

BUILDING A
BETTER MYANMAR
SUSTAINABILITY REPORT 2019



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Highlights

KEY ACHIEVEMENTS DURING FINANCIAL YEAR 2019

- Strengthening the Group's sustainability and responsibility strategy
- Extensive engagement with Group's entities in order to build the baseline for sustainability reporting
- Training on and implementing key sustainability issues
- Complying successfully to meet 2019 environmental social governance targets
- 2,341 jobs created in FY2019
- Total of 15,634 volunteer hours in FY2019

YOMA LAND



- Launch of new City Loft affordable housing project to cater to the larger population in Myanmar
- Yoma Central attained Environmental Compliance Certificate "ECC" from The Ministry of Natural Resources and Environmental Conservation in May 2019

AWARDS 2018

Singapore Governance and Transparency Index 2018

General Category

(Ranked #15 out of 578 companies)

Listed on SGX Fast Track Programme
Since 2018



Property Guru Myanmar 2018 Property Awards Winner for

Best Educational Development
DULWICH COLLEGE YANGON - STARCITY CAMPUS

PORTFOLIO OF INVESTMENTS

Yoma Micro Power



29 operational micro-power plants

Enabled rural electrification through solar-power generation and micro-grid distribution. After the first 10 pilot sites were completed in 2017, Yoma Micro Power launched a roll out of 250 power plants in FY2019 that is to be completed by the end of 2019



175 MWh Annual power generation



78 tonnes Annual CO₂ emissions avoided by Yoma Micro Power



650 tonnes of CO₂ avoided* per year by our telecom towers customers using our solar power micro-grids

* Prior to the telecom towers using solar power, they were running on diesel generators. The CO₂ avoidance is calculated based on an assumption of 3kW load per telecom tower operating 23 hours per day. 1L of diesel is required per 3kWh, therefore each telecom tower uses 23L of diesel per day. In 1 year (365 days), each telecom tower uses 23L x 365 days = 8,395L of diesel. Based on EF Diesel = 267kg CO₂/L, the CO₂ emissions avoided per tower is 8,395L x 2.67 kg CO₂/L = 22,414 kg CO₂. Since there are 29 telecom towers, the total CO₂ emissions avoided = 22,414 x 29 = 650,006 kg CO₂ (or 650 tonnes).

YOMA F&B

72 STORES as at 31 March 2019

35 KFC STORES as at 30 June 2019 employing approximately 900 locals

• Served more than

26 MILLION CUSTOMERS since 2015

- KOSPA Limited, our third-party logistics business, leveraging on technology-enabled systems and supported by integrated transport management and world-class warehousing systems, is modernising logistics in Myanmar, providing quality and integrated end-to-end supply chain solutions



Highlights

YOMA FINANCIAL SERVICES

Wave Money

- Over **9**  Million Customers across the country supported by a network of 45,000 Wave agents

- >16** times the size of the traditional bank network

- 88%** coverage of Myanmar with presence in 289 out of 330 townships nationwide

-  Innovative launch of new mobile wallet app,

WAVEPAY

Listed as one of the “Emerging 50” companies in 2018 FINTECH100 Leading Global Fintech Innovators

Named as one of the “Top 100 Fintech Companies” in Southeast Asia in the ‘Fintech 100’ report 2018 by H2 Ventures and KPMG Fintech

Best Technology Solution for Financial Inclusion at the Central Banking FinTech RegTech Global Awards 2018 in Singapore

WAVE MONEY



in collaboration with the United Nations Capital Development Fund (UNCDF), with support from the Australian Department of Foreign Affairs and Trade (DFAT), launched a financial literacy app – Shwe Toe (meaning “Grow Gold” local Myanmar language). This app’s objective is to contribute to Myanmar’s financial inclusion goals by increasing financial and digital literacy for low-income women in the country, through teaching of financial concepts such as saving, budgeting and opportunity cost and fast-track their access to financial services

Yoma Fleet

- Yoma Car Share’s nationwide coverage across **4** regions and **9** cities provides a car sharing system as a cost-effective alternative to car ownership, playing a positive role in the development of urban infrastructure in Myanmar. Customers are able to select from a fleet of 1,200 left-hand drive cars in different cities and can reserve their vehicles through a fully automated system, from pick-up, drop-off to payment



Yoma Heavy Equipment



- Framework agreement with Myan Shwe Pyi Tractors (MSP CAT), the authorised dealer for Caterpillar heavy equipment in Myanmar, that will allow for financing of construction equipment and heavy machinery to support the infrastructure and construction sectors



The Board of Directors (the “Board”) of Yoma Strategic Holdings Ltd. (“Yoma Strategic” or collectively with its subsidiaries, the “Group”) 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, the Management and the Sustainability Committee.

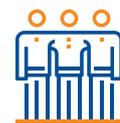
The Group’s mission and targets are closely aligned to its Sustainability & Responsibility (“S&R”) strategy, enabling us to create greater value for our stakeholders. Our focus on the highest standards of governance, ethics, sustainability and responsibility also reflects our commitment as one of

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. In our FY2019 Sustainability Report, we have identified topics where there is a correlation between our initiatives and the Myanmar Sustainable Development Plan* (“MSDP”), which was released by the Ministry of Planning and Finance of the Government of the Republic of the Union of Myanmar (“Myanmar”) in August 2018. The MSDP is the expression of Myanmar’s national development vision and provides an overall framework for coordination and cooperation across all ministries, states and regions, with the aim of forging a common path towards the emergence of a prosperous, peaceful and democratic Myanmar.

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

* https://themimu.info/sites/themimu.info/files/documents/Core_Doc_Myanmar_Sustainable_Development_Plan_2018_-_2030_Aug2018.pdf

Yoma Strategic is driving a responsible growth strategy of its four core businesses, supporting the principles of the UN Global Compact and Sustainable Development Goals of the 2030 Agenda creating value that is shared with all stakeholders. Embodied in our Investors, Customers, Employees (“ICE”) vision, we are creating a sustainable business environment, leading with the development of our ESG best practices.

Our core values - Innovation, Teamwork, Integrity and Respect - form the foundation of our culture, corporate strategy and sustainability strategy. These values drive our relationships with our customers, employees, investors and all other stakeholders. Our sustainability priorities built on these core values guide our investment decisions towards solutions that address key needs in our local market and which are tied to the fast-growing Myanmar economy. This would, of course, not be possible without the partnership and cooperation of local stakeholders who also share the same vision and mission as us to – “Build a Better Myanmar for its People”.

In FY2019, we continued to build on our involvement in some of the important areas of Myanmar’s future such as financial inclusion, providing electricity to off-grid and rural communities using solar-based micro power plants and mini-grids, as well as the mechanisation of farming.

Technological, contractual and social innovation is essential to meet these needs. The digital transformation of Yoma Strategic is accelerating. Today, Wave Money with more than nine million unique customers facilitates secure

real-time transactions and caters to Myanmar’s largely unbanked population through the 45,000 Wave agents located in 289 out of the total townships in Myanmar.¹

The need for environmental services is growing fast in the context of macroeconomic, climatic and geopolitical uncertainty. These changes require businesses to be agile and responsive. Yoma Micro Power constructed 29 solar micro-power plants sites and four mini-grids in Sagaing in FY2019, which supply clean and reliable power to telecommunications customers and individual customers in the surrounding rural communities. Yoma Micro Power will continue to expand to another 250 micro plants and 25 mini-grids by the end of 2019 and plans to scale up to more than 2,000 micro power plants by 2023.

In addition, Yoma Land is promoting home ownership by expanding into the mass market property sector with the launch of City Loft, a new division of modern affordable housing. City Loft combines an affordable price point with favourable mortgage repayment terms of up to 25 years. We believe this means that for the first time it is possible for someone earning less than US\$500 per month to become a homeowner.

In our rapidly changing world where finite natural resources, climate change and threats to our ecosystems are changing business expectations, our stakeholders expect businesses not only to be economically viable, but also to be environmentally mindful and socially responsible.

Yoma Strategic makes a point to consider opportunities where we can make the biggest contribution towards sustainable business while endeavouring to “Build a Better Myanmar for its People”.

“

In FY2019, we continued to build on our involvement in some of the important areas of Myanmar’s future such as financial inclusion, providing electricity to off-grid and rural communities using solar-based micro power plants and mini-grids, as well as the mechanisation of farming.

¹ Data from Wave Money



Mr. Melvyn Pun
Chief Executive Officer



WAVE MONEY

WITH MORE THAN NINE MILLION CUSTOMERS AND FACILITATES SECURE REAL-TIME TRANSACTIONS



29

SOLAR MICRO-POWER PLANTS SITES AND FOUR MINI-GRIDS IN SAGAING

Yoma Micro Power will continue to expand to another 250 micro plants and 25 mini-grids by the end of 2019 and plans to scale up to more than 2,000 micro power plants by 2023



CITY LOFT

A NEW DIVISION OF MODERN AFFORDABLE HOUSING

City Loft combines an affordable price point with favourable mortgage repayment terms of up to 25 years. We believe this means that for the first time it is possible for someone earning less than US\$500 per month to become a homeowner

About Yoma Strategic Holdings Ltd.



YOMA LAND

Transforming the Way People Live in Myanmar

With a focus on township projects and the mission of “Building Better Communities for the Future of Myanmar”, Yoma Land is a leading property developer in the country. Boasting one of Myanmar’s largest landbanks, Yoma Land is transforming Yangon’s cityscape across three strategically located flagship developments - StarCity, Yoma Central and The Peninsula Yangon and Pun Hlaing Estate. From accessible mass market residential offerings to high-end luxury, Yoma Land aims to build communities that are attractive, safe and vibrant, while placing emphasis on innovative designs, building standards and product quality.

YOMA F&B

Building an End-to-End F&B Platform in Myanmar

Yoma F&B is building an end-to-end F&B platform comprising restaurants, bottling, and distribution and logistics services. It is currently the largest restaurant operator in Myanmar with 72 stores across four international and domestic brands.

YOMA MOTORS

A Comprehensive Suite of Automotive Brands in Myanmar

Through a nationwide network of branches and showrooms, Yoma Motors manages the import, distribution and after-sales servicing of a comprehensive portfolio of automotive brands covering the agricultural and construction equipment, and passenger and commercial vehicles sectors.

A fast-growing economy, increasing consumer purchasing power and the rapid urbanisation of Myanmar are some of the key drivers of the Group’s core businesses. Focusing on the four key sectors of Real Estate, Consumer, Automotive & Heavy Equipment and Financial Services, together with a Portfolio of Investments, Yoma Strategic is involved in some of Myanmar’s most important economic sectors that cater to the rapid growth in domestic consumption.

YOMA FINANCIAL SERVICES

Bringing Financial Inclusion Through Technology

Yoma Financial Services is a technology driven non-bank financial services platform spearheaded by Wave Money and Yoma Fleet. Yoma Fleet is one of the country’s largest vehicle lease and rental operators and Wave Money is Myanmar’s leading provider of mobile financial services.

PORTFOLIO OF INVESTMENTS

The Group has investments in the infrastructure, tourism and agriculture sectors, where it leverages on its international partners’ strong network and expertise to grow each of these businesses.

One of the strategic investments, Yoma Micro Power is a joint venture with Norfund, the Norwegian state owned investment fund, and IFC to meaningfully address the rural electrification needs by providing reliable and clean electricity on commercially attractive terms to rural customers.

Yoma Strategic's Group Structure

YOMA STRATEGIC HOLDINGS LTD.

YOMA LAND

Development Properties

Pun Hlaing Estate

Yoma Development Group Limited 100%

Lion Century Properties Limited 100%

StarCity

Thanlyin Estate Development Limited 70%

Yoma Central & The Peninsula Yangon

Meeyahta Development Limited 48%²

Peninsula Yangon Holdings Pte. Limited 24%

Investment Properties

StarCity Residential & Commercial

Thanlyin Estate Development Limited 70%

Pun Hlaing Estate Residential & Commercial

Yoma Development Group Limited 100%

Dulwich College Yangon

Yangon Sand Industries Limited (Pun Hlaing Campus) 100%

Star City International School Company Limited (StarCity Campus) 70%

Construction & Project Services

SPA Design & Project Services Limited 100%

SPA Design Pte Ltd. 100%

BYMA Pte. Ltd. 40%

YOMA F&B

Restaurants

KFC

Summit Brands Restaurant Group Company Limited 100%

Little Sheep

Altai Myanmar Company Limited 100%

Auntie Anne's™

Blue Ridge Company Limited 100%

YKKO

Yankin Kyay Oh Group of Companies Limited 65%

Bottling

Access Myanmar Distribution Company Limited 30%³

Seagram MM Holdings Pte. Ltd. 50%⁴

Logistics & Distribution

KOSPA Limited 50%

METRO Wholesale Myanmar Limited 15%

YOMA FINANCIAL SERVICES

Wave Money

Digital Money Myanmar Limited 34%

Leasing Activities

Yoma Fleet Limited 80%

Yoma Leasing Company Limited 80%

YOMA MOTORS

Heavy Equipment

New Holland

Convenience Prosperity Company Limited 100%

Yoma JCB

Convenience Prosperity Company Limited 100%

Passenger & Commercial Vehicles

Volkswagon

Yoma German Motors Limited 100%

German Car Industries Company Limited 100%

Mitsubishi Motors

MM Cars Myanmar Limited 50%

Hino Motors

Summit SPA Motors Limited 23.2%

Bridgestone Tyres

First Japan Tire Services Company Limited 30%

Denso

D Service (Myanmar) Limited 40%

INVESTMENTS

Tourism

Memories Group Limited⁵ 33.3%

Telecommunications Towers

edotco Investments Singapore Pte. Ltd. 12.5%

Distributed Power Network

Yoma Micro Power (S) Pte. Ltd. 35%

Agriculture

Plantation Resources Pte. Ltd. 100%

Yoma Agriculture Company Limited 100%

Dalian Shopping Mall

XunXiang (Dalian) Enterprise Co., Ltd. 100%

Mitsubishi Elevators

MC Elevator (Myanmar) Limited 40%

Mandalay Airport

MC-Jalux Airport Services Company Limited 9%

Private Investments

Welbeck Global Limited 100%

Yoma Strategic Holdings Ltd.¹

Updated as at 28 June 2019

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

The complete list of subsidiaries, joint ventures and associated companies is available at the Company's website: www.yomastrategic.com

Notes:

1. All interests in the Group are held by a wholly-owned intermediary holding company, Yoma Strategic Investments Ltd.
2. Ultimate effective interest upon the satisfaction of certain conditions.
3. Effective interest held through a 60%-owned subsidiary, Access Myanmar Holding Company Pte. Ltd.
4. Ultimate effective interest of the Company will be diluted upon completion of the investment by Pernod Ricard.
5. Listed on the Catalist Board of the SGX-ST.

Sustainable Development Goals

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

SDG YOMA STRATEGIC'S CONTRIBUTION



The Group's businesses provide a total of approximately 4,000 jobs to locals in Myanmar. All of its employees are paid at least the local minimum wage.

Meanwhile, Wave Money, which is 34% owned by the Group, is a mobile based financial services provider that facilitates secure, real-time transactions, with the aim of improving financial inclusion in Myanmar. Wave Money caters to Myanmar's migrant worker population who have migrated to urban centres for work yet support their families in the villages by sending part of their wages home periodically. Wave Money addresses financial exclusion and weak economic integration of millions of Myanmar citizens where traditional financial institutions are out of reach.



The Group's Yoma Heavy Equipment business operates 14 branches throughout the country and is supported by a dedicated maintenance team. New Holland aims to help farmers improve their farming efficiency and address labour shortages through the use of machinery. Tractors help farmers increase crop productivity by saving time and energy, as well as improving the quality and quantity of their crops.

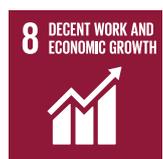


Approximately 41% of Yoma Strategic's workforce is female. The Group also has a 14% female representation on its Board of Directors. Females are represented at the executive as well as the senior management levels.

In FY2019, more than 50% of managers have been trained on the subject of anti-harassment.



Yoma Micro Power constructed 29 solar micro-power plants sites in Sagaing Region during FY2019, supplying clean and reliable power to telecommunications towers and individual customers in the surrounding rural communities. Yoma Micro Power will roll out another 250 micro plants by end of 2019 and has plans to scale up to more than 2,000 micro power plants by 2023. When completed, approximately 25 villages and up to 30,000 people in off-grid areas will have access to electricity in FY2020. The investment will create jobs and support additional income for these households.



The Group fully supports and practices the International Labour Organisation's eight fundamental core conventions and the IFC's Labour and Working Conditions Standards. The Group prohibits child labour at all of its business operations and projects, and there were no cases of child labour reported in FY2019.



Yoma Land is developing City Loft, a new division of affordable housing for the mass market at StarCity. The residential development will be built on a 0.5 million square feet master-planned site with additional space set aside for commercial, communal and recreational areas. This development is designed to facilitate modern living standards and allow an inclusive community to thrive. City Loft is aligned with Yoma Land's wider mission to Build Better Communities for the Future of Myanmar.



The Group strongly opposes bribery and all other kinds of corruption. This extends to its business dealings with third party service providers and vendors. To reinforce the Code of Conduct, the Group conducts training for new employees covering its policies on Anti-Bribery, Anti-Corruption, Code of Conduct, Conflicts of Interest and Whistle Blowing. The Group prohibits any form of discrimination including any distinction, exclusion or preference made on the basis of race, colour, sex, religion or political opinion which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation. As a committed nation-builder, the Group believes that it has to lead by example so as to ensure that internationally recognised best practices are established early on in the rapid development of Myanmar.

Overview of YOMA Strategic's Material ESG Issues

GOVERNANCE



ANTI-CORRUPTION & PUBLIC POLICY

TARGET FOR FY2019:

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

FY2019 PERFORMANCE:

319 new employees attended Corporate Governance and Code of Conduct trainings

FY2020 TARGET:

20% of new hires to be trained in Corporate Governance and Code of Conduct in the first year

COMPLIANCE

TARGET FOR FY2019:

Strive to maintain full compliance with the relevant national environmental policies, laws and regulations as well as IFC performance standards and the ADB's Safeguard policy

FY2019 PERFORMANCE:

No significant fines or nonmonetary sanctions

FY2020 TARGET:

Strive to maintain full compliance with the relevant national environmental policies, laws and regulations as well as IFC performance standards and the ADB's Safeguard policy

PLANET



CLIMATE CHANGE, ENERGY AND WATER USE, WASTE & EFFLUENTS

TARGET FOR FY2019:

Collect baseline environmental data in FY2018 & FY2019 to set numeric targets in FY2020

Reduce the use of plastics and minimise harm to the environment

FY2019 PERFORMANCE:

CO₂ e emissions (t):
28,499

Total Energy consumption (MJ):
361,662,416

Water consumption (m3):
2,216,354

Non-hazardous waste (t):
327,030

Hazardous waste (t):
2.8

FY2020 TARGET:

Collect baseline environmental data to set numeric targets in FY2021

PROFIT



DIRECT VALUE GENERATED

TARGET FOR FY2019:

Refer to Yoma Strategic Financial Report, Pages 116 to 250 in YSH Annual Report FY2018

FY2019 PERFORMANCE:

Direct Value Generated:
US\$100.7 million

Economic Value Distributed:
US\$93.8 million

Total Economic Value Retained:
US\$3.4 million

FY2020 TARGET:

Balance our revenue between our real estate and non-related estate businesses

Focus on driving profitability and operational excellence in all our businesses

Overview of YOMA Strategic's Material ESG Issues

PEOPLE



DIVERSITY & EQUAL OPPORTUNITY

TARGET FOR FY2019:

50% of managers to be trained in anti-harassment

FY2019 PERFORMANCE:

Workforce number: 4,026

50.3% of managers trained in anti-harassment

Female employee: 41%

Male employee: 59%

New hires: 2,341

Nationalities: 33

Employee Turnover Rate: 58%

FY2020 TARGET:

80% of managers to complete respectful workspace training programme

TRAINING, DEVELOPMENT & TALENT RETENTION

TARGET FOR FY2019:

40,650 hours per year by FY2020

FY2019 PERFORMANCE:

Total Training hours: 16,000

FY2020 TARGET:

40,650 hours per year by FY2020

10 hours of training per employee per year

LABOUR MANAGEMENT RELATIONS, CHILD LABOUR, COLLECTIVE BARGAINING, FORCE LABOUR

TARGET FOR FY2019:

Maintain zero tolerance

Prevent the use of child labour by raising awareness on how to identify children at work

FY2019 PERFORMANCE:

No reported cases of child labor in the Group's operations

FY2020 TARGET:

Maintain zero tolerance

Prevent the use of child labour by raising awareness on how to identify children at work

HEALTH & SAFETY

TARGET FOR FY2019:

5% increase from FY2018

FY2019 PERFORMANCE:

Health & Safety Training (hours): 27,162

FY2020 TARGET:

5% increase in training hours from FY2019

LOCAL COMMUNITIES

TARGET FOR FY2019:

8,000 hours of volunteer work

FY2019 PERFORMANCE:

15,634 hours of volunteer work

FY2020 TARGET:

Contribute 18,000 hours of volunteer hours

Continue implementing community investment programmes

Our Approach to Sustainability

Yoma Strategic's sustainability efforts are structured around the Sustainable Development Goals ("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 FY2019, we have continued to engage our stakeholders through our respective business units, in particular, the local communities where they operate.

STAKEHOLDER ENGAGEMENT AND MATERIALITY

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

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 help it 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 ¹	HOW WE LISTEN ²	WHAT WE ARE DOING ³
BUSINESS PARTNERS AND SUPPLIERS	<ul style="list-style-type: none"> Email and phone communication Bi-weekly meetings with contractors Weekly site visits 	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 	Yoma Yangon International Marathon Yoma Micro Power Earth Hour 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 	Quality Control
EMPLOYEES	<ul style="list-style-type: none"> Annual performance reviews Events Email and phone communication Intranet OHS Hotline Whistle Blowing 	Training and development Healthcare Safety Creating a safe workplace Myanmar New Year celebrations
INVESTORS	<ul style="list-style-type: none"> Annual General Meeting Quarterly Results Announcements released on SGX-ST Annual Report Email and phone communication Corporate website Ad hoc meetings 	
FINANCIAL INSTITUTIONS, INCLUDING IFC AND ADB	<ul style="list-style-type: none"> Site Visit Email and phone Communication Website Ongoing reporting requirements 	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 	Joint events (Earth hour, World Clean Up Day, etc, Plastic Art Exhibition, Composting) and programs
REGULATORS	<ul style="list-style-type: none"> Briefings Site inspections Renewal of government approvals Consultations with statutory bodies 	Presentations, meetings

¹ GRI Standards disclosure 102-40

² GRI Standards disclosure 102-43

³ GRI Standards disclosure 102-44

Our Approach to Sustainability

MATERIAL TOPICS AND TARGETS

GRI 102-44

In 2018, the Group conducted a materiality assessment and an extensive stakeholder engagement survey for all key stakeholders to gather input on the significant impact of its business. An independent sustainability consultant facilitated the materiality assessment process, which was aligned with GRI Standards and AA1000. The survey was sent to more than 90 internal and external stakeholders, including regulators, community leaders, business partners, suppliers, customers, employees and representatives from Yoma Strategic's Board of Directors. The stakeholder response rate was a strong 56% and the valuable feedback from this survey was considered in the final determination of the Group's key material issues.

The Group also hosted an internal materiality assessment workshop to agree the material issues facing the Group. A wide range of economic, environmental, social and governance topics were identified with the support of an independent consultant through a gap analysis, peer benchmarking and a review of material topics from two international frameworks, the GRI Standards and Sustainability Accounting Standards Board ("SASB").

In 2019, we have expanded the boundary of the Sustainability Report and we are continuing to enlarge the database with the data collection for the material topics selected in 2018. The Group continued to include more of our business entities that have an impact on our material topics. Through engagement with each of the business entities to define their data collection methodologies, we have reported the environmental data based on each business segment which also provides greater transparency on the year-to-year performance. In order to embody the S&R strategy, the Sustainability Team has also continued to raise awareness through employee training.

KEY MATERIAL TOPICS	BOUNDARIES	
	WHERE THE IMPACTS OCCUR	INVOLVEMENT
Anti-Corruption & Public Policy	● ●	◆ ◆
Compliance	●	◆
Climate Change, Energy & Water Use, Waste & Effluents	● ●	◆ ◆
Diversity & Equal Opportunity	●	◆
Economic Performance	●	◆
Health & Safety	● ●	◆ ◆
Labour Management Relations, Child Labour, Forced Labour, Collective Bargaining	● ●	◆ ◆
Training, Development & Talent Retention	● ●	◆ ◆
Local Communities	● ●	◆ ◆

Legend:

Internally: ●

Direct: ◆

Business Partners: ●

Indirect: ◆

The material topics were presented to the Board and approved in December 2018. An internal review of our material topics was carried out in FY2019 by the Sustainability Committee to ensure that they are still relevant to our business and our stakeholders.

OUR SUSTAINABILITY STRATEGY

The Group's mission and targets are closely aligned to its Sustainability & Responsibility strategy, which enables value creation for its stakeholders. This approach aims to integrate social and environmental considerations into business strategy, operations and decision making.

VISION	BUILD A BETTER MYANMAR FOR ITS PEOPLE		
STRATEGIC OBJECTIVES	 OUR BUSINESS	 OUR PLANET	 OUR PEOPLE
MATERIAL TOPICS	Economic Performance Ethical Business Compliance	Energy Efficiency & Climate Change Water Use & Reduction Waste & Effluent	Diversity & Equal Opportunity Training & Development, Talent Retention Human Rights & Labour Management Health & Safety
OUR ACTIONS	Uphold and adhere to the Group's zero tolerance approach to corruption, bribery and fraud Strive to maintain all compliance with the relevant national environmental policies, laws and regulations as well as IFC Performance Standards, the ADB's Safeguard Policy and FMO's Sustainability Policy Framework	Reduce the use of plastics and minimise harm to the environment Raise awareness on importance of recycling and reducing single use plastics Implement guidelines in procurement practices to reduce amount of waste generated Collection of environmental baseline data from FY2018 to FY2020 with a plan to set targets in FY2021	Raise awareness to identify children at work to prevent the use of child labour Train managers on anti-harassment and how to deal with harassment Strengthen training on health & safety awareness across our business units

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, tolerance levels and approach to managing risks. For details on the Group's Risk Management, please refer to Pages 58 to 62 in the Yoma Strategic Annual Report 2019. Yoma Strategic has a strong commitment to the independence of its Board of Directors (the "Board" or "Directors"). 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 Yoma Strategic and to allow for diverse and objective discussions on its strategic direction and growth.

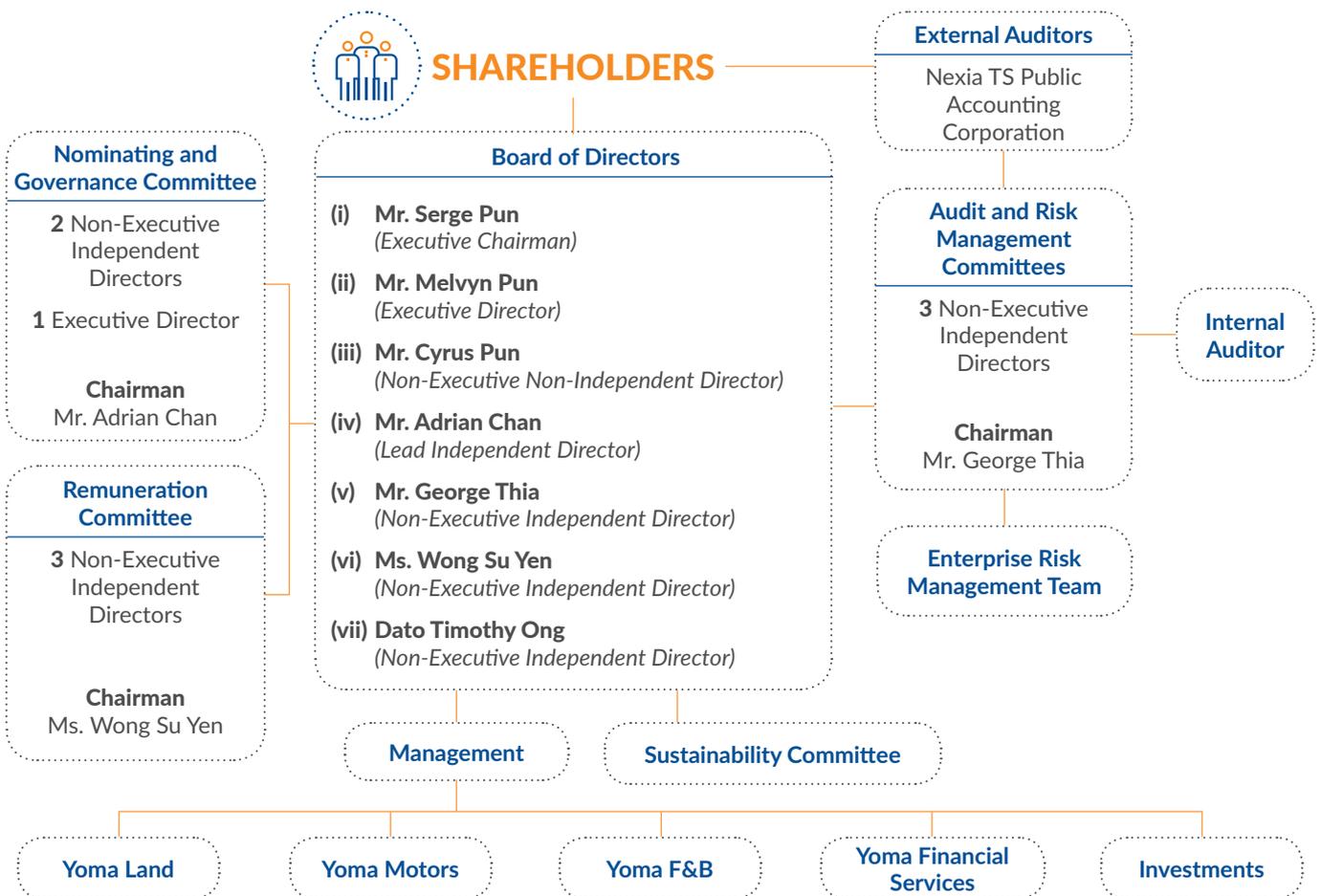


MSDP GOAL 1:
Peace, National Reconciliation, Security & Good Governance

MSDP GOAL 2:
Economic Stability & Strengthened Macroeconomic Management

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, Head of Sustainability, Head of Risk Management and Assurance, Head of Human Resources, Head of Investor Relations and the leaders of Yoma Strategic's core businesses – Yoma Land, Yoma Motors, Yoma F&B, Yoma Financial Services and Investments. The CEO sits on the Board, and the Head of Sustainability who 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. The Committee meets at least once a year to review the sustainability performance of the business units. Sub-Committees which are established for various projects and entities, also meet quarterly to discuss sustainability initiatives. Three of the Sub-Committees met regularly during FY2019.

YOMA STRATEGIC'S SUSTAINABILITY GOVERNANCE EXTERNAL INITIATIVES AND MEMBERSHIP OF ASSOCIATIONS

External Initiatives

GRI 102-12

- 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")

Membership of Associations

GRI 102-13

- 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 the lives of people in Myanmar by providing electricity access in off-grid communities to help people lift themselves out of poverty

ECONOMIC PERFORMANCE



11 SUSTAINABLE CITIES AND COMMUNITIES



MSDP GOAL 2:
Economic Stability & Strengthened Macroeconomic Management

MSDP GOAL 3:
Job Creation & Private Sector Led Growth

The Group aims to generate good returns to shareholders and create 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 balance business portfolio, where we have strengthened our business profile and improved our earning drivers.

In FY2019, Yoma Strategic's revenue increased to US\$100.7 million from US\$75.5 million in FY2018, while net profit attributable to equity holders of the Company grew to US\$34.1 million in FY2019 as compared to US\$11.9 million in FY2018. The Group's Non-Real Estate businesses contributed 44% of revenue whereas its Real Estate Development and Real Estate Services businesses contributed 32% and 24% of revenue respectively.

Direct Economic Value Generated and Distributed

GRI 201-1

	FY2019 (US\$ MILLION)	NOTES
Direct Value Generated	100.7	These include revenue and other income - net
Economic Value Distributed	93.8	
Material and Services Cost	47.5	These include cost of goods, administrative expenses excluding employee compensation
Employees	22.7	These include wages, salaries and benefits
Government	1.7	These include income tax expense
Capital Providers	25.2	These include dividends and interest expenses on borrowings and other finance cost
Community	0.08	These include voluntary donations and investment of funds in the broader community
Total Economic Value Retained	3.4	These include revenue and other income - net

ETHICAL BUSINESS



The Group is strongly opposed 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 as they look to expand into Myanmar. The Group also has the continued active support of IFC and ADB 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. Its reputation is one of its greatest assets. Corruption represents a risk to an organisation's business and reputation. 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 Anti-Bribery Policy, Anti-Corruption Procedure, Code of Conduct, Conflict of Interest Policy and Whistle Blowing Policy which are disseminated and available to all employees, contractors, suppliers and business partners and are also publicly available on Yoma Strategic's website at <http://www.yomastrategic.com>. Direct or indirect contributions to political causes may also represent a corruption risk because they can be used to exert undue influence on the political process. Yoma Strategic is not making – and has never made – any financial or in-kind political contributions, directly or indirectly.

Our Performance

Our employees are required to undergo training on the key policies and procedures. In FY2019, 319 (or approximately 13%) of the new employees have received training on Corporate Governance, Operational Compliance and Code of Conduct.

Our Target (FY2020)

20% of new hires to be trained in Corporate Governance and Code of Conduct.



ETHICAL BUSINESS (CONTINUED)

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 Dutch Development Bank's ("FMO") 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 58 to 62 in the Yoma Strategic FY2019 Annual Report.

Our Performance

The Environmental Compliance Certificate ("ECC") was awarded to the Yoma Central project in recognition that it follows the relevant national environmental policies, laws and regulations. Yoma Central is considered one of the largest foreign direct investments in Myanmar's real estate sector. The ECC was a significant milestone as Yoma Central was the first project in Myanmar's infrastructure sector to have its Environmental and Social Impact Assessment report and ECC approved by the Environmental Conservation Department in May 2019.

In November 2018, FMO closed a US\$25 million loan with Yoma Strategic for the expansion of its agri-equipment business in Myanmar (via its subsidiary, Convenience Prosperity Company Limited). The investment includes an US\$8 million tranche from the Infrastructure Development Fund ("IDF"), which FMO manages on behalf of the Dutch government. This funding will help to finance the import of tractors and implements for the expansion of Yoma Strategic's agri-equipment business under the "Automotive & Heavy Equipment" business unit.

In FY2019, there were no significant fines or non-monetary sanctions for non-compliance with environmental laws or regulation. There were also no significant fines or non-monetary sanctions for non-compliance with laws or regulations in the social and economic area.

Our Target (FY2020)

We strive to maintain compliance with all the relevant national environmental policies, laws and regulations as well as the IFC's Performance Standards and the ADB's Safeguard Policy.





Balancing the need for rapid development with good stewardship of Myanmar's resources, 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 a country developing as rapidly as Myanmar.



MSDP GOAL 5:
Natural Resources & the Environment for National Prosperity



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:

- Ways to reduce electricity use – by keeping the air conditioning set at 24-25°C at all of our offices
- Ways to reduce waste – by offering a discount for customers who bring their own cups to The Campus's cafe; plastic straws have been replaced with paper straws at Pun Hlaing Estate's F&B restaurants; water is sold in a glass jar from a 20 litres dispenser to reduce single use plastic bottles; straws are only provided at KFC at the customer's request
- Monitoring the quality of the outdoor air – there are two air monitoring units, one located in Pun Hlaing Dulwich College and another in StarCity Dulwich College. Updates on the air quality are provided to all residences
- No idling of vehicles in the Pun Hlaing and StarCity Estates
- Providing sustainable transport options for employee – company buses are provided for employees at designated pick up points to encourage employees to take buses instead of driving to ease traffic congestion in central Yangon and also to reduce the greenhouse gas emissions from vehicles driven by employees

Other Initiatives that the Group has undertaken to raise employee's awareness on environmental stewardship include World Clean Up Day, Earth Hour and Earth Day activities.

- World Clean Up Day: 250 staff volunteered in picking up rubbish in downtown Yangon, helping to create public awareness on the importance of proper waste management which will also help achieve a cleaner Yangon
- Earth Hour: The Campus, Pun Hlaing Estate, StarCity, Yoma F&B, Yoma Heavy Equipment, Volkswagen and Mitsubishi switched off the lights in the offices for one hour, initiated a tree planting program in Hlaing Thar Yar Township, Yangon, and a clean up program in Hlaing Thar Yar Township, Yangon and Mandalay where rubbish was collected to be disposed of by the municipality. Educational talks on causes and effects of air pollution were also held at The Campus and StarCity for employees and the general public

The management of climate-related risks and opportunities is an integral part of Yoma Strategic. The Group has started collecting data across its subsidiaries to account for their emissions. A set of performance targets will help to reduce the Group's carbon emissions, energy and water consumption and waste. Data collected during FY2018, FY2019 and FY2020 will be used as a baseline to set performance targets. The Group aims to set quantitative targets in FY2021. Meanwhile, it also aims to reduce single-use plastic and minimise harm to the environment.

Our Performance

In FY2019, the Group consumed a total of 361,662,416 MJ of energy across our various businesses. The pick up in building activity at Yoma Central and StarCity's Zone C resulted in an increase in fuel and electricity consumption.

During FY2019, there was also an increase in the number of Yoma F&B outlets, with KFC's store count increasing from 22 to 33 by the end of March 2019. This contributed to an increase in fuel and electricity consumption.

The Group has included in its calculations fuel and electricity 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 the 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.

A total of 1,022,481 MJ of renewable solar energy was generated from Yoma Land and Yoma Micro Power.

The renewable energy generated by Yoma Land has allowed us to avoid approximately 48 tonnes of CO₂.

Yoma Micro Power generated 633,197 MJ of solar power which was sold to telecom towers and communities in FY2019. This is equivalent to approximately 78 tonnes of CO₂ that was avoided through the use of renewable energy.

We recognise that we still have certain challenges relating to the reporting of our climate impact. We are working with dedicated sustainability staff from each business unit to improve the collection of the information and to define new methods, process and records for identifying the accurate data.

We have now obtained partial data across the Group since the process of data collection started in 2018. The process has been improving gradually while the Committee has been delivering training to staff from each Business Unit.

GRI 302-1

BUSINESS SEGMENT	TOTAL FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES (MJ)		TOTAL ELECTRICITY CONSUMPTION (MJ)		RENEWABLE ENERGY CONSUMED (MJ)		TOTAL ENERGY CONSUMPTION (MJ)	
	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019
Yoma Land	16,223,191	32,480,658	40,075,906	72,263,932	0	389,284	56,584,659	105,133,874
Yoma Motors	5,706,118	193,271,056	2,353,656	1,234,943	0	0	8,060,889	194,506,000
Yoma F&B	14,900,663	37,500,839	7,330,912	22,998,542	0	0	22,231,575 [#]	60,499,381
Yoma Financial Services	645,284	51,850 [®]	15,619	12,819 [®]	0	0	801,477	64,669
Investments	1,584,047	1,458,493	0	0	285,562	0	1,646,577	1,458,493
Total	39,059,303	264,762,896	49,776,091	96,510,237	285,562	389,284	89,325,177[#]	361,662,416

GRI 302-3

BUSINESS SEGMENT	ENERGY CONSUMED (MJ)		ENERGY INTENSITY	
	BUILDING	NON-BUILDING	BUILDING	NON-BUILDING
Yoma Land	83,832,937	21,300,937	27.81 MJ / sq m	0.07 MJ / man hour
Yoma Motors	2,774,266	191,731,734	3.60 MJ / sq m	-
Yoma F&B	33,362,621	27,136,761	2,609 MJ / sq m	12 MJ / man hour
Yoma Financial Services	64,669 [®]	-	30 MJ / sq m	-
Investments	367,357 [*]	1,091,136 ^{**}	57 MJ / sq m [*]	27 MJ / man hour ^{**}

* Covers only MAGT

** Covers only Yoma Micro Power

[#] The Total Energy Consumption in FY2018 for Yoma F&B has been restated as 22,231,575 MJ as there was double counting of Cooling Consumption in the total consolidated data. The overall Total Energy Consumption for the Group in FY2018 is thus also restated as 89,325,177 MJ.

[®] Fuel and electricity consumption in FY2019 for Yoma Financial Services excludes non-building data.

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 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, Yoma Central, Yoma Development Group, SPA Design, Yoma Strategic's office in Singapore
- Yoma Motors: Yoma Heavy Equipment, Volkswagen, Mitsubishi Motors, Ducati
- Yoma F&B: KFC, KOSPA
- Yoma Financial Services: Yoma Fleet
- Investments: MAGT Agriculture and Yoma Micro Power

GRI 305-1, GRI 305-2

GHG EMISSIONS (tCO₂e)

BUSINESS SEGMENT	GHG EMISSIONS (tCO ₂ e)			
	FY2018	FY2019		
	TOTAL	SCOPE 1	SCOPE 2 [#]	TOTAL
Yoma Land	4,899.6	2,385	6,664	9,049
Yoma Motors	834.4	14,324	113	14,437
Yoma F&B	1,780.4	2,779	2,121	4,900
Yoma Financial Services	49.3 [®]	3	2	5
Investments	117.4	107	0	107
Total	7,681.10	19,599	8,899	28,499

[#] 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

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

GRI 305-4

GHG INTENSITY (FY2019)

BUSINESS SEGMENT	BUILDING	NON-BUILDING
Yoma Land	0.0025 tCO ₂ e / sq m	0.00001 tCO ₂ e / man hour
Yoma Motors	0.0003 tCO ₂ e / sq m	-
Yoma F&B	0.2295 tCO ₂ e / sq m	0.0009 tCO ₂ e / man hour
Yoma Financial Services	0.0023 tCO ₂ e / sq m	-
Investments	0.004 tCO ₂ e / sq m*	0.002 tCO ₂ e / man hour**

* Covers only MAGT

** Covers only Yoma Micro Power



Water Use & Reduction

GRI 303-1

Our Approach

We acknowledge our responsibility to preserve the quality of our land, water and air and actively work to protect and conserve the land we own and operate on. Most of the Group's Real Estate and Automotive & Heavy Equipment business segments use groundwater. The water data includes 14 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

Total water consumption in cubic meters

Business Segment	FY2018	FY2019
Yoma Land	2,007,357*	1,779,781
Yoma Motors	75,395	199,279
Yoma F&B	16,812	107,101
Yoma Financial Services	0	0
Investments	125,393	130,193
Total	2,224,957	2,216,354

A total of 2,216,354m³ was used in FY2019. This decline was due to Real Estate projects being at a stage of construction which was less water intensive compare to FY2018. The reduction was partially offset by an increase in the number of F&B outlets and motor showrooms. Similarly, the volume of water used at Yoma Motors also increased due to an increase in the number of showrooms being opened in FY2019. As we continue to implement water saving measures across our various business sectors, we will also continue to monitor our water consumption patterns to identify opportunities for resource conservation.

* The volume of water used by Yoma Land in FY2018 has been restated as 2,007,357m³. The overall water volume of water consumed by the Group in FY2018 has also been restated as 2,224,957m³.



Waste & Effluent GRI 306-2

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. The Group is part of the “Refill Not Landfill” campaign. This initiative aims to cut down on the millions of plastic water bottles discarded each year by offering an alternative: reusable aluminium bottles. These bottles can be refilled free of charge at various venues, including The Campus, Yoma Heavy Equipment branches, Yoma Bank branches, Pun Hlaing Estate and StarCity Country Clubs and Golf Courses, shops, hotels and restaurants.



Our Performance

Yoma Strategic is implementing guidelines in its procurement practices to substantially reduce waste generation through prevention, reduction, recycling and reuse. Instead of using plastic bottles at its head office, Yoma Strategic uses glass jars to refill from 20 litres water dispensers. This has reduced the number of plastic bottles ending up in landfills by more than 13,200 bottles per year. Through the Refill Not Landfill campaign, the Group had distributed approximately 9,954 reusable aluminium bottles in its operations since the launch of the program in May 2018.

Yoma Central reused 319,946 tonnes of waste and recycled 776 tonnes of waste resulting in a reduction to 694 tonnes of waste being sent to landfill in FY2019. These methods show the high performance and caring for reducing the pollution and climate change of the city during the construction phase of the biggest real estate development.

To help reduce the amount of waste going to landfill, Pun Hlaing Estate has also started to compost organic waste which is later used for landscaping and residential projects. In FY2019, a total of 468.1 tonnes of waste was composted.

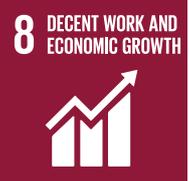
Hazardous Waste (tonnes)

Method of Disposal	FY2018	FY2019
Reused	1	0
Disposed in Landfill	36	2.8
Total	37	2.8

Non-Hazardous Waste (tonnes)

Method of Disposal	FY2018	FY2019
Reused	16,981	319,946
Recycled	2,456	911
Disposed in Landfill	84,906	5704
Composting	-	468.1
Total	104,343	327,029.1

Our People



MSDP GOAL 3:
Job Creation
& Private Sector
Led Growth

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. Yoma Strategic's Human Resources department has a firm focus on local communities. Wherever possible, Yoma Strategic hires locally.

Our Performance

As of 31 March 2019, Yoma Strategic employed a total of 4,026 employees. With the exception of one female part-time employee, the rest of the employees in the Group are full-time employees. The Group is made up of 36 corporate entities, the vast majority of which are based in Myanmar.

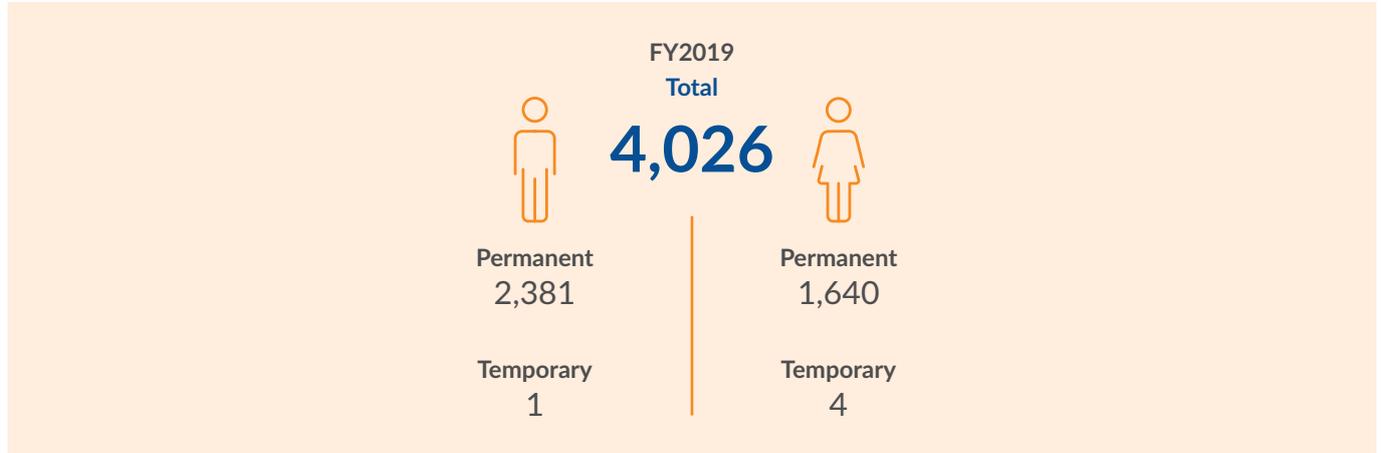
The Group has been building up its Automotive & Heavy Equipment and F&B businesses. The 61% hiring rate was mainly driven by Yoma Motors and Yoma F&B, which included the opening of Volkswagen showrooms in Yangon and Mandalay, the increase in the number of KFC stores and the opening of Little Sheep and Auntie Anne's™ stores. The 58% employee turnover rate in FY2019 was mainly driven by Yoma Land as it streamlined some of its operations and Yoma F&B where the sector generally sees a higher turnover rate. For example, globally, Quick Service Restaurants can see turnover of up to 300% per year, however KFC Myanmar has only a 60% turnover¹.

¹ KFC internal data

Our People

Total number of employees by employment, by gender

GRI 102-8



Total number of employees by employment contract, by country

GRI 102-8

Region	FY2019	
	Permanent	Temporary
Myanmar	4,008	5
Singapore	13	0

New Hires by Age Group

GRI 401-1



	<30 Years Old	30-50 Years Old	>50 Years Old
Rate of new hires (as a proportion of total number of employees)	50%	7%	0%
Rate of new hires (as a proportion of total employees in age group)	83%	22%	7%

New Hires by Gender

GRI 401-1



	Male	Female
Rate of new hires (as a proportion of total number of employees)	37%	21%
Rate of new hires (as a proportion of total employees in gender group)	63%	52%

New Hires by Region

GRI 401-1

	FY2019		
	Myanmar	Singapore	Total
Number of new hires	2,338	3	2,341
Rate of new hires (as a proportion of total number of employees)	58%	0%	
Rate of new hires (as a proportion of total employees in region)	58%	23%	

Turnover by Age Group

GRI 401-1

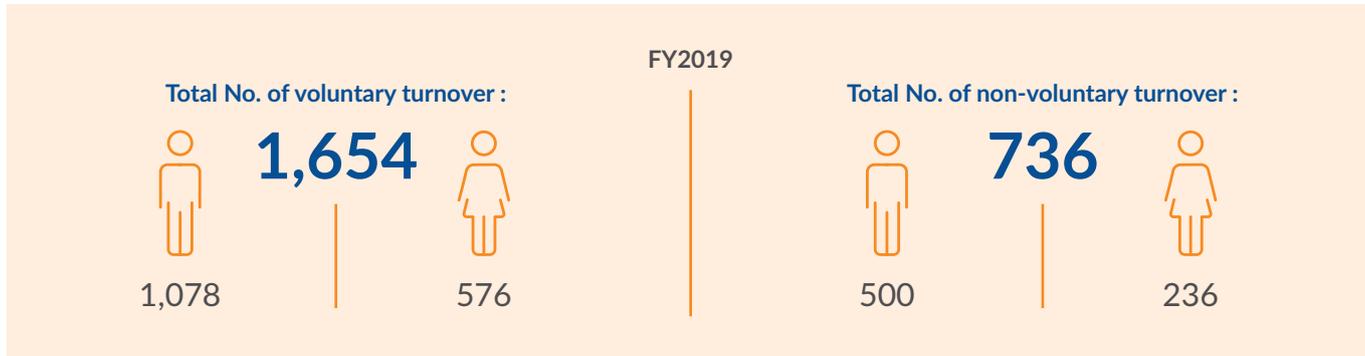


	<30 Years Old	30-50 Years Old	>50 Years Old
Rate of voluntary & non-voluntary turnover (as a proportion of total number of employees)	45%	12%	2%
Rate of voluntary & non-voluntary turnover (as a proportion of total employees in age group)	75%	35%	39%

Our People

Turnover by Gender

GRI 401-1



	Male	Female
Rate of voluntary & non-voluntary turnover (as a proportion of total number of employees)	39%	20%
Rate of voluntary & non-voluntary turnover (as a proportion of total employees in gender group)	66%	49%

Turnover by Region

GRI 401-1

	FY2019		
	Myanmar	Singapore	Total
No. of voluntary turnover	1,654	0	1,654
No. of non-voluntary turnover	736	0	736
Rate of voluntary & non-voluntary turnover (As a proportion of total number of employees)	59%	0%	
Rate of voluntary & non-voluntary turnover (As a proportion of no. of employees in region)	60%	0%	



Employee data presented in the tables above includes employees from:

- Real Estate: Pun Hlaing Estate, StarCity, Yoma Central, Yoma Development Group, SPA Design
- Automotive: New Holland, JCB Yoma, Volkswagen, Mitsubishi Motors, Ducati
- Consumer: KFC, KOSPA, Auntie Anne's™, Little Sheep Hot Pot
- Financial Services: Yoma Fleet
- Investments: Agriculture and Yoma Micro Power

Our People

Training & Development, Talent Retention GRI 401-1

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 programs cover a wide variety of topics to equip 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.

Succession Planning

Senior management currently comprises a large number of expatriates who provides skills and expertise that would otherwise not be readily available in Myanmar. A key KPI of these managers is to appoint a local replacement to their position within five years. Meeting this KPI involves the planned and coordinated transfer of knowledge to local staff, which provides unique opportunities to the Group’s local employees based on their individual performance, and regardless of gender, religion, or cultural identity. To support these activities, 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.

Our Performance

In FY2019, a total of 16,000 training hours had been achieved by the Group’s employees, which is on track to reach the Group’s FY2020 target of 40,650 hours.

Our Target (FY2020)



Our People

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 has to 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 33 nationalities as well as a large and growing number of returnees. Our female and male representation in the Group is

approximately 49% and 51%, respectively. We have achieved our FY2019 target for 50% of the managers in the Group to be trained on anti-harassment. The larger Yoma Group* through First Myanmar Investment Public Company Limited ("FMI") was awarded with an Economic Dividends for Gender Equality EDGE Certification** in May 2019.

No incidents of discrimination were recorded during the reporting period.

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 four initiatives:

- **Building Leaders** - The Leading the Yoma Way Programme was developed in order to build future leadership capability. 20 women were nominated for and completed the programme out of 29 delegates. The programme will continue with the next tranche in September 2019.
- **Unconscious Bias Training** - The Exco underwent Unconscious Bias training in September 2018. It is also included as a module on the Leading the Yoma Way programme.
- **Policies** - The Group used the Economic Dividend for Gender Equality ("EDGE") certification to assess the Support Services Group and PHSH Gender policies and practices. Both Groups have passed the certification and have action plans in place to further address gaps identified.
- **Training & Awareness** - The Respectful Workplace e-training was developed and the target set that 50% of managers complete the training. This milestone was reached on 31 March 2019. We continue to monitor completion of this training. The training covered: Respectful Behavior and the Yoma Group's Approach to Discrimination, Harassment, Bullying and Victimization.

Our Target (FY2020)



80%

OF MANAGERS TO COMPLETE RESPECTFUL
WORKPLACE TRAINING

* Yoma Group comprises Yoma Strategic, First Myanmar Investment Public Company Limited, Serge Pun Associates (Myanmar) Ltd and their subsidiaries.

** 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 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. It has rolled out training programs on human rights for its employees, and new employees receive training in HR policies and procedures during their first month of employment. Yoma Strategic also intends to conduct training on human rights for new employees and is looking to introduce additional training on human rights for its existing employees in the next reporting period.

Trade Unions were legalised in Myanmar in 2012 and in 2015 the Confederation of Trade Unions of Myanmar (“CTUM”) was officially recognised. It is an Umbrella body with various federations.

Our Performance

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 <http://www.yomastrategic.com>.

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

Our Target (FY2020)

Maintain

0
 TOLERANCE

Prevent the use of child labour by raising awareness on how to identify children at work




Our People

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 obliged 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.

Our Performance

We have achieved a total of 27,162 hours of health and safety training in FY2019 across the business segments of Yoma Land, Yoma Motors[#] and Investments, which is almost twice as many training hours as in FY2018. Despite our efforts to ensure a safe working environment for our employees, our injury rate for these business segments is an average of 1.263[^], while our lost day rate is 8.28[@] for FY2019.

Our Target (FY2020)



5%

INCREASE FROM FY2019
IN TRAINING HOURS

[#] Excludes Yoma Fleet, Ducati and Volkswagen. There were no fatalities or incidences of occupational diseases.

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

[@] Calculated based on (total lost days x 200,000) / total man hours worked
Total man hours worked is 8,223,580 hrs



OUR COMMUNITY

Yoma Strategic gives back to the community through its financial contributions and voluntary work. In FY2019, Group employees collectively achieved more than 15,000 hours of volunteer work. Yoma Strategic contributed approximately US\$79,000 for social causes such as provision and maintenance of a refuse facility for a local community in Yangon, thus improving the hygiene and living conditions for local residents. Numerous corporate social responsibility initiatives were also undertaken by our various subsidiaries in FY2019. Some examples are highlighted below.

The Fight Against Malaria

Various subsidiaries under Yoma Strategic have partnered with M2030 to raise awareness and funds for the fight against malaria. Yoma Strategic is M2030's founding partner in Myanmar. All funds raised through this M2030 campaign support malaria elimination programs are implemented by Population Services International Myanmar, one of the leading non-profit organisations fighting malaria in the country.

Fund Raising from the annual Yoma Yangon International Marathon

The annual Yoma Yangon International Marathon ("YYIM"), which is co-organised by Yoma Strategic, FMI and the Yangon City Development Committee, saw more than 8,000 local and international runners taking part in its 7th edition in January 2019. The funds raised from this marathon contributed to five key projects to improve the welfare and education of the children in Myanmar.

The five projects are (i) YCDC Non-Profit Child Day Care Center for Low Income Citizens, (ii) Zeyar Shwe Taung Youth Development Center (Hlegu, Yangon Division), (iii) Myanmar

Red Cross Society, (iv) Su Htoo Pan Youth Development Center (Than Lyin, Yangon Division), and (v) Happy Haven Humanitarian Project (Tapin Shwe Htee Road, East Dagon, Ward 11).

Step-In Step-Up program

The Group funded two programs run by Step-In Step-Up, a charitable organisation which runs programs to empower & educate underprivileged young adults. The two programs funded are the Vocational Training Academy and GAP Kids. Over 100 participants have attended the Vocational Training Academy since the program started in June 2018. The GAP Kids program caters to children of ages 12 to 18 and is held in collaboration with Dulwich College Yangon to create a social, learning and entertaining environment for 37 children every Saturday for a full term either from September – December or from January – June. The program has seen two cohorts of children since it started its first intake in September 2018.

TARGET (FY2020)



Continue implementing community investment programmes



About This Report

Yoma Strategic is pleased to present its second Sustainability Report, which covers the reporting period 1 April 2018 to 31 March 2019. 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. The report is aligned with the Singapore Exchange (“SGX-ST”) Sustainability Reporting Guidelines (set out in listing rules 711A and 711B).

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 a share of less than 50% are excluded from the scope of this report with the exception of Yoma Central (48%), Yoma Micro Power (35%) and Wave Money (34%). A complete overview

of the Group’s entities can be found on pages 30 - 50 of its FY2019 Annual Report on Yoma Strategic’s website at <http://www.yomastategic.com>. This report has not been assured by a third party, but the Group is planning to seek external assurance for future reports, once Yoma Strategic has completed the intended deep integration of sustainability into its operations and verified that all management systems are reliably producing the required metrics.

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

Sustainability Committee
sustainability@yoma.com.mm



Disclosure	Disclosure	Page No.	Omission
GRI 102: GENERAL DISCLOSURES 2016			
102-1	Name of the organisation	AR2019 (1)	
102-2	Activities, brands, products, and services	9, AR2019 (2-7)	
102-3	Location of headquarters	9, AR2019 (2-7)	
102-4	Location of operations	9, AR2019 (2-7)	
102-5	Ownership and legal form	9	
102-6	Markets served	AR2019 (2-7)	
102-7	Scale of the organisation	AR2019 (2-7)	
102-8	Information on employees and other workers	28	
102-9	Supply chain	Our suppliers are based in Myanmar and overseas, and include service providers, equipment providers as well as food suppliers	
102-10	Significant changes to the organization and its supply chain	9	
102-11	Precautionary Principle or approach	16	
102-12	External initiatives	17	
102-13	Membership of associations	17	
102-14	Statement from senior decision-maker	6-7	
102-16	Values, principles, standards, and norms of behaviour	AR2019 (2)	
102-18	Governance structure	16	
102-40	List of stakeholder groups	13	
102-41	Collective bargaining agreements	34	
102-42	Identifying and selecting stakeholders	13	
102-43	Approach to stakeholder engagement	13	
102-44	Key topics and concerns raised	13	
102-45	Entities included in the consolidated financial statements	AR2019 (28)	
102-46	Defining report content and topic Boundaries	37	
102-47	List of material topics	14	
102-48	Restatements of information	25	
102-49	Changes in reporting	None	
102-50	Reporting period	37	
102-51	Date of most recent report	37	
102-52	Reporting cycle	37	
102-53	Contact point for questions regarding the report	37	
102-54	Claims of reporting in accordance with the GRI Standards	37	
102-55	GRI content index	sustainability@yoma.com.mm	
102-56	External assurance	None	

GRI Content Index

Disclosure	Disclosure	Page No.	Omission
GRI 201: ECONOMIC PERFORMANCE 2016			
103-1	Explanation of the material topic and its Boundary	18	
103-2	The management approach and its components	18	
103-3	Evaluation of the management approach	18	
201-1	Direct economic value generated and distributed	18	
GRI 205: ANTI-CORRUPTION 2016			
103-1	Explanation of the material topic and its Boundary	19	
103-2	The management approach and its components	19	
103-3	Evaluation of the management approach	19	
205-2	Communication and training about anti-corruption policies and procedures	19	
GRI 302: ENERGY 2016			
103-1	Explanation of the material topic and its Boundary	22-23	
103-2	The management approach and its components	22-23	
103-3	Evaluation of the management approach	22-23	
302-1	Energy consumption within the organization	22-23	
302-3	Energy Intensity	23	
GRI 303: WATER 2016			
103-1	Explanation of the material topic and its Boundary	25	
103-2	The management approach and its components	25	
103-3	Evaluation of the management approach	25	
303-1	Water withdrawal by source	25	
GRI 305: EMISSIONS 2016			
103-1	Explanation of the material topic and its Boundary	22	
103-2	The management approach and its components	22	
103-3	Evaluation of the management approach	22	
305-1	Direct (Scope 1) GHG emissions	24	
305-2	Energy indirect (Scope 2) GHG emissions	24	
305-4	GHG emissions intensity	24	
GRI 306: EFFLUENTS AND WASTE 2016			
103-1	Explanation of the material topic and its Boundary	26	
103-2	The management approach and its components	26	
103-3	Evaluation of the management approach	26	
306-2	Waste by type and disposal method	26	

GRI Content Index

Disclosure	Disclosure	Page No.	Omission
GRI 307: ENVIRONMENTAL COMPLIANCE 2016			
103-1	Explanation of the material topic and its Boundary	20	
103-2	The management approach and its components	20	
103-3	Evaluation of the management approach	20	
307-1	Non-compliance with environmental laws and regulations	20	
GRI 401: EMPLOYMENT 2016			
103-1	Explanation of the material topic and its Boundary	27-30	
103-2	The management approach and its components	27-30	
103-3	Evaluation of the management approach	27-30	
401-1	New employee hires and employee turnover	27-30	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016			
103-1	Explanation of the material topic and its Boundary	35	
103-2	The management approach and its components	35	
103-3	Evaluation of the management approach	35	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	35	Data for workers (excluding employees) is currently unavailable and thus not included
GRI 404: TRAINING AND EDUCATION 2016			
103-1	Explanation of the material topic and its Boundary	31	
103-2	The management approach and its components	31	
103-3	Evaluation of the management approach	31	
404-1	Average hours of training per employee	31	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016			
103-1	Explanation of the material topic and its Boundary	32	
103-2	The management approach and its components	32	
103-3	Evaluation of the management approach	32	
405-1	Diversity of governance bodies and employees	32	
GRI 406: NON-DISCRIMINATION 2016			
103-1	Explanation of the material topic and its Boundary	32	
103-2	The management approach and its components	32	
103-3	Evaluation of the management approach	32	
406-1	Incidents of discrimination and corrective actions taken	32	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016			
103-1	Explanation of the material topic and its Boundary	33	
103-2	The management approach and its components	33	
103-3	Evaluation of the management approach	33	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	33	

GRI Content Index

Disclosure	Disclosure	Page No.	Omission
GRI 408: CHILD LABOUR 2016			
103-1	Explanation of the material topic and its Boundary	33	
103-2	The management approach and its components	33	
103-3	Evaluation of the management approach	33	
408-1	Operations and suppliers at significant risk for incidents of child labour	33	
GRI 409: FORCED OR COMPULSORY LABOUR 2016			
103-1	Explanation of the material topic and its Boundary	33	
103-2	The management approach and its components	33	
103-3	Evaluation of the management approach	33	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	33	
GRI 412: HUMAN RIGHTS ASSESSMENT 2016			
103-1	Explanation of the material topic and its Boundary	33	
103-2	The management approach and its components	33	
103-3	Evaluation of the management approach	33	
412-2	Employee training on human rights policies or procedures	33	
GRI 413: LOCAL COMMUNITIES 2016			
103-1	Explanation of the material topic and its Boundary	10, 36	
103-2	The management approach and its components	10, 36	
103-3	Evaluation of the management approach	10, 36	
413-1	Operations with local community engagement, impact assessments, and development programs	10, 36	
GRI 415-1: PUBLIC POLICY 2016			
103-1	Explanation of the material topic and its Boundary	19	
103-2	The management approach and its components	19	
103-3	Evaluation of the management approach	19	
415-1	Political contributions	19	
GRI 419: SOCIOECONOMIC COMPLIANCE 2016			
103-1	Explanation of the material topic and its Boundary	20	
103-2	The management approach and its components	20	
103-3	Evaluation of the management approach	20	
419-1	Non-compliance with laws and regulations in the social and economic area	20	



BUILDING A
BETTER MYANMAR
FOR ITS PEOPLE
