



MIYOSHI LIMITED

Sustainability Report 2023

Table of Contents

- 1. Organisation Profile**
- 2. Board Statement**
- 3. Sustainability Governance Structure**
- 4. About our reporting**
- 5. Economic Value and Our Stakeholders**
- 6. Materiality analysis**
- 7. Stakeholders' engagement**
- 8. Economic**
- 9. Environment**
- 10. Social**
- 11. Governance**
- 12. GRI Standard Content Index**
- 13. TCFD Content Index**
- 14. Corporate Governance Framework**

This Sustainability Report has been reviewed by the Company's sponsor, SAC Capital Private Limited (the "Sponsor"). This Sustainability Report has not been examined or approved by Singapore Exchange Securities Trading Limited (the "Exchange") and the Exchange assumes no responsibility for the contents of this Sustainability Report, including the correctness of any of the statements or opinions made or reports contained in this Sustainability Report.

The contact person for the Sponsor is Ms Lee Khai Yinn (Tel: +65 6232 3210) at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

ORGANISATION PROFILE

Miyoshi Limited is a limited liability company incorporated in Singapore. The Company is listed on the Catalist board of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”).

Miyoshi Limited is a leading manufacturer in Asia with a global customer network of more than 18 countries across Asia Pacific, Europe and North America. In Asia, we operate through our head office in Singapore and manufacturing plants in the Philippines, Thailand, Malaysia, Singapore and various parts of China.

Miyoshi started its operations in Singapore in 1987. Since then, Miyoshi has grown organically and through a series of strategic acquisitions. Today, Miyoshi produces components for many Japanese brands in the data storage, consumer electronics and automotive segments.

Over the last three decades, generations of Miyoshi employees have carried through the entrepreneurial spirit, the focus on long-term value creation and an unwavering commitment to do what is right for our customers and our colleagues.

At Miyoshi, we believe in being a responsible manufacturer and we are committed to making a difference in the lives of our stakeholders and in the communities in which we operate.

Miyoshi provides a wide range of precision stamping, prototyping, metal finishing and automation for our customers with high quality solutions. Our technical hub is located in Wuxi, China. More specifically, our product offerings and capabilities include:

- Product design and prototyping for precision components and assemblies in the data storage, consumer electronics and automotive markets.
- Core manufacturing capabilities such as precision metal stamping, progressive cold forging, mechanical joining/laser welding, electroplating, manual assembly and testing.
- A regional network of manufacturing sites that have achieved numerous quality registrations, including ISO 9001, ISO/TS 16949 and ISO 14001.

Miyoshi has developed and is working on commercialising our high-tech indoor hydroponics plant factory, using our domain knowledge of mechanical engineering and our Japanese heritage to bring sustainable farming to the region.

BOARD STATEMENT

The board of directors (the “**Board**”) of Miyoshi Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) is pleased to present the seventh sustainability report for the Group’s financial year ended 31 August 2023 (“**FY2023**”). It provides a detailed account of our sustainability performance in all our operations.

Our ‘**tomorrow-focused**’ vision allows us to anticipate and address global trends that impact the way we live, work, move and the food we eat. Miyoshi links business opportunities to important global trends to create long-term value for our customers, employees, shareholders, suppliers and local communities. We understand that everything that we do is connected to our stakeholders and environment, and that sustainability is smart business. We are putting our best minds and technology to go beyond what is possible.

Sustainability in all forms – economic, environmental, social and governance – is central to our strategy. Over 30 years, we strive to continue building a more sustainable and thriving Group. The Board, having considered sustainability factors as part of its strategic formulation, determined the material economic, environmental, social and governance (“**EESG**”) factors and have overseen the management and monitoring of the material EESG factors.

As the business environment continues to face headwinds amid the uncertain global economic outlook, rising interest rates, war in Ukraine, Middle East crisis and increasing operating costs, the Group continues to maintain a cautious outlook in the next 12 months.

The Group has assessed the viability of the commodities trading business and decided not to pursue further any opportunities in this business segment. The Group continues to focus on managing our core integrated engineering services (IES) business and maintain cost discipline through improved operational efficiencies.

Our management team will also continue to actively evaluate strategic opportunities that will be accretive to our financial performance in the long run.

We are committed to sustaining our leadership for our stakeholders and look forward to keeping them apprised of our progress.

As the Group does not fall under any of the TCFD-identified industries that are prioritised for mandatory disclosure, we will work progressively in reporting climate-related disclosures to be consistent with TCFD recommendations from FY2025 onwards.

SUSTAINABILITY GOVERNANCE STRUCTURE

We approach sustainability by integrating it into our business to deliver long-term shareholder value and growth. We believe that a truly sustainable business does not only create economic value, but also benefits its stakeholders and the environment.

Accountability for the best practices is in the hands of our Sustainability Strategy Committee (“**SSC**”), a group of company executives across various functions. The SSC provides strategic direction for managing sustainability-related risks and opportunities, and guides the development and improvement of frameworks, policies, guidelines and processes to ensure that sustainability factors are effectively managed. The SSC comprise the Chief Executive Officer (“**CEO**”), the Financial Controller and the respective heads of key departments of our business units (collectively, the “**Management**”).

About our Reporting

Our sustainability reporting is prepared with reference to the Global Reporting Initiative (“**GRI**”) Standards 2021 as it provides a set of an extensive framework that is widely accepted as a global standard for sustainability reporting. In defining our reporting content, we applied the GRI’s principles for defining report content by considering the Group’s activities, impacts and substantive expectations and interests of its stakeholders. We observed a total of four principles, including materiality, stakeholder inclusiveness, sustainability index and completeness.

For reporting quality, we observed the principles of balance, comparability, accuracy, timeliness, clarity and reliability.

While the EESG data and information provided have not been verified by an independent third party, we have relied on internal data monitoring and verification to ensure accuracy. The internal review on sustainability reporting process was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors.

External Charters, Principles or Other Initiatives

Miyoshi has aligned our operations and business practices with the industry practices and standards of International Organization for Standards for ISO9001 and TS16949.

Member of Industry Associations

We are a member of the following trade and industry associations:

- a. Investor Club Associations
- b. Industrial Estate Authority of Thailand
- c. Sedex Information Exchange Ltd

OUR MATERIALITY ANALYSIS

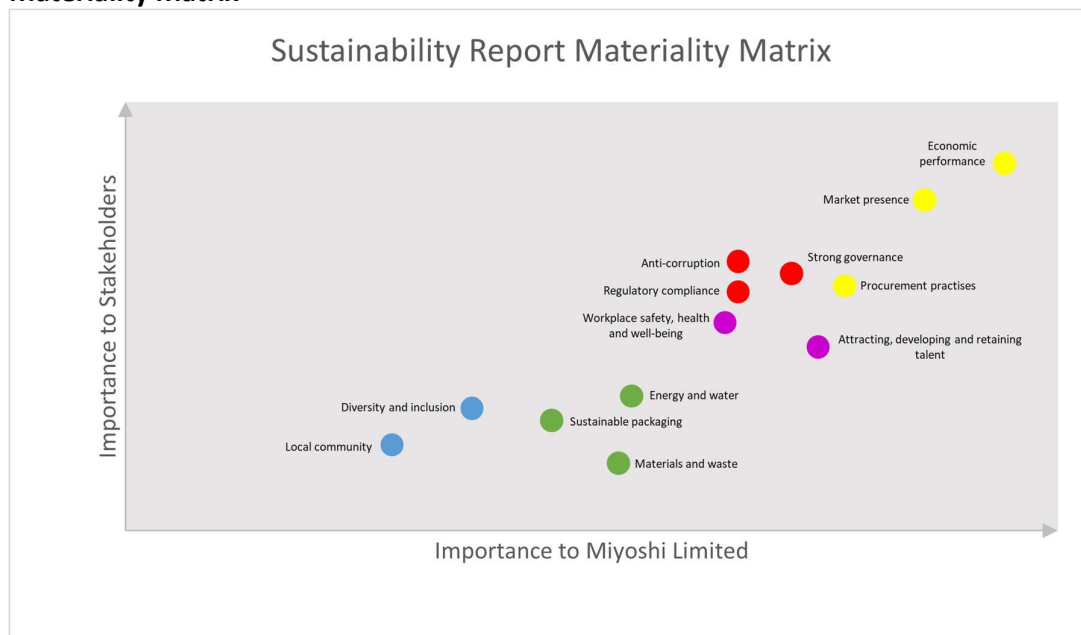
Materiality analysis enables Miyoshi to define sustainability factors that are of greatest significance to our businesses and stakeholders over the long term.

The SSC team identified the EESG factors material to the Group based on their knowledge of their respective business areas, the challenges faced and the corresponding implications for Miyoshi's businesses and operations. The SSC team also considered the insights they gained from their day-to-day engagement with their stakeholders.

The identification of the material EESG factors were followed by extensive consultation with internal stakeholders, including members of the Management team, to establish the direction for sustainability reporting. The SSC also examined the evaluation criteria applied by the relevant sustainability indices and rankings to understand the EESG matters of interest to our stakeholders to ensure completeness. We considered the guiding principles from Practice Note 7F – Sustainability Reporting Guide contained in the SGX-ST Listing Manual Section B: Rules of Catalyst.

Based on the above process, we categorised the identified EESG factors into three groups: Highly Material, Material and Important. A summary of these factors, how we create value, our goals and how they relate to the GRI's aspects and boundaries is presented in the following chart.

Materiality Matrix



Colour Legend:

- Purple:** Work Culture and Safety
- Yellow:** Economic
- Green:** Environmental
- Blue:** Social
- Red:** Management and Governance

For FY2023, the Company reviewed the material EESG factors identified in the previous Sustainability Reports and confirmed that there are no changes to the material EESG factors identified for reporting. We will continue to evaluate our material EESG factors on an annual basis to ensure that the reported topics remain relevant and material.

Aspect Boundaries

The aspect boundaries 'within' the organisation include all subsidiaries and employees within the Group. Associate companies, financial assets at fair value through profit or loss ("FVTPL") or assets classified as held for sale are excluded.

The aspect boundaries 'outside' the organisation include customers, suppliers, shareholders, investors/analysts, government and regulators and community.

WHAT OUR STAKEHOLDERS ARE TELLING US

At Miyoshi, we build long-lasting, value-creating partnerships with our stakeholders, who include our customers, suppliers, business partners, employees, and the communities in which we operate.

We make use of a periodic surveys to gauge customer satisfaction and help our company improve its operations. We also compile, evaluate, track and analyse all customer complaints that enables us to resolve problems efficiently.

We seek to ensure that Miyoshi's suppliers meet environmental, health and safety, labour and human rights standards and requirements. We assess and review suppliers' sustainability performance, initiate improvements and provide suppliers with training that builds their capacity to ensure that issues are recognised and addressed.

We contribute to the social and economic progress of the communities in which Miyoshi is present, and engage with the local community and unions on an ongoing basis.

A summary of our stakeholder engagement efforts is presented in the following table.

Stakeholders	The Expectations	Meeting The Expectations	The Engagement
Customers	<ul style="list-style-type: none"> • Good quality products • Competitive pricing • Strong technical support • Prompt service and resolution of defects 	<ul style="list-style-type: none"> • Meet customers' expectations on product quality and timeliness of deliveries • Communicating with our customers on their preferred channel, be it in person, online or on the phone • Providing timely response to customers for quotations, queries and complaints • Maintaining effective work instructions and good quality management systems • Emphasis on continuous improvement programme 	<ul style="list-style-type: none"> • Face-to-face meetings • Tele-conversations • Emails • Video-conference

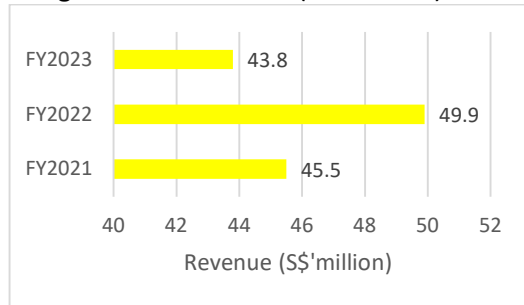
Stakeholders	The Expectations	Meeting The Expectations	The Engagement
Employees	<ul style="list-style-type: none"> • Work-life balance • Competitive wage and benefits • Trust and respect • Career development • Job satisfaction and recognition • Fair employment practices • Workplace well-being • Conducive work environment 	<ul style="list-style-type: none"> • Creating a value-based organisational culture • Providing opportunities for training and development • Enabling our colleagues Group-wide to be informed and engaged in order to contribute effectively • Promoting teamwork and supporting one another to achieve shared goals • Ensuring fair human resource policies • Allow flexible work arrangements • Providing health and wellness benefits • Maintaining workplace health and safety • Ability to attract, develop and retain talent 	<ul style="list-style-type: none"> • One-on-one sessions • HR policies and procedures • Open door policy by management • Whistle-blowing policy • Monthly video conference meetings

Stakeholders	The Expectations	Meeting The Expectations	The Engagement
Shareholders, Investors and Analysts	<ul style="list-style-type: none"> • Stable and sustainable growth and profitability • Reasonable returns to shareholders • Strong balance sheet • Strong corporate governance and transparency • Timely disclosures 	<ul style="list-style-type: none"> • Ensuring strong oversight and accountability by an experienced and competent Board and Management team • Adopting a disciplined and measured approach towards business risks and opportunities • Ensuring robust risk governance and management • Maintaining strong corporate governance • Ensuring timely disclosure and reporting 	<ul style="list-style-type: none"> • General meetings with shareholders • Quarterly financial reports • Annual reports • Sustainability reports • SGXNet announcements
Community	<ul style="list-style-type: none"> • Employment opportunities • Good corporate citizenry 	<ul style="list-style-type: none"> • Encouraging strategic investments that drive economic growth and social development • Creating jobs in local economies • Giving back to society through programmes focused on environment, aged and education 	<ul style="list-style-type: none"> • Partnerships with voluntary welfare organisations • Donations
Government and Regulators	<ul style="list-style-type: none"> • Upholding of the highest standards of corporate governance and ethical behaviour • Prevention of fraud and money-laundering • Financial stability • Taxes • Support of the development of local economies and industry 	<ul style="list-style-type: none"> • Complying with applicable and current laws, regulations and policies • Maintaining sound risk management systems and processes • Conducting regular internal and external audits 	<ul style="list-style-type: none"> • Consultations with regulatory bodies • Periodic survey • Annual reports • Audit reports

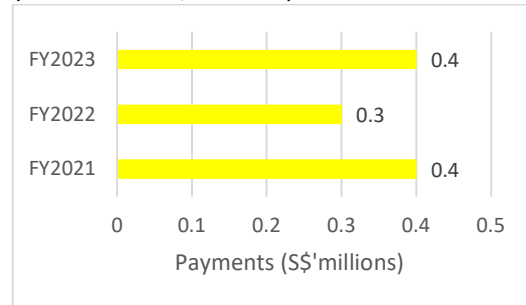
Stakeholders	The Expectations	Meeting The Expectations	The Engagement
Suppliers	<ul style="list-style-type: none"> • Fair vendor selection process • Ethical conduct • Timely payment 	<ul style="list-style-type: none"> • Ensuring integrity in all purchasing decisions • Adhering to agreement terms 	<ul style="list-style-type: none"> • Requests for Quotations and/or Proposals • Vendor briefings • Purchase agreements • Periodic reviews

ECONOMIC VALUE AND OUR STAKEHOLDERS

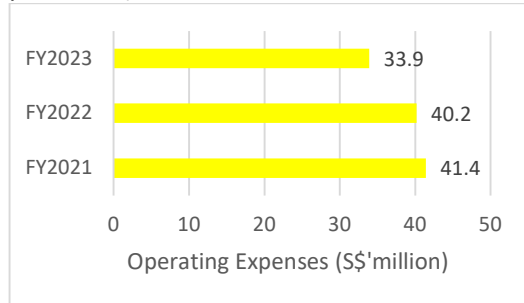
We generated revenue (customers) of:



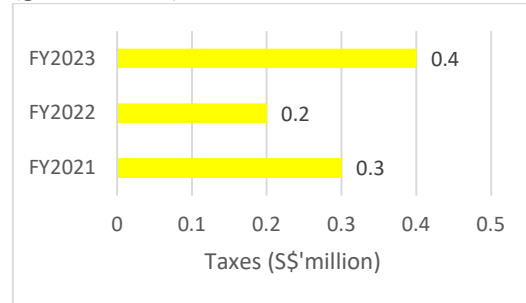
made payments to provider of financing (shareholders, lenders) of:



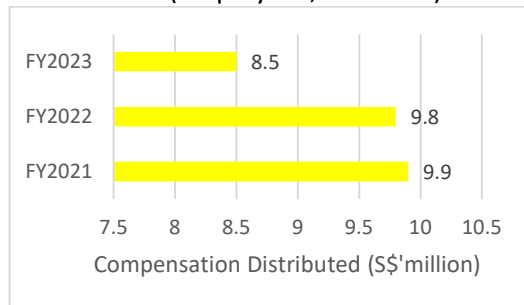
from which the operating expenses including payments for our materials and services (suppliers, vendors, service providers) of:



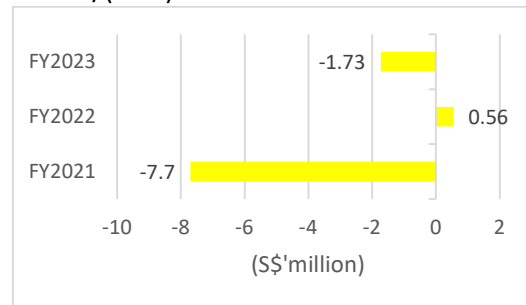
and accrued in current income tax (government) of:



We distributed in employee compensation and benefits (employees, directors) of:



Profits/(Loss) after tax:



OUR MATERIAL ESG FACTORS

ECONOMIC

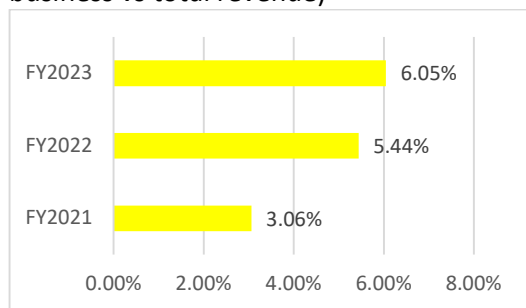
We strive to deliver consistent returns for our shareholders and contribute to the local economies through job creation and taxes. Our focus is on the financial performance indicators.

Economic Performance

Management have been developing a more resilient and diversified revenue model, such as recurring rental income and revenue from non-core business, such as revenue from commodities trading and indoor farming.

Target: To target revenue from non-core business within the range of 3% to 4% for FY2024. The target has been reduced from 5% for FY2024 as disclosed in our previous sustainability report after considering that the Group has decided not to pursue further opportunities in commodities trading segment.

Revenue (% revenue from non-core business vs total revenue)



In FY2023, we recorded 6.26% of our revenue from non-core business, which exceeded our target in FY2023 of 3% to 4%.

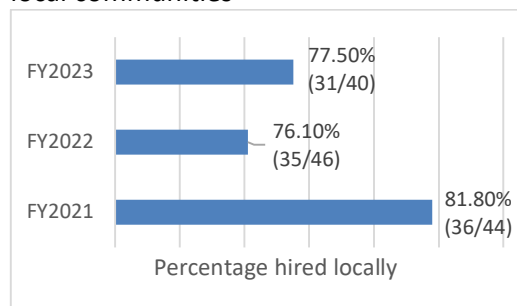
Market Presence

Management also ensures that the Management team is drawn from the local communities so that it can benefit the local communities. Diversity within the Management team and the inclusion of members from the local communities, in countries which we have operations, can

enhance human capital, brings economic benefit to the local communities and the organisation's ability to understand local needs.

Target: To increase the proportion of Management from local communities above 80% for FY2024.

Proportion of Management hired from local communities



The above Management employees are from each of our sub-units in the Philippines, Thailand, Huizhou (China), Wuxi (China), Malaysia and Singapore.

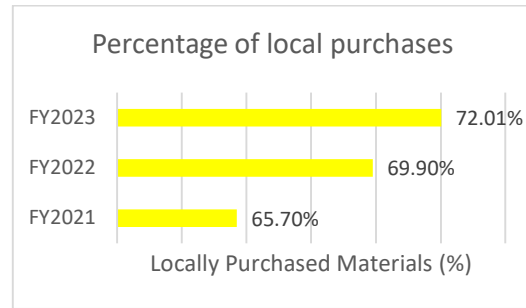
The Management from local communities was further reduced by 4 employees from 35 in FY2022 mainly due to resignation of employees largely from our Wuxi subsidiary. Hence, the target for FY2023 of above 90% has not been met.

Procurement Practices

Miyoshi depends on high-quality, safe, and affordable supply of materials to meet the demands of our operations and the expectations of our customers to deliver consistent products. Our sourcing is a complex and often decentralised issue.

Our customers are increasingly looking for transparency and expecting more from how we purchase our materials. The origin of the materials is exposed to reputational risks and potential disruptions in supply and environmental challenges. Miyoshi looks for local sourcing opportunities and form relationships with local suppliers, from countries in which we operate, for our materials.

Target: To maintain the use of locally-based suppliers above 70% of materials for FY2024.



Since FY2018, Miyoshi has made progress to increase the proportion of materials sourced from locally-based suppliers. As we value the communities that we operate in, we will continue to source our materials from local communities.

In FY2023, the Group has met the target of above 70%.

ENVIRONMENTAL

We are committed to reducing the environmental impacts of our activities, efficiently utilising natural resources and reducing waste. Our focus is on materials, energy, water, sustainable packaging and waste.

At Miyoshi, we ensure that the principle of sustainable business is embedded in our activities and products. This means protecting the future by making the right choices in an environment where water is increasingly scarce, natural resources are constrained and biodiversity is declining.

Materials (metals/packaging materials), energy and water are irreplaceable inputs of many of our production and consumption processes. Environmental concerns on metal mining include physical disturbances to the landscape, soil and water contamination and air contamination. Energy sources also have some impact on our environment, including wildlife and habitat loss, global warming emissions, air and water pollution. Optimisation of water use by our Group is important because it can lower water withdrawals from local water sources thus increasing water availability and improving community relations.

Measuring and managing the consumption of the materials, energy and water is not only important for our planet and communities in which we operate, it is also essential to the sustainability of our business. We are committed to minimising our environmental impact across our operations.

The Company has adopted electronic communication with shareholders and the Company is not required to print and deliver physical copies of Annual Report and Circular for general meetings for FY2023 under the Company's constitution. This initiative has reduced the Group's paper usage and contributed to the initiative of saving the environment.

Materials and Waste

Our components manufactured are mainly made of steel, copper and aluminium. For FY2023, we bought 72.0% of the materials used locally (i.e., from the country of our operations). We work closely with our suppliers to ensure they match our commitment to corporate social responsibility.

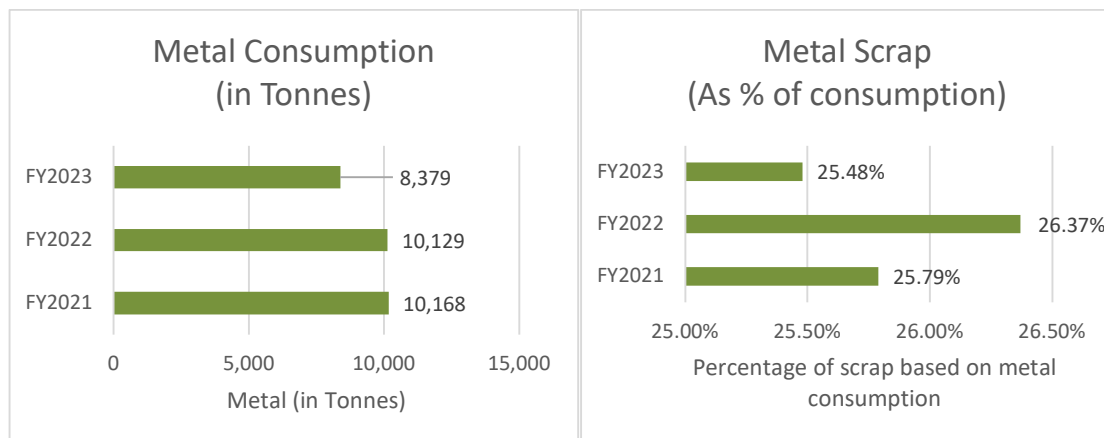
Steel is a uniquely sustainable material because it can be recycled infinitely and the material can be used by future generations. Steel is one of the most recycled materials in the world.

Steel waste or scrap, such as metal shavings, cut-outs and debris, is nearly inevitable when cutting and shaping products. Scrap is also generated when the dimensions of the product does not meet stringent quality standards.

Our approach is to minimise quality scrap by keeping our employees trained and motivated to stay committed to our sustainability effort. We believe our people are the key to our Group's sustainability success. By keeping their skills up to date while motivating them to find ways to improve efficiency is a key part of minimising scrap.

The other approach is to ensure all the scrap are accounted for and sent to a local steel mill for recycling or exported.

Target: Target to limit material scraps from production volume to not more than 20% in FY2024.



In FY2023, due to changes in product mix, we did not meet the target of 20% set for FY2023. Introduction of new products tends to increase wastage during the pilot test run until production is stabilised. We will continue to educate and provide relevant training to operators to maximise usage of materials and minimise errors during the handling of production process.

Energy and Water

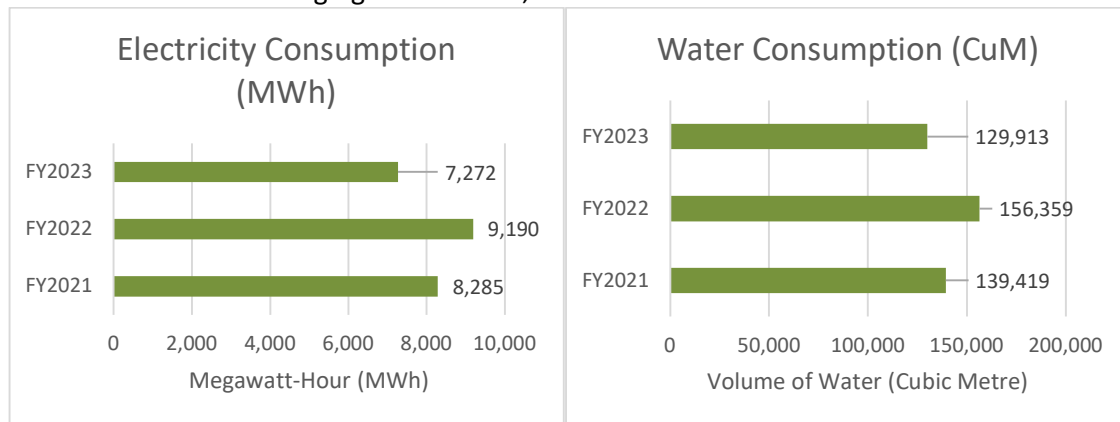
Managing energy and water is important to our bottom line and the environment. Our factories require energy to operate and approximately 7,272 megawatt hours (MWh) of electricity was consumed in FY2023.

Energy is consumed by our various equipment, lighting systems, cooling/heating and ventilation systems. Our approach towards energy is mainly focused on the reduction of machine idling time. This idling is due to the metal part queueing for quality check before continuing production. Machine idling leads to inefficiency and in turn increases the energy consumption per part.

The lighting systems offer great opportunities for savings. Adopting the latest fluorescent and Light Emitting Diode (LED) tubes and installing occupancy detection system will ensure that only occupied areas are lit and light levels match what is required by the activities in each specific area. An example is having the light sensors in our toilets.

modifying and replacing equipment with water saving equipment to reduce overall water consumption and increase internal reuse. Trainings are also conducted to raise the awareness among employees on efficient and responsible use of water. We conduct regular inspections on equipments or areas where leaks could occur, such as piping joints, connections and fittings.

Water savings are achieved through a combination of changing behaviour,



Target: To reduce up to 5% of energy and water consumption from previous year.

In FY2023, the Group has achieved the target of reducing up to 5% energy and water consumption from previous year due to decrease in production volume.

Sustainable Packaging

One of the most overlooked sources of waste in the supply chain is packaging waste. Recognising that one-way packaging supply chains result in an unacceptable amount of waste, Miyoshi has initiated a Returnable Packaging program at our manufacturing sites in the Philippines, Thailand and China.

The economics of sustainable packaging is clear as reducing packaging waste creates efficiencies and lowers costs of production. Re-using materials extend their life and helps to use less of the earth’s precious resources. Recycling allows us to repurpose valuable materials that would otherwise have been wasted. The more we reduce, re-use and recycle, the greater the cost savings in packaging materials, transport and disposal.

In Miyoshi, we use cardboard boxes (recyclable) and plastic crates (reusable and recyclable) in our packaging and they are usually placed on wooden and plastic pallets (recyclable and reusable).

Target: To increase the use of recyclable or reusable packaging materials.

The Group has not collected the information on the usage of recyclable or reusable packing materials for FY2023 as the total costs of packaging material over the Group's revenue is only approximately S\$0.7 million or 1.4%. The Group will work to collect the data and report when the packaging material increase substantially over the Group's revenue.

Our Material ESG Factors

SOCIAL IMPACT AND PERFORMANCE

Miyoshi defines social sustainability as caring about and investing in the needs of our employees and communities over the long term. We partner with our stakeholders in the pursuit of positive societal change, ensuring all parties operate with integrity and an ethical mindset. In doing so, we share responsibilities for delivering results the right way. We strive to engage our employees and improve the quality of life in the communities where we do business.

Human Capital

At Miyoshi, we strive to hire the best candidates and retain employees around the region. We aim to motivate all our employees within a high performing culture, with lifelong learning and development possibilities. We seek to create a respectful, inclusive and diverse workplace. At Miyoshi, we believe that talent and effort should drive advancement. Everyone should be treated fairly regardless of their ethnicity, gender, age or disability. We aim to create an environment where all people are treated with respect and valued for their individual strengths.

Globalisation, demographic change and technology are changing the world of work. This creates opportunities, but also presents challenges – especially for those

accustomed to earlier models of workplace organization. Constant connectivity and the intensification of work threaten to blur the boundaries between work and private life.

Talent Acquisition

Our employees make Miyoshi what it is. We need to attract, develop and retain top-notch people to be successful. Our talent acquisition efforts are geared towards finding the best individuals, wherever they may be. Our development and retention programs help employees reach their personal goals as they contribute to making Miyoshi the best company it can be.


As at 31 August 2023, we employed 659 employees within Asia, a decrease of 11 employees in comparison to 31 August 2022. Thereof, 53.7% were in the Philippines, 26.1% in China, 15.3% in Thailand and the remaining 4.9% from Malaysia and Singapore. More than 75% of our employees have a permanent contract, a slight decrease from 78% a year ago. The use of temporary workers enhances labour flexibility and allows us to cater to fluctuating demand of our businesses.

To maintain a high-quality workforce, we have taken several initiatives, including using recruiters for recruitment as they have the skillset to recruit the best people.

We have also doubled our efforts to make sure that current employees receive earnest consideration for better positions.

We hired 137 new employees in FY2023, compared to 106 a year ago. Thereof, 54.7% were in the Philippines, 30.6% were in China, 14.7% were in the three countries of Singapore, Thailand and Malaysia.

Number of Employees: 659 (FY2023)



Female: 335 (50.8%) Male: 324 employees (49.2%)

FY2022: 346 female employees, 324 male employees. Total: 670

By Region	FY2023	FY2022
Philippines	354	345
Thailand	101	111
Huizhou	57	64
Wuxi	115	105
Malaysia	16	24
Singapore	16	21
Total	659	670

< 30 years old	30-50 years old	> 50 years old
<ul style="list-style-type: none"> • FY 2023 • 135 employees • 20.5% of total headcounts • FY 2022 • 125 employees • 18.7% of total headcounts 	<ul style="list-style-type: none"> • FY 2023 • 446 employees • 67.7% of total headcounts • FY 2022 • 458 employees • 68.3% of total headcounts 	<ul style="list-style-type: none"> • FY 2023 • 78 employees • 11.8% of total headcounts • FY 2022 • 87 employees • 13.0% of total headcounts

Learning and Development

Having the right people with the right skills in the right places at the right time is essential to our success as a Group.

Miyoshi advocates development opportunities that allow employees to achieve their full potential. The Management, comprising the head of sub-units and heads of departments, meets to identify and manage learning and developmental needs, career planning and human resource concerns. Suitable training is extended to employees to enable them to perform at optimal levels. Such training comprises mainly on-the-job training and mentoring, classroom training, job rotation and courses conducted by external trainers.

Employee Retention

Miyoshi supports paying employees a competitive wage. Consistent with our principle of valuing personal contribution and mastery, we provide employees the opportunity to develop their skills and capabilities to enhance their ability to succeed in their career, consistent with the needs of the business.

Our employee benefits have been developed to protect the financial security of employees. These benefits include comprehensive coverage for health care, vacation and holiday time, and other work/family benefits, including flexitime and childcare leave.

The average tenure of our employees is about 8.2 years and more than 61.5% of our employees have been with Miyoshi for more than 5 years. Miyoshi's attrition rate is 20.8% in FY2023, a decrease from 31.5% a year ago. A minimum of one month's notice is required for any employee resignation.

Target: To maintain attrition rate of less than 25% in FY2024.

In FY2023, the Group achieved the target attrition rate of less than 25%. The attrition rate in FY2023 was mainly due to the Company initiatives to streamline the workforce for greater efficiency.

Diversity and Inclusion

Miyoshi has made a conscious decision to foster a diverse workforce. By bringing in people with different experiences, backgrounds, skills, we are better able to meet a wide range of challenges and encourage innovation. Our employees need to reflect the diverse markets and customers we serve. We aim to strengthen our Group by recruiting different kinds of people who can help create value in unique ways for our Group, our customers and partners, and society at large.

At the core of our strategy, we want to foster a culture of inclusion so that everyone is valued, included and performs at their peak.

Foundational diversity and inclusion capability focuses on key concepts such as microinequities, unconscious bias, benefits in leveraging diversity and intent versus impact on others. By understanding these types of differences, it enables our employees to be in touch and build collaborative diverse relationships so that we can all successfully grow our business together.

Our diversity strategy is facilitated by our geographical reach, and we employ individuals from 8 countries. Beyond that, we have taken steps to promote and strengthen the diversity of our workforce:

- Addressing unconscious bias;
- Promoting gender balance;
- Supporting people with disabilities;

- Ensuring an inclusive culture that values the contributions of different people from diverse backgrounds.

The proportion of women as a percentage of the total workforce decreased slightly to 50.8% as at 31 August 2023, compared to 51.6% a year ago.

The median age in the year under review is 44 as compared to 42 a year ago.

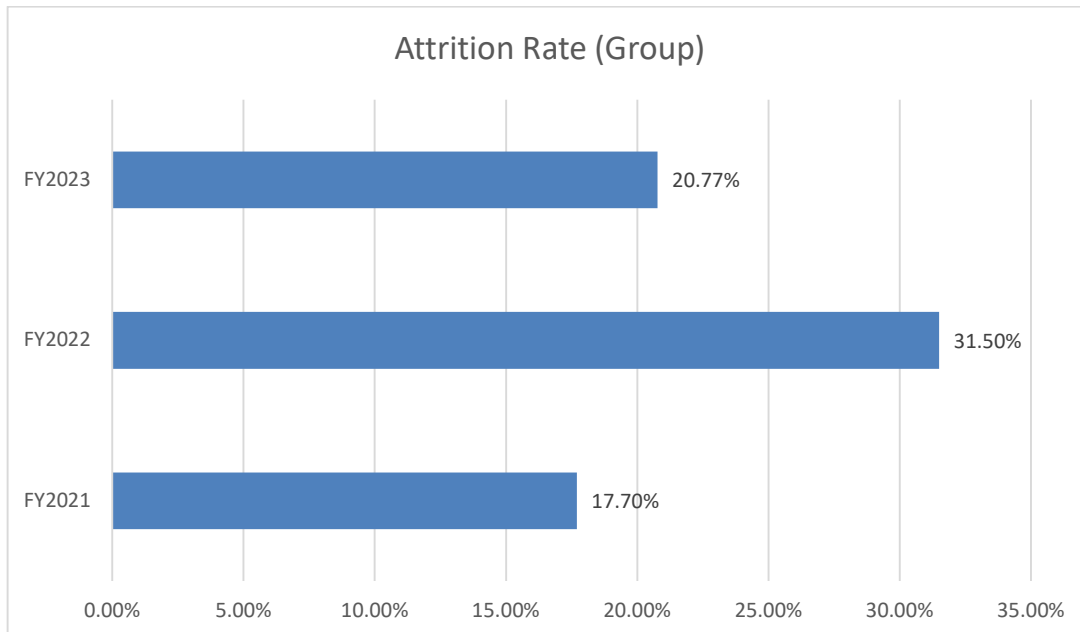
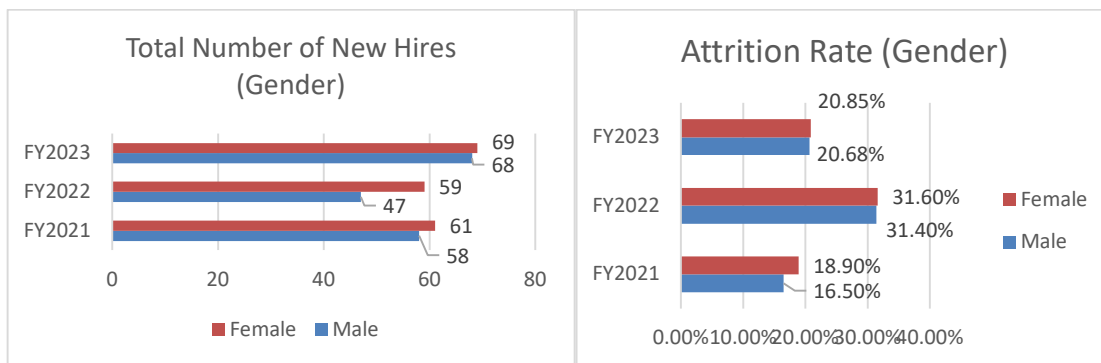
Diversity has become a key element of our hiring, regional placement and promotion processes. We are taking strides to ensure diversity in the candidate pools for top positions as well as on the teams that make decisions related to hiring and promotions. Among the new hires in FY2023, 50.4% were women, compared to 55.7% in FY2022.

Among the 137 new hires in FY2023, 51.8% were under 30 years old, 45.3% between 30 and 50 years old, and 2.9% over 50 years old.

Target: To develop an inclusive culture and respecting the contribution of all employees regardless of gender, age, race or disability.

Total Number of New Hires (Region)	Philippines	Thailand	Wuxi	Huizhou	Malaysia	Singapore
FY2021	60	14	29	4	4	8
FY2022	28	30	35	2	6	5
FY2023	75	13	42	0	4	3

Attrition Rate (Region)	Philippines	Thailand	Wuxi	Huizhou	Malaysia	Singapore
FY2021	12.30%	19.10%	29.90%	8.50%	61.50%	26.10%
FY2022	36.50%	21.10%	32.30%	10.50%	41.50%	40.00%
FY2023	19.17%	19.81%	22.73%	11.57%	60.00%	32.43%



Total Number of New Hires (age)	(under 30 years old)	(30-50 years old)	(over 50 years old)
FY2021	82	32	5
FY2022	52	53	1
FY2023	71	62	4
Attrition Rate (age)	(under 30 years old)	(30-50 years old)	(over 50 years old)
FY2021	36.50%	10.90%	14.90%
FY2022	95.80%	18.90%	10.40%
FY2023	43.85%	16.37%	8.48%

Workplace Safety, Health and Well-being

Creating and sustaining a safety-focused, zero-incident culture is a top priority for everyone at Miyoshi. This commitment starts with our CEO and permeates the entire organisation. At Miyoshi, everyone is responsible for their own safety and the safety of their co-workers' safety. We promote open discussions with the Management regarding work-related hazards and safety issues. Our manufacturing sites conduct monthly environmental, health and safety (EHS) meetings. These meetings raise awareness of safety compliance issues and provide our employees with opportunities to share best practices.

At Miyoshi, we support our employees to live healthy lives and achieve peak performance. We emphasise on nutrition, fitness, easy access to our health information and an environment that encourages healthy choices and personal management of health risks.

In our manufacturing sites, we work with our canteen operators to provide meals based on healthier cooking methods, such as ovens and grilling, instead of frying and to include more fibre in their diet, such as fruits and vegetables.

During FY2023, the Group has continued to implement Safe Management Measures in respect of the safety measures requirements to curb the spread of COVID-19. This includes the use of virtual meetings, remote work arrangement and dissemination of materials and articles from local authorities on health measures related to COVID-19 to our employees.

Number of Lost Days (region)	FY2021	FY2022	FY2023
Huizhou	-	3	3
Malaysia	-	-	-
Thailand	15	5	7
Philippines	1	-	-
Singapore	24	-	-
Total	40	8	10

Number of Lost Days (gender)	FY2021	FY2022	FY2023
Male	38	5	7
Female	2	3	3
Total	40	8	10

Note: Lost days refers to the total number of days spent away from work due to a work-related injury/illness.

Target: To have zero work-related fatality and minimise the number of lost days due to injuries to below 10 days.

In FY2023, the Group has met its target on no work-related fatality. The number of lost days due to work related injuries increased slightly from 8 days to 10 days as compared to previous year. This has substantially reduced from 73 days and 40 days in FY2020 and FY2021 respectively.

Incident Investigations

In our drive to constantly improve our safety performance and share lessons learned, we are constantly strengthening our incident investigation capabilities through training and support. Training sessions helps systematically analyse the root causes of incidents and address measures preventing recurrence have been conducted in the Philippines, Thailand, China and Malaysia. The Management and all employees have been alerted to the importance of workplace safety and everyone plays a crucial part in preventing accidents from happening.

Suppliers and Contractors

Suppliers and contractors are essential to our operations, especially in the core business. Therefore, we must make the safety performance of contractors and suppliers a central concern. The selection process for suppliers and contractors, especially for high-risk activities (such as electrical works or working at heights), includes the mandatory participation of safety experts. Additionally, we also train the employees of suppliers and contractors in our practical safety training courses at our various manufacturing locations.

Anti-Child Labour and Anti-Forced Labour

Miyoshi is against any form of coerced labour and discrimination, and adheres to the tenets of global human rights conventions that include the Universal Declaration of Human Rights and the International Labour Organisation (“ILO”) Conventions. We comply with the five key principles of fair employment:

- a) recruit and select employees on the basis of merit, such as skills, experience and ability, regardless of ethnicity, gender, age or disability,
- b) treat employees fairly and with respect and implement progressive human resource management systems,
- c) provide employees with equal opportunities for training and development based on their strengths and needs, to help them achieve their full potential,
- d) reward employees fairly based on their ability, performance, contribution and experience, and
- e) abide by the local labour laws which promote fair employment practices.

In FY2023, there was no reported incident relating to child labour or forced labour in Miyoshi.

Respect for Freedom of Association

Miyoshi upholds employees’ rights to freedom of association, including the right to be trade union members. In permitting employees to be represented by trade union for collective bargaining, Miyoshi adheres to the Industrial Relations Act 1960. Working together in a mutual and cordial relationship, Miyoshi and the various unions seek to foster positive work environments and raise productivity. There were no employee health and safety concerns raised by the union in FY2023.

Community Investment

Our social responsibility vision extends to the involvement with the communities in which Miyoshi employees live and work. Across the Asia Pacific region, Miyoshi supports the local communities on a personal level. Miyoshi assists its employees in contributing both time and financial support to local non-profit groups and community organisations.

In FY2023, we participated blood donation drive with Red Cross Calamba Laguna Chapter. Our team seeks to help the community and enhance quality of life.

Target: To continue to introduce program that will benefit local communities in FY2024.

GOVERNANCE: CORPORATE GOVERNANCE, RISK MANAGEMENT AND TRANSPARENCY

We strive to achieve high standards of corporate governance, business integrity and professionalism to ensure sustainability of the Company's businesses and performance as well as to safeguard shareholders' interests and maximise long-term shareholder value.

We adopt the Singapore Code of Corporate Governance 2018 (the "Code") issued by the Monetary Authority of Singapore and comply with all rules and guidelines published by the SGX-ST.

SGTI Score

The Singapore Governance Transparency Index ("SGTI") is a joint initiative of NUS Business School's Centre for Governance, Institutions and Organizations ("CGIO"), Singapore Institute of Directors ("SID") and CPA Australia to achieve the objective of evaluating listed companies, including REITs and business trusts, on their corporate governance practices and disclosures, as well as the timeliness, accessibility and transparency of their financial results.

The SGTI score has two components: the base score and the adjustment for bonuses and penalties. The base score for companies contains five pillars of board responsibilities, rights of shareholders, engagement of stakeholders, accountability and audit, and disclosure and transparency. The aggregate of bonuses and penalties is incorporated to the base score to arrive at the company's SGTI total score.

Miyoshi's SGTI Total Score

FY2023	68
FY2022	71
FY2021	74

SGTI Ranking

SGTI 2023 covered 474 Singapore-listed companies in the General Category and 43 REITs and business trusts which released their annual reports by 31 May 2023.

Miyoshi's SGTI Ranking

FY2023	#317 of 474 Singapore-listed companies in the General Category
FY2022	#208 of 489 Singapore-listed companies in the General Category
FY2021	#171 of 519 Singapore-listed companies in the General Category

SUSTAINABILITY CONTACT

Miyoshi welcomes feedback on our sustainability practices and reporting at kenlew@sg.miyoshi.biz

GRI Content Index

Statement of use	Miyoshi Limited has reported this information cited in this GRI Content Index for the period from 1 September 2022 to 31 August 2023 (“FY2023”) with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page / Section References and Remarks
GRI 2: General Disclosures 2021	ORGANISATIONAL DETAILS AND REPORTING PRACTICES	
	2-1 Organisational details	Sustainability Report (“SR”): Organisation Profile
	2-2 Entities included in the organisation’s sustainability reporting	Annual Report (“AR”): Corporate Structure
	2-3 Reporting period, frequency and contact point	SR: Board Statement
	2-4 Restatements of information	Not applicable as there are no restatement of information.
	2-5 External assurance	SR: Sustainability Governance Structure
	ACTIVITIES AND WORKERS	
	2-6 Activities, value chain and other business relationships	SR: Our Materiality Analysis
	2-7 Employees	SR: Social Impact and Performance
	2-8 Workers who are not employees	Not applicable as all workers of the Group are employees of the Company.
	GOVERNANCE	
	2-9 Governance structure and composition	SR: Sustainability Governance Structure AR: Corporate Governance Report
	2-10 Nomination and selection of the highest governance body	AR: Corporate Governance Report
	2-11 Chair of the highest governance body	AR: Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	AR: Corporate Governance Report
	2-13 Delegation of responsibility for managing impacts	AR: Corporate Governance Report
	2-14 Role of the highest governance body in sustainability reporting	AR: Corporate Governance Report
	2-15 Conflicts of interest	AR: Corporate Governance Report
	2-16 Communication of critical concerns	SR: Sustainability Governance Structure AR: Corporate Governance Report
	2-17 Collective knowledge of the highest governance body	AR: Corporate Governance Report
	2-18 Evaluation of the performance of the highest governance body	AR: Corporate Governance Report
	2-19 Remuneration policies	AR: Corporate Governance Report
	2-20 Process to determine remuneration	AR: Corporate Governance Report
	2-21 Annual total compensation ratio	Unable to disclose due to confidentiality constraints
	STRATEGIES, POLICIES AND PRACTICES	
	2-22 Statement on sustainable development strategy	SR: Board Statement SR: Sustainability Governance Structure
	2-23 Policy commitments	SR: Board Statement SR: Sustainability Governance Structure
	2-24 Embedding policy commitments	SR: Our Material EESG Factors
	2-25 Processes to remediate negative impacts	SR: Our Material EESG Factors
	2-26 Mechanisms for seeking advice and raising concerns	SR: Governance: Corporate Governance, Risk Management and Transparency AR: Corporate Governance Report
2-27 Compliance with laws and regulations	SR: Our Material EESG Factors AR: Corporate Governance Report	
2-28 Membership associations	SR: Sustainability Governance Structure	
STAKEHOLDER ENGAGEMENT		
2-29 Approach to stakeholder engagement	SR: What Our Stakeholders Are Telling Us	
2-30 Collective bargaining agreements	Not applicable as none of the Group’s employees are involved in any union organisations	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR: Our Materiality Analysis SR: What Our Stakeholders Are Telling Us
	3-2 List of material topics	SR: Our Materiality Analysis SR: What Our Stakeholders Are Telling Us
	3-3 Management of material topics	SR: What Our Stakeholders Are Telling Us SR: Our Material EESG Factors

GRI Standard	Disclosure	Page / Section References and Remarks
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	SR: Economic Value and Our Stakeholders SR: Our Material EESG Factors – Economic
	201-2 Financial implications and other risks and opportunities due to climate change	The Company will adopt the phased approach to report on climate-related disclosures.
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	SR: Economic – Market Presence
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	SR: Economic – Procurement Practices
GRI 301: Materials 2016	301-1 Material used by weight or volume	SR: Environmental – Material and Waste
	301-3 Reclaimed products and their packaging materials	SR: Environmental – Sustainable Packaging
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	SR: Environmental – Energy and Water
GRI 303: Water and Effluents 2018	303-5 Water consumption	SR: Environmental – Energy and Water
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR: Social Impact and Performance – Talent Acquisition SR: Social Impact and Performance – Employee Retention
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	SR: Social Impact and Performance – Incident Investigations
	403-5 Worker training on occupational health and safety	SR: Social Impact and Performance – Workplace Safety, Health and Well-being
	403-7 Prevention and mitigation of occupational health and Safety impacts directly linked by business relationships	SR: Social Impact and Performance – Suppliers and Contractors
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	SR: Social Impact and Performance – Learning and Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR: Social Impact and Performance – Diversity and Inclusion
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SR: Social Impact and Performance – Respect for Freedom of Association
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	SR: Social Impact and Performance – Anti-Child Labour and Anti-Forced Labour
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	SR: Social Impact and Performance – Anti-Child Labour and Anti-Forced Labour
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	SR: Social Impact and Performance – Community Investment

TCFD Content Index

TCFD Recommendations	Disclosure	Section references
Governance		
Describe the board’s oversight of climate-related risks and opportunities.	The Board of Directors oversees the Group’s overall sustainability practices, which include climate-related risks and opportunities, and considers EESG issues in the formulation of and approving overall long-term strategic objectives and directions.	<ul style="list-style-type: none"> SR – Board Statement SR – Corporate Governance Framework
Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>The Group has in place a Sustainability Strategy Committee (“SSC”) comprising of the Chief Executive Officer (“CEO”), the Financial Controller and the respective heads of key departments of our business units, ultimately reports to the Board for advice and guidance. The SSC provides strategic direction for managing sustainability-related risks and opportunities, and guides the development and improvement of frameworks, policies, guidelines and processes to ensure that sustainability factors are effectively managed.</p> <p>The Board maintains efficient oversight over the SSC by reviewing and considering the relevance and adequate practices in place to address potential sustainability issues. The Board will also incorporate these findings when formulating strategies and policies to better manage the potential sustainability risks and opportunities that could possibly be encountered by the Group. This process helps to ensure all EESG and climate-related matters significant to the business are considered and adequately addressed.</p>	SR – Corporate Governance Framework
Strategy		
Describe the climate- related risks and opportunities the organisation has identified over the short, medium, and long term.	The Group is adopting a phased approach towards managing climate-related risks. Identifying the impact on climate-related risks and opportunities on the Group’s business, strategy, financial planning and scenario analysis will be carried out from FY2025 onwards.	–
Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.		–
Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		–
Risk Management		
Describe the organisation’s processes for identifying and assessing climate-related risks.	The Group is adopting a phased approach towards managing climate-related risks. Identifying the impact on climate-related risks and opportunities on the Group’s business, strategy, financial planning and scenario analysis will be carried out from FY2025 onwards.	–
Describe the organisation’s processes for managing climate-related risks.		–
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.		–
Metrics and Targets		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	As part of the Group’s annual sustainability reporting, we track metrics for energy consumption and water consumption.	<ul style="list-style-type: none"> SR: Environmental – Energy and Water

<i>TCFD Recommendations</i>	<i>Disclosure</i>	<i>Section references</i>
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.	We will review and develop and report our Scope 1, 2 and 3 GHG emissions, as and when appropriate.	–
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	The Group is adopting a phased approach towards managing climate-related risks. Appropriate targets shall be analysed and set from FY2025 onwards.	–

CORPORATE GOVERNANCE FRAMEWORK

