

SUSTAINABILITY AT QIAN HU

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REPORT SCOPE

OVERVIEW

This is Qian Hu Corporation Limited's eleventh sustainability report. Our Sustainability Report 2021 (or "the Report") covers Environmental, Social and Governance (ESG) issues in our markets of operations: Singapore, Malaysia, China, Thailand and Indonesia unless otherwise stated. All figures are represented in Singapore dollars. There were no significant changes this year to the organisation during the reporting cycle.

We have been a forerunner in reporting on our sustainability efforts since as early as FY 2012 when we published our very first sustainability report. Our report this year remains anchored on our belief in improving lives through long-term sustainable initiatives, where we address the activities, data and measurements, where applicable, that fall within our financial year of reporting – 1 January to 31 December 2021. Our report is based mainly on the GRI reporting framework, due to its detailed and globally recognised reporting standards in the disclosure of governance approaches, as well as material ESG factors that are relevant to our business.

ABOUT THIS REPORT

Guidelines and Methodology	Reporting Principles
<p>The Report covers our performance with respect to the identified ESG factors which are material to our Group.</p> <p>Our reporting framework has been prepared based on the GRI Standards: Core Option and is also in compliance with the SGX-ST Listing Rules 711A and 711B and the SGX Sustainability Reporting Guide.</p> <p>GRI remains the core of our disclosure as an internationally recognised framework for sustainability reporting, while we also endeavour to comply or explain in line with SGX's Sustainability Reporting Guide.</p> <p>The GRI Content Index is contained on pages 84 to 86, indicating the location of the applicable disclosures within the Report.</p>	<p>Principle 1 - Stakeholder Inclusiveness Identify Qian Hu's key stakeholders, engage them and respond to their reasonable feedback and interests.</p> <p>Principle 2 - Sustainability Context Present Qian Hu's performance in the wider context of sustainability.</p> <p>Principle 3 - Materiality Cover topics that reflect Qian Hu's significant economic, environmental, and social impact.</p> <p>Principle 4 - Completeness We include coverage of material topics to Qian Hu with significant economic, environmental and social impact, so stakeholders can assess our performance in the reporting period.</p>
Assurance	Feedback
<p>This Report is not externally assured. We relied on our internal verification mechanisms to validate the accuracy of reporting. Our Financial Statements have, however, been independently audited. We plan to seek assurance in future as we report specific metrics and targets in our ESG roadmap meanwhile.</p>	<p>We welcome your feedback, views and suggestions on our sustainability performance. All queries can be addressed to feedback@qianhu.com.</p>

REPORT SCOPE

(Cont'd)

MESSAGE FROM THE BOARD

2021 was another challenging year for the global economies, yet again with COVID-19 leading the headlines in every major country, and dictating how we worked, lived and socialised in the last year. With vaccines, variants and volatility as the only certainties this past year, Qian Hu has had to also take various steps in its journey to further enhance its resilience operationally to continue to deliver results. Meanwhile, our sustainability efforts to continue to improve lives and keep to our ESG commitments and targets have remained steadfast.

In our 11th Sustainability Report which has been endorsed by Qian Hu’s Board of Directors and Management, we highlight our plans, progress and achievements. Our commitment to reporting on sustainability issues dates back to 2011, and this edition marks our 5th sustainability report prepared in accordance with the SGX-ST Listing Rules. We have also further complied with the SGX-ST’s Sustainability Reporting Guide with improvements to our report since FY 2018, providing descriptive and quantitative information on how our businesses are conducted and how our ESG factors are being managed for a sustainable future.

Our material factors are reviewed on an annual basis and the Board examines the factors closely in the context of the prevailing global, economic, and business conditions. As per last year, in accordance with the pandemic, the identified material issues and their prioritisation has seen a greater emphasis on our Supply Chain Management in this year’s report.

This year, we remained focused on managing the disruptions to supply chains in what was another challenging year with the COVID-19 pandemic still impacting operations globally with longer delivery times due to movement restrictions, border closures and reduction of flight capacities. We also took immediate steps to expand our domestic networks within each of our export hubs to mitigate further risks of global supply chain disruptions.

Environmental management and compliance is also a key part of our materiality factors that we keep close watch on. In the last 5 years, we have logged substantial improvements across all our subsidiaries in our water and energy reduction and re-use efforts, testament to our efforts in building innovative technology that reduces our impact on the environment. Our Multi-Tier Automated Recirculation Holding Tank System, introduced as part of our Environmental Management System which enables water to be recycled during the fish quarantine phase, has been installed in various farms across our operations.

In line with the Singapore government’s national food sustainability goal of producing 30% of the country’s food requirements by 2030, we are developing edible seafood capabilities closer to home. Our investments in the last two years in super intensive farming systems using our patented filtration technology are progressing well, and these will ultimately better our overall environmental management and compliance even further.

We have also been hard at work looking at ways to digitalise for a more sustainable future. Our investments in intelligent feeding systems using Internet-of-Things (IoT) technology for shrimp farming will bring about greater efficiencies and productivity.

Similarly, as we expand our marketing and sales partnerships with various online popular sites, the move to such new digital platforms will also have a positive impact on our physical footprint. Meanwhile, our Group-wide digitalisation journey is also set to revolutionise our operational productivity and position our entire Group for the digital age and a more sustainable growth journey.

Keeping our workforce safe and engaged is also paramount on our list, particularly in the midst of the ongoing pandemic. We implemented various work-safe measures across our subsidiaries in view of the ongoing COVID-19 situation, ensuring we provide a safe and assuring environment. Our employee satisfaction index score for FY 2021 stood at 4.71, above FY 2020’s 4.63 and indicating a growing uptrend since FY 2018 – which we believe speaks volumes for our workplace practices.

At Qian Hu, there is no exception when it comes to contributing to the wider community at large; we continue to do our part to give back where possible, through environmental awareness and a set of robust sustainability practices. Backed by steady financial performance, providing the best products and services to our customers, as well as adding value to our shareholders – sustainability forms an integral part of our organisation and is always top-of-mind.

On this front, we remain guided by attentiveness to stakeholders needs, identification of key ESG factors and adherence to the sustainable framework we have put in place to track our progress.

In line with our corporate vision and mission, Qian Hu endeavours to continue to deliver long-term value to all our key stakeholders while progressing our sustainability goals.

Sincerely,
Board of Directors
Qian Hu Corporation Limited

OUR APPROACH & STRATEGY

GOVERNANCE STRUCTURE

Qian Hu has a dedicated governance framework in place to drive, govern and manage the sustainability function to ensure that core material issues are incorporated into our corporate agenda. This structure drives our priorities to protect long-term interests and create value for our shareholders .

Our Sustainability Reporting Team forms the core of our sustainability structure and is made up of a representative from each of our operating entities in Singapore, Malaysia, Thailand, Indonesia and China. This team is managed by our Chief Executive Officer who reports to the Board of Directors. The team is actively involved in driving the operations, reporting and implementation of our sustainability strategy and programmes in their respective entities. This includes collaborating on

sustainability initiatives and sharing sustainability best practices across the Group as well as overseeing the monitoring of quantitative and qualitative measurements, setting sustainability performance benchmarks and key performance indicators and working closely with other business functions, namely, operations, human resource, and procurement in the Group’s sustainability efforts and the development, execution and reporting of the Group’s sustainability programme.

The Board of Directors has the ultimate responsibility for the Group’s sustainability strategy and reporting and maintains oversight of the Group’s sustainability direction. The Board is kept apprised of sustainability programmes, activities and progress regularly, and reviews the sustainability strategy annually. The strategy is also reviewed against the overall business strategy, taking into consideration prevailing trends, economic conditions and geopolitical issues which may affect the Group.

DEFINING MATERIAL ISSUES

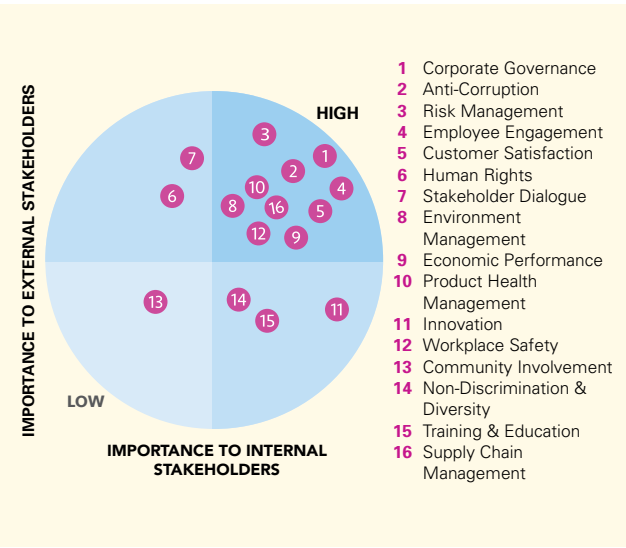
To identify the key material factors material to our Group, we considered those that would have the greatest impact on our operations, stakeholders and the environment around us.

We have undertaken the materiality assessment through the following approaches:

- 1. **Identify:** the Sustainability Project Team identified the material ESG factors based on their knowledge of the respective business areas, industry challenges and impact on the Group’s businesses.
- 2. **Prioritise:** the material ESG factors were prioritised through analysis of our internal operations, consultation with key personnel in various business divisions to harness their collective expertise and researching and reviewing industry trends and forecasts .
- 3. **Validate:** we re-examined and analysed the significance of the material impacts and their outcomes on our business, stakeholders and the community at large.
- 4. **Review:** we sought feedback from stakeholders through our day-to-day engagements and consultation with them to establish the direction for sustainability reporting.

The materiality assessment is endorsed by the Board of Directors. The prioritisation of the material issues is reviewed yearly in the context of the prevailing global, economic, and business conditions. The identified material issues and their prioritisation remain unchanged from last year’s report.

The following are the material factors identified and prioritised:



OUR APPROACH & STRATEGY

(Cont'd)

ENGAGING STAKEHOLDERS

To ensure that our business interests are aligned with those of our stakeholders, we engage with them regularly through various medium and channels. This helps us understand and address their concerns, while improving our own service and products standards and business operations for long-term growth and sustainability.

With COVID-19 here to stay, we have to look at ways to address their concerns where possible and increase our outreach efforts to build greater trust.

Our stakeholders have been identified as those who are impacted by our business and operations and vice versa. These groups have been assessed and identified according to their significance to our operations.

Our stakeholder issues and engagement platforms are outlined below:

STAKEHOLDERS	KEY ISSUES	COVID-19 CONCERNS	ENGAGEMENT PLATFORMS
Suppliers	<ul style="list-style-type: none">Product quality assuranceProduct pipelineSupply chain management	<ul style="list-style-type: none">Management of contractual obligations	<ul style="list-style-type: none">Suppliers' Code of ConductMonthly supplier visits/meetingsQuarterly review meetings
Customers	<ul style="list-style-type: none">Customer satisfactionQuality products and servicesAvailable feedback platformsSustainability efforts	<ul style="list-style-type: none">Delivery timings in due to flight constraints, supply chain disruptionsAdherence to workplace safety and distancing guidelines	<ul style="list-style-type: none">Annual customer satisfaction surveyFarm visitsProduct trainingQian Hu's owned websitesQian Hu's social media platforms e.g. Facebook, YouTubeFeedback handling through emails/phone calls
Employees	<ul style="list-style-type: none">Benefits and remunerationEmployee engagementTalent retention and career progressionEmployee safety and well-beingTraining and development	<ul style="list-style-type: none">Job securityCompany performanceEnhanced safety protocols at the workplace	<ul style="list-style-type: none">Quarterly staff dialogue and sharing sessionsMobile chat groupsClosed group on Facebook's 'Workplace' platformRegular floor walksBi-annual "Fish Matrix" newsletterAnnual employee opinion surveyWhistle blowing policyEmployee appraisalInternal and external trainings
Community	<ul style="list-style-type: none">Doing our part as a corporate citizen	<ul style="list-style-type: none">Possibility of transposing activities onlineLack of human interaction with community initiatives	<ul style="list-style-type: none">Educational farm toursEmployee community programmes and initiativesBusiness community interaction and sharing sessions
Investors	<ul style="list-style-type: none">Financial performance and stabilityLong-term growth plansBusiness diversificationOperational efficiencyRegulatory complianceRisk managementCorporate governanceSustainability efforts	<ul style="list-style-type: none">Business resilience and performance	<ul style="list-style-type: none">Dedicated Investor Relations websiteHalf-yearly financial results announcementsAnalyst & media financial results briefing, media releases and presentation slidesMedia interviews1-on-1 meetingsAnnual General Meeting ("AGM")Detailed AGM minutes available online
Regulators	<ul style="list-style-type: none">Compliance with laws and regulationsAnti-corruption and bribery	<ul style="list-style-type: none">Ability to operate effectively with restrictionsAdherence to social distancing guidelines	<ul style="list-style-type: none">Develop and maintain relationships and communication channels with government agencies and regulators across different business aspectsRegular meetings with Animal & Veterinary Service (a cluster of National Parks Board) and Singapore Food Agency on statutory requirements and new developments in the ornamental fish sector as well as food safety and security issues

* Due to the ongoing safe management measures amidst the COVID-19 situation, all engagement activities will only be carried out under appropriate regulatory guidelines.

OUR FOCUS, COMMITMENTS & TARGETS

We have mapped out our sustainability priorities and their boundaries, impact to stakeholders, current performance and commitments and targets in the table below.

We aspire for our businesses to have a positive impact on the environment at large, while managing the Group's risk, leveraging opportunities and ensuring long-term financial soundness. We are committed to setting and achieving measurable targets and goals through a consistent approach to our reporting.

FOCUS	IMPACT TO STAKEHOLDERS	2021 PERFORMANCE	COMMITMENTS & TARGETS
Environmental Initiatives <ul style="list-style-type: none">Energy ConsumptionWater ManagementRecycling & Reuse of Materials	Applies to Qian Hu's operations in Singapore and overseas where our Fish (including Aquaculture), Accessories and Plastics activities have definite impact on the environment. Issues ranging from environmental management to efficiency, reuse and conservation are key issues to all our stakeholders.	<ul style="list-style-type: none">Exceeded water and energy utilisation targets set in 2016 and its corresponding intensity (see pages 42 and 43 of this Annual Report for further details)	<ul style="list-style-type: none">Reduce water and energy use intensity by 10% by Year 2025 using Year 2020 as a baseline
Supply Chain Management <ul style="list-style-type: none">Engaging Our SuppliersCustomer SatisfactionProduct Health ManagementDriving Innovation	Applies across Qian Hu's business operations in Singapore and overseas. While our products are designed to be reliable and of certain quality, we are also committed to upholding standards in animal welfare and sourcing our materials in a socially responsible manner. Our ability to innovate also translates to how we manage the continuity of Qian Hu's business in a responsible manner towards all our stakeholders.	<ul style="list-style-type: none">Customer satisfaction score of 4.05 (2020: 4.45)23 (2020: 14) new accessories products launched	<ul style="list-style-type: none">Continue to enhance customer satisfaction level with improved service and quality products10 to 12 products developed per yearUphold highest standards of customer data privacy protectionDrive responsible business practices across the supply chain
Labour Practices & Conducive Workplace <ul style="list-style-type: none">Anti-CorruptionUpholding Human RightsNon-Discrimination & DiversityWorkplace SafetyEmployee EngagementTraining & Education	Fair and merit-based employment practices are important to our employees, investors, regulators, and community as they affect our ability to attract, retain, and develop talents under the direct hire of Qian Hu's offices and operations in Singapore and overseas. As a small-medium enterprise, business continuity, workplace safety and how we innovate are amongst the highest concerns to our stakeholders.	<ul style="list-style-type: none">Employees satisfaction score of 4.71 (2020: 4.63)No incident of corruption and fraudNo incident of whistle blowing16 hours of training hours per employeeEmployees' average monthly turnover rate – see page 54 of this Annual ReportZero fatalities and workplace accidents reported	<ul style="list-style-type: none">Clear employees' rights set out in Staff Handbook distribute to all employeesImprovement in employees satisfaction score over the years"Zero-tolerance" on corruption and fraudWhistle blowing proceduresAverage of 4 training days per employee per yearTurnover rate below industry average rateZero fatalities and workplace accidents across business operations in all markets
Stakeholder Engagement <ul style="list-style-type: none">Stakeholder DialogueCommunity Involvement	Our business is service-centric. An open, constant flow of communication using relevant platforms is important in all aspects of our operations, and applies to all our stakeholder groups. Building partnerships with our stakeholders and community contributes to Qian Hu's social licence to operate and is also relevant to many of our stakeholders.	<ul style="list-style-type: none">13 hours (2020: 69 hours) in community involvement by employeesThere was no analyst and media briefing held for FY 2021 full-year financial results due to the ongoing safe management measures amidst the COVID-19 situation	<ul style="list-style-type: none">Ensure all communications platforms are clearly set out and are availableIncrease percentage of employee participation in community initiativesAnalyst and media briefings in conjunction with the release of the Group's full-year financial results
Corporate Governance <ul style="list-style-type: none">Corporate GovernanceRisk Management	Applies across Qian Hu's business operations in Singapore and overseas. Compliance with legislation as well as national and international standards of corporate governance, anti-corruption, risk management, environmental, safety, product, and social responsibility. These are issues of interest to all our stakeholders.	<ul style="list-style-type: none">Results released on 16 July 2021 (1H 2021) and 12 January 2022 (FY 2021)No incident of legal non-compliance	<ul style="list-style-type: none">Commitment to release financial results - No later than 20 days from the half-year end (unaudited results) - 15 days from the financial year end (audited results)Continuous strengthening of the enterprise risk management framework
Economic Performance <ul style="list-style-type: none">Financial StrengthValue Added Performance	All our internal and external stakeholders look to Qian Hu to deliver on financial performance, as well as our value added contribution to the societies and communities we operate in.	<ul style="list-style-type: none">Group revenue – \$80.0 million (2020: \$75.2 million)EBITDA – \$6.1 million (2020: \$4.9 million)Profit (Loss) attributable to owners of the Company - \$1.7 million (2020: \$(1.5) million)Earnings (Loss) per share – 1.51 cents (2020: (1.28) cents)Net assets per share – 44.60 cents (2020: 43.81 cents)Final dividend of 0.3 cents per share – totaling approximately \$341K (2020: 0.2 cents) (see pages 24 to 32 of this Annual Report for further details)	<ul style="list-style-type: none">Revenue and profit growthNew business initiativesSustainable dividend payoutPrudent capital management

ENVIRONMENTAL INITIATIVES

ENVIRONMENTAL COMPLIANCE

At Qian Hu, we strive to minimise the impact our businesses have on the environment. We do so by proactively implementing practices that lead to the sustainable use of resources while preserving the natural balance. We are focused on doing our utmost to address environmental issues related to our business activities alongside economic performance.

We have taken the necessary steps to ensure that we are in compliance with the prevailing laws and regulations of the countries in which we operate. In Singapore, our headquarters and centre of our operations, we comply with the environmental regulations set out by local governing authorities such as the Singapore Food Agency, the National Environment Agency and the National Parks Board.

In addition, we also monitor, evaluate and audit our Environmental Management System, which has met the regulatory requirements under the requisite ISO standards. We are guided by the standards in our daily activities of fish breeding, nurturing, retailing, trading and export, ensuring proper management of the environmental aspects of these activities. We also adhere to other international standards such as CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) and ISO 9001:2015 for Quality Management Systems.

Our factory in Guangzhou, China, holds the ISO 9001:2015 standard for Quality Management Systems and Qian Hu also holds the ISO 14001:2015 standard for Environmental Management Systems.

Our feedback channel: feedback@qianhu.com is an open avenue for the public to make enquiries or lodge feedback with respect to any environmental or other matters.



REDUCE, RECYCLE AND REUSE

At Qian Hu, we look into reducing wastage through recycling and reuse of material with a waste management programme to track wastage, pursue recycling initiatives and minimise the use of environmentally unfriendly materials. Our subsidiaries also implement their own initiatives to recycle and reuse material.

Singapore employees are encouraged to sort waste according to material type such as papers, cartons, cans and plastics by placing them in appropriate bins to aid the recycling effort. In Thailand, used plastic bags from the fish sourcing centres are sent back to the farms to be used again, reducing the incidence of single use plastics. Similarly, in Malaysia, recycling of carton boxes and paper bags is actively practised.

As a Group, we are constantly exploring environmentally sustainable packaging to styrofoam for fish transportation, as well as new types of alternative packaging which would help to minimise our carbon footprint.

Our subsidiary, Qian Hu Tat Leng Plastic Pte Ltd, manufactures high and low density polyethylene bags across a wide range of commercial and industrial sectors. Cut-out plastic wastage is collected during manufacturing and sent to a third-party for recycling. The recycled plastic resin is then added back to the manufacturing mix, cutting a tremendous amount of wastage. In FY 2021, 123 tonnes of plastic wastage was recycled due to the lower business activities in FY 2021, a reduction from 140 tonnes recycled in FY 2020.

ENVIRONMENTAL INITIATIVES

(Cont'd)

WATER MANAGEMENT

Given the nature of our business, water is one of our most used natural resources. As such, we are always finding ways to reduce and reuse water, and one of our long-term goals is to operate an integrated closed-loop water recycling system to recycle all the water used in our operations.

In recent years, we have achieved substantial improvements in our water reduction and re-use efforts, clearly reflected in our water use intensity figures. In FY 2021, our water use intensity fell across almost all of our markets even as our operations had mostly resumed as per normal. This is due to our Multi-Tier Automated Recirculation Holding Tank System, introduced as part of our Environmental Management System which enables water to be recycled during the fish quarantine phase, and has been installed in various farms across our operations. This multi-step filtration device essentially breaks down and rapidly removes bio-load, followed by an ultraviolet steriliser to further remove waterborne pathogens. This eliminates the need to change water daily to reduce the

ammonia build-up in the tanks, and also recycles water whilst maintaining the health of our fish – hence, balancing our environmentally sustainable practices with our business objectives of producing high quality fish for distribution.

Aside from a significant reduction in water usage, the system also enables energy savings as minimal maintenance is needed for the tanks. In FY 2021, we have reduced the amount of wastewater discharged by 7%, decreasing the release of waste and effluents into the environment as a result.

In FY 2021, we recycled over 95% of our water consumption from recycled water that was channelled from our in-house rainwater catchment areas built within our farms.

Since FY 2018, we have also installed a new water treatment system for the water storage tanks in Singapore. This uses a bacterial nitrification process to reduce the water ammonia and nitrate levels while increasing the dissolved oxygen to improve water quality. With this, we are enjoying more efficient use of stored water at our local facility and are also able to reuse water after it has been treated, reducing our water usage by about 30%.

ENERGY CONSUMPTION

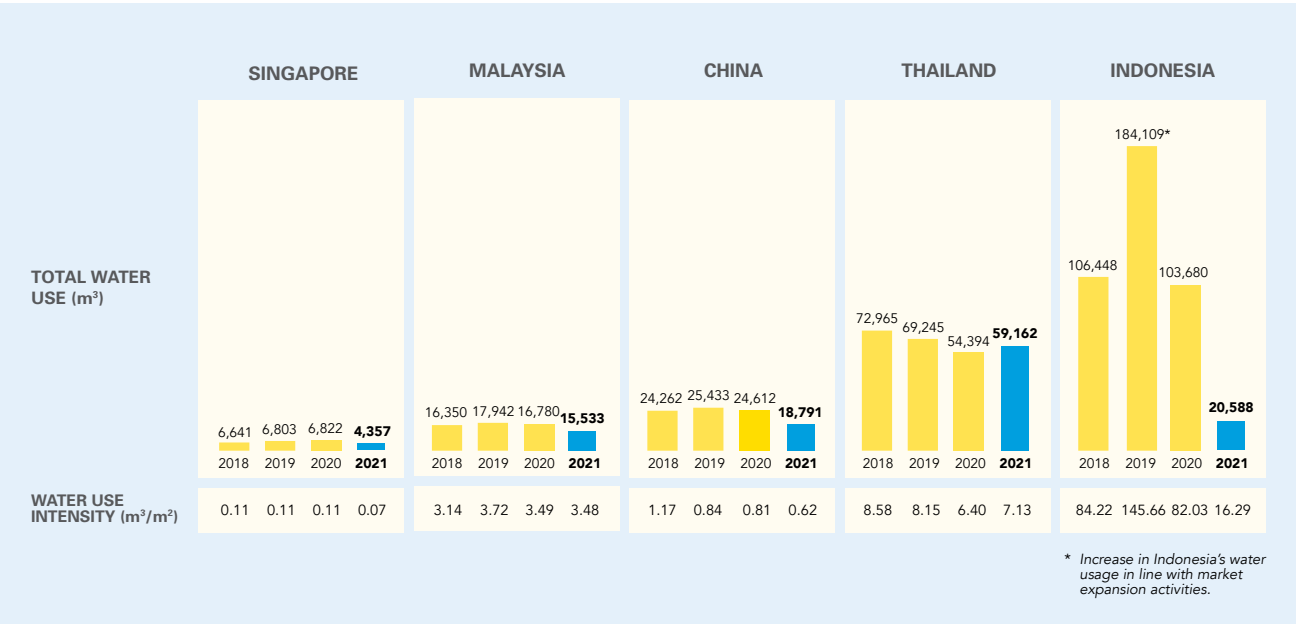
Across our business entities, we constantly examine new ways to reduce our energy consumption. Besides closely monitoring our energy usage and implementing basic measures in some of our offices such as switching off the air-conditioner during lunch time, we make use of alternative sources of energy such as natural solar power where possible.

For instance, one of our subsidiaries in China has installed solar panels comprising 1,200 pieces of solar tubes to supplement energy for the tropical fish room operations during winter months, cutting down the usage of electricity. Such measures have resulted in lower energy use intensity over the last few years in our China and Malaysia subsidiaries, and similarly in FY 2021, we have reduced energy intensity in Singapore, Malaysia and China by 40%, 11% and 4% respectively.

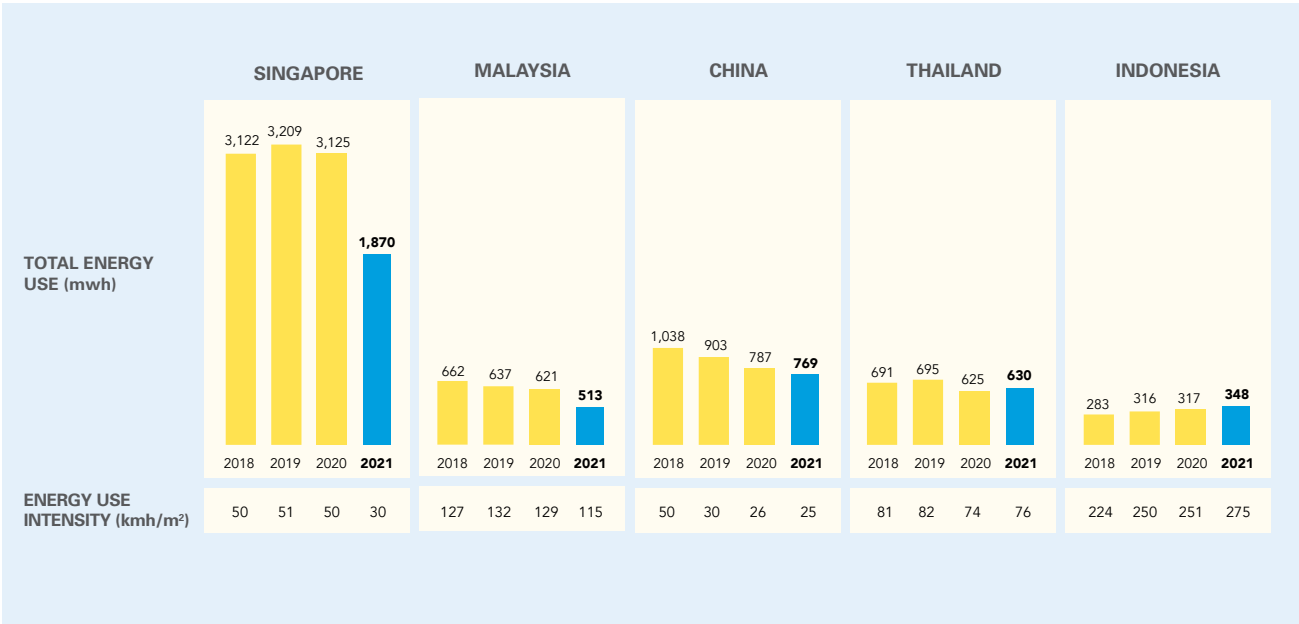
QIAN HU'S ENVIRONMENTAL POLICY

- Comply with all applicable laws, regulations and standards, and collaborate with the authorities and with other companies within the industry to develop standards and practical guides aimed at protecting natural resources, and the environment
- Undertake programmes of continual improvement and pollution prevention
- Reduce the use of environmental unfriendly packing materials and strive to develop alternative practices using new technologies, when available
- Reduce resource consumption and waste generation
- Provide the necessary training and support to staff
- Conduct regular reviews to ensure compliance

ENVIRONMENTAL PERFORMANCE INDICATOR – WATER



ENVIRONMENTAL PERFORMANCE INDICATOR – ENERGY



SUPPLY CHAIN MANAGEMENT

ENGAGING OUR SUPPLIERS

Our suppliers are key to our long-term growth and sustainability as an integral part of our purchasing process and supply chain management. In the current environment, ensuring continued engagement with our suppliers is even more vital than ever for us to effectively pursue sustainable practices, which is done through a hybrid approach of virtual and in-person whereby safety regulations are met.

We engage with our suppliers regularly through various touchpoints, one of the most important being through regular meetings as part of our supplier partnership programme. These meetings are an important means for us to gather feedback, exchange ideas and formulate action plans to enhance our relationship so that we remain on track to achieve our common goals. This year, to ensure staff and supplier safety and well-being, we have conducted more virtual meetings.

Our suppliers are carefully selected based on track record and endorsed by way of our Approved Vendor List. They are also chosen for their ability to complement and enhance our commitment towards providing high quality products and excellent service standards. They are expected to comply with our governing principles concerning environmental standards and fair social practices, which would have been communicated to them at the start of our partnership. Where suppliers are unable to immediately meet our standards and specification, we will provide feedback to enable them to work on improving their practices in order to meet our standards. We work to constantly and incrementally instill higher standards throughout our entire supply chain which will ultimately lead to a higher level of quality and standard of product and services for our Group.

In FY 2021, we engaged approximately 895 suppliers, as compared to 887 suppliers in FY 2020, on a global basis. These suppliers were engaged in the provision of a wide range of goods and services which are used in our businesses, from accessories to aquaculture.

VALUE CHAIN & SUPPLY CHAIN ANALYSIS

	NO. OF SUPPLIERS	PRODUCTS/SERVICE	DISTRIBUTION	CUSTOMERS
Ornamental Fish	374	<ul style="list-style-type: none">Import & export of ornamental fish	<ul style="list-style-type: none">Own storesDistributorsRetailersDirect SalesOnline	<ul style="list-style-type: none">Retail storesHobbyistsGeneral consumers
Accessories	453	<ul style="list-style-type: none">Aquarium and pet accessories	<ul style="list-style-type: none">Own storesDistributorsRetailersDirect SalesOnline	<ul style="list-style-type: none">Retail storesHobbyistsGeneral consumers
Plastics	16	<ul style="list-style-type: none">Plastics products	<ul style="list-style-type: none">Distributors/principalsRetailers	<ul style="list-style-type: none">SupermarketsIndustrial customers
Aquaculture	52	<ul style="list-style-type: none">Edible fish fingerlingsSeafood products	<ul style="list-style-type: none">Secondary breedersRetailers	<ul style="list-style-type: none">Secondary breedersGeneral consumers

CUSTOMER SATISFACTION

We provide our customers with high quality products, reliable service levels and responsive after sales care at Qian Hu. With a customer base spanning more than 80 countries and the nature of our products involving the distribution of ornamental fish, logistic issues such as flight accessibility and connectivity are important components of timeliness of delivery and low DOA (dead-on-arrival) rates. This year, we have also worked to develop stronger domestic networks within each of our export hubs, and deployed land transport options in view of the reduction of flight frequencies.

With a wide distribution network in place, we strive to maintain a high level of efficiency in the delivery of our products despite global disruptions. At Qian Hu, we measure our customers' level of engagement with us through an annual Customer Satisfaction Index. This year, we are happy to report that our Customer Satisfaction Index score was 4.05 despite the difficult operating environment.

We engage our customers across a multitude of platforms such as through feedback channels and direct inquiry platforms, dedicated servicing of specific customers, our website and social media platforms and trade shows

and exhibitions which we participate in. Additionally, we conduct regular customer visits and maintain open communication through virtual meetings, face-to-face meetings where permitted, phone calls and emails to ensure their needs are met.

Our customers are our priority and their satisfaction is monitored and tracked closely throughout the Group in order to address any shortcomings in our service and product standards, continually improve on our customer relationships and ensure their satisfaction with our offerings.



CUSTOMER PRIVACY

We take the protection of our customers' privacy and data seriously and we are in strict compliance with the Personal Data Protection Act 2012. Our Personal Data Protection Policy sets out our approach to managing and safeguarding personal data and is publicly accessible on our website at www.qianhu.com/about-qian-hu/privacy-policy. The policy applies to all divisions and organisations in our Group.

All our employees are also guided by Qian Hu's Code of Business Conduct and Ethics, which holds a strict view of any breach of customer confidentiality.

While we collect personal data in the course of providing our goods and services and after sales care, we do not sell, rent, give away, exchange or in any way divulge this data to third parties for commercial or other purposes, without the consent of customers. There have been no reported breaches of the Personal Data Protection Act 2012 or of any non-compliance with our Personal Data Protection Policy in FY 2021.

SUPPLY CHAIN MANAGEMENT

(Cont'd)

PRODUCT HEALTH MANAGEMENT

Consumer Health & Safety

With more than 3,000 types of fish, aquarium, pet accessories and products which are exported and sold in more than 80 countries, we consider consumer health and safety to be of the utmost importance to us. As such, any non-compliance with health and safety issues will have far-reaching consequence, not only to the well-being of our customers and the community at large, but also to our brand equity. This in turn will have a bearing on our financial performance and may have legal and other consequences. We do not sell, use, provide or deal in any form of banned or disputed products which is our promise to our customers and as a commitment to the highest standards of product health and safety.

We are in compliance with prevailing laws and regulations governing the respective products in the various countries in which they are sold. Our products such as aquarium and pet accessories are manufactured in accordance with HACCP (Hazard Analysis and Critical Control Points) and GMP (Good Manufacturing Practice) standards and are compliant to best practices such as MSDS (Material Safety Data Sheets). Our fish feeds, fish medication and pet food have guaranteed ingredient analyses with respect to nutritional values and content mix. About 20% of our significant product and service categories are continually assessed with the aim of further improving health and safety aspects.

Product & Service Labelling

As Qian Hu markets various types of fish food, fish medication, pet accessories and other related products, we ensure that we provide accurate and adequate information about these products. The sustainability impact of our products is transparently presented through our labelling and other packaging information, in order for consumers to make informed choices. Some of our products, such as our cat litter, already utilise environmentally friendly material. These include 100% natural pine wood, unbleached, chemical-free and harmful substance-free fibres which are reflected in the information on the packaging. We are constantly looking for ways to further improve the information on our labelling so as to enable our customers to make the best choices for their pets and for the environment.

In FY 2021, to the best of our knowledge, there have been no incidents of non-compliance with regulations and voluntary codes concerning products and service information and labelling by type of outcomes.

Marketing Communications

Many of our products cater to beloved fish and pet companions, and as such, we strongly uphold principles of responsible marketing and communications which effectively and accurately represent our brands. All our marketing collaterals are in compliance with the Singapore Code of Advertising Practice, governed by the Advertising Standards Authority of Singapore, which is an advisory council to the Consumers Association of Singapore.

We also have internal guidelines and procedures in place as well as an operational manual which sets out the proper practices to be adhered to by our Group in all communications, marketing and technology applications. In FY 2021, we are not aware of any breaches of guidelines or regulations with respect to advertising or marketing nor any incidence of false advertising or inaccurate or misleading representations of our Group, its products or services.



DRIVING INNOVATION

Innovation remains at our core and is what drives us at Qian Hu. Our creativity propels us to keep our position at the forefront of our industry and cater to the changing demands of our customers' lifestyles and needs.

Our ongoing quest to gain knowledge, the spirit of entrepreneurship and the drive for continuous improvement is encouraged across all levels within our organisation and we welcome new ideas and feedback. In FY 2021, we are happy to report the following breakthroughs in our product segments.

OUR PAST SUCCESS

Our past innovative efforts have been successfully implemented, brought to market and received positive response from our customers in the various markets.

- Patented Hydro-Pure Technology
- Multi-tier Automated Recirculation Holding Tank System
- Biological and mechanical filtration, as well as high flow rate water purification units for big pond applications
- Large-scale arowana tank systems
- Early innovation in arowana pellet food



LABOUR PRACTICES & CONDUCTIVE WORKPLACES

OUR HUMAN RESOURCE PHILOSOPHY

As we live in more uncertain times today, our human capital becomes ever more critical and important. We hold the philosophy of “People First” very close to our hearts as we recognise that our workforce is our greatest asset.

We strongly believe in engaging and developing our employees to their fullest potential so as to enable them to progress through the organisation and to effectively participate and contribute to the growth of the organisation. Every year, we review and adjust our human resource policies to ensure that we are in compliance with prevailing employment laws, regulations and industry trends, as well as look at ways to improve our systems.

Our positive employee retention record reflects the Group’s sound employer-employee relations. We have a diverse, multi-cultural and multi-talented workforce. We encourage our employees to have fun within and outside the workplace and instil a spirit of creativity and adventure in their work – even on virtual platforms nowadays.

CORPORATE VALUES & BUSINESS CONDUCT

Any unethical or unlawful behaviour can have far-reaching impact for our Group, both in terms of financial and legal consequences as well as brand reputation. As such, all Qian Hu employees have to abide strictly by our Code of Conduct and Business Ethics. Disciplinary action will be enforced in the event of violations of this code, including termination of employment in cases of serious breaches, aside from any other legal action such as fines, penalties, imprisonment or claims for damages that may ensue as a result of any breach of prevailing laws and regulations.

ANTI-CORRUPTION

Qian Hu adopts a zero-tolerance approach to any form of bribery and corruption and will not hesitate to take all necessary action against any such acts. We strictly respect all prevailing anti-corruption legislation in all the markets in which we operate. Our stance in this respect is detailed in our anti-corruption policies contained in our Staff handbook under our “Code of Business Ethics and Conduct”.

All employees are taken through the Code during the employment orientation and induction sessions. We also communicate our anti-corruption policies to all our suppliers, sub-contractors and other business partners at the outset of our working relationship. Additionally, our Finance Department has strict oversight of payments and receipts with appropriate controls and procedures in place to monitor and prevent any irregular forms of payments or receipts.

We also have a set of guidelines for our employees around the receipt and giving of gifts, entertainment, sponsorships and charitable contributions in the course of their work. The guidelines are readily accessible on our Employee Portal. In FY 2021, there have been no reports of corruption or cases of suspected corruption.

UPHOLDING HUMAN RIGHTS

Qian Hu is committed to upholding internationally accepted human rights principles, including those related to child labour, forced labour and human trafficking. In Singapore, we are in compliance with the Singapore Prevention Against Human Trafficking Act 2014 (Chapter 45) as well as other prevailing legislations in the countries in which we operate.

We do not enter into business with partners, suppliers or third-party manufacturers that are known to use unethical means in their business processes. We also respect and protect the rights of our own employees and the freedom of association and collective bargaining. Nevertheless, as we are a small-medium enterprise, our business does not involve trade unions and as such there are no employees covered under collective bargaining agreements. We have not received any reports of labour or human rights violations by the Group or its subsidiaries in FY 2021.

Qian Hu has been recognised as a People Developer as well as a recipient of the People Excellence Award by SPRING Singapore, a testament to our employee development programmes and employment planning.



LABOUR PRACTICES & CONDUCTIVE WORKPLACES (Cont'd)

NON-DISCRIMINATION & DIVERSITY

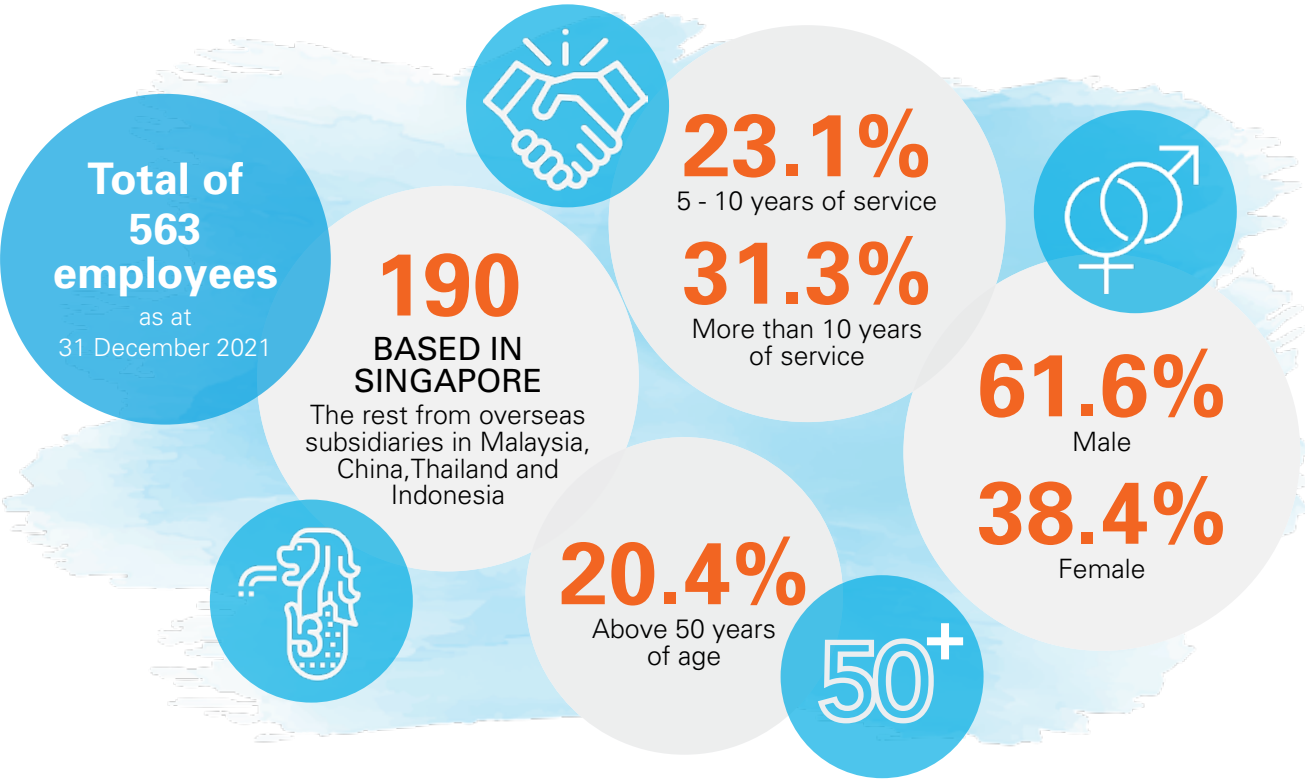
We employ and provide development opportunities based on the necessary skills, experience and work ethics which will enable individuals to excel in their relevant roles – regardless of gender, ethnicity, religion, sexual orientation, disability or any other non-work related personal attributes.

Our commitment to fair employment is demonstrated by our pledge to uphold the Fair Employment Practices governed by the Tripartite Alliance for Fair Employment Practices (“TAFEP”), formed by the Ministry of Manpower, Singapore National Employers Federation and the National Trade Union Congress. Pursuant to the pledge, we are committed to fair and progressive employment practices that will promote an inclusive workplace for all, based solely on merit and ability and governed by progressive human resource practices. We provide equal opportunities for progression within the organisation, training and development and other enrichment opportunities.

We also provide attractive employee benefit to all our employees, full-time as well as part-time, on a fair and equitable basis, including insurance, health care benefits and parental leave. Our benefits are a key factor in our success in retaining employees and in ensuring high morale, motivation and productivity.

We are particularly proud of the fact that we have three female Board members, which puts us ahead of many of our listed peers. We will continue to focus on removing any invisible or structural considerations that may impact diversity within our organisation.

Older workers represent another facet of a diverse workforce. To date, 20% of our workforce is currently above 50 years of age. We recognise the experience and talents that older workers bring, and we encourage employees to work beyond the retirement age of 62, health and job requirements permitting. In FY 2021, there were no alleged or actual cases of discrimination raised.



WORKPLACE SAFETY

One of Qian Hu's key priorities is centred on the health and safety of our employees. As such, we adhere strictly to all stipulated regulations and guidelines in the countries in which operate. Minimising the incidence of work-related injury and illness and promoting a safe and healthy work environment leads to positive workplace morale, overall well-being of our staff and ultimately to higher quality products and services.

Our Health and Safety Committee has a joint management-worker representation ensuring a collaborative approach to health and safety issues. The committee members are elected by way of management nomination and employee selection, based on criteria such as daily work scope and ability to handle health and safety issues. The committee regularly monitors and reviews our safety practices and procedures.

In the last two years, we have implemented the following measures at our Singapore farm in view of the ongoing COVID-19 situation:

- Mandatory download of Singapore's 'Trace Together' app and use of 'Safe Entry' system for all employees for contact tracing purposes
- Twice-daily temperature checks for employees on site
- Safe distancing (1 metre) rules enforced at all times, minimising face-to-face meetings or employee gatherings
- Masks to be worn at all times during working hours
- Split team arrangements with different working hours for each department
- Regular reminders on observing personal hygiene and clear guidelines in the event that any employees feel unwell, with a dedicated quarantine area set aside

Our Singapore farm was awarded with the 'SG Clean' quality mark in FY 2020 for meeting the requirements in good practices for its retail premises, a recognition to our commitment to upholding good sanitation and hygiene practices.

Risk identification, monitoring and management is also within the purview of the committee's responsibility. The committee identifies and ranks safety hazards and addresses them according to their order of importance. A review meeting is held annually to ensure that all outstanding issues are resolved and that the Group remains in compliance with all prevailing standards and certifications.

In addition to workplace health and safety training, our staff are sent for training in related safety and first aid on a yearly basis. External consultants are also invited to conduct training in introductory first aid and in the use of the automated external defibrillator ("AED") machine at our farm which enables our staff to be operationally ready to provide medical aid in the event of medical emergencies. Our employees are also trained on fire safety hazard processes at our farms overseas such as in Guangzhou. Regular fire drills and evacuation exercises are conducted in accordance with ISO 14001:2015 standards.

We track and report industrial accidents and injuries in accordance with the Ministry of Manpower guidelines and file work-related claims accordingly, with all our employees strictly adhering to reporting procedures concerning all work-related injuries. Our overall accident frequency rate and severity rates are below the industrial standard, and we continue to endeavour to lower these rates. For FY 2021, we had no reported cases of accidents.



LABOUR PRACTICES & CONDUCTIVE WORKPLACES (Cont'd)

TRAINING & EDUCATION

Our ethos on employee training and education is a core component of our human resource initiative – that is, to provide training and educational programmes to ensure our staff have the necessary skills and knowledge to realise their fullest professional potential. A skilled workforce equipped with the relevant technological, operational and business skills to operate in today’s fast-paced and dynamic business environment will put the Group in good stead to meet its business objectives and track towards long-term sustainable growth.

Aside from on-the-job training and relevant skills upgrading, we also provide opportunities for our employees to gain knowledge and skills beyond their job functions or requirements such as external courses on supervisory and problem-solving skills and language enhancement. All training processes are closely monitored and tracked by line managers and the human resource department to ensure that our employees’ learning and development needs are adequately met. As compared to the national averages in most categories, Qian Hu has met or exceeded measurements in terms of participation rates and training intensity as defined by the Ministry of Manpower.



SUCCESSION PLANNING

Qian Hu takes a long-term view on growth. We recognise that business continuity is crucial in ensuring a sustainable future. To this end, we have put in place a structured succession programme over the last 15 years to prepare a team of executives to ably lead the Group into the future.

Our new CEO, Mr Yap Kok Cheng, was selected from a group of management trainees who have been undergoing a rigorous leadership grooming process which involves job portfolio rotation and performance evaluation under exacting business environments.

We are of the view that such a robust preparatory programme will ensure their readiness to assume the mantle of leadership and their willingness to place the Group’s interest above all else.

The CEO appointment was reviewed by the Nominating Committee, supported with peer appraisals. It is a Group policy that the selection will be based purely on individual merit and capabilities with no preference given to family connections or any other non-meritocratic criteria.

We have also undertaken a similar process to groom future key executives within the Group.

EMPLOYEE ENGAGEMENT

Engaging with employees is a priority at Qian Hu as we consider human resource to be our greatest asset. As such, we believe in maintaining open and ongoing channels of communication with our employees since these platforms enable them to voice their concerns, especially with respect to human-resource related grievances or issues. They are also an effective means of communicating the Group’s business activities and corporate developments and ensuring that all our employees are of one mind and purpose in the pursuit of the Group’s long-term growth and sustainability.

Feedback Platforms

We maintain various communication channels in order to build stronger working relationships within the organisation. An Employee Opinion Survey offers an avenue for gathering feedback and opinion on the leadership performance of senior management, whilst monitoring areas which need improvement.

Every quarter, senior management-staff dialogue sessions are held across our subsidiaries to promote better communication across all levels of the organisation. Employees are free to ask questions, voice their concerns and grievances and provide suggestions during these sessions. Such exchanges assist in building a culture of understanding and openness. Senior managers from our various divisions and subsidiaries also hold regular briefings with staff to ensure important strategies or messages are conveyed directly to staff. In the last two years, due to the safe management measure amidst the Covid-19 situation, we moved our dialogues online with regular participation from our staff.

We also publish an in-house newsletter, “FISH MATRIX” on a bi-annual basis which is disseminated to all employees and made available on our website. The newsletter is another means of broadcasting corporate developments and other important news on a Group-wide basis.

We have also set-up mobile chat groups and electronic mails to broadcast, in a quick and efficient manner, employee corporate activities/events, reminders on important initiatives or deadlines and other employee-related content. These broadcasts have been positively received by employees as they are kept abreast of developments in a seamless manner with messages pushed out to them.

Whistle Blowing Policy

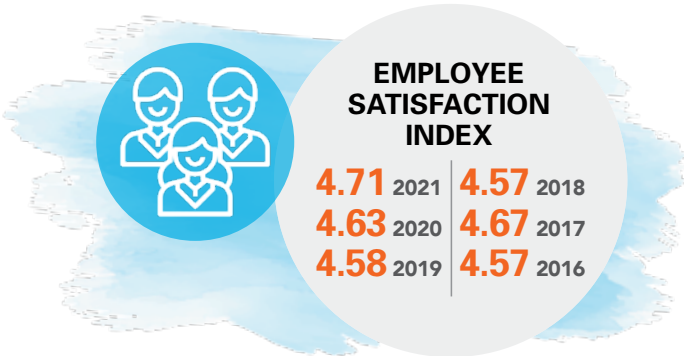
Qian Hu has in place a whistle blowing policy to allow our employees the mechanism to raise concerns on possible improprieties in financial reporting, fraudulent acts and other such irregularities without fear of reprisals. The mechanism is endorsed by our Audit Committee and reports or concerns of improprieties are made directly to the Chairman of the Remuneration Committee.

The Audit & Risk Management Committee reviews all whistle blowing complaints at its quarterly meetings, ensuring that any investigation and appropriate follow-up actions are taken. In instances of serious offences and or criminal activities, the Audit & Risk Management Committee and the Board have access to the appropriate external advisors and where necessary, a formal report with the relevant government or regulatory authority will be filed. In FY 2021, there were no known incidents of non-compliance with our Code of Business Ethics or whistle blowing cases in Qian Hu.

Employee Welfare

Staff welfare and well-being is also a key component of our management ethos. We organise various health and wellness programmes for our staff throughout the year. Aside from health checks, activities such as monthly employee birthday celebrations, were organised to foster staff bonding outside of work. In the last two years, we hosted these events virtually in view of the ongoing movement restrictions and lockdowns.

Likewise, our various subsidiaries conduct their own employee welfare programmes. For example, employees in our overseas subsidiary in Guangzhou can enjoy a recreation space where they can rest, play games such as table tennis and billiards and watch television. Sports carnivals, basketball competitions, Christmas events and employee retreats were some of the other past activities organised for staff there.



LABOUR PRACTICES & CONDUCTIVE WORKPLACES (Cont'd)

PEOPLE PERFORMANCE INDICATORS

	SINGAPORE			MALAYSIA			CHINA			THAILAND			INDONESIA			TOTAL		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
EMPLOYEE PROFILE																		
Total employees (number)	190	183	190	86	99	107	163	148	160	92	88	108	32	29	30	563	547	595
Employees by gender (number)																		
Male	129	121	130	54	66	73	73	63	70	66	59	78	25	24	25	347	333	376
Female	61	62	60	32	33	34	90	85	90	26	29	30	7	5	5	216	214	219
Employees by age group (number)																		
Under 30 years old	22	26	34	27	33	48	38	28	37	25	27	45	12	12	10	124	126	174
30 to 50 years old	105	105	102	38	55	50	118	115	116	45	59	61	18	15	18	324	349	347
Over 50 years old	63	52	54	21	11	9	7	5	7	22	2	2	2	2	2	115	72	74
Employees by educational qualification (number)																		
Degree and above	30	29	26	4	4	5	21	19	18	60	53	65	7	7	7	122	112	121
Diploma and equivalent	37	36	27	27	29	29	51	39	40	7	7	9	5	3	3	127	114	108
Secondary and below	103	110	130	54	65	72	91	86	96	25	28	34	20	19	20	293	308	352
Skill certificates	20	8	7	1	1	1	0	4	6	0	0	0	0	0	0	21	13	14
Employees by employee category (number)																		
Key management	30	24	19	5	4	5	1	1	2	7	7	9	3	3	1	46	39	36
Middle management & Executives	36	39	47	19	24	30	25	23	26	22	19	18	4	4	3	106	109	124
Admin & Operational staff	124	120	124	62	71	72	137	124	134	63	62	81	25	22	26	411	399	437
Employees by employment contract (number)																		
Permanent	190	183	190	86	99	107	163	146	160	92	88	108	32	29	30	563	545	595
- Full time	187	181	187	82	94	94	163	146	160	92	88	108	31	27	29	555	536	578
- Part time	3	2	3	4	5	13	0	0	0	0	0	0	1	2	1	8	9	17
Temporary	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	0
Employees by length of service (number)																		
Less than 5 years	64	52	71	46	57	58	106	96	97	25	18	43	16	14	10	257	237	279
5 to 10 years	44	48	38	21	27	33	23	20	33	34	36	38	8	15	20	130	146	162
Over 10 years	82	83	81	19	15	16	34	32	30	33	34	27	8	0	0	176	164	154
NEW HIRES																		
Total new hires (number)	50	26	20	20	29	24	101	34	17	18	4	5	5	2	1	194	95	67
New hires by gender (number)																		
Male	38	14	17	14	23	16	77	19	8	16	3	3	2	2	1	147	61	45
Female	12	12	3	6	6	8	24	15	9	2	1	2	3	0	0	47	34	22
New hires by age group (number)																		
Under 30 years old	11	14	9	10	11	15	50	16	10	16	1	4	4	2	1	91	44	39
30 to 50 years old	25	11	11	9	16	9	51	18	7	2	3	1	1	0	0	88	48	28
Over 50 years old	14	1	0	1	2	0	0	0	0	0	0	0	0	0	0	15	3	0
TURNOVER																		
Total turnover (number)	43	33	14	33	37	21	86	46	18	14	24	8	2	3	1	178	143	62
Average monthly turnover rate (%)	1.9	1.5	0.6	3.2	3.1	1.6	4.4	2.6	0.9	1.3	2.3	0.6	0.5	0.9	0.3	2.6	2.2	0.9
Turnover by gender (number)																		
Male	31	23	10	26	30	12	67	26	7	9	22	6	1	3	1	134	104	36
Female	12	10	4	7	7	9	19	20	11	5	2	2	1	0	0	44	39	26
Turnover by age group (number)																		
Under 30 years old	12	9	4	22	13	8	46	19	8	9	14	5	2	0	1	91	55	26
30 to 50 years old	24	21	7	9	22	12	40	25	9	5	10	3	0	3	0	78	81	31
Over 50 years old	7	3	3	2	2	1	0	2	1	0	0	0	0	0	0	9	7	5

COMMUNITY INVOLVEMENT

We have always worked to contribute meaningfully to the communities and environment where we operate, centred on our Community Involvement Policy of “Charity, Community and Commitment”. Our outreach, in addition to enriching the community and supporting social causes, businesses and entrepreneurship, are also a means of fortifying the fabric of our workforce, as we band together for the greater good of the community and the environment.

It has been very challenging to do our part physically during these last two years amidst the pandemic situation, but we still did our best to give back as a responsible corporate citizen where we could.

Giving Back to the Community

Our employees are encouraged to be involved in community activities and to donate to selected charities. Our community efforts remained largely constrained this year due to the pandemic in most of our markets. In Singapore, we made monetary donation to Lions Home for the Elder and Viriya Community Services in line with our societal contributions. Our Malaysian subsidiary managed to conduct a pet food donation drive to a non-profit organisation for the welfare of stray dogs and cats, Woo & Meow Animal Shelter Organisation, located in Hulu Langat, Selangor.

In the absence of the ability to perform community work, we conducted added training for our employees instead in the areas of Occupational Health, Work Safety and Industrial Injury Safety to improve and upgrade their skills.

Contributing to the Business Community

As a leader in the ornamental fish distribution business and related industries, we have much to contribute to the wider fish industry ecosystem. Our Chief Executive Officer, Mr Yap Kok Cheng, is a member of the Animal and Veterinary Services’ Ornamental Fish Business Cluster, while our Finance Director, Ms Lai Chin Yee, is a Board member of the Accounting and Corporate Regulatory Authority (ACRA) and also a Council Member of the Institute of Singapore Chartered Accountants (ISCA). Through our experiences and learnings, we can help improve business and operational practices and raise performance standards in our industry.

Our senior management team members are also actively engaged in various committees, and in sharing with others our business excellence journey. They played an active role in connecting with the broader industry ecosystem to share knowledge, network contacts, resources and best practices.

In FY 2021, they conducted 4 sharing sessions spanning 13 hours with about 200 participants in attendance. In addition, Qian Hu offers internships to various polytechnics in Singapore throughout the year.



INVESTOR RELATIONS

We have always been committed to communicating our financial performance, business strategies and other relevant corporate information. We understand the importance of doing so in a timely, transparent and accurate manner to our stakeholders and the wider investment community.

On a compliance level, we adhere strictly to the SGX-ST's Code of Corporate Governance and other prevailing laws and regulations on disclosures. Our compliance culture is founded on principles of integrity, transparency, responsiveness and a respect of the spirit as well as letter of the law – evidenced by our numerous Corporate Awards, and consistent top tier placings in the SGTI over the years.

Key components of our Investor Relations best practices include:

Financial Reporting	<ul style="list-style-type: none"> Release unaudited half year results and audited full year results within 20 and 15 days after the end of the financial periods respectively
	<ul style="list-style-type: none"> Results announcements accompanied by a press release in English and Mandarin, with highlights of the results and analysis of the Group's performance
	<ul style="list-style-type: none"> All results and material announcements publicly accessible on SGXNET
Annual General Meeting	<ul style="list-style-type: none"> Post detailed minutes of the AGM on the Group's website and SGXNET within three business days of the meeting
	<ul style="list-style-type: none"> Several channels: website, email or fax – are open to shareholders who are unable to attend the AGM or wish to provide input and feedback
Investor Relations/ Website & Contacts	<ul style="list-style-type: none"> https://qianhu.listedcompany.com – updated real-time with SGX announcements, financial results, annual report and financial presentations as well as corporate governance report, investors' questions and answers (Q&A) and minutes of the AGM Dedicated investor relations email addresses to ensure timely responses to queries, suggestions and clarifications

Our Executive Chairman and/or CEO engages regularly with analysts and fund managers to ensure that we are abreast of their concerns and needs. Media interviews are also conducted where possible to share updates on our strategies, developments and industry insights with the broader audience so as to provide a profound prospective of the Group's business prospects.

Qian Hu is part of the "SGX Fast Track" programme, where the Group can expect to receive prioritised clearance for all submissions of corporate actions. This is designed to recognise the efforts and achievements of listed issuers which have held high standards of corporate governance and a good compliance track record.



Qian Hu is the winner of the SIAS Investors' Choice Awards 2021 - Shareholder Communications Excellence Award (Small Cap category)

FINANCIAL CALENDAR		
FY 2021	FY 2022	
12 Jan	12 Jan	• Full-Year Results Announcement
1 Mar	1 Mar	• Despatch of Annual Report
29 Mar	30 Mar	• Annual General Meeting
26 Apr	26 Apr	• Payment of dividend (Subject to Shareholders' approval at AGM)
16 Jul	19 Jul	• Half-Year Results Announcement