

EGGRICULTURE FOODS LTD.

永續農業發展有限公司

(incorporated in the Cayman Islands with limited liability)

Stock code: 8609



2022
ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
REPORT



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Environmental, Social and Governance Report

ABOUT THIS REPORT

Eggiculture Foods Ltd. (the “Company”), together with its subsidiaries (the “Group”), is pleased to present the Environmental, Social and Governance (“ESG”) Report (the “Report”) to provide an overview of the Group’s environmental and social performance (“ESG Performance”) and contributions towards the goal of sustainable development.

Reporting Period and Scope

This Report reports on the Group’s ESG Performance in Singapore during the reporting period from 1 April 2021 to 31 March 2022 (“FY2022” or the “Reporting Period”).

The scope of this Report covers the following key operating entities within the Group, which contributed to 100% (FY2021: more than 80%¹) of the Group’s total revenue for the Reporting Period:

S/N	Entities
1	N & N Agriculture Pte. Ltd.
2	The Pasteurized Egg Company Pte. Ltd.
3	Chuan Seng Huat Eggs Pte. Ltd.
4	Guan Sing Eggs
5	Tew Seng Cheow Kee
6	Khwan Hup Farming Pte Ltd
7	Yanhong Trading Enterprise

Reporting Framework and Principles

The ESG Report is prepared based on the “comply or explain” approach of the ESG Reporting Guide set out in Appendix 27 to the Rules Governing the Listing of Securities on Hong Kong Stock Exchange (“ESG Reporting Guide”).

As part of our continual efforts to align our ESG reporting with relevant market standards, we have mapped our sustainability efforts to the 2030 Agenda for Sustainable Development which is adopted by all United Nations Member States in 2015 (“UN Sustainability Agenda” or “Global Goals”). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its core are the 17 Sustainable Development Goals (“SDGs”), which form an urgent call for action by all countries – developed and developing – in a global partnership. We have incorporated the SDGs, where appropriate, as a supporting framework to shape and guide our sustainability strategy.

The following principles have been adopted in the preparation of this Report:

Reporting principle	Description
Materiality	ESG factors deemed sufficiently important to stakeholders are covered in this Report.
Quantitative	Quantitative information is provided with narrative and comparative figures where possible.
Consistency	ESG data are prepared and presented using consistent methodologies, unless otherwise specified, to allow for meaning comparison.
Balance	This Report provides an unbiased picture of our ESG Performance.

¹ For comparative reason, data points of FY2021 are adjusted to align with the entities covered in FY2022.



Contact Information

We welcome your feedback on this Report for our ESG Performance. Please contact us by sending us your recommendation to our office at Unit 1104, 11/F, Keybond Commercial Building, 38 Ferry Street, Jordan, Kowloon, Hong Kong.

INTRODUCTION

We are a fast-growing company that is headquartered in Singapore and specialises in the production and sale of fresh eggs and processed egg products. We operate our own egg laying farm in Singapore and also source eggs from independent third-party suppliers.

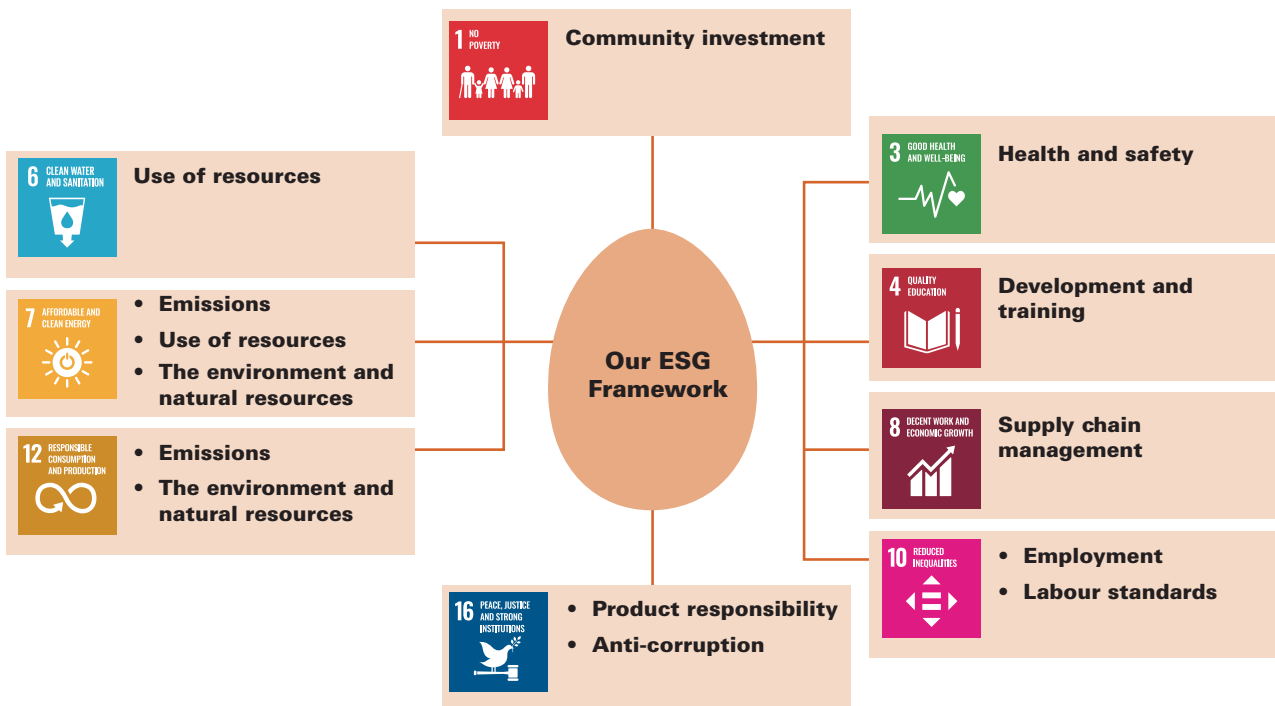
BOARD STATEMENT

Sustainable development is an integral part of our business strategy and we are committed to operating in a manner that is economically, socially and environmentally sustainable while balancing the interests of our various stakeholders.

Our agenda on ESG factors and reporting is led by the Board of Directors (“Board”) which oversees and ensures that we pursue our commercial objectives, whilst remaining as a responsible and sustainable organisation. For further details on the materiality assessment process established to evaluate, prioritise and manage ESG factors, please refer to the Stakeholders Engagement and Materiality Assessment section.

We have also established and implemented various policies to manage and monitor our ESG factors. Details of the management approaches to sustainable development of different ESG factors are illustrated in this Report.

Guided by our ESG framework, we referenced the 17 SDGs under the UN Sustainability Agenda and adopted a number of SDGs which we can contribute to through our business practices, products and services:



BOARD STATEMENT *(Continued)*

The Board will continue to monitor, review and update ESG goals and performance indicators from time to time, taking into account the feedback that we receive from our engagement with our stakeholders, organisational and external developments.

A summary of our key ESG Performance for the Reporting Period is as follows:

Factor	Performance indicator	Performance	
		FY2022	FY2021
Environmental	Nitrogen oxides (NO _x) (kg)	12,382.82	11,291.70
	Sulfur dioxide (SO _x) (kg)	7.55	7.23
	Particulate matter (PM) (kg)	678.03	607.07
	GHG emissions intensity (tonnes of CO ₂ -e/revenue in S\$'000)	0.050	0.058
	Waste generated intensity (tonnes/revenue in S\$'000)	0.325	0.385
	Waste recycled intensity (tonnes/revenue in S\$'000)	0.315	0.378
	Energy consumption intensity (MWh/revenue in S\$'000)	0.15	0.22
	Water consumption intensity (m ³ /revenue in S\$'000)	0.54	0.48
Social	Ratio of female over total employees	38%	34%
	Ratio of employees who are at least 40 years old	52%	54%
	Employee turnover rate	20%	21%
	Number of workplace fatality	–	–
	Number of non-fatal workplace injuries	2	–
	Number of lost days	101	–
	Average training hours per employee	14.31	15.14
	Incident of non-compliance with the applicable labour laws and regulations	–	–
	Percentage of key suppliers evaluated based on the quality of the products	95%	95%
	Incident of product recall due to safety and health reasons	–	–
Concluded legal case regarding corrupt practices	–	–	

Egg prices continue to be volatile during the financial year as the Singapore government continues its policies to strengthen the country's food resilience, obligating egg suppliers to source its eggs imports from non-traditional sources. The lingering effects of COVID-19 have disrupted supply chains and increased prices of commodities, which impacted our feed costs. Egg prices have increased rapidly during the financial year as a consequence. These developments have compressed our gross margins as there was a time lag for us to translate these costs increases into our selling prices. As a result of increase in our business activities, our operating costs have also increased.

Our chicken egg farm expansion continued as planned. During the year, we completed the construction of one pullet house and one layer house. The remaining two layer houses were completed after the end of the financial year and will be operational by the end of 2022. The construction of the quail farm continued during the financial year, and it will be operational in 2023.

We believe that our proactive business initiatives, operational track record and financial position will tide us through this uncertain period and allow us to stay on course in our ESG journey.



STAKEHOLDERS ENGAGEMENT AND MATERIALITY ASSESSMENT

We understand that the success of our business depends on the support from our key stakeholders, comprising individuals or groups that have an interest that is affected or could be affected by our activities. Stakeholders play an important role in helping us to understand our risks and identify opportunities through interactions and communications. Stakeholders are prioritised from time to time in view of our roles and duties, strategic plan and business initiatives. We engage with our stakeholders to develop mutually beneficial relationships and to seek their views on our business proposals and initiatives as well as to promote sustainability in the marketplace, workplace, community and environment.

We acknowledge the importance of intelligence gained from the stakeholders' insights, inquiries and continuous interest in our business activities. Through an internal stakeholder mapping exercise, we have identified key stakeholders that are important to our business and established various channels for communication. The following table provides an overview of our key stakeholders, and various platforms and methods of communication are used to reach, listen and respond:

Stakeholders	Expectations	Engagement channels	Responses
Government and regulators (collectively as "Regulators")	<ul style="list-style-type: none"> Comply with applicable laws and regulations Proper tax payment Promote regional economic development and employment 	<ul style="list-style-type: none"> On-site inspections and checks Research and discussion through work conferences, work report preparation and submission for approval Annual and interim reports 	<ul style="list-style-type: none"> Operated, managed and paid taxes according to laws and regulations, strengthened safety management; accepted the Regulator's supervision, inspection and evaluation, and actively undertook social and environment responsibilities
Shareholders and Investors (collectively as "Shareholders")	<ul style="list-style-type: none"> Return on investment Information disclosure and transparency Protection of interests and fair treatment of shareholders 	<ul style="list-style-type: none"> Annual general meeting and other shareholder meetings Annual and interim report, announcements Company's website 	<ul style="list-style-type: none"> Issued notices of general meeting and proposed resolutions according to regulations, disclosed Company's information by publishing announcements/circulars/annual and interim reports Carried out different forms of investor activities with an aim to improve investors' recognition Held results briefing as and when required Disclosed company contact details on the Company's website and in published reports and ensured that our communication channels are available and effective



STAKEHOLDERS ENGAGEMENT AND MATERIALITY ASSESSMENT *(Continued)*

Stakeholders	Expectations	Engagement channels	Responses
Employees	<ul style="list-style-type: none"> Safeguard the rights and interests of employees Working environment Career development opportunities Self-actualisation Health and safety Remuneration 	<ul style="list-style-type: none"> Trainings, seminars, briefing sessions Newsletters Intranet and emails Staff appraisals 	<ul style="list-style-type: none"> Provided a healthy and safe working environment; developed a fair mechanism for promotion; cared for employees by helping those in need and organised employee activities
Customers	<ul style="list-style-type: none"> Safe and high-quality products Stable relationship Integrity Business ethics 	<ul style="list-style-type: none"> Business meetings Company website, brochures and annual reports Email Customer service hotline 	<ul style="list-style-type: none"> Held regular customer satisfaction survey to understand our customer's satisfaction levels with our products and services
Suppliers/Partners	<ul style="list-style-type: none"> Long-term partnership Honest cooperation Fair, open information resources sharing 	<ul style="list-style-type: none"> Business meetings, supplier conferences, phone calls, interviews Review and assessment Tendering process 	<ul style="list-style-type: none"> Implemented proper sourcing procedures, invited tenders publicly for significant purchases or projects to select best suppliers and contractors, performed contracts according to agreements, enhanced daily communication, and established long-term cooperation with quality suppliers and contractors
Financial institution	<ul style="list-style-type: none"> Compliance with applicable laws and regulations Information disclosure 	<ul style="list-style-type: none"> Business meetings Information disclosure Reports 	<ul style="list-style-type: none"> Provided annual and interim reports
Public and Communities	<ul style="list-style-type: none"> Social responsibility Open information 	<ul style="list-style-type: none"> Community engagement Information disclosure 	<ul style="list-style-type: none"> Engaged in charity organised activities and volunteering



STAKEHOLDERS ENGAGEMENT AND MATERIALITY ASSESSMENT *(Continued)*

Through communication with stakeholders, we understand the expectations and concerns from stakeholders. The feedback obtained allow us to make more informed decisions, and to better assess and manage the resulting impact.

We have adopted the principle of materiality in the ESG reporting by understanding the key ESG factors that has the most impact on our ESG Performance. Our key ESG factors and related key performance indicators (“KPIs”) are reported in the Report according to the recommendations of the ESG Reporting Guide and guided by the Global Reporting Initiatives (“GRI”) Standards.

We evaluate, prioritise and manage ESG factors through the following steps:

Step 1: Identification – Industry Benchmarking

- Relevant ESG factors are identified through the review of relevant ESG reports of the local and international industry peers.
- The materiality of each ESG factor is determined based on the importance of each ESG factor to the Group through internal discussion among the management and the recommendation of the ESG Reporting Guide.

Step 2: Prioritisation – Stakeholder Engagement

- We discuss with key stakeholders on key ESG factors identified to ensure that all the key ESG factors are covered.

Step 3: Validation – Determining Material Factors

- Based on the discussion with key stakeholders and internal discussion among the management, we ensured that all the ESG factors, which are important to the business development, are reported and in compliance with the ESG Reporting Guide.

As a result of this process carried out, the ESG factors are discussed in this Report with the details as follows:



A. ENVIRONMENTAL ASPECTS

As a leading poultry farming and egg-related products manufacturing company in Singapore, we recognise our obligation to reduce the impact of our operations on the environment and are accountable for the resources and materials that are used in our daily operations. With increasing concerns among customers and other stakeholders for the environmental protection and healthy living environment, we are committed to improving our environmental performance by responsibly managing our operations, reducing our carbon footprint and using resources effectively.

Key initiatives implemented to reduce the environmental impact of our operations are as follows:

Initiative	Environmental impact	Reference section
Compliance with relevant environmental laws and regulations	<ul style="list-style-type: none"> Reduction of air pollutant emissions Reduction of greenhouse gas ("GHG") emissions Reduction of non-hazardous waste 	<ul style="list-style-type: none"> A. <i>Environmental Aspects</i>
Conversion of chicken manure into biogas which is used as a renewable energy source for farm operations	<ul style="list-style-type: none"> Reduction of GHG emissions Reduction of non-hazardous waste 	<ul style="list-style-type: none"> A1. <i>Emissions</i> A2. <i>Use of Resources</i> A3. <i>The Environment and Natural Resources</i>
Generation of clean solar energy at our premises	<ul style="list-style-type: none"> Reduction of GHG emissions 	<ul style="list-style-type: none"> A1. <i>Emissions</i> A2. <i>Use of Resources</i>
Maintain a fleet of delivery vehicles that comply with at least Euro V emission standard²	<ul style="list-style-type: none"> Reduction of air pollutant emissions 	<ul style="list-style-type: none"> A1. <i>Emissions</i>

During the Reporting Period, we complied with the relevant environmental laws and regulations and the Environmental Public Health Act in Singapore, such as the Environmental Protection and Management Act. There was no (FY2021: zero) concluded case of material non-compliance³ with the relevant laws and regulations that have significant impact on the Group related to air and GHG emissions, discharges into water and land, generation of hazardous and non-hazardous waste that is brought against us or our employees. As we continue to grow, we are committed to continuously improving the environmental sustainability of our business, ensuring that environmental considerations remain one of the top priorities in our daily business operations.

² Euro emission standards define the acceptable limits for exhaust emissions of vehicles. The standard ranges from 1 to 6 with 6 being the highest and 1 being the lowest.

³ A non-compliance incident refers to an incident that has been investigated by the relevant authorities and violation of regulations has been established.



A. ENVIRONMENTAL ASPECTS *(Continued)*

A1. Emissions

Our stakeholders and society at large are increasingly concerned for the environment. One of the key environmental factors that the world currently faces is the increasing impact of emissions on climate change and global warming. We are conscious of such concerns and strive to reduce emissions generated from our operations. In the ensuing sections, we detail the types, nature of emissions from our operations, our strategy to reduce emissions and the related statistics.

Air Pollutant Emissions

We understand that air pollutant emission control is vital to both environmental protection and the health of employees. Our air pollutant emissions come from two sources – stationary and mobile. The stationary source forms the major source of our air pollutant emissions and is generated mainly from the use of diesel for machines such as poultry feed mill machinery. For mobile source, the air pollutant emissions mainly come from vehicles and trucks used for delivery of goods. To reduce air pollutant emissions, we schedule our delivery routes daily to maximise efficiency and minimise diesel consumption. In addition, more than 80% (FY2021: more than 80%) of our delivery vehicles comply with at least Euro V emission standard.

Statistics on air pollutant emissions during the Reporting Period are as follows:

Type of Air Pollutant ⁴	Unit	FY2022	FY2021
Nitrogen oxides (NO _x)	kg	12,382.82	11,291.70
Sulfur dioxide (SO _x)	kg	7.55	7.23
Particulate matter (PM)	kg	678.03	607.07

The increase in air pollutants is mainly due to an increase in use of diesel for machines as a result of an increase in business activities.

Greenhouse Gas (“GHG”) Emissions

GHG is considered as one of the major contributors to climate change and global warming. Our GHG emissions can be classified as scope 1 and scope 2 emissions. Scope 1 emissions mainly come from combustion of fuels in stationary and mobile sources whilst scope 2 emissions mainly come from purchased electricity. The majority of our GHG emissions comes from scope 2 emissions and mainly due to the consumption of purchased electricity.

We aim to lower the energy consumption in our business operations through compliance with policies and procedures put in place to encourage energy saving, conversion of chicken manure into biogas which is used as a renewable energy source to run our farm operations and generation of clean solar energy at our premises.

Statistics on GHG emissions during the Reporting Period are as follows:

GHG Emissions ⁴	Unit	FY2022	FY2021
Scope 1 ⁵	tonnes of CO ₂ -e	1,256.09	1,210.42
Scope 2 ⁶	tonnes of CO ₂ -e	2,099.67	1,847.69
Total GHG emissions	tonnes of CO ₂ -e	3,355.76	3,058.12
GHG emissions intensity	tonnes of CO ₂ -e/revenue in S\$'000	0.050	0.058

The increase in GHG emissions is mainly due to an increase in business activities. The decrease in GHG emissions intensity is mainly due to the increase in revenue which is more than proportional to the increase in GHG emissions.

⁴ The calculation of the air pollutants and GHG emissions is mainly based on the “How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs” published by Hong Kong Stock Exchange.

⁵ Scope 1: Direct emissions from sources that are owned or controlled by the Group.

⁶ Scope 2: Indirect emissions from purchased electricity consumed by the Group.



A. ENVIRONMENTAL ASPECTS *(Continued)*

A1. Emissions *(Continued)*

Hazardous and Non-hazardous Waste

The increasing amount of waste generated globally is not sustainable. Our key strategy on this front is to recycle waste. We recognise that before waste can be effectively reduced or treated, we need to be able to first identify them. One of the measures we have introduced and implemented to identify waste is to set up a classification system for different types of waste. Each type of waste has specific storage location, collection procedures and treatment methods.

On waste generation, no hazardous waste was generated during the year. Non-hazardous waste generated from our operations comprise mainly dead chicken, chicken manure and eggshells. Our waste treatment is detailed as follows:

- For dead chicken, we engaged a licensed waste collector to collect and transport our poultry waste to licensed disposal facilities;
- For eggshells, we engaged licensed recycling companies to collect and convert this organic waste into useful materials such as fertiliser in accordance with the applicable laws and regulations in Singapore; and
- For chicken manure⁷, we installed anaerobic digesters to convert them into biogas which is used to generate energy for the farm's operations such as powering the machinery and equipment.

Statistics on key non-hazardous waste generated from operations during the Reporting Period is as follows:

Non-hazardous waste generated and recycled	Unit	FY2022	FY2021
Non-hazardous waste generated			
Domestic waste	tonnes	376.43	296.87
Poultry waste – eggshells	tonnes	735.46	735.73
Poultry waste – dead chicken	tonnes	333.36	77.45
Poultry waste – chicken manure	tonnes	20,370.71	19,070.42
Total waste generated	tonnes	21,815.96	21,180.47
Waste generated intensity	tonnes/revenue in S\$'000	0.325	0.385
Non-hazardous waste recycled			
Poultry waste – eggshells	tonnes	735.46	735.73
Poultry waste – chicken manure	tonnes	20,370.71	19,070.42
Total waste recycled	tonnes	21,106.17	19,806.15
Waste recycled intensity	tonnes/revenue in S\$'000	0.315	0.378

The increase in total waste generated mainly arises from the increase in domestic waste and chicken manure waste which are mainly due to an increase in business activities, while the increase in dead chicken waste is mainly due to increased mortality rate as a result of poultry-related diseases. The decrease in waste generated and waste recycled intensities are mainly due to the increase in revenue which is more than proportional to the increase in total waste generated and waste recycled.

⁷ Chicken manure, if untreated, results in the emission of methane. Methane is a greenhouse gas that has a significant and adverse impact on the Earth's temperature and climate system if released into the atmosphere.



A. ENVIRONMENTAL ASPECTS *(Continued)*

A1. Emissions *(Continued)*

Target for FY2022	Performance in FY2022	Target for FY2023
<ul style="list-style-type: none"> Maintain or reduce air pollutant emissions 	<ul style="list-style-type: none"> Increase in air pollutant emissions 	<ul style="list-style-type: none"> Reduce air pollutant emissions
<ul style="list-style-type: none"> Maintain or reduce GHG emissions intensity 	<ul style="list-style-type: none"> Decrease in GHG emissions intensity 	<ul style="list-style-type: none"> Maintain or reduce GHG emissions intensity
<ul style="list-style-type: none"> Maintain or reduce intensity of non-hazardous waste generated 	<ul style="list-style-type: none"> Decrease in non-hazardous waste generated intensity 	<ul style="list-style-type: none"> Maintain or reduce intensity of non-hazardous waste generated
<ul style="list-style-type: none"> Maintain or increase intensity of non-hazardous waste recycled 	<ul style="list-style-type: none"> Decrease in non-hazardous waste recycled intensity 	<ul style="list-style-type: none"> Increase intensity of non-hazardous waste recycled

A2. Use of Resources

We recognise that non-renewable resources are limited in supply and cannot be used sustainably. Accordingly, we focus on efficient resource utilisation and usage of renewable resource to minimise our environmental impact.

Energy

We mainly rely on purchased electricity as an energy source to run our machinery and equipment. To reduce our carbon footprint and the environmental impact of waste produced, we proactively use biogas, a renewable energy source, for our farm operations by converting chicken manure into biogas.

In addition, we have implemented different measures to minimise energy consumption. For example, smart use of lighting is encouraged by using natural light in daytime to reduce the usage of electrical lighting. Regular maintenance on all electrical appliances is also performed to reduce energy consumption.

Statistics on our energy consumption during the Reporting Period is summarised as follows:

Energy Source	Unit	FY2022	FY2021
Purchased electricity	MWh	5,183.10	4,496.15
Electricity generated by our biogas turbine	MWh	70.00	2,170.00
Electricity generated by our solar panels	MWh	304.21	454.80
Diesel	MWh	4,776.82	4,575.60
Total energy consumption	MWh	10,334.13	11,696.55
Energy consumption intensity	MWh/revenue in S\$'000	0.15	0.22

The increase in electricity consumption is mainly due to an increase in business activities. The decrease in electricity generated by our biogas turbine is mainly due to malfunctioning of the biogas turbine and increase in usage of biogas for feed dryer machine. The decrease in electricity generated by our solar panels is mainly due to degradation of solar panels which results in lesser sunlight converted into electricity. We will continue to monitor the conditions of our solar panels and take necessary corrective and preventive actions where practicable.



A. ENVIRONMENTAL ASPECTS *(Continued)*

A2. Use of Resources *(Continued)*

Water

Water is another key resource used in our operations. We rely on water resources to run our operations primarily in the following areas:

- Pasteurise eggs;
- Water intake for poultry;
- Reduce air temperature; and
- Cleaning.

In order to save water, water consumption rates are regularly tracked and analysed. Corrective actions are taken when unusual consumption patterns are observed. The water consumption during the Reporting Period is as follows:

Water	Unit	FY2022	FY2021
Water consumption	m ³	36,024.09	25,356.20
Water consumption intensity	m ³ /revenue in S\$'000	0.54	0.48

The increase in water consumption and water consumption intensity are mainly due to an increase in business activities and increased water consumption for cleaning.

Packaging Materials

We consider the use of eco-friendly packaging materials as a priority to be environmentally sustainable. When designing egg trays, we proactively source for recyclable materials for packaging in order to reduce the environmental impact. Hence, our business mainly uses paper and plastic carton as packaging materials for egg-related products. The plastic cartons are designed to be reusable and they are collected for reuse. A discount is granted to purchases made by customers for the return of such cartons. As a result of manpower constraints experienced during the Pandemic, we are in the midst of developing better data collection methods to disclose the amount of packaging materials used in our operations for future ESG reports.

Target for FY2022	Performance in FY2022	Target for FY2023
<ul style="list-style-type: none">• Maintain or reduce energy consumption intensity	<ul style="list-style-type: none">• Decrease in energy consumption intensity	<ul style="list-style-type: none">• Maintain or reduce energy consumption intensity
<ul style="list-style-type: none">• Maintain or reduce water consumption intensity	<ul style="list-style-type: none">• Increase in water consumption intensity	<ul style="list-style-type: none">• Reduce water consumption intensity



A. ENVIRONMENTAL ASPECTS *(Continued)*

A3. The Environment and Natural Resources

We understand that poultry farming can cause significant impact on the environment and natural resources. As a responsible business, we attach great importance to green farming. To reduce the impact of electricity consumption from fossil fuel on the environment, we believe that the development and use of renewable energy is one of the sustainable and effective ways to reduce environmental impact such as GHG emissions. Hence, we have invested in a biogas generator for poultry waste treatment. The biogas generated is in turn used to generate electricity for our machinery and equipment.

We will continue to seek opportunities to further reduce emissions and resources consumption with the aim to lower the negative environmental impacts from our business operations and to use minimal natural resources.

Target for FY2022	Performance in FY2022	Target for FY2023
Minimise impacts on the environment and natural resources	Minimised impacts on the environment and natural resources	Minimise impacts on the environment and natural resources

B. SOCIAL ASPECTS

We recognise that the maintenance of strong, healthy and friendly business relations with our employees, supply chains and the community in which we operate in, is key to our success and development. We consider employees as an important asset and are committed to respect them and enabling them to grow together with us. We also aim to actively contribute to the society.

EMPLOYMENT AND LABOUR PRACTICES

B1. Employment

We value our employees and the contribution that they make. We have a set of human resources management policies and procedures in place with the aim to provide a better working environment for them to work in. To understand their needs, we have established various communication channels with them, including staff induction courses and continuing educational seminars, regular staff and departmental meetings, internal publications and bulletin board and intranet communication. We also communicate with them on a personal level subject to the needs and circumstances.

We respect employees' rights and treat all employees equally. Employment, remuneration and promotion considerations are not affected by an employee's social identity such as ethnicity, race, nationality, gender, religion, age, sexual orientation, political faction and marital status. We formulate and regularly review our human resources plan for alignment with our development plan and strategic goals. We recruit employees from diversified sources and have in place programs to integrate them into our organisation and identify talents for higher responsibilities. Our aim is to nurture prospective employees to become future leaders in our organisation.

We formulate competitive remuneration packages to retain and motivate employees in achieving key goals of our Group. We provide remuneration to employees according to their qualifications, experience, performance, job duties, service years and market benchmark.



B. SOCIAL ASPECTS *(Continued)*
EMPLOYMENT AND LABOUR PRACTICES *(Continued)*

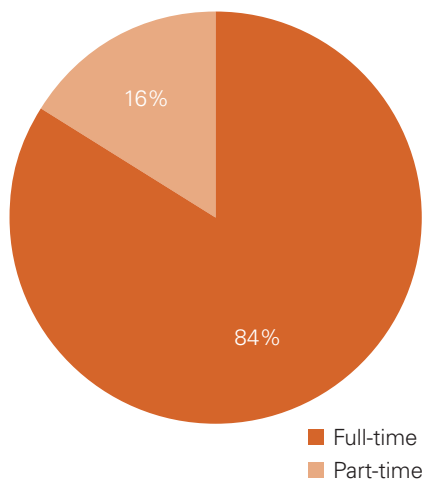
B1. Employment *(Continued)*

In addition to salary, we provide central provident fund⁸, overtime pay, medical insurance, and variable incentive-based remuneration such as discretionary bonus to employees. Employees are also entitled to various types of leaves including annual leave, sick leave, maternity leave, paternity leave, shared parental leave, childcare leave, extended childcare leave and compassionate leave.

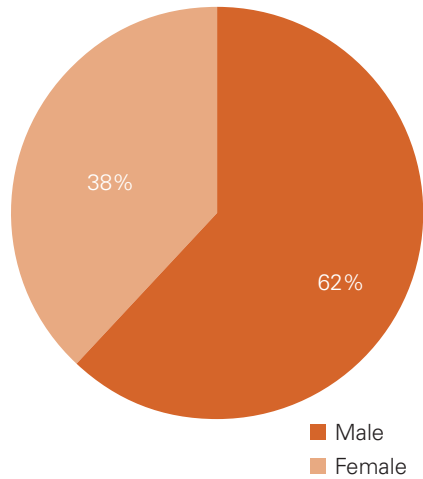
We strictly comply with the national laws, regulations and our internal human resource policies and procedures. During the Reporting Period, we have no (FY2021: zero) non-compliance with the relevant laws and regulations such as the Employment Act in Singapore that have significant impacts on us relating to compensation and dismissal, recruitment and promotion, working hours, equal opportunity, diversity, anti-discrimination and other benefits and welfare. Any changes of employment terms will be notified to staff and agreed in writing to protect the lawful rights and interests of all employees.

At the end of the Reporting Period, we had 268 full-time and part-time employees (FY2021: 255), with full-time employees contributing to 84% (FY2021: 84%) of the workforce. On gender diversity, 38% (FY2021: 34%) of our workforce is female during the Reporting Period. Given the nature of our business which is principally in the production and sales of egg products in Singapore, the gender ratio is geared towards a higher proportion of male employees. In FY2022, general employees contribute to 86% (FY2021: 89%) of our workforce and 39% (FY2021: 49%) of them are Singaporeans. On age diversity, matured workers are valued for their experience, knowledge and skills. During the Reporting Period, 52% (FY2021: 54%) of the workforce is above 40 years old.

BY EMPLOYMENT TYPE



BY GENDER

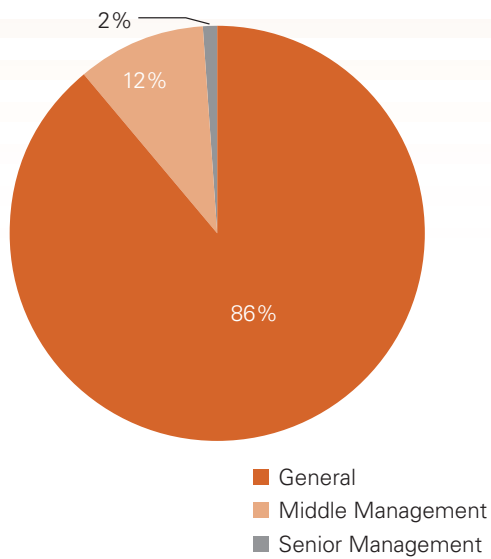


⁸ Central provident fund is a compulsory comprehensive savings and pension plan for working Singaporeans and permanent residents primarily to fund their retirement, healthcare, and housing needs in Singapore.

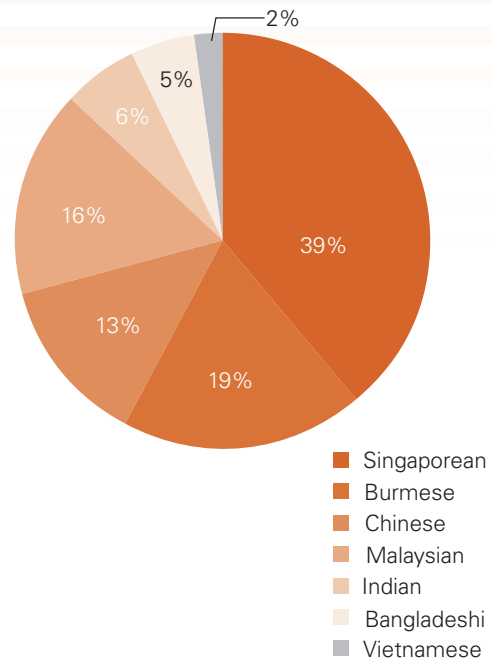


B. SOCIAL ASPECTS *(Continued)*
EMPLOYMENT AND LABOUR PRACTICES *(Continued)*
B1. Employment *(Continued)*

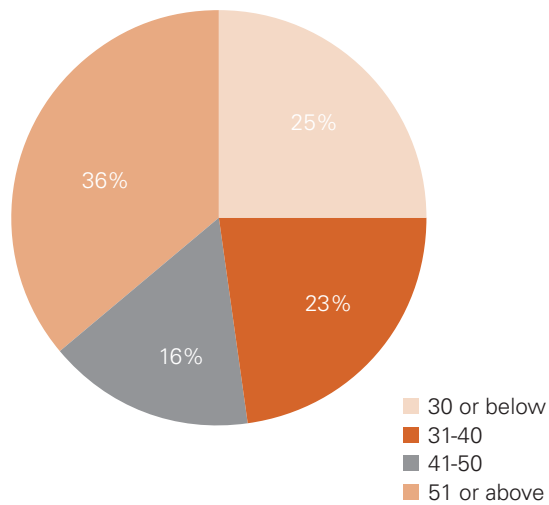
BY EMPLOYMENT CATEGORY



BY NATIONALITY



BY AGE GROUP



B. SOCIAL ASPECTS *(Continued)*
EMPLOYMENT AND LABOUR PRACTICES *(Continued)*
B1. Employment *(Continued)*

Statistics on employee turnover rates⁹ by gender, age group and nationality during the year are as follows:

Employee turnover rate	FY2022	FY2021
By gender		
• Male	23%	17%
• Female	15%	28%
By age group		
• Age 30 or below	16%	12%
• Age 31–40	19%	11%
• Age 41–50	27%	23%
• Age 51 or above	20%	32%
By nationality		
• Singaporean	27%	27%
• Chinese	31%	14%
• Malaysian	9%	40%
• Burmese	12%	2%
• Vietnamese	14%	25%
• Bangladeshi	8%	–
• Indian	19%	–
• Japanese	–	100%
Overall	20%	21%

We will continue to work towards improving our turnover rate by gender, age group and geographical region.

Target for FY2022	Performance in FY2022	Target for FY2023
Move towards a more balanced set of diversity ratios or maintain existing diversity ratios	No material changes in diversity ratios	Move towards a more balanced set of diversity ratios or maintain existing diversity ratios

B2. Health and Safety

As a responsible employer, we recognise that it is important for us to provide a safe and healthy workplace and working environment for our employees. Accordingly, we always place the highest priority on protecting the health and safety of our employees. We have occupational health and safety management policies in place to provide better safe working environment for all staff. In Singapore, we are also required to abide by the Workplace Safety and Health Act.

⁹ Turnover rate is calculated by dividing the total number of resigned staff by the total number of employees from entities covered.



B. SOCIAL ASPECTS *(Continued)*
EMPLOYMENT AND LABOUR PRACTICES *(Continued)*
B2. Health and Safety *(Continued)*

In order to ensure occupational safety and health of employees in the workplace, we have adopted the following key measures:

- Plant, equipment and machinery are safe with minimal risks to health;
- Safety arrangements are in place on the use and handling of goods, plant, equipment and machinery;
- Sufficient information, instruction, training and supervision are provided to ensure that all employees are aware of the hazards at their workplace, together with the necessary measures to be taken to protect against these hazards;
- Workplace safety and health policy is in place; and
- Adequate employee welfare facilities and arrangements such as staff accommodation are set up.

In addition, we have set up an internal committee which is responsible for the safety and health matters in the workplace. The committee regularly monitors and reviews our system, provides recommendations for improvements and a forum for the discussion of safety and health matters. If any serious accident/incident-related health and safety is detected, an analysis is carried out promptly and remedy measures are formulated to prevent similar incident from happening in future.

As employees are key to our sustainable development, we comply with the Safe Management Measures¹⁰ to protect our employees at the workplace.

During the Reporting Period, we recorded zero (FY2020: zero) fatalities in its operations and 2 (FY2021: zero) non-fatal workplace injuries which results in 101 (FY2021: zero) lost days. The 2 non-fatal workplace injuries relate to fractured shoulder during warehouse cleaning and finger cut during machine maintenance. Lessons from the non-fatal workplace injuries are shared during safety induction programs and regular safety training are conducted for employees on safe work procedures. We will continuously work towards reducing both the occurrence and severity of workplace accidents. We have no (FY2021: zero) non-compliance¹¹ with the relevant laws and regulations in providing a safe and healthy working environment.

Target for FY2022	Performance in FY2022	Target for FY2023
Ensure zero non-compliance with relevant health and safety laws and regulations	Zero non-compliance with relevant health and safety laws and regulations	Ensure zero non-compliance with relevant health and safety laws and regulations

B3. Development and Training

We believe that the knowledge, skills and capabilities of employees are vital to our continued business growth and success. In view of this, we always encourage our staff to participate in the continuous learning activities to achieve their personal accomplishment, strengthen their working skills and enhance team performance.

¹⁰ The Ministry of Manpower (“MOM”), the National Trades Union Congress (“NTUC”), and the Singapore National Employers Federation (“SNEF”) have issued details of the Safe Management Measures for employers to resume operations.

¹¹ A non-compliance incident refers to an incident that has been investigated by the relevant authorities and violation of regulations has been established.



B. SOCIAL ASPECTS *(Continued)*
EMPLOYMENT AND LABOUR PRACTICES *(Continued)*
B3. Development and Training *(Continued)*

In order to enable staff to keep abreast of the practices in the poultry farming industry, we have established a comprehensive training program to ensure that employees are adequately trained. The training program covers areas including personal hygiene, health status to prevent food contamination, and necessary skills in carrying out their work for food safety purposes. In addition, we offer internal and external professional training programs to employees according to the requirements of their job positions and a budget is allocated annually for such programs.

Continuous assessment is conducted to keep track of employee performance. We select employees with outstanding performance through various methods such as internal aptitude tests, on-the-job trainings, examinations, peers' and supervisors' recommendations and further develop them by sending them for priority training. During the Reporting Period, we have provided 30 (FY2021: 27) training modules such as FSSC 22000 internal auditor, ISO 22000, Good Manufacturing Practice, Hazard Analysis and Critical Control Point, healthy/sick birds recognition, crisis management, food allergen and foreign material control, production cleaning, animal welfare, safety induction, personal protective equipment ("PPE") training to our employees. We have conducted 3,949 hours (FY2021: 3,866 hours) of training in the Reporting Period. Statistics on average training hours per employee and percentage of employees who received training by gender and employee are as follows:

Average training hours per employee	FY2022	FY2021
By gender		
• Male	17.92	17.51
• Female	8.52	10.53
By employee category		
• Senior Management	4.57	2.75
• Middle Management	15.38	10.20
• General	14.45	15.93
Overall	14.31	15.16

Percentage of employees receiving training	FY2022	FY2021
By gender		
• Male	71%	71%
• Female	36%	44%
By employee category		
• Senior Management	43%	75%
• Middle Management	56%	44%
• General	58%	64%
Overall	57%	62%

Target for FY2022	Performance in FY2022	Target for FY2023
<ul style="list-style-type: none"> Maintain or increase the number of training modules provided 	<ul style="list-style-type: none"> Increase in the number of training modules provided 	<ul style="list-style-type: none"> Maintain or increase the number of training modules provided
<ul style="list-style-type: none"> Maintain or increase the average training hours completed per employee 	<ul style="list-style-type: none"> Decrease in the average training hours completed per employee 	<ul style="list-style-type: none"> Maintain or increase the average training hours completed per employee



B. SOCIAL ASPECTS *(Continued)*

EMPLOYMENT AND LABOUR PRACTICES *(Continued)*

B4. Labour Standards

We adopt a fair and equitable principle which promote equal opportunity in recruitment and promotion for employees. Decisions are made based on merit without regard for an employee's social identities. We are strictly in compliance with the relevant laws and regulations in where we operate. Prior to confirmation of employment, job applicants are required to provide valid identity documents for age verification in order to ensure that the applicants are lawfully employable. Forced labour is strictly prohibited. All works should not be performed under threat of penalty or coercion and all employees may resign upon reasonable notice.

We respect the human rights of employees and are strongly against the employment of child labour and forced labour. During the Reporting Period, there was no (FY2021: zero) concluded case of non-compliance with the applicable labour laws and regulations, including those relating to child labour or forced labour.

Target for FY2022	Performance in FY2022	Target for FY2023
Ensure zero case related to child labour or forced labour	Zero case related to child labour or forced labour	Ensure zero case related to child labour or forced labour

OPERATING PRACTICES

B5. Supply Chain Management

We recognise suppliers as valuable stakeholders within the supply chain as their responsible business behaviours are important in contributing to our quality excellence, operational efficiency and good reputation. We strive to cooperate with local suppliers whenever possible to promote local economy and minimise risks of non or late delivery to customers as a result of supply chain disruptions. Key purchases from our suppliers include feeds for our growers and layers, eggs and packaging materials.

We are aware of the potential environmental and social risks associated with our supply chain. To better manage and mitigate the related risks, we have implemented a procurement policy with stringent supplier selection procedures and criteria. Moreover, we adhere to a consistent approach for selecting suppliers who will provide the best terms, conditions and products to meet our standards and requirements. When suppliers are found to be non-compliant with our policy or contractual requirements, business relationship will be terminated to uphold our stringent standards. During the Reporting Period, we have 97 (FY2021: 86) key suppliers and 95% of our existing suppliers were evaluated annually (FY2021: 95%) based on the quality of the products. The details of our suppliers by geographical region are as follows:

Number of suppliers by geographical region	FY2022	FY2021
Arabia	1	1
Australia	1	–
China	4	4
Dubai	1	1
Holland	1	–
Hong Kong	1	–
Malaysia	20	20
Poland	1	1
Singapore	63	56
Slovakia	1	1
Thailand	3	2
Total	97	86

Target for FY2022	Performance in FY2022	Target for FY2023
Maintain or increase the percentage of suppliers evaluated	Maintained the percentage of suppliers evaluated	Maintain or increase the percentage of suppliers evaluated



B. SOCIAL ASPECTS *(Continued)*
OPERATING PRACTICES *(Continued)*
B6. Product Responsibility

We regard product quality as one of the key competitive advantages of our business and make every effort to improve the quality of our products sold. We maintain and implement stringent quality control and safety assurance procedures to ensure that our egg production system operates in line with international standards.

Quality Assurance

Through our initiatives, N & N Agriculture Pte. Ltd., Chuan Seng Huat Eggs Pte. Ltd. and Yanhong Trading Enterprise attained ISO 22000, The Pasteurized Egg Company Pte Ltd attained FSSC 22000 and N & N Agriculture Pte. Ltd. attained Halal and Good Agriculture Practice (“GAP”) certifications. Under these certifications, we have in place a set of quality control policy and procedures on areas such as food safety and personal hygiene.

In addition, we formed a product recalling team and established a “Recall Program” to protect the interests of the customers and reduce the risk associated with product quality and safety. Upon deciding that a recall or withdrawal is necessary, relevant stakeholders (e.g. statutory and regulatory authorities, customers and/or consumers, certification body) are notified within 72 hours upon the initiation of a recall or withdrawal.

Recalled or withdrawn products are held in a restricted and secured area until they are destroyed or other disposition arrangement is carried out, following by an evaluation of the recall and determination of the cause. Corrective actions are implemented where applicable.

During the Reporting Period, none (FY2021: none) of our products sold are subject to recall due to safety and health reasons.

Complaint Handling

Our marketing and sales personnel are responsible for tracking customer feedback. During the Reporting Period, we received 21 (FY2021: 18) product and service-related complaints. We will continuously work towards reducing the number of product and service-related complaints. In case of customer feedback with reasonable urgency or of importance, the feedback is submitted directly to food safety team leader for immediate action. If the feedback is of a serious nature say relating to product quality and food safety, the food safety team leader will raise a corrective action report to responsible personnel for them to implement the corrective action. A serious feedback may result in a recall or withdrawal.

For food safety complaint, an action plan must be provided within 24 hours and response must be provided within 2 working days. General complaints shall be replied within 3 working days and sales personnel shall gather and present all feedbacks received for analysis monthly. A management review meeting may be conducted when the food safety team leader determines that there are numerous customer complaints of a similar nature.



B. SOCIAL ASPECTS *(Continued)*
OPERATING PRACTICES *(Continued)*
B6. Product Responsibility *(Continued)*

Customer Data Protection and Privacy

We recognise the importance of personal data protection. We are in strict compliance with the Personal Data Protection Act in Singapore. The personal information of clients is treated as confidential and handled with due care. Only authorised personnel are allowed to access confidential customer data for authorised business purposes. During the Reporting Period, there was no (FY2021: zero) reported substantiated complaint¹² concerning breaches of data privacy and losses of personal data.

Target for FY2022	Performance in FY2022	Target for FY2023
<ul style="list-style-type: none"> Ensure no products sold are recalled for health and safety reasons Ensure zero reported substantiated complaints concerning breaches of data privacy and losses of personal data 	<ul style="list-style-type: none"> No products sold are recalled for health and safety reasons Zero reported substantiated complaints concerning breaches of data privacy and losses of personal data 	<ul style="list-style-type: none"> Ensure no products sold are recalled for health and safety reasons Ensure zero reported substantiated complaints concerning breaches of data privacy and losses of personal data

B7. Anti-corruption

We consider business ethics and integrity as an essential factor in our sustainable development and long-term success. Hence, we strictly adhere to the applicable laws and regulations, including the Prevention of Corruption Act in Singapore, and have no tolerance in any form of corruption, extortion, bribery, fraud, money laundering and embezzlement. Our requirements towards anti-corruption and business ethics, incorporated in staff handbook and code of conduct, are communicated and reinforced to our employees. Once a misconduct case is uncovered and confirmed, the employee will be subject to disciplinary actions. In addition, the case will be reported to the related regulatory body and law enforcement authority where necessary.

A whistleblowing policy is also implemented for employees to report on any observed and suspected misconduct, malpractice or irregularity. During the Reporting Period, no (FY2021: zero) concluded legal case regarding corrupt practices was brought against us or our employees.

Target for FY2022	Performance in FY2022	Target for FY2023
Ensure zero concluded legal case regarding corrupt practices	Zero concluded legal case regarding corrupt practices	Ensure zero concluded legal case regarding corrupt practices

COMMUNITY

B8. Community Investment

We are committed to contributing to the society and taking part in community development. Maintaining a harmonious relationship with the community is crucial for our sustainable development. We encourage our employees to dedicate their time and skills to participate in different voluntary activities and be conscious of community needs.

Target for FY2022	Performance in FY2022	Target for FY2023
Initiate various campaigns to help the communities	No community campaigns are initiated. We will continuously work towards initiating campaigns to help the communities	Initiate various campaigns to help the communities

¹² A substantiated complaint refers to a complaint that has been investigated by the Personal Data Protection Commission and violation of regulations has been established.



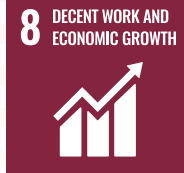



SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which form an urgent call for action by all countries – developed and developing – in a global partnership. We believe that everyone plays an important role in advancing sustainable development and in order to align our business objectives with the SDGs, we have identified a number of SDGs which we can contribute to through our business practices, products and services. The SDGs that we focus on and the related ESG factors are as follows:

SDG	ESG Factor & Our Effort
 <p>1 NO POVERTY</p> <p>End poverty in all its forms everywhere</p>	<p>B8. Community investment</p> <p>We encourage our employees to dedicate their time and skills to participate in different voluntary activities and be conscious of community needs.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Ensure healthy lives and promote well-being for all at all ages</p>	<p>B2. Health and safety</p> <p>We adopt occupational health and safety system and policies and safety measures to reduce the risk of injuries to our employees and maintain the well-being and safety of our employees.</p>
 <p>4 QUALITY EDUCATION</p> <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>B3. Development and training</p> <p>We invest in training and development of our employees to enhance their skills and capabilities and improve our performance.</p>
 <p>6 CLEAN WATER AND SANITATION</p> <p>Ensure availability and sustainable management of water and sanitation for all</p>	<p>A2. Use of resources</p> <p>We continuously adopt measures to reduce water consumption during production and operations and closely monitor the water consumption patterns to minimise water wastage from our business operations.</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>Ensure access to affordable, reliable, sustainable, and modern energy for all</p>	<p>A1. Emissions, A2. Use of resources and A3. The environment and natural resources</p> <p>We adopt energy saving measures such as smart use of lighting and usage of solar power, carry out regular maintenance on electrical appliances and use renewable sources of energy such as biogas to reduce energy consumption and carbon footprint.</p>



SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS *(Continued)*

SDG		ESG Factor & Our Effort
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>B5. Supply chain management We continuously maintain long-term relationship with suppliers and assess suppliers to ensure product quality and sustainable development of our supply chain.</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries</p>	<p>B1. Employment and B4. Labour standards We build a working environment in which employees can enjoy equal opportunities regardless of ethnicity, race, nationality, gender, religion, age, sexual orientation, political faction and marital status.</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns</p>	<p>A1. Emissions and A3. The environment and natural resources We implement a classification system for different types of waste and specify the storage location and collection procedures for each type of waste. We engage licensed recycling companies and install biogas generation facilities to recycle waste and reduce the environmental impact from waste generated.</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institution at all levels</p>	<p>B6. Product responsibility We implement stringent quality control and safety assurance procedures, establish a product recall team, ensure that customer complaints are handled promptly and comply with the Personal Data Protection Act in Singapore to ensure sustainable development and accountability towards our customers and laws and regulations.</p>
		<p>B7. Anti-corruption We adopt a zero-tolerance approach on corruption through various practices that ensure transparency and integrity of our business.</p>

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING INDEX

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¹³ The Group recorded zero fatalities in FY2020 with reference to page 16 in the ESG Report 2021.



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