



Thriving Towards The Future

Sustainability Report 2021

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1. Highlights

1.1 Corporate profile

Yamada Green Resources Limited (山田绿色资源有限公司) ('**Yamada**' or the '**Company**'), together with its subsidiaries (the '**Group**'), is an agricultural food product processing group in Fujian Province, the People's Republic of China ('**PRC**' or '**China**').

Serving a long-established customer base from Japan, Yamada has earned a strong reputation of providing high quality products to food distributors and wholesalers in Japan. Currently, Yamada's food processing operations, which adheres to stringent safety standards and requirements, are carried out at its main factory where it employs close to 200 workers.

Yamada has also made considerable investments into office and logistics properties in China and Singapore, following the disposal of its bamboo, eucalyptus and parts of its mushroom plantations over the past few years. Rental from these properties will become a new source of income for the Group over the next few years.

Yamada is listed on the Mainboard of the Singapore Exchange Securities Trading Limited (**SGX-ST**) under the stock code BJV. Shares of Yamada Green Resources have been suspended from trading since September 2017.



1.2 Message to stakeholders

On behalf of our Board of Directors, it is my pleasure to present our Sustainability Report for the financial year ended 30 June 2021 (**FY2021**).

Corporate Social Responsibility (**CSR**) plays an essential role in the long-term success of our business. It is important that we align our interests with that of the communities in which we operate in order to gain the support of the local communities and government agencies.

We share our customers' commitment to the protection of our environment and we believe in the importance of caring for our planet and encouraging others to play their part. Being one of the leading companies involving in agricultural business, we recognise our obligation and commitment to create a better living environment for our current and next generation.

Our Directors recognise the importance of being a responsible steward of the land we manage. With this objective, the Company has established a CSR policy which includes the review of the following areas of the Group's activities:

- (a) to review and recommend the Group's policy with regards to CSR issues;
- (b) to review the Group's environmental policies and practices;
- (c) to review the social impact of the Group's business practices in the communities that the Group operates in;
- (d) to review and recommend policies and practices with regard to key stakeholders (employees, business partners, customers, suppliers.); and
- (e) to review and recommend policies and practices with regard to regulators.

In FY2021, we continue to engage in constructive dialogue with our stakeholders and focus on our four key pillars of Regulatory Compliance, Food Safety, Environmental Sustainability, and Social Contribution. We are aware that our carbon footprint arises primarily out of electricity consumption by our companies. As such, we will step up our efforts on improving the energy efficiency of our operations in the coming year, doing our part to contribute to the positive global action on climate change.

However, the COVID-19 pandemic continues to weigh heavily on the global economy since the outbreak in early 2020. Notwithstanding the progress due to lockdown measures and vaccine rollouts, we have seen resurgence of infection as a result of new and more virulent versions of the virus. The challenging market conditions in our key markets of the People's Republic of China (**PRC**) and Japan arising from the COVID-19 pandemic led to declines in both our domestic and exports sales. Meanwhile, revenue from our investment properties segment in PRC and Singapore increased as more space of the properties were leased out.

Looking ahead, there is much uncertainty of how long the COVID-19 pandemic will continue to persist and operating environment is expected to remain challenging. Therefore, the Group has adopted a stance to conserve cash resources for long-term sustainability of our business operations and cope with any sudden and unforeseen changes. To complement sales initiatives, the Group will continue to exercise stringent cost management, build rapport and improve business relationships with existing major customers. We will also continue to actively market and promote the leasing of our investment properties to grow our source of recurring income.

In addition, we wish to confirm that the Board has considered sustainability issues as part of its strategic formulation, determined the material environmental, social and governance (**ESG**) factors and overseen the management and monitoring of the material ESG factors.

On behalf of the Board of Directors

CHEN QIUHAI

Executive Director and Chief Executive Officer

1.3 Scope of sustainability report

The scope of the report covers information on material sustainability aspects of Yamada and its subsidiaries, from 1 July 2020 to 30 June 2021 unless otherwise specified. This should sufficiently address stakeholders' concerns in relation to sustainability issues arising from the major business operations of the Group.

This report is prepared in accordance with the Global Reporting Initiative (**GRI**) Standards: Core Option as it provides a set of an extensive framework that is widely accepted as a global standard for sustainability reporting. It also considers the Sustainability Reporting Guide in Practice Note 7.6 of the SGX-ST Listing Manual. In preparing our report, we applied the GRI's principles for defining report content and report quality by considering the Group's activities, impacts and substantive expectations and interests of its stakeholders.

The data and information provided within the report have not been verified by an independent third party. We have relied on internal data monitoring and verification to ensure accuracy.

1.4 Restatements

No restatements were made from the previous report.

1.5 Sustainability contact

We welcome your views and feedback on our sustainability practices and reporting at cy@ousei.com.

2. Our approach to sustainability

2.1 Sustainability organisational structure

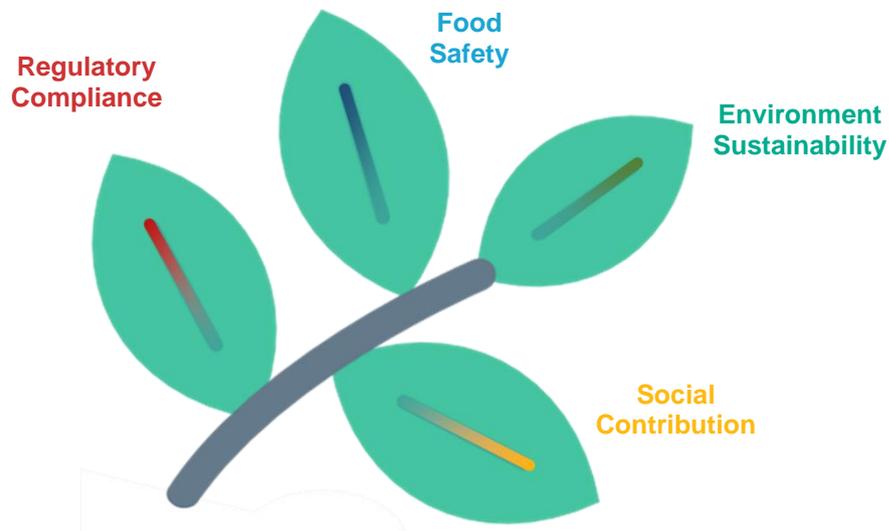
Sustainability is a vital part of our corporate strategy for achieving long-term growth. The values we create for our people, the environment and society at large very much determine our financial performance. We developed a sustainability organisational structure to move things forward:



2.2 Sustainability strategy

At the Group, our sustainability strategy aims to create integrated values.

Together with disciplined execution of our strategy and a commitment to doing business responsibly, we commit to deliver value to all our stakeholders through the following:



The sustainable strategy is underpinned by our comprehensive and extensive internal policies that covers the areas above such as regulatory compliance, performance monitoring, occupational safety and health, employee training, waste reduction and employee welfare.

The strategy is also guided by external sources, including ISO 9001:2008 Quality Management System, ISO 22000:2005 Food Safety Management System, and Sustainability Reporting Guide in Practice Note 7.6 of the Singapore Exchange Listing Rules.

2.3 Consulting our stakeholders

We recognise the need to continuously develop our responsible business approach in order to address growing stakeholder expectations around our impact on the economy, environment and society.

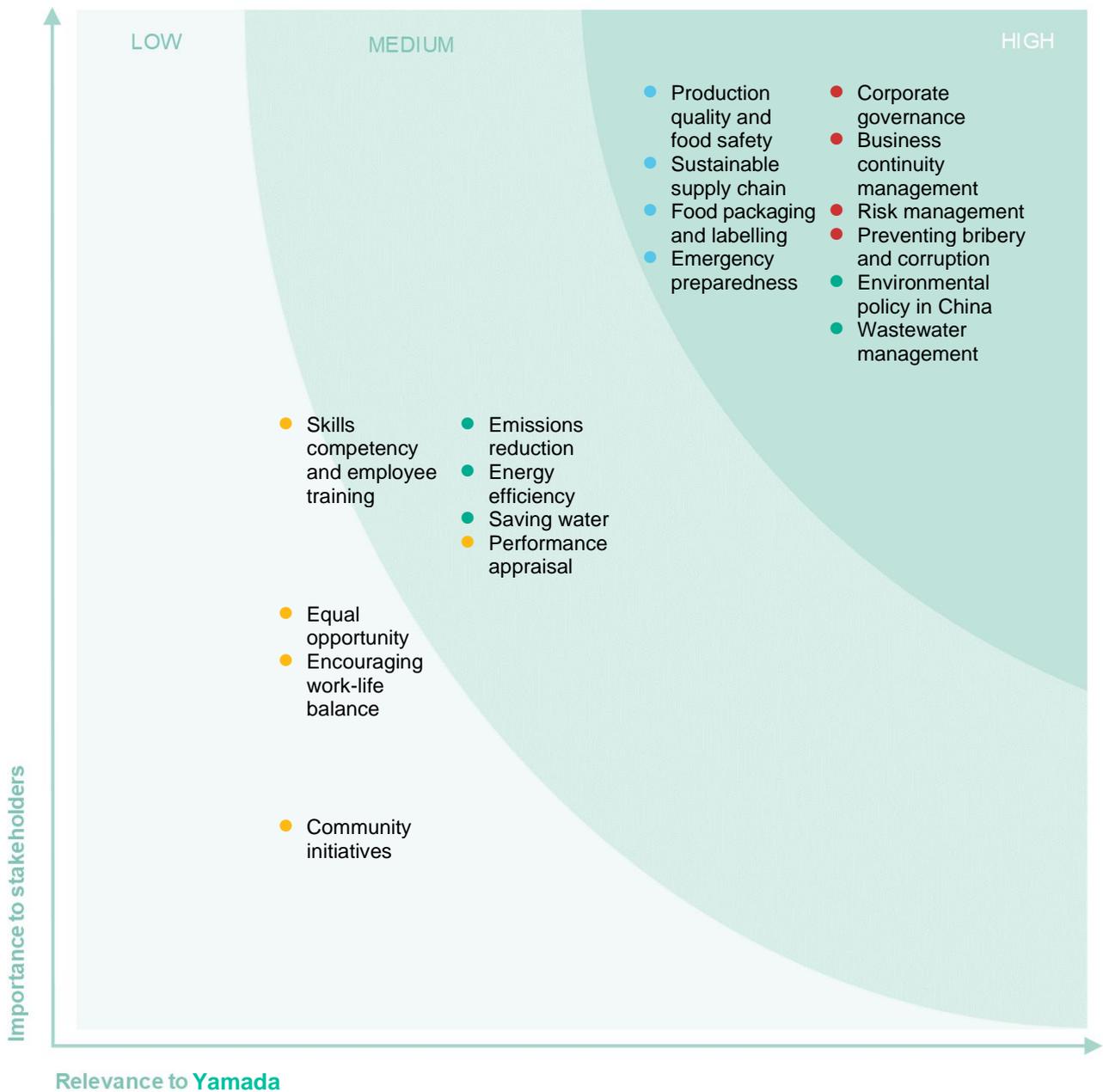
As such, we periodically consult with our stakeholders to determine the issues that are most relevant to them and the Group. An overview of our approach and rationale is set out below (with stakeholders listed in alphabetical order), together with the feedback we have received.

| Stakeholders | How we listen | Why we do it | What you've told us |
|-------------------------------------|---|--|--|
| Customers | <ul style="list-style-type: none"> Focus groups with consumers Market survey on consumer tastes Feedback from distributors Inspection of company production lines | <ul style="list-style-type: none"> Consistently improve product taste and innovation through market survey and R&D Include nutritional information on product packaging, where applicable Obtain the necessary food safety certificates from relevant authorities | <ul style="list-style-type: none"> Quality food products that meets the expectations of the Japanese market Compliance with food safety and environmental laws and regulations Emergency preparedness |
| Employees | <ul style="list-style-type: none"> Informal feedback WeChat platform Employee bonding session | <ul style="list-style-type: none"> Compliance with regulations Provide healthy work environment to ensure the well-being of all our staff | <ul style="list-style-type: none"> Salary increment Improve employee welfare and benefits |
| Government and regulators | <ul style="list-style-type: none"> Understand relevant laws and regulations Interaction with government and industrial bodies Trainings and meetings | <ul style="list-style-type: none"> Compliance with laws and regulations Uphold highest standards of corporate governance and ethical behavior Participation in government-related events | <ul style="list-style-type: none"> Compliance with food safety and environmental laws and regulations Compliance with SGX regulations |
| Investors/ shareholders | <ul style="list-style-type: none"> Shareholders' meeting Board meeting Yamada website Regular updates and communication | <ul style="list-style-type: none"> Consistently improve company's management Operate, manage and compliant against regulations Committed to delivering economic value to our capital providers through a strong financial performance and our methods of engagement with them | <ul style="list-style-type: none"> Long-term profitability Achieve company targets Growing and development Compliance with laws and regulations Emergency preparedness |
| Suppliers/ business partners | <ul style="list-style-type: none"> Inspection of suppliers' production lines Interaction with supplier representatives Perform periodic supplier evaluation | <ul style="list-style-type: none"> Build up strategic business relationship Compliance with food safety regulations | <ul style="list-style-type: none"> Timely payment and adherence to agreement terms Compliance with food safety and environmental laws and regulations |

2.4 Sustainability materiality

Using a materiality index, we align our responsible business priorities with the Group’s principal business and operational risks, as illustrated in the diagram below.

We have also developed metrics to help us measure our progress, as indicated in our sustainability scorecard in **Appendix A**. We will review and adjust the material issues and relevant metrics each year, as the external and business context changes.



3. Our performance

3.1 How we measure our performance

Our **sustainability strategy** is embedded into the appropriate parts of our business, with dedicated teams for each focus area, and coordination by our relevant departmental managers.

Progress will be tracked in two key ways: measuring performance against metrics, and evaluating how well the programs have advanced, through a metric of 'commitments'.

Metrics and targets

We have established key performance indicators for each of the four focus areas outlined in our **sustainability strategy**. Periodically, we plan to introduce new metrics and update targets to ensure alignment with our strategy.

Commitments

To ensure we have a robust sustainability programme in place, we have included the key commitments for each area of our sustainability strategy. The progress we have made against each key commitment is indicated using the symbols shown in the table below.

We track and review our sustainability programme with the Board of Directors at least once a year.

Symbols used to indicate progress against commitments

| Symbol | Meaning |
|---|---------------------------------|
|  | New commitment this year |
|  | Not started |
|  | In progress |
|  | Complete |
|  | Ongoing commitment: no end date |

3.2 Regulatory compliance

Overview

To maintain a fair, ethical and efficient business and working environment, Yamada strictly adheres to the local laws and regulations relating to corporate governance, risk management, and code of conduct (including anti-money laundering, anti-corruption, fraud, and confidentiality).

Corporate governance

Yamada's Board of Directors (the '**Board**') recognises the importance of sound corporate governance in protecting the interest of the shareholders as well as strengthening investors' confidence in the management and financial reporting of the Group. We are committed to ensuring and maintaining a high standard of corporate governance within the Group. Good corporate governance establishes and maintains a legal and ethical environment, which helps to safeguard the interests of the shareholders of the Group.

In FY2021, Yamada welcomed three new directors to the Board, replacing two directors who have resigned during the year.

New Directors

- Mr. Tan Kah Ghee (Independent director, appointed on 1 January 2021 and redesignated as Lead Independent director on 1 April 2021)
- Mr. Liu Yi (Independent director, appointed on 1 April 2021 and redesignated as Independent Chairman on 28 August 2021)
- Ms. Chen Ying (Executive director, appointed on 14 May 2021)

Resigned Directors

- Mr. Chua Ser Miang (Lead independent director, resigned on 31 March 2021)
- Mr. Xie Yimin (Executive director, resigned on 14 May 2021)

Mr Liu Yi replaces Mr Chang Feng-Chang who had been an Independent Director for an aggregate period of more than 9 years and re-designated as Non-Executive Director.

The Group, through its Company Secretary, will continue to update the Board on relevant new laws and regulations affecting the Company. From time to time, and through Board meetings and other meetings, both formal and informal, our CEO has been advising our Directors of the changing commercial and business risks faced by the Group.

The Directors are also updated regularly with changes to the SGX-ST Listing Rules, risk management, corporate governance, insider trading and the key changes in the relevant regulatory requirements and financial reporting standards and the relevant laws and regulations to facilitate effective discharge of their fiduciary duties as Board or Board Committees members. New releases issued by the SGX-ST and Accounting and Corporate Regulatory Authority (**ACRA**) which are relevant to the Directors are circulated to the Board by the Company Secretary.

The Directors are encouraged to attend seminars and receive training to improve themselves in the discharge of Directors' duties and responsibilities. Changes to regulations and accounting standards are monitored closely by the Management. To keep pace with such regulatory changes, the Company provides opportunities for ongoing education and training on Board processes and best practices as well as updates on changes in legislation and financial reporting standards, regulations and guidelines from the SGX-ST Listing Rules that affect the Company and/or the Directors in discharging their duties. Such training costs are borne by the Company.

As part of our strategy, we will continually seek to be fully compliant with corporate governance rules and regulations, including relevant laws and regulations in the countries that we operate in, in relation to bribery, extortion, fraud and money laundering that have a significant impact on the Group.

FY2021 Progress

0

Incidents of non-compliance with corporate governance rules and regulations

0

Incidents of bribery and corruption

Business continuity management

As a responsible company, we believe that comprehensive emergency preparedness and response capabilities and business continuity plans demonstrate good governance, and are necessary for sustainability. Our plans help us protect personnel, facilities and neighboring communities in the event of natural disasters, security incidents, operational disruptions and other incidents.

COVID-19 Pandemic

In view of the COVID-19 outbreak in FY2020, we have added pandemic preparedness to our business continuity plans since February 2020 to protect our staff and ensure that our business can continue with minimal impact to our operations.

We have instituted precautionary measures to protect the health and safety of our staff, and will continue to stringently observe and uphold safe distancing and personal hygiene measures dictated by the governments and do our part in curbing the spread of the virus. As the global situation on COVID-19 remains fluid, we will continue to monitor the local situation and will put in place the above practices and any additional controls as required by the local governments (e.g. quarantine measures, stop work orders) where applicable.

To mitigate the impact on the Group's business operations, we have also formulated plans to ensure product safety, stable production and smooth sales to ensure business continuity should the situation become more challenging in future.

As we look forward to the next financial year, the COVID-19 pandemic continues to stand out as the most pressing challenge. Therefore, the Group has adopted a stance to conserve cash resources for long-term sustainability of our business operations and cope with any sudden and unforeseen changes. To complement sales initiatives, the Group will continue to exercise stringent cost management, build rapport and improve business relationships with existing major customers. We will also continue to actively market and promote the leasing of our investment properties to grow our source of recurring income.

We shall keep a close eye on our operations, and announce any material changes to our business performance to shareholders on a timely basis, as and when appropriate.

Risk management

As a responsible business, we view risk management as one of our most important responsibilities to our customers, suppliers, employees, and regulators. We are committed to developing the appropriate systems, policies, procedures, arrangements and controls to ensure effective risk management is exercised and promoted within our Group culture. We believe in appropriate training of our staff and communication with our clients as requisite to fulfilling our risk management goals.

Our risk management practices cover strategic, financial, operational, compliance and information technology risks associated with the Group.

We view our risk management policies and procedures as dynamic in response to the evolution of our business strategies, the development of our business and the innovation within our industry. We will strive to improve our risk management capabilities and processes to stay abreast of market best practices. We believe effective risk management is crucial to the long-term success of our business.

Our four cornerstones of effective risk management and sound internal controls are –

- The role of the Board in its oversight of risk management policies and their implementation;
- The role of Senior Management in ensuring that sound policies, effective procedures and robust systems are in place;
- The presence of sound risk management processes and operating procedures that integrate prudent risk limits with appropriate risk measurement, monitoring and reporting; and
- The presence of competent personnel in the firm's compliance, controls, risk management, and audit functions.

Preventing bribery and corruption

The Group prohibits all forms of bribery and corruption. The Group requires all employees to strictly abide by professional ethics and eliminate any corruption and bribery. All employees are expected to discharge their duties with integrity, to act fairly and professionally, and to abstain from engaging in bribery activities or any activities that might exploit their positions against the Group's interests.

Whistle-blowers can report verbally or in writing to the senior management of the Group for any suspected misconduct with full details and supporting evidence. The management will conduct investigations against any suspicious or illegal behaviour to protect the Group's interests. The Group advocates a confidentiality mechanism to protect the whistleblowers against unfair dismissal or victimisation. Where criminality is suspected, a report is made to the relevant regulators or law enforcement authorities when the management considers necessary.

Commitments: Regulatory compliance

Full compliance with corporate governance rules and regulations, including relevant laws and regulations in the countries that we operate in, in relation to bribery, extortion, fraud and money laundering that have a significant impact on the Group

Achievements

- Zero incidents of non-compliance with corporate governance rules and regulations
- Zero incidents of bribery and corruption

FY2021 progress

- Focusing on having strong controls over corporate governance, business continuity management, risk management and prevention of bribery and corruption, we continue to achieve zero incidents of non-compliance with corporate governance rules and regulations and zero incidents of bribery and corruption since we started tracking this statistic in FY2018.

3.3 Food safety

Overview

Food safety and quality are core to our commercial reputation and consumers' expectations. We are committed to responsible sourcing as it helps assure safety and quality of our end products.

Production quality and food safety

We are deeply committed to production quality and food safety. This is evidenced by the ISO 9001:2008 Quality Management System and ISO 22000:2005 Food Safety Management System certifications over our production facilities.

We are also expected to comply with relevant regulatory requirements under the Food Safety Law (食品安全法), Measures for the Administration of Export Food Hygiene (出口食品卫生管理办法), and Provisions on the Administration of Hygiene Registration and Filing of Export Food Producing Enterprises (出口食品生产企业卫生注册登记管理规定).

Our quality control teams are committed to hygienic and safe production. The teams undergo regular food safety management training to maintain awareness and management of food safety risks, and are responsible for ensuring quality control of our products.

Our operations are audited regularly to monitor management and performance relating to hygiene, sanitation and 'good housekeeping'. We recorded no incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products. High standards of manufacturing help minimise exposure to risks that may affect product quality.

When we manufacture our products, we adopt stringent process controls to ascertain product quality and prevent contaminants from entering the production process. All our products passed the tests required by the Chinese national food safety standards.

In FY2021, we have zero food safety incidents and non-compliance with laws and regulations on food safety. As part of our strategy, we will continually seek to continue this track record in the coming years.

Food packaging and labelling

Our food products are packaged using approved food-grade materials. Packaging materials comply with the Chinese policy on producer responsibility.

Our marketing practices comply with Chinese regulations. Information on our food production permit number and the ingredients and nutritional values of each of our branded products sold domestically is provided on the food label printed on the packaging.

In FY2021, we have zero non-compliance with laws and regulations on product and service information and labelling, and marketing communications. As part of our strategy, we will continually seek to continue this track record in the coming years.

FY2021 Progress

100%

Production facilities that are ISO-certified

0

Incidents of non-compliance with laws and regulations on food safety

0

Incidents of non-compliance with laws and regulations on product and service information and labelling

0

Incidents of non-compliance with laws and regulations on marketing communications

100%

Purchases from local suppliers

Sustainable supply chain

Close to 100% of our purchases are from reliable local suppliers in the PRC. We believe that a secure and stable supply chain is very important to ensure the smooth and uninterrupted operation of our production activities. To further ensure that our supply chain is primed for long-term food security, community resilience, and environmental sustainability, we actively work with our partners to achieve the following:



Securing long-term supply

Since 2008, we have entered into the necessary leases to secure our shiitake mushroom cultivation bases to ensure the supply of self-cultivated shiitake mushrooms.

We also entered into agreements with the respective farm contractors to procure individual farmers to provide the following labour services for our shiitake mushroom cultivation bases:

- (i) farming (mainly daily maintenance, harvesting, sorting, transportation, etc.);
- (ii) construction of cultivation tentage outer structure; and
- (iii) installation of shading net.

Under the terms of the agreement, the farmers will be remunerated based on the volume of all the harvested shiitake mushrooms from their farmland.



Zero fertiliser

As part of our environmental protection initiatives and for the purposes of ensuring the natural taste of our self-cultivated shiitake mushrooms, we do not use fertilisers in the cultivation of our shiitake mushrooms. As a testimony of our above efforts, we have received the certificate of “Organic Product” for fresh self-cultivated shiitake mushrooms.



Natural irrigation

We select locations such as mildly sloping small valleys or similar geological structures surrounded by mountains to establish our shiitake mushroom cultivation bases which allow for natural irrigation. The irrigation system in our cultivation bases is built with furrows located between the rows in the field where the synthetic logs are placed. Irrigation water flows along the furrows down the slope throughout the field.

The irrigation system in our cultivation bases is customised to receive natural spring water for irrigation while minimising the environmental impact.



Developing win-win partnership

In order to ensure the quality of our shiitake mushrooms, we have developed genetically improved mycelia by collaborating with Fujian Agricultural and Forestry University (Mycological Research Centre)(福建农林大学菌物研究中心). Mycelia will be inoculated into the synthetic logs, the substrate on which shiitake mushrooms grow. We will only procure synthetic logs that meets our quality requirements and specifications.

As part of our quality assurance policies, we will conduct pre-cultivation briefings to representatives of the individual farmers procured by the respective Villagers' Committees to familiarise them with, among others, key stages in the growing process of our shiitake mushrooms and necessary techniques involved throughout the whole process. Individual farmers are required to closely control and monitor conditions such as temperature, humidity, ventilation and lighting during the growing process of our shiitake mushrooms.

Meanwhile, our cultivation technicians will provide technical training and guidance to the individual farmers and conduct regular as well as random quality checks on our cultivation bases.

Emergency preparedness

While we emphasise on preventing safety incidents, we also prepare the employees to handle and respond to emergencies, including potential accidents and fire. This is very important to reduce and limit the impact and casualty as a result of the any safety incidents that may happen in our line of work. Emergency response procedures is an important part of our Safety Management Policy.

Please also refer to “COVID-19 Pandemic” under “Business Continuity Management”.

Commitments: Food safety

Full compliance with ISO9001:2008 (Quality Management Systems) and ISO22000:2005 Food Safety Management System

Achievements

- All our factories are ISO9001:2008 and ISO22000:2005 certified.

FY2021 progress

- All our factories are ISO9001:2008 and ISO22000:2005 certified.
- All ISO audits are conducted by accredited ISO consultants. We shall continuously improve based on the recommendations provided by the ISO consultant.



Full compliance with food safety, packaging and labelling laws and regulations

Achievements

- Achieved full compliance with food safety laws and regulations.
- Achieved full compliance with product and service information and labelling laws and regulations.
- Achieved full compliance with marketing communications laws and regulations

FY2021 progress

- We are fully compliant with food safety, packaging and labelling laws and regulations.



3.4 Environmental sustainability

Overview

Environmental protection laws are strictly enforced in China. As one of the leading suppliers of fresh and processed agricultural products in China, we are committed to ensuring our full compliance with national environmental regulations.

Comprehensive policies are developed to ensure our commitment towards environmental protection, reducing carbon emissions, preventing pollution, and minimising waste can be achieved during our daily operations.

Environmental policy in China

Environmental policy in China is set by the National People's Congress and managed by the Ministry of Environmental Protection of the People's Republic of China. The central government issues strict regulations for which the actual monitoring and enforcement is largely undertaken by the local governments.

In January 2015, a new environmental law came into effect, covering land, water and air pollution. It contains strict penalties, including seizing of the property of illegal polluters, with company executives subject to prison sentences of 15 days. There is no upper limit on fines. More than 300 different groups will be able to sue on the behalf of people harmed by pollution.

Yamada is fully compliant with China's environmental policy. As part of our strategy, we seek to continue to be fully compliant with China's environmental policy with zero environmental incidents and zero fines on contravention of environmental regulations.

Emissions reduction

The corporate culture of protecting the environment is reflected in every operation undertaken by the Group.

We are committed to positive action on climate change and are dedicated to reducing the carbon emission in our daily operations. Employees are reminded to save electricity and fuel consumption through regular internal communications.

To determine the carbon footprint, we collect energy usage data from each our businesses and then calculate our total annual greenhouse gas emissions.

In FY2021, the Group generated a carbon footprint of 2,303.5 tonnes of carbon dioxide emission (**tCO₂e**) with a carbon emission intensity of 49.8 kgCO₂e per square metre of factory floor area, representing a 15% decrease from the previous year. The emission mainly arises from purchased electricity used in the production process, which accounted for more than 84% of the total carbon emission of the Group.

The decrease in carbon footprint intensity is mainly due to decreased production activity during the year, and greater awareness amongst our staff to reduce electricity consumption.

FY2021 Progress

0

Environmental incidents

¥0

Fines on contravention of environmental regulations

49.8kgCO₂e

Carbon emission intensity per square metre of factory floor area

5.0m³

Water consumption intensity per square metre of factory floor area

4.2m³

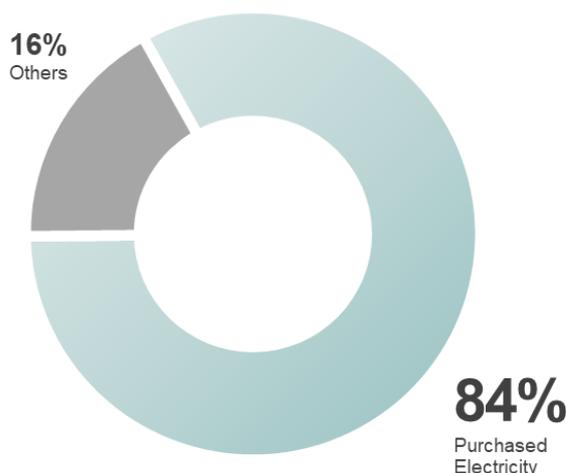
Wastewater discharge intensity per square metre of factory floor area

100%

Wastewater discharge that meets local emission standards

We follow the Greenhouse Gas Protocol established by the World Resources Institute and the World Business Council for Sustainable Development, the standard manual for measuring corporate greenhouse gas emissions. Using the “control method”, we include 100% of the emissions associated with businesses which we directly control. Our carbon footprint includes:

- All fuels used directly by our companies (Scope 1 emissions)
- All purchased electricity used in our facilities (Scope 2 emissions)
- Impact of business air travel, and transportation of goods to our customers (optional Scope 3 emissions)



We recognise that reducing carbon emissions in our daily operations has a positive effect on climate change. As such, Yamada has committed to maintain our carbon footprint, from a FY2019 baseline.

Energy efficiency

Due to our production activities, direct fuel and electricity constitutes a significant proportion of our operating expenses. By investing in energy efficiency, we not only help protect the environment but can also lower our financial costs.

To ensure the effective use of electricity, the Group conducted the following practices:

- Using energy-saving vehicles and equipment
- Regular maintenance of production equipment, especially boilers, to maintain high energy efficiency
- Turn off lights, computers and air conditioning system before clocking out
- Place energy saving reminder labels next to switches
- Clean office equipment (such as refrigerator, air-conditioner) regularly to maintain high efficiency

Wastewater management

Wastewater is passed through an in-house wastewater treatment facility fitted with biological treatment tanks. In addition, the municipal environmental protection bureau obtains wastewater samples from the facility at least four times a year to ensure that discharge standards are met. As a result, the treated wastewater discharge will be able to meet the requirements of the water emission standard of the Fujian Province.

In FY2021, the Group had a wastewater discharge intensity of 4.2 m³ per square metre of factory floor area. As part of our strategy, we seek to continue to ensure that 100% of our wastewater discharge meet the local emission standards.

Saving water

Water scarcity is a growing concern around the world and a serious global challenge that we must work together to address. This is even a greater concern to us, given that water is also an essential input in the food industry, from cleaning and sanitation to manufacturing.

In FY2021, the Group had a water consumption intensity of 5.0 m³ per square metre of factory floor area. Where possible, the Group already has procedures in place to reduce water usage in our production lines. Our employees are also reminded of the importance to save water in their daily activities.

We will continue to track and monitor the performance on the wastewater discharge and water consumption. Progress and performance improvement will be reported every year.

Commitments: Environmental sustainability

Full compliance with environmental laws and regulations

Achievements

- Achieved zero environmental incidents and zero fines on contravention of environmental regulations.

FY2021 progress

- We are fully compliant with China's environmental policy with zero environmental incidents and zero fines on contravention of environmental regulations.
- 100% of wastewater discharge meets local emission standards.

Maintain carbon footprint per square metre of factory floor area (from a FY2020 baseline)

Carbon footprint intensity (kgCO₂e)

| | |
|------|------|
| 2021 | 49.8 |
| 2020 | 58.7 |
| 2019 | 59.3 |

FY2021 progress

- Carbon emission intensity reduced 15% from the previous year.
- This is due to decreased production activity during the year, and greater awareness amongst our staff to reduce electricity consumption.

Track and monitor our performance on wastewater discharge and water consumption

Wastewater discharge intensity (m³)

| | |
|------|-----|
| 2021 | 4.2 |
| 2020 | 4.7 |
| 2019 | 4.6 |

FY2021 progress

- Yamada had a wastewater discharge intensity of 4.2 m³ per square metre of factory floor area, representing a 10% decrease from the previous year. Decrease in wastewater discharge is in line with the decrease in water consumption.
- Yamada had a water consumption intensity of 5.0 m³ per square metre of factory floor area, representing a 9% decrease from the previous year. The decrease in water consumption is in line with decreased sales during the year.

Water consumption intensity (m³)

| | |
|------|-----|
| 2021 | 5.0 |
| 2020 | 5.5 |
| 2019 | 5.4 |

3.5 Social contribution

Overview

Employees are the integral part of our competitive advantage and our sustainability agenda. We strive to invest in training and create an enjoyable working environment to our employees. Our human resources team develops, evolves and champions our human 'capital' through training, evaluation, remuneration, and engagement.

Through our people, we are also committed in making positive contributions to our community by giving back to the society and helping the less privileged.

Skills competency and employee training

To ensure that our employee excel, we emphasise on continuous learning in the workplace. Every employee has equal opportunities to upgrade and sharpen their skill sets through formal and on-the-job internal training programs.

The Company also emphasises on internal leadership development, and places great importance on developing a network of new-generation leaders who would play an important role in driving the business in the future.

In FY2021, the Group invested an average of 12 hours of training on each operational staff. We seek to continue this practice in the coming year.

Performance appraisal

To ensure the Company achieves its goals, we have various performance appraisal methods in place to determine the performance of the Company as well as each individual employee.

The employee performance appraisal comprises mainly quantifiable evaluation criteria. In addition, we actively collect performance information for each employee each month through inputs from direct supervisors and feedbacks, as well as periodical employee communication sessions.

These collected information allow us to understand the performance and skills development needs of each team and individual employee from multiple aspects. This is crucial for the Company to develop annual training programs for employees that are designed to enhance their skills and improve overall productivity.

In FY2021, all of our employees are at least subject to an annual performance appraisal by their superiors. We seek to continue this practice in the coming year.

Equal opportunity

We have always been an equal opportunity employer to provide a fair workplace for employees, following the principles of equality and non-discrimination. Recruitment, remuneration, promotion, and benefits are required to be handled based on objective assessment, equal opportunity and non-discrimination regardless of gender, race, marital status, pregnancy, disability, age or family status.

We attract talent through fair, and flexible recruitment strategy that includes recruitment application, job description, job applications, interview, selection, approval, and job offer. Promotion is based on performance and suitability.

FY2021 Progress

12

Training hours per operational staff

100%

Employees subject to regular performance appraisal

60%

Female representation in workforce

We offer competitive remuneration to attract and retain talented staff members. Remuneration packages (which includes the necessary social benefits) are reviewed periodically to ensure consistency with employment market. Dismissal also complies with employment laws and regulations relating to non-discrimination.

In FY2021, female employees comprise 62% of our entire workforce. We will continue to track and monitor female representation in our workforce and report these statistics every year.

Encouraging work-life balance

To enhance employee teamwork and cohesion, improve employee health and improve employee work-life balance, the Group has been organising periodic employee gatherings during major festivals and sports competitions. This helps the employees relax their mind and body, develop teamwork, explore their talent, so as to develop a positive attitude in both work and life.

Commitments: Social contribution

Achieve minimum of 12 hours of training per operational staff

Training per operational staff (Hours)

| | |
|------|----|
| 2021 | 12 |
| 2020 | 12 |
| 2019 | 12 |

FY2021 progress

- Yamada invested an average of 12 hours of training on each operational staff.

All employees are at least subject to an annual performance appraisal by their superiors

Achievements

- All employees are at least subject to an annual performance appraisal by their superiors.

FY2021 progress

- All employees are at least subject to an annual performance appraisal by their superiors.

Track and monitor female representation in workforce

Female representation in workforce (%)

| | |
|------|----|
| 2021 | 62 |
| 2020 | 60 |
| 2019 | 61 |

FY2021 progress

- Female employees comprise 62% of our entire workforce.
- Yamada has always been an equal opportunity employer to provide a fair workplace for employees, following the principles of equality and non-discrimination. We will continue this practice in future years.

Appendix A: Sustainability scorecard

Regulatory compliance

| Performance indicators | Units | FY2019 | FY2020 | FY2021 |
|---|--------|--------|--------|--------|
| Incidents of non-compliance with corporate governance rules and regulations | Number | 0 | 0 | 0 |
| Incidents of bribery and corruption | Number | 0 | 0 | 0 |

Food safety

| Performance indicators | Units | FY2019 | FY2020 | FY2021 |
|--|------------|--------|--------|--------|
| ISO 9001:2008 Quality Management System certified facilities | Percentage | 100 | 100 | 100 |
| ISO 22000:2005 Food Safety Management System certified facilities | Percentage | 100 | 100 | 100 |
| Incidents of non-compliance with laws and regulations on food safety | Number | 0 | 0 | 0 |
| Incidents of non-compliance with laws and regulations on product and service information and labelling | Number | 0 | 0 | 0 |
| Purchases from local suppliers | Percentage | 100 | 100 | 100 |

Environmental sustainability

| Performance indicators | Units | FY2019 | FY2020 | FY2021 |
|--|------------------------------------|--------|--------|--------|
| Environmental incidents | Number | 0 | 0 | 0 |
| Fines on contravention of environmental regulations | ¥'000 | 0 | 0 | 0 |
| Carbon emission intensity | kgCO ₂ e/m ² | 59.3 | 58.7 | 49.8 |
| Water consumption intensity | m ³ /m ² | 5.4 | 5.5 | 5.0 |
| Wastewater discharge intensity | m ³ /m ² | 4.6 | 4.7 | 4.2 |
| Wastewater discharge that meets local emission standards | Percentage | 100 | 100 | 100 |

Social contribution

| Performance indicators | Units | FY2019 | FY2020 | FY2021 |
|--|------------|--------|--------|--------|
| Training hours per operational staff | Hours | 12 | 12 | 12 |
| Employees subject to regular performance appraisal | Percentage | 100 | 100 | 100 |
| Female representation in workforce | Percentage | 61 | 60 | 62 |

Appendix B: GRI content index

GRI Standards Content Index

The GRI Content Index references the Yamada Green Resources Limited Sustainability Report 2021 (SR), and the Annual Report 2021 (AR).

| Disclosure number | Disclosure title | Page reference and remarks | |
|-------------------------------------|------------------|---|--|
| GRI 102: General disclosures | | | |
| Organisational profile | 102-1 | Name of organisation | <ul style="list-style-type: none"> AR: Corporate Profile (Page 1) |
| | 102-2 | Activities, brands, products, and services | <ul style="list-style-type: none"> AR: Corporate Profile (Page 1) |
| | 102-3 | Location of headquarters | <ul style="list-style-type: none"> AR: Corporate Profile (Page 1) |
| | 102-4 | Location of operations | <ul style="list-style-type: none"> AR: Corporate Profile (Page 1) AR: Investments in Subsidiaries – Note 9 to the Financial Statements (Pages 100-102) |
| | 102-5 | Ownership and legal form | <ul style="list-style-type: none"> AR: General Information – Note 1 to the Financial Statements (Page 64) |
| | 102-6 | Markets served | <ul style="list-style-type: none"> AR: Operations Review (Pages 7-8) AR: Statement of Operations by Segments – Note 29 to the Financial Statements (Pages 121-125) |
| | 102-7 | Scale of organisation | <ul style="list-style-type: none"> AR: Corporate Profile (Page 1) AR: Statement of Operations by Segments – Note 29 to the Financial Statements (Pages 121-125) |
| | 102-8 | Information on employees and other workers | <ul style="list-style-type: none"> SR: Social Contribution (Pages 18-19) |
| | 102-9 | Supply chain | <ul style="list-style-type: none"> SR: Food Safety (Pages 12-14) |
| | 102-10 | Significant changes to the organisation and its supply chain | <ul style="list-style-type: none"> AR: Corporate Profile (Page 1) AR: Our Products (Page 2) |
| | 102-11 | Precautionary Principle or approach | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) |
| | 102-12 | External initiatives | <ul style="list-style-type: none"> Not applicable |
| | 102-13 | Membership of associations | <ul style="list-style-type: none"> Not applicable |
| Strategy | 102-14 | Statement from senior decision-maker | <ul style="list-style-type: none"> AR: CEO's Statement (Pages 4-6) |
| | 102-15 | Key impacts, risks, and opportunities | <ul style="list-style-type: none"> AR: Operations Review (Pages 7-8) AR: Independent Auditor's Report (Pages 55-58) |
| Ethics and integrity | 102-16 | Values, principles, standards, and norms of behavior | <ul style="list-style-type: none"> SR: Sustainability Strategy (Page 5) |
| | 102-17 | Mechanisms for advice and concerns about ethics | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) |
| Governance | 102-18 | Governance structure | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) SR: Regulatory compliance (Pages 7-8) |
| | 102-19 | Delegating authority | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) SR: Regulatory compliance (Pages 7-8) |
| | 102-20 | Executive-level responsibility for economic, environmental, and social topics | <ul style="list-style-type: none"> SR: Sustainability Organisational Structure (Page 4) SR: Regulatory compliance (Pages 7-8) |

| Disclosure number | Disclosure title | Page reference and remarks | |
|-------------------------------|--|---|--|
| 102-21 | Consulting stakeholders on economic, environmental, and social topics | <ul style="list-style-type: none"> SR: Consulting Our Stakeholders (Page 6) | |
| 102-22 | Composition of the highest governance body and its committees | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-23 | Chair of the highest governance body | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-24 | Nominating and selecting the highest governance body | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-25 | Conflicts of interest | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) AR: Directors' Statement (Pages 50-54) SR: Sustainability Strategy (Page 5) | |
| 102-26 | Role of highest governance body in setting purpose, values, and strategy | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-27 | Collective knowledge of highest governance body | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-28 | Evaluating the highest governance body's performance | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-29 | Identifying and managing economic, environmental, and social impacts | <ul style="list-style-type: none"> SR: Sustainability Materiality (Page 7) | |
| 102-30 | Effectiveness of risk management processes | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) SR: Regulatory compliance (Pages 7-8) | |
| 102-31 | Review of economic, environmental, and social topics | <ul style="list-style-type: none"> SR: Sustainability Report (Pages 1-24) | |
| 102-32 | Highest governance body's role in sustainability reporting | <ul style="list-style-type: none"> SR: Sustainability Organisational Structure (Page 4) | |
| 102-33 | Communicating critical concerns | <ul style="list-style-type: none"> SR: Sustainability Materiality (Page 7) | |
| 102-34 | Nature and total number of critical concerns | <ul style="list-style-type: none"> SR: Sustainability Materiality (Page 7) | |
| 102-35 | Remuneration policies | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-36 | Process for determining remuneration | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-37 | Stakeholders' involvement in remuneration | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-38 | Annual total compensation ratio | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| 102-39 | Percentage increase in annual total compensation ratio | <ul style="list-style-type: none"> AR: Statement of Corporate Governance (Pages 15-49) | |
| Stakeholder engagement | 102-40 | List of stakeholder groups | <ul style="list-style-type: none"> SR: Consulting Our Stakeholders (Page 6) |
| | 102-41 | Collective bargaining agreements | <ul style="list-style-type: none"> Not applicable |
| | 102-42 | Identifying and selecting stakeholders | <ul style="list-style-type: none"> SR: Consulting Our Stakeholders (Page 6) |
| | 102-43 | Approach to stakeholder engagement | <ul style="list-style-type: none"> SR: Sustainability Strategy (Page 5) |

| Disclosure number | Disclosure title | Page reference and remarks |
|--|---|--|
| | 102-44 Key topics and concerns raised | <ul style="list-style-type: none"> SR: Consulting Our Stakeholders (Page 6) |
| Reporting practice | 102-45 Entities included in the consolidated financial statements | <ul style="list-style-type: none"> AR: Investments in Subsidiaries – Note 9 to the Financial Statements (Pages 100-102) |
| | 102-46 Defining report content and topic Boundaries | <ul style="list-style-type: none"> SR: Sustainability Materiality (Page 7) |
| | 102-47 List of material topics | <ul style="list-style-type: none"> SR: Sustainability Materiality (Page 7) |
| | 102-48 Restatements of information | <ul style="list-style-type: none"> SR: Restatements (Page 3) |
| | 102-49 Changes in reporting | <ul style="list-style-type: none"> Not applicable |
| | 102-50 Reporting period | <ul style="list-style-type: none"> SR: Scope of Sustainability Report (Page 3) |
| | 102-51 Date of most recent report | <ul style="list-style-type: none"> 30 June 2020 |
| | 102-52 Reporting cycle | <ul style="list-style-type: none"> Annual |
| | 102-53 Contact point for questions regarding the report | <ul style="list-style-type: none"> SR: Sustainability Contact (Page 3) |
| | 102-54 Claims of reporting in accordance with the GRI Standards | <ul style="list-style-type: none"> SR: Scope of Sustainability Report (Page 3) |
| | 102-55 GRI content index | <ul style="list-style-type: none"> SR: GRI Content Index (Pages 21-24) |
| 102-56 External assurance | <ul style="list-style-type: none"> No external assurance | |
| GRI 200: Economic disclosures (applicable sections only) | | |
| Economic performance | 201-1 Direct economic value generated and distributed | <ul style="list-style-type: none"> AR: Operations Review (Pages 7-8) |
| Procurement practices | 204-1 Proportion of spending on local suppliers | <ul style="list-style-type: none"> SR: Food Safety (Pages 12-14) |
| Anti-corruption | 205-3 Confirmed incidents of corruption and actions taken | <ul style="list-style-type: none"> SR: Regulatory compliance (Pages 7-8) |
| Anti-competitive behavior | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | <ul style="list-style-type: none"> There is no legal action for anti-competition. |
| GRI 300: Environment disclosures (applicable sections only) | | |
| Energy | 302-1 Energy consumption within the organisation | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| Water | 303-1 Water withdrawal by source | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| Emissions | 305-1 Direct (Scope 1) GHG emissions | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| | 305-2 Energy indirect (Scope 2) GHG emissions | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| | 305-3 Other indirect (Scope 3) GHG emissions | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| | 305-4 GHG emissions intensity | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) SR: Sustainability Scorecard (Page 20) |
| Effluents and waste | 306-1 Water discharge by quality and destination | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| | 306-2 Waste by type and disposal method | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| Laws and regulations | 307-1 Non-compliance with environmental laws and regulations | <ul style="list-style-type: none"> SR: Environmental Sustainability (Pages 12-14) |
| GRI 400: Social disclosures (applicable sections only) | | |
| Training and education | 404-1 Average hours of training per year per employee | <ul style="list-style-type: none"> SR: Social Contribution (Pages 18-19) SR: Sustainability Scorecard (Page 20) |

| Disclosure number | Disclosure title | Page reference and remarks |
|--|---|---|
| | 404-2 Programs for upgrading employee skills and transition assistance programs | <ul style="list-style-type: none"> SR: Social Contribution (Pages 18-19) |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | <ul style="list-style-type: none"> SR: Social Contribution (Pages 18-19) |
| Diversity and equal opportunity | 405-1 Diversity of governance bodies and employees | <ul style="list-style-type: none"> SR: Social Contribution (Pages 18-19) |
| Non-discrimination | 406-1 Incidents of discrimination and corrective actions taken | <ul style="list-style-type: none"> There is no incident of discrimination. |
| Child labor | 408-1 Operations and suppliers at significant risk for incidents of child labor | <ul style="list-style-type: none"> Child labour is strictly prohibited. |
| Forced or compulsory labor | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | <ul style="list-style-type: none"> Forced and compulsory labour is strictly prohibited. |
| Local communities | 413-1 Operations with local community engagement, impact assessments, and development programs | <ul style="list-style-type: none"> SR: Social Contribution (Pages 18-19) |
| Customer health and safety | 416-1 Assessment of the health and safety impacts of product and service categories | <ul style="list-style-type: none"> SR: Food Safety (Pages 12-14) |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | <ul style="list-style-type: none"> SR: Food Safety (Pages 12-14) |
| Marketing and labelling | 417-1 Requirements for product and service information and labeling | <ul style="list-style-type: none"> SR: Food Safety (Pages 12-14) |
| | 417-2 Incidents of non-compliance concerning product and service information and labeling | <ul style="list-style-type: none"> SR: Food Safety (Pages 12-14) |
| | 417-3 Incidents of non-compliance concerning marketing communications | <ul style="list-style-type: none"> SR: Food Safety (Pages 12-14) |
| Socioeconomic compliance | 419-1 Non-compliance with laws and regulations in the social and economic area | <ul style="list-style-type: none"> There is no non-compliance with socioeconomic laws and regulations. |