity and cross-Group collaboration, an automatic review of the final participant list is done, giving priority to first-time registrants, and configuring a diverse Group with representatives from different job grades, RBUs, and countries. The programme is a powerful and memorable experience that touches hearts and leaves colleagues inspired. There are no fitness or language requirements; volunteers are only asked to bring their enthusiasm. Upon return, they share their experiences with colleagues through informal presentations.

### THE MEET A NEED PROGRAMME KEY FACTS



## MEET A NEED PROJECTS WITH TRUSTED PARTNERS

### WWF

Jebsen & Jessen Group has partnered with WWF-Singapore to conduct a number of 'Meet a Need' trips over the years, which began with the inaugural trip in 2007, centred around turtle conservation. Subsequent trips in 2008, 2009, 2010, and 2011 focused on tree planting in Cat Tien National Park, Vietnam; whale shark conservation in Donsol, Philippines; Javan rhino conservation in Ujung Kulon, Indonesia; and forest conservation in Ulu Muda, Kedah, Malaysia, respectively. These projects with WWF have allowed our employees to contribute to various environmental conservation efforts and make a positive impact across our region.



### Empowering Elephant Conservation in Kuiburi National Park

In 2019, we embarked on a project aimed at enhancing elephant protection and management, mitigating human-elephant conflict, and combating poaching and illegal activities. The need for such efforts arose from a tragic incident in 1997, where two elephants in the Kuiburi district of Thailand lost their lives.

This tragedy was the result of escalating tensions between elephants and villagers, resulting in one elephant poisoned, and the other shot. Much of the elephants' former habitat had been taken over for fruit plantations, and villages had sprung up where the elephants once roamed. The elephants, looking for new sources of food, would often raid the farmers' plantations. Countless conflicts arose

between the elephants and the villagers looking to protect their property and homes. Too often, these conflicts end in tragedy, like the death of these two elephants.

The Kuiburi National Park, established in 1999, was created as a result of collaboration between the Department of National Parks, Wildlife and Plant Conservation (DNP), WWF-Thailand, local communities, and a group of local authorities. Today, more than 250 wild elephants reside within the park. Jebsen & Jessen's 'Meet a Need' Programme, allowed participants to have a unique hands-on experience in protecting this endangered species within the Kuiburi National Park. The volunteers were involved in various activities, including improving wildlife habitat

through grassland creation and maintenance, eradicating invasive weeds, maintaining mineral licks and watering holes, installing camera traps, conducting community outreach and conservation awareness programmes, and observing practices to mitigate human-elephant conflict.

For Kieu Thi Thanh Phuong, Senior HR Executive, Jebsen & Jessen Ingredients Vietnam, it was an opportunity to pursue her passion: “I’ve always been interested in community activities and environmental protection. Volunteering for Meet a Need allowed me to get hands-on while getting to know more colleagues from across the Group.”

Our planet’s wildlife is in crisis – numbers have fallen by more than half since 1970, and species are going extinct at an alarming rate. We need to reverse this loss of nature and create a future where wildlife and people thrive again. Asian elephant numbers in the wild have dropped by at least 50% over the last three generations and are still in decline today, classifying this species as endangered. There are just 3,700 wild Asian elephants left in Thailand. Deforestation, loss of habitat, poaching, illegal wildlife trade, infrastructure development, and farmland expansion have threatened elephant populations across the country.

Addressing these challenges and protecting the Asian elephant requires concerted efforts. By recognising the importance of these actions and working together, we can strive to secure a future where Asian elephants and other wildlife can thrive in their natural habitats.

“ We are involved in environmental and community projects because we feel that this is how a business should operate, connected to and sharing experiences with the people in the communities around it. ”

— Heinrich Jessen, Chairman,  
Jebsen & Jessen Group



## WORLD VISION SINGAPORE

World Vision International is a high-impact humanitarian organisation helping children across the globe, their families, and their communities overcome poverty and injustice.

### Nurturing Sustainable Agriculture Within the North Cotabato Community

The Meet a Need programme 2022, organised in collaboration with World Vision Singapore, saw Jesben & Jessen Group volunteers from Indonesia, Malaysia, Myanmar, Thailand, the Philippines, and Vietnam venture on a week-long trip to an abaca farm in North Cotabato, Philippines. While biannual Meet a Need trips typically focus on either social or environmental needs and issues, this trip uniquely combined both by empowering North Cotabato's indigenous abaca farming community.

Abaca, a direct substitute for wood pulp, is a sustainable raw material for paper products. It requires less land to grow and improves the soil's water-holding capacity. In North Cotabato, abaca farming is a dominant livelihood for the local community.

#### Creating a Sustainable Future Together

During their trip, volunteers contributed to building an abaca nursery by planting 100 seedlings, harvesting fibres,

making organic fertiliser and constructing a hand-washing facility in a nearby elementary school. The hand-washing facility would help the school children maintain good hygiene and prevent the spreading of diseases.

Volunteers had the opportunity to work closely with the locals and learn about the production of abaca, a versatile natural fibre. With their guidance, volunteers discovered the potential of abaca and its by-products, such as coasters, hats, slippers, placemats, and other practical items.

It became evident that abaca holds promise as a valuable commodity for the North Cotabato farmers. However, they need support to ensure sustainable cultivation and farming. By providing assistance and resources to these farmers, volunteers helped the community continue their abaca farming practices in an environmentally responsible manner, also contributing to the local economy.



“

I hope other staff members of Jebesen & Jessen Group will also experience what we did because, together, we can bring about change for those in need.

”

— Owen Ali, Operations Director, PT Indo Tirta Abadi (ITA), a member of the Jebesen & Jessen Group



## CONSERVATION INTERNATIONAL

Since 1987, Conservation International (CI) has worked to spotlight and secure nature's critical benefits to humanity. Combining fieldwork with innovations in science, policy, and finance, they help protect more than six million square kilometres (2.3 million square miles) of land and sea across more than 70 countries. Today, with offices in more than two dozen countries and a worldwide network of thousands of partners, their reach is truly global.

In 2014, Jebsen & Jessen Group partnered with CI to build a water pipeline and plant trees in Pasir Buntu, Indonesia. The following year, our volunteers, along with CI staff and local villagers, came together to successfully install the water pipes, bringing water from the mountains to the village. The project encountered obstacles, particularly in connecting the pipes, as the high water pressure posed a significant challenge and led to pipe failures. The team persevered and found solutions to address the issue improving access to clean water for the village and supporting the local community's well-being.

In 2016, a team of 21 volunteers from across Jebsen & Jessen Group ventured into the Central Cardomom, a protected forest located in Tatai Leu, Cambodia. The purpose of the mission was to support the local community in developing a sustainable livelihood plan centred around eco-tourism. As the local community relies heavily on agriculture and non-timber forest products, the team aimed to help them develop a sustainable livelihood plan equipping the Tatai Leu community with the skills and knowledge to welcome tourists and engage in activities that are normally inaccessible to them – such as trekking, making banana wine and planting agarwood saplings, taro, and moringa.

Over the course of the week, the volunteers gained many insights into Cambodia's culture, history, and language and had the opportunity to interact with the local community and park rangers. They also planted 200 Moringa and 50 Aquilaria saplings. Since then, eco-tourism in the area has been broadened to include the nearby Areng valley, and the country's Ministry of Environment and Ministry of Tourism are now direct partners in the programme.

The latest project with CI was in 2017, where 19 volunteers from Jebsen & Jessen Group spent five days on the island of Oriental Mindoro in the Philippines planting mangrove seedlings and constructing a mangrove boardwalk to undo the damage that Typhoon Nina (Nock-ten) caused to the Silonay Mangrove Conservation Ecopark the year before. Volunteers planted 500 Avicennia mangrove seedlings across a 4.3-hectare plot of land. Our efforts have been a source of inspiration for the local communities, who have banded together to continue the good work.

As part of the Green Wall initiative, a community-based mangrove nursery, which will also be open to tourists, has been established to produce 50,000 mangrove seedlings. All the materials and equipment needed for the nursery were made possible through the Meet a Need project, as part of a biodiversity-friendly enterprise in-kind grant. This includes catering and restaurant equipment, office equipment, and a service vehicle based on a business plan developed with the community. The projects have fostered a deeper understanding of the interconnectedness between environmental conservation and local well-being, leading to a more holistic approach to community development.

## 'VIRTUAL' MEET A NEED PROJECT PARTNERS

When travel was suspended during the Covid-19 pandemic, the volunteering activities continued online.

### MÉDECINS SANS FRONTIÈRES (MSF)

MSF works in the world's most vulnerable places, bringing much-needed healthcare to victims of crises. Their teams are made up of tens of thousands of health professionals, logistics and administrative staff – most of them hired

locally. Many of the areas they work in are 'missing' from the digital maps and MSF field workers lack information to make decisions for relief efforts. Access to reliable and detailed maps is vital for the success of MSF and other humanitarian organisations in delivering timely and targeted relief efforts in disaster-stricken regions.

The Group had its first virtual Meet a Need 'MSF X Jebsen & Jessen: Missing Maps Mapathon' in November 2020. An impressive total of 107 colleagues came together

online, volunteering to digitally trace the areas of Can Tho city in Vietnam that have remained unmapped.

The decision to map these areas in Can Tho city was driven by the regular floods that affect the Mekong River Delta region. By mapping these areas, local authorities can enhance flood surveillance, while humanitarian organisations gain a better understanding of the region to plan and respond effectively to future disasters.

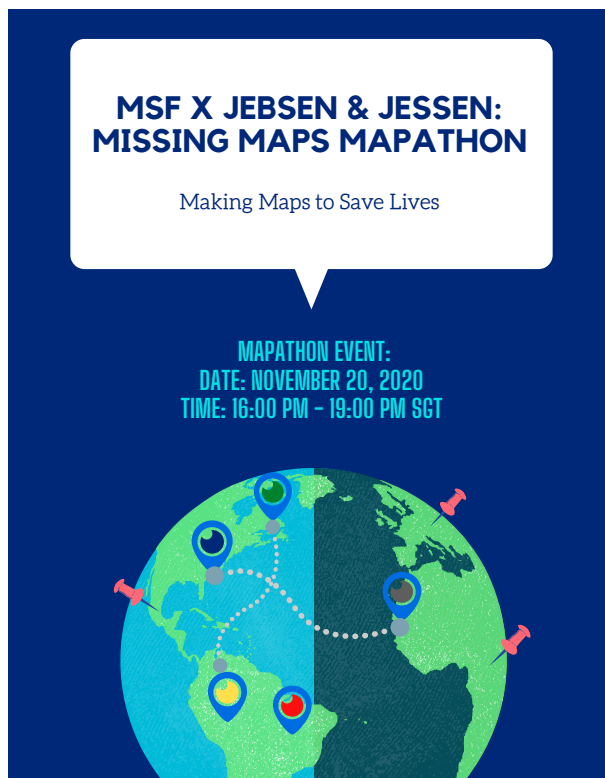
While some were mapping from home, some colleagues set-up a working space in the office to map together. In the end, the location did not matter as the 3-hour session was met with enthusiasm across screens.

Our initial target was to map 5,000 buildings but the volunteers managed to map a grand total of 6,290 buildings! Although the map was initially only 4% completed, after the session, the volunteers managed to complete mapping 22% of the target area. Some volunteers even continued mapping over the weekend, highlighting their passion for helping the cause. To date, Jebesen & Jessen has mapped a total of 6,617 buildings.

“ We can always contribute if we want to make time. Even if we think the act is small, once many people do it together, it'll make an impact. ”

– Tanya Rivai, Indoor Sales Executive,  
JJ-LAPP, Indonesia

2020's Meet a Need was certainly unique – instead of banding together and sweating away side by side, we sat in front of our laptops and had to navigate around a digital map, together but apart. Despite missing the close interaction evoked during our physical trips, the synergy and camaraderie kindled through this Mapathon session engendered an appreciation of what it means to meet a need.



## ORBIS INTERNATIONAL

Orbis Singapore is an affiliate of Orbis International, a global non-profit organisation that brings people together to fight avoidable blindness, restore vision, and help ensure no one loses their sight to a preventable, treatable disease. Orbis' unique tools include over 400 expert medical volunteers; the world's only Flying Eye Hospital, now conducting virtual programmes; and an online telemedicine training and consultation platform entitled

Cybersight. The use of these tools allows Orbis to equip eye care professionals in countries with the greatest needs with the skills, resources, and knowledge to deliver high-quality eye care to their own people. In collaboration with a global network of local partners, including hospitals, universities, government agencies, and ministries of health, Orbis creates long-term, sustainable eye care solutions by providing hands-on ophthalmology training, strengthening healthcare infrastructure, and advocating to make eye health a priority.



### Collective Efforts for Vision Awareness

In October 2021 Orbis Singapore partnered with Jebsen & Jessen Group to mark World Sight Day with the Jebsen & Jessen-Orbis Virtual Race4Sight.

In a united stance against avoidable blindness and to amplify awareness for this worthy cause, members of the public in Singapore along with nearly 1,000 other participants from Europe, the US, and Asia Pacific embarked on a 40-day challenge to walk and run 100km or cycle 500km in the run-up to World Sight Day.

Throughout the 40 days, supporters in bright blue T-shirts were spotted around the island as they walked, ran, and cycled to spread the message on the importance of good eye health on social media. Collectively, the 250 local supporters covered an impressive 191,300 km, adding to the aggregate of 504,700 km completed by supporters worldwide.

Prevention of blindness and outdoor exercise are intimately linked in both the young and old. For example, in Singapore

alone, an estimated 1,000,000 people are expected to suffer from diabetes by 2050 – and diabetic retinopathy can lead to blindness if left undiagnosed and untreated. Embracing a balanced diet and exercising regularly aid diabetic control and prevent diabetic retinopathy. More outdoor time for children along with physical activity have shown to reduce rates of myopia and positively impact physical and mental health.

The Jebsen & Jessen-Orbis Virtual Race4Sight not only gave supporters in Singapore a reason to keep up with a regular exercise regime, it also allowed them to learn more about the daily challenges facing those with visual impairment.

Reflecting inclusivity at its core, several Jebsen & Jessen employees actively participated as volunteers and paired up with visually impaired participants to serve as their 'sighted guides' as they walked through the beautiful garden city of Singapore.

"Jebesen & Jessen is proud to be supporting Orbis in its initiatives to prevent avoidable blindness. The fact that our team members were able to participate personally made it all the more meaningful. It was also a privilege for me to walk with Orbis Ambassador Bernard Chew at the Singapore Bukit Timah Hill, and learn more about the challenges faced by persons with visual impairment and how the community can contribute towards Orbis' outreach and sight-saving initiatives," said Heinrich Jessen, Chairman of Jebesen & Jessen Group.

"The generous sponsorship from corporates and individuals for our Race4Sight will enable our non-profit organisation to continue to grow our simulation training through our Cybersight and virtual Flying Eye Hospital projects around the world," said Stuart Dean, Chairman of Orbis Singapore. "I am very grateful to our donors especially during such extraordinary times, and am very happy to see our supporters take this opportunity to stay healthy and keep themselves fit."



“

This sustainability report is coming at a unique time: we are halfway into our five-year ‘Advance & Build’ strategy, and we have just recovered from an unprecedented pandemic, during which I felt Jebsen & Jessen’s ‘mackerel spirit’ more than ever in my time, although I know the same has sustained the company through previous crises in its long history. It truly lives within our employees and the dedication we see across the Group is remarkable. I am immensely proud.

”

– Per Magnusson, Group CEO, Jebsen & Jessen Group

# GROUP-WIDE SUSTAINABILITY

Following the FBSD framework and its five agendas – Economic, Environmental, Social, Institutional, and Family Business – this section presents consolidated datasets at the Group level. These encompass all relevant entities or specific businesses where indicators apply, such as our manufacturing units. Our goal is to adhere to the SIFB accurately while transparently noting data gaps, either through recommended calculations or qualitative explanations when applicable.

## A. GROUP-WIDE ECONOMIC SUSTAINABILITY

We understand that the long-term stability and prosperity of the Jebson & Jessen Group and the broader Family Enterprise for future generations, hinges on balancing economic endeavours with environmental and social considerations. Achieving economic growth while upholding responsible financial practices, ethical business conduct, social equity, and efficient resource management is essential for our sustainability as an industrial Group. Throughout our extensive history we have consistently pursued organic growth for our existing business units – with the exception of those businesses we have divested from or restructured. This is evident in our diverse range of businesses and our presence in multiple ASEAN countries and beyond. Our enduring partnerships, dependable services, and quality products fuel our organic growth and strong market position. We ensure economic resilience by actively managing the various risks inherent in our international business practices, such as market price, currency and certain country-specific risks. Our low debt to equity ratio signifies the Group's conservative capital structure, our financial prudence and stability, affirming our independence from external financing or borrowing. The Group uses debt mainly for the purpose of currency hedging of the operations or the balance sheet. In totality the Group's cash assets are considerably larger than its debts.

This section underscores the Group's commitment through disciplined, focused, and prudent actions, as well as green, community, and R&D investments. Additionally, our conservative balance sheet management reflects financial health. The Jebson & Jessen Group avoids excessive leverage on its balance sheet, ensuring independence from third-party funding. Supported by the Finance team, the figures in this section are extracted from group management accounts, offering a holistic snapshot of sustainability metrics. This highlights our commitment to responsible business practices, transparency, and sound financial management.

### A.1 REVENUE AND/OR (NET) VALUE ADDED

#### A.1.1 Revenue

The decline in revenue in 2020 was due to the Group's divestment of its 50% stake in its MHE-Demag joint-venture. Although there was a marginal revenue decline during the COVID-19 period, the year 2022 marked a positive turnaround as the pandemic situation stabilised.

#### REVENUE

	Total Group Revenue (SGD Millions)	YoY Growth
2018	1,076.87	
2019	1,051.53	-2%
2020	705.65	-33%*
2021	744.98	6%
2022	776.86	4%

\*The -33% decline in revenue in 2020 was due to the Group's divestment of its 50% stake in its MHE-Demag joint-venture.

#### BREAKDOWN OF 2022 REVENUE BY COUNTRY

Country	Revenue (SGD Millions)
Singapore (HQ)	114.69
China	46.79
Indonesia	158.14
Malaysia	156.86
Myanmar	11.94
The Philippines	39.56
Thailand	159.15
Vietnam	87.38
Regional / Others	2.34
<b>Total</b>	<b>776.86</b>

The Group maintains local operations throughout ASEAN and China, excluding Brunei, Cambodia\*\*, and Laos. The primary revenue drivers include Malaysia, Indonesia, Thailand, and Singapore. The occurrence of civil unrest in Myanmar adversely affected the local economy, resulting in a downturn in business for 2022.

\*\*The Group exited Cambodia in August 2022.

“

When asked about our financial health, two key factors come to mind. Firstly, our diverse businesses serve as a buffer, safeguarding our profitability even when some sectors face challenges while others excel. Secondly, our robust balance sheet reflects our conservative approach, relying more on equity than debt for financing. This financial independence provides flexibility and resilience, affirming the effectiveness of our business model and our commitment to long-term sustainable growth.

”

— Viktor Leendertz, Group CFO, Jebsen & Jessen Group

#### A.1.2 Gross Value Added (GVA)

A financial metric that underscores our operational efficiency, GVA is calculated by subtracting the costs of purchased materials, goods, and services from our total revenue. This figure reflects the value we add to our products and services through our internal processes, highlighting our ability to optimise resources and enhance profitability.

##### GROSS VALUE ADDED

RBU	Total (SGD Millions)
Packaging	40.44
Cable Technology	26.85
Life Sciences	10.31
Technology	23.69
Ingredients	46.07
Holdings	0.39
<b>Total Group</b>	<b>147.75</b>

#### A.1.3 Net Value Added (NVA)

A key indicator of our financial performance NVA – derived by subtracting the costs of purchased materials, goods, and services, as well as the depreciation on tangible assets, from our total revenue – provides a clear picture of the value we generate after accounting for the wear and tear of our assets, offering insights into our ability to maintain and enhance our resources effectively.

##### NET VALUE ADDED

RBU	Total (SGD Millions)
Packaging	34.74
Cable Technology	25.14
Life Sciences	10.17
Technology	23.35
Ingredients	45.74
Holdings	-0.76
<b>Total Group</b>	<b>138.39</b>

The value added and net value added figures above are used to calculate environmental sustainability indicators in the Group-wide Environmental Sustainability section further into this report.

## A.2 PAYMENTS TO THE GOVERNMENT

### A.2.1 Taxes and Other Payments to the Government

We are choosing not to disclose the value of tax amounts and other payments made to the government as this is sensitive information. Nevertheless, we wish to emphasise that the Group diligently follows a policy of fulfilling all tax and other payment obligations to the government as required in all the countries in which we conduct our operations. This commitment encompasses all taxes and levies, such as income tax, value-added tax, and property tax.

## A.3 NEW INVESTMENT/EXPENDITURES

### A.3.1 Green Investment

This agenda encompasses investments that directly or indirectly contribute to environmental well-being. The Jebsen & Jessen Group's green investments encompass a range of objectives and timeframes. In this report, we present the green investments undertaken in the past five years. Each of these investments are expanded upon in highlights throughout the report.

#### GREEN INVESTMENT

Project	Year	Country	Investment (SGD)
Voluntary carbon offsets*	2022	Singapore (Group)	90,500
JJ Packaging biomass boiler	2018/19	Vietnam (PKG)	1,180,000
JJ Packaging solar roof installation in Nilai	2020	Malaysia (PKG)	630,000
JJ Packaging solar roof installation in Sungai Buloh	2022/23	Malaysia (PKG)	800,000
Circulate Capital Fund	2022	Singapore (Group)	1,850,000

\*The voluntary carbon offset amount paid to South Pole in 2022 covered the 2021 emissions. See more in the Group-wide Environmental section on page 46.





## Fighting Ocean Plastic and Climate Change Together with the Circulate Capital Fund

The Jebsen & Jessen Group is aware that plastic waste is a growing crisis, with an estimated excess of 150 million tonnes of plastic harboured in the world's oceans, a number that increases by a staggering 11 million tonnes annually, a substantial portion of which originates from South and South East Asia. While each of us is responsible for reducing our plastic consumption and ensuring responsible disposal, it's crucial to acknowledge that the crisis has grown beyond the capabilities of the individual. This is particularly important in South and South East Asia, where inadequate infrastructure and limited investment have led to a significant plastic leakage into our oceans, posing increasingly severe threats to our environment, societies, and the economic landscape.

Circulate Capital, an innovative investment firm, bridges the gap between the public and private sectors to drive the advancement of the circular economy and combat ocean plastic and climate change across South and South East Asia. Rooted in the principles of innovation and collaboration, this initiative unites distinct entities sharing the common objective of combining their resources to invest in companies dedicated to addressing plastic waste challenges and enhancing livelihoods, all while generating a meaningful return on investment. In August 2022, the Executive Board and Group Treasury were pleased to announce that the Jebsen & Jessen Group had officially subscribed to Circulate Capital Ocean Fund I-B (CCOF I-B) with a capital commitment of USD 3 million, of which SGD 1,850,00 has been paid thus far (as represented under A.3.1 Green Investment).

This fund, CCOF I-B, launched in 2021, invests in disruptive innovations via Circulate Capital Disrupt: a dynamic collaboration managed by the Circulate Capital team as a parallel programme for private investors and family offices featuring CCOF I-B, a companion fund, that offers the unique opportunity to invest in targeted innovations in circular materials and deep technology solutions to plastic waste.

### Jebsen & Jessen Group's Objectives

This new venture reflects our longstanding corporate values and the goals we have set for the coming years. We have consistently prioritised protecting the planet alongside our daily operations. Cleaning up our oceans and marine life has been a particularly passionate focus as exemplified by numerous 'Meet a Need' trips. Although

this investment is non-operational, it was a strategic decision given the nature of our business, where waste management is an inherent concern. Entrepreneurship and partnership are clear drivers of this ground-breaking fund, values that align seamlessly with our Group's core ethos.

Aligned with our 'Advance & Build' strategy, this investment marks a strategic shift in our packaging domain. While not constituting a significant acquisition or a traditional CSR endeavour, it represents a deliberate move to explore a new dimension of the industry. Through this step, we hope to gain invaluable insights and open up a potential avenue for future growth.

“ The Group's commitment to participating in the Circulate Capital Ocean Fund is a great opportunity to learn about the market for plastic recycling in ASEAN and beyond. Our commitment allows us to have an observer seat on the advisory committee of this fund, and with that, access to lots of information about the industry. From a group strategy point of view, it fits well into our core focus areas for potential step-out acquisitions. I am therefore very excited about this opportunity and look forward to not only receiving good returns, but also using this platform as a stepping stone towards something greater.

— Viktor Leendertz, Chief Financial Officer,  
Jebsen & Jessen Group

### A.3.2 Community Investment

*Charitable/voluntary donations and investments of funds in the broader community where the target beneficiaries are external to the Group.*

#### **Total Group Community Investment in 2022: SGD 163,000.00**

In 2022, the Group invested SGD 100,000 into the Meet a Need programme. Typically, SGD 200,000 is budgeted annually for Meet a Need, but only one trip was possible in 2022 due to the COVID-19 pandemic. SGD 50,000 represents the annual sum made available for Save the Children's emergency fund. The remaining amount represents various RBU-driven community projects that will be expanded on later in the report.

### A.3.3 Total Expenditures on Research and Development

*The dollar amount and percentage of revenue spent on research and development (R&D) by the Group during the reporting period, 2022.*

Given that a significant part of the Group's business involves distribution, we represent many external brands with independent R&D agendas. However, we can report that in 2022, the Group invested at least SGD 1.7 million in R&D efforts. The majority of this investment comes from our Ingredients business (described below). It's worth mentioning that our Group's R&D figure only includes measurable and tracked investments, as reported by our RBUs. For example, in the Packaging business, R&D is fully integrated, and it isn't budgeted or tracked separately.

The Life Sciences business (JJ-Lurgi) anticipates a substantial increase in R&D spending over the next five years. This is in line with their new global strategy, which includes developing internal R&D capabilities since JJ-Lurgi now owns the intellectual property (IP). More on page 100.

### Research & Development: An Area of Growth and Expansion

R&D plays a crucial role at Jebsen & Jessen Ingredients. In 2022, we invested over SGD 1.6 million in R&D for developing new and innovative applications for customer products launching in competitive markets. Our focus also extends to environmental sustainability, where we're developing eco-friendly product prototypes, particularly in the Food, and Home and Personal Care industries.

In 2022, our Ingredients business made strategic R&D investments into its state-of-the-art Coating Lab dedicated to improving the manufacturing of high-quality coating and ink products. We enhanced our ink application capabilities through new equipment, increased collaboration with partners, and expanded cooperation with external researchers.



## A.4. LOCAL SUPPLIER/PURCHASING PROGRAMMES

### A.4.1 Percentage of Local Procurement

*The proportion of procurement spending at local suppliers based on invoices or commitments made during the reporting period indicated the efforts made to support the local economies in which we operate.*

The Group balances sourcing from local suppliers with the need to procure from global markets to ensure our products are of the required quality and cost. Overall, we achieved a balanced 50-50 split between local and overseas procurement.

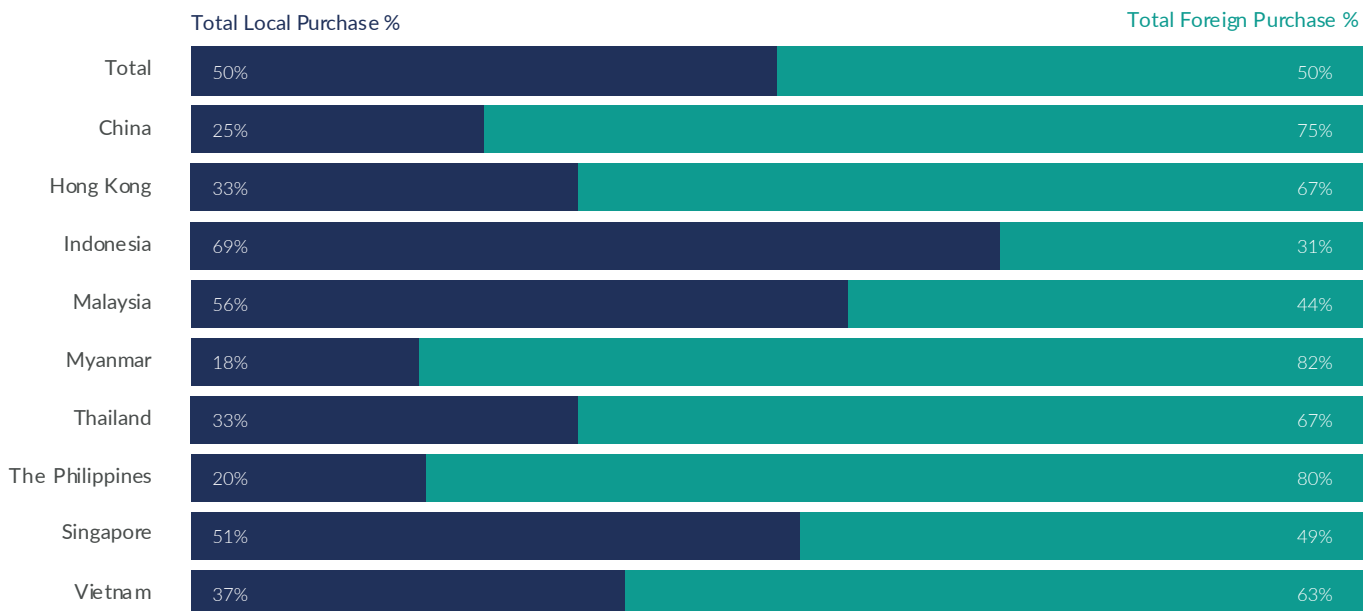
However, it must be noted that collecting this data has its limitations; our system only allows us to distinguish between local and foreign purchases by the country of incorporation of the vendor entity, or by the currency in which the payment is made to the vendor.

Moreover, several of the Group's business models are in distribution and trading between various countries. We make a conscious effort to support local economies, primarily through service procurement wherever possible.

“Across all our activities, whether it's procurement guidelines or evaluating M&A targets, our decisions are anchored by our commitment to sustainability and social responsibility. Jebesen & Jessen has taught me that doing what is right does lead to positive and profitable outcomes over the long term.”

— Lucien Ong, Group Director, M&A and Corporate Development

### LOCAL VERSUS FOREIGN PROCUREMENT



## B. GROUP-WIDE ENVIRONMENTAL SUSTAINABILITY

**E**nvironmental sustainability is a commitment that Jebsen & Jessen Group has long held. We are fully aware of the ecological responsibility we bear and that our industrial business practices have an undeniable impact on the natural environment. Ever since 1995, when Chairman Heinrich Jessen started our EHS programme, we have continued to comprehensively assess our ecological impact across the entire Group, while actively pursuing various initiatives aimed at making a positive environmental contribution. As previously mentioned, during the reporting process, it ultimately became clear that reliable and consistent environmental data were only fully measurable, and relevant for reporting in certain businesses – for example energy and waste outputs from our manufacturing businesses that have production capabilities. Specifically, this is Jebsen & Jessen Packaging, which has eight production plants and our Cable Technology, JJ-LAPP, which has one production plant.

Moreover, this section will present other numerical data and stories on the Group efforts made to ensure environmental sustainability, namely carbon emissions, which we have been measuring and offsetting for the entire Group since 2012.

### B.1 SUSTAINABLE USE OF WATER

#### B.1.1 Water Recycling and Reuse

*This indicator reports on the total volume of water that is recycled and/or reused during the reporting period.*

#### B.1.2 Water Use Efficiency

*Water use efficiency is the water use per net value added in the reporting period.*

#### B.1.3 Water Stress

*Water stress is defined as total water withdrawn with a breakdown by sources (e.g., surface, ground, sea) and with reference to water – stressed or water-scarce areas (expressed as a percentage of total withdrawals). Water stress can refer to the availability, quality, or accessibility of water.*

Regarding water usage in our manufacturing processes, it's worth noting that our Packaging and Cable Technology businesses are not water intensive. The primary use of water is within closed-loop cooling systems. Additionally, they measure total water usage from providers, mainly for sanitation purposes, by tracking monthly cubic metre billing.



While water-related indicators may not directly apply to our manufacturing operations, we highly value water as a precious resource and have stringent water usage policies embedded in our EHS guidelines across the Group. Our commitment to water conservation is evident in various initiatives showcased in this report. For instance, one of the carbon offset projects we subscribe to, 'Nakhon Biogas,' captures methane emissions from the cassava industry to generate clean energy. JJ-LAPP supplies cables for water and wastewater treatment, while JJ-Lurgi offers technologies to reduce wastewater and steam consumption. Jebesen & Jessen Technology's Industrial Services division collaborates on solutions for industrial wastewater recycling.

Additionally, our 'Meet a Need' trips have positively impacted marine ecosystems and Life Below Water.

## B.2 WASTE MANAGEMENT

### B.2.1 Reduction of Waste Generation

The percentage change in waste generation per net value added, both in terms of absolute amount and the shift in numbers.

#### WASTE GENERATION

	Cable Tech	Packaging
Total waste in 2021 (KG)	245,347	653,790
Net Value Added 2021 (SGD Millions)	26.49	29.33
Total waste generated/NVA 2021	0.9%	2.2%
Total waste in 2022 (KG)	260,651	826,127
Net Value Added 2022 (SGD Millions)	25.14	34.74
Total waste generated/NVA 2022	1%	2.4%
Increase in waste generation/NVA	0.001	0.002

Both our Packaging and Cable Technology units generate minimal waste as a by-product of their manufacturing processes. We calculate waste generation per dollar of net value added, and the results show that waste generation remained consistent between 2021 and 2022.

### B.2.2 Waste Reused, Re-manufactured and Recycled

The total amount of waste reused, re-manufactured and recycled in absolute amounts, in % terms and in terms of change.

#### WASTE REUSED, RE-MANUFACTURED AND RECYCLED

	Cable Tech	Packaging
Total amount of waste reused, remanufactured and recycled waste (KG)	0	819,527
Net Value Added (SGD Millions)	25.14	34.74
Total amount of waste reused, remanufactured and recycled waste/NVA	0	2.4%

In Packaging, generated waste comprises various types of plastics like EPS, EPP, PE, PET, Carton boxes, and Jumbo Bags. EPS makes up approximately 50% of this waste, all of which is recycled in-house. Most of the remaining waste is efficiently recycled by external vendors. In 2022, approximately 99.2% of our plastics waste was successfully recycled.

For Cable Technology, waste generated during the manufacturing process, mainly copper scraps, is sold to local scrap buyers in Indonesia. While this waste likely undergoes recycling or repurposing, precise measurement is currently challenging. Read more about JJ-LAPP's copper-related efforts on page 94.

### B.2.3 Hazardous Waste

The total amount of hazardous waste, in absolute terms, as well as proportion of hazardous waste treated, given total waste reported.

#### HAZARDOUS WASTE

	Cable Tech	Packaging
Total amount of hazardous waste generated 2021 (KG)	31,460	26,180
Net Value Added 2021 (SGD Millions)	26.49	29.33
Total amount of hazardous waste generated 2022 (KG)	33,000	35,665
Net Value Added 2022 (SGD Millions)	25.14	34.74
Increase in hazardous waste/NVA	0.00012	0.00013



In 2022, Packaging continued to observe a decrease in hazardous waste generation compared to 2021. The primary source of hazardous waste remains the spent oil from our machine maintenance programmes, essential for maintaining machine performance. To minimise our environmental footprint, we recycled 65.8% of this spent oil through licensed collectors for reprocessing.

The disposal of this hazardous waste is carried out by our authorised supplier, licenced to transport and dispose of such waste. Cable Technology: JJ-LAPP's hazardous waste primarily stems from four sources:

1. Used oil: Generated during gearbox oil replacement in preventive maintenance.
2. Used lubricant: Arises from water-based lubricant replacement in drawing machines, typically done after processing around 500 tonnes.
3. Contaminated rags: Used for cleaning oil or ink spills.
4. Solvent/thinner: Utilised for ink cleaning.

Disposal of this hazardous waste is carried out by our authorised supplier, licensed for transporting and disposing of such waste. To reduce hazardous waste volume, we focus on enhancing machine maintenance to minimise oil leakage, prioritising safety measures.

## B.3 GREENHOUSE GAS EMISSIONS

For the indicator on total emissions of greenhouse gases, we are able to present Group-wide data, as we have been successfully measuring our Group's annual carbon emissions since 2009 and offsetting since 2012. South Pole's official certificates are typically calculated in the

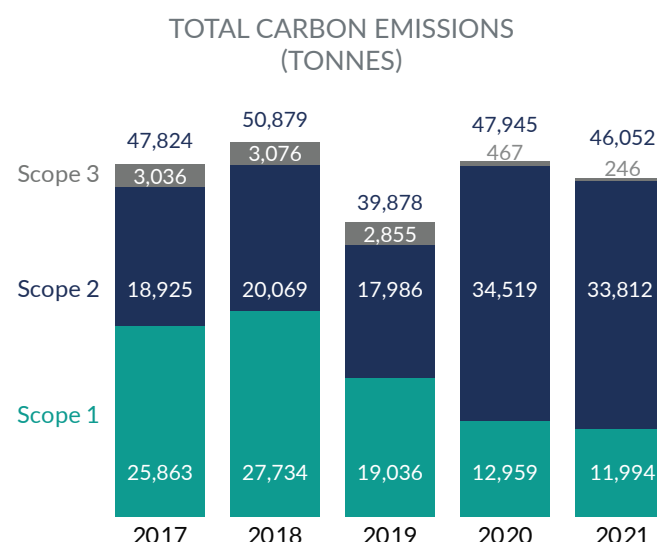
year following measurement. Therefore, the most current data available for this report is from 2021.

For additional context, we offer a five-year comparison by including carbon emissions figures for the group from 2017 to 2021.

In-house we developed an integrated tool, 'gTool,' to calculate our carbon footprint. This tool adheres to the Greenhouse Gas Protocol of 2008, measuring the emissions by country and by scope of impact:

- Scope 1: All fossil fuels used for production sites, such as petrol, gas, and coal.
- Scope 2: All purchased electricity.
- Scope 3 (voluntary): Emissions from business travel, including cars, ferries, and air travel.

### B.3.1/ B.3.2 Carbon Emissions by Scope (Total Tonnes)



## CARBON EMISSIONS BY COUNTRY

*The total carbon emissions produced by business operations in each country where the Group has a presence.*

The FBSD framework primarily requires scopes 1 and 2. Nevertheless, the Group voluntarily includes all business travel emissions, falling under scope 3.

Approximately 90% of the Group's emissions primarily stem from Scope 1 and Scope 2. This is because measuring Scope 3 emissions, which we do not directly control as a largely distribution-focused Group, remains a challenge. The most substantial contributors to Scope 1 and Scope 2 emissions are our manufacturing businesses, specifically Packaging and Cable Technology's production facilities.

The Group operates nine production facilities across South East Asia in Indonesia, Malaysia, Singapore, and

Vietnam. Indonesia experienced a significant increase in emissions from 2020 due to the acquisition of PT Indo Tirta Abadi (ITA) by Jebesen & Jessen Packaging in March 2020. Additionally, we've observed a significant increase in Scope 2 carbon emissions (Electricity) since 2020. This spike is attributed to the growth of the packaging business, mainly driven once-again by the 60% acquisition of ITA. To counteract these emissions, Jebesen & Jessen Packaging has initiated measures such as the installation of solar panels on two of their manufacturing plants in Malaysia. Additionally, they plan to replicate this approach by installing solar panels on their third Malaysian plant, as well as on plants in Indonesia, Vietnam, and Singapore during 2023.

Vietnam experienced significant reduction in emissions from 2020 due to Jebesen & Jessen Packaging Vietnam's biomass boiler project. Read more on page 89.

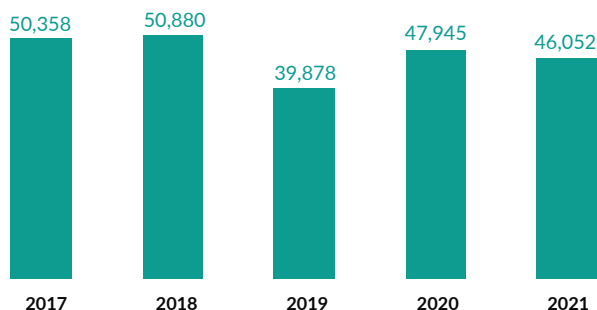
### CARBON EMISSIONS BY COUNTRY (TONNES)

Carbon Emissions	2017	2018	2019	2020	2021
Australia	800	941	786	N.A.*	N.A.*
Cambodia	19	81	85	57	8
China	N.A.	17	46	34	35
Indonesia	5,841	4,314	3,103	22,379	22,358
Malaysia	20,040	19,423	16,797	14,188	14,742
Myanmar	105	116	150	172	101
Philippines	602	674	798	149	147
Singapore	2,004	2,073	2,244	1,117	1,181
Taiwan	157	210	240	N.A.	N.A.
Thailand	2,428	3,289	2,228	1,038	688
Vietnam	15,830	19,743	13,400	8,811	6,792
<b>Total (Tonnes)</b>	<b>47,824</b>	<b>50,879</b>	<b>39,878</b>	<b>47,945</b>	<b>46,052</b>

\*N.A. for Australia after 2019, as we divested the business MHE-Demag.

## CARBON OFFSET PROJECTS THROUGH SOUTH POLE

TOTAL EMISSIONS OFFSET (TONNES)



*\*Due to a clerical error in 2017, we actually offset more than we emitted. That is why 50,358 tonnes is higher than 47,824 for 2017.*

Since 2012, we've consistently offset our excess emissions. Each year, the Executive Board evaluates and approves two or three projects proposed by South Pole, an organisation that provides verified carbon credits through transparent and impactful global climate initiatives. These projects are selected based on their local impact in South East Asia and/or China, aligning with our 'Meet a Need' programme's principles of giving back to the communities where we operate. While cost considerations are an important factor, ethical considerations are paramount. Our Executive Board stays informed about global carbon credit markets and projects. We have even enlisted PhD students to visit project sites, assess their credibility, and provide reports. The last report was completed in 2018, and we're planning another assessment in 2023 due to project changes.

## PROJECTS IN 2021

### ZA HUNG HYDROPOWER (21,027T)

The Za Hung Hydropower Plant supplies clean electricity to about 19,870 homes helping the country to meet its growing energy demands while reducing coal use and greenhouse gas emissions. The project supports sustainable development in the region by creating stable well-paid jobs for locals and offering on-going training opportunities in health and safety and plant operations. In addition to the fund for flood-affected households, the project annually donates money to support disadvantaged people in the commune. The Za Hung project provides improved electricity, drainage, roads, and better air quality

for local communities. The project activity also involves the construction of a hydropower plant with two units in the Za Hung and Ma Cooi communes in the Dong Giang district of Quang Nam province of Vietnam. The project's installed capacity and estimated annual gross power generation are 30 MW and 122,700 MWh, respectively.

### NAKHON BIOGAS (7,670T + 10,514T)

Cassava starch, a large industry in Thailand, generates significant wastewater, emitting potent methane gas – a greenhouse gas 21 times more potent than CO<sub>2</sub> – when stored in large open lagoons, this wastewater emits methane into the atmosphere.

Our project introduced a closed lagoon anaerobic system that captures and converts methane into clean energy, preventing potent greenhouse gas emissions and reducing fossil fuel reliance.

### HUBEI PANKUO HYDRO (CER) (2,844T + 3,997T)

Located on the Du River in Hubei Province of China, this project generates clean electricity through a hydropower station with an installed capacity of 500MW. The local community benefits from renewable energy, decreasing reliance on fossil fuels and averting 782,000 tonnes of annual CO<sub>2</sub> emissions.

**Total : 46,052 tonnes offset**



# CERTIFICATE OF CLIMATE PROTECTION



This certificate verifies that

## **Jebsen & Jessen Group of Companies**

has compensated

**46,052 tonnes of greenhouse gas emissions**

by investing in South Pole's climate protection projects:

Za Hung Hydropower, Vietnam (Verra - 21,027 tonnes)

Nakhon Biogas, Thailand (CERs - 18,184 tonnes)

Hubei Pankou Hydropower, China (CER - 6,841 tonnes)

**Renat Heuberger**

CEO, South Pole



Thank you for committing to bold climate action. Your contribution is not only a meaningful step towards mitigating climate change globally, but also changes lives for the better by contributing to the Sustainable Development Goals set out by the UN.

Certificate number C2562EN, 11.2022  
Date 03/11/2022

This certificate is issued by South Pole. For more information about our services and more than 700 climate protection projects, please visit: [southpole.com/projects](https://southpole.com/projects).  
The CO<sub>2</sub> emissions indicated on the certificate are compensated through investments in the above mentioned carbon offset projects based on international standards.

## B.4 OZONE-DEPLETING SUBSTANCES AND CHEMICALS

Neither Packaging nor Cable Technology uses ozone-depleting substances and chemicals in their manufacturing processes, so this indicator is not applicable to this report.

## B.5 ENERGY CONSUMPTION

The measurement of the total energy utilised by the Group during the reporting period.

### B.5.1. Renewable Energy

*The renewable energy consumption as a percentage of the total energy consumption in the reporting period.*

#### RENEWABLE ENERGY

	Cable Tech	Packaging
Renewable energy consumption (MJ)	0	232,288,000
Total energy consumption (MJ)	13,322,000	597,463,000
Renewable energy consumption as percentage of total energy consumption in the reporting period (%)	0	39%

Jebsen & Jessen Packaging sourced 39% of their energy from renewables, mainly through their biomass boiler project in Vietnam, supplemented by solar panels.

Apart from the biomass boiler project, Jebsen & Jessen Packaging has been steadily expanding their solar systems at manufacturing plants since 2019.

### B.5.2. Energy Efficiency

*Energy consumption divided by Net Value Added.*

#### ENERGY EFFICIENCY/NVA

	Cable Tech	Packaging
Energy consumption (MJ)	13,322,000	597,463,000
Net value added (SGD Millions)	25.14	34.74
Energy consumption per net value added (MJ/ SGD)	0.53	17.2

The Packaging business has high energy consumption due to the nature of the manufacturing processes. As mentioned above, their biomass boiler project and their long-term project to implement solar systems across their various manufacturing plants are addressing the carbon intensity of the RBU.

## B.6 LAND AND BIODIVERSITY

### B.6.1. Land Used Adjacent to Biodiversity Sensitive Areas

This is not an applicable indicator for the Group as we do not own, lease or manage any protected areas and/or key biodiversity areas.



## C. GROUP-WIDE SOCIAL SUSTAINABILITY

Our people, the bearers of the 'mackerel spirit', have always been our greatest asset. We prioritise our relationships with colleagues and local communities across the region. At Jebesen & Jessen Group, we aim to make colleagues feel like part of the family. We ensure their well-being, embrace diversity, and foster development in our work environments. In the following section, we provide data on gender equality, diversity, human capital, and learning & development. We aim to provide context and meaning to the numbers, offering a unique perspective as an industrial group in South East Asia. Additionally, we share stories about various initiatives and programmes that highlight our efforts beyond the data.

### International Women's Day 2022: Group-wide #BreaktheBias Campaign

For over three decades, March has been celebrated as Women's History Month, with International Women's Day falling on the 8th. At Jebesen & Jessen Group we mark this occasion, as part of our ongoing commitment to fostering a workplace environment where every employee can feel like they belong.

In 2022, the theme of International Women's Day was #BreakTheBias, reinforcing our message that every female member within Jebesen & Jessen is highly valued. Both our female and male colleagues joined together in a public display of solidarity, engaging in meaningful conversations to combat gender bias.



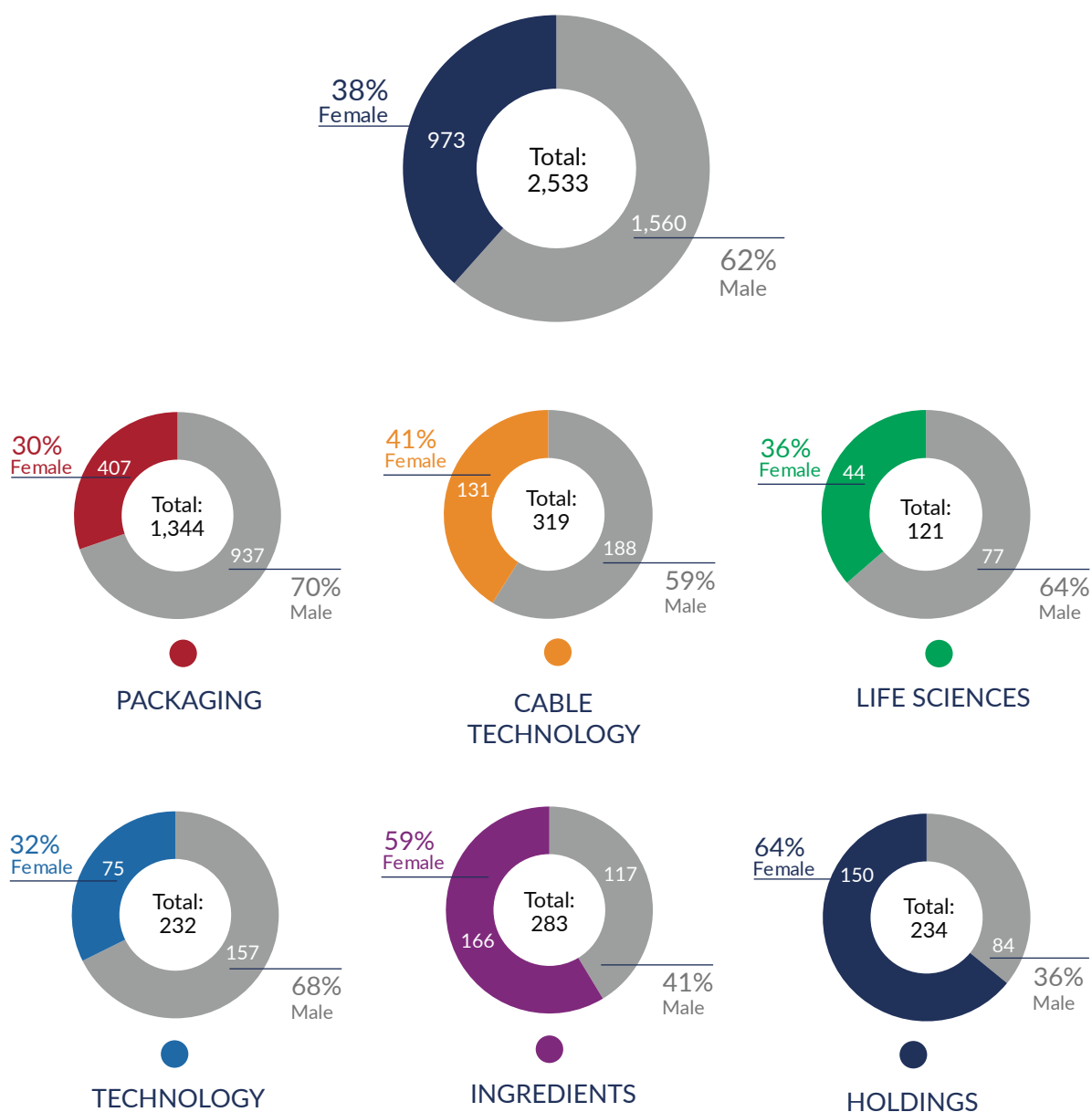
## C.1 GENDER EQUALITY

### C.1.1 Female Representation Across the Five RBUs (2022)

Certain industries, like the ones our Life Sciences, Packaging, and Technology RBUs operate in, tend to be predominantly male, so while there is a notable gender imbalance in those RBUs, these are well within industry norms. This discrepancy partly arises from the composition of applicants, which often reflects cultural

norms and interests. For instance, in areas like Turf & Irrigation within the Technology RBU, the applicant pool tends to lean more towards men, possibly due to a higher cultural preference for technical positions and activities like golf among male candidates. In Life Sciences, while we do actively recruit women, it's important to note that vegetable oil processing sites often have conditions that might not be as appealing to female candidates, especially considering family planning factors.

DISTRIBUTION BY GENDER (2022)



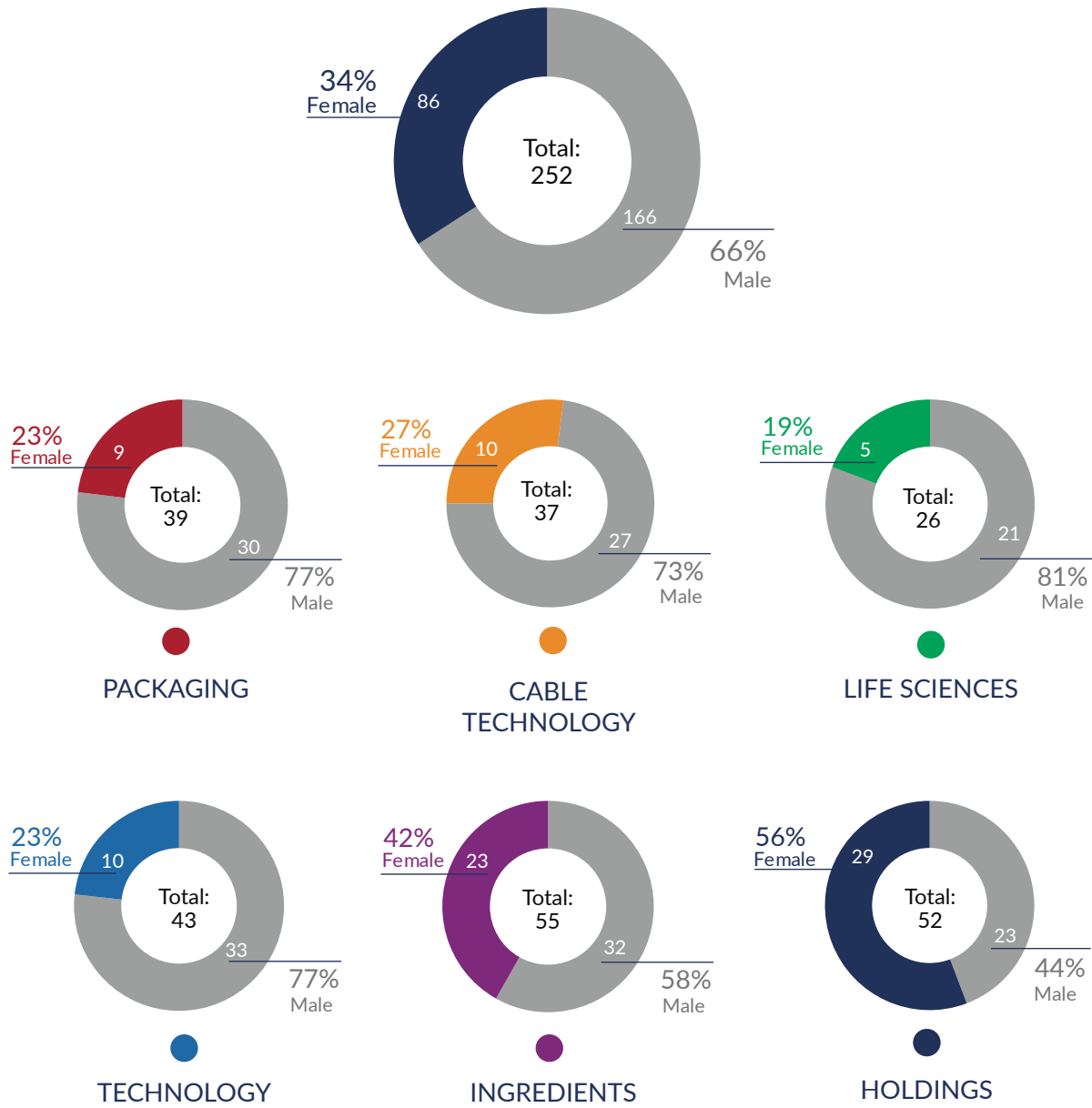
**C.1.2 Proportion of Women in Managerial Positions**

This indicator is expressed as the number of women managers divided by the total number of managers in a given reporting period.

For this metric, all Executive, Middle and Senior Managers in Jebsen & Jessen Group are represented.



WOMEN IN MANAGERIAL POSITIONS (2022)



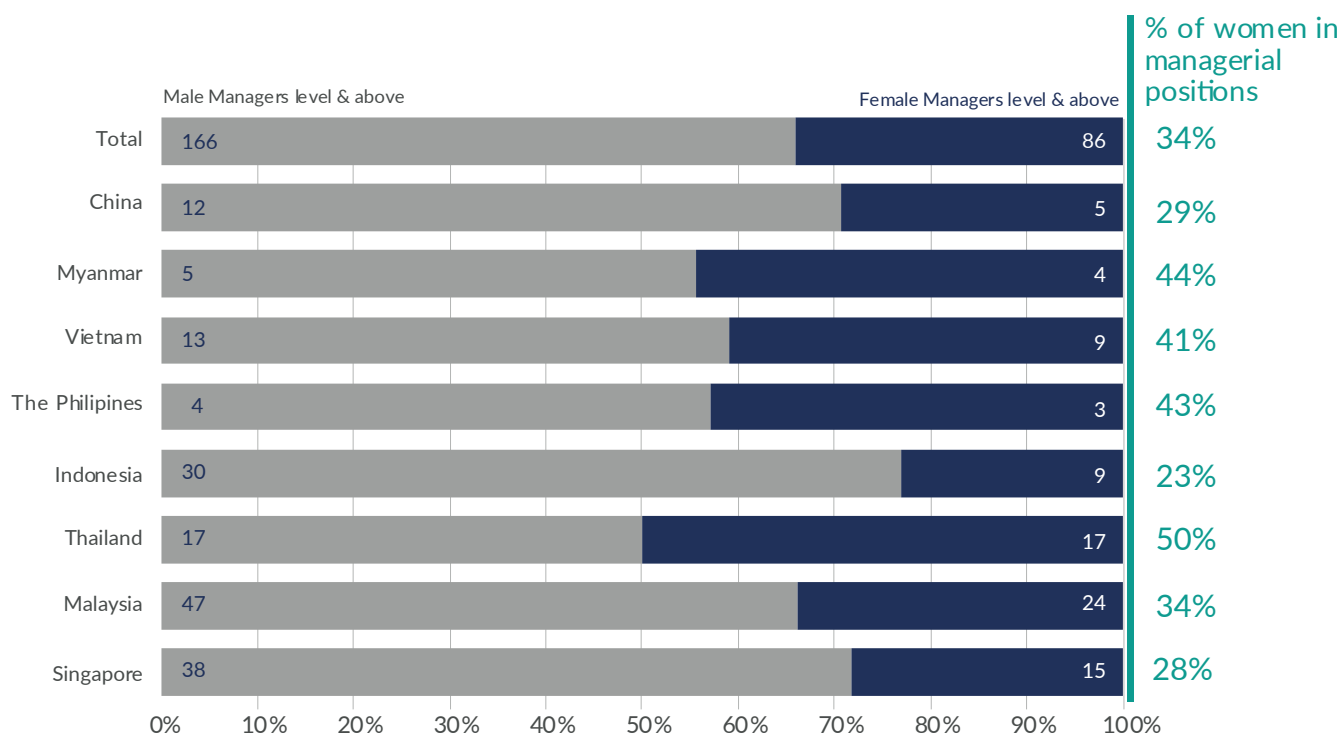
## WOMEN IN MANAGERIAL POSITIONS BY COUNTRY

Within Holdings, 56% of managers are women, indicating that the 'non-industrial' segments of Jebsen & Jessen Group tend to attract more female talent. We make deliberate efforts, and will continue to request more female candidates from headhunters for CEO positions. However, it's essential to emphasise that selections

are ultimately based on merit. Nevertheless, in certain industries like Life Sciences, for some positions like the CEO role, we have observed no applications from female candidates due to the nature of the sector.

In Jebsen & Jessen Packaging Malaysia, many applicants come from a third-party vendor, so there tend to be more males immigrating from other countries, e.g. Myanmar, Nepal, Indonesia, etc.

WOMEN IN MANAGERIAL POSITIONS BY COUNTRY (2022)



We offer flexible work arrangements that are supportive of family needs, benefitting all parents, but particularly women who often require more flexibility to pursue higher-level roles. Additionally, we provide well-equipped nursing rooms in all our offices and value office spaces in buildings with daycare facilities, making it more convenient for parents with young children.

In some countries, cultural norms can be a barrier that affects women's career advancement. We approach this issue with respect, recognising that cultural contexts vary across our operating countries. To address these challenges, we actively involve our culturally diverse regional HR teams to provide day-to-day HR support and develop our workforce. Our policies are designed to strike a balance by supporting cultural norms while

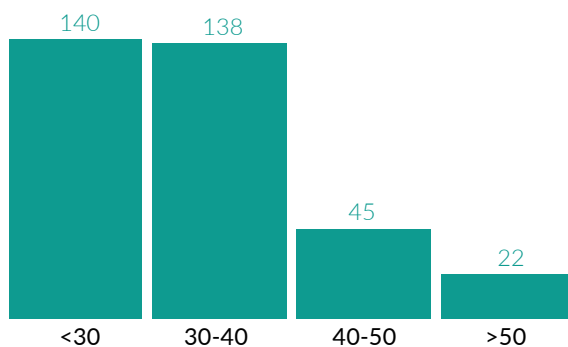
also promoting gender equality and flexible work arrangements that accommodate family responsibilities, allowing all employees, regardless of gender or race, to pursue career growth.

As conveyed in the highlight below ('#Candid on Gender'), we actively work to challenge stereotypes and promote gender equity. We engage in open discussions about unconscious bias, aiming to shift ingrained cultural attitudes from the top down. In Jebsen & Jessen Packaging, we initiated both a mentorship programme and a 'Talk the Talk' programme in 2022 (read more on page 90). These programmes were designed to empower all employees, including women, by boosting their confidence and removing potential barriers that might hinder their career advancement.

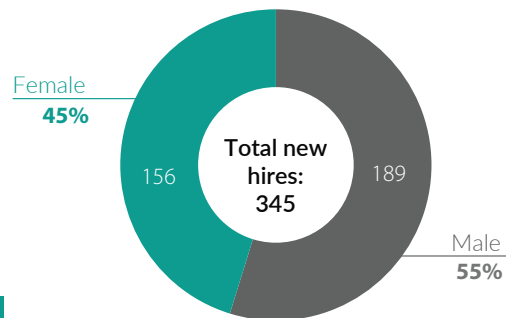


### NEW HIRES BY AGE AND GENDER\* (2022)

Age Distribution (New Hires)



Gender Distribution (New Hires)



### Flexible Work Arrangements (FWA)

Like countless organisations discovered during the constraints of the global pandemic, we realised that when properly managed, FWAs can produce boundless benefits for employees and employers, including:

1. Improved work-life balance.
2. Increased employee morale and engagement.
3. Higher productivity. FWAs can enable employees to work during their most productive hours, leading to better concentration and output.
4. Wider talent pool. We can tap into a broader talent pool, including individuals who might have constraints that prevent them from working traditional hours.
5. Business continuity. As the workforce is now well-versed in remote working practices, FWAs can serve as a contingency plan during emergencies or disruptions that might prevent employees from coming to the office.

6. Global collaboration and a smaller carbon footprint. As the decline in our carbon emissions in 2021 showed, we reduced our business travel, which contributed to environmental sustainability. Naturally, business travel has resumed to an extent, but we will likely not need to travel or commute as much as in pre-pandemic times, thanks to hybrid-work options.

It's crucial to emphasise that the introduction of FWAs demands meticulous planning and effective management. Achieving successful outcomes while maintaining productivity and team cohesion necessitates transparent communication, suitable tools and technologies, and a culture of accountability. On June 1, 2022, the Group formally embraced a hybrid work model, which permits flexibility in both work location and hours. This new approach is closely monitored using a dedicated electronic system.

## #Candid on Gender - Two Jebsen & Jessen CEOs Featured

In 2021, the Swedish Chamber of Commerce Singapore (SwedCham) celebrated the Year of SG Women by releasing a ground-breaking collection titled '#Candid: 100 Perspectives on Gender Equality in Singapore', which features personal reflections from 100 men and women from all walks of life on the importance of gender equality.

The choice to gather men's reflections was deliberate. It aimed to break away from the notion that gender equality is solely a 'woman's issue' by highlighting male perspectives. This approach aimed to expand the conversation and normalise discussions on this topic. The book served as a testament to the power of open and honest dialogues about a potentially sensitive subject. The hope is that these stories can help transform mindsets, reshape the narrative, and move the needle on diversity, equity and sustainability.

One of these 100 candid perspectives came from our own Group CEO, Per Magnusson. In his piece, 'Diversity Gives Us an Economic Edge', Per described the act of challenging gender biases as being **"simply the right thing to do"**; he reflected on discussions with his own adult daughter who was just entering the workforce, and he expressed that everyone should strive to be aware of any unconscious discrimination they may be exercising.

Moreover, Per pointed out the senselessness of utilising only half an investment. Referring to the workforce in his native Sweden, he highlighted the economic and social benefits of enlisting the "brain power" that women bring to the table, as well as the importance of a strong social support system. Finally – in alignment with our core values of fairness and equity – Per explained how the hiring

practices at Jebsen & Jessen are designed to ensure a fair shortlist, representing both sexes equally, but in the end, the final candidate is selected based on their skillset.

The book also tells the stories of various inspirational women, including Lim Siew Tin, CEO of Jebsen & Jessen Ingredients. Siew Tin's piece 'From Tradition to CEO' makes a meaningful addition to the 'Breaking Stereotypes' chapter of the book. Her depiction of growing up in a 'family where men were the key focus when it came to education, food distribution, housework' and her subsequent experiences is a very real example of a woman who has broken down socially constructed barriers and now makes a concerted effort to **"give women a place to excel"** too. Siew Tin also reflected on her 24-year career with Jebsen & Jessen, echoing Per Magnusson's view on fostering a work environment that supports and values female employees, especially within male-dominated industries like those in which Jebsen & Jessen operates.

Both CEOs conveyed the belief that Jebsen & Jessen has a strong foundation on which to continue building equitable workplaces and societies. However, there are issues that have yet to be examined and areas to be improved, not just in Singapore, but across all the countries in which we work and have our roots. One major step on this journey is sharing 'candid' stories such as these and working to break down stereotypes and share insights.

In a joint effort, SwedCham championed this book while creative agency Dilucidar masterminded its concept and execution. The project went on to win multiple awards for creating social change.





## Group CEO Per Magnusson Joins a Panel Discussion on Gender Equality

On 31 March 2022, SwedCham hosted a long-awaited in-person event to officially launch the #Candid initiative and book. Thought-provoking ideas and personal stories of action were shared. The highlight was a panel discussion with four figures featured in the book, including our Group CEO Per Magnusson.

A chief discussion topic was corporate leadership and why it's an integral part of making gender equality a top strategic priority. One of Per's numerous points was that including women on our staff makes perfect financial sense and ensures their equal opportunities for senior management positions. Per also expressed his fears around the influence of unconscious gender bias in a decision-making role and his wish to encourage employees to speak up when they feel something has gone wrong in this respect.



## DIVERSITY, EQUITY AND INCLUSION (DEI)

Beyond indicators around gender equality, we decided to supplement the following indicators voluntarily, as we feel a deeper discussion around diversity is essential to include in a sustainability report for several reasons. In terms of showcasing numerical data, our HR processes can 'only' track the religions, ages and nationalities of our colleagues. However, we acknowledge that DEI goes far beyond these metrics, encompassing socioeconomic status, gender identities, languages, disabilities, sexual orientations, or ethnicities.

Part of fostering health and well-being within our work environments is ensuring that they are diverse and inclusive. As mentioned, we want every member of Jebsen & Jessen to feel like a part of the family, meaning we try to support them with their individual needs without bias so that they feel respected and valued for who they are, and satisfied in their jobs. In practical

terms, this can mean ensuring that our corporate offices are disability-friendly, staying updated and empathetic regarding colleagues' familial circumstances, ensuring that non-English speaking colleagues can sign important documents, make decisions and receive support in their own languages.

Diversity also drives innovation; different perspectives, experiences, and backgrounds can lead to more creative ideas and problem-solving, so we encourage everyone to share those perspectives freely.

In short, we do our utmost to create a welcoming, open door to all who wish to join the Jebsen & Jessen family, no matter who they are. When hiring new colleagues, we genuinely consider whether our five corporate values and their values dovetail and whether they can come to embrace the 'mackerel spirit'.

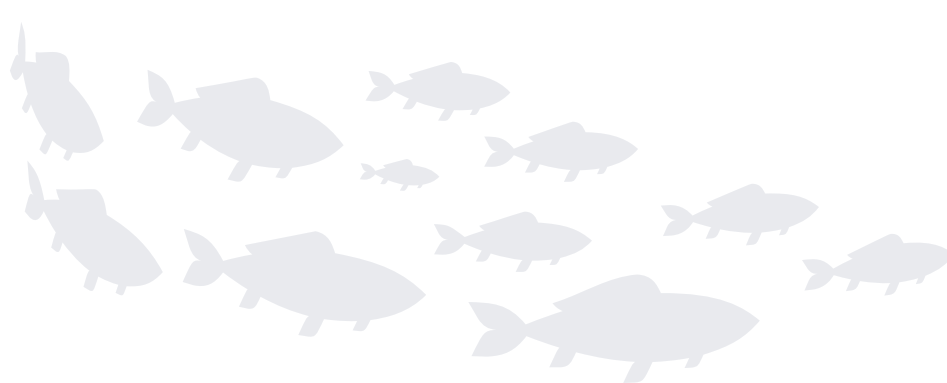
### Raquel Patdu on Prioritising Diversity, Equity and Inclusion (DEI)

At Jebsen & Jessen Group, we strongly believe that by embedding DEI (Diversity, Equity, and Inclusion) principles into all aspects of our operations, we will be able to build a future-ready culture and develop more engaged employees.

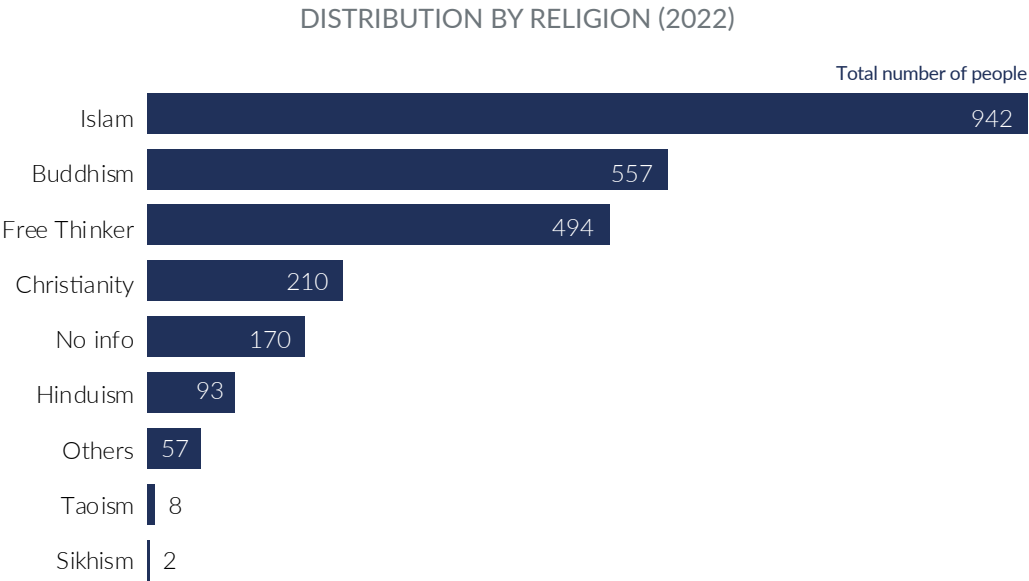
In a recent interview with Human Resources Online, Raquel Patdu, Head of Finance and Business Services at Jebsen & Jessen in the Philippines, shared her insights on the importance of DEI in businesses today.

"Organisations that actively prioritise DEI will gain a competitive advantage as they have the opportunity to tap on a wider pool of talent. DEI should be made a priority, to celebrate and leverage differences and build a well-rounded and future-ready culture. With a strong focus on DEI, organisations will benefit at every level of the business, as employees develop a sense of belonging to the company.

It is also important for business leaders to be strong advocates of DEI programmes, and include DEI in their corporate values and company DNA. A good place to start would be for leaders to be aware of their personal biases – set them aside and look at people for who they really are and what they can bring to your organisation regardless of their background."



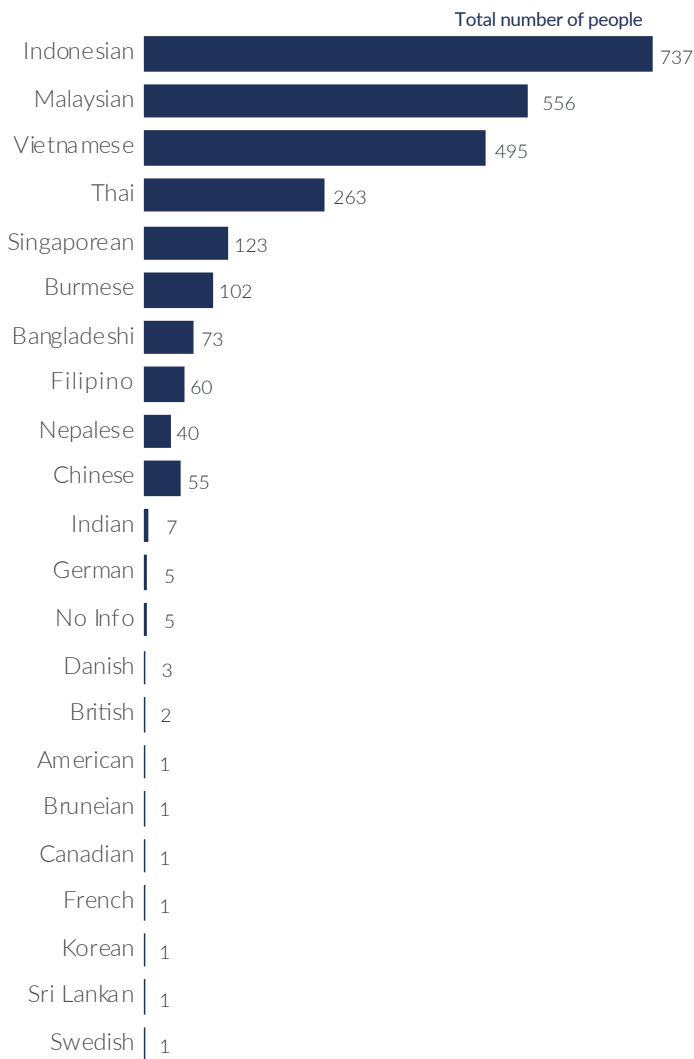
RELIGIOUS DISTRIBUTION



NATIONALITIES

Overall, these numbers demonstrate that we are an inherently diverse group, with offices in eight countries, and colleagues largely representing those eight nationalities. We do indeed try to support the local economies by creating jobs and hiring within them. However, the relatively vast range of nationalities, ethnicities and religions also indicate that people from all backgrounds come aboard our ship.

DISTRIBUTION BY NATIONALITY (2022)



## C.2 HUMAN CAPITAL

We chose to include total headcount in order to provide better context from which to present the subsequent data through the indicators.

### Total Headcount by RBUs

Within our 'Advance & Build' strategy, we strongly advocate that our people's growth is intricately linked to the growth of our business. At the Group level, we have initiated a comprehensive Learning & Development curriculum to empower our colleagues to deepen management and functional skills, and broaden their knowledge base. We consider continuous Learning & Development as an essential element in ensuring our sustained success.

“

In the last two years, the world has experienced unforeseen changes after being hit by the Covid-19 pandemic. Building resilience and increasing digitalisation are no longer 'nice-to-have'; these are now an immediate and essential need. For us at Jebsen & Jessen, it has been important to adapt to the changing times with innovation and agility. This includes encouraging our employees to develop a growth mindset so that changes can be embraced quickly and easily.

”

— Olivia Chua, Chief Human Resources Officer,  
Jebsen & Jessen Group

TOTAL HEADCOUNT DISTRIBUTED BY RBUS (2022)



Total Headcount group: 2,533

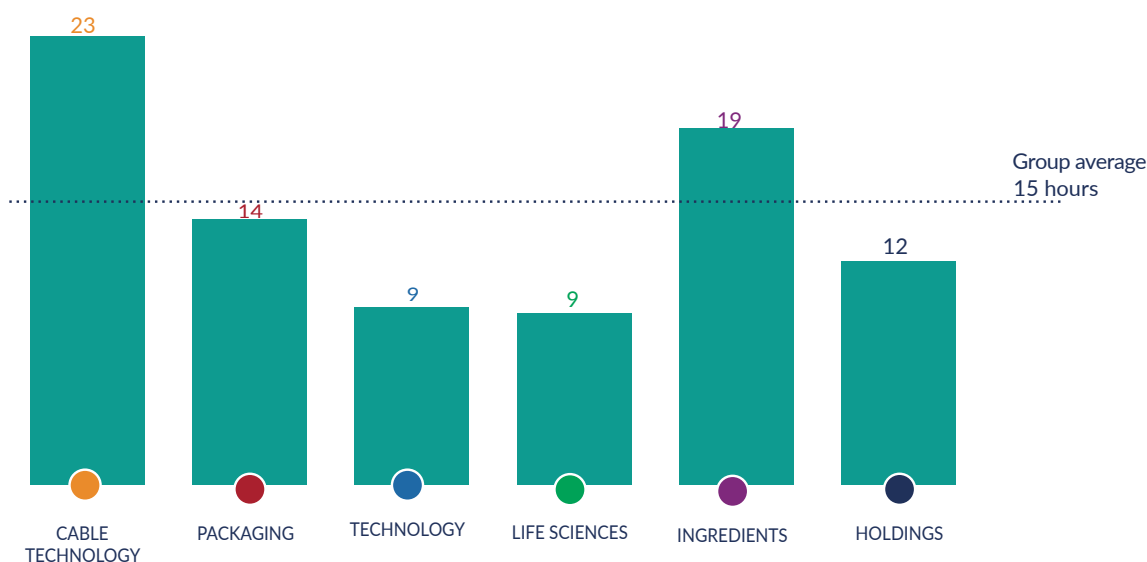
### C.2.1 Average Hours of Training per Year per Employee

This indicator suggests the scale of investment in employee training (i.e., in human capital) and the degree to which this investment is made across the entire employee base, in terms of hours of training.

#### Average of Recorded Hours of Training per Year per Employee

It is important to note that our average training hours per employee presented here do not provide a fully accurate picture. In reality, the numbers would be significantly higher due to variations in how RBUs measure and document training hours, which poses consolidation challenges. However, we can readily monitor Group-wide training programmes such as Growth Mindset and LinkedIn Learning hours (details below). Beyond this, country HR teams regularly request that the RBUs record their training hours, as they each conduct their own specialised and sometimes very technical training – particularly Cable Technology, Life Sciences and Packaging – and this has caused said limitations in the group data for this report. This is another example of the data collection challenges within such a complex organisation. Going forward, as part of our goal to focus even more on Learning & Development programmes, country HR teams are setting up more streamlined processes for recording training hours accurately from 2023 onwards.

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE



#### Management Excellence Programme (MEP)

The MEP is a Group-wide talent development initiative that gives managers across the region the skills to lead at different levels and succeed in their roles. The 18-month programme is modelled on a mini-MBA covering topics ranging from negotiation skills and personal branding to finance, HR and change management. As of 2022, 44 managers have graduated from the programme.

The programme aims to support staff in taking on increasingly complex roles in today's business world and to help them thrive in the diverse cultural landscapes in which our Group operates.



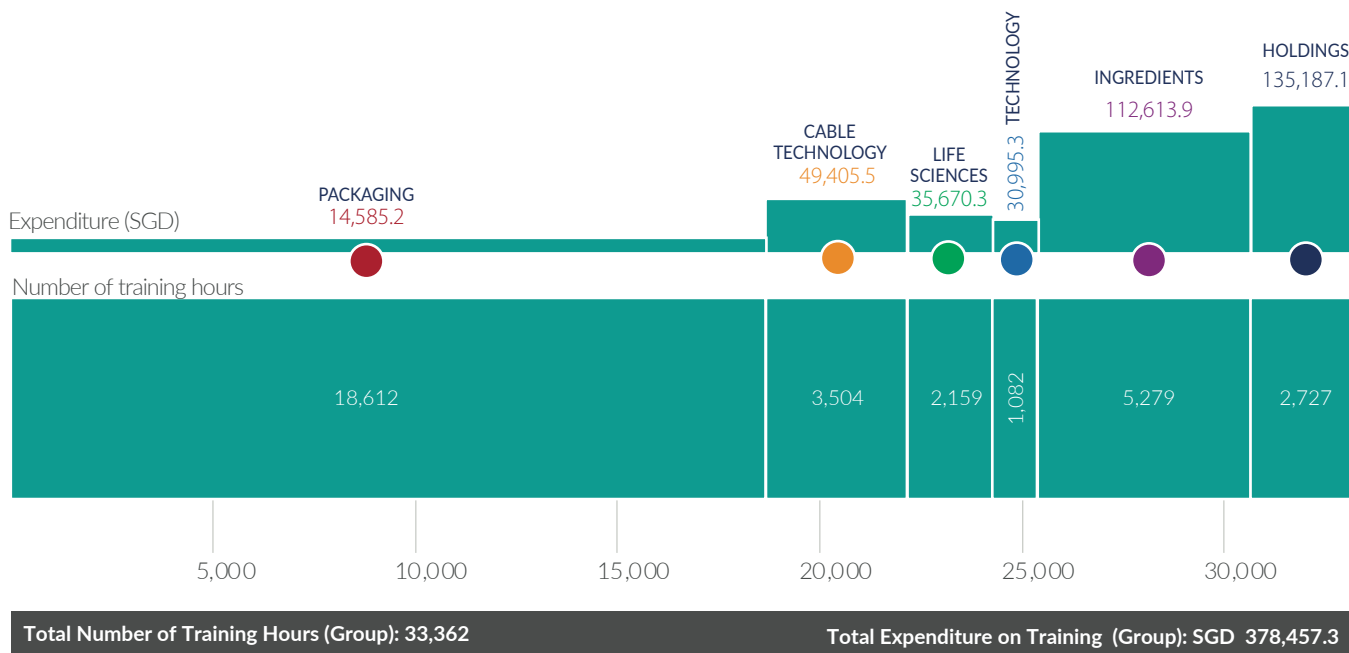


### C.2.2 Expenditure on Employee Training per Year per Employee

*This indicator suggests the scale of investment in employee training (i.e., in human capital) and the degree to which this investment is made across the entire employee base, in terms of expenditures.*

Similar to the explanation provided in C.2.1 regarding the limitations in the training hours figures across the RBUs and the difficulty to produce a realistic picture through the tracked data, is the expenditure on training per year per employee. This is partly due to the fact that many trainings are provided in-house by colleagues or by partners – for example, the ‘Growth Mindset Train the Trainer Programme’ listed in the ‘Top Training Programmes (2022)’ chart below - and therefore are not an additional expenditure. Our group subscription to LinkedIn Learning (described below) offers unlimited training hours to all employees, but is a set expenditure. Moreover, when colleagues are sent for external training, the related expenditures will be reflected in travel budgets, as opposed to training budgets.

NUMBER OF HOURS AND EXPENDITURE ON TRAINING (SGD)



TOP TRAINING PROGRAMMES (2022)

	Hours
Growth Mindset Session for Executives & Supervisory	2,550
Growth Mindset Session for Middle Management	2,370
Growth Mindset Train the Trainer Programme	880
1st Learning Festival	818
Job Description Writing Workshop	508
2nd Learning Festival	493



## Learning Festivals

To continue fostering a culture of learning, Group HR launched a Learning Festival in June 2022. We invited all employees to join online and discover a line-up of specially designed activities and learning opportunities, including fun quizzes and lucky draws. Two two-hour virtual learning festivals were held in 2022 around the themes of 'The concept of Growth Mindset and the benefits it has for your work and personal life' and 'Effective Interpersonal Communication'.

### LinkedIn Learning for Employees - Learning Anywhere, Anytime

Jebsen & Jessen Group's 'Advance & Build' strategy, integral to Vision 2025, emphasises the importance of our people advancing together. To support this, we've introduced a new learning and development framework designed to empower our colleagues, enabling them to reach their full potential and excel in their careers. Central to this is a shift from directed learning to self-directed learning. This means employees have the freedom to prioritise their learning based on their job requirements and career aspirations, actively seeking the skills and knowledge they need. In 2021, we made LinkedIn Learning available to all employees to facilitate this approach.

As an online learning and skill-building platform, LinkedIn Learning offers engaging, on-demand courses, built around key business, technology and creative topics, delivered by credible industry experts. Employees can take courses anywhere, anytime, whether it is to solve an immediate problem at work or to develop themselves professionally for the long term.

LinkedIn Learning provides a wide range of content, with a broad spectrum of perspectives relating to technology and business trends. Consequently, our colleagues are becoming more knowledgeable and better prepared, thanks to self-learning and individual development.

This is taking root throughout the Group with 92% of Jebsen & Jessen's LinkedIn Learning licences already active. On average, employees are consuming close to three hours of learning content each month and gravitating towards courses like 'Cultivating a Growth Mindset', 'Improving your Listening Skills' and 'One-Minute Habits for Success'.

The traditional model of learning, where the Learning & Development team plans and organises classroom-based sessions, is significantly more resource-intensive. This

limits the number of courses and colleagues who can benefit from each iteration of the course. In self-directed learning, employees can learn on-demand, reducing scheduling conflicts with work commitments and ensuring that employees are in the right frame of mind to absorb the information on offer.

In a world characterised by change, this new approach to learning will place both the Group and all its employees in a better position to thrive.

“

Unlike other online learning platforms I have used, LinkedIn Learning provides instant access to its entire library of courses, which is amazing. Whether I want to fine-tune an existing skill or learn a brand new skill set, LinkedIn Learning's world-class instructors make learning a joy. I look forward to continuing my learning journey and adding more completed courses to my LinkedIn profile!

”

— Pierre Corso,  
Jebsen & Jessen Ingredients, Thailand

## Growth Mindset Trainings

Jebsen & Jessen Group's rally cry to 'Advance and Build' is guided by a long-term business strategy that, on its own, is simply a blueprint. We recognise that to lay the foundation for the Group's next growth chapter, it is important that our employees feel motivated and grow alongside the business.

Inculcating a growth mindset in our employees was a key learning need that surfaced during our strategic planning exercise in 2020. Someone with a growth mindset, as opposed to a fixed mindset, is more likely to look at a situation and see opportunities instead of obstacles. It is a perspective that opens up a world of new possibilities.

This is particularly essential in a business environment characterised by volatility and uncertainty. To help employees unlock the power of a growth mindset, we invited Dr. Reza Abraham, co-founder of InControl Group and Growth Mindset Master Trainer, to develop and conduct a two-day programme for our employees.

We launched this in April 2022, with senior and middle managers across seven ASEAN countries successfully completing the programme. As a next step, it will be introduced to all Group employees.

'GROWTH MINDSET' TRAININGS DISTRIBUTION BY COUNTRIES (2022)

Countries	Training Hours (Hrs)
Indonesia	1,050
Malaysia	1,140
Myanmar	415
Philippines	405
Singapore	995
Thailand	865
Vietnam	930
<b>Grand Total</b>	<b>5,800</b>



### C.2.3. Employee Wages and Benefits as a Proportion of Revenue, with Breakdown by Employment Type and Gender

We prioritise confidentiality when it comes to wage and benefits details. To ensure market competitiveness, we conduct salary benchmarking every two years, collaborating with Mercer and Korn Ferry for data. Furthermore, we perform an annual comprehensive review of compensation, encompassing both salaries and incentives for all staff members.

In our commitment to efficiency, we streamlined the renewal of employee-related insurance in 2020. We ceased using brokers, opting for direct collaboration with insurers, which has proven to be a more streamlined and cost-effective approach. Unclaimed funds from this process are channelled into Health & Wellness initiatives.

In the realm of benefits, we have plans to conduct a thorough study in 2023. This examination aims to assess alignment within the Group and benchmark against the wider market.

## C.3 EMPLOYEE HEALTH AND SAFETY

### C.3.1 Expenditures on Employee Health and Safety as a Proportion of Revenue

*Total expenses for occupational safety and health-related insurance programmes, for health care activities financed directly by the company, and all expenses sustained for working environment issues related to occupational safety and health incurred during a reporting period; divided by the total revenue in that same period.*

The Group spent over SGD 2 million on employee health and safety programmes and activities. These expenditures included hospitalisation claims, health insurance, personal accident coverage, etc. The budget also covers the activities that are organised by the company EHS committees for all colleagues.

### C.3.2 Frequency/Incident Rates of Occupational Injuries

*The Number of Work Days Lost Due to Occupational Accidents, Injuries and Diseases During the Reporting Period.*

Safety is our top priority. In 2022, the group had recorded minimal incidents reported due to occupational injuries. The only occupational accident that resulted in lost working days occurred in our Packaging manufacturing operations, which amounted to 0.01% of total working hours in the Packaging business. We continue to strive to reduce workplace hazards as part of our EHS Programme.

## C.4 COVERAGE OF COLLECTIVE AGREEMENTS

### C.4.1 Percentage of Employees Covered by Collective Agreements

In our space, collective agreements are only applicable to the manufacturing parts and only in Singapore. As such, the agreements are only mandatory for Jebesen & Jessen Packaging Singapore. Therefore, showing this as a percentage of employees would present an inaccurate picture of our Group.

## OTHER GROUP-WIDE SOCIAL INITIATIVES

### Employee Assistance Programme

During the pandemic, as lockdowns persisted, the ongoing uncertainty surrounding COVID-19 took a toll on people's well-being. Recognising this, Group HR introduced the Employee Assistance Programme (EAP) on December 1, 2021, to offer extra support to employees and their dependents. This programme remains available today.

The EAP provides confidential support and professional advice to employees and their dependents for a wide range of concerns. No issue is considered too small. EAP counsellors are available to lend a listening ear, offer emotional support, and provide insights on topics including workplace dynamics, financial management, stress management, and family issues.

EAP counsellors can also help connect employees to local resources, especially for work-life services such as:

- Practical support
- Dependent care (child or elder)
- Legal and financial concerns
- General information services
- Managerial aid

The Group HR Team organised orientations and briefing sessions in our local languages to inform all employees about available services. A case management system was set up and counsellors were alerted to receive calls, texts, or 24/7 live chats. In-person sessions were also arranged when necessary. The initial trial period of this programme was one year with the possibility of renewal based on feedback and usage.



## HEALTH & WELLNESS PROGRAMME

In 2020, we piloted the Health & Wellness (H&W) programme as part of our commitment to supporting the well-being of our people and fostering stronger relationships between RBUs. In each of our eight countries, committees were formed to represent the different RBUs and organise the year-round activities centred on five existing key pillars: Environmental, Financial, Mindfulness, Physical, and Social.

From organising talks on vaccinations and mental health to sweating it out together via Fun-Fit Classes and Sports Day, the Group and country-level committee members collaborated to create fun and engaging opportunities for colleagues.

In 2021, we received the commendation by Silver Ribbon, a mental health non-profit organisation in Singapore for our efforts in creating mental-health-friendly and healthy working environments.

In 2022, when the world was emerging from the pandemic and physical togetherness came back into our lives, H&W Committee members went above and beyond to engage colleagues through a slew of activities. In line with the overarching objective to bring colleagues closer together, the country-level committee members collaborated to plan in-person activities in their offices, and in many cases, connect digitally with the other offices across the region.

In conjunction with the World Environment Day on 5 June 2022, our H&W programme dedicated the entire month to fostering greener habits among colleagues.

With the themes #JJConnect2Earth and #OnlyOneEarth to drive this initiative, committees organised various environmental activities. For example, in Thailand, colleagues were invited to reduce global warming by planting trees at their workstations with a chance to win a prize submitting photos while planting, watering, or caring for their plant and describing its growth. In the Philippines, eco-awareness was shared in a simple way through a call to share either on padlet or social media how colleagues were supporting the 5Rs (Reuse, Recycle, Reject, Repair, Reduce).

Finance talks were conducted to boost financial literacy among colleagues across the region, equipping them with useful information to avoid scams and maintain healthy finances.

For Mindfulness, each country organised activities to help colleagues combat stress and burnout, using cooking classes, 'batik' painting workshops, book clubs, e-game competitions and more to encourage healthy work-life balance.

Under the Physical pillar, a series of Fun-Fit Classes enabled employees to enjoy workouts with regional colleagues virtually. Employees could choose from intense workouts like HIIT and Tabata, moderate ones like Pilates and Yoga, or have fun together in dance workouts like Aerobics and Zumba.

Finally, for the Social pillar, the committees unveiled the Group's very own talent competition, JJ Got Talent, which received over 100 submissions and saw country finalists competing in a Grand Finale in September 2022.



### Recognising Excellence: Group CEO Per Magnusson Honoured at ACES Awards

Per Magnusson, Group CEO of Jebesen & Jessen Group received an award in the 'Outstanding Leaders in Asia' category at the Asia Corporate Excellence & Sustainability (ACES Awards) 2022.

Per is widely recognised as an exceptional Group CEO within Jebesen & Jessen, and it is gratifying to witness his leadership being acknowledged beyond our organisation. The judges specifically commended his ability to navigate unexpected changes, highlighting the importance of operational flexibility. They commended Per's ability to "[show] the way forward in continued staff care and welfare, health and safety measures for those returning to work, as well as agility of thought and operational leadership which is assisting your organisation to move forward. The Covid-19 years have demonstrated, without a doubt, the need for Plan B in all things. Times of transition are as challenging equally to staff as they are for an organisation's leadership. This is why your win is such an exceptional one."

## D. GROUP-WIDE INSTITUTIONAL SUSTAINABILITY

Institutional sustainability is discussed via Jebsen & Jessen's eternal commitment to prudent actions and responsible business practices. The commitment of our boards to our corporate values, adherence to sound corporate governance principles, and ethical business practices are deeply rooted in our organisational structures and daily and decision-making processes. The Group has established a multi-level board structure that convenes on a regular basis to decide on strategic and daily matters concerning the development of the Group and the individual RBUs. This chapter highlights various facets of the Group's institutional sustainability and displays the board structures and relevant data – on group, joint-venture, and RBU-level – which demonstrate our deep-seated governance principles.

### D.1 CORPORATE GOVERNANCE

#### Board Structures

Total individual board members: 28

Total number of board seats: 43

RBU boards and advisory committees: In order to ensure equal attention is given to each RBU in a structured way, two or three members of the management team are also dedicated to twice yearly strategy meetings with the RBU CEO, either in the capacity of a formal board or an advisory committee to examine issues and provide recommendations. This promotes transparency and strategic alignment, ultimately benefitting the Group as a whole.

#### GROUP BOARD

*Jebsen & Jessen Group's Board of Directors, comprising internal and external members, convenes twice a year to provide strategic input on the overall Group development.*



JEBSEN & JESSEN

##### Members:

- Heinrich Jessen (Board Chairman and Chairman, Jebsen & Jessen Group)
- Alex Chan (Board Director, Jebsen & Jessen Group)
- Hans Michael Jebsen (Board Director, Jebsen & Jessen Group and Chairman, Jebsen Group)
- J. Peter Jessen (Board Director, Jebsen & Jessen Group and CEO, JPJ Invest)
- Per Magnusson (Board Director and CEO, Jebsen & Jessen Group)
- Fritz Graf von der Schulenburg (Board Director, Jebsen & Jessen Group and Managing Partner, Jebsen & Jessen Hamburg Group)

#### RBU BOARDS



JEBSEN & JESSEN

**Ingredients**  
(formal board)

##### (4 members)

- Heinrich Jessen (Chairman, Jebsen & Jessen Group)
- Viktor Leendertz (CFO, Jebsen & Jessen Group)
- Lim Siew Tin (CEO, Jebsen & Jessen Ingredients)
- Per Magnusson (CEO, Jebsen & Jessen Group)



JEBSEN & JESSEN

**Packaging**  
(advisory committee)\*

##### (4 members)

- Heinrich Jessen (Chairman, Jebsen & Jessen Group)
- Chui Tau Siong (CEO, Jebsen & Jessen Packaging)
- Viktor Leendertz (CFO, Jebsen & Jessen Group)
- Per Magnusson (CEO, Jebsen & Jessen Group)



JEBSEN & JESSEN

**Technology**  
(advisory committee)\*

##### (3 members)

- Heinrich Jessen (Chairman, Jebsen & Jessen Group)
- Viktor Leendertz (CFO, Jebsen & Jessen Group)
- Per Magnusson (in his capacity as CEO of Jebsen & Jessen Technology)

*\*Jebsen & Jessen Technology and Jebsen & Jessen Packaging have advisory committees, not formal boards.*

## JOINT VENTURE BOARDS

*Separate boards oversee our joint-ventures with representation from both partners: JJ-LAPP, JJ-Lurgi, JJ-Pun, PT Indo Tirta Abadi and Scantrol AS.*

## JJ-LAPP

### JJ-LAPP (Jebesen & Jessen Group owns 50%) board (6 members)

- Andreas Lapp (Board Chairman, JJ-LAPP and Executive Chairman, Lapp Group)\*\*
- Jan Alexander Gero Ciliax (Board Director, JJ-LAPP and CFO, Lapp Group)
- Heinrich Jessen (Board Director, JJ-LAPP and Chairman, Jebesen & Jessen Group)
- Richard Lee (Board Director, JJ-LAPP and CEO, Lapp Holding Asia)
- Viktor Leendertz (Board Director, JJ-LAPP and CFO, Jebesen & Jessen Group)
- Per Magnusson (Board Director, JJ-LAPP and CEO, Jebesen & Jessen Group)

*\*\*Andreas Lapp retired in September 2022, and was succeeded in November 2022 by Matthias Lapp, CEO and member of the Executive Board, Lapp Group.*

## JJ-PUN

### JJ-Pun board (Jebesen & Jessen Group owns 50%) (6 members)

- Heinrich Jessen (Board Chairman, JJ-Pun and Chairman, Jebesen & Jessen Group)
- Viktor Leendertz (Board Director, JJ-Pun and CFO, Jebesen & Jessen Group)
- Per Magnusson (Board Director, JJ-Pun and CEO, Jebesen & Jessen Group)
- Cyrus Pun (Board Director, JJ-Pun and CEO, Memories Group)
- Serge Pun (Board Director, JJ-Pun and Founder, Serge Pun & Associates)
- Tun Tun (Board Director, JJ-Pun and Director, Serge Pun & Associates)

## JJ-Lurgi

### JJ-Lurgi board (Jebesen & Jessen Group owns 50%. (8 members)

- David Maloney (Board Chairman, JJ-Lurgi and Chairman and CEO, Air Liquide Global E&C Solutions)
- Olivia Chua (Board Director, JJ-Lurgi and Chief Human Resources Officer, Jebesen & Jessen Group)
- Sameer Gunjkar (Board Director, JJ-Lurgi and COO, Air Liquide Global E&C Solutions)
- Heinrich Jessen (Board Director, JJ-Lurgi and Chairman, Jebesen & Jessen Group)
- Viktor Leendertz (Board Director, JJ-Lurgi and CFO, Jebesen & Jessen Group)
- Per Magnusson (Board Director, JJ-Lurgi and CEO, Jebesen & Jessen Group)
- Thierry Roche (Board Director, JJ-Lurgi and Vice President - Finance & Governance, Air Liquide Global E&C Solutions)
- Alexander Schriegl (Board Director, JJ-Lurgi and Managing Director, Air Liquide Global E&C Solutions)



**PT INDO TIRTA ABADI**

*a member of the Jebesen & Jessen Group*

### PT Indo Tirta Abadi (ITA) Indonesia (Jebesen & Jessen Packaging owns 60%) (10 members)

- Chui Tau Siong (President Director, ITA and CEO, Jebesen & Jessen Packaging)
- Arief Dewanto (Board Director and Commercial Director, ITA)
- Owen Ali (Board Director and CEO, ITA)
- Linda Anthonius (Board Director, ITA and Regional Business Controller, Jebesen & Jessen Group)
- Per Magnusson (Board Director, ITA and Group CEO, Jebesen & Jessen Group)
- Herman Ali (President Commissioner and Founder, ITA)
- Jennifer Ali (Commissioner, ITA)
- Heinrich Jessen (Commissioner, ITA and Chairman, Jebesen & Jessen Group)
- Viktor Leendertz (Commissioner, ITA and CFO, Jebesen & Jessen Group)
- Jacqueline Tan Ching Li (Commissioner, ITA and Group Director - Corporate & Legal Affairs, Jebesen & Jessen Group)

## SCANTROL

### Scantrol AS\*\*\* (Jebesen & Jessen Pte. Group owns 35% (3 members)

- Helge Hammersland (Board Chairman and Executive Chairman, Scantrol AS)
- Heinrich Jessen (Board Director, Scantrol AS and Chairman, Jebesen & Jessen Group)
- Geir Kristoffer Vassdal (Board Director, Scantrol AS)

*\*\*\* After the decision was made to exit most of our offshore businesses in 2017, the Group's minority investment in Scantrol AS remains active and profitable today. Scantrol AS is an independent supplier of monitoring and control systems for the marine and offshore industries.*

## D.1 CORPORATE GOVERNANCE DISCLOSURES

### D.1.1 Number of Board Meetings and Attendance Rate

Regarding attendance rate, we are not able to provide exact numbers of attendees per meeting, as the meeting minutes are not shared beyond the board members. However, we know that the average attendance rate is **90%**, and in the rare case that an official board member is unable to attend, a proxy is usually sent in their place.

### D.1.2 Number and Percentage of Female Board Members

18% or 5 out of 28 board members are female.

### D.1.3 Board Members by Age Range

See figure below.

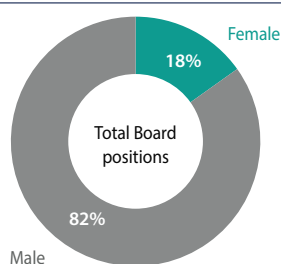
### D.1.4 Number of Meetings of Audit Committee and Attendance Rate

We have a full-time internal audit department, led by a Group Director responsible for Audit & Taxation, who reports to the Chairman and Group CFO. This department conducts operational, compliance, and process audits. While the frequency of department meetings and attendance isn't explicitly tracked, the audit department regularly reports its findings to both the Executive Board and Executive Management. Additionally, we engage an external auditor annually to conduct financial audit reporting as per statutory requirements.

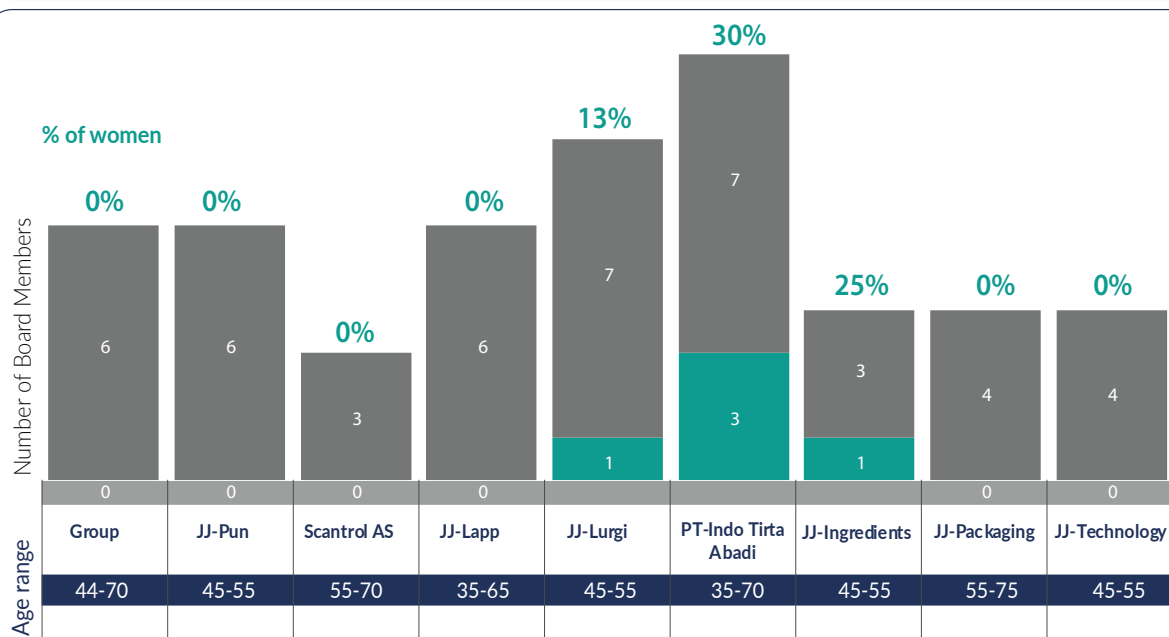
## BOARD INSTITUTIONAL METRICS

**2 meetings each per year on average**

**90% average attendance rate**



**Total 5 women out of 28 members in board member position**



### D.1.5 Compensation: Total Compensation per Board Member

In our case, this is not an applicable indicator as most of our board members are either working colleagues in the Group or sister companies (meaning they do not receive additional compensation for being on a board).

## D.2 ANTI-CORRUPTION PRACTICES

### Group Principles Against Corruption and Corporate Compliance and Practices

An element of our 'mackerel spirit' and living by our corporate values in our pursuit for legitimate commercial success is fostering a culture of outstanding corporate and individual behaviour with the highest level of professionalism, respect for sound social, environmental and commercial behaviour, and integrity in business conduct.

To ensure alignment with these principles, we have stringent policies and protocols in place. These policies are designed to be accessible to and understood by all employees. Their primary purpose is to articulate the

Group's operational guidelines and values, reinforcing our corporate ethos centred on transparency, compassion, and addressing issues related to law, ethics, risk management, anti-corruption, anti-competition, and appropriate conduct in all our business interactions.

### D.2.1. Amount of Fines Paid or Payable Due to Settlements

We have strict internal audits and uphold the deepest commitment to transparency and ethical business practices, as demonstrated throughout this sustainability report. We have zero corruption-related fines.

### Policies: Business Principles and Code of Conduct

With transparency as a core principle, we align our Employee Code of Conduct and our policies to the highest international standards and best practices. We believe in standards for both corporate and individual behaviour. In our employee code of conduct we define our expectations of staff members.

This Policy and Guideline applies to all Group Member Companies and is reviewed and updated regularly to remain relevant and responsive to the evolving needs



of our communities, customers, employees, suppliers, business partners and shareholders. The following terms are clearly defined and outlined: 1) Corporate governance; 2) Conflicts of interest; 3) Improper payments; 4) Risk management; 5) Unethical behaviour.

The Group fosters a climate where all employees can voice genuinely held concerns about behaviour, decisions, or actions that they perceive to be unethical. All employees of the Group are encouraged to report any violation or unethical behaviour to the relevant Senior Managers or the Executive Board who shall investigate such matters without any third party disclosure so as to maintain the trust and confidence of its stakeholders. All employees can also write directly to our Chairman via a dedicated 'Right to Speak' email address confidentially and privately.

## INFORMATION SECURITY

As part of our activities we manage sensitive information. In line with industry best practices, and our own personal standards, we invest in the technology our organisation needs to fulfil the risk management and ethical responsibilities we face. A comprehensive coverage of areas including asset management and system access allows us to effectively address these security issues.

## INTERNAL CONTROLS

We believe that effective internal controls safeguard our financial stability. Internal controls are carried out throughout the Group, at all levels and in all functions. They include a range of activities as diverse as approvals, authorisations, verifications, reconciliations, reviews of operating performance, security of assets, and segregation of duties.

These policies are outlined in every employment contract that is issued. Moreover, every year, all employees are taken through the policy document, requested to summarise and sign off on it.

Beyond the processes, we create an environment that nurtures the capabilities and behaviours that ensure internal control from the competence of our people to the management's philosophy and operating style to the ways in which we organise and develop staff to the attention and direction our Board of Directors provide.

### D.2.2 Average Number of Hours of Training on Anti-Corruption Issues, per Year per Employee

As previously mentioned, anti-corruption policies are clearly outlined in every employment contract that is issued, which all employees, including managers, are taken through and requested to summarise and sign-off on.

Moving forward, the Group HR - Talent Team is currently working on improving the training element by creating a Corporate Governance eLearning course in collaboration with the Executive Board, Legal and Audit team for employees to take in 2023. The course aims to cover five lessons under Corporate Governance:

1. Conflict of Interest
2. Corruption
3. Fraud / Dishonest Acts, and Anti-Competition
4. Theft and IT misuse
5. Employees' Roles and Whistleblowing

## E. FAMILY BUSINESS SUSTAINABILITY

### E.1 GOVERNANCE AREA

#### E.1.1 Advocacy for Social and Environment Standards

*Does your company work with policy makers and/or stakeholders to develop or advocate for increased adoption of ESG standards.*

Answer: Yes

- We have met global standards ISO 14001 and ISO45001 (formerly OSHAS 18001) for the entire Group. Newly acquired entities are expected to attain these standards. We operate a regional surveillance and recertification system to support our companies in maintaining standards.
- We also measure our carbon footprint on an annual basis and work with an accredited carbon-offsetting organisation (South Pole) to ensure that the full carbon emissions across the Group are neutralised.
- Since 1996, we have done environmental due diligence audits of new sites (if to be owned).
- As part of our strategic M&A scouting efforts, we proactively engage environmental consultants to aid us in evaluating environmental aspects of potential acquisitions and plan to do this even more diligently from 2023 onwards. This initiative underscores our commitment to conducting thorough due diligence and ensuring that environmental responsibility is integrated into our decision-making processes.



2016: Hans Michael Jebesen and Heinrich Jessen receiving the 21st annual IMD-Lombard Odier Global Family Business Award, recognising Jebesen & Jessen's outstanding dedication to sustainability.

E.1.2 Review of Social and Environmental Performance	
<p><i>Does the Board review the social and environmental performance of the company at least annually to determine if the company is meeting social and environmental objectives?</i></p> <p>Answer: Yes</p>	<p>The specific performance metrics that we use are:</p> <ol style="list-style-type: none"> <li>1) ISO14001/ISO45001 audits.</li> <li>2) EHS Accident/Incident reports.</li> <li>3) gTool for carbon emissions and footprint reduction.</li> </ol> <p>The results of the ISO14001/ISO45001 audits are reviewed by the country and regional management of the respective RBU at least annually.</p> <p>EHS Accident/Incident reports are reviewed as they arise by the country and regional management of the respective RBU and shared with other RBUs and reviewed by the Executive Board.</p> <p>The results from the gtool are reviewed by RBU managers as well as the Executive Board annually.</p>
E.1.3 Transparency of Sustainability Performance	
<p><i>Is the review made available in a report to relevant stakeholders e.g. employees, suppliers, customers and owners.</i></p> <p>Answer: Yes</p>	<p>The reports discussed in E.1.2 are available for review upon request by internal stakeholders, including employees and owners. We can provide ISO 14001 and ISO 45001 findings selectively to key account customers upon their request. Additionally, certificates for ISO 14001, ISO 45001, and our carbon offset certificates are publicly displayed in our offices and on our websites. This sustainability report will be made publicly available.</p>
E.1.4 Independent Directors	
<p><i>Does the Board include Independent Directors?</i></p> <p>Answer: No</p>	<p>Independent directors are executives who are not and have never been shareholders of or managers in the company. As such, we currently have zero. Jebsen &amp; Jessen Group introduced independent directors for the first time in 2010, marking a significant change from our historical practice of having only owners and managers on our boards. These independent directors were appointed on three-year contracts, extendable for up to six years to ensure board renewal. Between 2010 and 2020, we had two or three independent directors at any given time. However, the last two independent directors concluded their terms during the Covid-19 pandemic, and we have not immediately replaced them. Currently, our board comprises six directors, all of whom are owners or current/previous managers. We are in the process of restructuring our ownership, and once this is complete, we plan to resume the appointment of independent directors.</p>

### E.1.5 Family Governance

*Is there a family constitution (rules of engagement) to ensure good governance of the business and family for the long term?*

Answer: Yes

There is no written family constitution of the type typically adopted in some other family businesses. Instead, our partner rules of engagement are captured in the shareholder agreements and the statutes of relevant trusts. Our succession rules state that only family members (with a direct bloodline back to the second-generation shareholders in the family enterprise) working for the Group are allowed to become shareholders, and shares can only be acquired through purchase, not inheritance. Similarly, a family member can earn a partnership and a seat on the board only when deemed capable. We consistently communicate these rules both within and also outside of the family.

### E.1.6 Responsible Ownership

*As a family business, do you use resources and provide guidance to promote development-oriented policies and prepare the next generation to be responsible owners.*

Answer: Yes

While there is no formal documentation, we consistently communicate the Group's social and environmental engagements through our corporate newsletter, The Mackerel, which next generation family members are recipients of. Additionally, we publish updates on our website and across our social media platforms.



## E.2 SUPPLY CHAIN

### E.2.1 Ethical Supply Chain Policies

*Does your company have a formal written supplier code of conduct that holds suppliers accountable for social and environmental performance. This may include policies on fairtrade, anti-slavery, forced labour, child labour etc.*

Answer: No

We don't have a formal written supplier code of conduct. However, we previously had an EHS Procurement Policy providing guidance on choosing environmentally preferred options in procurement. However, today, most requirements are integrated into standard procurement practices, largely due to evolving regulations. The policy primarily targeted our internal audience rather than external suppliers. We do have General Terms of Purchase applicable to the entire group, with a focus on financial and legal aspects. Some RBUs have specific additional demands, and we enforce site-specific safety regulations for contractors working at our facilities.

### E.2.2 Ethical Supply Chain Practices

*What is the estimated percentage of materials or products purchased or sourced sustainably by your company as outlined in E.2.1?*

Answer: N/A

We are not able to provide a straightforward percentage given that we do not impose specific or formal codes on anti-slavery, or child labour. That said, according to the information at our disposal to date, we are confident that our reputable suppliers are not associated with such practices.

## E.3 COMMUNITY IMPACT

### E.3.1. Philanthropy

*Do you use family funds (for e.g. through a family foundation) to support the local community or communities where you operate.*

Answer: No

Regarding family funds, the shareholders make personal contributions to support various charitable causes. However, we regard this as being outside of the scope of the company's commitments. Within the family enterprise, each sister company has its own specific projects usually in collaboration with one or more adopted charities.

In Jebsen & Jessen Group, we have two programmes:

- 1) Meet a Need (refer to page 29).
- 2) Save the Children Emergency Response Fund (refer to page 27).

Our Group's commitment, which has been adopted by the other members of the family enterprise, to offset our carbon footprint would also fall into this category, as it is entirely voluntary.





More than 300 colleagues have celebrated their 25-year anniversary with the Jebesen & Jessen Group.

#### E.4.2 Improving Your Customers' Environmental Performance

*In what way or ways do your services or products enable your clients and/or customers to protect the environment or improve their environmental performance.*

*Please indicate Yes or No for each option.*

*Provides or is powered by renewable energy or cleaner-burning energy than market alternatives (e.g. solar panel manufacturers, hybrid vehicles):*

**Answer: Yes**

*Conserves resources (e.g. water recycling systems, energy efficient appliances):*

**Answer: Yes**

*Reduces waste (e.g. recycling technologies/services):*

**Answer: Yes**

*Conserves land, biodiversity, wildlife (e.g. sustainably harvested agricultural products):*

**Answer: N/A**

*Reduces or is made of less toxic/hazardous substances:*

**Answer: Yes**

*Educates, measures, researches or provides information to solve environmental problems:*

**Answer: Yes**

Across our RBUs, we constantly strive to offer our customers industry-leading environmentally efficient solutions. Notable examples include:

- In the Packaging business, we've installed solar panels at two Malaysian plants and plan to expand this to our third Malaysian plant and facilities in Indonesia, Vietnam, and Singapore in 2023. Additionally, we have a biomass boiler project in Vietnam.
- Jebesen & Jessen Technology is developing a solution for Electric Vehicle (EV) charging using ethanol fuel, reducing dependence on the power grid.
- To offset our carbon emissions, we support projects like 'Nakhon Biogas,' which captures methane emissions from the cassava industry and converts them into clean energy.
- JJ-LAPP is increasing the distribution of cables for water and wastewater treatment and providing connectivity solutions for solar systems across South East Asia.
- JJ-Lurgi offers extraction technologies like the Twin-Track Sliding Cell Extractor and the Waste Water Steam Generation System to help customers reduce steam and hexane consumption and convert wastewater generated into usable live steam.
- The Industrial Services business (Technology) works closely with their customers and technology partners to design solutions to recycle and reuse industrial wastewater.
- The Ingredients business works to promote sustainable products among their customers, and advocate reducing packaging waste and energy use.

“

Through this pandemic, Jebsen & Jessen Group has successfully turned pandemic-driven changes into opportunities that we can capitalise for growth, for both our people and businesses.

”

— Per Magnusson, Group CEO, Jebsen & Jessen Group

# REGIONAL BUSINESS UNITS SUSTAINABILITY OVERVIEW

# SUSTAINABILITY SCORECARDS

The second step of this process involves applying the FBSD framework at the RBU level. Given the diversity and distinct characteristics of each individual business unit, the most appropriate approach was to examine each one independently. Within the Group, RBUs are at various stages of their sustainability journeys, each with varying degrees of data accessibility and progress on sustainability initiatives. The aim of this section is to present a snapshot of each RBU, focusing on where each one stands as per the FBSD framework.

Central to creating this snapshot is the accessibility of data and the progress each RBU has made in reporting on

sustainable development indicators. To effectively convey this information, we opted to design visual sustainability scorecards for each RBU, providing a clear illustration of their present status.

The scorecards focus on showing the level of data availability for each one of the 31 indicators of the framework, plus the additional indicators we have identified. For all the indicators in the framework – the general overview of where we are in terms of data availability for the framework’s indicators is as follows:

## DATA AVAILABILITY CATEGORIES FOR THE SCORECARDS

<b>SUSTAINABILITY SCORECARD</b>	N/A - It is either not applicable to the business, no data, or no way of measuring it at the moment.	We are just starting to explore how this can be measured.	Data partially available but need to rework ways to collect it and/or there are still some data gaps.	Data fully available and collected.
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## PACKAGING

“

Packaging is a highly visible source of waste, and our strong commitment is to minimise its environmental footprint. We offer high-quality solutions that not only help our customers reduce costs but also align with principles of economic prudence and environmental responsibility. We are dedicated to ongoing improvement and innovation in harmony with our core values.

”

— Chui Tau Siong, CEO, Jebsen & Jessen Packaging

**J**ebesen & Jessen Packaging is a leading provider of comprehensive packaging solutions, specialising in protective cushioning and bottling. With over five decades of experience, we have been dedicated to serving customers across the region. Our product offerings encompass blow moulding, protective packaging, engineered foam, and foam components, delivering innovative solutions to meet diverse packaging needs.

Plastics and foam may not typically be perceived as being aligned with sustainability. For Jebesen & Jessen Packaging, our commitment to environmental and social responsibility is unwavering, just as it is across the rest of the Group. Part of this means trying to remain aware of the environmental implications of our products, and forming a sound stance.

Styrofoam, or expandable polystyrene (EPS) as we usually call it, did have an image problem some 20-30 years ago, and still does in some circles, mainly because it does not biodegrade.

Strewn across beaches and in nature parks as a result of irresponsible waste disposal practices it has a multitude of negative impacts on its natural environment and wildlife. But the image problem was also the result of two falsehoods: 1) that EPS is poisonous and 2) that the blowing agent used to expand the polystyrene beads is ozone-depleting. Both of these claims are wrong. EPS is not poisonous (the allegation was based on a mix-up with PVC) and the blowing agent is and has always been pentane with water vapour, neither of which affect the ozone layer.

We believe the correct way to analyse the environmental profile of a material or a product (be it plastic or foam for example) is through a life cycle analysis (LCA). LCAs sometimes show surprising, prejudice-busting results because they don't just look at a single issue (e.g. whether a product is biodegradable or not) but instead systematically scrutinise all material inputs and environmental effects during the production, transport, usage, recycling and disposal of a product through its entire life. A well-known LCA done in 1991, for instance, showed that a simple disposable drink cup made of EPS uses less energy, less water, and less material (even oil!) and gives rise to less air and water pollution and less waste mass during the entire life cycle than a corresponding paper cup. Though our company is not in the drinking cup business, it might be useful to counter some of the mythology about foam cups before we talk about the other major uses of EPS – packaging and construction. The EPS we produce in our packaging business is used for a variety of purposes, including to protect electronics and as structural support in the construction industry. Thus far, there are no alternatives that have a better environmental profile. Without protective packaging, electronics would have a far higher level of damage during transport and storage, thus leading to a lot more waste. We have researched alternative forms of packaging (including starch-based and paper-based packaging) but found that aside from a high cost, the cushioning properties are far lower, which means much more materials would need to be used to attain the same cushioning effect. This in turn would lead to bigger outer boxes, higher transport-related emissions and other considerations.

## Jebesen & Jessen Packaging's Community Support

SGD 4,854 of the Group's Community Investment amount in 2022 was spent by Jebesen & Jessen Packaging. SGD 1,780 was contributed to the Singapore Community Chest: a charity that supports programmes for including special education, youth programmes, adult disability support, family service centres, eldercare and caregiver support.

### Vietnam Bursary 2022

SGD 3,074 (53,924,000 dong) went into the Jebesen & Jessen Vietnam Charity. A tradition of 15 years.

Jebesen & Jessen Packaging Vietnam continues its dollar-for-dollar matching support providing financial aid for low-income employees' children's primary school education. This ensures that the children can get their essential basic education.

After a two-year hiatus due to the pandemic, children and parents gathered for a heartwarming party in the company canteen on August 15, 2022, joined by company managers. The event began with a speech from our company manager, Loh Chin Joo, who emphasised the importance of education as a precious gift from parents to their children. While the donations may not be large, he expressed the belief that they could inspire children to excel in their studies.



In our Johor factory, we used to make moulded pulp packaging (made of recycled paper) but this was typically for light-weight products such as handheld devices. Moulded pulp simply does not work for heavy printers or air-conditioners. As countries like Singapore continue to look towards reducing packaging waste, there is currently no other material that can fill EPS' function without negative environmental impacts.

Our company manufactures an EPS product called 'Jeofoam' that is used by building engineers and architects as a fill material that is both light-weight and has predictable behaviour. Containing significant amounts of recycled EPS, we used it in major projects such as the Marina Bay Sands Sky Park and in a 33km highway project in Malaysia. Because it is light, strong and moisture resistant – it is able to provide security and support. When builders use our 'Jeofoam', they are using it instead of concrete or other heavy materials, which are expensive, have other environmental consequences and are not biodegradable either. Conventional earth fills are also heavy, causing settlement, instability and lateral pressures, which can lead to soil erosion. Replacing these materials with EPS effectively brings about a massive dematerialisation particularly as EPS is mostly air. Because it is so light, it requires less machinery to handle thus also leading to higher levels of workplace safety. In conclusion, it is important to take a balanced view when reviewing the use of any one material. Though EPS has its

limitations, it has uses that are currently unrivalled and is often the most environmentally sound option available.

With over 50 years of experience, we've continually adapted to meet the region's evolving packaging needs. We've developed deep expertise in solving our customers' problems with innovative solutions from award-winning protective packaging to EPS foam. Today, our Packaging business extends beyond the supply of products. We're dedicated to assisting our customers in resolving their packaging challenges. Upholding our 'mackerel spirit', we stay at the forefront of our industry, delivering on our promise of reliability through a focus on quality, innovation, and solutions. Sustainability is a vital component of this commitment.

In 2016, we were recognised at the Packaging Star Awards for our products that utilised recycled materials. These innovations enabled our customers to cut packaging costs by up to 40% and reduce shipping volume, consequently lowering costs by over 30%. These awards, organised by the Singapore Manufacturing Federation and the Packaging Council of Singapore, honour excellence in material use, construction, innovative technology, and environmental responsibility in the local packaging sector, which is valued at over SGD 550 million annually. Our CEO Chui Tau Siong expressed gratitude for this recognition and pledged our ongoing dedication to developing environmentally sustainable packaging

solutions that help our customers save costs. This sums up our belief that sustainability is all-encompassing; it's economically and environmentally responsible.

We understand that packaging remains a genuine necessity in sectors like Food & Beverage and Electronics. Therefore, we are committed to producing our products, but doing so as sustainably as possible. This includes staying vigilant in terms of our awareness and knowledge around the LCAs of our products, as discussed, employing efficient technology, crafting tailored solutions to minimise

waste, recycling scrap parts, pursuing dematerialisation where feasible, and transitioning from fossil fuels to a biomass boiler in our Vietnam plant. This transition led to our most substantial reduction in greenhouse gas emissions to date in 2019. Additionally, we installed solar panels on two of our manufacturing plants in Malaysia, and plan to do the same on our third plant in Malaysia and our plants in Indonesia, Vietnam, and Singapore in 2023.



## Jebsen & Jessen Packaging Vietnam Biomass Boiler Project

For the Packaging team in Vietnam, it took eight years of commitment and prudence to realise their vision of replacing coal with biomass fuel. When the decision to do so was taken in 2012, the team had planned to retain its existing coal boiler and simply swap coal with wood pellets. The trial, which took place over the next few years, produced a number of obstacles.

The lack of a steady supply of biomass fuel was resolved when the team managed to convince the building contractor to invest in a start-up to produce wood pellets, and supported the company in overcoming difficulties in boosting production.

In 2018, the team submitted a proposal and received approval from the Executive Board to invest in a biomass boiler, which would use wood pellets instead of coal. After a successful trial run in March 2019, the biomass boiler went into full operational mode in April, thereby reducing our carbon footprint by an estimated 11,440 tonnes a year.

Although the investment into the biomass boiler required significant planning and capital expenditure, we were committed to investing in the future of our Group and our environment.

“ Our customers, in particular multinational companies, are happy to see this green initiative. Even though biomass does cost us more in terms of operating expense, it is a good demonstration of our value of commitment – to contributing to a greener environment to benefit people and partners. ”

— Chui Tau Siong, CEO,  
Jebsen & Jessen Packaging





### Jebsen & Jessen Packaging: Journeying Through 'Talk the Talk'

From May to October 2022, Jebsen & Jessen Packaging successfully ran 'Talk the Talk,' an English speech club created to boost the confidence and public speaking skills of our team members. The club conducted 10 sessions each for Beginner and Intermediate levels, witnessing remarkable growth in participants' confidence and competence. Some individuals, initially inexperienced in public speaking, even achieved the title of Best Speaker in a session.

The sessions were conducted virtually, allowing team members from all six companies within the Packaging RBU across the region to participate. This diverse mix of cultures, language backgrounds, and personalities added richness and excitement to the speeches. The Learning & Development team carefully selected topics that encouraged speakers to express a range of emotions, facial expressions, and body language. Topics included 'What would you do if you have one week left on earth?', 'A time when I comforted someone in his/her difficult time', and 'If I had a million dollars, what would I buy first?'. These sessions not only improved public speaking skills but also fostered deeper connections among colleagues, even those who had never met before. Each story shared created a sense of camaraderie among staff.

On her overall experience of Talk the Talk, Thu Nguyen from Jebsen & Jessen Packaging Vietnam said,

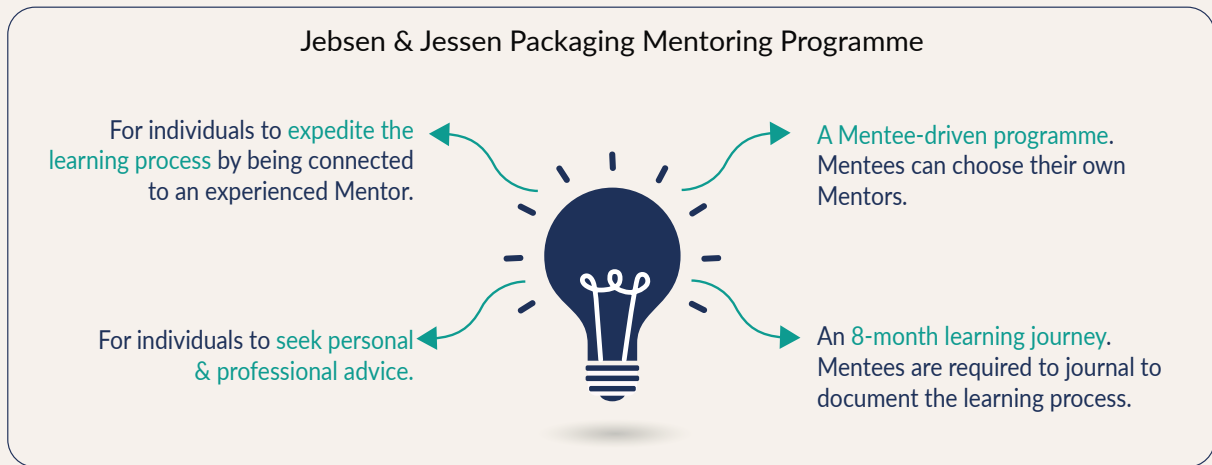
"Talk the Talk has benefitted all of us. I now know how to use hand gestures and eye contact effectively to support my speech. Also, I got to know people in the Group better, we feel closer and can chat freely to share experiences".

Angel Priscilla from ITA added, "I was nervous to join at first, but grateful that I joined as I learned many things like English language, self-confidence and meeting new friends. It was incredible!"

Public speaking is part and parcel of communication, especially in a business community. The ability to consistently speak with clarity and originality brings advantages in meetings, presentations, and negotiations, to name a few. All of us, especially leaders, must be able to speak, communicate ideas, and inspire through words in order to lead effectively at work or at home.

To all speakers, we are immensely proud of you for taking the time to learn, making the effort to continuously do better, and having the courage to speak. Not forgetting our internal team of mentors and evaluators who have made such huge contributions to making Talk the Talk a success. We are looking to launch another batch of speakers for Beginner and Intermediate levels in Q1 of 2023.

## Jebsen & Jessen Packaging Mentoring Programme



One of the most valuable assets in Packaging is the wealth of knowledge and experience of our human capital. In early 2022, we introduced a mentoring programme to leverage the wealth of knowledge and experience within Packaging and inspire our younger talents. This initiative is part of our broader Learning & Development (L&D) effort, which serves as the central hub for all our learning and development programmes. Its goal is to foster a culture that both embraces Jebsen & Jessen values and imparts individuals with a growth mindset

This eight-month programme is mentee-driven with the individual's desire to seek personal and professional advice for personal development and career advancement. L&D led the entire planning and organising process, from recruiting mentors/mentees to the final wrap-up and evaluation of the programme.

The most exciting part is matching the mentor and mentee through virtual speed-dating via Microsoft Teams. Mentors' profiles are shared with mentees prior to the speed-dating to aid their selection of their top three mentors.

It is a privilege to see mentors' generosity in investing their time to impart and impact the next generation to continue their legacy of building a successful packaging business.

Through the mentoring programme, we saw high-potential colleagues emerge and earn promotions to take on a bigger challenge. This programme also benefitted new talents by expediting their adaptation and connection to the business. These unique mentor-mentee relationships can continue beyond the programme.

## PACKAGING SUSTAINABILITY SCORECARD

N/A - It is either not applicable to the business, no data, or no way of measuring it at the moment.

We are just starting to explore how this can be measured.

Data partially available but need to rework ways to collect it and/or there are still some data gaps.

Data fully available and collected.

ECONOMIC AREA	INDICATORS	2022 STATUS
Revenue and/or (net) value added	A.1.1. Revenue	●
	A.1.2. Value added	●
	A.1.3. Net value added	●
Payments to the Government	A.2.1. Taxes and other payments to the Government	●
New investment/expenditures	A.3.1 Green investment	●
	A.3.2. Community investment	●
	A.3.3. Total expenditures on research and development	●
Local supplier/purchasing programmes	A.4.1. Percentage of local procurement	●

ENVIRONMENTAL AREA	INDICATORS	2022 STATUS
Sustainable use of water	B.1.1. Water recycling and reuse	●
	B.1.2. Water use efficiency	●
	B.1.3. Water stress	●
Waste management	B. 2.1. Reduction of waste generation	●
	B.2.2. Waste reused, re-manufactured and recycled	●
	B.2.3. Hazardous waste	●
Greenhouse gas emissions	B.3.1. Greenhouse gas emissions (scope 1)	●
	B.3.2. Greenhouse gas emissions (scope 2)	●
Ozone-depleting substances and chemicals	B.4.1. Ozone-depleting substances and chemicals	●
Energy consumption	B.5.1. Renewable energy	●
	B.5.2. Energy efficiency	●

SOCIAL AREA	INDICATORS	2022 STATUS
Gender equality	C.1.1. Proportion of women in managerial positions	●
Human capital	C.2.1. Average hours of training per year per employee	●
	C.2.2. Expenditure on employee training per year per employee	●
	C.2.3. Employee wages and benefits as a proportion of revenue <sup>1</sup>	●
Employee health and safety	C.3.1. Expenditures on employee health and safety as a proportion of revenue	●
	C.3.2. Frequency/incident rates of occupational injuries	●
Coverage by collective agreements	C.4.1. Percentage of employees covered by collective agreements	●
* Diversity	Nationality	●
	Religion	●
	Race	●
	Age	●

<sup>1</sup> With breakdown by employment type and gender.

## CABLE TECHNOLOGY - JJ-LAPP

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When it comes to operational efficiencies, we are always looking at ways to optimise our supply chain, which has a huge ripple effect on sustainability. Inefficient stocking can lead to scrapping the excess, and stock that does not move for an extended time, causes waste due to additional warehouse space and cash requirements. We now use data analytics in order to predict optimal stock-keeping. Much effort is going into these avenues in order to ensure that we are as smart about predicting the future as possible.

”

— Marc von Grabowski, CEO, JJ-LAPP

JJ-LAPP, a joint-venture between Jebsen & Jessen Group and LAPP Holding Asia (a subsidiary of Germany's LAPP Group), is the leading provider of cable and connectivity solutions in ASEAN. As an exclusive distributor for LAPP in Singapore since 1980 and as a joint-venture since 2004, we have been dedicated to serving sectors such as building automation, industrial automation, renewable energy, original equipment manufacturers (OEM), transportation, and automotive, by localising and importing innovative German cable technology, customising it for ASEAN market needs, and producing it as high-quality products in Indonesia.

What started as a humble distribution business in Malaysia and Singapore under Jebsen & Jessen Engineering continued to grow based on the active drive of our colleagues and the requirements of the market. This led to the enhanced collaboration in the form of a 50:50 joint-venture between the Jebsen & Jessen Group and LAPP Holding Asia, a subsidiary of the LAPP Group in Germany in 2004, which means JJ-LAPP will mark their 20th anniversary in 2024. Today, JJ-LAPP provides connectivity solutions with focus on industrial and building automation, and a complete portfolio of solar systems and solutions throughout South East Asia. Sustainability for JJ-LAPP means that we look after our business, customers and colleagues of today's generation without compromising the success of future generations.

JJ-LAPP has over 40 years of experience distributing cables in the ASEAN region. Through this expertise, we have become an innovation leader in cable connectivity. This means clients get the ideal solutions and do not have to replace products as often, and they have less downtime. In our Indonesia factory, we manufacture a broad range of cables sold in the region, minimising the need to ship these cables from Germany, to our local customers. This also enables us to source materials locally, improving sustainability across our value chain. We aim to develop more products tailored to local markets to be manufactured closer to the customer.

When it comes to the materials used, the LAPP Group is actively researching the adoption of recycled and bio-based materials for its products. Copper currently contributes to 88% of the carbon footprint of the LAPP Group, and our hope is that cables made of copper with a lower carbon footprint will become a positive sales argument at some point. In 2022, LAPP began measuring the carbon footprints of its products to gain an initial overview. The aim is then to identify ways in which to reduce the footprint of each product, which will inherently benefit JJ-LAPP's footprint as well.



## What Makes a Great Team?

A team is, first and foremost, a group of individuals working together towards a common goal. However, one of the biggest challenges in every workplace is creating an environment where teamwork can thrive.

The One Asia Leadership Conference 2022, held in Bangkok from October 12-14, brought together teams from the Lapp Group and JJ-LAPP to explore the secrets of successful teamwork.

Despite the challenges of the COVID-19 pandemic, the partners successfully collaborated virtually for nearly two years. This conference marked a return to in-person interactions, with 300 attendees joining both on-site and virtually. JJ-LAPP leaders from South East Asia, under the leadership of CEO Marc von Grabowski, actively participated in strengthening relationships within the Group.

During the conference, Richard Lee, CEO of LAPP Asia Pacific, presented JJ-LAPP Singapore with the Excellence Award 2022. Hanis Koh, General Manager of JJ-LAPP Singapore, accepted the award, recognising the company's exceptional achievements.

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We are deeply honoured to receive this prestigious distinction. We plan to continue building on our success and providing customers and partners with enhanced value.

”

— Hanis Koh, General Manager,  
JJ-LAPP Singapore

JJ-LAPP Singapore received the Excellence Award 2022 due to its exceptional growth in sales and profitability, as well as its sustainable relationships with key partners and customers. The business unit had a highly successful year in 2022, achieving record orders and sales, expanding into renewable energy, maintaining operational efficiency, delivering top-notch technical support, and demonstrating unwavering commitment to sustainability.



<b>CABLE TECHNOLOGY SUSTAINABILITY SCORECARD</b>	N/A - It is either not applicable to the business, no data, or no way of measuring it at the moment.	We are just starting to explore how this can be measured.	Data partially available but need to rework ways to collect it and/or there are still some data gaps.	Data fully available and collected.
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ECONOMIC AREA	INDICATORS	2022 STATUS
Revenue and/or (net) value added	A.1.1. Revenue	●
	A.1.2. Value added	●
	A.1.3. Net value added	●
Payments to the Government	A.2.1. Taxes and other payments to the Government	●
New investment/expenditures	A.3.1 Green investment	●
	A.3.2. Community investment	●
	A.3.3. Total expenditures on research and development	●
Local supplier/purchasing programmes	A.4.1. Percentage of local procurement	●

ENVIRONMENTAL AREA	INDICATORS	2022 STATUS
Sustainable use of water	B.1.1. Water recycling and reuse	●
	B.1.2. Water use efficiency	●
	B.1.3. Water stress	●
Waste management	B. 2.1. Reduction of waste generation	●
	B.2.2. Waste reused, re-manufactured and recycled	●
	B.2.3. Hazardous waste	●
Greenhouse gas emissions	B.3.1. Greenhouse gas emissions (scope 1)	●
	B.3.2. Greenhouse gas emissions (scope 2)	●
Ozone-depleting substances and chemicals	B.4.1. Ozone-depleting substances and chemicals	●
Energy consumption	B.5.1. Renewable energy	●
	B.5.2. Energy efficiency	●

SOCIAL AREA	INDICATORS	2022 STATUS
Gender equality	C.1.1. Proportion of women in managerial positions	●
Human capital	C.2.1. Average hours of training per year per employee	●
	C.2.2. Expenditure on employee training per year per employee	●
	C.2.3. Employee wages and benefits as a proportion of revenue <sup>1</sup>	●
Employee health and safety	C.3.1. Expenditures on employee health and safety as a proportion of revenue	●
	C.3.2. Frequency/incident rates of occupational injuries	●
Coverage by collective agreements	C.4.1. Percentage of employees covered by collective agreements	●
* Diversity	Nationality	●
	Religion	●
	Race	●
	Age	●

<sup>1</sup> With breakdown by employment type and gender.

## LIFE SCIENCES - JJ-LURGI

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There is a lot more to be done for sustainability in our industry, and this is at the forefront of our minds. We're actively pursuing various avenues, whether it's fine-tuning individual processes or reimagining entire plant designs, all with the aim of achieving greater efficiency and reduced energy consumption and emissions.

”

—Jakob Helms, CEO, JJ-Lurgi

JJ-Lurgi, a joint-venture between Jebsen & Jessen Group and Air Liquide Global Engineering & Construction Solutions, offers comprehensive engineering services for processing plants. Our expertise spans a wide range of technologies, including edible oil extraction and refining, fats modification, oleochemicals, and methylester (biodiesel). We support our customers throughout Asia and beyond from design and installation to maintenance and after-sales services. We at JJ-Lurgi continually adapt and localise our German technologies provided by Air Liquide, to meet the specific needs of our customers.

For over 30 years, JJ-Lurgi has proudly partnered with customers dedicated to ensuring long-term sustainability in their processing plants and striking a balance between protecting human health and the environment.

While we take pride in our engineering solutions, we recognise the environmental concerns associated with industries like palm oil. Despite not directly producing these resources, we acknowledge our indirect involvement, and would like to share our view.

Palm oil has become a dominant source of edible oil globally, finding its way into a wide array of products, both nutritional (like cooking oil, biscuits, and chocolate) and non-nutritional (like lipstick, shampoo, and biodiesel), thanks to its cost-effectiveness. It's estimated that approximately half of all packaged goods in stores contain palm oil. Its popularity can be attributed to its high oil yield per hectare, which is vital for meeting rising global food demand and keeping food prices affordable.

However, this surge in palm oil production has led to the large-scale conversion of virgin tropical rainforests into plantations. These rainforests host unparalleled

biodiversity, making their destruction particularly ecologically costly. In Indonesia, this issue is exacerbated by the conversion of peatlands for palm oil cultivation, which, when drained and dried, become susceptible to fires. Both deliberate and accidental fires have caused significant environmental problems, including the "haze" in parts of South East Asia and substantial greenhouse gas emissions.

The question that arises is: should palm oil be banned? The concern is that a ban on palm oil would result in an increased demand for alternative oils. While some, like rapeseed and sunflower oil, can be grown in temperate climates with less biodiversity impact, they demand more land clearing. Therefore, smart regulation combined with the promotion of sustainable palm oil seems to be a more pragmatic approach, ensuring that certification processes are robust and consistently verified. Instead of advocating 'palm oil-free' products, emphasising 'sustainable palm oil' with credible certification is the way forward. Industry progress should be encouraged, with stringent measures for non-compliant producers and support for those employing best practices. Achieving sustainable palm oil production requires cooperation across businesses, regulators, NGOs, and consumers.

Our Group believes in the emergence and eventual dominance of sustainable palm oil. JJ-Lurgi embraces our role of providing as efficient and responsible a solution as possible, as an ethical supplier to the sustainable palm oil industry. Research and Development (R&D) plays a pivotal role in our quest for innovative engineering solutions and we see great potential in collaborating closely with universities and clients to enhance our innovations.





## JJ-Lurgi Expands Global Footprint and Strengthens R&D

JJ-Lurgi is celebrating its 30th anniversary this year, marking three decades of remarkable growth. With its global headquarters in South East Asia, and strengthened R&D capabilities, JJ-Lurgi is now expanding its leadership worldwide.

From its humble beginnings as a small Malaysian company, it has evolved into a prominent technology supplier for the oils, fats, oleochemicals, and biofuels industries in South East Asia and China. Today, it holds a dominant market share and is a leader in the South East Asian oleochemicals sector. In tandem with this milestone, JJ-Lurgi has unveiled an ambitious global strategy aimed at expanding its market presence beyond South East Asia. Over the next five years, the company aims to derive 50% of its business growth from international markets, signifying a significant leap for Jebesen & Jessen Group as JJ-Lurgi becomes its first business unit to venture into global markets.

The oleochemicals market, valued at nearly USD 27.3 billion in 2021, is poised for substantial growth, projected to achieve a compound annual growth rate (CAGR) of 6.2% from 2021 to 2027. Oleochemicals, primarily derived from plant-based oils, serve as vital components in everyday products such as cosmetics, soaps, pharmaceuticals, and various chemical goods.

“This new strategy will allow JJ-Lurgi to tap into opportunities in the global market as we enter our next stage of growth,” said Jakob Helms, CEO of JJ-Lurgi. “As the

market leader of the oleochemicals market in ASEAN and China, we are excited to accelerate and scale our business on a global scale. We look forward to developing our core competencies and technologies to bring the best to our customers across more markets.”

The new global strategy serves as a blueprint for JJ-Lurgi’s expansion, cementing its position as a quiet but steady growth engine extending beyond ASEAN. Over recent years, JJ-Lurgi has successfully fulfilled orders from countries beyond South East Asia, including Brazil, Paraguay, the United States, and Pakistan, amounting to a substantial value. The company has identified South Asia, Europe, and South America as its primary target markets for expansion.

In tandem with its geographic expansion, JJ-Lurgi is strengthening its R&D capabilities by tapping into the region’s burgeoning and diverse talent pool. Significant investments are earmarked for strengthening the company’s R&D efforts. This heightened focus on R&D aims to drive the development of innovative technologies, leveraging German expertise to align with clients’ evolving needs. These investments will catalyse the enhancement of the company’s technological prowess, expand its product portfolio, and deepen its market insights, ultimately benefiting both new and existing customers and partners.

## Driving Sustainability in the Edible Oils and Fats Industry

Oils and fats hold immense importance in the global commodity market, particularly in South East Asia, a hub for edible oils and modified fat by-products like cooking oils, butter, and margarine. Among these, palm oil stands out as a dominant and highly efficient oil, with Indonesia and Malaysia accounting for 84% of the global supply.

To address the environmental impact, including deforestation, waste generation, and carbon emissions, JJ-Lurgi, is actively providing solutions to tackle these sustainability challenges, such as reducing diesel consumption, wastewater generation, and contaminants formed during oil refining.

Dedicated to offering efficient and sustainable processing methods to drive the global palm oil industry, JJ-Lurgi has developed the VertiFLO Economiser for refining plants. The

Economiser maximises heat recovery between refined and bleached oil, leading to high savings in fuel consumption. Additionally, multiple process solutions, including oil washing, double refining, and post-stripping, are capable of reducing contaminants like 3-monochloropropanediol and glycidyl esters to safe limits for consumption.

JJ-Lurgi also offers extraction technologies like the Twin-Track Sliding Cell Extractor and the Waste Water Steam Generation System. These reduce steam and hexane consumption and convert wastewater generated into usable live steam. The industry must continue to balance process efficiency with lower energy consumption and emissions to move towards sustainability, and R&D is necessary to develop and adopt new technologies.





### JJ-Lurgi's EHS Day

JJ-Lurgi hosts an annual EHS Day. In 2021, the theme was 'ART – a Form of Therapy.' The focus was on using art as a form of self-expression whilst promoting positive mental well-being in the process. The intention was to help our staff manage life's stresses by engaging in art, even if just for a moment, to clear their minds and appreciate the positives.

The event began with an informative session on our Environment, Health, & Safety Management System. Following this, we had a discussion on mental health and well-being, highlighting the benefits of art as a relaxation method. To demonstrate that anyone can create art, we organised both individual and group painting sessions.

“

It amazed me to see how much pleasure a group of engineering professionals derived from their introduction to art and painting. The act of painting had a therapeutic effect for many participants allowing some to idly chat away and others to giggle and laugh whilst creating their masterpieces. Later on during the group painting sessions, I was blown away by the creativity shown by my colleagues and this quickly dispelled the idea that engineering and art were opposites.

”

— Lim Si Howe, General Manager, Contracts & Execution of JJ-Lurgi

<b>LIFE SCIENCES SUSTAINABILITY SCORECARD</b>	N/A - It is either not applicable to the business, no data, or no way of measuring it at the moment.	We are just starting to explore how this can be measured.	Data partially available but need to rework ways to collect it and/or there are still some data gaps.	Data fully available and collected.
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ECONOMIC AREA	INDICATORS	2022 STATUS
Revenue and/or (net) value added	A.1.1. Revenue	<div><div></div><div></div><div></div><div></div><div></div></div>
	A.1.2. Value added	<div><div></div><div></div><div></div><div></div><div></div></div>
	A.1.3. Net value added	<div><div></div><div></div><div></div><div></div><div></div></div>
Payments to the Government	A.2.1. Taxes and other payments to the Government	<div><div></div><div></div><div></div><div></div><div></div></div>
New investment/expenditures	A.3.1 Green investment	<div><div></div><div></div><div></div><div></div><div></div></div>
	A.3.2. Community investment	<div><div></div><div></div><div></div><div></div><div></div></div>
	A.3.3. Total expenditures on research and development	<div><div></div><div></div><div></div><div></div><div></div></div>
Local supplier/purchasing programmes	A.4.1. Percentage of local procurement	<div><div></div><div></div><div></div><div></div><div></div></div>

ENVIRONMENTAL AREA	INDICATORS	2022 STATUS
Sustainable use of water	B.1.1. Water recycling and reuse	<div><div></div><div></div><div></div><div></div><div></div></div>
	B.1.2. Water use efficiency	<div><div></div><div></div><div></div><div></div><div></div></div>
	B.1.3. Water stress	<div><div></div><div></div><div></div><div></div><div></div></div>
Waste management	B. 2.1. Reduction of waste generation	<div><div></div><div></div><div></div><div></div><div></div></div>
	B.2.2. Waste reused, re-manufactured and recycled	<div><div></div><div></div><div></div><div></div><div></div></div>
	B.2.3. Hazardous waste	<div><div></div><div></div><div></div><div></div><div></div></div>
Greenhouse gas emissions	B.3.1. Greenhouse gas emissions (scope 1)	<div><div></div><div></div><div></div><div></div><div></div></div>
	B.3.2. Greenhouse gas emissions (scope 2)	<div><div></div><div></div><div></div><div></div><div></div></div>
Ozone-depleting substances and chemicals	B.4.1. Ozone-depleting substances and chemicals	<div><div></div><div></div><div></div><div></div><div></div></div>
Energy consumption	B.5.1. Renewable energy	<div><div></div><div></div><div></div><div></div><div></div></div>
	B.5.2. Energy efficiency	<div><div></div><div></div><div></div><div></div><div></div></div>

SOCIAL AREA	INDICATORS	2022 STATUS
Gender equality	C.1.1. Proportion of women in managerial positions	<div><div></div><div></div><div></div><div></div><div></div></div>
Human capital	C.2.1. Average hours of training per year per employee	<div><div></div><div></div><div></div><div></div><div></div></div>
	C.2.2. Expenditure on employee training per year per employee	<div><div></div><div></div><div></div><div></div><div></div></div>
	C.2.3. Employee wages and benefits as a proportion of revenue <sup>1</sup>	<div><div></div><div></div><div></div><div></div><div></div></div>
Employee health and safety	C.3.1. Expenditures on employee health and safety as a proportion of revenue	<div><div></div><div></div><div></div><div></div><div></div></div>
	C.3.2. Frequency/incident rates of occupational injuries	<div><div></div><div></div><div></div><div></div><div></div></div>
Coverage by collective agreements	C.4.1. Percentage of employees covered by collective agreements	<div><div></div><div></div><div></div><div></div><div></div></div>
* Diversity	Nationality	<div><div></div><div></div><div></div><div></div><div></div></div>
	Religion	<div><div></div><div></div><div></div><div></div><div></div></div>
	Race	<div><div></div><div></div><div></div><div></div><div></div></div>
	Age	<div><div></div><div></div><div></div><div></div><div></div></div>

<sup>1</sup> With breakdown by employment type and gender.

# TECHNOLOGY

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As we celebrate two decades of providing innovative and reliable turf and landscaping solutions across the SEA region, the Group's timeless core values have offered us strength and support even when the world around us has seemed shaky and full of uncertainty. An unwavering focus on these values has allowed Turf & Irrigation (T&I) to maintain consistent growth. Most recently, this includes winning two awards at the 2021 Toro Company Distributor Awards for irrigation sales and service in the region. On the business side of things, T&I has also signed a 10-year contract with Sentosa Golf Club, one of the world's most prestigious golf clubs, who have - just like us - also achieved carbon neutrality.

”

— Philipp Hoffmann, Regional Director of Jepsen & Jessen Technology – Turf & Irrigation



**W**ithin our immensely diversified Group, Jebsen & Jessen Technology delivers equipment and turn-key solutions across the region through five different divisions: Cables International, Industrial Services, Turf & Irrigation, Pumps, and Scientific. We combine application, service, and technology-driven activities to provide our customers with products from market leaders in each specialist area.

Being made up of five diverse divisions, sustainability takes on a varied meaning for each of them.

**Cables International:** The core business of Cables International is to supply cables and related products to offshore oil and gas projects. More and more we are also supplying vessels deployed in offshore wind farms and supplying products to land based projects such as data centres and utility installations. When it comes to reusing/recycling, we encourage our customers to return empty wooden drums to us for reuse if the condition is still good or recycling if the condition is not usable.

**Industrial Services:** We proactively work closely with our customers and technology partners to design solutions that create positive sustainable impact. Examples could be:

**1. Recycling and reuse of industrial wastewater treatment.** We collaborate with a German technology partner to innovate wastewater treatment, replacing traditional methods and enabling customers to minimise sewage system discharge. The treated water is of high quality and can be reused in various applications, including production processes, cooling towers, and plant watering.

**2. Developing a solution to charge Electric Vehicles (EV) through ethanol fuel, independently of the power grid.** We are conducting a feasibility study with a technology partner from Germany to develop a Rapid Charger solution that generates climate-friendly charging power from liquid bioethanol. This solution would enable fast charging (in 15 minutes) with green electricity from ethanol that is produced from renewable resources and thereby contributes to a more sustainable mobility ecosystem.

**Turf & Irrigation (T&I):** We provide total solutions in turf care management for golf courses, parklands, stadiums and other public facilities. Our products range from turf maintenance equipment, buggies and utility vehicles to sprinkler systems and fertilisers, with complete service, warehousing and distribution facilities in the region.

We work with our customers to provide sustainable solutions for their requirements. For example, a recent project involved purchasing and refurbishing a second-hand golf cart fleet from an existing customer, and reselling them internationally after their use as rentals for a golf tournament. This reduced the need to purchase new equipment for short-term use.

**Pumps:** By 2025, the Indonesian government targets to have 20% of all cars on the road be electric. Our Technology - Pumps Division saw an opportunity to not only be a total solutions provider for the LG & Hyundai Indonesia Joint Venture (IDJV) to develop the electric vehicle battery plant but to also to play a part in materialising the Indonesian government's target to reduce air pollution and be more sustainable.

With Jebsen & Jessen Technology's engineering expertise and proven track record in delivering innovative solutions, we customised and installed a complete pump system to distribute water supply efficiently at the plant, which also comprehends a high-profile addition to our Pumps Division portfolio.

**Scientific:** Our Technology - Scientific Division is committed to bringing the best global scientific instruments technologies to Thailand's Research & Development industries such as education, medical and industrial laboratories.

## Jebsen & Jessen Technology – Turf & Irrigation Seals Exclusive Partnership Agreement with Netafim

In November 2022, Jebsen & Jessen Technology – Turf & Irrigation (JJ T&I) entered into an exclusive partnership with Netafim, the world's largest irrigation company, for agricultural projects in South East Asia. This strategic collaboration covers Thailand, Cambodia, Myanmar, and Laos, offering Netafim's cutting-edge irrigation solutions to the region's evolving agriculture sector.

The agriculture industry in South East Asia is undergoing significant transformations driven by shifts in consumer preferences, technological advancements, climate change, food security concerns, and the need to feed a growing global population. Farmers are increasingly turning to advanced tools like fertigation systems, which efficiently deliver water and nutrients directly to plant roots, enhancing crop growth.

Netafim is the world's largest irrigation company and a global leader in precision agriculture solutions backed by more than 50 years of agronomical expertise. Their comprehensive range includes state-of-the-art irrigation and fertigation systems for various agricultural settings, such as greenhouses, net houses, field crops, and orchards. These systems empower farmers to increase yields, improve crop quality, and reduce costs by optimising the precise application of water, fertilisers, and energy.

JJ T&I is a leading player and distributor of turf care and irrigation solutions in South East Asia, with an extensive portfolio of products and services that ranges from turf & landscaping maintenance equipment, buggies and utility vehicles to irrigation systems and fertilisers. Through JJ T&I's extensive distribution network, regional customers in Thailand, Cambodia, Myanmar and Laos will now have access to Netafim's irrigation solutions and can receive on-ground and after-sales support.

This collaboration leverages JJ T&I's regional expertise and irrigation knowledge, combined with Netafim's industry-leading solutions, to address the growing demand for precision agriculture solutions. These solutions enhance productivity and help the industry overcome existing challenges as it embraces technological advancements.



TECHNOLOGY SUSTAINABILITY SCORECARD	N/A - It is either not applicable to the business, no data, or no way of measuring it at the moment.	We are just starting to explore how this can be measured.	Data partially available but need to rework ways to collect it and/or there are still some data gaps.	Data fully available and collected.
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ECONOMIC AREA	INDICATORS	2022 STATUS
Revenue and/or (net) value added	A.1.1. Revenue	●
	A.1.2. Value added	●
	A.1.3. Net value added	●
Payments to the Government	A.2.1. Taxes and other payments to the Government	●
New investment/expenditures	A.3.1 Green investment	●
	A.3.2. Community investment	●
	A.3.3. Total expenditures on research and development	●
Local supplier/purchasing programmes	A.4.1. Percentage of local procurement	●

ENVIRONMENTAL AREA	INDICATORS	2022 STATUS
Sustainable use of water	B.1.1. Water recycling and reuse	●
	B.1.2. Water use efficiency	●
	B.1.3. Water stress	●
Waste management	B. 2.1. Reduction of waste generation	●
	B.2.2. Waste reused, re-manufactured and recycled	●
	B.2.3. Hazardous waste	●
Greenhouse gas emissions	B.3.1. Greenhouse gas emissions (scope 1)	●
	B.3.2. Greenhouse gas emissions (scope 2)	●
Ozone-depleting substances and chemicals	B.4.1. Ozone-depleting substances and chemicals	●
Energy consumption	B.5.1. Renewable energy	●
	B.5.2. Energy efficiency	●

SOCIAL AREA	INDICATORS	2022 STATUS
Gender equality	C.1.1. Proportion of women in managerial positions	●
Human capital	C.2.1. Average hours of training per year per employee	●
	C.2.2. Expenditure on employee training per year per employee	●
	C.2.3. Employee wages and benefits as a proportion of revenue <sup>1</sup>	●
Employee health and safety	C.3.1. Expenditures on employee health and safety as a proportion of revenue	●
	C.3.2. Frequency/incident rates of occupational injuries	●
Coverage by collective agreements	C.4.1. Percentage of employees covered by collective agreements	●
* Diversity	Nationality	●
	Religion	●
	Race	●
	Age	●

<sup>1</sup> With breakdown by employment type and gender.

# INGREDIENTS

“

In the realm of specialty chemicals, from pharmaceuticals to coatings, there's a unified push towards sustainability. At Jebsen & Jessen Ingredients, we are part of this transformation and our commitment is clear: evolve and enhance our practices for a greener tomorrow. While we celebrate our milestones, we're aware of the long road ahead. As we optimise our supply chain and introduce greener solutions to the market, our aim isn't simply to adapt to a sustainable future but to actively shape it.

”

— Lim Siew Tin, CEO, Jebsen & Jessen Ingredients

Jebsen & Jessen Ingredients is a leading solutions provider and distributor of specialty chemicals and life science ingredients for a variety of industrial and manufacturing applications, including Coating & Resins, Plastics & Rubber, Performance Chemicals, Feed, Food, and Pharmaceuticals & Personal Care. Ingredients has been a core business since the Group was founded in 1963. Over the years, we've expanded our presence from Singapore and Malaysia to encompass Thailand, Indonesia, Vietnam, the Philippines, Cambodia, Myanmar, and Laos. For over 50 years, our professional technical sales and customer support teams have connected technologies from our world-leading partners to thousands of manufacturers across South East Asia and China.

With a growing need to offer a diverse portfolio of both specialty chemicals and ingredients for food, agribusiness and pharmaceuticals, we expanded our business and portfolio by acquiring Helm Mahaboon in 2010. In 2015, we rebranded to reflect our broad offerings spanning more than 100 supplier partners across six business lines. Beyond South East Asia we are represented in China through a joint-venture with our sister company, Jebsen Industrial Specialty Ingredients & Solutions Business. We also work closely with our sister company Jebsen & Jessen Hamburg Group in Germany.

As a dynamic and rapidly expanding specialist in chemicals distribution, Jebsen & Jessen Ingredients is dedicated to meeting the growing demand for a diverse portfolio of specialty chemicals and life science ingredients serving multiple manufacturing sectors. In doing so, we are actively broadening our horizons to embrace sustainability and the unique assessments essential to our industry.

In the first few decades following our inception, notable sustainability efforts did not extend significantly beyond those made on the Group-level, i.e. Environment, Health & Safety policies, corporate governance, measuring and offsetting carbon emissions. One of the first actions our Chairman took in 1995 after forming the EHS department was improving the ways in which we handle and store our chemicals, prevent and safely manage chemical fires, and so on. A comprehensive management strategy was put in place and has continued as a vital part of the business unit since.

Then came a pivotal moment in 2020 when our sales managers started receiving requests from customers to present our sustainability certifications for the very first time! This was most welcome, as our board has remained hopeful for all these years that eventually customers would recognise our sustainability principles, and perhaps even choose Jebsen & Jessen for that reason.



While the Ingredients team was able to provide sufficient documentation at the Group-level, it became clear to Lim Siew Tin, CEO of Jebesen & Jessen Ingredients, that the next step was to get a concrete sustainability rating from a recognised provider. Our mission began by gathering documentation to score in areas such as environment, labour rights, ethics, and sustainable procurement, starting with our Thailand company. Upon generating an overall sustainability rating, the provider – the name of whom we cannot disclose due to the contract terms – also outlined valuable areas of improvement, which were taken onboard by the team that is now working on addressing these areas and working to obtain ratings for our other Ingredients companies across the region, aiming to maintain awareness, accountability, and transparency.

Despite being a distribution company rather than a manufacturer, we've been actively promoting sustainability by advocating for sustainable products and influencing our customers and principles. For instance, we advised a customer against using plastic microbeads in body scrubs. Our commitment extends to advocating reducing packaging waste, conserving energy, obtaining current certifications, and enhancing transparency in their operations.



### Jebesen & Jessen Ingredients Donated SGD 5,000+ to World Vision to Help Children in Need

In our commitment to enhancing client relationships and making a positive impact, the Ingredients team introduced a unique incentive for our 2022 customer satisfaction survey. Respondents were offered a bonus incentive, where completing a survey resulted in a SGD 10 donation to World Vision.

This initiative garnered enthusiastic responses from over 500 customers, resulting in a total donation of SGD 5,150 to World Vision. These funds supported critical relief and recovery efforts, especially in vulnerable areas such as Yangon and Rakhine in Myanmar, addressing pre-existing challenges.



INGREDIENTS SUSTAINABILITY SCORECARD	N/A – It is either not applicable to the business, no data, or no way of measuring it at the moment.	We are just starting to explore how this can be measured.	Data partially available but need to rework ways to collect it and/or there are still some data gaps.	Data fully available and collected.
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ECONOMIC AREA	INDICATORS	2022 STATUS
Revenue and/or (net) value added	A.1.1. Revenue	●
	A.1.2. Value added	●
	A.1.3. Net value added	●
Payments to the Government	A.2.1. Taxes and other payments to the Government	●
New investment/expenditures	A.3.1 Green investment	●
	A.3.2. Community investment	●
	A.3.3. Total expenditures on research and development	●
Local supplier/purchasing programmes	A.4.1. Percentage of local procurement	●

ENVIRONMENTAL AREA	INDICATORS	2022 STATUS
Sustainable use of water	B.1.1. Water recycling and reuse	●
	B.1.2. Water use efficiency	●
	B.1.3. Water stress	●
Waste management	B. 2.1. Reduction of waste generation	●
	B.2.2. Waste reused, re-manufactured and recycled	●
	B.2.3. Hazardous waste	●
Greenhouse gas emissions	B.3.1. Greenhouse gas emissions (scope 1)	●
	B.3.2. Greenhouse gas emissions (scope 2)	●
Ozone-depleting substances and chemicals	B.4.1. Ozone-depleting substances and chemicals	●
Energy consumption	B.5.1. Renewable energy	●
	B.5.2. Energy efficiency	●

SOCIAL AREA	INDICATORS	2022 STATUS
Gender equality	C.1.1. Proportion of women in managerial positions	●
Human capital	C.2.1. Average hours of training per year per employee	●
	C.2.2. Expenditure on employee training per year per employee	●
	C.2.3. Employee wages and benefits as a proportion of revenue <sup>1</sup>	●
Employee health and safety	C.3.1. Expenditures on employee health and safety as a proportion of revenue	●
	C.3.2. Frequency/incident rates of occupational injuries	●
Coverage by collective agreements	C.4.1. Percentage of employees covered by collective agreements	●
* Diversity	Nationality	●
	Religion	●
	Race	●
	Age	●

<sup>1</sup> With breakdown by employment type and gender.

# HOLDINGS

As previously outlined, Jebsen & Jessen Group is a holdings company, often referred to as ‘Holdings’ in this report. It’s considered the backbone, the foundation on which the five RBUs rely. Holdings plays a multifaceted role beyond its name, serving as the strategic cornerstone for the RBUs, providing different kinds of support from corporate communications to legal services and special projects such as this first Group-wide sustainability report.

A scorecard for Holdings is included below for good measure, however, this assessment is inherently different from the RBU scorecards, as it does not operate as a business per se. Rather, the full picture of the Group conveyed throughout the report is a reflection of Holdings where the majority of the data has been sourced from. That said, for the purpose of the scorecard method, we found it best to treat Holdings as a ‘sixth RBU.’ Holdings encompasses 234 employees and includes JJ-Pun, our joint-venture based in Myanmar, which significantly supports multiple RBUs within the Group, particularly Ingredients and Technology.

As mentioned, JJ-Pun has been documented slightly differently; their economic data have been represented under the relevant individual RBUs, and their social and environmental data included under Holdings, so it makes sense to communicate their status here. While no country

in the world, and not a single Jebsen & Jessen company, was spared from the effects of the pandemic, there is one country that has had to deal with a double whammy. Since the Myanmar military deposed the elected government and took control of the country in 2021, the socio-political and economic chaos that ensued has been particularly severe and several of our colleagues or members of their families have endured painful personal ordeals.

The JJ-Pun team has been swift, smart, and resolute in ensuring that the company maintains a healthy level of liquidity despite the severe shortage of hard currency and extraordinary curbs on cash withdrawals and currency exchange. Despite a tanked exchange rate and one particular bad debt, the company came through 2022 in a solid manner – a remarkable feat in such circumstances. Even in a crisis, the laws of demand and supply apply, one just has to be willing to adjust one’s business model. While some of our traditional businesses (like distribution of certain food ingredients) have slowed, other activities have dried up altogether, and new ones have emerged. Regarding their sustainability efforts, JJ-Pun primarily focused on their own well-being and survival in 2022, with participation in Group-wide initiatives such as the Health & Wellness programme.





### Smiles and Success in Adverse Conditions (JJ-Pun)

The political, social, and economic situation in Myanmar remained critical throughout 2022, and the constraints within which companies had to operate there have tightened continuously. Even simple transactions became hugely regulated and exposed to levels of hazard, including currency risks, not experienced in any of our other countries. While the economies of all other ASEAN countries grew in 2022, Myanmar's remained flat, having already contracted by a stunning 18% in 2021.

JJ-Pun in 2022 has managed to deliver an excellent financial performance against all odds.

“

We salute our colleagues in JJ-Pun for holding the fort in these troubled times. And while we have no influence on political events, we reserve our right to wish, hope and pray for the situation to de-escalate and return soon to some degree of normalcy. The display of extraordinary resilience and grit with which this was pulled off has been truly inspiring. Which is why I decided to place a picture of our JJ-PUN colleagues in my office; it serves as a daily reminder of the commitment and can-do spirit of our Myanmar team!

”

— Heinrich Jessen, Chairman, Jebsen & Jessen Group

HOLDINGS SUSTAINABILITY SCORECARD	N/A - It is either not applicable to the business, no data, or no way of measuring it at the moment.	We are just starting to explore how this can be measured.	Data partially available but need to rework ways to collect it and/or there are still some data gaps.	Data fully available and collected.
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ECONOMIC AREA	INDICATORS	2022 STATUS
Revenue and/or (net) value added	A.1.1. Revenue	●
	A.1.2. Value added	●
	A.1.3. Net value added	●
Payments to the Government	A.2.1. Taxes and other payments to the Government	●
New investment/expenditures	A.3.1 Green investment	●
	A.3.2. Community investment	●
	A.3.3. Total expenditures on research and development	●
Local supplier/purchasing programmes	A.4.1. Percentage of local procurement	●

ENVIRONMENTAL AREA	INDICATORS	2022 STATUS
Sustainable use of water	B.1.1. Water recycling and reuse	●
	B.1.2. Water use efficiency	●
	B.1.3. Water stress	●
Waste management	B. 2.1. Reduction of waste generation	●
	B.2.2. Waste reused, re-manufactured and recycled	●
	B.2.3. Hazardous waste	●
Greenhouse gas emissions	B.3.1. Greenhouse gas emissions (scope 1)	●
	B.3.2. Greenhouse gas emissions (scope 2)	●
Ozone-depleting substances and chemicals	B.4.1. Ozone-depleting substances and chemicals	●
Energy consumption	B.5.1. Renewable energy	●
	B.5.2. Energy efficiency	●

SOCIAL AREA	INDICATORS	2022 STATUS
Gender equality	C.1.1. Proportion of women in managerial positions	●
Human capital	C.2.1. Average hours of training per year per employee	●
	C.2.2. Expenditure on employee training per year per employee	●
	C.2.3. Employee wages and benefits as a proportion of revenue <sup>1</sup>	●
Employee health and safety	C.3.1. Expenditures on employee health and safety as a proportion of revenue	●
	C.3.2. Frequency/incident rates of occupational injuries	●
Coverage by collective agreements	C.4.1. Percentage of employees covered by collective agreements	●
* Diversity	Nationality	●
	Religion	●
	Race	●
	Age	●

<sup>1</sup> With breakdown by employment type and gender.

# LOOKING AHEAD

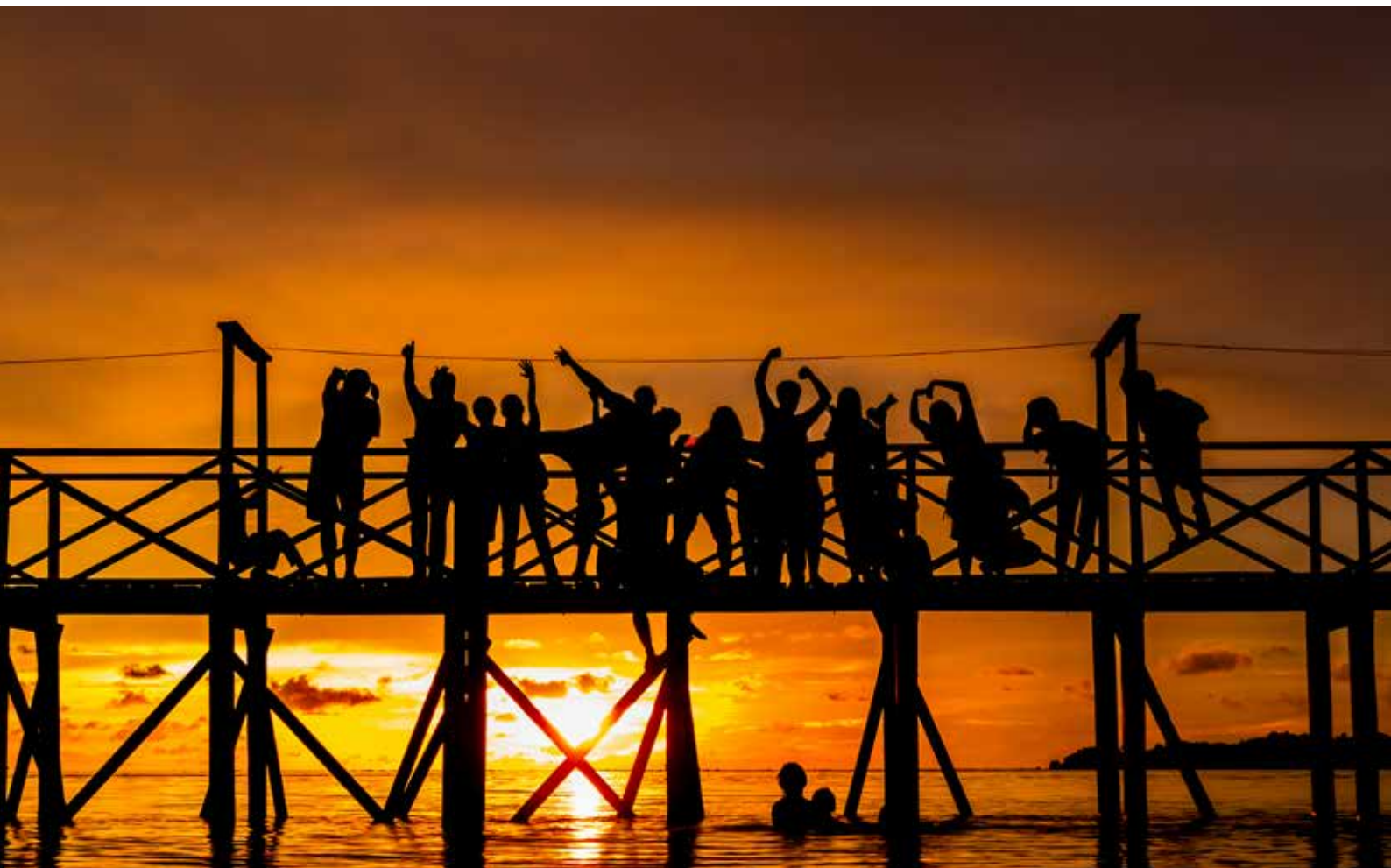
This report shares the 30-year sustainability journey of Jebsen & Jessen Group, marked by pioneering growth, learning, and collaboration. We take pride in our achievements in reducing our environmental impact, improving employee well-being, and nurturing positive relationships within our communities, all of which inspire us to look to the future with hope and determination.

Our report aligns with the Family Business Sustainability pledge and follows the FBSD framework. As we conclude, the words of the pledge are as accurate and resonant as ever, reflecting how we have aimed to operate in recent years and also to guide our way forward.

This report has highlighted the significant steps taken since 1992 to reshape our approach to ethical business practices, particularly when our current Chairman Heinrich Jessen brought his personal passion into the family business as we entered the new millennium. During these years, we initiated an EHS programme from the ground up, obtained ISO certification, tackled urgent needs in our communities, achieved carbon neutrality, reduced our footprint, and enhanced the efficiency of our products and services.

“ We, a global community of family businesses, commit to build a sustainable future across generations. Family businesses contribute meaningfully to both economic growth and employment and have the potential to create a more purpose-driven model of business. With our inherent focus on long-term success and responsible ownership, we strive to apply our entrepreneurial know-how and resources to build a just and equitable world, where our planet will flourish across generations. The SDGs provide family businesses with opportunities to create a shared prosperity for all. ”

— Family Business Sustainability Pledge,  
Family Business for Sustainable Development



While collecting numerical data was challenging, it was crucial to uphold our commitment to transparency. Yet, the real stories and accounts throughout this publication provide the context and depth to our efforts. Thus, the progress of the group as a whole was depicted, and for the first time, we then took a look at the progress of each of the RBUs by developing our own method of scorecards for additional transparency. These present a comprehensive overview of the current status of each RBU, highlighting the degree of data availability for all 31 framework indicators, including the extra ones we've identified for this report.

We have highlighted the concrete measures taken across the Group throughout the report and identified the key priorities for improving our outcomes in the years to come.

## LIST OF SIGNIFICANT PRIORITIES

1. Jebsen & Jessen Packaging has installed solar panels on two of their manufacturing plants in Malaysia and are following suit with their third plant in Malaysia and plants in Indonesia, Vietnam, and Singapore in 2023.
2. In 2023, HR is conducting a comprehensive study to assess the alignment of employee benefits across countries within the Group and against market standards.
3. The Group Talent Team is introducing a new Corporate Governance eLearning course in 2023, covering topics such as Conflict of Interest, Corruption, Fraud/Dishonest Acts and Anti-Competition, Theft and IT misuse, and Employee's Roles and Whistleblowing.
4. In Q4 2023, the Executive Board is engaging a PhD student to visit and assess the carbon offset project sites to which we subscribed to add an additional layer of accountability and add to our internal knowledge base of the project. A similar endeavour was previously undertaken in 2018.
5. Following the reconstruction of their Indonesian factory after a fire in December 2022, JJ-LAPP plans to install solar roof panels in 2024.
6. Jebsen & Jessen Ingredients will act on advice from their sustainability rating provider, particularly in terms of policy documentation.
7. Over the next five years, JJ-Lurgi will enhance their R&D capabilities to develop new engineering solutions to fuel innovative and sustainable engineering solutions.
8. A focus on improving the employee experience journey will include regular pulse surveys, feedback mechanisms, and investment in a new employee system for better control of individual profiles.
9. Career development for staff will be a priority over the next five years.
10. As part of our goal to focus even more on Learning & Development programmes, HR teams are establishing streamlined processes for recording training hours accurately from 2023 onwards.
11. We will continue to actively engage with our key stakeholders, including customers, partners, employees, and community members on sustainability topics and decision-making processes.
12. Internal discussions with report stakeholders will identify emerging issues, and the best-suited framework will be chosen to track progress within the organisation before the next sustainability report.

With this, we have laid a solid foundation on which to build more comprehensive sustainability reports in the years to come.

Moving forward, we remain steadfast in our dedication to advancing sustainability. Our commitment involves a continuous pursuit of enhanced efficiency across our diverse business units, minimising our environmental impact, and delivering industry-leading responsible solutions to our valued customers. These endeavours will be underpinned by our unwavering values, propelled by our collective 'mackerel spirit,' and guided by a shared vision for a more prosperous and sustainable South East Asia and world.

Onward Ho!

## SUSTAINABILITY REPORT LINKS OF THE SISTER GROUPS

### Jebsen & Jessen Hamburg Group Sustainability Reports:

- 2019 - <https://www.jebsen-jessen.de/en/sustainability-report-2019/>
- 2020 - <https://www.jebsen-jessen.de/en/sustainability-report-2020/>
- 2021 - <https://www.jebsen-jessen.de/en/sustainability-report-2021/>

### Jebsen Group CSR Reports:

- 2009-2022 - <https://www.jebsen.com/reports-downloads/>



# ANNEXES

## METHODOLOGY

### Group Level

At the Group level we followed the framework indicator by indicator. Additional indicators are highlighted and justified; data gaps and sensitive information we are not in a position to be disclosed are all fully acknowledged.

The Group-level section covers all six areas outlined in the FBSD framework, namely:

1. Economic Area
2. Environmental Area
3. Social Area
4. Institutional Area
5. Family Business Area
6. Sustainable Products and Services (Optional)

In the social area, we added three additional indicators that highlight diversity and inclusion which is an important measure of how we see our social sustainability.

### RBU Level

At RBU level we focused on only three of the six areas in the FBSD framework and developed a visual scorecard to provide a snapshot of where each RBU stands in terms of data availability for each one of the indicators. The areas covered for each RBU are: Economic, Environmental, and Social.

Data was collected over a period of eight months by an internal team through a series of interviews and questionnaires with team leaders across the Group.

The data collected is all for 2022 and will serve as a baseline for further reporting.



## FBSD LIST OF INDICATORS



Sustainability Indicators for Family Business (SIFB)					
Economic Area					
A	A	Economic area	Indicators	Measurement	Relevant SDG indicator
1	A.1.	Revenue and/ or (net) value added	A.1.1. Revenue	Defined and measured according to the "IFRS 15 Revenue from Contracts with Customers".	8.2.1
2			A.1.2. Value added	Revenue minus costs of bought-in materials, goods and services from external suppliers (gross value added, GVA).	8.2.1 9.2.1 9.3.1 9.4.1 9.b 9.b.1
3			A.1.3. Net value added	Revenue minus costs of bought-in materials, goods and services from external suppliers and minus depreciation on tangible assets (Net Value Added, NVA).	8.2.1 9.2.1 9.3.1 9.4.1 9.b 9.b.1
4	A.2.	Payments to the Government	A.2.1. Taxes and other payments to the Government	Total amount of taxes paid and payable (encompassing not only income taxes, but also other levies and taxes, such as property taxes or value added taxes) plus related penalties paid, plus all royalties, licence fees, and other payments to Government for a given period.	17.1.2
5	A.3.	New Investment/ Expenditures	A.3.1 Green investment	Total expenditure for renewable energy (e.g. wind energy, solar energy) in the reporting period in absolute amount and in % terms.	7.b.1
6			A.3.2. Community investment	Total amount of charitable/voluntary donations and investments of funds (both capital expenditure and operating ones) in the broader community where the target beneficiaries are external to the enterprise incurred in the reporting period in absolute amount and in % terms.	17.17 17.17.1
7			A.3.3. Expenditures on research and development	Total amount of expenditures on research and development by the reporting entity during the reporting period in absolute amount and in % terms.	9.5.1
8	A.4.	Local supplier/ purchasing programmes	A.4.1. Share of local procurement	Proportion of procurement spending of a reporting entity at local suppliers (based on invoices or commitments made during the reporting period) in % terms and in absolute amount.	9.3.1

Environmental Area					
B	B	Environmental area	Indicators	Measurement	Relevant SDG indicator
9	B.1.	Sustainable use of water	B.1.1. Water recycling and reuse	Total volume of water recycled and/or reused by a reporting entity during the reporting period in absolute amount and in % terms.	6.3.1
10			B.1.2. Water use efficiency	Net value added divided by the water use in the reporting period as well as change of net value added divided by the change of water use between two reporting periods (where water use is defined as water withdrawal plus total water received from a third party).	6.4.1
11			B.1.3. Water stress	Water withdrawn with a breakdown by sources (surface, ground, rainwater, wastewater) and with reference to water-stressed or water-scarce areas (expressed as a percentage of total withdrawals) in absolute amount and in % terms.	6.4.2
12	B.2.	Waste management	B. 2.1. Waste generation	Change in the entity's waste generation per net value added in % terms, in terms of change and in absolute amount.	12.5
13			B.2.2. Waste reused, re-manufactured and recycled	Total amount of waste reused, remanufactured, and recycled in absolute amounts, in % terms and in terms of change.	12.5.1
14			B.2.3. Hazardous waste generation	Total amount of hazardous waste, in absolute terms, as well as proportion of hazardous waste treated, given total waste reported by the reporting entity (in absolute amount, in % terms and in terms of change).	12.4.2
15	B.3.	Greenhouse gas emissions	B.3.1. Greenhouse gas emissions (scope 1)	Scope 1 contribution in absolute amount, in % terms and in terms of change.	9.4.1 13.2.2
16			B.3.2. Greenhouse gas emissions (scopes 2)	Scope 2 contribution in absolute amount, in % terms and in terms of change.	9.4.1 13.2.2
17	B.4.	Ozone-depleting substances and chemicals	B.4.1. Ozone-depleting substances and chemicals dependency	Total amount of ozone-depleting substances (ODS) (bulk chemicals/ substances existing either as a pure substance or as a mixture) per net value added.	12.4 12.4.2
18	B.5.	Energy consumption	B.5.1. Share of renewable energy	Renewable energy consumption as percentage of total energy consumption in the reporting period.	7.2.1
19			B.5.2. Energy efficiency	Energy consumption per net value added.	7.3.1
20	B.6.	Land and biodiversity	B.6.1. Land used adjacent to biodiversity sensitive areas	Number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas.	15

Social Area					
C	C	Social area	Indicators	Measurement	Relevant SDG indicator
21	C.1.	Gender equality	C.1.1. Share of women in managerial positions	Number of women in managerial positions to total number of employees in managerial positions (in terms of headcount or FTE).	5.5.2
22	C.2.	Human capital	C.2.1. Hours of employee training	Average number of hours of training per employee per year (as total hours of training per year divided by total employees) possibly broken down by employee category.	4.3.1
23			C.2.2. Expenditures on employee training	Direct and indirect costs of training (including costs such as trainers' fees, training facilities, training equipment, related travel costs etc.) per employee per year possibly broken down by employee category.	4.3.1
24			C.2.3. Employee wages and benefits	Total costs of employee workforce (wages and benefits) divided by the net value added in that reporting period.	8.5.1 10.4.1
25	C.3.	Employee health and safety	C.3.1. Expenditures on employee health and safety	Total expenses for occupational safety and health-related insurance programmes, for health care activities financed directly by the company, and all expenses sustained for working environment issues related to occupational safety and health incurred during a reporting period; divided by the net value added in that same period.	3.8 8.8
26			C.3.2. Incident rates of occupational injuries	Total number injuries divided by total number of workers in the reporting period.	8.8.1
27	C.4.	Coverage by collective agreements	C.4.1. Share of employees covered by collective agreements	Number of employees covered by collective agreements to total employees (in terms of headcount or FTE).	8.8.2
Institutional Area					
D	D	Institutional area	Indicators	Measurement	Relevant SDG indicator
28	D.1.	Corporate governance disclosures[1]	D.1.1. Board meetings and attendance	Number of board meetings during the reporting period and number of Board members who participate at each Board meeting during the reporting period divided by the total number of directors sitting on the Board multiplied by the number of Board meetings during the reporting period.	16.6
29			D.1.2. Share of female board members	Female board members to total board members.	5.5.2
30			D.1.3. Board members by age range	Number of board members by age range (e.g., under 30 years old, between 30 and 50, over 50)	16.7.1
31			D.1.4. Audit committee meetings and attendance	Number of board meetings during the reporting period and number of Audit committee members who participate at each Audit committee meeting during the reporting period divided by the total number of members sitting on the Audit committee multiplied by the number of Audit committee meetings during the reporting period.	16.6
32			D.1.5. Compensation per board member	Total annual compensation (including base salary and variable compensation) for each executive and non-executive director.	16.6

33	D.2.	Anti-corruption practices	D.2.1. Corruption incidence	Number of confirmed incidents of corruption in the reporting period.	16.5 16.5.2
34			D.2.2. Management training on anti-corruption	Total number and percentage of managers who have received training on anti-corruption issues.	16.5 16.5.2
Family Business Area					
E	E	Family Business Area	Indicators	Measurement	Relevant SDG indicator
35	E.1.	Governance area	E.1.1. Advocacy for social and environment standards	Does your company work with policy makers and/or stakeholders to develop or advocate for increased adoption of ESG standards. Answer: Yes / No	17.17
36			E.1.2. Review of social and environmental performance	Does the Board review the social and environmental performance of the company at least annually to determine if the company is meeting social and environmental objectives? Answer: Yes / No	16.6
37			E.1.3. Transparency of sustainability performance	Is the review made available in a report to relevant stakeholders e.g. employees, suppliers, customers and owners. Answer: Yes / No	16.6
38			E.1.4. Independent directors	Does the Board include Independent Directors? Answer: Number & percentage	16.7
39			E.1.5. Family governance	Is there a family constitution (rules of engagement) to ensure good governance of the business and family for the long term? Answer: Yes / No	16.7
40			E.1.6. Responsible ownership	As a family business, do you use resources and provide guidance to promote development-oriented policies and prepare the next generation to be responsible owners. Answer: Yes / No	8.3-8.8
41	E.2.	Supply chain	E.2.1. Ethical supply chain policies	Does your company have a formal written supplier code of conduct that holds suppliers accountable for social and environmental performance. This may include policies on Fairtrade, anti-slavery, forced labour, child labour etc. Answer: Yes / No	8.7
42			E.2.2. Ethical supply chain practices	What is the estimated percentage of materials or products purchased or sourced sustainably by your company as outlined in E.2.1?	

43	E.3.	Community impact	E.3.1. Philanthropy	<p>Do you use family funds (for e.g. through a family foundation) to support the local community or communities where you operate.</p> <p>Answer: Yes / No</p> <p>If Yes, please indicate in which area or areas you are supporting:</p> <p>Basic Needs – Food, water, energy, shelter, sanitation, communications, transport, credit and health for all.</p> <p>Well-Being – Enhanced health, education, justice and equality of opportunity for all.</p> <p>Decent Work – Secure, socially inclusive jobs and working conditions for all.</p> <p>Resource Security – Preserve stocks of natural resources through efficient and circular use.</p> <p>Healthy Ecosystems – Maintain ecologically sound landscapes and seas for nature and people.</p> <p>Climate Stability – Limit GHG levels to stabilise global temperature rise under 2° C.</p> <p>Other – Please detail your other activities here.</p>	17.17
Sustainable Products and Services (Optional)					
44	E.4.	Sustainable products and services	E.4.1. Creating societal benefits	<p>In what way(s) does your company's services or products benefit society.</p> <p>Please indicate Yes or No for each option:</p> <p>Provision of basic services, health care or health products to improve health &amp; wellbeing in the community.</p> <p>Education (general, technical), support of knowledge, arts, cultural heritage.</p> <p>Improved economic opportunity or social economic empowerment. Market access through previously unavailable infrastructure.</p> <p>Capacity Building for non-profit, social enterprises.</p>	
45			E.4.2. Improving your customers' environmental performance	<p>In what way or ways do your services or products enable your clients and/or customers to protect the environment or improve their environmental performance.</p> <p>Please indicate Yes or No for each option:</p> <p>Provides or is powered by renewable energy or cleaner-burning energy than market alternatives (e.g. solar panel manufacturers, hybrid vehicles)</p> <p>Conserves resources (e.g. water recycling systems, energy efficient appliances).</p> <p>Reduces waste (e.g. recycling technologies/services).</p> <p>Conserves land, biodiversity, wildlife (e.g. sustainably harvested agricultural products).</p> <p>Reduces or is made of less toxic/hazardous substances.</p> <p>Educates, measures, researches or provides information to solve environmental problems.</p>	

## LIST OF MEET A NEED ENGAGEMENTS

In addition to presenting our 2022 data, this report has also captured the history of our Group-wide sustainability initiatives, including the Meet a Need Programme. As such, we have included a comprehensive record of all Meet a Need initiatives since 2007.

Year	Date	Location	Country	Partners	Project activities / cause	UN SDG
2007	July 2-7	Padang Kemunting, Melaka	Malaysia	WWF	Turtle Conservation	14 - Life Below Water
2007	Nov 11-18	Nan	Thailand	WVI	Construction of a new Childcare Centre	4 - Quality Education
2008	Apr 21-26	Cat Tien National Park	Vietnam	WWF	Tree Planting	13 - Climate Action 15 - Life on Land
2008	Nov 9-16	Phu Chu	Vietnam	WVI	Kitchen renovation at Tien Tien Kindergarten	3 - Good Health & Well-Being
2009	Apr 20-25	Donsol	The Philippines	WWF	Whale Shark Conservation	14 - Life Below Water
2009	Nov 11-17	Bohol	The Philippines	WVI	Construction of three classrooms in Magsaysay Elementary School	4 - Quality Education
2010	July 18-24	Ujung Kulon	Indonesia	WWF	Javan Rhino Conservation	15 - Life on Land
2010	Dec 4-11	Hang Lia	Vietnam	WVI	Construction of two classrooms in Tan Lap Primary School	4 - Quality Education
2011	July 24-30	Kirivong	Cambodia	WVI	Construction of latrines and rainwater tanks at Sereivong & Sangkrous Vichea Primary School	6 - Clean Water & Sanitation
2011	Dec 11-17	Ulu Muda, Kedah	Malaysia	WWF	Forest Conservation	13 - Climate Action 15 - Life on Land
2012	May	Bo Kluea	Thailand	WVI	Constructing Bo Kluea Agricultural Learning Centre	4 - Quality Education
2012	Nov 3-10	Mantanani, Sabah	Malaysia	EcoKnights	Construction of water station	6 - Clean Water & Sanitation
2013	May 26-31	Bohol	The Philippines	WVI	Construction of One Health & Nutrition Facility (Learning & Training Centre)	3 - Good Health & Well-Being



Year	Date	Location	Country	Partners	Project activities / cause	UN SDG
2013	Nov 17-23	Kranji	Singapore	Nature Society Singapore & ACRES	Marshland and Animal Care	15 - Life on Land
2014	June 22-28	Kirivong and Bati	Cambodia	WVI	House Building Project	1 - No Poverty
2014	Oct 12-18	Pasir Buntu	Indonesia	Conservation International	Building a water pipeline and trees planting	6 - Clean Water & Sanitation
2015	May 24-30	Cuong Chinh Commune	Vietnam	WVI	Cuong Ching ECCD Centre Expansion	4 - Quality Education
2015	Nov 15-21	Bodogol, Sukabumi	Indonesia	Conservation International	Build water facility and renovate conservation centre	6 - Clean Water & Sanitation 15 - Life on Land 8. Decent Work and Economic Growth
2016	July 10-16	Mya Ya Yor	Myanmar	WVI	Construction of ECCD Centre and Community Children Centre	4 - Quality Education
2016	Nov 27-Dec 3	Tatai Leu	Cambodia	Conservation International	Develop eco-tourism and community building	8 - Decent Work and Economic Growth 12 - Responsible Consumption & Production 15 - Life on Land
2017	May 21-27	Mautenda, Nusa Tenggara Timur	Indonesia	WVI	Construction of clean water facilities	6 - Clean Water & Sanitation
2017	Nov 19-25	Silonay, Mindoro	The Philippines	Conservation International	Mangrove Rehabilitation	13 - Climate Action 15 - Life on Land
2018	July 8-14	Son Tra, Da-nang	Vietnam	WVI	Community Typhoon Evacuation Shelter	11 - Sustainable Cities & Communities
2018	July 29 - Aug 4	Kota Kinibalu, Sabah	Malaysia	Uni. Malaysia Sabah + Sutera Harbour Resort	Sustaining Marine Heritage	14 - Life Below Water
2019	Oct 6-12	Kuiburi National Park,	Thailand	WWF	Elephant Conservation	15 - Life on Land
2019	Nov 25 - Dec 1	Simokerto, Surabaya	Indonesia	WVI	Handwashing Station construction	6 - Clean Water & Sanitation
2020	Nov 20	Regional	Virtual	MSF	Volunteering to digitally trace the areas of Can Tho city in Vietnam.	3 - Good Health & Well-Being
2021	3 Sep - 31 Oct	Regional	Virtual	Orbis International	Race4Sight virtual race to raise funds for and awareness of avoidable blindness..	3 - Good Health & Well-Being
2022	Oct 16-22	North Cotabato, The Philippines	The Philippines	WVI	Project to build an abaca nursery and construct a hand-washing facility for an elementary school.	6 - Clean Water & Sanitation 12 - Responsible Consumption & Production 13 - Climate Action

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Sustainability is meeting the needs  
of the present without compromising  
the ability of future generations to  
meet their own needs.

”

— United Nations Brundtland Commission 1987



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