



Advanced Holdings Ltd. Sustainability Report 2023

Table of Contents

Managing Director's Message.....	1
Organisation Profile.....	2
Reporting Practice	3
The Group's Sustainability Story.....	5
Stakeholder Engagement and Materiality Assessment.....	7
Focus 1: Governance and Ethics.....	10
Focus 3: Customer Safety and Animal Feed Quality.....	18
Focus 4: Protecting the Environment.....	20
Focus 5: Human Capital	26
Focus 6: Corporate Social Responsibility.....	35
Task Force on Climate-related Financial Disclosures.....	37
Climate-related Risk and Opportunities	42
SGX-ST Primary Components Index.....	49
GRI Content Index.....	50

This Sustainability Report has been reviewed by the Company's sponsor, UOB Kay Hian Private Limited (the "Sponsor").

This Sustainability Report has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "SGX-ST") and the SGX-ST 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 Mr Lance Tan, Senior Vice President, at 8 Anthony Road, #01-01, Singapore 229957, telephone (65) 6590 6881.

Managing Director's Message

Dear stakeholders,

On behalf of the Board of Directors (the "**Board**") of Advanced Holdings Ltd (the "**Company**" or "**Advanced**"), and together with its subsidiaries, collectively the "**Group**"), we are pleased to present to you the Sustainability Report for the Group, for the financial year ended 31 December 2023 ("**FY2023**").

During FY2023, the Group focused on (i) the fulfilment of the engineering services related contracts that were secured in the last financial year, and (ii) commencement of a satellite corn drying facility and completion of the construction of the main corn drying facility in Sulawesi, Indonesia. As we carried out these new activities and operations, we have considered material aspect of the environmental, social and governance factors into our processes. The Group added new members to the Sustainability Task Force team to strengthen our sustainability reporting and conducted analytical review of the probable financial impact to the Group's performance resulting from a change in climate.

The Group is committed to developing sustainable practices as we continue to deepen its agriculture businesses as we believe that these practices will benefit our stakeholders and the environment. We will continue to engage with our stakeholders to ensure that our policies and practices reflect their interests.

Yours Sincerely,

Dr Wong Kar King
Managing Director
4 April 2024

Organisation Profile

GRI 2-1

Advanced is a global engineering science organisation founded in 1993 and headquartered in Singapore.

The Company is listed on the Catalist board of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”). The Group’s operating entities in Singapore include Advanced Holdings Ltd (“**AHL**”), Advanced Controls Pte Ltd (“**ACPL**”), Advanced Engineering Holdings Pte Ltd (“**AEH**”), Advanced Agri Pte Ltd (“**AAPL**”), and Guided Wave Asia Pte Ltd (“**GWA**”). Its main operating overseas subsidiaries are Advanced CAE Saudi Arabia Company Ltd (“**CAEKSA**”) and PT Advanced Agri Indonesia (“**AAI**”), a subsidiary of AAPL.

Previously, the Group mainly operated in the Engineering Services and Equipment business, providing a diverse range of innovative products and solutions to the Oil & Gas, Petrochemicals & Chemicals industries across various countries such as China, Saudi Arabia, Singapore, and Indonesia. The main operations were carried out by Advanced CAE Pte Ltd in Singapore (“**CAESG**”) and Advanced CAE Ltd in China (“**CAECN**”). Both entities, CAESG and CAECN, were disposed during the financial year ended 31 December 2022 (“**FY2022**”).

The Group ventured into Agri-Technology (“**Agri-Tech**”) business when it acquired 12.25% of Agricore Global Pte in 2019. In 2020 the Group entered a joint venture agreement to set up AAPL. Through this joint venture arrangement, the Group commenced its business plan in grain processing for animal feed industry for the Indonesian and Southeast Asian markets, to be undertaken by AAI. The investment included the building of a corn drying facility in the Northern region of Sulawesi Island, Indonesia, which took place in FY2022 and FY2023. AAI started its first satellite drying (the “**Satellite Dryer**”) operations in March 2023. The main corn drying facility was fully operational in March 2024, and is designed to process and produce 70,000 metric tonnes of corn per annum.

Reporting Practice

Reporting Principles and Statement of Use

GRI 2-3

The FY2023 sustainability report (the “**Report**”) of the Group has been prepared in accordance with the Global Reporting Initiative (“**GRI**”) Standards covering the period from 1 January 2023 to 31 December 2023. The GRI has been chosen due to its global recognition as a sustainability reporting standard and for representing the global best practices for reporting on economic, environmental, and social topics.

The GRI Content Index section of the Report provides a detailed reference to the relevant GRI Standards. The Group implemented the GRI principles for defining reporting content and ensuring information quality, including Stakeholder Inclusiveness, Sustainability Context, Materiality, Completeness, Accuracy, Balance, Clarity, Comparability, Reliability, and Timeliness.

The United Nations Sustainable Development Goals (“**UN SDGs**”) have also been incorporated into the Report, highlighting the Group’s contributions to sustainable development.

The Group’s climate-related disclosures were guided by the recommendations of Task Force on Climate-related Financial Disclosures (“**TCFD**”).

The Report met the requirements of Catalist Rule 711A and 711B on sustainability reporting, as established by SGX-ST. The Board reviewed and approved the reported information, including the material topics.

Reporting Practice (Cont'd)

Reporting Scope

GRI 2-2

This Report covers the Group's operations in Singapore, Indonesia, and Saudi Arabia. The Company and subsidiaries featured in this Report are:

- AHL, AEH, GWA, ACPL and AAPL (collectively referred to as the “**Singapore Subsidiaries**”) operating in Singapore
- AAI operating in Indonesia
- CAEKSA operating in Saudi Arabia

This Report incorporates details about the corn drying facility in Sulawesi Island, Indonesia, which includes the Satellite Dryer that commenced operations in March 2023 and the main drying facility that started its operations in March 2024.

The other entities of the Group in Thailand, Malaysia and United Arab Emirates are excluded from this Report as they are currently in voluntary liquidation or planning for voluntary liquidation in the next financial year and no material operations were carried out by these entities during FY2023.

Restatements

GRI 2-4

The comparative information for FY2022 has been restated to include CAEKSA as the contribution from CAEKSA was significant to the Group's financial result in FY2023. Additionally, CAESG and CAECN were excluded as both entities were disposed in FY2022.

Assurance

GRI 2-5

The management of the Company (the “**Management**”) established internal controls and verification processes to ensure that the narratives and data in the Report are accurate and reliable. In shaping the content, the Group sought advice from an external Environmental, Social, and Governance (“**ESG**”) consultant, incorporating their recommendations in selecting material topics and ensuring compliance with GRI and SGX-ST Listing Rules. The Group did not obtain external assurance on the Report, but an internal audit review of the Report conducted by Baker Tilly Consultancy (Singapore) Pte. Ltd. has been carried out.

Availability & Feedback

This Report supplements the Group's Annual Report 2023 which is available online at SGXNet and AHL's website at <https://advancedholdings.com/media/news/>

The Group's Sustainability Story

GRI 2-22

The Group's Mission

Advancing innovations in Agri-Technology and Engineering Science.

The Group's Vision

To gain visible advancement and becoming a leading organisation in Agri-Technology.

Sustainability Philosophy

Advanced believes that achieving its social, environmental, and ethical responsibilities are as essential as running its business operations profitably. Robust corporate governance frameworks and practices enable the Group to effectively implement sustainable practices and ensure that the concerns of key stakeholders are adequately considered during decision making.

The Group is committed to create and distribute economic value to its stakeholders. This ensures the long-term viability of our business and supports the Group's ability to pursue sustainability targets and objectives.

The Group's history of delivering its engineering services and products that consistently meet rigorous quality and safety standards stands as a testament to its dedication. The sustainable procurement practices the Group employed in material and supplier selection further solidify its commitment to maintaining the sustainability and ethical responsibility of its supply chain.

Committed to its core values, the Group has dedicated itself to high-quality and safety standards. With its commencement in the agriculture-related sector, the Group recognises the importance of addressing environmental concerns and minimising its carbon footprint through innovation. This commitment involves environmental stewardship and improved efficiency. The Group plans to integrate sustainable practices into its daily operations and shifting its focus to pollution prevention and energy conservation. This will symbolise its mission to protect the environment and enhance resource efficiency, particularly within the agriculture sector.



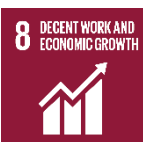



The Group is committed to provide its employees with a safe working environment and adequate safety training. The Group will further ensure that employees are provided with opportunities to grow and upgrade their current skillsets. The Group also believes in giving back to the community and have been actively involved in charitable works.

The Group's Sustainability Story (Cont'd)

GRI 2-22

Contribution to Sustainable Development Goals

The Group's focus on sustainability is aimed at making a positive impact on the planet, the communities served, and the financial well-being of the stakeholders. The Group aligned its practices with the UN SDGs, which have been integrated into this Report. By contributing to the UN SDGs and adopting sustainable practices, the Group is committed to achieving sustainable development and creating a better future for all. The Group's contributions to this global agenda are highlighted below.

UN SDGs	The Group's Contribution	Reference
4 Quality Education 	Provide training programmes and performance appraisals to ensure equal development opportunities for all employees	Focus 5: Human Capital
5 Gender Equality 	Provide equal opportunities in employment, remuneration and career development irrespective of gender.	
8 Decent work and economic growth 	Provide work opportunities and a conducive working environment.	
9 Industry innovation and infrastructure 	Promote sustainable manufacturing and industrialisation.	Focus 3: Customer Safety and Animal Feed Quality
12 Responsible Consumption and Production 	Reduce energy consumption whenever possible.	Focus 4: Protecting the Environment
16 Peace, Justice and Strong Institutions 	Promote good corporate governance and adhere to laws and regulations.	Focus 1: Governance and Ethics

Stakeholder Engagement and Materiality Assessment

GRI 2-29, 3-1, 3-2

The Group recognises the critical importance of stakeholder engagement in shaping its sustainable business practices. The key stakeholders were identified based on their material impact or potential influence on its operations. The Group's commitment extends to foster constructive dialogues to proactively address key issues and ensure transparency. With the assistance of the external ESG consultant to carry out the assessment for FY2023, the Group aims to enhance the materiality assessment's credibility and the robustness of the Group's sustainability initiatives. Its dedication to understand stakeholders' needs and concerns is further demonstrated through continuous consultation with reliable research sources within the industry, if available. This approach aided the Group in prioritising the significance of its sustainability concerns to be addressed in its business operations.

The following table summarises the Group's key stakeholders, their areas of concern and the Group's responses:

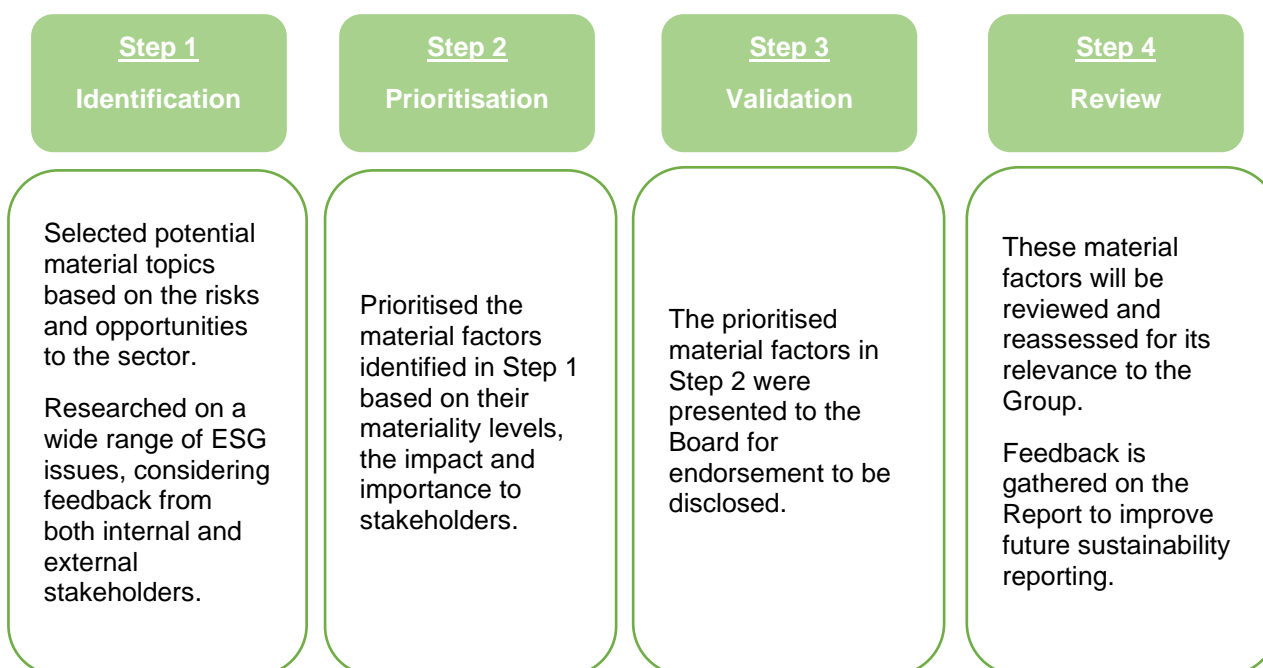
Stakeholders	Engagement platforms	Areas of concern	The Group's response	Section Reference
Employees	<ul style="list-style-type: none"> Performance appraisals Trainings and briefings 	<ul style="list-style-type: none"> Remuneration and benefits Training and career development Occupational health and safety 	<ul style="list-style-type: none"> Provide fair remuneration and benefits Provide constructive feedback through performance appraisals Conduct health and safety trainings for employees 	<ul style="list-style-type: none"> Focus 5: Human Capital
Customers	<ul style="list-style-type: none"> Feedback 	<ul style="list-style-type: none"> Customer Safety and Animal feed quality 	<ul style="list-style-type: none"> Identify areas for improvement through customer feedback Conduct animal feed quality inspections 	<ul style="list-style-type: none"> Focus 3: Customer Safety and Animal Feed Quality
Community	<ul style="list-style-type: none"> Community engagement events 	<ul style="list-style-type: none"> Community engagement services Environmental preservation 	<ul style="list-style-type: none"> Conduct corporate social responsibility programmes Provide corporate donations 	<ul style="list-style-type: none"> Focus 4: Protecting the Environment

Stakeholder Engagement and Materiality Assessment (Cont'd)

GRI 2-29, 3-1, 3-2

Stakeholders	Engagement platforms	Areas of concern	The Group's response	Section Reference
Government and Regulators	<ul style="list-style-type: none"> SGX half yearly announcements Annual reports Ongoing dialogues 	<ul style="list-style-type: none"> Environmental compliance Compliance with safety regulations 	<ul style="list-style-type: none"> Engage in seminars carried out by governments and regulators Comply with relevant laws and regulations 	<ul style="list-style-type: none"> Focus 1: Governance and Ethics Focus 3: Customer Safety and Animal Feed Quality
Shareholders and Investors	<ul style="list-style-type: none"> Annual reports Investor relations General meetings Company's announcement 	<ul style="list-style-type: none"> Economic performance Anti-corruption practice 	<ul style="list-style-type: none"> Ensure informative corporate communication through SGX announcements and shareholders meeting 	<ul style="list-style-type: none"> Annual Report 2023 Focus 1: Governance and Ethics Focus 2: Economic Performance

The Group's materiality assessment takes into consideration the information obtained from the stakeholder engagement exercise and recommendations of the consultant to identify the relevant topics to the business operations and stakeholders:



Stakeholder Engagement and Materiality Assessment (Cont'd)

GRI 2-29, 3-1, 3-2

Based on the materiality evaluation outcomes, the Group identified the following topics that are significant to the Group and are arranged based on their corresponding focus areas.

Focus Area	Material Topics	Where the impact occurs?
Focus 1: Governance and Ethics	GRI 205: Anti-corruption	Group-wide
	GRI 206: Anti-competitive behaviour	
	GRI 207: Tax compliance	
	GRI 415: Public Policy	
Focus 2: Economic Performance	GRI 201: Economic Performance	Group-wide
	GRI 203: Indirect Economic Impacts	
Focus 3: Customer Safety and Animal Feed Quality	GRI 416: Customer Health and Safety	Customer
Focus 4: Protecting the environment	GRI 302: Energy	Group-wide
	GRI 304: Biodiversity	
	GRI 305: Emissions	
	GRI 306: Effluents and Waste	
Focus 5: Human Capital	GRI 401: Employment	Employees
	GRI 403: Occupational Health and Safety	
	GRI 404: Training and Education	
	GRI 405: Diversity and Equal Opportunity	
	GRI 406: Non-discrimination	
	GRI 407: Freedom of association and collective bargaining	
	GRI 408: Child Labour	
	GRI 409: Forced or Compulsory Labour	
	GRI 411: Rights of Indigenous Peoples	
Focus 6: Corporate Social Responsibility	GRI 413: Local Communities	Community

Stakeholder Engagement and Materiality Assessment (Cont'd)

GRI 2-29, 3-1, 3-2

The following GRI topics are the additional topics that have been added in this Report:

- GRI 203: Indirect Economic Impacts;
- GRI 206: Anti-competitive Behaviour 2016;
- GRI 304: Biodiversity 2016;
- GRI 306: Waste 2020;
- GRI 407: Freedom of Association and Collective Bargaining 2016;
- GRI 411: Rights of Indigenous Peoples 2016; and
- GRI 415: Public Policy.

Focus 1: Governance and Ethics

GRI 2-16, 2-23, 2-24

The Group places a strong emphasis on governance and ethics to ensure that the business operates with integrity and transparency. The Group has established clear policies and procedures to guide the operations, including setting clear expectations for employee conduct and risk management protocols. These measures are in place to maintain elevated standards of accountability and ensure compliance with all pertinent laws and regulations.

Corporate Governance and Risk Management

The precautionary approach guides the Group's strategic decision-making and daily operations. The Group's commitment in managing risks associated with ESG factors is exemplified through its Enterprise Risk Management ("**ERM**") framework. The Group's ERM framework enables the systematic identification, assessment, and management of material risks, ensuring a comprehensive understanding of potential impacts on the ESG fronts that enables the Group to proactively address challenges, if any.

All new employees will undergo an induction programme, familiarising them with the Group's code of ethics and conduct (the "**Code**") and core values. This foundational training ensures that every team member is aligned with the Group's ethical standards. In cases of reported incident involving ethical breaches or non-compliance, the Group's commitment to fairness and thoroughness is evident in the investigative processes.

Currently, any emerging concerns can be conveyed to the Audit Committee (the "**AC**"). In both FY2022 and FY2023, no concerns were identified or reported.

In FY2023, executive remuneration was not tied to sustainability performance because the Group's activities are transitioning from energy-related sector to agricultural-related sector. As the Group progresses into 2024, the Group will formulate key performance indicators to align executive remuneration that takes into consideration the Group's sustainability performance. This will happen when AAI is fully operational, and production is run on a consistent manner where performance measures can be accurately collected and analysed.

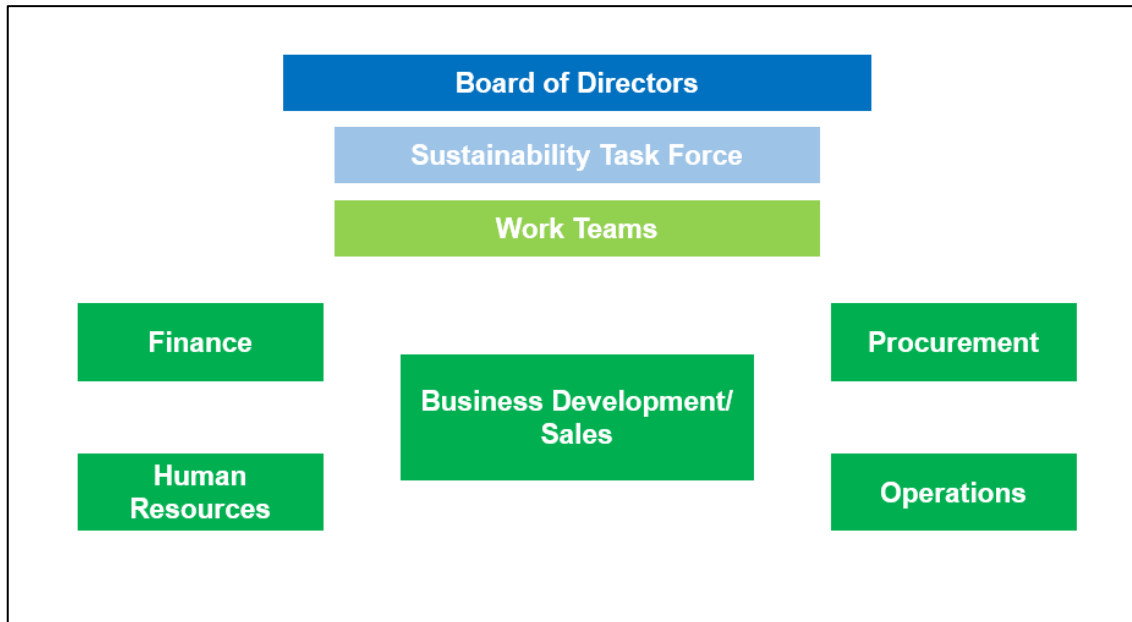
For a detailed insight into the Group's corporate governance practices and the structure of risk management framework, please refer to the Statement of Corporate Governance section in the Group's Annual Report 2023.

Focus 1: Governance and Ethics (Cont'd)

GRI 2-16, 2-23, 2-24

ESG Governance and Statement of the Board

GRI 2-12, 2-13, 2-14, 2-26



The Group's commitment to sustainability is reflected at the Board level. A Sustainability Task Force (the "**Task Force**") was established and led by an Executive Director, who also serves as the Group Chief Financial Officer (the "**CFO**") to implement and oversee the Group's sustainability initiatives. The Task Force comprises members from various departments, including operations, business development, procurement, finance and human resources.

The focus of the Task Force includes creating a sustainability framework, fostering a culture of sustainable business practices, and monitoring sustainability performance crucial to stakeholders. Their primary responsibilities encompass the creation of a robust sustainability framework, fostering a culture of sustainable business practices, and diligent monitoring of sustainability performance crucial to stakeholders. This approach is integral in embedding sustainability in the DNA of the organisational culture.

Beyond oversight, the Task Force plays a pivotal role in evaluating sustainability objectives, challenges, targets, and progress, including the alignment with the Group's strategic direction. They supervise dedicated work teams in the implementation of sustainability measures, ensuring the tracking of sustainability data and monitoring progress in real-time.

Sustainability is actively considered by the Board during the formulation of the Group's strategy. On annual basis, the Board reviews and approves the material environmental, social, and economic topics. This top-down integration reinforces the Group's commitment to sustainable practice throughout the entire Group.

Focus 1: Governance and Ethics (Cont'd)

GRI 2-16, 2-23, 2-24

Ethics and Integrity

GRI 2-26

Anti-corruption

GRI 3-3, 205-1, 205-2, 205-3

In a testament to the Group's unwavering commitment to integrity, responsibility, and accountability, all directors and employees must comply with the Code that serves as a guiding framework for directors and full-time employees, providing clear directives on how to navigate their interactions with government agencies, customers, vendors, business partners, and colleagues. To maintain the highest standards of integrity and accountability, the Group has developed and circulated internal policies and procedures on anti-bribery and anti-corruption. All newly joined directors and full-time employees are briefed on these policies during their induction day. The Group also conducts training, from time to time, to foster a culture of heightened compliance knowledge and awareness amongst employees.

The Group communicated its zero-tolerance stance against corruption and bribery to all potential business partners before the commencement of any collaborative ventures.

These provisions establish the high standards of professionalism, integrity, and ethics that the Group expects directors, employees and business partners to uphold. This proactive approach ensures that integrity remains at the core of the business practices.

The Group is pleased to report that there have been no operations within the Group that were assessed for risks related to corruption and no incident of corruption or public legal action brought against the Group during FY2023 (FY2022: zero incident).

Whistleblowing

The Group has in place a whistle-blowing procedure that allows staff members to report concerns related to financial reporting or other matters to the AC without fear of reprisal. All employees of the Group have been informed of the procedures for submitting their complaints. The AC investigates all matters raised, with the assistance of executive directors and/or the Management, as necessary. The AC will recommend the appropriate disciplinary and/or remedial action and seek approval from the Board for execution by the AC and/or the Management. The Group noted that there were no complaints received in FY2023 (FY2022: nil). For a detailed insight of the Group's whistleblowing policy, please refer to the Statement of Corporate Governance section in the Group's Annual Report 2023.

Anti-competitive behaviour

GRI 3-3, 206-1

The Group is committed to uphold the highest standards of ethical business conduct and transparency and has a strict policy against anti-competitive behaviour, anti-trust violation, and monopoly practice. During the reporting period, there were no legal actions concerning anti-competitive behaviour or violations of anti-trust and monopoly legislation in which the Group was identified as a participant. This signifies the Group's dedication in conducting business in a manner that not only complies with the law but also adheres to principles of fair competition.

Focus 1: Governance and Ethics (Cont'd)

GRI 2-16, 2-23, 2-24

Ethics and Integrity (Cont'd)

GRI 2-26

Tax compliance

GRI 3-3, 207-1, 207-2, 207-3, 207-4

The Group's tax strategy and approach prioritise full compliance with applicable tax laws and regulations in all jurisdictions where it conducts the business, a fundamental aspect of its corporate responsibility ethos. This approach indirectly assists the local governments and authorities in achieving their economic, environmental, and social development goals. The Group has a zero-tolerance policy for any deliberate violation of tax laws and regulations. The Group's tax strategy also exemplifies how corporate responsibility can be seamlessly integrated into business operations to drive sustainable development.

This ensures that the Group contributes its fair share to the public coffers, thereby providing governments with the resources to invest in infrastructure, education, healthcare, and other essential services. This, in turn, promotes economic development and fosters a conducive environment for sustainable growth.

The development of the Group's tax strategy is intricately linked to its broader business and sustainable development strategies. For instance, the identification of tax-related risks as part of the ERM framework ensures that the Group proactively assesses and mitigates potential challenges in tax-related matters, thereby safeguarding the business continuity and resilience. The responsibility of implementing tax compliance policies and procedures is delegated to the respective business units and overseen by the Group's CFO.

The Group ensures transparency and accountability in the business conduct, including tax matters, as it is crucial for maintaining trust and upholding corporate integrity. The Group has put in place the following mechanisms to enhance the Group's business conduct and integrity related to tax.

Mechanisms	Description
Open communication channels	The Group provides an open channel where employees can raise concerns about business conduct and integrity, including tax-related issues to the CFO promptly.
Whistleblowing policy	The Group has a whistleblowing policy in place to protect employees who report misconduct, including tax-related violations.
Ethics training and awareness trainings	The Group provides induction training for new directors and employees, training sessions to remind all directors and employees about ethical business conduct, including compliance with tax laws and regulations. Staff will attend tax trainings to keep updated on key changes, if any.
AC oversight	The AC oversees the compliance of the Group's tax governance and control framework. Employees can escalate concerns about tax compliance directly to the AC, if required.

Focus 1: Governance and Ethics (Cont'd)

GRI 2-16, 2-23, 2-24

Ethics and Integrity (Cont'd)

Tax compliance (Cont'd)

GRI 3-3, 207-1, 207-2, 207-3, 207-4

Mechanisms	Description
Designated tax compliance officers	The CFO has also been appointed to assist the AC with the tax compliance matters. The local directors of Group's subsidiaries are also responsible for all local tax compliance. These local directors serve as points of contact for employees seeking guidance or wishing to report concerns about tax-related issues and ensure that reported concerns are promptly investigated and addressed in accordance with established procedures.
Engagement of external tax professionals	The Group engages external tax consultants to ensure compliance with transaction-level requirements and statutory tax filings and to assist on local tax matters, as and when the need arises.
Internal review	Internal review of foreign subsidiaries to ensure that compliance with the local tax regulations are carried out from time to time. The CFO will allocate internal resources and/or engage external tax professionals to review the Group's tax reporting processes and procedures to identify areas for improvement.

The Group also maintains transparency, builds trust, and fosters constructive relationships with the key stakeholders on all matters including tax. The Group maintains open and transparent communication channels with local tax authorities in all jurisdictions where it operates. This includes regular dialogue, when necessary, timely responses to inquiries, and proactive collaboration on tax-related matters. The Group actively engages in public policy advocacy on tax matters, advocating for fair and equitable tax policies that support economic growth, sustainability, and social development. While the Group does not actively carry out surveys or consultations with stakeholder, they are still able to provide their feedback and concerns on tax-related matters by writing to the local directors or the CFO.

The Group's zero-tolerance policy for any deliberate violation of tax laws underscores its commitment to ethical business practices. It was noted that the Group did not violate any tax laws or regulations in FY2023 (FY2022: nil).

Focus 1: Governance and Ethics (Cont'd)

GRI 2-16, 2-23, 2-24

Ethics and Integrity (Cont'd)

Political contributions

GRI 3-3, 415-1

The Group is dedicated to being transparent, practicing ethical conduct, and prioritising responsible corporate citizenship. The Group maintains a vigilant stance against any form of political contributions that may create corruption risks or compromise the integrity of the political process. In line with these principles, the Group has not made any direct or indirect monetary or in-kind political contributions, either domestically or internationally, to any political entity or recipient or beneficiary in FY2023 (FY2022: nil). This commitment is rooted in the Group's belief that responsible business operations should not involve financial contribution to the political process, as such contributions have the potential to present corruption risks and undue influence on political affairs.

Governance and Ethics Targets and Performance – FY2023

Segment	FY2023 Targets	Status	Performance Update
Group	Zero incident of non-compliance with SGX-ST listing rules or the Code of Corporate Governance	✓ Met	Achieved zero incident on non-compliance with SGX-ST listing rules or the Code of Corporate Governance
	Zero reported corruption/significant whistle blowing report	✓ Met	Achieved zero reported corruption/significant whistle blowing report
	Zero reported human rights, child & forced labour breach	✓ Met	Achieved zero reported human rights, child & forced labour breach
	Zero tax related non-compliance	✓ Met	Zero tax related non-compliance reported

Governance and Ethics FY2024 Targets for the Group

- 1) Zero incident of non-compliance with SGX-ST listing rules or the Code of Corporate Governance
- 2) Zero reported corruption/significant whistle blowing report
- 3) Zero reported human rights, child & forced labour breach
- 4) Zero data privacy and cyber security breach
- 5) Zero tax related non-compliance
- 6) To maintain the Group's overall compliance record and have zero public legal case brought against the Group

Focus 2: Economic Performance

GRI 2-23, 2-24

Direct Economic Value Generated and Distributed

GRI 3-3, 201-1

The Group strives to achieve financial performance for stakeholders and support sustainability initiatives and practices. The financial performance of the Group is reviewed by the AC and the Board on a regular basis.

Details of the Group's financial performance can be found in the audited financial statements, which have been prepared in accordance with Singapore Financial Reporting Standards (International) and the provisions of the Companies Act 1967. The audited financial statements can be found in the Group's Annual Report 2023.

Financial Implications and Other Risks and Opportunities due to Climate Change

GRI 3-3, 201-2

The Group recognises that climate change presents both risks and opportunities to the Group, the investors and other stakeholders. Governments across the world are increasingly seeking to regulate activities that contribute to climate change.

Organisations that are responsible for, or contribute to, emissions face both regulatory risks and opportunities. These risks may include heightened costs or factors that could impact the organisation's competitiveness. However, limits on Green House Gas ("GHG") emissions may also give rise to opportunities for organisations, as new markets and technologies are developed.

In the Satellite Dryer operation in Indonesia, AAI has reviewed the potential financial impacts, along with the risks and opportunities linked to climate change. Given Indonesia's rich geographical and natural diversity, the country is particularly vulnerable to climate change effects stemming from the El Niño – Southern Oscillation ("ENSO"). ENSO is a recurring climate pattern involving changes in the sea surface temperatures and atmospheric conditions in the central and eastern tropical Pacific Ocean. El Niño and La Niña represent the contrasting phases of the ENSO cycle and between these two phases is a third phase called ENSO – neutral.

According to AAI's analysis, the ENSO event has a negative influence on the crop yields and quality of corn. The finding reveals a 20% reduction in corn yields during ENSO event could lead to a subsequent 27% decrease in profitability. Please refer to the scenario analysis on pages 47 and 48 of this Report for a detailed exploration of the financial implications arising from ENSO event.

This highlights the intricate interplay between climate patterns and agricultural activities, emphasising the need for strategic planning and adaptive measures to mitigate the impact of these climatic variations on the financial outcomes. AAI's commitment extends beyond understanding these challenges; it actively seeks sustainable solutions to ensure the resilience and continuity of the operations amidst the dynamic nature of Indonesia's climate. AAI is also consistently exploring different methods to manage these risks, ensuring that the mitigating actions are aligned with sustainability goals in a cost-effective way.

Focus 2: Economic Performance (Cont'd)

GRI 2-23, 2-24

Defined Benefit Plan Obligations and Other Retirement Plans

GRI 3-3, 201-3

An organisation that provides a retirement plan for its employees demonstrates a commitment to the members' long-term economic well-being. Defined benefit plans have potential implications for employers in terms of the obligations that need to be met.

The Singapore Subsidiaries do not have any other defined benefit plan obligations, but instead provides retirement benefits in the form of the Employment Assistance Payment (“EAP”) and the retirement award. If an employee who has worked with the Group for three years or more reaches retirement age and the Group is unable to offer them a position, they may be eligible for a one-time EAP. The Group also provides a retirement award to staff who have served the Group until the age of 62 and continue to work for the Group until the end of the re-employment age of 65 as a token of appreciation. The amount of the retirement award is based on the length of service with the Group.

In AAI, the defined contribution plan includes mandatory workforce and healthcare benefits provided through BPJS Ketenagakerjaan and Kesehatan (“BPJS”). This plan extends to pension benefits, specifically the retirement age guarantee with a 3.7% contribution from the employer and a 2% contribution from the employee. The plan also covers pension guarantee with a 2% contribution from the employer and a 1% contribution from the employee. Therefore, the total contributions from the employer and employees are 5.7% and 3%, respectively.

Financial Assistance Received from Government

GRI 3-3, 201-4

The significant financial assistance received from a government, in comparison with taxes paid, can be useful for developing a balanced picture of the transactions between the Group and government. There was no significant financial assistance received by the Singapore Subsidiaries and CAEKSA in FY2023 (FY2022: nil).

In Indonesia, AAI benefitted from valuable financial support extended by the Indonesian Government in the form of significant tax relief in FY2023 (FY2022: nil). This assistance included a 7.5% Import Duty exemption and an 11% VAT exemption, resulting in a substantial total relief of about S\$0.4 million (or US\$0.3 million). This relief was granted for the imported purchase of machinery valued at about S\$2.2 million (or US\$1.6 million).

Infrastructure investments and Services Supported

GRI 203-1

In FY2023 (and FY2022), the Group did not undertake any substantial infrastructure investments or support services, nor did it have any notable effects on local communities and economies. The Group will explore opportunities that could put itself in a position to make positive contributions to the economy.

Focus 2: Economic Performance (Cont'd)

GRI 2-23, 2-24

Significant indirect Economic Impacts

GRI 203-2

In FY2023, by sourcing corn locally from farmers in Sulawesi, AAI's Satellite Dryer operations in Indonesia has generated some indirect economic impacts. The procurement of corn from local farmers when AAI's main corn drying facility is in full operation, will continue to contribute to the stability and growth of the agricultural sector, support livelihoods and generate significant positive effects on the overall socio-economic landscape of the local community.

Focus 3: Customer Safety and Animal Feed Quality

GRI 2-23, 2-24

The Group's commitment to sustainability extends to the core mission of providing products designed and constructed with the utmost focus on safety. The Group has enacted stringent measures and practices to ensure the protection of the customers' health and safety.

Customer Health and Safety

GRI 3-3, 416-1, 416-2

The Group is meticulous in ensuring that each of the food products such as dried corn is safe and compliant with all relevant industrial safety requirements and standards.

The Group also work closely with suppliers on the product designs and manufacturing processes for the remaining projects in the engineering services to ensure that they strictly adhere to standards governing product safety. While CAEKSA team is mainly engaged in the provision of engineering services, CAEKSA continues to be certified with ISO 9001-2015. The Group believes that this certification provides customers with assurance that the products used for its services are complied with a minimum set of regulatory and safety standards.

There were no incidents in FY2023 (FY2022: nil) of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services.

Animal Feed Quality

At AAI, a rigorous quality assessment process is essential to ensure the quality of dried corn for animal feed. AAI has established robust processes and assessments to ensure the quality of its corn products. AAI's quality control procedures involve two critical components – a moisture quality test and eyes' test to detect any presence of mould. Furthermore, AAI's main drying facility that commenced operations in March 2024, is equipped with advanced machinery in the industry that boasts exceptional capabilities for reducing the risk of mould formation in the corn.

AAI recognised the importance of the safety and security of the global food and feed supply chain and diligently reviews and enhances its safety systems and procedures. AAI's agricultural products undergo quality reviews to ensure they meet the highest standards for animal feed before they are delivered to customers. AAI continually reviews and improves food safety systems, incorporating good manufacturing practices specifically tailored for animal feeds. In addition, AAI also regularly reviews the facilities and processes to identify any contamination risks and put in place various safeguards and security concepts to ensure the quality of the corn being supplied is maintained at every stage of the supply chain.

Focus 3: Customer Safety and Animal Feed Quality (Cont'd)

GRI 2-23, 2-24

Animal Feed Quality (Cont'd)

AAI is working towards attaining three certifications, 1) the Operation Eligibility Certificate, to affirm its adherence to top-tier operational standards; 2) Functional Eligibility Certificate, attesting to the efficiency of its processes; and 3) General Occupational Health and Safety (OHS) Certificate, to demonstrate AAI's dedication to a secure and healthy workplace for employees.

Genetically Modified Organisms ("GMO") Management

GRI 3-3

AAI's agricultural operation focuses exclusively on the cleaning and drying process of corn, which does not involve GMOs. Currently, the local farmers utilise seeds that are regulated and certified as GMO-free (in compliance with Indonesian government regulations). AAI's practices in this facility will remain to be GMO-free, and there are no plans to process GMOs into the operation in the foreseeable future.

Customer Safety and Animal Feed Quality Targets and Performance – FY2023

Segment	FY2023 Targets	Status	Performance Update
Group	Maintain and pass inspections for all product safety certifications	Not applicable	The Group does not have any factory facility subsequent to the disposal of CAESG and CAECN.
	New suppliers in AAI to comply with Responsible Business Alliance Code of Conduct	✓ Met	All new suppliers in AAI are approved internally
	Annual assessment of ISO 9001 compliance for CAEKSA	✓ Met	CAEKSA had completed the ISO 9001:2015 audit
	Zero significant incident of non-compliance to health and safety requirement of products	✓ Met	Achieved zero significant incidents of non-compliance concerning the health and safety of products

Customer Safety and Animal Feed Quality FY2024 Targets for the Group

- 1) Achieve a passing rate of 90% for AAI's corn products during quality inspections.
- 2) Annual assessment for ISO 9001 or equivalent compliance (with respect to CAEKSA).
- 3) Zero significant incidents of non-compliance concerning the health and safety of products.
- 4) Obtain certifications such as Operation Eligibility Certificate, Functional Eligibility Certificate, General Occupational Health and Safety for the corn drying facility in Indonesia.

Focus 4: Protecting the Environment

GRI 2-23, 2-24, 2-25

The Group acknowledges the importance of environmental preservation and protection. As a responsible supplier of engineering equipment and an emerging player in corn processing, the Group is dedicated to incorporating energy-efficient practices into the operations. This commitment is particularly emphasised in the context of AAI in Sulawesi Island where the Group's objective is to provide an overview of the environmental efforts, ensuring transparency and clarity to sustainable and eco-friendly practices of the operations.

When reporting this year's energy consumption and GHG emissions, the data for FY2022 has been restated to exclude CAESG. In FY2022, the Singapore Subsidiaries were located at a property owned by CAESG and the Group was unable to segregate the energy consumption and GHG emissions between CAESG and the Singapore Subsidiaries. Following the disposal of CAESG, the Singapore Subsidiaries operate in a shared space without individual meters to track its energy consumption and data on FY2023 energy consumption in Singapore was unavailable. The Group believes that the actual energy consumed in Singapore was insignificant, given that the primary energy consumption is solely for the electricity to support the office. Therefore, energy consumption and GHG emission-related information in FY2022 and FY2023 for Singapore have been excluded from this section.

Prior to the commencement of the Satellite Dryer in March 2023, AAI's main activities were focused on constructing the main drying processing facility. The Group notes that there was no energy consumption and GHG emissions data in FY2022 and hence, reported nil for FY2022.

Waste Management

GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5

The Group is actively addressing the level of waste generated from all operations, encompassing inputs from suppliers and outputs from the operational and manufacturing processes. This is especially pertinent to the Satellite Dryer in Indonesia.

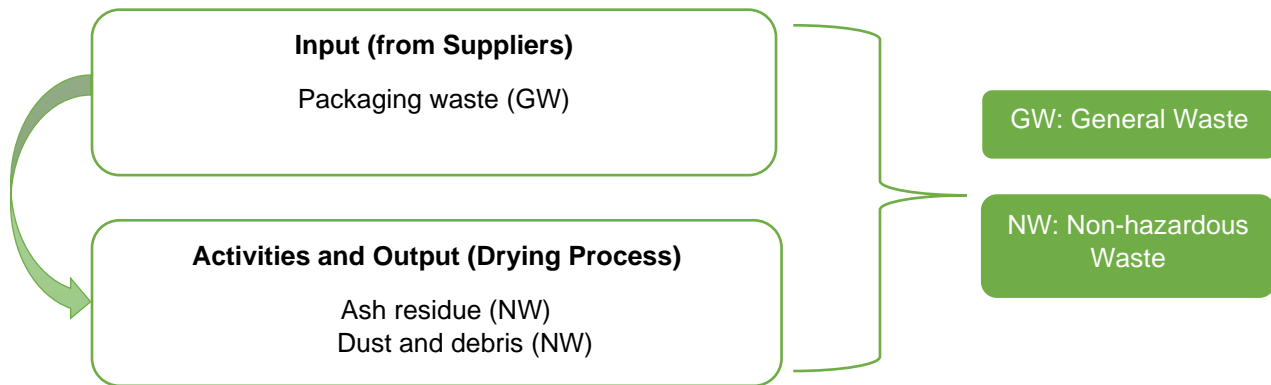
Although the overall waste generation is low relative to other industries, AAI has implemented a waste management processes to proactively minimise its impact on the environmental landscapes. AAI's waste can be classified into three primary categories, 1) general waste (mainly packaging materials), 2) agricultural waste (comprising the remaining corn husk, cobs, and stalks when the farmers delivered the wet corns to AAI), and 3) non-hazardous waste (involving ash residue and dust, debris). These wastes emerge at distinct stages — input, activity, and output. During the input stage, wastes like corn husk, hubs, cobs and the packaging materials have to be separated from the corn kernels delivered by the farmers. Throughout the drying and output process, dust and debris are produced as natural by-products, accompanied by ash residue resulting from the utilisation of firewood as the primary energy source of the drying machine.

Focus 4: Protecting the Environment (Cont'd)

GRI 2-23, 2-24, 2-25

Waste Management (Cont'd)

GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5



AAI is committed to find sustainable solutions for recycling and repurposing of the waste generated by its drying facilities, reducing the impact on the environment. AAI's proactive recovery actions focus on encouraging farmers to participate in recycling initiatives for the agricultural waste such as corn husks, cobs, and stalks. These initiatives involve repurposing the waste for mulching and composting to enhance the soil fertility. Also, the packaging materials received from suppliers are recycled for the delivery of dried corn to customers. At the same time, AAI is actively exploring sustainable methods to repurpose the dust waste – the residual produced from the corn drying process. Through these measures, AAI strives to contribute to a more environmentally conscious and sustainable agricultural supply chain.

AAI has an innovative approach to managing the residue from the firewood burning process. Rather than discarding the ash residue, it will be repurposed to compost for soil fertility enhancement. Looking ahead, AAI is developing recycling initiatives aimed at transforming this waste into fertiliser, exemplifying the commitment to evolving sustainable practices over time. AAI's holistic approach to waste management not only reflects its dedication to environmental stewardship but also emphasises its ongoing efforts to contribute positively to overall ecosystem sustainability.

In FY2023, as AAI was still in the early stages of its operations, there was no system in place to track the total weight of waste and to identify the type of waste (hazardous or non-hazardous) and the proportion of waste being directed and diverted from disposal. The implementation of waste tracking procedures is scheduled for post-commissioning in 2024. This strategic approach allows AAI to establish comprehensive waste management practices and develop effective strategies for waste reduction and diversion as AAI progresses into its operational phase.

Furthermore, the Group will remain steadfast in its commitment to advance waste reduction initiatives across all operational sites. In the future operation, the focus will remain on optimising recovery practices and minimising the environmental impact.

Focus 4: Protecting the Environment (Cont'd)

GRI 2-23, 2-24, 2-25

Energy Management

GRI 302-1, 302-2, 302-3, 302-4, 302-5

The Group recognises the pivotal role of energy in its business activities, with the primary energy sources being fuel and electricity. The Satellite Dryer consumes a significant amount of energy, relying on-site energy generation through direct fuel combustion for transportation and utilising primary solid biomass, such as wood chips, for the furnace.

In FY2023, the Group's energy consumption was 5,417 GJ. The primary driver for this was the commencement of the Satellite Dryer operation during FY2023. The operation relies heavily on wood chips as its main solid biomass for energy, accounting for a substantial portion of the Group's overall energy consumption of 3,806 GJ. In FY2023, the energy consumed through the utilisation of diesel, petrol, and electricity is 651 GJ, 739 GJ, and 221 GJ, respectively.

Table: Energy Consumption in Gigajoules (GJ)

Entities	FY2023					FY2022 (Restated)		
	Diesel Fuel	Petrol Fuel	Wood-chips	Electricity	Total	Diesel / Petrol/ Woodchips	Electricity	Total
AAI	651	706	3,806	176	5,339	-	-	-
CAEKSA	-	33	-	45	78	-	10	10
Group	651	739	3,806	221	5,417	-	10	10

AAI's total energy consumption for the Satellite Dryer operations in FY2023 was 5,339 GJ, with a total production of 2,512 MT of dried corn, resulted in an energy intensity ratio of 2.1.

Table: Energy Intensity (Indonesia)

AAI	FY2023	FY2022
Total Energy Consumption (GJ)	5,339	-
Total production (MT)	2,512	-
Energy Intensity Ratio (GJ/MT)	2.1	-

CAEKSA's total energy consumption in FY2023 was 78 GJ and generated total sales of about S\$1 million, presented an extremely low emission intensity ratio of near zero and increased marginally with a growth in sales as compared to FY2022. This ratio implies that the energy consumed per sales is minimal.

Table: Energy Intensity (Saudi Arabia)

CAEKSA	FY2023	FY2022
Total Energy Consumption (GJ)	78	10
Total Sales (S\$)	1,003,821	550,930
Energy Intensity Ratio (GJ/S\$)	-*	-*

* Figure is close to zero

Focus 4: Protecting the Environment (Cont'd)

GRI 2-23, 2-24, 2-25

Energy Management (Cont'd)

GRI 302-1, 302-2, 302-3, 302-4, 302-5

The Group remains steadfast in its commitment to identifying and implementing initiatives aimed at reducing energy consumption and GHG emissions. The Group will continue to improve measurement system to keep track of its efforts in reducing the environmental impact of energy consumption and GHG emissions.

The Group continued with its energy-saving measures, such as turning off lights during non-operating hours and maintaining air-conditioning at 24 degrees Celsius to minimise its carbon footprint. The Group has also continued with its “paperless” practices.

Currently, AAI does not utilise renewable sources for fuel consumption. However, AAI is planning to integrate green biomass derived from corn plantation waste as a renewable energy source. This forward-looking initiative highlights the Group’s commitment to sustainability and environmental responsibility in shaping its energy usage strategies.

Greenhouse Gas Emissions

GRI 2-23, 2-24, 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7

As the world continues to witness the effects of climate change in the form of frequent extreme weather events like droughts, floods and heatwaves, the Group is committed to minimise its environmental impact to deliver long-term value to the business, stakeholders, and communities. In line with the global effort to decrease GHG emissions, the Group has been tracking its emission level to identify potential areas that could significantly reduce GHG emissions.

The Group has implemented an operational control consolidation approach for its GHG emissions, particularly by AAI. This implies that the Group accounts for 100% of emissions over which it has operational control.

In FY2023, AAI relies on wood chips and fuels such as diesel and petrol as its energy sources for its operations. The table below demonstrates the Direct GHG emissions measured in Metric Tonnes of Carbon Dioxide Equivalent (“MTCO_{2e}”) based on the wood chips consumption and fuel consumption in Kilolitre of Diesel-Powered Vehicle and Petrol-Powered Vehicle owned by the Group.

The Group’s direct (Scope 1) GHG emissions in FY2023 were 525 MTCO_{2e}; 48 MTCO_{2e} from diesel fuel and 51 MTCO_{2e} from petrol fuel, from the use of vehicles, including trucks, to deliver dried corn to customers from the Satellite Dryer. The Satellite Dryer operations also utilises primary solid biomass - wood chips and resulted in GHG emissions of 426 MTCO_{2e}.

Table: Direct (Scope 1) GHG emissions⁽¹⁾ in MTCO_{2e}

Entities	FY2023				FY2022 (Restated)
	Diesel Fuel	Petrol Fuel	Woodchips	Total	
AAI	48	49	426	523	-
CAEKSA	-	2	-	2	Not available ⁽²⁾
Group	48	51	426	525	Not available ⁽²⁾

¹Data are calculated based on the GHG Emissions Measurement and Reporting Guidelines published by the NEA.

²Data for CAEKSA for FY2022 was not available and therefore, data for Group for FY2022 was not available.

Focus 4: Protecting the Environment (Cont'd)

GRI 2-23, 2-24, 2-25

Greenhouse Gas Emissions (Cont'd)

GRI 2-23, 2-24, 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7

The Group's indirect (Scope 2) emissions primarily consist of electricity consumption and are calculated using location-based method in accordance with GHG Protocol. In FY2023, electricity consumption was primarily driven by operations in AAI and CAEKSA, totalling 48,958 kWh and 12,374 kWh, respectively. AAI's electricity usage is mainly for the Satellite Dryer processes and office activities. Electricity consumption by CAEKSA increased by 9,716 kWh primarily due to the increase in business operations.

Table: Indirect (Scope 2) GHG emissions in MTCO₂e

Entities	FY2023		FY2022 (Restated)	
	Electricity Consumption (kWh)	Indirect (Scope 2) GHG Emissions	Electricity Consumption (kWh)	Indirect (Scope 2) GHG Emissions
AAI	48,958	42 ⁽¹⁾	-	-
CAEKSA	12,374	7 ⁽²⁾	2,658	2 ⁽²⁾
Group	61,332	49	2,658	2

¹Data are calculated based on the emission intensity of a local power grid (0.85 kg CO₂/kWh) in Indonesia.

²Data are calculated based on the emission intensity of a local power grid (0.569 kg CO₂/kWh) in Saudi Arabia.

The Group's total (Scope 1) direct GHG emissions and indirect (Scope 2) GHG emissions increased in FY2023 to 525 MTCO₂e and 49 MTCO₂e, respectively for reasons described above.

Table: Total Direct (Scope 1) and Indirect (Scope 2) GHG emissions in MTCO₂e

Entities	FY2023		FY2022 (Restated)	
	Direct GHG Emissions	Indirect GHG Emissions	Direct GHG Emissions	Indirect GHG Emissions
AAI	523	42	-	-
CAEKSA	2	7	Not Available ⁽¹⁾	2
Group	525	49	Not Available ⁽¹⁾	2

¹Data for CAEKSA for FY2022 was not available and therefore, the data for Group for FY2022 was not available.

In AAI, the total GHG emissions in FY2023 were 565 MTCO₂e for a total production of 2,512 MT. This yields an emission intensity ratio of 0.2, it means that on average, 0.2 units of GHG emissions are generated for producing one unit of the product.

Table: Emission Intensity (Indonesia)

AAI	FY2023	FY2022
Direct GHG Emissions (MTCO ₂ e)	523	-
Indirect GHG Emissions (MTCO ₂ e)	42	-
Total production (MT)	2,512	-
Emission Intensity Ratio (MTCO ₂ e/MT)	0.2	-

In CAEKSA, the total GHG emissions amounted to 9 MTCO₂e and recorded sales of S\$1.0 million in FY2023. This resulted in a low emission intensity ratio of near zero which suggests that the emissions associated with CAEKSA's activities is minimal relative to its sales. The emissions generated by CAEKSA in FY2022 was also near zero compared to its sales in FY2022.

Focus 4: Protecting the Environment (Cont'd)

GRI 2-23, 2-24, 2-25

Greenhouse Gas Emissions (Cont'd)

GRI 2-23, 2-24, 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7

Moreover, FY2023 marks the commencement of the Satellite Dryer facility and the completion of the construction of the main drying facility in Sulawesi. The Group's focus in FY2023 was to stabilise its new corn drying for animal feeds operations and there was no initiative to reduce GHG emissions. However, when the Group's main corn drying and the Satellite Dryer facilities operations are carried out on a consistent and systematic manner, the Group will develop actionable GHG reduction initiatives.

As the Group gears up its corn drying production in 2024, it will explore into the implementation of an air quality control system that aim to align to the stringent environmental requirements of Indonesia. Notably, AAI upholds full compliance with all environmental regulations and permits in Indonesia. Its commitment is to further strengthen the comprehensive Environmental Impact Assessment, known as Analisis Manajemen Dampak Lingkungan ("AMDAL"), carried out in Indonesia. Additionally, it has secured the Surat Pernyataan Kesanggupan Pengelolaan dan Pemantauan Lingkungan Hidup ("SPPL"), an environmental permit affirming its capability in managing and monitoring the environmental impacts in the business activities.

Apart from tracking energy usage and emissions from internal operations, the Group is mindful for the energy consumptions and emissions from its stakeholders, including its suppliers and customers. The Group is looking into ways to identify major sources of energy consumption outside of the Group and develop a system to measure external energy consumption and Scope 3 GHG emissions. The Group notes that there were no energy reduction initiatives implemented in FY2023 as AAI was in its initial stages of its operation and there was no ozone-depleting substance used and other significant air emissions in FY2023 (FY2022: nil).

Embracing Biodiversity

GRI 3-3, 304-1, 304-2, 304-3, 304-4

The Group believes that protecting biological diversity is important for ensuring the survival of plant and animal species, genetic diversity, and natural ecosystems. Biodiversity plays a pivotal role in supporting local livelihoods, contributing directly to poverty reduction and, consequently, sustainable development. By expressing a profound respect for biodiversity and the environment, the Group intends to integrate these principles into its core business practices for the long term.

In alignment with these principles, none of the Group's operational sites, including the Satellite Dryer facility, are located in or around protected areas and regions of high biodiversity value. AAI adhered to the national spatial planning plan as highlighted in the Persetujuan Kesesuaian Kegiatan Pemanfaatan Ruang ("PKKPR") permit issued by the Ministry of Agrarian Affairs. AAI has also obtained the required benchmark for SSPL (Environmental Permit). Moreover, the corn sourcing practices involve direct collaboration with farmers whose plantation areas are situated in non-forestry zones. The Group ensures that its operations do not impact habitats of species listed on the IUCN Red List or national conservation lists, further reinforcing its commitment to biodiversity conservation. This reflects its commitment to sustainability in preserving biodiversity.

Focus 4: Protecting the Environment (Cont'd)

GRI 2-23, 2-24, 2-25

Environmental Targets and Performance – FY2023

Segment	FY2023 Targets	Status	Performance Update
Group	Reduce energy intensity by 3% from FY2022 levels	Not met	The goal to reduce energy intensity by 3% was not attained, primarily attributed to the commencement of the satellite corn drying facility in Indonesia, which demanded additional energy for enhanced productivity.
	Zero incident of environmental non-compliance	✓ Met	Achieved zero incident of environmental non-compliance

Environmental FY2024 Targets for the Group

- 1) With the main facility fully operational in FY2024, the target is to sustain the required energy consumption for optimal production capacity and efficiency at the following level:
 - Electricity Consumption: 776,000 kWh.
 - Biofuel Consumption: 8,300 MT.
- 2) Zero incident of environmental non-compliance.

Focus 5: Human Capital

GRI 2-7, 2-8, 2-23, 2-24

The Group is committed to promote fair employment practices and ensure that every employee has access to equal opportunities. The Group has established policies that comply with local labour regulations and ensure that all employees are treated fairly.

Occupational Health and Safety

GRI 2-25, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

The Group considers its employees to be valuable asset and it is imperative to prioritise their health and safety in all operations. The Group adheres strictly to workplace safety regulations at all production facilities. The Group provides adequate health and safety trainings for all employees at the production facilities to reduce the risk of mechanical hazards (injuries arising from moving parts of machines) and non-mechanical hazards (harmful emissions and chemical by-products).

AAI also worked with its contractors to strengthen and enhance safety measures within its facilities, leveraged on its contractors' expertise in building structure for optimal safety during the construction of its facilities. This involves identification and assessment of risks associated with its operations and encompasses hazard mitigation and comprehensive training. At the production site, safety of all personnel is prioritised; it is compulsory for all workers to wear appropriate safety gears, including protective clothing, helmets and goggles. To minimise any adverse impacts on OHS, First Aid kits are readily available at all production sites.

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Occupational Health and Safety (Cont'd)

GRI 2-25, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

The Group's operations adhere to safety procedures and protocols, including the identification of work hazards and the requirement for workers to report safety hazards in the workplace to their superiors. To prepare employees for potential fire hazards, the Group also conducts annual fire drills.

In FY2023, there were no instances of work-related health issues and major injuries. However, AAI received one report of a workplace safety incident related to a minor injury, where a worker accidentally slipped on the stairs. In response to this incident, AAI took immediate action by providing necessary medical attention and reported the incident to the Ministry of Manpower in Indonesia, Dinas Ketenagakerjaan, according to the regulations. The Group took a proactive approach to address such occurrences by emphasising the importance of safe practices among employees and instructing them to intervene when unsafe acts are observed.

The Group considered each of these incidents with the utmost seriousness and ensured that the lessons learned are shared within the Group to prevent any recurrence. The Group remains committed to continually developing and implementing preventive measures to reduce the likelihood and severity of workplace safety incidents (FY2022: one incident).

Workforce Diversity

GRI 2-7, 2-8, 3-3, 405-1, 405-2

The Group promotes gender and age diversity in the Board, key management, and general workforce to ensure continuity in the pipeline of skilled employees. The employee data presented in this section was sourced from payroll records and strictly adhered to data protection and privacy regulations to safeguard the confidentiality of employee information.

There was an increase in employees in FY2023. The number of female employees (19) rose by 27% as compared to FY2022 (15), and male employees (73) increased by 62% as compared to FY2022 (45). The significant growth is attributed to new hires in AAI for the new operations at the Satellite Dryer facility where physical work (male workers) is highly required. Although the female-to-male ratio in FY2023 decreased to 26% from 33% in FY2022, the Group remains committed to foster diversity, equity, and inclusiveness.

Table: Board and Employees by Gender

Entities	Gender	FY2023				FY2022 (Restated)			
		Board		Employees		Board		Employees	
Singapore Subsidiaries	Male	4	80%	1	20%	4	80%	1	20%
	Female	1	20%	4	80%	1	20%	4	80%
	Total	5	100%	5	100%	5	100%	5	100%
AAI	Male	3	75%	66	83%	3	100%	38	79%
	Female	1	25%	14	17%	-	-	10	21%
	Total	4	100%	80	100%	3	100%	48	100%
CAEKSA	Male	3	75%	6	86%	3	75%	6	86%
	Female	1	25%	1	14%	1	25%	1	14%
	Total	4	100%	7	100%	4	100%	7	100%
Group	Male	10	77%	73	79%	10	83%	45	75%
	Female	3	23%	19	21%	2	17%	15	25%
	Total	13	100%	92	100%	12	100%	60	100%

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Workforce Diversity (Cont'd)

GRI 2-7, 2-8, 3-3, 405-1, 405-2

The Board is composed of individuals with a diverse array of skills, experiences, knowledge, an important attribute that not only stimulate constructive debates but also facilitate the effective steering of the Group. Additionally, the Group has diversity policies that foster an inclusive environment with ethical principles and serves as its strategic advantage. For further details on the Group's Board Diversity Policy, please refer to the Statement of Corporate Governance in the Company's Annual Report 2023.

The Group employs senior management from the local communities, including individuals from Saudi Arabia and Indonesia. This strategy enables us to tap into their market knowledge and expertise, which in turn enables the growth of the business in various countries.

In FY2023, AAI has increased the number of employees within the age group of <=30 and >30 & <=50 which was due to the demand for additional manpower in the Satellite Dryer facility to efficiently carry out the daily processes and physical activities. The expansion of the workforce aligns with the strategic efforts to meet operational needs and ensure the continued success of the corn-related operations.

Table: Board and Employees by Age Group

Entities	Age Group	FY2023				FY2022 (Restated)			
		Board		Employees		Board		Employees	
Singapore Subsidiaries	<=30	-	-	-	-	-	-	-	-
	>30 & <=50	-	-	2	40%	-	-	3	60%
	>50	5	100%	3	60%	5	100%	2	40%
	Total	5	100%	5	100%	5	100%	5	100%
AAI	<=30	-	-	39	49%	-	-	18	38%
	>30 & <=50	3	75%	30	38%	3	100%	21	44%
	>50	1	25%	11	13%	-	-	9	18%
	Total	4	100%	80	100%	3	100%	48	100%
CAEKSA	<=30	-	-	-	-	-	-	-	-
	>30 & <=50	1	25%	3	43%	1	25%	3	43%
	>50	3	75%	4	57%	3	75%	4	57%
	Total	4	100%	7	100%	4	100%	7	100%
Group	<=30	-	-	39	42%	-	-	18	30%
	>30 & <=50	4	31%	35	38%	4	33%	27	45%
	>50	9	69%	18	20%	8	67%	15	25%
	Total	13	100%	92	100%	12	100%	60	100%

The Group is committed to foster an inclusive and diverse environment. The Group comprises individuals of various nationalities, including Singaporean, Malaysian, Indonesian, Saudi Arabian, and Indian. This intentional embrace of diversity not only reflects its global reach but also underscores its belief in the strength that arises from different perspectives, experiences, and talents coming together.

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Workforce Diversity (Cont'd)

GRI 2-7, 2-8, 3-3, 405-1, 405-2

Table: Board and Employees by Nationality

Entities	Nationality	FY2023				FY2022 (Restated)			
		Board		Employees		Board		Employees	
Singapore Subsidiaries	Singaporean	5	100%	4	80%	5	100%	4	80%
	Malaysian	-	-	1	20%	-	-	1	20%
	Indonesian	-	-	-	-	-	-	-	-
	Total	5	100%	5	100%	5	100%	5	100%
AAI	Singaporean	1	25%	-	-	-	-	-	-
	Malaysian	-	-	-	-	-	-	-	-
	Indonesian	3	75%	80	100%	3	100%	48	100%
	Total	4	100%	80	100%	3	100%	48	100%
CAEKSA	Singaporean	3	75%	3	43%	3	75%	3	43%
	Malaysian	-	-	-	-	-	-	-	-
	Indonesian	-	-	-	-	-	-	-	-
	Saudi Arabian	-	-	1	14%	-	-	1	14%
	Indian	1	25%	3	43%	1	25%	3	43%
	Total	4	100%	7	100%	4	100%	7	100%
Group	Singaporean	9	69%	7	8%	8	67%	7	11%
	Malaysian	-	-	1	1%	-	-	1	2%
	Indonesian	3	23%	80	87%	3	25%	48	80%
	Saudi Arabian	-	-	1	1%	-	-	1	2%
	Indian	1	8%	3	3%	1	8%	3	5%
	Total	13	100%	92	100%	12	100%	60	100%

The Group notes that the ratio of remuneration of women to men is approximately 91% in the Singapore Subsidiaries, primarily due to the remuneration of the Managing Director in AHL, and 71% in AAI as male employees are predominantly required in the Agri-Tech segment for the construction of the facilities and other physical operational activities. Despite these variations, the Group remains unwavering in its commitment to ensuring fair compensation practices to all its employees irrespective of gender or age.

The composition of the Group's workforce can be further categorised into full-time employees, fixed contract employees and daily-rated workers hired on a fixed or temporary basis. The fixed daily workers in AAI are engaged in production site activities and most of the temporary rated workers serve as cleaners and cooks.

Table: Workforce by Employee Category

Entities	FY2023			FY2022 (Restated)		
	Employees		Workers	Employees		Workers
	Full-time	Fixed contract	Fixed and temporary	Full-time	Fixed contract	Fixed and temporary
Singapore Subsidiaries	5	-	-	5	-	-
AAI	15	53	12	10	28	10
CAEKSA	7	-	-	7	-	-
Group	27	53	12	22	28	10

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Employee Benefits and Development

GRI 2-25, 3-3, 401-1, 401-2, 401-3, 404-1, 404-2, 404-3

In FY2023, the Group added 51 (FY2022: 17) new employees in different age groups as depicted in the table below. AAI added 15 employees to its workforce in FY2022, due to its planning and construction of the main facility, and further increased its staff strength by 49 in FY2023 for the construction of the main corn drying and Satellite Dryer facilities and the operation the Satellite Dryer. Due to the nature of work required (where physical activities are highly demanded) in the construction and operation of our corn drying facilities, a greater number of males aged ≤ 30 were recruited. Nevertheless, the Group strives to uphold a fair hiring process, regardless of age and gender, considering the nature of the job functions.

Table: New Hires by Age Group

Entities	New Hires		
	Age Group	FY2023	FY2022 (Restated)
Singapore Subsidiaries	≤ 30	-	-
	>30 & ≤ 50	1	-
	>50	1	-
	Total	2	-
AAI	≤ 30	27	13
	>30 & ≤ 50	16	2
	>50	6	-
	Total	49	15
CAEKSA	≤ 30	-	-
	>30 & ≤ 50	-	1
	>50	-	1
	Total	-	2
Group	≤ 30	27	13
	>30 & ≤ 50	17	3
	>50	7	1
	Total	51	17

Table: New Hires by Gender

Entities	New Hires		
	Gender	FY2023	FY2022 (Restated)
Singapore Subsidiaries	Male	-	-
	Female	2	-
	Total	2	-
AAI	Male	42	11
	Female	7	4
	Total	49	15
CAEKSA	Male	-	2
	Female	-	-
	Total	-	2
Group	Male	42	13
	Female	9	4
	Total	51	17

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Employee Benefits and Development (Cont'd)

GRI 2-25, 3-3, 401-1, 401-2, 401-3, 404-1, 404-2, 404-3

The Group closely monitors and analyse employee turnover to help identify areas of concern, implement strategies to retain employees and to gain a nuanced understanding of workforce dynamics. The Table below provides a breakdown of resignation by age group and gender.

The employee turnover rate in both FY2022 and FY2023 in the Singapore Subsidiaries were results of our streamlining efforts to reduce staff capacity and cost after the disposal of CAESG. The increase in AAI's employee turnover FY2023 was primarily due to the retrenchment of construction personnel when the construction of the main drying facility was completed in FY2023. As for CAEKSA, there was no employee turnover recorded in both FY2022 and FY2023.

Table: Employee Turnover by Age Group

Entities	Employee Turnover		
	Age Group	FY2023	FY2022
Singapore Subsidiaries	<=30	-	-
	>30 & <=50	67%	91%
	>50	-	-
AAI	<=30	25%	11%
	>30 & <=50	22%	-
	>50	63%	-
CAEKSA	<=30	-	-
	>30 & <=50	-	-
	>50	-	-

Table: Employee Turnover by Gender

Entities	Employee Turnover		
	Gender	FY2023	FY2022
Singapore Subsidiaries	Male	-	100%
	Female	50%	62%
AAI	Male	33%	4%
	Female	17%	-
CAEKSA	Male	-	-
	Female	-	-

The Group understands that attracting and retaining talented employees is crucial for securing the long-term success of the Group. As part of its commitment to create a positive and engaging work environment, the Group prioritises the promotion of employee well-being. To support this, the Group provides employee benefits as regulated by labour laws to enhance employee well-being and productivity. These benefits include healthcare, insurance, medical allowances and parental leave, among others.

In terms of benefits in AAI, full-time and fixed contract employees receive mandatory workforce and healthcare benefits (BPJS Ketenagakerjaan & Kesehatan) and consumption benefits in FY2023.

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Employee Benefits and Development (Cont'd)

GRI 2-25, 3-3, 401-1, 401-2, 401-3, 404-1, 404-2, 404-3

The Group provides parental leave benefits to all employees. The Group notes that there was only one (FY2022: nil) female employee in AAI that has taken the parental leave.

Annual performance review is an essential part of the employee development programme, providing an opportunity to monitor performance and identify any additional training needed to help employees achieve their targets for the following year. The Group is committed to transparency and accountability in its workforce management practices and discloses the total number of employees by gender who have undergone regular performance and career development reviews. The Group aims to ensure that performance and career development opportunities are accessible and equitable to all employees. Moving forward, the Group will look into conducting annual reviews on permanent part-time employees, where meaningful.

Table: Performance Review by Gender

	Performance Review		
		FY2023	FY2022 (Restated)
Gender	Male	8	1
	Female	9	4

In FY2023, there was an increase in participation, with 63% of employees taking part in the performance review, compared to 23% in FY2022 (restated). The Group notes that no performance review was carried out by AAI in FY2022 as its core activities during FY2022 were mainly the planning for the construction of the main corn drying facility and was too preliminary for a meaningful performance evaluation. The Group notes that due to number of new employees that joins AAI in mid-2023, only 63% of the employees has participated in the performance reviews. About 82% of female employees and 50% of male employees have received their performance and career development reviews in FY2023. The Group is committed in ensuring that all employees are provided with clear career progression paths, opportunities to gain experience and grow with the Group.

The Group recognises the strategic role of human capital development in driving its business growth and organisational strategy and places a strong emphasis on retaining and developing talents within the Group. As the industry is constantly evolving, it strives to offer employees opportunities for growth and development through various avenues, such as internal and external training courses, job relocations, or reassignments. The Group achieved an average of 3 training hours per full-time employee as compared to the target of 10 training hours due to the huge increase in manpower of AAI in FY2023. These new employees in AAI were mainly recruited for the construction of the new drying facility and there was not many relevant trainings that the Group can provide them with.

Table: Training Hours by Full-time Employees and Gender

		FY2023	FY2022 Restated
		Gender	Male
	Female	39	-

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Employee Benefits and Development (Cont'd)

GRI 2-25, 3-3, 401-1, 401-2, 401-3, 404-1, 404-2, 404-3

Despite not meeting the overall training hour's goal, the Group's commitment remains steadfast, and it is determined to enhance training initiatives in the upcoming years. This effort aims to equip the workforce with relevant skills and foster their overall development.

Ethical Labour Practices

GRI 3-3, 202-1, 406-1, 407-1, 408-1, 409-1

The Group adheres strictly to minimum wage laws in all the jurisdiction it operates in. The Group has a zero-tolerance policy towards any form of discrimination, forced labour, or child labour in our operations. There were no (FY2022: nil) incident of discrimination during FY2023.

The Group maintains an ongoing commitment to promote freedom of association and collective bargaining for its workforce. There were no instances (FY2022: nil) where the right to freedom of association and collective bargaining was infringed upon in any operations or suppliers in FY2023.

The Group does not tolerate any supplier that is aware, or should be aware, of employing or exploiting children, using forced labour, or participating in any form of exploitation. The Group upholds its commitment to human rights through employment verification, training and suppliers' monitoring. During the reporting period, the Group did not undertake specific initiatives aimed at contributing to the effective abolition of child labour and forced labour. Nonetheless, the Group's steadfast commitment to ethical practices and adherence to labour standards ensure that the operations are free of forced and child labour.

The Group is dedicated to conduct business with integrity. The Group prioritises good business practices, innovative solutions, and thoughtful actions that positively impact society. The Group actively strives to protect human rights in both its operations and supply chains, taking measurable and sustainable actions that contribute to the well-being of communities and ecosystems worldwide.

Rights of indigenous Peoples

GRI 3-3, 411-1

In line with the Group's dedication to ethical conduct and respect for human rights, there were no incident (FY2022: nil) involving the violations of the rights of indigenous peoples in FY2023. This positive outcome reflects the Group's ongoing efforts to engage in responsible and sustainable practices that prioritise the dignity, cultural heritage, and autonomy of indigenous communities.

Focus 5: Human Capital (Cont'd)

GRI 2-7, 2-8, 2-23, 2-24

Human Capital Targets and Performance – FY2023

Segment	FY2023 Targets	Status	Performance Update
Group	Achieve an average of 10 training hours per year for each employee	Not met	Achieved 3 training hours per employee. The target was not met as AAI recruited a vast number of employees for the construction of the main facility in FY2023 and there were not many relevant trainings that the Group could provide.
	Maintain regular performance reviews to all eligible employees	Not met	63% of the Group's eligible employees have undergone performance appraisals in FY2023. This is primarily due to the vast number of employees recruited by AAI in the middle of FY2023 and AAI was not able to carry out the review on a meaningful and timely basis.
	Maintain zero workplace fatalities or permanent disabilities and zero significant incidents of non-compliance resulting in regulatory breaches under the Workplace Safety and Health Act	✓ Met	Achieved zero workplace fatalities and permanent disabilities. One workplace safety incident was reported in FY2023 where one of the workers in AAI accidentally slipped on the stairs and suffered a minor injury.
	No material breach of employment laws	✓ Met	No employment law was breach in the FY2023.

Human Capital FY2024 Targets

- 1) Achieve an average of 10 training hours per year for each employee.
- 2) Maintain regular performance reviews and achieve 90% participation rate for all eligible employees.
- 3) Maintain zero workplace fatalities or permanent disabilities and zero significant incidents of non-compliance resulting in regulatory breaches under the Workplace Safety and Health Act.
- 4) No material breach of employment laws.

Focus 6: Corporate Social Responsibility

GRI 2-23, 2-24

Corporate Social Responsibility

GRI 3-3, 413-1, 413-2

Incorporating social, environmental, and cultural commitment in the business practices is a core value at Advanced. The Group has fostered a corporate culture that emphasises social accountability, unity, and compassion.

In FY2023, the Group continued to be part of the Breadline donation programme and provided valued assistance to one needy family in Singapore. The Group's commitment to this programme is ongoing, and the Group continues to work towards supporting those in need by identifying and providing help to more families through its partnership with Breadline. The Group has also contributed to the National Arthritis Foundation in FY2023. By actively participating in initiatives that address a range of community needs, the Group aims to make a meaningful impact on diverse fronts.

AAI has recently implemented the Farmer Engagement Programme (the "FEP"), an initiative designed to support local corn farmers. Through the FEP, AAI provides farmers with essential materials, including seeds and herbicides, and offer agronomy consultation services through its Cooperative with the Bogor Institute of Agriculture (Institut Pertanian Bogor), a well-known State University. The overarching objective of the FEP is to enhance crop yields, establish fair purchase prices, and uplift the livelihoods of corn farmers in the region. By actively engaging with the local farming community, AAI aims to foster sustainable agricultural practices, promote economic empowerment, and contribute to the overall well-being of the farmers involved in its supply chain. AAI has yet to assess the social and environmental impacts of the FEP, as it was implemented recently. AAI will carry out the assessment when FEP progressed further and with greater participation from the local farmers.

The Group will continue to encourage its staff and subsidiaries to play their part as a responsible member of the local and international communities.

The Group does not have any operations with significant actual and potential negative impacts on local communities in FY2023 (FY2022: nil).

Environmental & Social Impacts of Ingredient Supply Chain

GRI 3-3

The Group is committed to carrying out sourcing of materials in a responsible manner. In AAI, sourcing is integral to our corn drying facility operation in Indonesia. Emphasising the importance of supporting local communities, all its raw materials are sourced locally, aligning meticulously with established standards. The Group actively engages with local suppliers, adhering to established guidelines that ensure its sourcing practices align with community expectations and regulations. This commitment reflects its dedication to fostering positive relationships and promoting sustainable practices.

Focus 6: Corporate Social Responsibility (Cont'd)

Environmental & Social Impacts of Ingredient Supply Chain (Cont'd)

GRI 3-3

As the Group embarks on its journey in the agricultural-related sector and commences the corn drying operations, the Group acknowledges that the impact assessment on environmental and social contexts is at its early stages as the operations are at its infancy stage. While the Group has conducted minimal assessments to date, the Group is committed to progressively enhance its understanding of the environmental and social impact of the operations. The Group recognises the importance of comprehensive assessments and are actively working towards incorporating these considerations into its operational framework.

In FY2023 (FY2022: nil), there were no non-conformances by its suppliers on matters concerning social and environmental guidelines, such as child labour and forced labour, have come to the Group's attention. Looking ahead, the Group is dedicated to implementing more robust impact assessments. This strategic vision involves exploring partnerships with local organisations, investing in sustainable technologies, and aligning its operations with global best practices.

As the Group anticipates substantial growth in its agricultural-related business, the Group is actively seeking opportunities to strategise and manage its environmental and social risks. AAI's implemented farmers' engagement programme is a proactive initiative incorporating environmental and social best management practices. This programme not only focuses on environmental aspects but also promotes the livelihoods of corn farmers. This holistic approach reflects its belief in the tremendous potential for growth in the agricultural-related sector while maintaining a steadfast commitment to ethical, sustainable, and socially responsible practices.

Task Force on Climate-related Financial Disclosures

GRI 3-3 | 2-14 | 201-2

The Group has adopted the Task Force on Climate-related Financial Disclosures (“TCFD”) and has integrated its recommendations into the reporting framework. This strategic move aims to enhance the clarity of the Group’s communication regarding climate-related risks and opportunities that may influence the business financially. In this section, the Group describes how it identifies, assesses and manages climate-related risks and opportunities, with reference to the four key pillars recommended by TCFD.

Governance

The Board consistently engage, at least annually, in discussions on sustainability matters, encompassing environmental and climate change issues. The matters to be discussed will be circulated prior to the meetings to allow for comprehensive and timely deliberations. The Task Force was established to strengthen the Group’s commitment to sustainability, convening meetings at least twice annually.

The Task Force is chaired by an Executive Director, who serves as the CFO and she coordinates and drives the Group’s sustainability efforts, including climate-related issues. It comprises of representatives from across business units and is responsible for ensuring that the Group has a robust sustainability governance structure in place. It reviews the Group’s sustainability strategy to align with evolving local and global sustainability trends and assesses and manages climate-related risks and opportunities. The Task Force plays a vital role in overseeing the adoption of the Group’s sustainability goals, evaluating management’s plans and progress towards achieving targets, and incorporating climate-related issues into the determination of the Group’s strategic directions and policies, among other crucial functions. The Task Force also reviews the Group’s sustainability reporting and key sustainability-related disclosures.

While the Task Force provides comprehensive oversight of sustainability matters, other Board Committees, namely the Audit, Nominating, and Remuneration Committees address specific aspects of sustainability relevant to their respective roles. Please to refer to page 11 of this Report for further details on the Task Force.

Strategy

The Group’s sustainability approach encompasses both the sustainable operations of its business and active engagement in sustainability as a core part of its business model. The Group strives to create solutions that assist governments and suppliers in their journeys towards achieving net-zero goals and contributing to broader climate action. In AAI, this will be done through the FEP, providing good agricultural practices to promote sustainable livelihood of the farmers and its commitment to tap into various sources of renewable biomass for its corn processing facility.

Task Force on Climate-related Financial Disclosures (Cont'd)

GRI 3-3 | 2-14 | 201-2

Strategy (Cont'd)

The Group's strategy is mainly on the Group's operations in Indonesia, where it's in the early stages of operations. The Group's current focus is on identifying and understanding the risks and opportunities associated with climate change, categorised into short-term (1 year), medium-term (3-5 years), and long-term (beyond 5 years).

The Group acknowledges the physical risks, such as potential damage to property and infrastructure due to extreme weather conditions. Considering the global shift towards a lower-carbon economy, the Group also recognises transition risks stemming from policy, legal, technological, and market changes. The Group also recognises the profound impact of climate-related risks and opportunities on its business, strategy, and financial planning. Climate-related risks encompass potential stranded assets, business disruptions, and increased operating costs, including those related to insurance, flood protection, damage recovery, and heightened cooling and heating needs. These changes also pose financial, operational, and reputational risks. Simultaneously, the Group acknowledges the emergence of new business opportunities resulting from the impacts of climate change. By strategically navigating these challenges, the Group aims to capitalise on evolving market demands, technological advancements, and changing customer preferences associated with sustainability. This comprehensive and adaptive approach informs the organisation's financial planning, ensuring it is responsive to immediate challenges while anticipating and seizing opportunities for value creation in the evolving landscape shaped by climate change.

To fortify the Group's resilience and contribute to global decarbonisation efforts, the Group is reshaping its business to prioritise sustainable solutions. Currently, its sustainable technology adoption involves the use of a high-quality dryer machine owned by AAI, renowned for its advanced pre-cleaning and cleaning features that significantly reduce processing waste generation. AAI also utilises the high beam furnace, designed as a biomass furnace, which operates seamlessly with renewable sources such as corn cobs and husks. Looking ahead, AAI remains committed to exploring other renewable options like green biomass and environmentally friendly technologies to further enhance its decarbonisation efforts.

The resilience of the Group's strategy is evident in its consideration of diverse climate-related scenarios. Currently, its focus centres on the ENSO cycle, encompassing both El Niño and La Niña events. By closely monitoring the impacts associated with these climate patterns, AAI can better adapt to the changing environmental conditions and mitigate potential risks to its operations accordingly.

Instead of using the 2°C higher or lower scenario, AAI performed its scenario analysis based on ENSO events after taking into consideration the nature of its business. By integrating these diverse climate plans into the Group's strategy, not only does it enhance its preparedness for current challenges but also positions itself for long-term resilience in the face of a dynamic and evolving climate landscape.

Task Force on Climate-related Financial Disclosures (Cont'd)

GRI 3-3 | 2-14 | 201-2

Strategy (Cont'd)

A change in temperature could impact the frequency and severity of ENSO event. These alterations in the ENSO cycle may amplify the localised effects of phenomena like El Niño or La Niña. Consequently, these changes contribute to broader, long-term trends linked to global temperature variations. The resulting extreme temperatures could potentially pose ever-shifting climate conditions, influencing the intensity of the ENSO cycle. This interconnected relationship emphasises the dynamic nature of climate systems and the importance of considering both localised and global factors in understanding and addressing climate change impacts.

The Group is also seeking opportunities to address climate-related risks by leveraging its technological capabilities to explore eco-friendly solutions that combat the challenges posed by climate change.

The Management has also integrated climate-related considerations into the Group's financial reporting, and as of FY2023, there have been no significant impact on its financials. Please refer to pages 16, 37 to 48 of this Report for further information.

Risk Management

Climate change has been recognised as a significant strategic risk within the Group's ERM framework that provides guidance to the Group on the identification, assessment, and management of sustainability-related risks and opportunities.

Physical Risk

At the asset or project level, the Group typically identifies physical risks, tailoring its approach based on the assessed level of risk. In the case of the Group's Indonesian subsidiary, the country is known for its susceptibility to severe weather conditions. As such, the Group has undertaken a risk assessment specifically focused on understanding the potential impact of severe weather and projected climate-related physical risks at the Indonesian operating facility.

The Group's assessment revealed that the heightened severity and frequency of extreme weather events, such as droughts and floods, could directly affect the corn's yield which would potentially pose a direct threat to Advanced's production capabilities and, consequently, impact its revenue.

To address these challenges, the Group will incorporate considerations for potential changes in environmental conditions, including factors like rise in sea levels and ambient temperatures, throughout the expected lifespan of the operations in the next financial year when the main facility is fully operational. This proactive approach ensures that the Group's risk mitigation strategies are designed to adapt to evolving environmental circumstances.

Task Force on Climate-related Financial Disclosures (Cont'd)

GRI 3-3 | 2-14 | 201-2

Risk Management (Cont'd)

Transition risk

In the corn drying operation in Indonesia, there were several transition risks identified that may impact the business. Firstly, evolving regulatory frameworks related to emissions and energy efficiency could result in increased compliance costs or necessitate modifications to its operational practices. Secondly, shifts in market preferences towards sustainable and low-carbon products may affect the demand for its corn products. Lastly, advancements in drying technologies and the availability of alternative energy sources present technological risks that could influence the efficiency and cost-effectiveness of its drying processes.

In the corn drying operation in Indonesia, there were several transition risks identified that may impact the business. Firstly, evolving regulatory frameworks related to emissions and energy efficiency could result in increased compliance costs or necessitate modifications to its operational practices. Secondly, shifts in market preferences towards sustainable and low-carbon products may affect the demand for its corn products. Lastly, advancements in drying technologies and the availability of alternative energy sources present technological risks that could influence the efficiency and cost-effectiveness of its drying processes.

To address these transition risks, the Group has implemented mitigation strategies. This includes active engagement with regulatory bodies to stay informed about potential changes, investing in sustainable practices throughout its supply chain to align with market preferences, and consistently exploring and adopting innovative technologies to enhance efficiency and reduce emissions.

Please refer to pages 16, 42 to 48 of this Report for further information

Metrics and Targets

The Group tracks, measures and reports on its environmental performance, including energy and emissions management. The Group's targets and metrics have been disclosed in its sustainability reports. Monitoring and reporting these metrics help the Group to identify areas with material climate-related risks and enable it to be more targeted in the efforts.

In the Satellite Dryer facility in Indonesia, there were several key metrics identified to assess its environmental impact. These metrics, in line with TCFD recommendations, encompass the measurement of both direct and indirect GHG emissions associated with the corn drying process and monitoring energy consumption. The Group's strategic targets are intricately designed to actively reduce emissions and enhance resource efficiency. By 2025, the Group aspires to achieve a noteworthy 5-10% reduction in GHG emissions per tonne of corn dried through the implementation of energy-efficient technologies and the integration of renewable energy sources.

To ensure accountability and transparency, the Group has established a robust monitoring and reporting framework. Regular assessments of its performance against these metrics and targets will be conducted. This process allows the Group to identify areas for improvement and adjust its strategies accordingly. Furthermore, the Group is committed to engaging with its stakeholders, seeking feedback on its sustainability initiatives, and incorporating valuable insights into the decision-making processes.

Task Force on Climate-related Financial Disclosures (Cont'd)

GRI 3-3 | 2-14 | 201-2

Metrics and Targets (Cont'd)

To support the climate change agenda, the Group discloses its Scope 1 and Scope 2 GHG emissions in the sustainability reports and set climate-related targets such as those related to energy consumption.

The Group's Scope 1 GHG emissions in FY2023 of 525 MTCO₂e have increased from the previous year mainly due to the consumption of solid biomass - wood chips from the satellite corn drying facility. Additionally, the Scope 2 GHG emissions, primarily driven by electricity consumption in offices and business operations, amounted to 49 MTCO₂e in FY2023. AAI had the highest electricity consumption at 48,958 kWh, primarily due to significant electricity usage in corn drying processes. Currently, the Group is in the process of identifying major sources of energy consumption outside the Group and developing a system to measure external energy consumption and Scope 3 GHG emissions.

The Group has established targets on governance, social, and environmental aspects to effectively address climate-related risks and capitalise on opportunities. This aligns with its commitment to sustainability. Performance against these targets is regularly monitored and assessed. The Group tracks progress towards meeting the targets, evaluates the effectiveness of implemented measures, and adjusts strategies as needed. In FY2023, the targets were not linked to the Group's financial performance because the Group's activities are transitioning from energy-related sector to agricultural-related sector. As the Group progresses into 2024, the Group will consider aligning the targets to incorporate the Group's financial and sustainability performance.

Please refer to pages 15, 19, 26, and 34 of this Report for further information.

Climate-related Risk and Opportunities

In response to the increasing ambition in transitioning to a low-carbon economy to mitigate the consequences of climate change, the Group is committed to building the climate risk resilience in line with the TCFD's recommendations. Following the TCFD's process, it has developed climate scenarios that aim to assess the physical and transition risks that the business may face. The following assessment of climate risks and opportunities is specifically tailored to operations in Indonesia, where the Group maintains a significant presence that may be exposed to various climate-related challenges. By focusing on this region, it aims to gain a comprehensive understanding of the unique environmental factors impacting operations, enabling the Group to identify potential risks and capitalise on emerging opportunities.

Transitioning to a more sustainable, low-carbon economy may entail extensive policy and legal, technology, market and reputation risks. However, market risk is currently insignificant for AAI, as the impact of climate change in Indonesia has minimal effect on customer behaviour and material costs. Given Indonesia's relatively young and growing population demographics, the demand for animal feed products, particularly corn, is expected to rise. Importantly, in Indonesia, only companies with government approval are permitted to import corn to meet industrial raw material requirements.

Time Horizon	TCFD Risk	Risk Description	Impact	Potential Mitigating Actions (Opportunities)
Short to medium term	Transition Risk (Policy and Legal Risk)	Changing regulatory landscape and the implementation of climate-impact mandates or regulations on existing products to address climate change.	<p>The Indonesian government's commitment to GHG emission reductions of 29% emissions and 41% with international support by 2030, aligned with the Paris Agreement could affect the production processes and overall business strategies.</p> <p>In the pursuit of its National Determined Contributions (“NDC”) GHG emissions reduction targets, the Government will introduce a carbon tax starting in 2025, and companies will experience increased operational costs ⁽¹⁾.</p>	<p>Conduct regular reviews and monitoring processes to stay aligned with evolving environmental standards.</p> <p>Adopt innovative technologies and practices that contribute to reducing emissions.</p> <p>Regularly review and update internal policies to ensure compliance with labour laws and regulations.</p>

⁽¹⁾ Sulistiawati, L.Y.(2023). Climate Change Related Litigation in Indonesia: The Dawn of a New Beginning?. NUS Law Working Paper No 2023/009. <https://dx.doi.org/10.2139/ssrn.4366599>

Climate-related Risk and Opportunities (Cont'd)

Time Horizon	TCFD Risk	Risk Description	Impact	Potential Mitigating Actions (Opportunities)
Short to medium term	Transition Risk (Policy and Legal Risk) (Cont'd)	Changing regulatory landscape and the implementation of climate-impact mandates or regulations on existing products to address climate change.	<p>In the agricultural-related sector, where worker violations are common, there is a risk that employees may take legal action against the entity.</p> <p>Any litigation incurred will result in an increase in expenditure for the entity.</p>	Establish mechanisms to protect whistleblowers who report potential violations of labour rights or unsafe working conditions.
Short to medium term	Technology Risk	Revolve around the potential challenges and vulnerabilities associated with the adoption and integration of sustainable technologies.	<p>In Indonesia, businesses might need to comply with specific certifications and standards which may prompt the Group to adopt certain technologies in areas of waste management, carbon emission, and precision agriculture.</p> <p>These technological advancements are crucial for businesses in Indonesia aiming to transition towards a more sustainable business model, aligning with the country's commitment to environmental sustainability and compliance with relevant regulations.</p> <p>The Group may incur costs to deploy new practices, expenses on research and development, and capital investments.</p>	<p>AAI utilises high-quality corn drying machine to enhance the quality of the product and meet regulatory standards.</p> <p>Actively monitor and stay updated on relevant environmental certifications and standards applicable to the industry in Indonesia, which may require technological transitions.</p>

Climate-related Risk and Opportunities (Cont'd)

Time Horizon	TCFD Risk	Risk Description	Impact	Potential Mitigating Actions (Opportunities)
Short to medium term	Reputation Risk	Climate change has been recognised as a potential source of reputational risk associated with evolving customer or community perspectives regarding an organisation's role in either supporting or hindering the shift towards a lower-carbon economy.	<p>With ongoing global discussions on greenwashing, including in Indonesia, there is a risk that companies may make exaggerated or false environmental claims.</p> <p>Moreover, the risk of failing to implement adequate quality control measures could lead to the distribution of low-quality corn. This could potentially pose a threat to the animals consuming it and harm the business reputation.</p> <p>This could eventually erode customers' confidence in the product and lead to a decline in sales.</p>	<p>To implement transparent communication practices to ensure the environmental claims are accurate and substantiated. This will contribute positively to the Group's image amid heightened concerns about greenwashing practices.</p> <p>Engage an internal auditor to conduct a review of the sustainability reporting process. Independent assessments add credibility and demonstrate a commitment to accountability.</p> <p>Establish quality control protocols throughout the corn production and processing chain, including testing for contaminants at various stages.</p>

Climate-related Risk and Opportunities (Cont'd)

To evaluate physical risks, the Group's attention was directed towards the consequences of extreme weather events, encompassing factors such as extreme temperatures, flooding risks, and the ENSO cycle. The assessment of these physical impacts indicates a relatively moderate to low level of risk. However, as the frequency and intensity of extreme weather incidents continue to rise, the volatility in both the quantity and supply of raw materials is expected to escalate. This heightened volatility has the potential to impact production and pricing significantly.

Time Horizon	TCFD Risk	Risk Description	Impact	Potential Mitigating Actions (Opportunities)
Medium to long term	Acute Risk	Short duration events such as droughts, floods, extreme precipitation, storm surges and hurricanes. Drought and flooding pose a serious threat to harvesting yields in Indonesia.	<p>During El Niño events, there is a tendency for drier-than-average conditions in some regions, potentially leading to drought. Reduced rainfall will impact water availability, affecting both the irrigation of corn crops and the overall water supply for the processing plant.</p> <p>Given that AAI heavily relies on crop yields for conducting its business, the uncertainty of ENSO events may lead to high operating costs and reduced revenue. This could occur due to interruptions in business activities such as supply chain disruptions and logistic delays.</p>	<p>Incorporate considerations and contingency plans for potential changes in environmental conditions, and ambient temperatures, throughout the expected lifespan of the operations in the next following financial year when the main facility is fully operational.</p> <p>Establish a plan to engage multiple suppliers across the North Sulawesi Region in Indonesia to mitigate the impact of localised climate events on the supply chain.</p> <p>Monitor ENSO-climate forecasts which allow the plant to anticipate potential challenges and make proactive adjustments to its operations.</p>

Climate-related Risk and Opportunities (Cont'd)

Time Horizon	TCFD Risk	Risk Description	Impact	Potential Mitigating Actions (Opportunities)
Medium to long term	Chronic Risk	Refer to the gradual and long-term impacts on ecosystems, societies and economies due to sustained changes in climatic conditions. These risks have the potential to create persistent challenges and vulnerabilities, requiring sustained efforts for adaptation and resilience	<p>Each plant has a minimum and maximum temperature for its development. In agricultural commodity crops, the maximum temperature limit for corn to maintain its productivity is 29° C. According to BMKG Indonesia (Meteorology, Climatology, and Geophysical Agency), the annual high and low temperature in North Sulawesi is 30°C and 23°C, respectively. As a result, a 1°C increase in temperature will reduce corn productivity by 8.02%⁽²⁾.</p> <p>A gradual increase in temperature beyond the optimal range for corn productivity in the area could have adverse effects on crop yields, quality, and the financial outlook of the business. Potential production halts resulting from these conditions could lead to reduced revenue for the business, as they would compromise operational efficiency and hinder the ability to meet market demands.</p>	<p>AAI operates in the Corn Processing Industry, thus the impacts of climate change towards plantation does not directly affect us.</p> <p>The Group acknowledge the importance of the Corn Plantation sector with regards to its value chain. Therefore, AAI started the FEP and decided to increase the capacity of the programme to ensure local farmers within North Sulawesi, where AAI provided assistance with Good Agricultural Practices knowledge from its internal agronomic team and in collaboration with Bogor Institute of Agriculture, access to standardised agricultural inputs (seeds, fertilizers, pesticides, herbicides), and fair market price for raw material purchasing during harvest.</p> <p>Currently AAI does not engage directly in any corn plantation cultivation processes within the farmers' plantation activities i.e. AAI provides agriculture knowledge, inputs and off-take guarantee, and the farmers develop their own corn plantation.</p>

⁽²⁾ Akmalia, H.A. (2022). The Impact of Climate Change on Agriculture in Indonesia and Its Strategies: A Systematic Review. AGRITEPA Jurnal Ilmu and Teknologi Pertanian Vol. 9, No.1, pp. 145-160. <https://www.researchgate.net/publication/36318297>

Scenario Analysis

In light of an unpredictable environment marked by increasingly frequent climate events, the Group conducted a scenario analysis to evaluate and bolster the resilience of the Group's strategy, focusing specifically on AAI's operations. Given Indonesia's diverse geography, the country is particularly susceptible to the effect of climate change, particularly the ENSO event. As the temperature rises, the ENSO events could occur more frequently⁽³⁾. This extreme weather event can influence crop yields, affecting AAI's corn drying business supply chain, financial stability, and production consistency. This analysis will delve into the potential impacts on AAI's strategic and financial position under the agreed scenario.

In this analysis, the Group assessed how ENSO event affects corn supplies and, consequently, the profitability of the business. The basis of this analysis considers the 4-5 affected months, with an ENSO event occurring every 5 years. The peak season for harvest is from March to June, following the low harvest season from June to September and peak harvest season affected by ENSO event from October to December.

Corn Supplies (in Metric Tonne)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Planting Cycle (P)	P3	P4			P5	P6	P7	P8			P1	P2	
Harvest Cycle (H)				Peak Harvest			Low Harvest			Peak Harvest Affected by ENSO event			
			H1	H2	H3	H4			H5	H6	H7	H8	
Normal Scenario*	1,824	1,824	7,296	9,576	12,312	7,600	1,824	1,824	7,600	12,312	11,856	6,688	82,536
El Nino*	1,824	1,824	7,296	9,576	12,312	7,600	1,824	1,824	7,600	8,208	3,952	1,824	65,664

During the months of January to September, the corn supplies remain steady as corn harvesting fall in March - June (H1, H2, H3, and H4) under the normal climate condition. However, the onset of ENSO event introduces a significant challenge during the subsequent planting months of June (P6), July (P7) and August (P8). These crucial phases experience adverse effects from adverse weather conditions, leading to a tangible reduction in both corn supply and production capacity. Therefore, the corn harvest period in October (H6), November (H7) and December (H8) will be affected. The reduced corn supply during this period not only impacts the immediate production capacity but also ripples through the subsequent stages of the supply chain. The consequential decline in harvested corn supplies directly affects the corn drying activity, resulting in a decrease in the supply of raw materials used for production throughout the months of October, November, and December. The forecasted corn supply during ENSO event is expected to be 65,664 MT, a 20% decrease from the usual supply of 82,536 MT. This shift raises concerns not just for immediate profitability but also for the overall stability of AAI's corn drying business supply chain.

⁽³⁾Wang, G. (2017). Continued increase of extreme El Nino frequency long after 1.5 °C warming stabilization. Nature Climate Change Vol.7, pp.568-569. https://www.researchgate.net/publication/318667786_Continued_increase_of_extreme_El_Nino_frequency_long_after_15_C_warming_stabilization.

Scenario Analysis (Cont'd)

Amidst reduced corn supplies, AAI faces a decline in operational efficiency, leading to a reduction in shifts and diminished activity in the corn drying process. Consequently, there is a significant decrease in profitability. Under normal conditions, excluding external factors like ENSO event, AAI would generate approximately IDR 30,000,000,000 (SGD 2,577,000) of profit. However, under ENSO event, the projected profit substantially drops to approximately IDR 22,000,000,000 (SGD 1,889,800). This decrease is primarily attributed to lower sales revenue, coupled with the necessity to incur fixed overheads even amid the challenging operational conditions caused by ENSO event.

From the above analysis, the occurrence of ENSO event would result in a 20% reduction in corn supplies, consequently impacting profitability by 27% annually. This shows the intricate relationship between climate patterns and agricultural activities, underscoring the imperative for strategic planning and adaptive measures to mitigate the impact of climatic variations on the Group's financial outcomes. The Group is diligently exploring methods to manage risks effectively, ensuring that its mitigating actions align with sustainability goals in a cost-effective and socially responsible manner. Looking ahead, the future adaptation plans to enhance efficiency and resilience towards climate change align with the inaugural year of operations at AAI. These measures will be centred on operational efficiency, maximising manpower, and optimising the utilisation of production inputs such as biofuel and electricity. This commitment reflects the Group's proactive stance in addressing climate-related challenges while contributing to a sustainable and responsible business ethos.

SGX-ST Primary Components Index

S/N	Primary Component	Section Reference
1	Material Environmental, Social and Governance Factors	Stakeholder Engagement and Materiality Assessment
2	Climate-related Disclosures Consistent with the Recommendations of the Task Force on Climate-Related Financial Disclosures	Task Force on Climate-Related Financial Disclosures
3	Policies, Practices and Performance	<ul style="list-style-type: none"> • Managing Director's Message • Our Sustainability Story • Focus 1 to 6
4	Board Statement	Statement of Corporate Governance and Directors' Statement
5	Targets	<ul style="list-style-type: none"> • Governance and Ethics Targets • Customer Safety and Animal Feed Quality Targets • Environmental Targets • Human Capital Targets
6	Framework	Reporting Practice

GRI Content Index

GRI Standard	Disclosure Content	Section Reference
2-1	Organisational details	Organisation Profile
2-2	Entities included in the organisation's sustainability reporting	Reporting Scope
2-3	Reporting period, frequency and contact point	Reporting Principles and Statement of Use
2-4	Restatements of information	Restatements
2-5	External assurance	Assurance
2-6	Activities, value chain and other business relationships	Annual Report 2023
2-7	Employees	<ul style="list-style-type: none"> • Focus 5: Human Capital • Workforce diversity
2-8	Workers who are not employees	<ul style="list-style-type: none"> • Focus 5: Human Capital • Workforce diversity
2-9	Governance structure and composition	Annual Report 2023
2-10	Nomination and selection of the highest governance body	Annual Report 2023
2-11	Chair of the highest governance body	Annual Report 2023
2-12	Role of the highest governance body in overseeing the management of impacts	ESG Governance and Statement of the Board
2-13	Delegation of responsibility for managing impacts	ESG Governance and Statement of the Board
2-14	Role of the highest governance body in sustainability reporting	ESG Governance and Statement of the Board
2-15	Conflicts of interest	Annual Report 2023
2-16	Communication of critical concerns	<ul style="list-style-type: none"> • Annual Report 2023 • Focus 1: Governance and Ethics
2-17	Collective knowledge of the highest governance body	Annual Report 2023
2-18	Evaluation of the performance of the highest governance body	Annual Report 2023
2-19	Remuneration policies	Annual Report 2023
2-20	Process to determine remuneration	Annual Report 2023
2-21	Annual total compensation ratio	The Group does not disclose against this metric due to confidentiality constraints
2-22	Statement on sustainable development strategy	Our Sustainability Story

GRI Content Index (Cont'd)

GRI Standard	Disclosure Content	Section Reference
2-23	Policy commitments	<ul style="list-style-type: none"> • Focus 1: Governance and Ethics • Focus 2: Economic Performance • Focus 3: Customer Safety and Animal Feed Quality • Focus 4: Protecting the Environment • Focus 5: Human Capital • Focus 6: Corporate Social Responsibility
2-24	Embedding policy commitments	<ul style="list-style-type: none"> • Focus 1: Governance and Ethics • Focus 2: Economic Performance • Focus 3: Customer Safety and Animal Feed Quality • Focus 4: Protecting the Environment • Focus 5: Human Capital • Focus 6: Corporate Social Responsibility
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> • Focus 4: Protecting the Environment • Occupational Health and Safety • Employee Benefits and Development
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> • ESG Governance and Statement of the Board • Ethics and Integrity
2-27	Compliance with laws and regulations	There were no material instances of non-compliance with laws and regulations in this context during the year.
2-28	Membership associations	Not applicable. No reportable memberships of associations.
2-29	Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment
2-30	Collective bargaining agreements	Not applicable. No collective bargaining agreements.
3-1	Process to determine material topics	Stakeholder Engagement and Materiality Assessment
3-2	List of material topics	Stakeholder Engagement and Materiality Assessment

GRI Content Index (Cont'd)

Focus 1: Governance and Ethics

GRI Standard	Disclosure Content	Section Reference
3-3	Management of material topics	<ul style="list-style-type: none"> • Anti-corruption • Anti-competitive behaviour • Political contributions • Tax compliance
205-1	Operations assessed for risks related to corruption	Anti-corruption
205-2	Communication and training about anti-corruption policies and procedure	Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Anti-corruption
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Anti-competitive behaviour
207-1	Approach to tax	Tax compliance
207-2	Tax governance, control, and risk management	Tax compliance
207-3	Stakeholder engagement and management of concerns related to tax	Tax compliance
207-4	Country-by-country reporting	<ul style="list-style-type: none"> • Annual Report 2023 • Tax compliance
415-1	Political Contributions	Political contributions

Focus 2: Economic Performance

GRI Standard	Disclosure Content	Section Reference
3-3	Management of material topics	<ul style="list-style-type: none"> • Direct economic value generated and distributed • Financial implications and other risks and opportunities due to climate change • Infrastructure investments and services supported • Significant indirect economic impacts
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> • Direct economic value generated and distributed • Annual Report 2023

GRI Content Index (Cont'd)

Focus 2: Economic Performance (Cont'd)

GRI Standard	Disclosure Content	Section Reference
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> Financial implications and other risks and opportunities due to climate change Task Force On Climate-Related Financial Disclosures
203-1	Infrastructure investments and services supported	Infrastructure investments and services supported
203-2	Significant indirect economic impacts	Significant indirect economic impacts

Focus 3: Customer Safety and Animal Feed Quality

GRI Standard	Disclosure Content	Section Reference
3-3	Management of material topics	<ul style="list-style-type: none"> Customer Health and Safety GMO Management
416-1	Assessment of the health and safety impacts of product and service categories	Customer Health and Safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety

Focus 4: Protecting the Environment

GRI Standard	Disclosure Content	Section Reference
3-3	Management of material topics	<ul style="list-style-type: none"> Energy Management Embracing Biodiversity Greenhouse Gas Emissions Waste Management
302-1	Energy consumption within the organisation	Energy Management
302-2	Energy consumption outside of the organisation	Energy Management
302-3	Energy intensity	Energy Management
302-4	Reduction of energy consumption	Energy Management
302-5	Reductions in energy requirements of products and services	Energy Management

GRI Content Index (Cont'd)

Focus 4: Protecting the Environment (Cont'd)

GRI Standard	Disclosure Content	Section Reference
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Embracing Biodiversity
304-2	Significant impacts of activities, products, and services on biodiversity	Embracing Biodiversity
304-3	Habitats protected or restored	Embracing Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Embracing Biodiversity
305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions
305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions
305-3	Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions
305-4	GHG emissions intensity	Greenhouse Gas Emissions
305-5	Reduction of GHG emissions	Greenhouse Gas Emissions
305-6	Emissions of ozone-depleting substances (ODS)	Greenhouse Gas Emissions
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Greenhouse Gas Emissions
306-1	Waste generation and significant waste-related impacts	Waste Management
306-2	Management of significant waste-related impacts	Waste Management
306-3	Waste generated	Waste Management
306-4	Waste diverted from disposal	Waste Management
306-5	Waste diverted to disposal	Waste Management

GRI Content Index (Cont'd)

Focus 5: Human Capital

GRI Standard	Disclosure Content	Section Reference
3-3	Management of material topics	<ul style="list-style-type: none"> Occupational Health and Safety Workforce Diversity Employee Benefits and Development Ethical Labour Practices Rights of Indigenous People
401-1	New employee hires and employee turnover	Employee Benefits and Development
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits and Development
401-3	Parental leave	Employee Benefits and Development
403-1	Occupational health and safety management system	Occupational Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety
403-3	Occupational health services	Occupational Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety
403-5	Worker training on occupational health and safety	Occupational Health and Safety
403-6	Promotion of worker health	Occupational Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety
403-9	Work-related injuries	Occupational Health and Safety
403-10	Work-related ill health	Occupational Health and Safety
404-1	Average hours of training per year per employee	Employee Benefits and Development

GRI Content Index (Cont'd)

Focus 5: Human Capital (Cont'd)

GRI Standard	Disclosure Content	Section Reference
404-2	Programmes for upgrading employee skills and transition assistance programmes	Employee Benefits and Development
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Benefits and Development
405-1	Diversity of governance bodies and employees	Workforce Diversity
405-2	Ratio of basic salary and remuneration of women to men	Workforce Diversity
406-1	Incidents of discrimination and corrective actions taken	Ethical Labour Practices
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Ethical Labour Practices
408-1	Operations and suppliers at significant risk for incidents of child labour	Ethical Labour Practices
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Ethical Labour Practices
411-1	Incidents of violations involving rights of indigenous peoples	Rights of Indigenous Peoples

Focus 6: Corporate Social Responsibility

GRI Standard	Disclosure Content	Section Reference
3-3	Management of material topics	<ul style="list-style-type: none"> Corporate Social Responsibility Environmental & Social Impacts of Ingredient Supply Chain
413-1	Operations with local community engagement, impact assessments, and development programmes	Corporate Social Responsibility
413-2	Operations with significant actual and potential negative impacts on local communities	Corporate Social Responsibility