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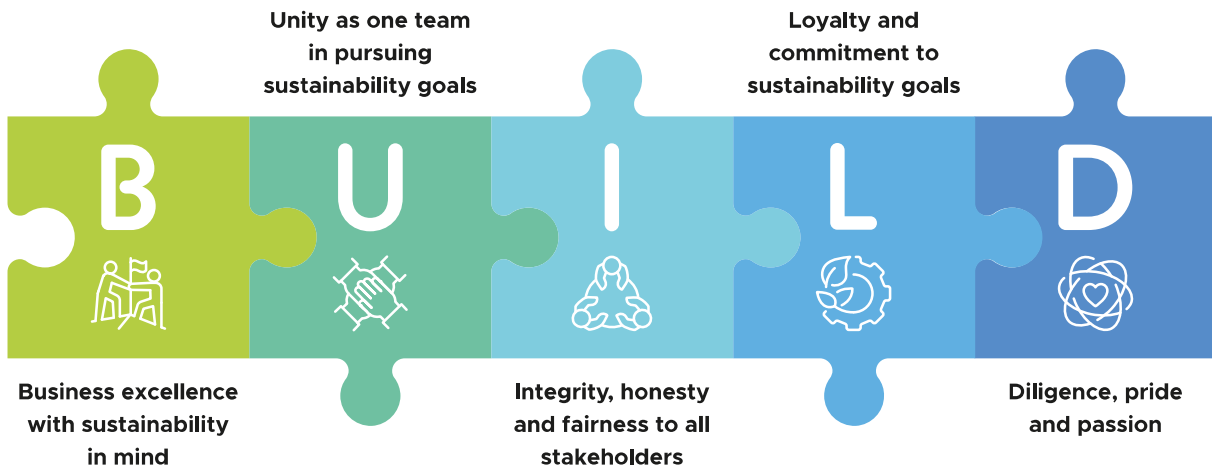


SUSTAINABILITY REPORT

CREATING A SUSTAINABLE FUTURE

YEO'S SUSTAINABILITY VALUES:

OUR APPROACH TO SUSTAINABLE DEVELOPMENT OF OUR BUSINESS IS
GUIDED BY OUR SUSTAINABILITY VALUES:



Yeo Hiap Seng Limited ("Yeo's")'s sustainability report details our environmental, social and governance ("ESG") performance for the calendar year 2022.

SUSTAINABILITY AT THE FOREFRONT

Our sustainability vision is embedded in our business and operational strategy underpinned by our values. We conduct our businesses in a fair and responsible manner backed by robust governance structures; optimise the use of resources in delivering high quality products to our consumers; seek continual improvement to minimise environmental footprint; innovate continuously to delight our consumers with healthier and high-quality consumption choices; and contribute to local communities.

This pursuit for sustainability excellence is backed by our sustainability values that emphasises integrity, diligence as well as unity across functions as we stay loyal and committed to achieving our sustainability goals.

In FY2022, Yeo's worked to improve our sustainability agenda with a renewed focus on areas that impacts both our business and the environment. As a responsible manufacturer, Yeo's aims to provide the best product and value to our consumers yet at the same time understand that we need to place strong emphasis on sustainability as it presents an opportunity for us to leverage on our business strategies to minimise impact to the environment.

This is Yeo's inaugural climate-related financial report prepared in accordance with the framework recommended by the Task Force on Climate-related Financial Disclosures ("TCFD") and is also aligned with the Global Reporting Initiatives ("GRI") standards.

The report presents a detailed discussion of our approach to the areas of materiality using the TCFD framework under the four core elements: climate-related governance, strategy, risk management, metrics and targets.

As climate-related scenario analysis is an emerging practice and often assumptions, opinions and experiences are used to assess and understand the materiality of climate-related risks and opportunities to the business, there are limited external assurance standards available and hence, Yeo's is only able to provide internal assurance for the information in this Sustainability Report.



GROUP OVERVIEW

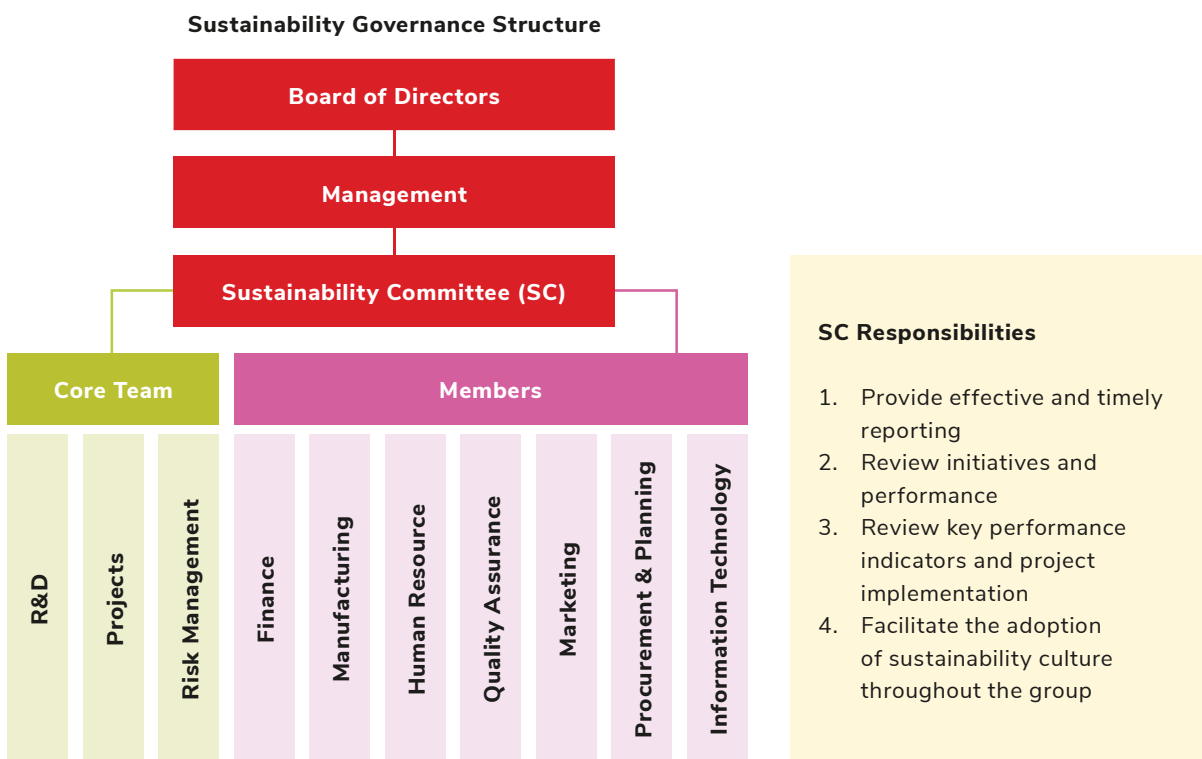
SUSTAINABILITY GOVERNANCE AND MANAGEMENT

At Yeo's, the Board of Directors has oversight of the Group's sustainability strategy. The Board's responsibilities include providing guidance on the material ESG factors that impact the Group's activities. In managing the sustainability strategy, the Board is assisted by the Sustainability Committee ("SC") which is headed by the Chief Research & Development Officer, who in turn reports to the management.

All the Directors have attended training on sustainability matters which was mandated by the SGX-ST with effect from 1 January 2022.

Reporting & Governance Structure

Yeo's SC is represented by members from major functions and provides the overall support to ensure that the sustainability work is communicated and well supported.



Stakeholder Engagement

Stakeholder engagement is key to our sustainability strategy, and we recognise that our actions can impact our stakeholders' assessment of our performance.

Our selection of stakeholders is determined by the influence, dependency, representation and proximity between the stakeholders and our businesses, as well as our responsibility towards them.

	Significance	Key Topics & Concerns	Engagement Platforms
Employees	Human capital is our most valuable asset, and we are committed to investing in the development of our people. We create a performance-led culture with learning opportunities where our people can develop and grow.	<ul style="list-style-type: none"> › Training and development › Health, safety and general well-being environment › Engaging employment experience › Career development 	<ul style="list-style-type: none"> › Orientation programmes › Staff communication via townhalls, intranet, circulars, newsletter and emails › Performance and career development reviews
Suppliers	Strong and effective relationships with our suppliers give our businesses strategic advantages, including better value. By effecting stringent procurement processes, we foster an ethical culture and comply with all legal requirements.	<ul style="list-style-type: none"> › Responsible business practices › Governance and compliance structure › Sustainable procurement 	<ul style="list-style-type: none"> › Face-to-face and/or virtual meetings › Email communication
Customers/Consumers	We are committed to keeping abreast of consumer trends and preferences, as well as research and development initiatives to continually improve our range of products to better meet consumers' needs for high quality, healthier and innovative offerings.	<ul style="list-style-type: none"> › Product quality › Understanding consumer needs › Innovation and creation 	<ul style="list-style-type: none"> › Corporate website › Social media channels › Product marketing promotions and campaigns
Government/Regulators/Activists	Governments and regulations can affect how businesses are run and create new challenges and opportunities for us. We keep a close eye on topics of concern to governments, regulatory bodies and activist groups wherever we operate. In our key markets, we also engage with the regulators regularly to understand their concerns and to provide our feedback.	<ul style="list-style-type: none"> › Compliance with laws and regulations › Opportunities for collaboration 	<ul style="list-style-type: none"> › Regulatory filings › Meetings and dialogues › Seminars and Conferences

	Significance	Key Topics & Concerns	Engagement Platforms
Investors	Our investors believe firmly that a sustainable business approach is important in creating long-term value for the company.	<ul style="list-style-type: none"> ➤ Relevant disclosure to shareholders ➤ Business strategy ➤ Economic and financial performance 	<ul style="list-style-type: none"> ➤ Annual general meeting ➤ Annual report ➤ Corporate website and communications ➤ Half-yearly reporting
Local Communities	As active members of our communities, we aim to contribute towards their continued well-being.	<ul style="list-style-type: none"> ➤ Sustainable development of our communities ➤ Supporting social needs and events 	<ul style="list-style-type: none"> ➤ Corporate social responsibility events

RISK MANAGEMENT AND STRATEGY

Yeo's adopts our Enterprise Risk Management ("ERM") framework by identifying specific risks, opportunities and putting in place strategies to address our materials risks. Our sustainability risk and materiality assessment is performed both from top-down and bottom-up approaches to understand the internal and external context of the risks that impacts our business strategy.

Internal context is the internal environment in which Yeo's seeks to achieve its objectives. The risk management process is aligned with Yeo's culture, processes and structure. Any internal areas within Yeo's that can influence the way in which Yeo's manages her risk are established.

External context (or external environment) in which Yeo's seeks to achieve its objectives is important in ensuring that external stakeholders, their objectives and concerns are considered when identifying our risks. The external context can include, but is not limited to:

- The cultural, political, legal, regulatory, financial, technological, economic, natural and competitive environment, whether international, national, regional or local;

- Key drivers and trends having impact on the objectives of Yeo's; and
- Perceptions and values of external stakeholders.

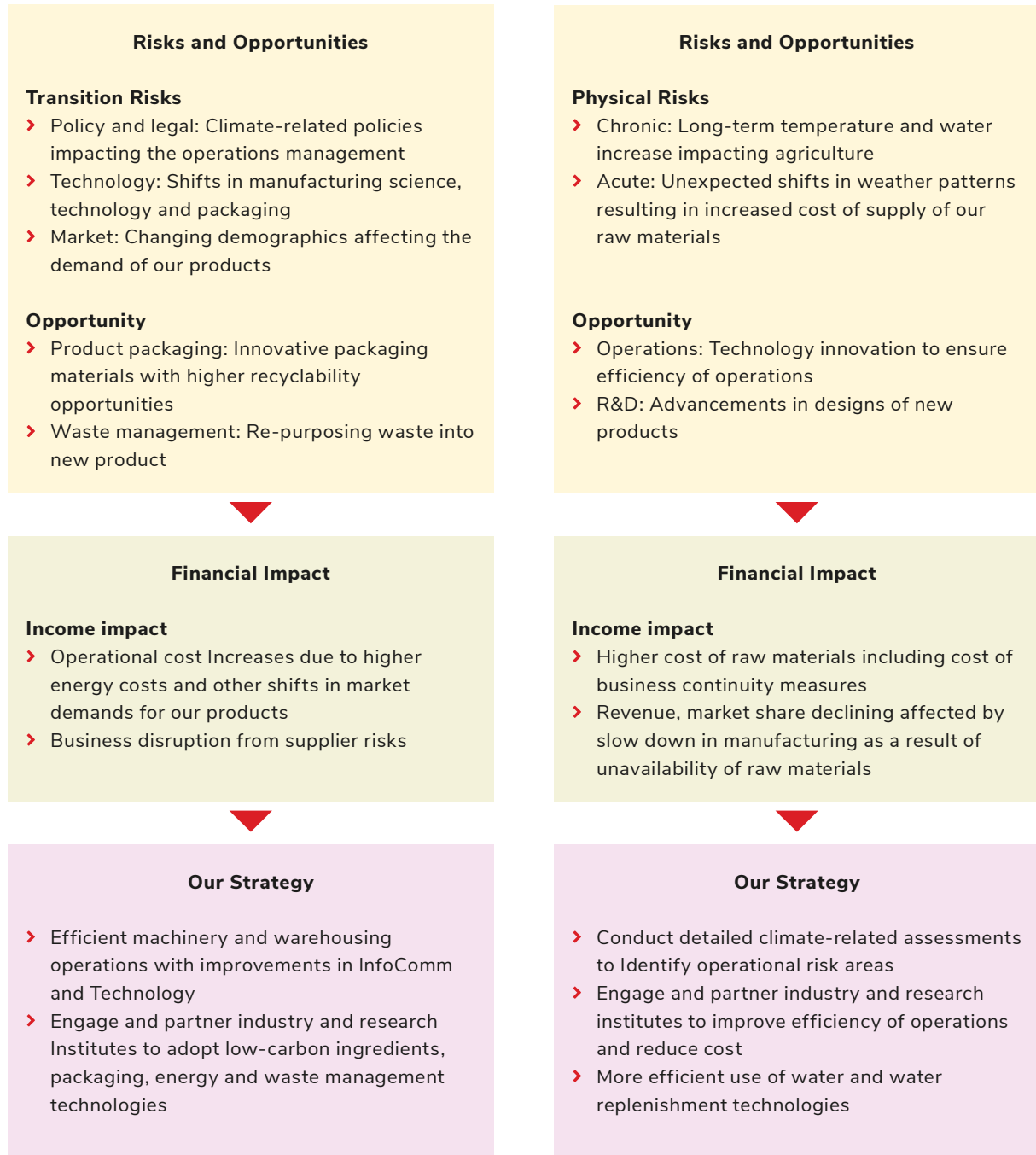
Our Audit & Risk Committee ("ARC") has oversight of our ERM processes and ensures that the systems of risk management and internal controls are being appropriately designed, implemented and closely monitored for its adequacy and effectiveness. Our key risk indicators are reported to the ARC on a quarterly basis, together with an annual review of the risk appetite and risk tolerance statements. At the end of each financial year, the Board receives assurance from the CEO and CFO that the risk management and internal control system is adequate and effective to address the risks from key material topics identified by the Group.

Yeo's takes a proactive and comprehensive approach to understand and assess the impacts of climate change on our business, which includes building resilience into our corporate strategy, sustainability initiatives and operations. We have performed risk assessments to identify events that can potentially disrupt our operations and have also put in place several opportunities to further mitigate our exposure to these material risks.

Transition risks are business-related risks that follow societal and economic shifts as we transit toward a low-carbon and more climate-friendly future. These risks may include policy and regulatory risks, technological risks, market risks, reputational risks, and legal risks.

Physical risks are risks resulting from physical effects of climate change and environmental degradation such as wildfires, storms, and floods.

Below summarises our climate-related risks and opportunities:



CLIMATE SCENARIO AND ANALYSIS

Transition risks	Low emissions 0 to +2°C	High emissions +2°C to +4°C
POLICY & LEGAL Action to reduce emission-intensive business activities	High Impact: <ul style="list-style-type: none"> › Increase of energy cost e.g., Singapore carbon tax from \$5/tCO₂e-\$80/tCO₂e by 2030 › Increase in regulatory compliance cost 	Low Impact: <ul style="list-style-type: none"> › Increase in regulatory compliance cost
TECHNOLOGY Development of emerging technology to support low carbon production and economy	Medium Impact: <ul style="list-style-type: none"> › Increase in investment on low carbon technology › No immediate or near-term material investments required 	Low Impact: <ul style="list-style-type: none"> › Leverage on zero or low-capex investment of low carbon technology e.g. Build-Operate-Transfer of solar photovoltaic panels
MARKET Shifts in demand and supply as consumers shifts to more sustainable products	High Impact: <ul style="list-style-type: none"> › Large percentage of consumers will prefer more sustainable products and packaging 	Low Impact: <ul style="list-style-type: none"> › Small percentage of consumers adopting more sustainable choices with limited supply and demand shifts

MATERIALITY ASSESSMENT

In our materiality assessment, we have identified 21 ESG topics that are relevant to us with the newest addition being Carbon Management. Of all the topics, we have assessed that six topics are material to our business based on the significance of the ESG factors; their impact on the business and the degree of influence they have on stakeholders' decision. The remaining of the ESG topics remain important and we will continue to build on them as part of our sustainability journey.

The 21 ESG topics are presented below with the six material topics highlighted in bold print.

Importance to Stakeholders	High		<ul style="list-style-type: none">› Occupational health & safety› Code of conduct› Emissions› Climate strategy› Energy management› Packaging and materials	<ul style="list-style-type: none">› Product quality & safety› Water management› Economic performance› Corporate governance	
			<ul style="list-style-type: none">› Product and service labelling› Diversity & equal opportunity	<ul style="list-style-type: none">› Carbon Management› Effluents and waste› Supply chain management› Raw material sourcing› Innovation management› Marketing and communications› Human capital development & training	
			<ul style="list-style-type: none">› Engagement with local communities› Biodiversity		
Low		Importance to Business			High

OUR MATERIALITY TOPICS

From the 21 ESG topics identified, our six shortlisted material topics are the key focus of our sustainability agenda and focus as they are the most relevant to the business. For the remaining 15 topics, we have re-assessed the materiality and several of the topics have become more important in the last financial year and we continue to build on them in the upcoming years of our sustainability journey.



SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals ("SDGs") are the blueprint by the United Nations to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice.

Our material topics are mapped to several SDGs, ensuring that our sustainability efforts are aligned to the broader goals of United Nations.

Yeo's Sustainability Thrusts	Related Material Topics	Related SDGs	Approach
Protecting Our Environment	Water Management		We are committed to seek innovative water management solutions – including water saving and recycling initiatives – as part of our overall water stewardship efforts and practices in our production facilities.
	Carbon Management		<p>We are committed to reduce our carbon footprint and committed to supplement existing energy use with renewable energy sources.</p> <p>We are constantly working with our suppliers to explore carbon reduction of our ingredients and packaging materials.</p>
Caring for Our People	Occupational Health and Safety		We place the utmost priority on maintaining a culture of safety amongst all our employees and enforce robust safety policies and practices to mitigate safety risks.
			We have safe management measures in place, to ensure that our employees work and stay safe during pandemic situations.
Caring For Our Consumers	Product Quality and Safety	 	In the Food and Beverage business, ensuring the food quality and safety is our top priority, and we have put in place stringent controls on our procurement and manufacturing processes to safeguard product quality and safety.
Leading Our Marketplace	Economic Performance		We believe in creating long term economic value for our investors and further distributing the economic value to other stakeholders including our employees through wages, government through taxes, investors through dividends, suppliers through purchases and communities through corporate social responsibility initiatives.
	Corporate Governance		<p>We maintain a strong corporate governance and control environment in order to operate as a responsible corporate entity with a focus on sustainability.</p> <p>We have zero tolerance for fraud, bribery, corruption and violation of laws and regulations.</p>

PROTECTING OUR ENVIRONMENT

Yeo's recognises that in the course of conducting our business, our company creates environmental impacts through water, energy, carbon emissions, resource consumption and waste. To reduce our impacts on the environment, our production plants and offices investigate and identifies ways to improve our manufacturing processes and optimise eco-efficiency. Throughout FY2022, we have implemented several efficiency improvement projects, and these are elaborated in the following sections: Water Management, Effluents and Waste, Energy and Carbon Management.

WATER MANAGEMENT

Water is used both as a vital ingredient for our products, as well as for several production processes such as cleaning and sanitizing in the food and beverage industry. As such, water is an important factor in our manufacturing business, and we constantly seek to achieve more efficient use of water and to innovate in water recycling methods.

Water Saving and Recycling

Water usage is the highest in the production function in our business and the aggregate production capacity of our Singapore and Malaysia factories constitutes more than 90% of the whole Group's production capacity. We continue to focus our efforts on water saving and recycling initiatives in these two locations to maximise their impact.

We also reduce our water footprint by putting recycled water to alternative uses, such as for our cooling towers and also for general cleaning and washing purposes. As a Group, our total water consumption and water intensity for FY2022 is as presented.

Notes:

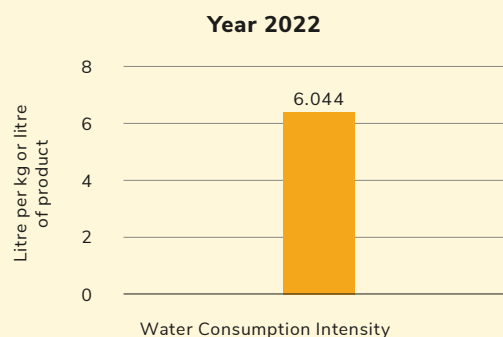
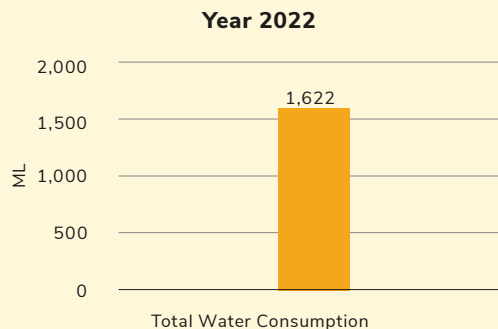
a. FY2022 is the base year for which we report Group water consumption and intensity

b. Data collected is based on the utilities bill/metering tracking for specific country and facilities



OUR TARGET FOR WATER REDUCTION:

Reduce water consumption by 10% (per unit of product) by Year 2026





Condensate Recovery System in Cambodia Plant

Cambodia Plant – Condensate Recovery System

The installation of the condensate recovery system is vital to support both the reduction in use of the heavy fuel oil for our boilers and also helps to increase the water recovery and reduces the volume of water used for the boiler system.

China Guangzhou Plant – Retort Low Energy Suction System (LESS)

In FY2022, we converted our retort set up from a traditional suction design to a LESS setup, which uses a low water level system.

As a result, 45% less water volume is required to be heated and cooled per process cycle, thus reducing the load on both the boiler and the cooling tower system.

EFFLUENTS AND WASTE

We are focused on achieving effective management and reduction of our waste, including the by-products generated from the manufacturing processes in our factories.

Reduce

We have expanded our tracking of waste to include information related to the packaging used in our products placed on the market in Singapore. This is in line with new mandatory packaging reporting framework requirements from Singapore's National Environment Agency ("NEA"). We target to reduce the amount of packaging used via various initiatives such as primary packaging weight optimisation, standardising secondary packaging – such as cartons and trays – dimensions, and rationalisation of label thickness dimensions. The learnings in Singapore will be shared with and rolled out to the rest of the Group as appropriate.



Completion of Retort Low Energy Suction System (LESS) in our China Guangzhou Plant

Reuse

From the production of our soymilk, we generate soya pulp residue, commonly known as Okara, as a by-product. Okara – which still contains nutrients such as dietary fibre, calcium, protein, carbohydrates and potassium – can also be used as animal feed or as natural fertilisers, which greatly improves the utilisation of waste materials, which would otherwise be dumped in landfills.

We are continuing with our trials with a world leading processing technology provider to extract the residual protein in Okara and to turn the waste into more meaningful use. This project has the potentials of reducing the waste that we produce.

Recycle

We recycle the cartons that we use, as well as plastic, aluminium and scrap metal from our manufacturing processes.

As part of Singapore's NEA's mandatory requirement for 3R Plans, Yeo's Singapore has submitted our 1st mandatory packaging data and 3R plans to NEA in FY2022 and we will be continuing to provide similar updates in FY2023. Our Group's waste data as follow:



Notes:

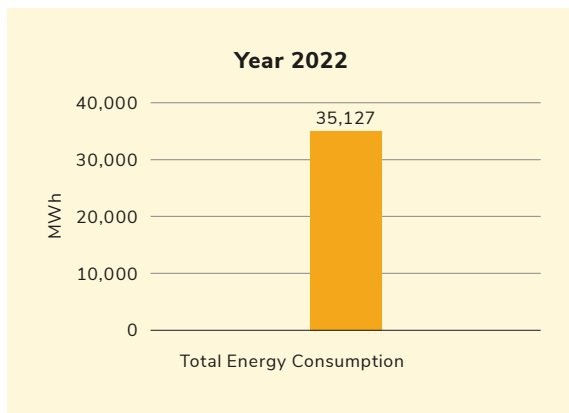
- a. FY2022 is the base year for which we report Group waste data.
- b. Data collected is based on the volume collected and sent for disposal at various plants.

ENERGY AND CARBON MANAGEMENT

Optimising Energy Usage


The use of energy contributes to a large percentage of our carbon emissions and for FY2022, Yeo's has been focusing on areas where we can optimise equipment efficiently. Apart from understanding our equipment performance, we also look at more efficient planning of our production cycles, to ensure that we have longer run cycles and cut down on energy (both electricity and water) to perform the necessary sanitisation and cleaning programmes.

Our Groups' energy consumption information is presented below:

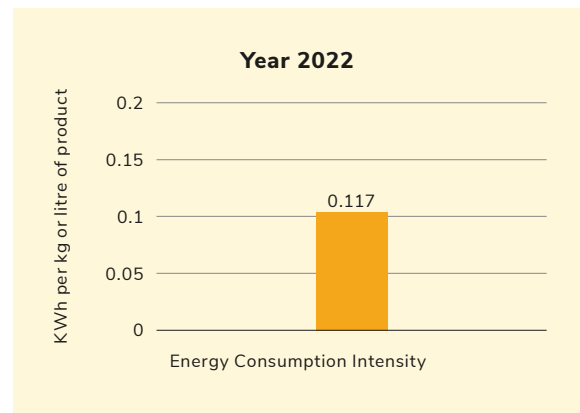


 **OUR TARGET FOR WASTE REDUCTION:**

100% of the beverage packaging used are recyclable by Year 2026

 **OUR TARGET FOR ENERGY REDUCTION:**

Reduce energy consumption by 5% (per unit of product) by Year 2026



Notes:

- a. FY2022 is the base year for which we report Group energy consumption and intensity
- b. Data collected is based on the metering tracking for specific country and plants



Light Fuel Oil boilers at our Ipoh Plant

Ipoh Plant – Conversion of Light Fuel Oil to Natural Gas Boiler

Ipoh plant has successfully converted all light fuel oil boilers to natural gas boilers and this is a significant move for our boiler conversion programmes as the use of natural gas boilers are more environmentally friendly and also provides utility savings for the plant.

GREEN HOUSE GASES (“GHG”)

As a responsible manufacturer, Yeo's is committed to reducing GHG and play our part in reducing emission of GHG. Notwithstanding the inclusion of more renewable energy sources as our intake energy source, we are also exploring other sources of renewable energy to supplement our current source of electrical energy which are largely from incoming gas-fired and coal-fired energy (country-dependent).

The increased use of data in our manufacturing processes allows us to further understand our key energy constraints so that we can put in place the necessary tools to minimise GHG.

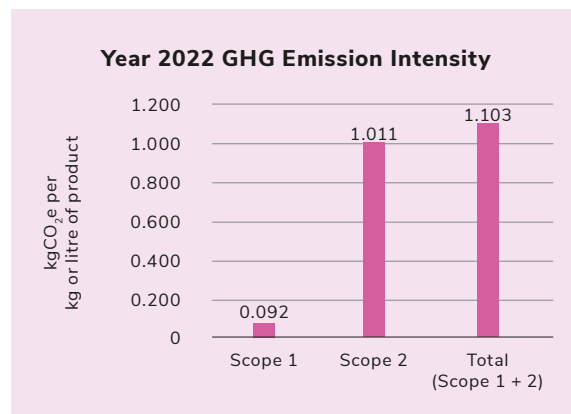
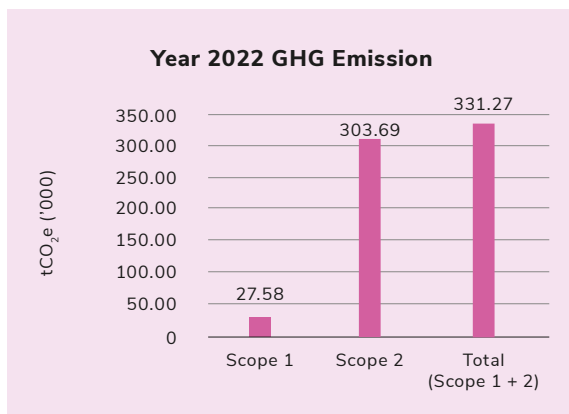
We are pleased to report that we have completed our baseline study of our Scope 1 and 2 GHG emissions and have correspondingly set targets to reduce GHG for our operations.

The corresponding Scope 1 & 2 GHG emissions by are presented.



**OUR TARGET FOR
EMISSION REDUCTION:**

**Reduce Scope 1 & 2
emissions by 10%
(per unit of product)
by Year 2026**



Notes:

a. FY2022 is the base year for our Scope 1 & 2 carbon emissions.

b. tCO₂e calculations is based on the Greenhouse Gas Protocol's calculation tool.

China Guangzhou Plant – Solar Photovoltaic Panels

Our China plant in Guangzhou has completed the installation of solar photovoltaic panels in August 2022 and the solar panels provides a total of 1,280kWp capacity and we expect up to 1,100 tonnes of CO₂e reduction annually.

Singapore Senoko Plant – Solar Photovoltaic Panels

Singapore's Senoko Plant started the cabling works for the solar PV panels in Q4 FY2022 and we expect that the solar PV panels will be operational by H1 FY2023. The system with 800kWp generating capacity will help to reduce energy offtake from the grid by utilising renewable energy for our daily operations and is expected to provide a carbon reduction of up to 450 tonnes of CO₂e annually.

USE OF ENERGY EFFICIENT EQUIPMENT

We are constantly in search for more energy efficient equipment for our manufacturing and office operations.

Singapore Senoko Plant – Office LED Lights

Our warehouse and manufacturing facilities are currently all outfitted with LED lights and we have started to replace non-LED lightings in our Singapore offices to more efficient LED lights which can further help to reduce energy costs. Wherever possible, we continue to explore the use of motion sensor LED lights for areas which has less footfall to further reduce electricity usage.



Solar Photovoltaic Panels in China Guangzhou Plant

CARING FOR OUR PEOPLE

OUR PEOPLE, OUR GREATEST ASSET

Sustainability is an integral part of our business continuity strategy through our legacy and as manifested in our Core Value. Guided by our Core Value, we consistently prioritize the development of our people, the key to our future success. We value employee engagement as the key to unleashing the full potential of our people with their strong motivation, autonomy and desire to grow. Their dedication, knowledge and performance are key to driving our business and strategies.

We embrace excellence and innovation in our business, where our people work as ONE team. We exhibit honesty and fairness, and focus on our staff and customers to earn their loyalty. Pride, passion, hard work and dedication forms the overall hallmarks of our people.

Given our diverse and broad markets coverage, we continue to invest in creating an inclusive workplace for everyone from different backgrounds and we nurture workplace diversity in all respects of our business, from recruitment to career development.

Our approach to developing human capital and retaining talent is characterised by our three core principles:

- (i) We adopt fair labour practices and have zero tolerance towards discrimination;
- (ii) We invest in the training and development of our employees to enhance their competencies; and
- (iii) We provide our employees a safe and conducive working environment for them to excel in their respective fields.



Yeo's does not discriminate any applicant based on their age, gender, race, religion or nationality. We are committed to ensuring fair labour practices, diversity and inclusion in all our factories and offices. On gender diversity, given the nature of the work in our industry in which a substantial portion of our work force are deployed in the manufacturing and supply chain operations, the gender balance tends to weigh stronger on the males. As of December 2022, Yeo's has over 1781 employees across the regions we operate with the majority of employees between the ages of 30-50 years old.

Our employee profile for 2022 is presented below:

Gender Diversity	Current employees by Gender (%):	2022
	(a) Male	68.84
	(b) Female	31.16
	New hires by Gender (%):	
	(a) Male	64.95
	(b) Female	35.05
	Turnover by Gender (%):	
	(a) Male	67.99
Employment		2022
	(a) Total turnover (Number)	403
	(b) Rate of turnover (%)	22.63
	(c) Total number of employees	1,781

In Singapore, Yeo's is a member of the Singapore National Employers Federation ("SNEF"), Singapore Manufacturing Federation ("SMF") and the Food, Drinks and Allied Workers Union Singapore ("FDAWU"). In Malaysia, we are associated with the Malaysian Employers Federation ("MEF"), Federation of Malaysian Manufacturers ("FMM"), and Food Industry Employees' Union ("FIEU").

As active members of unions and associations, Yeo's Group ensures compliance with applicable laws and regulations and maintains regular dialogues with the various stakeholders to build constructive and harmonious relationships.

HUMAN CAPITAL DEVELOPMENT AND TRAINING

At the core of our business strategy is the commitment to enable our people to be the best they can be. We want to enhance the competencies of our staff and strengthen their capabilities in meeting job requirements, improve work performance and achieve business results.

Our focus is on building future-ready staff and fostering a growth mind-set while empowering all staff to take charge of their learning journey.

Age-Based Diversity	Existing employee by age groups (%):	2022
	(a) Under 30 years old	22.07
	(b) Between 30-50 years old	61.99
	(c) Above 50 years old	15.95
	New hires by age groups (%):	
	(a) Under 30 years old	40.21
	(b) Between 30-50 years old	56.70
	(c) Above 50 years old	3.09
	Employee turnover by age groups (%):	
	(a) Under 30 years old	34.24
	(b) Between 30-50 years old	52.36
	(c) Above 50 years old	13.40

We encourage continuous learning to ensure our people keep up with the market-best training practices and also believe that driving capability building around technical and soft skills is key. This includes scheduled classroom learnings, condensed e-learning modules, and on-the-job training ("OJT").

Core Value Workshop

In 2022, Yeo's refreshed our core values and to share importance of these values, 22 sessions of the core value workshops were conducted to share the refreshed core values. A total of 526 executive staff attended over a total of 22 sessions of the workshop. Below are pictures workshop.



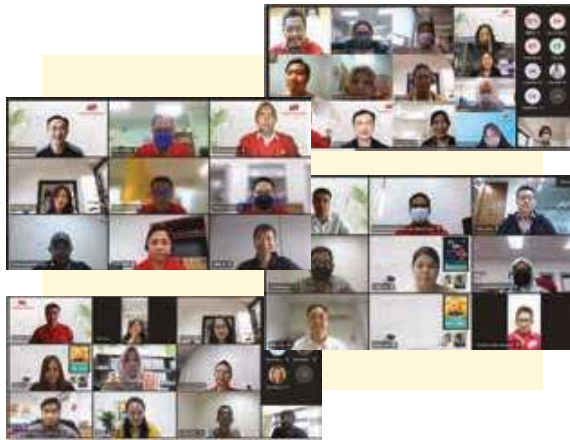
Core Value Workshop Training

Virtual Developmental Module Training (DMT)

Continuing from the work from the DMT in Q3FY2021, Group Learning & Development continues with the DMT in FY2022. The DMT aims to enhance the general skills development of employees, to better equip employees with the skills and technical knowledge so that they can be more efficient and effective. The training contents are specifically designed to offer an overview of a certain modules (Effective Habits, Problem Solving, Communication, Customer Focus, Microsoft Excel – Intermediate and Leadership), therefore, allowing employees to gain key principles learned out of the training and apply them in the workplace. A total of 352 employees attended over 20 sessions.



Virtual DMT Training



ISME Training

Internal Subject Matter Expert Training (ISME)

Our employees also benefited from ISME trainings where staff has the opportunity to learn from internal areas of expertise on Microsoft Power Query, Enterprise Risk Management, Contract Law, Personal Data Protection Act, Code of Conduct and Whistleblowing.

Specialised customized trainings were designed for all employees to learn something out of their usual work scope, so that they can appreciate and understand other general knowledge that may be important for their work. In total, 1,391 employees attended a total of 2,365.5 hrs of ISME training in FY2022.

Self-Help Online Ready E-Learning (SHORE)

Self-Help Online Ready E-Learning program is a learning initiative that supports our colleagues in their self-learning. The contents are specially sourced and curated to meet the demands of modern-day professions. The E-Learnings are pre-recorded, broken down into different modules and made available online, so that employees are able to take up the learning at their own place without disrupting daily activities.

Our FY2022 training statistics are below:

	2022	
	(a) Average training hours per employee (Total)	14.46
	(b) Average training hours per employee (Male)	13.50
Development & Training	(c) Average training hours per employee (Female)	16.57

OCCUPATIONAL HEALTH AND SAFETY

Safety risks are inherent in workplaces and will be relatively higher in manufacturing and supply chain functions where plant and machineries are operated. Maintaining a safe working environment allows our employees to work with peace of mind, improve their work and contribute to the sustainability of our workforce.

Accordingly, we place the utmost priority on maintaining a culture of safety amongst all our employees and enforce robust safety policies and practices to mitigate safety risks.

Throughout FY2022 our employees attended numerous safety-related trainings, seminars, and awareness programmes with aim to improve the safety culture and awareness of all who work at Yeo's. These awareness programs that were organised includes Safety Day, Safety Poster Competition, Safety Quiz, Safety Photography competition etc.

In addition, Yeo's also recognised and awarded staff who performed well or contributed to workplace safety improvements. The recognition and awards like Safety Champion, Top reporting(by staff) of unsafe condition, contribution of safety improvement ideas helps us to build up Yeo's safety culture and mindset.

Our safety statistics are presented below:

Employee Occupational Health & Safety	Fatalities	2022
	(a) Number of Cases	0
	(b) Rate of Case	0
	High-consequence injuries:	
	(a) Number of Cases	0
	(b) Rate of Case	0
	Recordable injuries:	
	(a) Number of Cases	11
	(b) Rate of Case (per 1000 staff)*	6.18
	Recordable work-related ill health cases	1
Non-Employee Occupational Health & Safety	Fatalities	2022
	(a) Number of Cases	0
	(b) Rate of Case	0
	High-consequence injuries:	
	(a) Number of Cases	0
	(b) Rate of Case	0
	Recordable injuries:	
	(a) Number of Cases	1
	(b) Rate of Case	Insignificant ^a
	Recordable work-related ill health cases	1

*As our main production operations are in Peninsula Malaysia, we have followed Malaysia's Department of Occupational Safety & Health's definition of incident rate.

^aInsignificant as the number of non-staff entering our premises is large.



**OUR TARGET FOR
OCCUPATIONAL
HEALTH & SAFETY:**

**Zero work-related
injuries and illnesses**

All accident cases are thoroughly reviewed, with root cause analysis ("RCA") conducted. Respective plants/offices have put in place the necessary corrective and preventive controls and have further conducted necessary safety trainings and briefings on past accidents, to mitigate likelihood of recurrence of similar accidents.

Regular inspections are also carried out at our plants to ensure strict compliance to Occupational Health and Safety regulations. These inspections, coupled with awareness and training sessions during the year, ensure the continued vigilance of our employees on Environment, Health and Safety ("EHS") matters.

In 2022, we have completed 5,242 hours (2021: 2,705 hours) of safety training and the Group will continue the intensity of these sessions and also reinforce EHS messages through e-learning.

To continuously remind our employees and contractors on work safety, our safety slogan – "All Accidents are Preventable" and "Safety First" – will continue to be displayed in prominent locations in all our factories and offices to promote a culture of "Zero tolerance to workplace injuries and illnesses".

To continuously monitor and drive safety performance, we hold monthly safety committee meetings to review performance, discuss any violations and propose improvements. These meetings are attended by functional representatives from production, maintenance, warehouse and logistics, human resource, quality assurance and risk management departments.

Our persistence and pursuit for safety excellence are recognised in the marketplace. In Singapore, we continue to be certified bizSAFE Level 3 by Workplace Safety and Health Council. This is a recognition of our strong commitment to workplace health and safety, which also provides our customers the assurance that we consistently meet stringent safety requirements.

CARING FOR OUR CONSUMERS

PRODUCT QUALITY AND SAFETY

At the heart of our food and beverage business, the establishment of safe, healthy and quality products is our top priority. We appreciate the complexities in the food and beverage value chain and the risk of quality mishaps that could potentially occur during the sourcing, manufacturing, storage and delivery of our products. We continue to maintain high standard quality through regular internal process audit, GMP audit and food safety audit to ensure product safety compliance.

Stringent Controls on Procurement and Manufacturing

We do not compromise on the quality of ingredients that we use for our products. Our ingredients are sourced from responsible suppliers who take the necessary precautions in supplying us good quality and safe-for-consumption ingredients. We ensure raw materials from our suppliers meets our specifications through rigorous testing and qualification audit, which includes and not limited to sensory tests and trial runs. Our direct packaging materials sourced from suppliers also go through equally rigorous testing and validations. We ensure our customers receive our products in uncompromised condition by ensuring we validate and conduct qualifications such as manufacturing line trials and transportation trials, before being used for production runs. As part of our receiving procedures for direct materials and ingredients, we conduct batch samplings and testing to ensure that they meet our quality requirements, specifications as well as the local regulatory food safety standards.

Across all our factories, we enforce stringent quality control in our manufacturing processes, and we have continuously improved our processes and held ourselves to the highest standards of food and beverage production over the years.

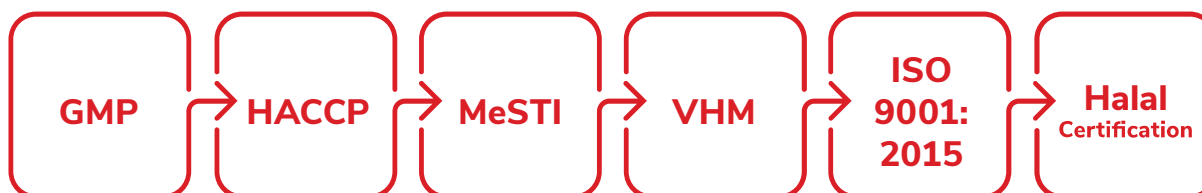
We are a member of the Singapore Food Manufacturers' Association ("SFMA") and have voluntarily adopted the best practices as required by the Good Manufacturing Practices ("GMP") certification for the food manufacturing industry. The GMP certification scheme verifies and certifies that Yeo's complies with the basic manufacturing practices and prerequisites for the implementation of an effective Hazard Analysis and Critical Control Points ("HACCP") food safety programme. This HACCP certification is renewed every 3 years.

In Malaysia, we hold the Makanan Selamat Tanggungjawab Industri ("MeSTI") certification for compliance with a full spectrum of basic hygiene requirement, which focuses on operation control, hygiene and maintenance, traceability and record keeping. Furthermore, our Shah Alam factory has been approved by the Department of Veterinary Services, Malaysia with Veterinary Health Mark ("VHM") certificate for meat, egg and milk products.

In China, we have a quality management system in place that utilizes international best practices to standardize our processes and system using the ISO 9001:2015 standard to ensure consistently produce products and services that meet and exceed consumer's expectations.

As a copacker for Oatly in Singapore, we achieved highest level in food safety pyramid with Global Food Safety Initiative ("GFSI") recognized schemes and our Oatly lines in Singapore are British Retail Consortium Global Standards ("BRCGS") certified.

Separately, we also provide the necessary training and enforce checking to maintain the Halal certifications in our factories. There are different Halal certification agencies and authorities in different countries, and it is important to meet their specific requirements and understand the acceptance of these certifications in different markets.



When it comes to the quality and safety of our products, we spare no efforts in ensuring that they are safe for consumption. With our constant focus on product quality and safety, the Group has zero product recalls in 2022.

Our statistics for food recall:

		2022
Food Recall		
	Number of Product recall incidents	0 (since 2017)



**OUR TARGET FOR
FOOD RECALL:**

**Zero incidents of product
trade recall due to
safety issues for YHS'
manufactured products**

Producing High Quality and Healthy Products

With a rich history of more than 120 years in food and beverage manufacturing, Yeo's pride ourselves as a brand with purpose, nourishing every home with natural goodness across generations.

While food safety and great taste are important pillars of our product quality, we also strive to deliver key attributes of quality with better health proposition in terms of functional benefits, natural ingredients and lowered sugar or calories. Our relentless efforts to stay in the forefront of competition, and injecting newness and innovations in our product development, while satisfying the taste buds of our consumers.

We work closely with government agencies in Singapore and Malaysia to support the nationwide drives to encourage healthier living and adopting sensible food habits by reducing daily sugar consumption. We have partnered the Health Promotion Board ("HPB") in Singapore and have reformulated more than 90% of our products to meet <5% sugar content.

Likewise, in Malaysia, we have reformulated all Yeo's beverages sold in Malaysia to below 5 grams of sugar per 100 milliliters in support of the government's initiative to raise public awareness and education to fight obesity and encourage healthy living amongst Malaysians.

We are constantly reformulating our recipe to reduce the sugar content while maintaining the great taste in our products so that our consumers can continue to enjoy the drinking experience while pursuing healthier lifestyles. Recent product harmonisation across the various markets enabled the company to increase procurement efficiency while streamlining our resource planning. As a Group, 88% of our drinks are now below 5 grams of sugar per 100 millimeters.

Besides the current product range with lower sugar content, we have also prioritised health benefits in the innovation and development of new products. Yeo's will continue to stay relevant and serve to nourish every generation of consumers with our products, delighting our consumers with more delicious and healthier offerings to grow our brand proposition across the regions.

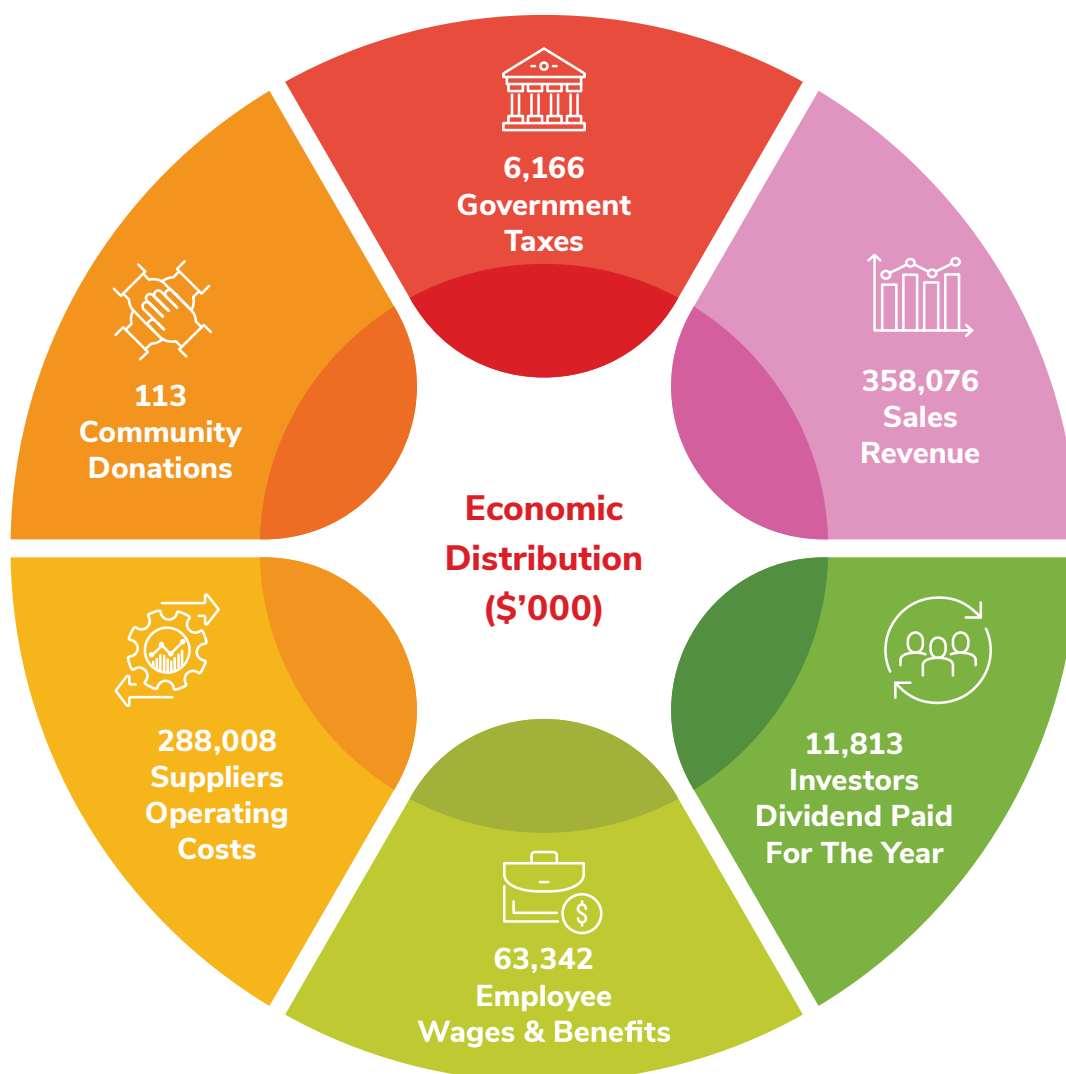
LEADING OUR MARKETPLACE

ECONOMIC PERFORMANCE

We believe in creating long term economic value for our investors and further distributing the economic value to other stakeholders including our employees through wages, government through taxes, investors through dividends, suppliers through purchases, and communities through corporate social responsibility initiatives.

We strive to improve our economic performance and play a larger role in the development and well-being of our stakeholders.

Our economic value generated and distributed in 2022 (in S\$'000) is as shown.



Further details of the Group's economic performance can be found in the Financial Statements section of the 2022 Annual Report.

CORPORATE SOCIAL RESPONSIBILITY

Yeo's believes it is our responsibility and privilege to serve the communities we operate in, and we are committed to distributing part of the economic value we generate back to the communities. As part of our staff engagement initiatives, we actively involve our people through volunteerism in our corporate social responsibility ("CSR") projects and we encourage our people to participate in at least one community engagement event organised by or supported by the Group.

In 2022, our employees from various volunteered for various initiatives and below are CSR events and activities that were undertaken in Year 2022.

Cambodia: A Million Cans to Build a Dream

A Million Cans to Build a Dream is about giving back to the community and supporting those in need. Yeo's believes that every child should receive an education, but for children born into underprivileged families like the ones living in the former Steung Meanchey landfill, they have no opportunity to get an education.

In an effort to change the future of the Cambodian children, Yeo's Cambodia donated USD\$50,000.00 and launched the "A Million Cans to Build a Dream" campaign, in collaboration with the Cambodian

Children's Fund ("CCF"), to build a kindergarten to help underprivileged children finding their new future through education. With the new kindergarten at Steung Meanchey, the children can strengthen their leadership and unleash their potential, becoming great individuals for their families, nations, as well as role models for the next generations.

Yeo's Kindergarten, built under the "A Million Cans to Build a Dream" campaign by Yeo's Cambodia in collaboration with the CCF, was officially opened on 24 November 2022. Below are the pictures of the official grand opening.



Grand Official Opening of the Yeo's kindergarten



From RHS Front Row: Ozgur Simsek (Managing Director Emerging Market), Scott Neeson, Founder and Executive Director of Cambodian Children's Fund (CCF), and Senior Cambodian Cabinet member



Yeo's employees and beneficiaries of the Yeo's Kindergarten

Indonesia: Support for Cianjur residents after Earthquake in West Java. Indonesia

On 21 November 2022, the town of Cianjur in West Java was struck by a magnitude 5.6 earthquake with many communities cut off by aftereffects of landslides and many also lost access to essential services. Our Yeo's colleagues in Indonesia came together to help the victims of the earthquake by providing the victims 500 cartons of beverages.



Yeo's Indonesian employees supporting the distribution of beverages to victims of the Cianjur Earthquake in West Java, Indonesia



Yeo's China donating beverages to Police Stations and quarantine hotels in Guangzhou, China

China: Support for front-line Police Stations and quarantine hotels in Guangzhou, China

As part of Yeo's China support for the front-line Police Officers and staff in the quarantine hotels in Guangzhou, Yeo's China donated a total of 500 cartons of beverages to police stations and quarantine hotels.

Hong Kong: Launch of Summer Programme by Sino Group and Ng Teng Fong Charitable Foundation ("NTFCF")

In July 2022, Sino Group, led by our Chairman Mr Daryl Ng launched the Summer Programme and in collaboration with the NTFCF, distributed 3,000 cans of chilled Yeo's beverages on the streets to people living in Shamshuipo, Hong Kong to help them stay hydrated amid the high temperatures. In addition, 200,000 cans of Yeo's beverages were also distributed to people living in sub-divided units in the area.



Yeo's Group Chairman Daryl Ng distributing drinks to Charitable Organisations in Shamshuipo, Hong Kong

Malaysia: Sponsorship of beverages and food products for various initiatives

In Year 2022, Malaysia sponsored 1,660 cartons of Yeo's beverage and food products to various initiatives. This includes four FAMINE 30 DIY events (a global world youth movement against hunger and poverty) Camp events that involved 850 students where participants give up solid food for 30 consecutive hours to raise funds for children in need.

Our Malaysia units also worked with NGOs to support primary schools in their "Super Breakfast" program and supported various government agency events like Sports Day, Family Day and Blood Donation drives.

Moving forward, we will continue to do more to serve the communities we operate in either through volunteering or contributing in the form of donations. We also hope to nurture our people to become caring individuals who will contribute actively back to the society.

CORPORATE GOVERNANCE

As a good and responsible corporate citizen, Yeo's operates its business with a strong emphasis on sustainability and under established and compliant corporate governance practices. For more than ten years, Yeo's has been disclosing our corporate governance practices as well as principles in our Report on Corporate Governance, and continuously seeks to enhance the transparency and robustness of our governance practices and controls.

The Group has an established system of risk management and internal controls to safeguard our shareholders' interests and the Group's assets. The Board has primary responsibility over the governance of risk, with oversight from the Audit & Risk Committee to ensure that the risk management system and internal controls are properly designed, implemented and closely monitored for adequacy and effectiveness.

The Group has in place policies on Code of Conduct and Whistleblowing and complies with SGX mainboard rules on Dealing in Securities to mitigate the risks of fraud, corruption and misconduct involving employees. In line with one of our core values, namely Integrity, we also have a zero-tolerance policy for corruption and fraud, which applies not only to corrupt business practices, but also extends to fraudulent financial reporting as well as sustainability reporting.



Participants of 2022 Taylor's Chinese Society's 30 Hour Famine D.I.Y. in Malaysia



Participants of 8-Hour Kidsz Famine – Light Up Love DIY Camp in Malaysia

The Company continues to be recognized for its efforts in upholding high standards of corporate governance as follows:

- Under the Singapore Governance and Transparency Index, Yeo's moved up to 49th position in 2022 (71st in 2021 & 191st in 2020) on the timeliness, accessibility and transparency of their financial results announcements along with corporate governance disclosures and practices;
- The Company continues to be in Singapore Exchange ("SGX") Regulations' Fast Track Programme, which recognises the efforts and achievements of listed issuers that have upheld high standards of corporate governance and maintained a good compliance track record; and
- The Company won the Most Transparent Company Award 2022 (Consumer Staples) at the Securities Investors Association (Singapore) ("SIAS") Investors' Choice Awards 2022. The award recognises public listed companies that are transparent in their timely disclosure of information, and which facilitate shareholders' rights and equitable treatment so as to help investors make informed decisions.

GRI Content Index

Disclosure Number	Disclosure Title	Page Reference
GRI 2: GENERAL DISCLOSURE 2021		
1.	The Organisation and its reporting practices	
2-1	Organisational details	FS Note 1 – General Information
2-2	Entities included in the organisations sustainability reporting	FS Note 39 – Listing of significant companies in the group
2-3	Reporting period. Frequency and contact point	SR 2022
2-4	Restatements of information	N/A
2-5	External assurance	Internal assurance obtained Pg 87
2.	Activities and workers	
2-6	Activities, value chain and other business relationships	FS Note 36 – Segment information
2-7	Employees	SR – Caring for our people
2-8	Workers who are not employees	N/A
3.	Governance	
2-9	Governance structure and composition	SR – Sustainability management
2-10	Nomination and selection of the highest governance body	SR – Sustainability management
2-11	Chair of the highest governance body	SR – Sustainability management
2-12	Role of the highest governance body in overseeing the management of impacts	SR – Sustainability management
2-13	Delegation of responsibility for managing impacts	SR – Sustainability management
2-14	Role of the highest governance body in sustainability reporting	SR – Sustainability management
2-15	Conflicts of interest	SR – Sustainability management
2-16	Communication of critical concerns	SR – Stakeholder engagement
2-17	Collective knowledge of the highest governance body	SR – Sustainability management
2-18	Evaluation of the performance of the highest governance body	SR – Sustainability management
2-19	Remuneration policies	CG – Remuneration Matters
2-20	Process to determine remuneration	CG – Remuneration Matters
2-21	Annual total compensation ratio	CG – Remuneration Matters

Disclosure Number	Disclosure Title	Page Reference
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	SR – Sustainability at the forefront
2-23	Policy commitments	SR – Sustainability management
2-24	Embedding policy commitments	SR – Sustainability management
2-25	Process to remediate negative impacts	SR – Corporate Governance
2-26	Mechanisms for seeking advice and raising concerns	SR – Corporate Governance
2-27	Compliance with laws and regulations	SR – Corporate Governance
2-28	Membership associations	SR – Caring for our people, Caring for our consumers
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	SR – Stakeholder engagement
2-30	Collective bargaining agreements	SR – Caring for our people
GRI 3: MATERIAL TOPICS 2021		
Disclosures on material topics		
3-1	Process to determine material topics	SR – Materiality assessment
3-2	List of material topics	SR – Materiality assessment
3-3	Management of material topics	SR – Protecting our environment SR – Caring for our people SR – Caring for our consumers SR – Leading our marketplace

AR: Annual Report 2022
FS: Financial Statement 2022
SR: Sustainability Report 2022

PERFORMANCE SUMMARY

1. Environmental

Topic	Metric	Framework Alignment	Unit	FY2022
Greenhouse Gas Emissions ("GHG")	Absolute emissions by:			
	(a) Total emissions	GRI 305-1, GRI 305-2	tCO ₂ e	331,269
	(b) Total Scope 1	GRI 305-1	tCO ₂ e	27,575
	(b) Scope 2	GRI 305-2	tCO ₂ e	303,694
	(c) Scope 3, if appropriate	NA	NA	NA
	Emission intensities by:			
	(a) Total emissions intensity	GRI 305-4	kgCO ₂ e per kg or litre of product	0.092
	(b) Scope 1,			1.011
	(b) Scope 2;			1.103
	(c) Scope 3, if appropriate	NA	NA	NA
Energy Consumption	Total energy consumption	GRI 302-1	MWh	35,127
	Energy consumption intensity	GRI 302-3	kWh per kg or litre or product	0.117
Water Consumption	Total water consumption	GRI 303-5	ML	1,622
	Water consumption intensity	SASB FB-NB-140a.1	litre per kg or litre or product	6.044
Waste Generation	Total waste generated			
	a. Non-Hazardous	GRI 306-3	tonnes	6,479.64
	b. Hazardous			2.8325

2. Social

Topic	Metric	Framework Alignment	Unit	FY2022
Gender Diversity	Current employees by gender:	GRI 405-1	Percentage (%)	
	(a) Male			68.84
	(b) Female			31.16
	New hires by gender:	GRI 401-1		
	(a) Male			64.95
	(b) Female			35.05
	Turnover by gender:			
	(a) Male			67.99
	(b) Female			32.01
Age-Based Diversity	Existing employees by age groups:	GRI 401-1	Percentage (%)	
	(a) under 30 years old			22.07
	(b) 30-50 years old			61.99
	(c) over 50 years old			15.95
	New hires by age groups:	GRI 401-1	Percentage (%)	
	(a) under 30 years old			40.21
	(b) 30-50 years old			56.70
	(c) over 50 years old			3.09
	Employee turnover by age groups:			
	(a) under 30 years old			34.24
	(b) 30-50 years old			52.36
	(c) over 50 years old			13.40
Employment	Total turnover	GRI 401-1	Number	403
	Rate of turnover		Percentage (%)	22.63
	Total number of employees	NA	Number	1,781
Development & Training	Average training hours per employee	GRI 404-1	Hours/No. of employees	14.46
	Average training hours per employee by gender:	GRI 404-1	Hours/No. of employees	
	(a) Male			13.5
	(b) Female			16.57

2. Social (cont'd)

Topic	Metric	Framework Alignment	Unit	FY2022
Occupational Health & Safety (FOR STAFF)	Fatalities	GRI 403-9		
	(a) Number of Cases		Number of cases	0
	(b) Rate of Case		Rate of Cases	0
	High-consequence injuries			
	(a) Number of Cases		Number of cases	0
	(b) Rate of Case		Rate of Cases	0
	Recordable injuries	GRI 403-10		
	(a) Number of Cases		Number of cases	11
	(b) Rate of Case		Rate of Cases	6.18 (per 1000 staff)
	Recordable work-related ill health cases		Number of cases	1
Occupational Health & Safety (FOR NON-STAFF)	Fatalities	GRI 403-9		
	(a) Number of Cases		Number of cases	0
	(b) Rate of Case		Rate of Cases	0
	High-consequence injuries			
	(a) Number of Cases		Number of cases	0
	(b) Rate of Case		Rate of Cases	0
	Recordable injuries	GRI 403-10		
	(a) Number of Cases		Number of cases	1
	(b) Rate of Case		Rate of Cases	Insignificant
	Recordable work-related ill health cases		Number of cases	1

3. Governance

Topic	Metric	Framework Alignment	Unit	FY2022
Board Composition	Board Members			
	a. Independent	GRI 2-9	Percentage (%)	60
	b. Non-Independent			40
	Women on the board	GRI 2-9	Percentage (%)	30
Management Diversity	Women in the management team	GRI 2-9	Percentage (%)	25
Ethical Behaviour	(a) Total Number of Operations assessed for corruption risks	GRI 205-1	Discussion and number of standards	Refer to section on risk management and control systems on pg 43-44
	(b) Significant risk identified through risk assessment			
	Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to:			
	(a) Total Number	GRI 205-2	Number	7 (Singapore) 2 (Hong Kong) 1 (Malaysia)
	(b) Percentage		%	100
	Total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to:			
	(a) Total Number		Number	819
	(b) Percentage		%	46.06
	Total number and percentage of business partners that the organisation's anti-corruption policies and procedures have been communicated to			
	(a) Total Number		Number	582 (Malaysia) 289 (Singapore) 27 (Cambodia) 17 (China)
	(b) Percentage		%	100
	Total number and percentage of governance body members that have received training on anti-corruption			
	(a) Total Number		Number	10
	(b) Percentage		%	100

3. Governance (cont'd)

Topic	Metric	Framework Alignment	Unit	FY2022
Ethical Behaviour (cont'd)	Total number and percentage of employees that received anti-corruption training			
	(a) Total number		Number	1,002
	(b) Percentage		%	56.36
	(a) Number & Nature of confirmed incidents of corruption	GRI 205-3	Number	0
	(b) Total number of confirmed incidents in which employees were dismissed or disciplined for corruption			0
	(c) Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption			0
	(d) Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases			0
Certifications	List of relevant certifications	–	List	Nil
Alignment with Frameworks	Alignment with frameworks and disclosure practices	–	–	TCFD, GRI & SDGs
Assurance	Assurance of sustainability report	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6	–	Internal Assurance

INTERNAL ASSURANCE

Group Internal Audit conducts internal audit reviews in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors. Group Internal Audit has incorporated sustainability reporting into its audit cycle, which may span one or a few years in accordance with risk-based planning, as approved by the Audit and Risk Committee. The internal assurance review focuses on the design of and compliance with policies, processes and internal controls to ensure the quality of data produced.

ABOUT THIS REPORT

This report has been prepared in accordance with the framework recommended by the Task Force on Climate-related Financial Disclosures ("TCFD") and is also aligned with the requirements of Global Reporting Initiatives ("GRI") standards.

Unless otherwise stated, the information represents that of the Group.

