



**POWERING A
SUSTAINABLE
FUTURE**

— Sustainability Report 2023

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HIGHLIGHTS

KEY ACHIEVEMENTS DURING FP2023



100% of employees were vaccinated as of 31st March 2023.

Implemented solid waste management and recycling programme in StarCity, Pun Hlaing Estate, and the Campus.

Strengthened the Group's sustainability and responsibility strategy through extensive engagement with Group's entities.



Reduced carbon emissions by 101¹ tonnes per year with the preservation of 8,822 big trees.

Reduced 6,210² tonnes of CO₂ per year by providing 80 company buses to transport 1,350 employees.

Avoided releasing approximately 10,494 tonnes of CO₂ as a total of 141,596,072 MJ of renewable solar energy was generated from Yoma Land and Yoma Micro Power.



Installed ground mounted solar farms in Pun Hlaing Estate and StarCity that supply up to 30% of the electricity needs of the residential estates.

AWARDS



Won the Best Annual Report (Silver Award) under the small-cap company category at the Singapore Corporate Awards 2022.

Singapore Governance and Transparency Index 2022 – General Category (Ranked #24 out of 489 companies)³.

Continue to be listed on SGX Fast Track Programme since 2018.

¹ Carbon Storage & Sequestration by Urban Trees in Singapore by the Centre for Urban Greenery and Ecology (CUGE)

² A typical passenger vehicle emits about 4.6 metric tonnes of carbon dioxide per year. <https://statics.teams.cdn.office.net/evergreen-assets/safelinks/1/atp-safelinks.html>

³ https://static.businesstimes.com.sg/s3fs-public/graphics/2022/08/04/Singapore-Governance-and-Transparency-Index-General_0.pdf

ABOUT THIS REPORT

Yoma Strategic Holdings Ltd. ("Yoma Strategic", the "Company", or collectively with its subsidiaries, the "Group") is pleased to present our fifth Sustainability Report, which describes our sustainability initiatives and performance for the reporting period from 1st October 2021 to 31st March 2023 ("FP2023") and addresses issues that Yoma Strategic has identified as the most important to our stakeholders.

Yoma Strategic publishes a Sustainability Report on an annual basis. This report has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core option and is aligned with the Singapore Exchange ("SGX-ST") Sustainability Reporting Guidelines (set out in listing rules 711A and 711B).

The data presented in this report covers an 18-month time frame. Where possible, the Group has reported its performance over a 12-month period from 1st October 2021 to 30th September 2022 ("12M-Sep2022") and 6-month period from 1st October 2022 to 31st March 2023 ("6M-Mar2023") respectively to provide a more meaningful comparison and better understanding of the progress of its sustainability efforts.

The scope of this report covers approximately 80% of the Group's revenues and more than 80% of the Group's total assets in Singapore and Myanmar. Operations in China as well as companies and joint ventures where Yoma Strategic holds an effective interest of less than 50% are excluded from the scope of this report except for Yoma Central (48%), and Yoma Micro Power (35%).

A complete overview of the Group's entities can be found on pages 24 of its Annual Report 2023, which is available on Yoma Strategic's website at <https://yomastrategic.com>. This report has not been assured by a third party, but the Group intends to seek external assurance for future reports.

This report demonstrates our commitment to keep stakeholders abreast of our sustainability performance. We welcome all feedback.



This report describes the Group's sustainability initiatives and performance for the reporting period from 1st Oct 2021 to 31st Mar 2023 ("FP2023") and addresses issues that Yoma Strategic has identified as the most important to our stakeholders.

— Sustainability Committee

✉ sustainability@yoma.com.mm

BOARD STATEMENT

The Board of Directors (the “Board”) considers sustainability a key element of its mission to “Build a Better Myanmar for Its People”. The Board has considered the material environmental, social and governance (“ESG”) topics as part of its strategic formulation and determined the material ESG factors, as well as overseen the management and monitoring of the identified material ESG factors. This report has been reviewed and approved by the Board, Management, and the Sustainability Committee.

The Group’s mission and targets are closely aligned to its Sustainability & Responsibility (“S&R”) strategy, enabling us to create greater value for our stakeholders. Our focus on the highest standards of governance, ethics, sustainability, and responsibility also reflects our commitment as one of Myanmar’s pillars in the industry.

Yoma Strategic’s sustainability efforts are structured around the Sustainable Development Goals (“SDGs”) of the UN Global Compact (“UNGC”) framework and our sustainability objectives are organised around People, Planet and Profit.



The Group is committed to:

- being a responsible employer and improving the living standards of the communities in which we operate.
- fostering environmental stewardship in the communities in which we operate.
- building our businesses responsibly by harnessing the potential of a Shared Value Approach to generate economic value.



PEOPLE



PLANET



PROFIT



CEO STATEMENT

As we reflect on the economic landscape and the challenges Myanmar faces, I am pleased to share our continued commitment to sustainability and the progress we have made in building a better future for our nation. At our core, our mission is to create a better Myanmar for its people. This is a responsibility that we take very seriously, and everything we do – from the products and services we provide to how we operate day-to-day – is rooted in this mission. In 2022, Myanmar's economy experienced a modest recovery of 3%, following a substantial decline of 18% the previous year. Looking ahead, we anticipate this positive trend to continue, with a projected growth rate of 3% in 2023. While these improvements are encouraging, we acknowledge the persistent challenges that lie ahead.

The depreciation of the Myanmar kyat, coupled with the global rise in food, fuel and electricity prices, has resulted in high inflation, eroding the purchasing power, and living standards of our people. Additionally, changes in government policies, foreign currency shortages and trade restrictions have presented operational hurdles for the private sector. We recognise the impact these challenges have on the well-being of our people, and we remain steadfast in our commitment to their health and development, as they are integral to our organisation's future.

Providing a healthy and safe work environment for employees, customers, business partners and visitors is one of the Group's top priorities. As of 31st March 2023, Pun Hlaing Hospitals, part of Yoma Group⁴, has reached a significant milestone – 100% vaccination of our people. Since the onset of the Covid-19 pandemic, our Telehealth initiative has provided convenient online medical support for our employees, enabling them to consult a doctor easily for any health-related concerns.

Over the past year, we are delighted to witness another noteworthy achievement – a growing number of Myanmar executives taking up leadership roles within the Group. Our unwavering commitment to enhancing the capabilities of Myanmar's talent has been a source of pride for us. We have fostered local management, empowered our leadership team and equipped them with the essential tools and resources to thrive. With this progress, we are confident that we can forge ahead and accomplish even greater things together and make a positive impact on the communities we serve.

For the broader population, Wave Money is a leader in driving financial inclusion in Myanmar and, since its inception, has served millions of customers, many of whom reside in rural areas. In the 12-month period leading up to March 2023, Wave Money generated more than US\$24.1 million in agent commissions for small business owners. It has also collaborated with numerous NGOs to reach over 430,000 beneficiaries within the last three years.

The global community has reaffirmed its commitment to address the challenges of climate change, pledging to accelerate the phasing out of fossil fuels. This shared objective aligns perfectly with our own mission of achieving net-zero emissions. Yoma Micro Power has been at the forefront of our sustainability endeavours, making significant progress in this regard. As of 31st March 2023, Yoma Micro Power has successfully built and operates 608 off-grid and five grid-tied solar power plants, bringing electricity to 28 villages and 16,000+ people in rural areas of Myanmar. These solar power plants have offset more than six million litres of diesel per year, which equates to more than 16,000 tonnes of greenhouse gas emissions. In addition, both Pun Hlaing Estate and StarCity have installed ground-mounted solar farms to supply up to 30% of the residential estates' electricity needs.

Environmental, Social and Governance (ESG) is undoubtedly here to stay and is poised to gain even greater significance in the future. We remain committed to upholding the principles of the United Nations Global Compact and actively contributing to the implementation of the Sustainable Development Goals (SDGs). We have identified the SDGs (1, 2, 5, 7, 8, 11, 12, and 16) that directly align with our business and where we can make the most impact. This year, we have newly added SDG 12, and we are intensifying our efforts in waste recycling to reduce the amount of waste that ends up in landfills. Yoma Land aims to recycle approximately 10% of the total waste generated.

Our journey towards sustainability remains an ongoing process. We recognise the importance of continuously improving our efforts by adopting new tools and knowledge while ensuring transparency, accountability, and compliance with all relevant requirements. As one of Myanmar's longest-standing members of the United Nations Global Compact, our engagement with sustainability will continue to be guided by the SDGs, of which we are proud supporters.

I would like your feedback on any aspects of our sustainability journey. Please address your comments to us at sustainability@yoma.com.mm. Thank you for your interest in our company and our engagement with sustainability – I look forward to continuing this exciting path with you, our stakeholders.

MR. MELVYN PUN (Chief Executive Officer)

⁴ Yoma Group comprises Yoma Strategic, First Myanmar Investment Public Company Limited ("FMI") and their respective subsidiaries.

GROUP STRUCTURE

YOMA LAND	
DEVELOPMENT	
>	STARCITY
70%	Thanlyin Estate Development Limited
>	PUN HLAING ESTATE
100%	Yoma Development Group Limited
100%	Lion Century Properties Limited
>	OTHERS
25%	CLW Development Limited
SERVICES	
>	STARCITY
70%	Thanlyin Estate Development Limited
>	PUN HLAING ESTATE
100%	Yoma Development Group Limited
>	OTHERS
100%	Yangon Sand Industries Limited
70%	StarCity International School Company Limited
100%	SPA Design and Project Services Limited
YOMA CENTRAL	
>	YOMA CENTRAL AND THE PENINSULA YANGON
48%	Meeyahta Development Limited
24%	Peninsula Yangon Limited
MOBILE FINANCIAL SERVICES	
>	WAVE MONEY
65%	Digital Money Myanmar Limited
LEASING	
>	LEASING
80%	Yoma Fleet Limited
YOMA F&B	
RESTAURANTS	
>	KFC
100%	Summit Brands Restaurant Group Company Limited
>	YKKO
65%	Yankin Kyay Oh Group of Companies Limited

Yoma Strategic Holdings Ltd.⁵

Updated as at the date of this Annual Report

Unless otherwise stated, effective interests are held through direct or deemed wholly owned subsidiaries.

The complete list of subsidiaries and associated companies is available at the Company's website: <https://yomastrategic.com>

YOMA MOTORS	
HEAVY EQUIPMENT	
>	NEW HOLLAND
100%	Yoma Heavy Equipment Company Limited (formerly known as Convenience Prosperity Company Limited)
>	HINO MOTORS
100%	Summit SPA Motors Limited
PASSENGER VEHICLES	
>	VOLKSWAGEN AND DUCATI
100%	Yoma German Motors Limited
>	MITSUBISHI MOTORS
100%	MM Cars Myanmar Limited ⁶
INVESTMENTS	
>	AGRICULTURE
100%	Plantation Resources Pte. Ltd.
100%	Yoma Agriculture Company Limited
>	BOTTLING
19.8%	Seagram MM Holdings Pte. Ltd.
>	DALIAN SHOPPING MALL
100%	XunXiang (Dailan) Enterprise Co., Ltd.
>	DIGITAL
100%	Atlas Digi Myanmar Limited (Onenex)
100%	Digital Loyalty Service Myanmar Limited (Pocket)
>	ENERGY AND POWER
35%	Yoma Micro Power (S) Pte. Ltd.
100%	Yoma-AC Energy Holdings Pte. Ltd. ⁷
>	LOGISTICS AND DISTRIBUTION
50%	KOSPA Limited
>	MITSUBISHI ELEVATORS
40%	MC-Elevator (Myanmar) Limited
>	PRIVATE INVESTMENTS
100%	Welbeck Global Limited
>	TOURISM
33.3%	Memories (2022) Pte. Limited


⁵ All interests are held by a wholly owned intermediary holding company, Yoma Strategic Investments Ltd.

⁶ The Company has decided to equity account a 50% interest in MM Cars Myanmar Limited until the adjustment to the purchase price has been agreed with Mitsubishi Corporation, as can be referred to in the Company's previous announcements dated 14 April 2022, 22 April 2022 and 18 April 2023.

⁷ This will be a 50:50 joint venture with ACEN Corporation (formerly known as AC Energy Corporation) upon satisfaction of certain terms and conditions.

SUSTAINABLE DEVELOPMENT GOALS

Yoma Strategic is committed to supporting the UN's SDGs in its operations.

SDG	OUR CONTRIBUTIONS
 <p>1 NO POVERTY</p>	<p>Driving Job Creation and Financial Inclusion in Myanmar</p> <p>Our businesses provide approximately 5,432 jobs, with a majority filled by local individuals in Myanmar. We ensure that all employees receive compensation that meets or exceeds the statutory minimum wage requirements. However, our impact goes beyond direct employment through our active support for local businesses, fostering job creation, and the promotion of financial inclusion in communities across Myanmar.</p> <p>For instance, Wave Money runs a network of 58,000 agents in both urban and rural communities across 300 townships⁸. It caters to the estimated 70% of Myanmar's population that is unbanked, which includes micro and small business owners as well as migrant workers who have relocated to urban centres in search of employment. Wave Money has also been a trusted payment partner for many NGOs disbursing COVID-19 relief funds.</p>
 <p>2 ZERO HUNGER</p>	<p>Empowering Myanmar's Agricultural Sector through Mechanisation</p> <p>Yoma Heavy Equipment is committed to facilitate the mechanisation of Myanmar's agricultural industry with the aim of helping farmers improve crop profitability and save time, energy and labour. Yoma Heavy Equipment operates 8 branches and has appointed 1 independent dealer and over 40 independent parts distributors. Furthermore, a dedicated maintenance team supports farmers and rural communities throughout Myanmar.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Promoting Mental Well-Being: Be Well, Work Well</p> <p>We offer a mental health support programme available in both Myanmar and English aimed at prioritising the well-being of employees. This initiative provides accessible, professional and compassionate services to address mental health concerns. By creating a safe and supportive environment, individuals and their families are encouraged to openly discuss issues they may be facing.</p> <p>Anargat Programme: Supporting Working Mothers</p> <p>The Anargat programme is a dedicated initiative designed to provide comprehensive support to female employees within the Yoma Group⁹ who are starting a family. Effective from December 29 2020, this programme applies to all permanent female employees.</p> <p>Policy:</p> <p>In line with Myanmar labour laws, employees are entitled to 14 weeks of paid maternity leave. However, the Yoma Group goes beyond these requirements by offering improved maternity leave options to empower women in the workplace. Expectant mothers who are part of the Yoma Group are entitled to 20 weeks of paid maternity leave. In addition, the programme includes a maternity leave policy that provides extended leave options of up to 20, 40 or 52 weeks. The policy also guarantees employment at the end of the maternity leave period.</p>

⁸ As at 31st March 2023.

⁹ For this purpose, Yoma Group comprises Yoma Strategic, FMI and their respective subsidiaries.

SUSTAINABLE DEVELOPMENT GOALS

SDG

OUR CONTRIBUTIONS

3 GOOD HEALTH AND WELL-BEING



Financial Support and Employee Services

The Anargat programme offers financial support and employee services to ensure the well-being of working mothers, including pre- and post-pregnancy counselling. To support breastfeeding mothers, a dedicated lactation room has also been made available at The Campus. The Anargat programme demonstrates the Yoma Group's commitment to creating a supportive and inclusive workplace and addressing the needs of its female employees.

Family Events: Unity and Connection

Yoma Family Day:

On 26 February 2023, the Yoma Group organised its first Yoma Family Day at the newly refurbished StarCity Sports Club. This event brought together Yoma Group employees, their families and friends with the aim of fostering unity, inclusivity and a strong sense of belonging under the "ONE YOMA" banner.

Hundreds of volunteers from across the Yoma Group enthusiastically arranged the event which included a variety of fun and engaging activities. The success of Yoma Family Day was evident by an impressive turnout with over 5,000 employees and their family members attending the festivities.

Yoma Family Cup:

The Yoma Sports Council hosted the annual Yoma Family Cup Tournament in Yangon. Commencing in 2022, this football tournament aims to foster connection amongst employees, promote a healthier lifestyle and advance our core values of innovation, teamwork, integrity, and respect.

Through these events, the Yoma Group has demonstrated its commitment to foster a positive and supportive work environment where employees and their families can come together, build relationships, and create a sense of connection.

Yoma Group COVID-19 Vaccination Policy:

Throughout the COVID-19 pandemic, we privately arranged for 8,296 doses of vaccine to be administered to staff and their families. Vaccination against COVID-19 is a requirement for all Yoma Group employees, except for those with underlying medical conditions, and as at 31st March 2023, 100% of employees have been vaccinated.

Partner of M2030:

Various companies within the Yoma Group are partners of M2030, is a movement launched by the Asia Pacific Leaders Malaria Alliance (APLMA) to eliminate malaria in Asia by 2030. The existing M2030 partners in the Yoma Group include Pun Hlaing Hospitals, Wave Money, Volkswagen, New Holland, KFC, YKKO, Yoma Micro Power and Yoma Land.

SUSTAINABLE DEVELOPMENT GOALS

SDG

OUR CONTRIBUTIONS

4
QUALITY
EDUCATION

Enhancing Skills and Empowering People

The Yoma Group dedicates a significant amount of effort to training, and accumulated a total of 36,634 training hours were accumulated in 12M-Mar2023. These training programmes are designed to equip employees with the skills relevant to their roles and to provide opportunities for personal and professional development.

We also emphasise the importance of cross-training and encourages employees to explore new skills related to their current position or other roles within the organisation. Various training programmes are offered in areas such as leadership, professional development (both hard and soft skills), product and service improvement and financial awareness. These programmes are available in both online (digital learning) and offline (classroom learning) formats to offer flexibility and accessibility to employees.

In line with our commitment to sustainability, training courses also encompassed a range of sustainability topics. These included climate change, digital clean-up, resource efficiency, solid waste management, single-use plastics elimination, recycling, sustainability communication, materiality, SDGs, the "Refill Not Landfill" campaign and general sustainability advice.

5
GENDER
EQUALITY

Promoting Gender Equality and Respectful Workplaces

Gender diversity and fostering a respectful workplace are key priorities for us. Currently, approximately 40% of our workforce comprises women which reflects our commitment to inclusivity and equal opportunity.

In addition, Yoma Strategic has a 22% female representation on its Board of Directors. We firmly believe that diverse perspectives at the leadership level contribute to better decision-making and overall organisational success.

Starting in FY2019, we have implemented comprehensive training programmes for its managers that focus on building and maintaining a respectful workplace. In 12M-Mar2023, approximately 100% of our managers had attended such training which covered essential topics such as the Code of Conduct, anti-harassment policies and fostering respectful interactions among colleagues.

The Yoma Group also serves as a founding member of the Business Coalition for Gender Equality (BCGE). Through active participation in the BCGE, the Yoma Group collaborates with like-minded organisations to advance gender equality in the business community.

SUSTAINABLE DEVELOPMENT GOALS

SDG

OUR CONTRIBUTIONS

7 AFFORDABLE AND
CLEAN ENERGY

Promoting Clean Energy

Since 2018, Yoma Micro Power has successfully operated a 52.65kWp grid-tied rooftop solar power system at StarCity and a similar 52.40 kWp rooftop system at The Campus in Pun Hlaing Estate. In 2021, a 273.92 kWp grid-tied solar power system at The Campus carport was also established. Furthermore, in 2022, Yoma Micro Power completed the installation of two ground-mounted grid-tied solar plants at StarCity and Pun Hlaing Estate with capacities of 1.9MWp and 2.5MWp, respectively, that are capable of powering up to 30% of the electricity usage at the residential estates.

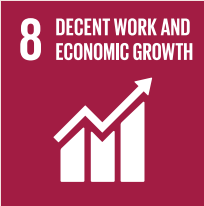

In March 2023, an 80.75kWp hybrid off-grid solar power plant was installed at Awei Pila on Kyun Pila Island, one of the assets of Memories Group.

As at 31 March 2023, Yoma Micro Power has successfully completed 608 off-grid hybrid solar power plants and 5 grid-tied solar power plants. We are particularly proud of this accomplishment in bringing electricity to 28 villages which benefit over 16,000 individuals in off-grid areas of Myanmar. These solar power plants have offset more than 6 million liters of diesel per year and prevented over 16,000 tonnes of greenhouse gas emissions.





Ground-mounted solar farms at StarCity

SUSTAINABLE DEVELOPMENT GOALS

SDG	OUR CONTRIBUTIONS
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Upholding Ethical Labor Practices</p> <p>We fully support and practice the International Labour Organisation’s Eight Fundamental Core Conventions and the IFC’s Labour and Working Conditions Standards. We prohibit child labour at all of our business operations and projects, and there were no cases of child labour reported in 12-Mar2023.</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Yoma Land Pioneers Quality Affordable Housing in Yangon</p> <p>Yoma Land developed City Loft, a product offering of quality affordable housing for the underserved middle class population, in-line with its wider mission to build better communities for the future of Myanmar. City Loft delivers a competitive pricing point and works with banks to offer mortgages of up to 25-years to make homeownership accessible. The first City Loft development of approximately 1,400 units is being built on a 22-acre master planned site at StarCity (“City Loft @ StarCity”).</p> <p>Building on the success of City Loft @ StarCity, Yoma Land launched its second City Loft development- City Loft West - in May 2023 in the west of Yangon. City Loft West is expected to have approximately 3,000 units³ upon completion.</p> <p>This expansion further demonstrates Yoma Land's commitment to addressing the shortage of quality affordable housing for the middle class population in Myanmar.</p>



SUSTAINABLE DEVELOPMENT GOALS

SDG	OUR CONTRIBUTIONS
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Reducing Single-Use Plastics and Waste</p> <p>We actively raise awareness about the importance of reducing single-use plastics and promoting recycling practices to minimise waste sent to landfills.</p> <p>As part of the "Refill Not Landfill" campaign, we advocate for the use of reusable aluminium bottles as an eco-friendly alternative to plastic water bottles. These bottles can be refilled at various Yoma Group locations, including The Campus, Yoma Heavy Equipment branches, Yoma Bank branches, and the commercial venues at StarCity and Pun Hlaing Estate.</p> <p>We have also taken measures to reduce plastic waste within our own operations. For instance, The Campus refills glass pitchers from 20L water dispensers which has resulted in a reduction of over 13,200 single use plastic bottles annually.</p> <p>In February 2023, in collaboration with Golden Dowa Eco-System Myanmar, a solid waste management and recycling programme was launched at StarCity and The Campus to reduce waste sent to landfills.</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Firm Stance Against Corruption and Discrimination</p> <p>We strongly oppose bribery and all other kinds of corruption. To reinforce our Code of Conduct, we conduct training for all employees covering our policies on Anti-Bribery and Anti-Corruption, Conflicts of Interest and Whistle Blowing. These policies extend to our business dealings with third party service providers and vendors.</p> <p>We prohibit any form of discrimination or preference made on the basis of race, colour, sex, religion or political opinion which has the effect of impairing equal opportunity or treatment. As a committed nation builder, we believe that it is important to lead by example so as to ensure that internationally recognised best practices are established early on in the development of Myanmar.</p>

OVERVIEW OF YOMA STRATEGIC'S ESG PERFORMANCE

ESG Performance in FP2023 and targets for 12-Month Period (From 1st April 2023 to 31st March 2024)

		12M-SEP2022 ¹⁰	FP2023 ¹¹ PERFORMANCE	FY2024 ¹² TARGET
Governance	Anti-Corruption & Public Policy	One training / refresher session per quarter on the Code of Conduct and Anti-Bribery and Corruption Policy for targeted audiences (multi segment and function attendees across the Group).	Achieved one training / refresher session per quarter on the Code of Conduct and Anti-Bribery and Corruption Policy for targeted audiences (multi segment and function attendees across the Group).	One training / refresher workshop session per quarter on Group workplace Ethics & Code of Conduct for a targeted audience (multi-segment and function attendees across the Group). 100% completion of on-line training for newcomers.
	Compliance	Strive to maintain compliance with all the relevant national environmental policies, laws, and regulations as well as IFC performance standards, FMO's Sustainability Policy Framework and ADB's Safeguard Policy.	No Significant Fine	Strive to maintain compliance with the relevant national environmental policies, laws, and regulations as well as IFC's Performance Standards, ADB's Safeguard Policy and the Sustainability Policy Framework from FMO.
Planet	Climate Change, Energy and Water Use, Waste & Effluents	Collect baseline environmental data to set numeric targets in FY2023 (from 1 st Oct 2021 to 30 th Sep 2022)	CO ₂ e emissions (t): 23,036 Total Energy consumption (MJ): 338,269,834 Water consumption (m ³): 19,284,380 Non-hazardous waste (t): 3,188.49 Hazardous waste (t): 0.62 Implemented Solid waste management and recycling projects to reduce ending at landfill.	Reduce the amount of solid waste ending landfill. Collect baseline environmental data to set numeric targets in FY2024.
	Direct Value Generated	Focus on driving profitability and operational excellence in all businesses.	Direct Value Generated (US\$ Million): 160.207 Economic Value Distributed (US\$ Million): 170.679 Total Economic Value Retained (US\$ Million): (10.472)	Focus on driving profitability and operational excellence in all businesses.
Profit				

		12M-SEP2022 ¹⁰	FP2023 ¹¹ PERFORMANCE	FY2024 ¹² TARGET
People	Diversity & Equal Opportunity	<p>100% of managers to receive training on the topic of anti-harassment.</p> <p>60% of Group's employees to complete respectful workplace training programme.</p>	<p>Workforce Number: 5,432</p> <p>Female employee: 42%</p> <p>Male employee: 58%</p> <p>Nationalities: 19</p> <p>New Hires: 51%</p> <p>Employee Turnover Rate: 50%</p> <p>100% of managers received training on the topic of anti-harassment.</p> <p>35% of Group's employees completed respectful workplace training programme.</p>	<p>100% of new managers to receive training on the topic of anti-harassment.</p> <p>60% of Yoma employees to complete respectful workplace training programme.</p>
	Training, Development & Talent Retention	<p>12 training hours per employee.</p> <p>Groupwide trainings to cover professional and personal development trainings, corporate wellbeing webinars and employee special programmes.</p>	<p>Total Training (hours): 36,634</p> <p>Average of 7.3 hours of training per person per year</p>	<p>The Group will continue to employ, empower, and promote local and internal talent, as well as adapting exist training programmes to prepare its workforce for the ongoing digitalisation of its businesses.</p> <p>12 hours of training per employee</p>
	Labour Management Relations, Child Labour, Collective Bargaining, Force Labour	<p>Maintain zero tolerance.</p> <p>Prevent the use of child labour by raising awareness on how to identify children at work.</p>	<p>No reported cases of child labour</p>	<p>Maintain zero tolerance.</p> <p>Prevent the use of child labour by raising awareness on how to identify children at work.</p>
	Health & Safety	<p>Promote safe work practices across the business segments and reduce the number of workplace injuries.</p>	<p>Health & Safety Training (hours): 242,057</p>	<p>Promote safe work practices across the business segments and reduce the number of workplace injuries.</p>
	Local Communities	<p>2 volunteer hours per employee per year.</p> <p>Continue implementing community investment programmes.</p>	<p>7,532 hours of volunteer work</p>	<p>2 volunteer hours per employee per year.</p> <p>Continue implementing community investment programmes.</p>

¹⁰ 12-month period from 1st October 2021 to 30th September 2022

¹¹ 18-month period from 1st October 2021 to 31st March 2023

¹² 12-month period from 1st April 2023 to 31st March 2024

YOMA STRATEGIC'S APPROACH TO SUSTAINABILITY

Yoma Strategic's sustainability efforts are structured around the SDGs of the 2030 Agenda for Sustainable Development, and the Ten Principles of the UN Global Compact. In FY2018, Yoma Strategic published its inaugural Sustainability Report and identified its nine key material topics through an extensive shareholder survey and workshop. In FP2023, we have extended our outreach efforts to our new business units to enhance their awareness and understanding of the Group's approach to sustainability. Furthermore, we actively involved them in the data collection process regarding material topics, fostering their engagement and collaboration.

Stakeholder Engagement and Materiality

GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44

Yoma Strategic is committed to nurturing its employees and values the partnerships with its customers, local communities, business partners, investors, and other stakeholder groups. The Group has in place various channels and platforms to communicate with stakeholders to better understand their needs. Please see the table below for an overview of these platforms and topics raised by key stakeholders.

OUR STAKEHOLDERS	HOW WE LISTEN ¹³	WHAT WE ARE DOING ¹⁴
Business Partners and Suppliers	<ul style="list-style-type: none"> Email and phone communication Bi-weekly meetings with contractors Weekly site visits 	<ul style="list-style-type: none"> Stakeholder consultation Sharing our policies and Code of Conduct
Communities	<ul style="list-style-type: none"> Ad hoc meetings Feedback channel Volunteering Sponsorship Ad hoc media relations Social Media 	<ul style="list-style-type: none"> Yoma Micro Power Earth Hour Digital Cleanup activities Fundraising for natural disaster, for education, Creating job opportunities
Customers	<ul style="list-style-type: none"> Customer service channels Email and phone communication 	<ul style="list-style-type: none"> Quality Control
Employees	<ul style="list-style-type: none"> Annual performance reviews Events Email and phone communication Intranet OHS Hotline Whistle Blowing Yoma Connect App 	<ul style="list-style-type: none"> Training and development Healthcare Covid-19 Vaccination Programme Flu Vaccination Programme Creating a safe workplace Encourage self-development where we have created a library at The Campus Employee events (Myanmar New Year celebrations, Yoma Family Cup Tournament, Yoma Family Day)
Investors	<ul style="list-style-type: none"> Trading updates Financial announcements Media Releases Announcements released on SGX-ST Annual Report Email and phone communication Corporate website Social Media (Facebook page & LinkedIn) 	<ul style="list-style-type: none"> Analyst briefings Investors meetings Annual General Meeting

OUR STAKEHOLDERS	HOW WE LISTEN ¹³	WHAT WE ARE DOING ¹⁴
Financial Institutions, including IFC, ADB and FMO	<ul style="list-style-type: none"> • Site Visit • Email and phone Communication • Website • Ongoing reporting requirements 	<ul style="list-style-type: none"> • Quarterly Report • Annual Report • ESMS
NGOs (such as WWF, The Nature Conservancy, Rockefeller Foundation, USAID, Thant Myanmar Bokashi Myanmar)	<ul style="list-style-type: none"> • Visits and Meetings • Partnerships • Events and Conferences 	<ul style="list-style-type: none"> • Joint events (World Recycling Day, Earth Hour, World Cleanup Day, Composting) and programmes
Regulators	<ul style="list-style-type: none"> • Briefings • Site inspections • Renewal of government approvals • Consultations with statutory bodies 	<ul style="list-style-type: none"> • Presentations and meetings

Yoma Strategic conducted its first materiality assessment and stakeholder engagement survey in 2018, gathering inputs from all key stakeholders to identify significant issues relevant to its businesses. Since 2019, the Company has consistently expanded the boundary of its Sustainability Report to include new entities within the Group and others that have an impact on its material topics.

In FP2023, Yoma Strategic has made substantial improvements in its data collection process, resulting in a better understanding of data accuracy and reliability. These enhancements have enabled the company to effectively embody the S&R strategy. To raise awareness and promote a sustainable culture, the Sustainability Team conducts regular engagement exercises with various business units, providing employee training and fostering a shared commitment to sustainability.

Yoma Strategic remains dedicated to its sustainability journey, continuously seeking ways to improve practices and create positive impacts in the communities it serves.



¹³ 1 GRI Standards disclosure 102-40

² GRI Standards disclosure 102-43

¹⁴ 3 GRI Standards disclosure 102-44

Our Sustainability Strategy

We focus on solutions that help our customers and employees build a better Myanmar for its people. The sustainability journey provides new opportunities for the communities in which we operate and seeks to create value for all stakeholders.

We have identified a set of focus areas that are relevant to our businesses and are guided by environmental, social and governance (“ESG”) factors. These sustainability objectives are organised around People, Planet and Profit.

Our sustainability focus areas are closely aligned to the Sustainable Development Goals (“SDGs”) of the 2030 Agenda for Sustainable Development and the Ten Principles of the UN Global Compact (“UNGC”).

MISSION

BUILD A BETTER **MYANMAR** FOR ITS **PEOPLE**

STRATEGIC OBJECTIVES

OUR BUSINESS



OUR PLANET



OUR PEOPLE



MATERIAL TOPICS

- Economic Performance
- Ethical Business Practices
- Compliance

- Energy Efficiency
- Climate Change
- Water Use and Reduction
- Waste and Effluents

- Diversity and Equal Opportunity
- Training and Development
- Talent Retention
- Human Rights and Labour Management
- Health and Safety

OUR ACTIONS

Enhance protocols to identify underage workers to prevent the use of child labour

Train managers on building and maintaining a respectful workplace

Strengthen training on health and safety across the Group's businesses

Raise awareness on the importance of recycling and reducing the use of plastics across the Group's various businesses to minimise their environmental impact

Implement procurement guidelines to reduce the amount of waste generated

Uphold and adhere to the Group's zero tolerance approach to corruption, bribery and fraud

Strive to comply with the relevant national environmental policies, laws and regulations as well as the International Financial Corporation's Performance Standards, the Asian Development Bank's Safeguard Policy and the Sustainability Policy Framework from the Netherlands Development Finance Company (FMO)

OUR BUSINESS PHILOSOPHY AND VISION



GOVERNANCE AND RISK MANAGEMENT

The Group continuously advocates a strong corporate governance culture among its employees to ensure that they operate in an ethical and responsible manner. The Group is known to be one of the front-runners for corporate governance in Myanmar and is the partner of several multinational companies and development banks including ADB and IFC.

The Group's Enterprise Risk Management ("ERM") system is designed to achieve a prudent and reasonable balance between risk and return, while providing the framework for managing risk and future events effectively to both protect and enhance the business in meeting its strategic objectives. It sets out the governance structure for the Group's risk philosophy, risk appetite and approach to managing risks.

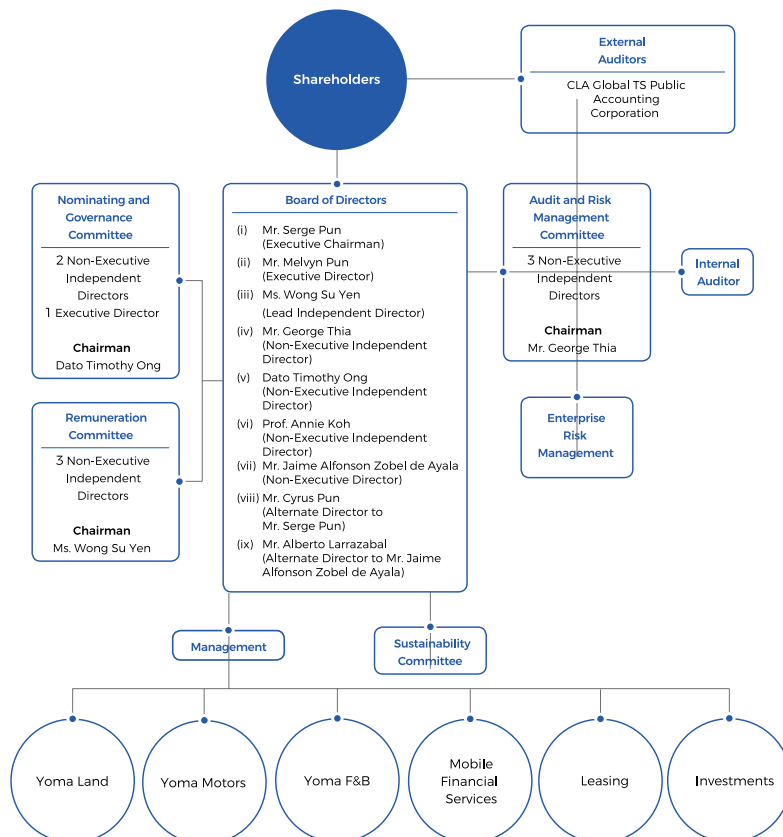
For details on the Group's Risk Management and Corporate Governance Framework, please refer to pages 36 to 40 in the Yoma Strategic Annual Report 2023.

Yoma Strategic has a strong commitment to the independence of the Board. The Board also provides an appropriate balance and diversity of skills, experience, gender, knowledge of the Group's businesses and the necessary core competencies to meet the needs of the Company and to allow for diverse and objective discussions on its strategic direction and growth.

For details on the experience and qualification of the Board, please refer to pages 6 to 10 of Yoma Strategic's Annual Report 2023.

YOMA STRATEGIC'S GOVERNANCE STRUCTURE

GRI 102-18



Sustainability Governance

GRI 102-18

Yoma Strategic has a defined sustainability governance structure at the corporate and local level. At the highest level, the Board approves the Group's general policies and strategies, including those relating to sustainability and the sustainability report. Reporting to the Board is the Sustainability Committee (the "Committee"), which oversees the sustainability initiatives and direction of the Company. The Committee is made up of Yoma Strategic's CEO, as well as representatives from the Sustainability, Risk Management and Assurance, Human Resources, and Investor Relations divisions, and the leaders of Yoma Strategic's core businesses – Yoma Land, Yoma Motors, Yoma F&B and Yoma Financial Services and Investments. The CEO sits on the Board, and the sustainability division oversees the sustainability performance and targets for Yoma Strategic and its subsidiaries, is responsible for guiding the Group on its sustainability work towards achieving common goals and targets.

External initiatives and memberships

EXTERNAL INITIATIVES GRI 102-12	MEMBERSHIP OF ASSOCIATIONS GRI 102-13
<ul style="list-style-type: none"> • Organisation for Economic Co-operation and Development ("OECD") Guidelines for the Protection of Human Rights and Social Development • Universal Declaration of Human Rights ("UDHR") • International Labour Organization's ("ILO") Core Conventions • International Finance Corporation's ("IFC") Performance Standards • Asian Development Bank's ("ADB") Safeguard Policy Statement • Ten Principles of the United Nations Global Compact ("UNGC") • Myanmar Business Coalition on Aid ("MBCA") 	<ul style="list-style-type: none"> • Signatory to the United Nations Global Compact • Myanmar Institute of Directors ("MIoD"), where CEO Melvyn Pun is a Board member and member of the Executive Committee. MIoD is driven by the International Finance Corporation with support from the governments of both the UK and Australia. It is Myanmar's first private sector-led organisation to promote corporate governance and best business practices in Myanmar. • M2030, a movement in partnership with the Asia Pacific Leaders Malaria Alliance ("APLMA") and the Global Fund to raise awareness about malaria with the target of eradicating malaria by 2030 • Smart Power Myanmar, a partnership with the Rockefeller Foundation, the ADB, the World Bank and USAID to help improve lives of people in Myanmar by providing electricity access in off-grid communities to help people lift themselves out of poverty

OUR BUSINESS



ECONOMIC PERFORMANCE

The Group aims to generate returns to shareholders and creates value by taking a long-term view for growth. Over the last five years, the Group has transformed itself from a real estate company into a diversified group with a balanced business portfolio, where we have strengthened our business profile and improved our earning drivers.

Direct Economic Value Generated and Distributed

GRI 201-1

	FP2023 (US\$ MILLION)	NOTES
Direct Value Generated	160.207	These include revenue and other income-net
Economic Value Distributed	170.679	
Material and Services Cost	104.555	These include cost of goods, administrative expenses excluding employee compensation
Employees	24.851	These include wages, salaries, and benefits
Government	4.612	These include income tax expense
Capital Providers	36.626	These include interest expenses on borrowings, interest expense on lease liabilities and other finance cost
Community	0.035	These include voluntary donations and investment of funds in the broader community
Total Economic Value Retained	(10.472)	These include revenue and other income - net

For more details relating to the Group's financial report, please refer to pages from 105 to 254 in the Yoma Strategic Annual Report 2023.

ETHICAL BUSINESS

The Group strongly opposes to bribery and all other kinds of corruption. This also extends to its business dealings with third-party service providers and vendors. Its steadfast adherence to prudent business principles has seen Yoma Strategic become a trusted partner to some of the world's leading brands. The Group also has the continued active support of IFC, ADB and FMO who are working in partnership to help the Group fulfil its Mission according to these same principles.

ANTI-CORRUPTION, ANTI-BRIBERY & POLITICAL CONTRIBUTIONS

GRI 205-2, GRI 415-1

Our Approach

Yoma Strategic manages its exposure to corruption risks by applying and emphasising good corporate governance, business ethics and transparency. The Group is committed to a high standard of corporate governance for the long-term sustainability of the Group's business. It has a zero-tolerance approach to corruption, bribery and fraud, and has developed a number of key policies and procedures such as an Anti-Bribery Policy, Anti-Corruption Procedure, Code of Conduct, Conflict of Interest Policy and Whistle Blowing Policy which are disseminated across the Group and made available to all employees, contractors, suppliers and business partners and are also publicly accessible on Yoma Strategic's website.

at <https://yomastrategic.com>. Its reputation for upholding these values of anti-corruption and anti-bribery is one of its greatest assets. Direct or indirect contributions for political causes may also represent a corruption risk because they can be used to exert undue influence on the decision-making process. Yoma Strategic does not make – and has never made – any financial or in-kind political contributions, directly or indirectly.

Our Performance

All employees are required to abide by the Groups' Code of Conduct and Code of Ethics. These are reinforced by training sessions made available to employees online and regular newcomer orientation programmes that are conducted by the Group Risk Management function. Employees are encouraged to use the Whistleblowing hotline to report any improprieties and concerns to Group for investigation.

The Group continues to provide all new hires and existing employees with on-line training on the Group's Code of Conduct, Fraud Awareness, Anti-Bribery Corruption Policy, as well as the Group's processes and functions. This forms a compulsory part of the Group's Employee Induction Programme for all new hires and serves as reinforcement for existing employees. The Group Risk Management implements the workplace Code of Ethics and Code of Conduct training via case studies and open workshop sessions to further deepen the understanding of these principles and raise awareness of non-compliance. A zero-tolerance approach has been consistently applied in all cases where impropriety has been reported and investigated during the period.

Our Target (FY2024)

- One training / refresher workshop session per quarter on Group workplace Ethics & Code of Conduct for a targeted audience (multi-segment and function attendees across the Group).
- 100% completion of online training for new employees.

COMPLIANCE

GRI 419-1, GRI 307-1

Our Approach

The Group continuously advocates a strong corporate governance culture among its employees to ensure that they operate in an ethical and responsible manner. The Group strives to maintain full compliance with the relevant national environmental policies, laws, and regulations as well as the IFC's performance standards and the ADB's Safeguard policy, and the FMO's Sustainability Policy Framework.

The Group's Enterprise Risk Management ("ERM") system is designed to achieve a prudent and reasonable balance between risk and return, while providing the framework for managing risk and future events effectively to both protect and enhance the business in meeting its strategic objectives. It sets out the governance structure for the Group's risk philosophy, risk appetite, tolerance levels and approach to managing risks. For details on the Group's Risk Management, please refer to pages 36 to 40 in the Yoma Strategic Annual Report 2023.

Our Performance

The Group's compliance framework is guided by our core values and Code of Conduct. This entails:

- a. Regular reporting by each business unit to ensure that compliance risks are effectively assessed, managed, and mitigated whilst keeping updated on changes to laws and regulations.
- b. Maintaining ongoing dialogue with the relevant regulatory authorities. The Group's Risk Management and Assurance Team monitors the Groups' compliance with its ESG targets and obligations and ensures that ESG disclosures are documented, accurate and complete. Furthermore, the Group supports the Task Force on Climate-Related Financial Disclosures and is working towards incorporating its recommendations in our reporting framework. This implementation includes analysing climate risks, identifying decarbonisation opportunities, and adopting energy efficiency programmes at the Group's projects.

In FP2023, there were no significant fines or non-monetary sanctions for non-compliance with environmental laws or regulation. There were no significant fines or non-monetary sanctions for non-compliance with laws or regulations in the social and economic area.

Yoma Land is the first developer in Myanmar to have received the Environmental Compliance Certificate issued by MONREC (Ministry of Natural Resources and Environmental Conservation) in May 2019 for the Yoma Central project. Yoma Central has also adopted IFC EDGE (Excellence in Design for Greater Efficiencies) as a sustainability standard for green design and construction principles.

Our Target (FY2024)

- Strive to maintain compliance with the relevant national environmental policies, laws, and regulations as well as IFC's Performance Standards, ADB's Safeguard Policy and the Sustainability Policy Framework from FMO.

OUR PLANET

Yoma Strategic is dedicated to safeguarding, and where possible, improving Myanmar's environment – for the people of Myanmar, and to ensure the sustainability of its own business. The Group is mindful of its environmental impact and aware of the complexities involved in topics like climate change and water preservation. Yoma Strategic considers its efforts to have an overall positive contribution to the environment but many challenges remain in Myanmar.

ENERGY EFFICIENCY & CLIMATE CHANGE

GRI 302-1, GRI 302-3, GRI 305-1, GRI 305-2, GRI 305-4

Our Approach

To raise awareness and highlight the importance of integrating sustainability into our day-to-day operations, training is provided to all new employees about our sustainability initiatives, which include topics such as energy conservation and waste reduction. The initiatives that the Group has undertaken to raise employee's awareness on environmental stewardship include World Clean Up Day, Global Recycling Day, Earth Hour, Earth Day, and World Environmental Day activities, which we have been actively participating in since 2018. We are also eliminating or reducing the use of single-use plastics across our various business units so as to minimise the harm to environment.

The management of climate-related risks and opportunities is an integral part of Yoma Strategic. Beyond meeting standard expectations, we encourage individual business units to implement their own initiatives to decrease energy use and reduce waste. The Group is collecting data from across our various subsidiaries to have a better understanding of our GHG emissions since 2018. We have included in our calculations, direct energy consumption (fuel), indirect energy consumption (electricity) and solar production data for both buildings and non-buildings which are owned and operated by Yoma Strategic and reported our energy intensities based

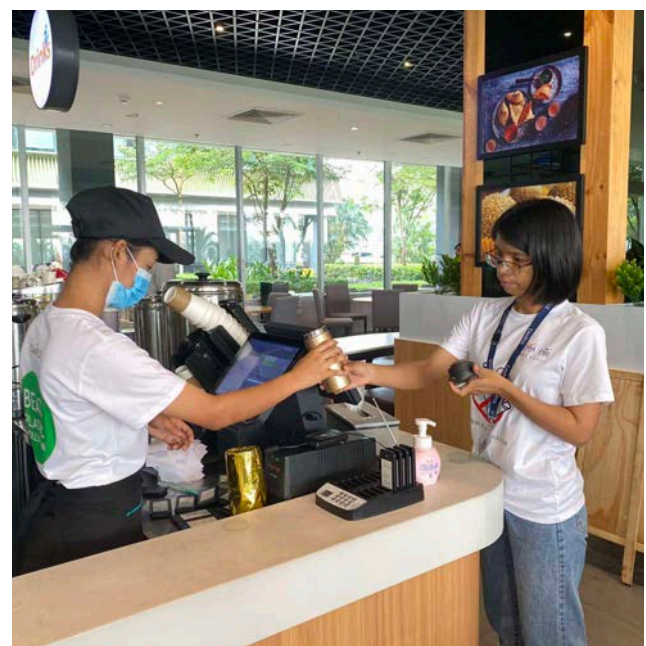


on the most relevant metrics for each business segment, as shown in the tables below. We will continue to monitor and evaluate the relevance of the metrics used as our business continues to evolve. The Group aims to set quantitative targets in FY2024.

Our Performance

Raising Awareness

- Global Recycling Day Event:** The Group hosted a special campaign on 17th March 2023 in celebration of Global Recycling Day on 18th March 2023. As part of the initiative, several measures were implemented at The Campus's canteen. Firstly, the provision of takeaway boxes was discontinued, encouraging employees to adopt sustainable practices. The Company's emphasis was for everyone to bring their own cups, bottles, and lunch boxes for beverages and takeout. To discourage the use





Renewable Energy and Energy Consumption

Yoma Land strives to be a leader in the property development industry with regards to socially responsible construction and development. During the construction of StarCity projects, the team and management took environmental issues seriously and implemented protocols to ensure the project minimised any impacts on the surrounding environment. As a result, a wide variety of rare butterflies and wild bird species can be seen in StarCity.

Yoma Micro Power has made significant strides towards achieving our sustainability goals during the reporting period.

Since 2018, Yoma Micro Power has successfully operated a 52.65kWp grid-tied rooftop solar power system at StarCity and a similar 52.40 kWp rooftop system at The Campus in Pun Hlaing Estate. In 2021, a 273.92 kWp grid-tied solar power system at The Campus carport was also established.

Furthermore, in 2022, Yoma Micro Power completed the installation of two ground-mounted grid-tied solar plants at StarCity and Pun Hlaing Estate with capacities of 1.9MWp and 2.5MWp respectively that are capable of powering up to 30% of the electricity usage at the residential estates. In March 2023, an 80.75kWp hybrid off-grid solar power plant was installed at Awei Pila on Kyun Pila Island, one of the assets of Memories Group.

As at 31st March 2023, Yoma Micro Power has successfully completed 608 off-grid hybrid and 5 grid-tied solar power plants. We are particularly proud of this accomplishment in

of disposable containers, a cash charge of MMK 500 was applied to individuals opting for takeaway packaging. On the other hand, those who brought their own reusable containers were rewarded with MMK 500 worth of redeemable tickets, which could be used towards their purchases.

- **Earth Hour Event:** On Yoma Connect Social media app, posts were made to raise awareness across the Group. On 24th March 2023, an event was organised by switching off the lights from 12:00 pm - 1:00 pm, demonstrating the Company's commitment to preserving the planet. Additionally, employees were encouraged to use the Earth Hour 2023 email banner for a week and share their own activities related to Earth Hour on social media using the hashtags #connect2earth and #earthhour2023.
- **World Cleanup Day 2022:** The Company participated in World Cleanup Day 2022 and took an active role in conducting specialised training sessions known as "Digital Cleanup." These sessions were designed to enhance awareness among employees regarding the impact of digital waste, educate them about environmental concerns associated with their digital behaviours, and provide practical solutions to reduce their digital footprint. In total, 922 hours were dedicated to raising awareness through Digital Cleanup training.



bringing electricity to 28 villages which benefit over 16,000 individuals in off-grid areas of Myanmar. These solar power plants have offset more than 6 million liters of diesel per year and prevented over 16,000 tonnes of greenhouse gas emissions.

In FP2023, the Group consumed a total of **338,269,834 MJ** of energy across our various businesses. Our energy consumption for 12M-Sep2022 was **203,908,173 MJ**, which is approximately **17%** higher than what we consumed **173,641,365 MJ** for the same period in FY2021. This was due to Real Estate projects being at a stage of construction, the more residents the more consumption in Pun Hlaing Estate & StarCity. Yoma F&B's energy consumption decreased compared to FY2021, while Yoma Investments' energy consumption increased. This change in energy consumption is due to the transfer of KOSPA from the Yoma F&B segment to Investments segment.

A total of **141,596,072 MJ** of renewable solar energy was generated from Yoma Land, Agriculture and Yoma Micro

Power. **139,001,904 MJ** of renewable solar energy was sold out by Yoma Micro Power. The **2,594,168 MJ** of renewable energy generated by Yoma Land and Agriculture has allowed us to avoid approximately **192,260 kg** of CO₂¹⁵ in FP2023. The 1,868,221 MJ of renewable energy generated by Yoma Land and Agriculture has allowed us to avoid approximately 138,455 kg of CO₂ in 12M-Sep2022. This is 1.9 times of **73,879 kg** of CO₂¹⁵ that avoided in FY2021.



Resident Solar at Pun Hlaing Estate



Renewable Energy at the Campus



Renewable Energy at the Campus



Ground Mounted Solar at StarCity

¹⁵ Based on emission factors from Asian Development Bank. Guidelines for estimating greenhouse gas emissions of Asian Development Bank projects: Additional guidance for clean energy projects. Mandaluyong City, Philippines: Asian Development Bank, 2017

GHG Emission

The Group's overall Scope 1 and Scope 2 emissions in FP2023 was 23,036 tCO₂e¹⁶. For 12M-Sep2022, the overall Scope 1 and Scope 2 emissions was 15,537 tCO₂e; this is approximately 1.3 times higher than compared to the same period FY2021 (12M-Sep2021) which was 6,755 tCO₂e.

Emission from Yoma F&B increased by four times compared to the same period FY2021 (12M-Sep2021). This increase was driven by the expansion of its operations, leading to record-breaking revenue of US\$24.5 million, a 64.4% year-on-year in 12M-Mar2023. Meanwhile the increase in Investment was attributed to the reclassification of the KOSPA business from the Yoma F&B segment to the Investments segment. In FP2023, under Investments, Yoma Micro Power has built 608 off-grid hybrid and 5 grid-tied solar power plants and has connected 28 village mini-grids as of 31st March 2023 while it has 545 off-grid hybrid and 3 grid-tied solar power plants in FY2021.

Since FY2018, the Company has been tracking and monitoring the energy intensity and GHG intensity across its business segments, based on floor area or man hours as the basis for to calculate intensity. With a better understanding of our performance, the Company aims to set the quantitative targets in FY2024. The Group recognises that are certain challenges related to the reporting of its climate impact. address this, dedicated sustainability staff from each business unit are actively working to enhance data collection processes and establish new methods, processes, and records to ensure the accuracy of information. Over time, the Company has successfully obtained partial data across the Group, including

water consumption and total waste generated since the initiation of the data collection process in 2018.

As the Company continues to make progress in data collection and analysis, it remains committed to improving its reporting and understanding of its climate impact.

Carbon Storage and Carbon Sequestration

There are 8,822 big trees in Pun Hlaing Estate, StarCity and other investment entities. The major tree species on the land owned by the Group are *Samanea saman* (Rain Tree), *Mangifera indica* (Mango Tree), *Persea americana* (Avocado Tree), *Pterocarpus indicus* (Myanmar Padauk) etc. These trees' Carbon Storage¹⁷ is 1,924 tonnes of carbon and 101 tonnes of Carbon Sequestration¹⁷. The trees help the Group to reduce GHG emission by 101 tonnes of carbon per year.

Sustainable Transport

To alleviate traffic congestion in central Yangon and mitigate greenhouse gas emissions from employee-driven vehicles, we have a transport programme to encourage them to opt for the company's transportation instead of driving. With a fleet of 80 company buses, we cater to approximately 1,350 employees. Employees are picked up at designated points and ferried to a wide range of destinations, including The Campus (our headquarters), Pun Hlaing Estate, StarCity, Yoma Central, Yoma Heavy Equipment, Mitsubishi Motors, KFC, and YKKO. As a result, this transport programme has enabled the Group to avoid the release of approximately 6,210¹⁸ tonnes of CO₂ annually, making a positive impact on our carbon footprint.



¹⁶ Based on emission factors from Asian Development Bank. Guidelines for estimating greenhouse gas emissions of Asian Development Bank projects: Additional guidance for clean energy projects. Mandaluyong City, Philippines: Asian Development Bank, 2017

¹⁷ Carbon Storage & Sequestration by Urban Trees in Singapore by the Centre for Urban Greenery and Ecology (CUGE)

¹⁸ A typical passenger vehicle emits about 4.6 metric tons of carbon dioxide per year. <https://nepis.epa.gov/Exe/ZyPDF.cgi?Dockey=P100U8YT.pdf>

GRI 302-1

Business Segment	TOTAL FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES (MJ)				TOTAL ELECTRICITY CONSUMPTION (MJ)				RENEWABLE ENERGY CONSUMED (MJ)			
	FY2020	FY2021 ¹⁹	FP2023		FY2020	FY2021	FP2023		FY2020	FY2021	FP2023	
			12M-Sep2022	6M-Mar2023			12M-Sep2022	6M-Mar2023			12M-Sep2022	6M-Mar2023
Yoma Land	16,509,502	13,796,861	12,336,067	11,311,093	23,834,330	23,873,284	28,906,353	15,618,890	381,800	603,090	1,868,112	725,857
Yoma Motors					2,656,136	1,951,513			0	0		
6,162,844	4,833,191	5,226,607	2,259,997	2,656,136	1,951,513	1,856,574	587,876	0	0	0	0	
Yoma F&B	30,753,788	27,941,561	20,632,025	14,101,652	19,431,039	16,434,551	12,498,426	6,193,361	0	0	0	0
Leasing	6,158,174	2,636,714	4,224,769	3,827,915	0	0	0	0	0	0	0	0
Investments	38,361,671	81,570,599	114,194,458	42,824,270	0	0	2,164,673 ²⁰	36,910,659 ²⁰	112	0	109	90
TOTAL	97,945,979	130,778,926	156,613,926	74,324,928	45,921,505	42,259,348	45,426,026	59,310,786	381,912	603,090	1,868,221	725,947

Business Segment	TOTAL ENERGY CONSUMPTION (MJ)			
	FY2020	FY2021	FP2023	
			12M-Sep2022	6M-Mar2023
Yoma Land	40,725,632	38,273,235	43,110,533	27,655,840
Yoma Motors	8,818,980	6,784,705	7,083,181	2,847,874
8,818,980	6,784,705	7,083,181	2,847,874	20,295,013
Yoma F&B	50,184,827	44,376,112	33,130,451	20,295,013
Leasing	6,158,174	2,636,714	4,224,769	3,827,915
Investments	38,361,783	81,570,599	116,359,240	79,735,018

¹⁹ From 1st October 2020 to 30th September 2021

²⁰ Electricity consumption is from only KOSPA that has been shifted from the Yoma F&B segment to the Investments segment in FP2023 according to the Group Structure on pg-24 of Annual Report 2023.

GRI 302-3

ENERGY CONSUMED (MJ)								
Business Segment	BUILDING				NON-BUILDING			
	FY2020	FY2021	FP2023		FY2020	FY2021	FP2023	
			12M-Sep2022	6M-Mar2023			12M-Sep2022	6M-Mar2023
Yoma Land	30,880,608	28,382,157	30,899,651	17,156,344	28,080,947	9,891,078	12,210,881	10,499,496
Yoma Motors	5,221,999	2,251,912	3,524,772	1,534,393	5,938,556	4,532,792	3,558,409	1,313,481
Yoma F&B	43,300,545	14,860,154	33,130,452	20,295,013	33,200,733	29,515,958	0	0
Leasing	-	-	-	-	5,488,762	2,636,714	4,224,769	3,827,915
Investments	1,926,343	1,203,316	29,621,638	18,221,084	36,286,044	119,879,246	86,737,602	61,513,934

ENERGY INTENSITY								
Business Segment	BUILDING (MJ/sqm)				NON-BUILDING (MJ/man hour)			
	FY2020	FY2021	FP2023		FY2020	FY2021	FP2023	
			12M-Sep2022	6M-Mar2023			12M-Sep2022	6M-Mar2023
Yoma Land	131	764	11	14	0	3	5	3
Yoma Motors	354	21	4	6	0	0	189	904
Yoma F&B	138	1638	1	381	5	13	0	0
Leasing ²¹	0	0	0	0	3	5	3	6
Investments	208	185	288	355	763	135	655	279

Energy consumption data was calculated from utility bills and meters.

Fuel properties were sourced from Greenhouse Gas Protocol Emission Factors from Cross Sector Tools, March 2017 version.

All building and non-building data in this section reflects Yoma Strategic's Headquarters: The Campus^a located in Yangon, Myanmar as well as Yoma Strategic's Singapore office. It also includes the following businesses of Yoma Strategic:

- Yoma Land: Pun Hlaing Estate, StarCity, The Campus, Yoma Strategic's office in Singapore
- Yoma Motors: Yoma Heavy Equipment, Volkswagen, Mitsubishi Motors, Ducati
- Yoma F&B: KFC, YKKO
- Leasing: Yoma Fleet
- Investments: Agriculture, Yoma Micro Power and KOSPA²²

^a The Campus, 1 Office Park, Rain Tree Drive, Pun Hlaing Estate, Hlaing Thayar Township, Yangon 11401, Myanmar

²¹ MJ/km travelled.

²² KOSPA has been shifted from under Yoma F&B business pillar to under Investments in FP2023 according to Group Structure of pg-24 of Annual Report 2023 and pg-5 of Sustainability Report.

GRI 305-1, GRI 305-2

GHG EMISSIONS (tCO ₂ e)												
Business Segment	FY2020			FY2021			FP2023					
	Scope 1 [@]	Scope 2 [#]	Total	Scope 1 [@]	Scope 2 [#]	Total	12M-Sep2022			6M-Mar2023		
							Scope 1 [@]	Scope 2 [#]	Total	Scope 1 [@]	Scope 2 [#]	Total
Yoma Land	1,195	2,245	3,440	1,014	2,276	3,290	906	2,494	3,400	833	1,279	2,111
Yoma Motors	451	245	696	374	1,123	1,497	369	171	540	163	54	217
Yoma F&B	2,258	1,792	4,050	281	336	617	1,490	1,153	2,642	1,024	571	1,595
Leasing	431	0	431	288	384	672	293	0	293	265	0	265
Investments	2,717	821	3,538	289	390	679	8,462	200	8,662	3,173	137	3,311
TOTAL	7,052	5,103	12,155	2,246	4,509	6,755	11,519	4,017	15,537	5,458	2,041	7,499

@ GHG Emissions in FY2019 for Yoma Financial Services excludes non-binding data. Source of other emissions Factors: Greenhouse Gas Protocol Emission Factors from Cross Sector Tools, March 2017 version.

Based on Asian Development Bank's 2017 Guidelines for Estimating Greenhouse Gas Emissions, using the Grid Emission Factor of 0.4410 tCO₂/MWh of electricity

GRI 305-4

GHG EMISSIONS INTENSITY									
Business Segment	FY2020		FY2021		FP2023				
	Building	Non-Building	Building	Non-Building	12M-Sep2022		6M-Mar2023		
					Building	Non-Building	Building	Non-Building	
	(tCO ₂ e/sq m)	(tCO ₂ e/man hr)	(tCO ₂ e/sq m)	(tCO ₂ e/man hr)	(tCO ₂ e/sq m)	(tCO ₂ e/man hr)	(tCO ₂ e/sq m)	(tCO ₂ e/man hr)	
Yoma Land	0.02223	0.00035	0.06819	0.00023	1.11610	0.00464	0.70236	0.00486	
Yoma Motors	0.02898	0	0.00897	-	0.00585	0.51356	0.00526	0.00381	
Yoma F&B	0.01539	0.000375	0.03798	0.00012	0.05341	0.00000	0.06854	0.00000	
Leasing ²³	-	0.000175	-	0.00048	-	0.00020	-	0.00039	
Investments	0.01539*	0.14288**	0.06267*	0.00031**	0.11833*	0.05199**	0.14900*	0.00957**	

* Covers only Agriculture and KOSPA

** Covers only Yoma Micro Power

²³ tCO₂e/km travelled

WATER USE & REDUCTION

GRI 303-1, 303-2, 303-3, 303-4, 303-5

Our Approach

The Group acknowledge its responsibility to preserve the quality of our land, water and air and actively work to protect and conserve the land it owns and operates on. Most of the Group's Real Estate and Automotive & Heavy Equipment business segments use groundwater. The water data includes 8 Yoma Heavy Equipment branches, Ducati, Volkswagen and Mitsubishi showrooms, Pun Hlaing Estate's buildings, The Campus, StarCity's buildings, KFC restaurants, Pun Hlaing Estate and StarCity golf courses and the coffee plantation. Some of the Group's companies are in the process of improving the methodologies for collection of data relating to water usage. As Myanmar's infrastructure improves, the Group will be including additional data in future sustainability reports.

Our Performance

Most of the total water consumption of Yoma Land is ground water extraction. There are lakes and ponds in both Pun Hlaing Estate and StarCity. They are acting as reservation or storage ponds of rainwater not to lose fresh surface water and helping in reducing the ground water extraction.

All ground water is treated before supplying to the residents and all buildings. All treated wastewaters are reused as irrigation water for landscaping purpose. We monitor water quality and consumption in monthly basics. All our businesses area is not under the water stress area.

Total water consumption in cubic meters

Business Segment	TOTAL WATER CONSUMPTION IN CUBIC METERS			
	FY2020	FY2021	FP2023	
			12M-Sep2022	6M-Mar2023
Yoma Land	319,177	823,006	7,265,463	11,448,426
Yoma Motors	424,720	185,420	422,627	80,383
Yoma F&B	64,278	29,331	34,166	17,658
Leasing	150	0	0	0
Investments	13,374	10,183	9,960	5,698
TOTAL	821,699	1,047,940	7,732,216	11,552,164

A total of 7,732,216 m³ was used in 12M-Sep2022 and 11,552,164 was used in 6M-Mar2023. The volume of water used at Yoma Land also increased in 6M-Mar2023 compare with 12M-Sep2022 because due to Real Estate projects being at a stage of construction, the more residents the more consumption in our estates and filling the more water into the reservoirs due to less rainfall. In March 2023, there were 5,796 population in our StarCity Estates. This was increased 71% of population compared with 3,393 population in March 2021.

The volume of water used at Yoma F&B also increased due to an increase the business. As the Group continues to implement water saving measures across its various business sectors, it will also continue to monitor our water consumption patterns to identify opportunities for resource conservation.



WASTE & EFFLUENT

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

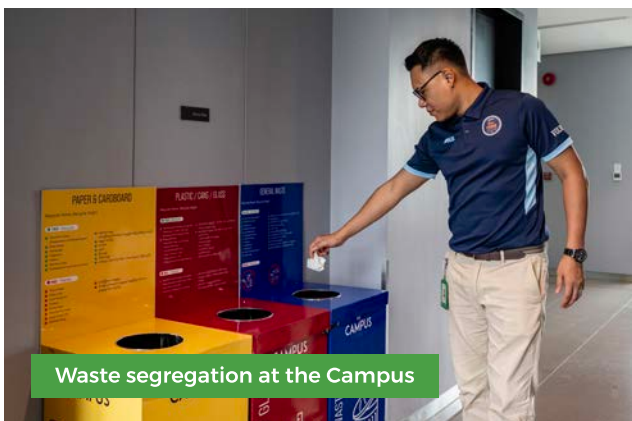
Our Approach

Yoma Strategic is raising awareness on reducing use of single use plastics and the importance of recycling to reduce items being sent to landfill. In addition to implementing guidelines in our procurement practices to substantially reduce waste generation through prevention, reduction, recycling, and reuse. For waste reduction, the Group advocates for the use of reusable bottles or jars in all meeting rooms and provide Refill stations at the workplace. The Group has been part of the “Refill Not Landfill” campaign since 2018. For waste recycling, the Group is implementing by working with waste management company and deliver the trainings to all employees.

Our Performance

Solid Waste Management and Recycling

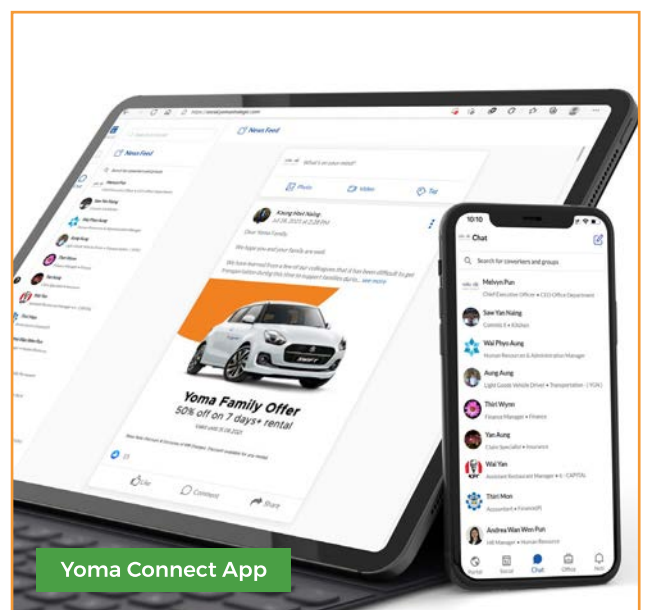
In FP2023, the Group took steps to ensure all waste is disposed of responsibly and recycled to minimise its environmental footprint. The waste that was generated includes hazardous and non-hazardous waste. All hazardous waste is disposed of according to government regulation. The Group has implemented the waste segregation and recycling projects in StarCity, The Campus, and Pun Hlaing Estate under Yoma Land by working with GOLDEN DOWA ECO-SYSTEM MYANMAR which is the first waste management facility by a private company in Myanmar established in Thilawa Special Economic Zone developing as international standard industrial zone.



To help reduce the amount of waste going to landfill, Pun Hlaing Estate and StarCity have also started to compost organic waste which is later used for landscaping and residential projects since 2020. In FP2023, 967.07 tonnes of waste were composted.

Paperless Culture via Yoma Connect

The Group reduced the use of paper and printing by switching to digital forms via The Yoma Connect App. Employees can easily access “FORMS” under The Yoma Portal and submit the digital forms related to HR, COVID-19, finance, administrative, and onboarding forms etc. According to the UK government’s conversion factors for carbon emissions, just 100,000 sheets of A4 paper have a carbon footprint of 6,000kg and requires eight trees and 2,000kWh of energy. The same paper recycled seven times produces 3,200 kg of carbon over its lifetime. The Group saved over 56,623 sheets of A4 paper, or over 3,397.4 kg of carbon footprint.



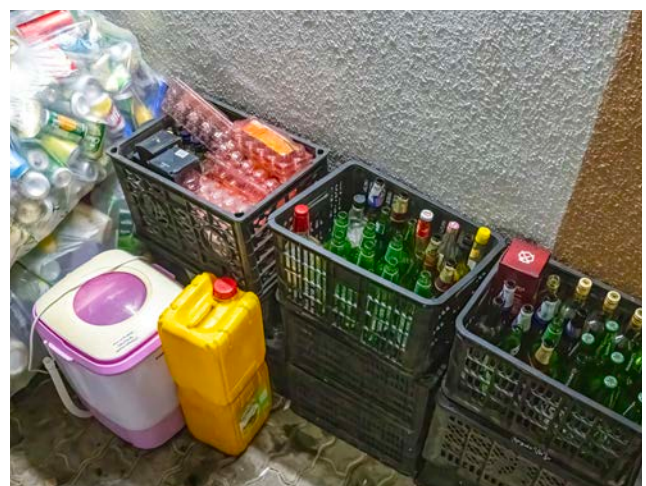
HAZARDOUS WASTE (TONNES)

Method of Disposal	FY2020	FY2021	FP2023	
			12M-Sep2022	6M-Mar2023
Reused	2.14	1.56	0.01	0.30
Recycled	9.635	0.00	0.17	0.14
Disposed in Landfill	22.25	0.00	0.00	0.00
Total	34.025	1.56	0.18	0.44

NON-HAZARDOUS WASTE (TONNES)

Method of Disposal	FY2020	FY2021	FP2023	
			12M-Sep2022	6M-Mar2023
Reused	58,699.62	136.36	484.31	5.11
Recycled	1,837.14	5,148.60	283.72	48.63
Disposed in Landfill	2,235.92	1,054.12	1,159.83	239.81
Composting	30.02	0.12	600.01	367.06
Total	62,802.70	6,454.07	2,527.88	660.61

Some of the Group entities are in the process of improving the methodologies for collection of data relating to total generated solid waste. We are focusing on data quality and accuracy to be able to set the numeric targets in future.



OUR PEOPLE

Yoma Strategic is setting the benchmark for domestic and international companies operating in Myanmar with its strong commitment to being a responsible employer. From state-of-the-art workplaces in its new corporate headquarters, The Campus at Pun Hlaing Estate, to the working conditions and career opportunities that the Group is bringing to all parts of Myanmar, Yoma Strategic is creating a work environment that reflects the best international business has to offer. We invest in our people to build careers around a shared culture of fairness, diversity, empowerment and recognition.

WORKFORCE MOVEMENT

GRI 401-1

Our Approach

The Group invests in its people to build careers around a shared culture of fairness, diversity, empowerment, and recognition. Successful employee engagement is a necessary requirement for the Group’s ambitious growth plans and progress towards achieving its Mission. 2020 and 2021 have been challenging years for our employees. The Group has initiated a People 2020 Program, which is centred around 4 core areas with the aim of caring for our employees using a holistic approach:

Yoma Family Day

Yoma Group organised the Yoma Family Day on 26 February, 2023, at the StarCity Sports Club in StarCity. Yoma Family Day served as the inaugural annual event for Yoma Group employees, their families, and friends. The objective was to foster unity, inclusivity, and a genuine sense of belonging, embodying the spirit of “ONE YOMA.” With the enthusiastic participation of thousand of volunteers and attendees from across the Yoma Group, this event provided an opportunity for visitors and participants to connect with one another while enjoying fun and engaging activities. On the event



Yoma Family Day



day, more than 5,000 employees and their family members joined in the celebration.

Yoma Family Cup

The Yoma Sports Council hosted the annual Yoma Family Cup Tournament in the city of Yangon. The Yoma Family Cup Tournament, also known as “YFC,” commenced in 2022 with the aim of inspiring employees who are interested in sports, promoting the Group’s core values of innovation, teamwork, integrity, and respect, and fostering connections among people through the promotion of a healthy lifestyle. The football clubs participating in the Yoma Family Cup Tournament include Pun Hlaing Estate, StarCity, the Campus, Yoma Bank, Pun Hlaing Hospital, Wave Money, Yoma Heavy Equipment, KFC, Yoma Motors, and KOSPA.



Yoma Family Day

Yoma Library

In January 2023, Yoma Library was established at the Campus, stocked with diverse books in both English and Myanmar languages. The library was made possible through the contributions of the employees and is accessible for everyone to use. Moving forward, efforts will be made to continuously expand the library’s collection, and contributions from employees are warmly welcomed to enhance the reading experience for all.



Yoma Library

Yoma Connect App

Yoma Connect was developed and all employees have been encouraged to download it so that the company could communicate with employees, in respect of important employee welfare related announcements. New features are added on all Social, Chat, Portal, office, and Notification.

Health Care

Since the Covid-19 pandemic started, medical coverage for all employees has doubled. Telehealth initiative provides for easy online medical support in case employees need to see the doctors regarding any medical concerns.

Covid Vaccination

In August 2021, the Group announced the "Yoma Group Covid-19 Vaccination Policy" to minimise the risk of outbreaks. Covid-19 vaccination is also a requirement for all Yoma Group employees except for those underlying medical conditions. As of 31st March 2023, 100% of the employees were vaccinated.

New TeleHealth Numbers

24-Hour Hotline

+95 9 772 889 955

+95 9 887 770 926



Flu Vaccination

VACCINATION REGISTRATION PROGRAM

Yoma Group policy is that all staff will have to be vaccinated by 1 January 2022 before returning to the office. All businesses should manage their staff vaccination schedules accordingly to minimise the impact on their operation.

MAIN INFORMATION

- Sinopharm Covid-19 vaccine**
- The cost is MMK 60,000 kyats for 2 doses
- The vaccination program is scheduled to start by 20 August at the following locations: Pun Hlaing, Dulwich campus and StarCity in Yangon, and Mandalay.

Who is Eligible:

- All Yoma Group employees and their family members.
- Cost is MMK 60,000 kyats per person.
- Certain staffs have been nominated to receive the vaccines for free due to their work nature or salary level. They will be notified prior to the registration closing.
- The vaccination program is available to all family members of employees at the same price.

The Payment Process

- Employees can either pay the MMK 60,000 in full upfront or pay by the deferred payment plan of Yoma+.
- Yoma+ deferred payment plan is not available to staff of Yoma Bank and Wave Money. A separate plan will be set up and communicated once it is ready.
- Terms and conditions of Yoma+ deferred payment plans
 - Only employees with at least one working year can apply for Yoma+ deferred payment plan.
 - Payment of MMK 10,000 a month for 6 months.
 - There will be an administration fee of MMK 5,000 kyats per person at the time of first dose vaccination.
- All the payments (upfront or monthly installment) will be directly deducted from the employee's salary without the need to go through Yoma+. The monthly payment will start from the month of the first vaccine dose.
- If an employee chooses to pay upfront for themselves and their family members but the total cost is more than their monthly salary, HR will be in touched directly to arrange for payment.

YOMA GROUP COVID-19 VACCINATION POLICY

To ensure the health and safety of Yoma Group staff and to minimise the risk of outbreaks, Covid-19 vaccination will be a requirement for all Yoma Group employees.

Employees should do their part by choosing to get vaccinated, to protect themselves as well as others at the workplace. The collective protection from vaccination will be more effective when more people are vaccinated. In the event of an outbreak, the number of cases can be kept low. This will minimise the stress on the healthcare system, ensure that those who are ill get the treatment they need.

- All staff will need to be vaccinated by 1 January 2022.
- Exceptions will only be given for those who cannot be vaccinated because of underlying medical conditions. Staff will have to contact AskHR (AskHR@yoma.com.mm) to provide their medical conditions for approval.
- For staff who have had their vaccination will be required to show proof from an authorised healthcare provider.
- Yoma Group will ensure vaccines are available for all. The registration process, including details on costs, will be separately announced.
- Company arranged vaccination will initially be provided in Yangon and Mandalay. Those located in other cities should contact HR for their arrangement.

Financial Support

To help the Group’s employees who might be facing financial difficulties during this time, the Group also offered a 12-month loan of up to three times of the employees’ monthly salary.

Yoma PLUS+

The Group’s Yoma PLUS+ programme offers low interest rates to allow employees to buy laptops or mobile devices on an instalment plan.

PLUS+ was founded in 2020 and successfully launched by November of the same year. The primary objective of PLUS+ is to ensure that all our Group employees have access to a smartphone for their convenience and connectivity. Having a smartphone allows the employees to utilise the Group’s Telehealth initiative for easy online medical support in case they need to see the doctors regarding any medical concerns. Before the introduction of PLUS+, employees faced numerous challenges when attempting to purchase a phone with a financing plan. They had to navigate through a burdensome process involving extensive paperwork and the search for co-signers. Additionally, they encountered high financing rates, adding to the overall burden.

With the launch of PLUS+, the Group aimed to address these issues and alleviate the difficulties faced by its employees. The objective was to provide a seamless service platform that enables employees to purchase a phone of their choice with minimal paperwork.

As of January 2021, PLUS+ has expanded its product offerings beyond just phones to include tablets, laptops, smartwatches, electronic home appliances, cars, and many other items. This

expansion is a result of the high demand and interest from customers. In addition to serving the Group’s employees, PLUS+ now extends its services to partnered organisations, providing them with the same easier, faster, and smarter shopping experience.

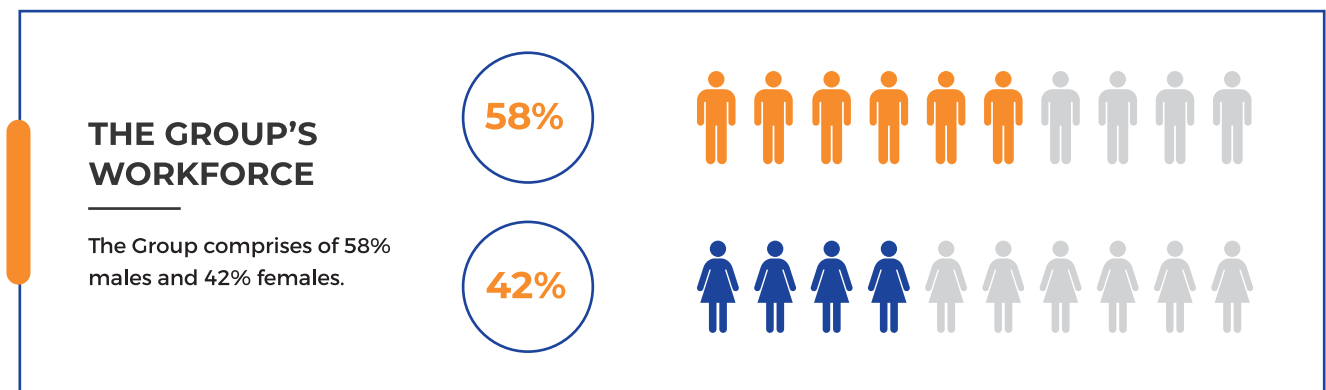
Anargat Programme

In response to a Group wide employee survey in October 2020, the Anargat Programme (or “Future Programme”) was rolled out in January 2021. The Anargat Programme provides support to the wellbeing and family life of all employees. As part of this programme, a maternity leave policy offering paid leave 20 weeks that is longer than Myanmar government’s labour law and guaranteeing employment at the end of the maternity leave, is offered to the Group’s female employees. This programme includes financial support for delivery of the child. In FP2023, the Group supported 18 employees. A lactation room was also made available at the Campus to support breastfeeding mothers.

Our Performance

As of 31st March 2023, our businesses employed a total of approximately 5,432 jobs. All employees are paid at least the local minimum wages.

The Group is made up of 31 corporate entities, the vast majority of which are based in Myanmar. Approximately 42% of the Group’s workforce is female. As of 31st March 2023, female representation on Yoma Strategic’s Board of Directors is 22%. Women also currently hold many senior management positions across all the Group’s businesses. The Group is a founding member of the Business Coalition for Gender Equality (“BCGE”) and strives to be a role model in this area.



Total Number of Employees by Employment by Gender

(GRI 102-8)

YEAR	EMPLOYEE TYPE				Total
	Permanent		Fixed Term / Temp		
	Male	Female	Male	Female	
FY2020	3,064	2,150	10	14	5,238
FY2021	2,147	1,608	0	0	3,755
FP2023	3,139	2,232	28	33	5,432

New Hires by Age Group

(GRI 401-1)

	FY2020				FY2021				FP2023			
	<30 yrs	30-50yrs	>50yrs	Total	<30yrs	30-50yrs	>50yrs	Total	<30yrs	30-50yrs	>50yrs	Total
Number of new hires	3,499	539	37	4,075	546	139	5	690	2,230	535	28	2,793
Rate of new hires (as a proportion of total number of employees)	67%	10%	1%		15%	4%	0%		41%	10%	1%	
Rate of new hires (as a proportion of total employees in age group)	115%	29%	12%		40%	10%	2%		80%	19%	1%	

New Hires by Gender

(GRI 401-1)

	FY2020			FY2021			FP2023		
	Male	Female	Total	Male	Female	TOTAL	Male	Female	Total
Number of new hires	2,581	1,494	4,075	453	237	690	1,670	1,123	2,793
Rate of new hires (as a proportion of total number of employees)	49%	28%		12%	6%		31%	21%	
Rate of new hires (as a proportion of total employees in gender group)	17%	12%		63%	52%		53%	50%	

New Hires by Region

(GRI 401-1)

	FY2020			FY2021			FP2023		
	Myanmar	Singapore	Total	Myanmar	Singapore	TOTAL	Myanmar	Singapore	Total
Number of new hires	4,069	6		530		530	2,790	3	2,793
Rate of new hires (as a proportion of total number of employees)				14%	0%		51%	0.1%	
Rate of new hires (as a proportion of total employees in region)				18%	0%		51%	37.5%	

Turnover by Age Group

(GRI 401-1)

	FY2020				FY2021				FP2023			
	<30 yrs	30-50yrs	>50yrs	Total	<30 yrs	30-50yrs	>50yrs	Total	<30 yrs	30-50yrs	>50yrs	Total
No. of voluntary turnover	2,535	458	44	3,037	1,083	424	47	1,554	1,088	645	55	1,788
No. of non-voluntary turnover	1,638	162	50	1,850	179	178	34	391	562	297	58	917
Rate of voluntary & non-voluntary turnover (As a proportion of total number of employees)	80%	12%	2%		34%	16%	2%		30%	17%	2%	
Rate of voluntary & non-voluntary turnover (As a proportion of no. of employees in age group)	137%	33%	31%		93%	43%	39%		55%	46%	41%	

Turnover by Gender

(GRI 401-1)

	FY2020			FY2021			FP2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
No. of voluntary turnover	1,866	1,171	3,037	984	570	1,554	1,055	730	1,785
No. of non-voluntary turnover	1,353	497	1,850	250	141	391	659	261	920
Rate of voluntary & non-voluntary turnover (As a proportion of total number of employees)	62%	32%		33%	19%		32%	18%	
Rate of voluntary & non-voluntary turnover (As a proportion of no. of employees in region)	105%	77%		57%	44%		54%	44%	

Turnover by Region

(GRI 401-1)

	FY2020			FY2021			FP2023		
	Myanmar	Singapore	Total	Myanmar	Singapore	TOTAL	Myanmar	Singapore	Total
No. of voluntary turnover	3,033	4	3,037	1,551	3	1,554	1,780	5	1,785
No. of non-voluntary turnover	1,850	0	1,850	391		391	920	0	920
Rate of voluntary & non-voluntary turnover (As a proportion of total number of employees)	93%	0%		52%	0%		50%	0%	
Rate of voluntary & non-voluntary turnover (As a proportion of no. of employees in region)	58%	0%		66%	21%		50%	63%	

Employee data presented in the tables above includes employees from:

- Yoma Land: Pun Hlaing Estate, StarCity, Yoma Central, Yoma Development Group, Singapore Office
- Yoma Motors: Yoma Heavy Equipment, Volkswagen, Mitsubishi Motors, and Ducati
- Yoma F&B: KFC, YKKO
- Mobile Financial Service: Wave Money²⁴
- Leasing: Yoma Fleet
- Investments: Agriculture, Yoma Micro Power, KOSPA²⁵, Atlas Digi Myanmar Limited²⁶ and Digital Loyalty Service Myanmar Limited²⁶

²⁴ Wave Money is newly added in FP2023.

²⁵ KOSPA has been shifted from the Yoma F&B segment to the Investments segment in FP2023 according to the Group Structure.

²⁶ Atlas Digi Myanmar Limited and Digital Loyalty Service Myanmar Limited are newly added under Investments in FP2023.

TRAINING & DEVELOPMENT, TALENT RETENTION

GRI 404-1

Our Approach

The Group invests in its people to build careers around a shared culture of fairness, diversity, empowerment, and recognition. As such, the training, development, and retention of talent in the organisation is very important to the Group.

Developing the Group workforce means providing continuous learning opportunities for employees. Training and development programmes cover a wide variety of topics to provide its employees with the relevant knowledge and skill sets to achieve goals such as higher productivity, efficiency, and workplace harmony and also health and safety, human rights and sustainability-related topics.

Training and development programmes' objective are to provide quality learning experiences that enable the organization to maintain a competitive edge. At the same time, we recognise that our activities have an impact on the environment, social and economic well-being of all stakeholders. Also, we believe in empowering our training team members through a dynamic and supportive approach to professional development.

Impact of the COVID-19 Pandemic: The year 2022 continued to present unique challenges due to the COVID-19 pandemic. In response, we swiftly adapted our training and development approach to prioritise the safety and well-being of our employees. We shifted from in-person training to virtual platforms, leveraging technology to ensure continuity and accessibility of learning opportunities. This transition enabled us to continue our training efforts despite the limitations posed by the pandemic.

Succession Planning

The Group has also established partnerships with private institutions such as the Global Institute For Tomorrow ("GIFT") and the Singapore Institute of Management ("SIM") to develop high impact training courses for the development of its future leaders.

In FP2023, the Group dedicated significant efforts to developing and implementing a robust succession planning strategy. Our approach focused on identifying high-potential employees and preparing them for future leadership roles within the organization. We conducted a comprehensive talent assessment to identify employees with the potential to assume leadership positions in the future. Based on the talent assessment results, we created individual development plans for potential successors. These plans outlined specific

training and growth opportunities to provide them with the necessary skills and experiences for future leadership roles. We offered targeted leadership development programmes to nurture the skills and competencies required for effective leadership. These programmes focused on areas such as strategic thinking, decision-making, change management, and team leadership. Recognising the value of guidance and support, we facilitated mentoring and coaching relationships between potential successors and experienced leaders within the organisation. These relationships provided valuable insights, advice, and career guidance.

In FP2023, a total of 36,634 training hours had been achieved by the Group's employees, with each employee attending an average of 7.3 hours of training.

Environmental Sustainability

Our team has adopted various measures to promote environmental sustainability. For instance, we have embraced the use of digital tools such as webinars, online courses, and e-learning platforms to reduce paper waste and carbon emissions associated with travel. Additionally, we encourage remote work, which reduces energy consumption and greenhouse gas emissions from daily commutes. We have also implemented a recycling programme in our training facilities to reduce waste and minimise our carbon footprint.

Social Sustainability

Our training and development activities also focus on promoting social sustainability. We prioritise diversity, equality, and inclusion in all our programmes, ensuring that everyone must have access to quality learning experiences regardless of their background. We also partner with local community organisations to provide training opportunities to underserved groups, such as the disabled and marginalised youth.

Economic Sustainability

We recognise the importance of economic sustainability in promoting long-term viability. We prioritise cost-effective training solutions without compromising quality. We also collaborate with other departments in the organisation to identify training needs and develop strategies that align with the organisation's overall objectives. This approach ensures that our training programmes are relevant, responsive, and sustainable in the long run.

Our training and development team is committed to promoting sustainability in all our activities. We recognise that our efforts to minimise our environmental impact, promote social inclusivity, and prioritise economic viability are crucial to our long-term success. By adopting suitable sustainable practices and investing in responsible training programmes, we believe that we can make a positive impact on the planet, society, and economy.

Our Target (FY2024)

- The Group will continue to employ, empower, and promote local and internal talent, as well as adapting the existing training programmes to prepare its workforce for the upcoming digitalisation of its businesses.
- 12 hours of training per employee.

DIVERSITY & EQUAL OPPORTUNITY

GRI 405-1, GRI 406-1

Our Approach

The Group recognises that employees are the foundation of its businesses and believes that a strong workforce will provide a better foundation to capitalise on the emerging opportunities in Myanmar. By nurturing their individual talents and providing them with opportunities for personal growth and career development, Yoma Strategic is helping its employees realise their full potential. As an organisation, the Group sees itself as a catalyst to empowering its people to perform at their best. Yoma Strategic is committed to a working environment that is free of discrimination of any kind. As a committed nation-builder, the Group believes that it must lead by example and ensure that internationally recognised best practices are established early in Myanmar's rapid development process. The Group is a founding member of the Business Coalition for Gender Equality ("BCGE") and strives to be a role model to other companies in this regard.

Board Diversity Pledge

The Board welcomes the push for greater diversity in the boardroom which can provide a more diverse approach to business decision making. The Company had, on 28 August 2015, supported the Board Diversity Pledge initiated by Singapore Institute of Directors and SGX-ST where the Company pledged its commitment to promoting diversity as a key attribute of a well-functioning and effective Board and believes that a diverse Board will enhance decision making by harnessing the variety of skills, industry and business experiences, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service, and other distinguishing qualities of the members of the Board.

Merit-Based Employment

Merit-based employment means that all Group employees are given the same level of opportunities to succeed, regardless of their background. The Group understands the importance of giving its people autonomy and room to grow, both as individuals and as valued employees. As such, fulfilling careers are planned for and built upon the numerous opportunities constantly being generated within the Group.

Our Performance

Currently, Yoma Strategic's workforce consists of more than 19 nationalities as well as a large and growing number of returnees. Female and male representation in the Group is approximately 42% and 58%, respectively. Since the launch of its training programme "Building and Maintaining a Respectful Workplace" in March 2019, to date, 100% of managers in the Group have been trained on topics such as anti-harassment. No incidents of discrimination were recorded during the reporting period.

Respectful Workplace and Anti-harassment trainings were conducted for Managers by Business Coalition Gender Equality (BCGE). The Group uses the Economic Dividend for Gender Equality ("EDGE") certification to assess the Support Services group and PHSB Gender policies and practices. Both groups have passed the certification and have action plans in place to further address gaps identified. While emergency crisis becomes higher within the country, Security Awareness & Emergency Response Training was conducted for 80+ employees of the group who are responsible for safety measures.

The Yoma Group's 10-member Group Diversity and Inclusion Council, which is chaired by the Head of Human Resources and includes nine members of the Yoma Group Executive Committee, focuses on the following initiatives:

- **Building Leaders** - The Yoma Emerging Leaders League 'YELL' was formed in November 2021. YELL was formed with the objective to nurture a group of emerging leaders to become the leaders of our Group in the years to come. It has a very serious mission to groom and train individuals to take up larger responsibilities across the Group so as to ensure successful succession for the next generation. Members are selected by the senior management of the group, and we are particularly proud that over 90% of the members are of Myanmar origin and more than half are female.
- **Policies** - The Group used the Economic Dividend for Gender Equality (EDGE)²⁷ certification to assess the Support Services Group and PHSB Gender policies and practices. Both groups have passed the certification and have action plans in place to further address gaps identified.

Our Target (FY2024)

- 100% of new managers to receive training on topic of anti-harassment and respectful workplace.
- 60% of Group's employees to complete respectful workplace training programme.

²⁷ EDGE Certification is a leading global assessment methodology and business certification standard for gender equality.

HUMAN RIGHTS & LABOUR MANAGEMENT

GRI 407-1, GRI 408-1

Our Approach

Labour management includes basic labour practices such as those described by the International Labour Organisation (ILO) that includes not hiring child labour or forced labour. This material issue also covers collective bargaining, freedom of association, and sub-issues such as a minimum number of weeks' notice provided to employees prior to significant operational changes.

The Group cares for its people and their welfare. As people will always be a vital resource in the organisation, employees are treated fairly and with respect. The Group believes in supporting the development of an organisational structure and culture that promotes motivation, performance, mutual respect, trust and transparency. This organisational structure is at the forefront of ethical behaviour in Myanmar.

Yoma Strategic is aware of the human rights risks in its operations and supply chain, including risks of child or forced labour, and operations and suppliers in which the right to freedom of association and collective bargaining may be at risk. Yoma Strategic also conducts training on human rights for new employees and has introduced training on topics such as anti-discrimination and workplace bullying.

Our Performance

Trade Unions were legalised in Myanmar in 2012 and the Confederation of Trade Unions of Myanmar (CTUM) was officially recognised in 2015. It is an umbrella body with various federations. Currently, none of the Yoma Group businesses have unions. As signatories to the UN Global Compact, Yoma Strategic recognises employees' right to belong to unions, and it also follows Myanmar labour law in this regard. Yoma Strategic does not ask or require employees to disclose if they are members of CTUM or any other Union.

Yoma Strategic's Human Rights Policy sets out the Group's clear stance on Human Rights. This policy is publicly available on Yoma Strategic's website at <https://yomastrategic.com>.

No cases of human rights breaches, violations or complaints were identified nor reported during this reporting period.

Our Target (FY2024)

- Maintain zero tolerance and prevent the use of child labour by raising awareness on how to identify children at work.

HEALTH & SAFETY

GRI 403-2

Our Approach

Providing a healthy and safe work environment for employees, customers, business partners and visitors is one of Yoma Strategic's top priorities. Every employee has a personal responsibility to support this commitment. Employees are obligated to carry out their work in a safe manner, without causing harm to themselves or others and to report any potentially unsafe or unhealthy situations immediately. They must observe and follow all safety and environmental regulations laid down in the operations instructions, including putting on the necessary safety equipment, where applicable.

Any health and safety accidents or incidents as well as occupational health & safety inspections, food safety inspections and health cases of the Group are registered according to the type of case, and incident. These are consolidated into a monthly report and reviewed by Risk Management and Assurance, as part of the overall risk assessment process.

Management and Evaluation

Key policies include:

- Code of Conduct
- Environmental, Health and Safety Policy

In line with the IFC's Performance Standards, FMO's Sustainability Policy Framework, the ADB's Safeguard policy, national environmental policies and other applicable laws, the Group is required to safeguard the health and safety by:

1. incorporating environmental and social considerations into business strategy, and allocate adequate resources to manage EH&S risks associated with projects;
2. promoting a safe, clean and healthy environment and better work culture to minimise any adverse environment, health, safety and social impacts arising out of operations;
3. establishing an EH&S system and processes to adhere to and comply with applicable legislation, regulations and other requirements pertaining to environment, health, safety, labour and community at large;
4. monitoring, reporting and improving of applicable procedures and performances (where required) regularly; and
5. communicating this EH&S Policy to all employees, contractors, suppliers, and business partners.



Our Performance

We have achieved a total of 242,057 hours of health and Safety training in FP 2023. A total of 191,117.5 hours of health and Safety training in 12M-Sep2022 and compared to a total of 36,580 hours in FY2021 (12M-Sep2021) across the business segments of Yoma Land, Yoma Motors and Investments.

Health and Safety trainings relate to safety working in hot climates, safety at heights, safety working in confined spaces, handling electrical equipment, fire drills, etc. Despite our efforts to ensure a safe working environment for its employees, the injury rate for 12M-Sep2022 was an average of 0.93²⁸ while our lost day rate for FY2021 (12M-Sep2021) was 38.6²⁹. The Group will continue to strengthen its efforts in promoting safe work practices across the sites. There were no fatalities or incidences of occupational diseases.

Types of Injuries:

Minor injuries occurred in the workshop, including incidents such as slipped off, falling off bicycles, instances of blowing sand into the eyes, minor cuts and minor cases of electrocution. System of rules in reporting and recording accidents:

- Draft injury report is delivered within 24 hrs and then full formal accident report is issued within 1 week.
- The workers report to the estate medical officer for treatment and the medical officer records the number of people who only need first-aid level treatment.
- The medical officer will report to the management for any important / serious cases of accidents.
- Follows the government labour law and reports to top management and the risk management team.

For the safety of our employees, management has set up an Emergency Action Plan for the Campus employees. It is essential for employees to be prepared to implement the plan effectively and efficiently in the event of an actual crisis:

Our Target (FY2024)

Promote safe work practices across the business segments and reduce the number workplace injuries.

OUR COMMUNITY

Yoma Strategic gives back to the community through its financial contributions and voluntary work. In FP2023, Group employees collectively achieved 7,532 hours of volunteer work. Yoma Strategic contributed US\$ 35,070.30³⁰ for social causes such as supplying water to village & school, donating food, lighting to village oxygen concentrator as well as other community programmes. Some examples are highlighted below.

The Fight Against Malaria

Various companies within the Yoma Group are partners of M2030, is a movement launched by the Asia Pacific Leaders Malaria Alliance (APLMA) to eliminate malaria in Asia by 2030. The existing M2030 partners in the Yoma Group include Pun Hlaing Hospitals, Wave Money, Volkswagen, New Holland, KFC, YKKO, Yoma Micro Power and Yoma Land. Funds are raised annually for the M2030 campaign which support malaria elimination programmes implemented by the Population Services International Myanmar, one of the leading non-profit organisations fighting malaria in the country.

28 per 100 employees. Calculated based on (total no. of injuries x 200,000) / total man hours worked.

29 Calculated based on (total lost days x 200,000) / total man hours worked. (Total man-hour worked 6,181,188 12M-Sep'2022)

30 Exchange Rate as of 31st March 2023: USD 1 = MMK 2100.30 (<https://www.valutafx.com/history/usd-mmk-2023>)

Step-In Step-Up program

Yoma Group is proud to continue its support of STEP-IN STEP-UP (SISU), a not-for-profit Vocational Training Centre. Operating from the former Dulwich College Campus in Hlaing Tharyar, SISU helps the most vulnerable to become valuable by preparing them with practical vocational skills, enabling them to get entry level jobs.

In FP2023, 600 trainees went through SISU's on-the job, entry level office & health care aide programmes. This led to an employment rate of over 70%.

556 children attended the Saturday programme called GAP KIDS (age 10-14), which teaches English, art, choral, hospitality and basic computers, as well as being a platform for teaching awareness of human trafficking and global issues.



In 2022, SISU launched PADAUK KIDS to support 30 children per month aged 15-17 years, which bridges between the Gap Kids and Vocational Training programmes.

Through its feeding programme for the hungriest, 55,000 hot meals were sourced, prepared, and distributed by SISU. In addition, 680,000 vulnerable people were impacted through receiving humanitarian hampers.

SISU now employs 24 staff and works closely with Yoma Group and Yoma affiliated companies such as The Campus, Pun Hlaing Estate, StarCity, Yoma Bank, Wave Money, Awei Metta Hotel, Pun Hlaing Hospital and Mitsubishi Motors.

Our Target (FY2024)

- Contribute average 2 volunteer hours per employee.
- Continue implementing community investment programmes.



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CONTACT WITH US



63 Mohamed Sultan Road
#02-14 Sultan-Link, Singapore 239002



Tel : (65) 6223 2262
Fax : (65) 6223 1990



<https://yomastrategic.com>