

SUSTAINABILITY REPORT

2024



**BEYOND BUSINESS:
TOWARDS A SUSTAINABLE
AND INCLUSIVE FUTURE**

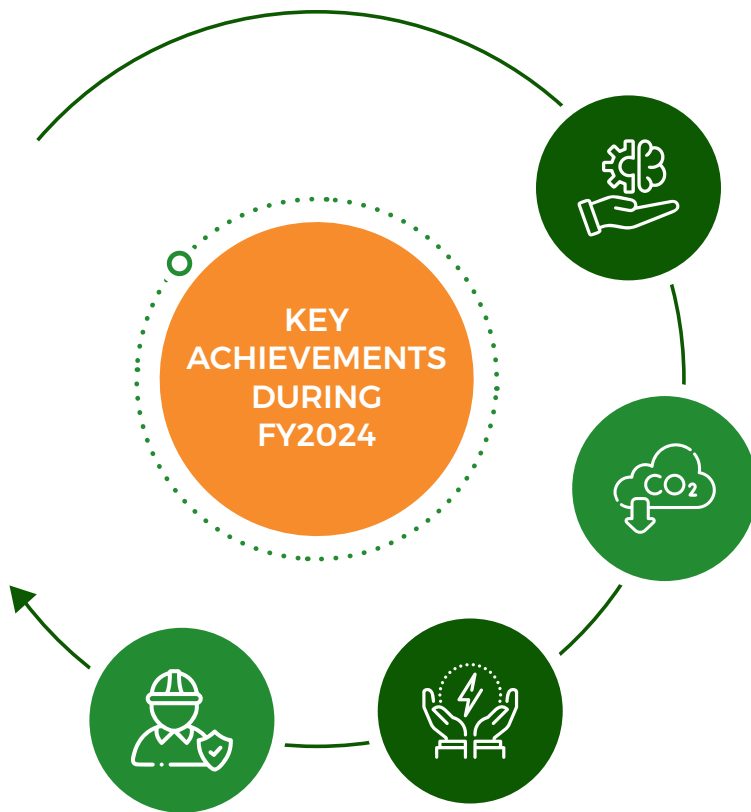


Table of Contents

Highlights - - - - -	1
About This Report- - - - -	2
Board Statement - - - - -	4
Chairman & CEO Statement - - - - -	5
Organisational Profile- - - - -	6
Group Structure- - - - -	8
Sustainable Development Goals - - - - -	9
Overview of Yoma Strategic's ESG Performance - - - - -	13
Yoma Strategic's Approach to Sustainability - - - - -	16
Our Business Philosophy - - - - -	19
Our Business - - - - -	21
Our Planet - - - - -	25
Our People - - - - -	44
GRI Content Index - - - - -	54
TCFD Content Index - - - - -	57



Highlights



Achieved **one training/refresher session per quarter** on the Code of Conduct and Anti-Bribery and Corruption Policy for targeted audience.

The Group significantly reduced GHG emissions intensity from 0.2876 tCO₂e/US\$'000 in FP2023 to **0.07381 tCO₂e/US\$'000** in FY2024.

The Group reduced energy intensity from 2,111.45 MJ/US\$'000 in FP2023 to **851.82 MJ/US\$'000** in FY2024.

There were **zero** recorded work-related injuries for FY2024, a significant improvement compared to an average injury rate of 1.67 for FP2023.

AWARDS



The Company has won the **Best Investor Relations (Silver Award)** under the small-cap company category at the Singapore Corporate Awards 2023 and **Best Annual Report (Silver Award)** under the small-cap company category at the Singapore Corporate Awards 2022.



The Company upholds the highest standards of corporate governance and it was in the **top 5% of the Singapore Governance and Transparency Index ("SGTI")** in 2022. The SGTI is aimed at assessing companies on their corporate governance disclosures and practices, as well as the timeliness, accessibility and transparency of their financial results announcements.

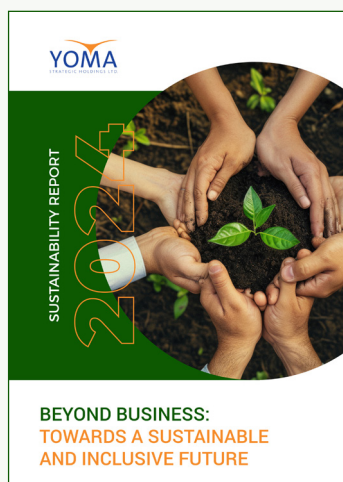


Yoma Land has been awarded **Developer of the Year** and **Green Technology Initiative of the Year** for Estella Townhouses in the Myanmar category at the Real Estate Asia Awards 2024 organised by Charlton Media Group.

About This Report



Yoma Strategic Holdings Ltd. ("Yoma Strategic", the "Company", or collectively with its subsidiaries, the "Group") is pleased to present our sixth Sustainability Report, which describes our sustainability initiatives and performance for the reporting period 1 April 2023 to 31 March 2024 ("FY2024" or "12M-Mar2024") and addresses the issues that Yoma Strategic has identified as most important to our stakeholders. The data presented in this FY2024 Sustainability Report covers a 12-month period and is compared to the previous financial year covering a period of 18 months from 1 October 2021 to 31 March 2023 ("FP2023").



Reporting Scope and Boundary

The scope of this report covers all subsidiaries of the Group, excluding joint ventures and associated companies. Our report includes the business segments listed below:

Yoma Land

- StarCity
- Yoma Central
- Pun Hlaing Estate

Mobile Financial Services

- Wave Money

Leasing

- Yoma Fleet

Yoma F&B

- KFC
- YKKO

Yoma Motors

- Heavy Equipment
- Passenger Vehicles

Investments

- Agriculture
- Dalian Shopping Mall
- OneNex
- Pocket
- KOSPA
- Elevators

Others

- Corporate Services and Treasury

Due to the inclusion of more entities in our sustainability report, data from previous reporting periods within this report has been restated to align with the Group's financial reporting boundaries more closely and to present a more comprehensive insight into its sustainability performance. A complete overview of the Group's entities can be found on page 15 of its Annual Report 2024, which is available on Yoma Strategic's website at <https://yomastrategic.com>.

Reporting Framework

Yoma Strategic publishes a Sustainability Report on an annual basis. This Report has been prepared with reference to the Global Reporting Initiative ("GRI") Standards 2021, and the Task Force for Climate-related Financial Disclosures ("TCFD") framework. The Group has referenced the GRI Standards as it provides comprehensive guidance for preparing sustainability reports that are accurate, reliable, comparable across time, and decision-useful for its stakeholders. Meanwhile, the Group adopts the TCFD framework this year as it recognises that it is important to implement a structured approach in measuring and mitigating our impact on the climate. The Group has adopted a phased approach to climate reporting and will become progressively more compliant with the TCFD recommendations over ensuing reporting periods, which ensures it is in good stead to meet the Singapore Exchange Securities Trading Limited's ("SGX-ST" or "SGX") mandatory climate reporting rules for companies in the real estate industry that will come into effect for financial periods beginning on or after 1 January 2025. The GRI and TCFD Content Indexes can be found at the end of this report.

This Report adheres to the SGX-ST Rules 711A and 711B of the Mainboard Listing Manual, as well as the guidelines outlined in Practice Note 7.6 on the six primary components of a sustainability report on a "comply or explain" basis. Additionally, this Report also references the United Nations Sustainable Development Goals (UNSDGs) where relevant to our business.

This report demonstrates the Group's commitment to keep stakeholders abreast of its sustainability performance and it welcomes all feedback.

Assurance

The information and data presented herein has been reported in good faith and to the best of the Group's knowledge, with their accuracy ensured by internal monitoring and verification processes. This report has not been assured by a third party, but the Group is planning to seek external assurance for future reports, once it has completed the intended deep integration of sustainability into its operations and verified that all management systems are reliably producing the required performance metrics.

Feedback

The Group values the feedback of its stakeholders and recognises that their views can improve its sustainability performance. Should you have comments or suggestions on this report or any of the Group's sustainability practices, initiatives, or goals, please contact us at sustainability@yoma.com.mm.

Board Statement

The Board of Directors (the "Board") of Yoma Strategic regards sustainability as a fundamental aspect of its mission to "Build a Better Myanmar for its People". The Board has integrated material environmental, social, and governance ("ESG") topics into its strategic planning and is responsible for identifying and overseeing the management and monitoring of these key ESG factors. This report has been reviewed and approved by the Board, Management, and the Sustainability Committee.

Across our varied businesses and operations, the Group seeks to realise its Sustainability & Responsibility Strategy ("S&R"), which outlines the direction we hope to take to become a pillar in Myanmar's economy. While aiming for the highest standards of governance, ethics, sustainability, and responsibility, the Group also strives to create value for its diverse group of stakeholders including employees, shareholders, and the broader community.

This year has been a significant year in our sustainability journey, as we expand the depth and breadth of our reporting scope. The sustainability performance of all subsidiaries of

the Group are included, allowing our stakeholders a better understanding of the components' contribution to our sustainability targets and ensures that all business units are aligned in achieving our S&R Strategy. We have also reviewed sustainability targets to ensure that every subsidiary participates in the setting these targets and contributes to the overall performance of the Group.

An important aspect of our sustainability programmes is our climate commitment, as we recognise the Group's role in contributing to a greener and better future for the Earth. To this end, we will be stepping up efforts in our climate-related reporting, starting with understanding our impact on the environment across our diverse business units and incorporating these insights in a climate transition plan.

Our strategy and plans are a product of our people, who are the foundation and actuators of our sustainability plans. Despite the challenging economic landscape, we remain committed to the welfare and growth of our employees, empowering them to create sustainability programmes that generate value.

We look forward to our ongoing journey towards a better future and welcome our stakeholders to be a part of our sustainability journey in the years to come.



PEOPLE



PLANET



PROFIT



Chairman & CEO Statement



Mr. Melvyn Pun

At Yoma Strategic, our commitment to sustainability is at the core of our mission to “Build a Better Myanmar for its People”. As we navigate through a rapidly changing world, we recognise the critical importance of integrating sustainable practices into our business operations to create lasting value for our stakeholders and future generations.

Progress in Digital Payments

One of our significant milestones in sustainability has been the advancement of Wave Money, our digital payments platform. By leveraging on technology, we have enhanced financial inclusion and provided secure, efficient, and accessible financial services to underserved communities in Myanmar. Our digital payment solutions have empowered small businesses, facilitated seamless transactions, and contributed to economic growth, reinforcing our commitment to social sustainability.

Advancements in Solar Energy

In our pursuit of environmental sustainability, we have made progress in adopting solar energy solutions. By investing in solar energy projects, we have significantly reduced our carbon footprint and reliance on non-renewable energy sources. Our solar initiatives not only demonstrate our dedication to environmental stewardship but also contribute to the energy independence and resilience of the communities we serve. We are proud to lead by example in promoting clean energy and mitigating climate change.

Enhanced Climate Reporting

Transparency and accountability are essential components of our sustainability strategy. This year, we have strengthened our climate reporting practices to provide more comprehensive and accurate disclosures on our environmental impact. By aligning with global standards and frameworks, we ensure that our stakeholders have a clear understanding of our efforts to address climate-related risks and opportunities. Our enhanced climate reporting underscores our commitment to continuous improvement and proactive management of our environmental responsibilities.

In conclusion, our progress across our portfolio of business units is a testament to our unwavering commitment to sustainability. While the road ahead remains full of challenges, we will continue to innovate and collaborate with our partners to drive sustainable growth and create a positive impact on society and the environment.

Together, we believe that we are on the right path to building a better Myanmar, and more broadly, a better planet for its people. We thank you for your continued support in our sustainability endeavours and anticipate sharing our progress in the years ahead. Your feedback is crucial to our sustainability journey, and you can reach out to us at sustainability@yoma.com.mm.

Organisational Profile

About Yoma Strategic

OUR VISION



INVESTOR SATISFACTION

We create sustainable investment opportunities by leading with integrity and robust business practices.



CUSTOMER SATISFACTION

We serve our customers by being their trusted partner to deliver the best products and services for their needs.



EMPLOYEE SATISFACTION

We invest in our people to build careers around a shared culture of fairness, diversity, empowerment, and recognition.

OUR MISSION

BUILD A BETTER MYANMAR FOR ITS PEOPLE

OUR CORE VALUES



INNOVATION



TEAMWORK



INTEGRITY



RESPECT

Yoma Strategic is a leading conglomerate in Myanmar, with a focus on Real Estate, Mobile Financial Services, Leasing, F&B, Heavy Equipment & Passenger Vehicles and Investments. Listed on the Mainboard of the Singapore Stock Exchange since 2006, Yoma Strategic has built up a nationwide presence and is recognised as a partner of choice for international organisations in Myanmar.

At our core, our mission is to build a better Myanmar for its people. It 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.

Yoma Land

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 to make homeownership

accessible. The first City Loft development sits on a 22-acre master planned site at StarCity. As of 31 March 2024, all 1,331 launched units have been booked or sold.

City Loft West

Building in this success, Yoma Land has 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 units¹ upon completion. As of 31 March 2024, 578 of 715 launched units have been booked or sold.

Estella

Estella, the first townhouses at StarCity offering a modern, eco-friendly lifestyle, launched in October 2023. As of 31 March 2024, 672 of 690 launched units have been booked or sold.

¹ Based on the latest development plans.

ARA

ARA, a modern living concept, defined by an innovative cluster design and minimalist aesthetics for community living, launched in March 2024. ARA is expected to have approximately 1,018 units² upon completion. As of 31 March 2024, 392 of 468 launched units have been booked or sold.

This expansion further demonstrates Yoma Land's commitment to address the shortage of quality, affordable housing for the middle-class population in Myanmar.

Mobile Financial Services

Wave Money is a leader in driving financial inclusion in Myanmar. Its financial services platform includes an extensive network of over 59,000 agents and digital payment ecosystem through its mobile app, WavePay, ensuring fast, convenient, and seamless mobile financial services for Myanmar's unbanked population living in remote areas where banks are often inaccessible. Thousands of people a day are sending money anywhere and at any time through the Wave Money network nationwide which serves 11.4 million active users³. WavePay has onboarded 210,000 QR merchants as of 31 March 2024.

Leasing

Yoma Fleet is one of the largest vehicle lease and rental operators in Myanmar. Yoma Fleet was established in early 2014 as a vehicle rental and contract hire operator providing operating lease and rental solutions predominantly to multinational companies. In 2018, Yoma Fleet added finance lease solutions for small medium enterprises ("SME") and retail customers to its product portfolio and launched Yoma Car



² Based on the latest development plans.

³ Unique users who perform any transaction in the last 90 days.

⁴ Including YKKO franchised outlets and owner-operated restaurants.

Share, a daily rental business, which is served by 22 rental hubs across 5 cities. In 2020, Yoma PLUS, a lease-to-buy product offering was launched. Administered via an app, it enables over 21,000 employees from over 60 partner organisations as of 31 March 2024 to conveniently acquire consumer products and services.

Yoma Motors

Through a nationwide network of branches and showrooms, Yoma Motors manages the import, distribution, and after-sales servicing of a portfolio of automotive brands covering the agricultural and construction equipment sector with 13 Heavy Equipment branches, reconditioning centres and a subdealer, and passenger vehicles sector with two showrooms for dealership and servicing.

Yoma F&B

Yoma F&B is Myanmar's largest restaurant operator with 73 restaurants across 11 cities⁴. Anchoring Yoma F&B are two leading consumer brands – KFC and YKKO. KFC is the first global Quick Service Restaurant (QSR) brand in Myanmar, while the cherished YKKO brand has its roots deeply embedded in Yangon since its inception in 1988.

Investments

Over the past years, Yoma Strategic has invested in a portfolio of investments to create value for shareholders. The Group has expanded its digital capacity through Atlas Digi Myanmar Limited ("OneNex"), offering technology services to both internal entities and external customers, and Pocket, a digital lifestyle platform offering a customer loyalty and rewards programme.



Group Structure

Yoma Strategic Holdings Ltd.⁵

Updated as at 15 July 2024.

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 LAND

DEVELOPMENT

STARCITY

- 70% | Thanlyin Estate Development Limited
- 56% | YL Development (Star City) Company Limited

PUN HLAING ESTATE

- 100% | Yoma Development Group Limited
- 100% | Lion Century Properties Limited

CITY LOFT WEST

- 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

KFC

- 100% | Summit Brands Restaurant Group Company Limited

YKKO

- 65% | Yankin Kyay Oh Group of Companies Limited

YOMA MOTORS

HEAVY EQUIPMENT

NEW HOLLAND

- 100% | Yoma Heavy Equipment 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 Limited⁶

INVESTMENTS

AGRICULTURE

- 100% | Plantation Resources Pte. Ltd.
- 100% | Yoma Agriculture Company Limited

BOTTLING

- 15.8% | Seagram Myanmar Company Limited

DALIAN SHOPPING MALL

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

DIGITAL

- 100% | Atlas Digi Myanmar Limited ("Onenex")
- 100% | Digital Loyalty Service Myanmar Limited ("Pocket")

ENERGY AND POWER

- 35% | Yoma Micro Power Myanmar Limited

LOGISTICS AND DISTRIBUTION

- 50% | KOSPA Limited

ELEVATORS

- 100% | Yoma Elevator Company Limited (formerly known as MC Elevator (Myanmar) Limited)

AIRPORTS

- 9% | MC-Jalux Airport Services Company 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, 18 April 2023 and 22 April 2024.

Sustainable Development Goals

The following table outlines the UNSDGs which the Group identified especially relevant, along with the contributions towards achieving them:

UNSDG	Our Contributions
<p>No Poverty</p> 	<p>Driving Job Creation and Financial Inclusion in Myanmar</p> <p>Our businesses provide approximately 4,745 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 impacts go 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>Wave Money, the second largest revenue driver for the Group, continues to play a pivotal role in transforming Myanmar's financial services landscape. Its extensive network of over 59,000 agents has fuelled an over-the-counter domestic remittance business with 75% market share. In 12M-Mar2024, digital payment volumes grew by 90% year-on-year, and altogether Wave Money transferred approximately MMK 21.8 trillion during this period, which is equivalent to 15% of Myanmar's GDP⁷. The platform now boasts 11.4 million active users with improved user quality.</p>
<p>Zero Hunger</p> 	<p>Empowering Myanmar's Agricultural Sector through Mechanisation</p> <p>Yoma Heavy Equipment is committed to facilitating the mechanisation of Myanmar's agricultural industry, aiming to help farmers improve crop profitability while saving time, energy, and labour. Yoma Heavy Equipment operates 13 branches including a subdealer and over 20 independent parts distributors. Furthermore, a dedicated maintenance team supports farmers and rural communities throughout Myanmar.</p>
<p>Good Health and Well-being</p> 	<p>Anargat Programme: Supporting Working Mothers</p> <p>The Anargat Programme is an initiative to provide comprehensive support to female employees within the Group who are starting a family. Effective from 29 December 2020, the programme applies to all permanent employees.</p> <p>In addition, in line with Myanmar's labour laws, employees are entitled to 14 weeks of paid maternity leave. We go beyond these requirements by offering improved maternity leave options at a baseline level of 20 weeks of paid maternity leave.</p> <p>Financial Support</p> <p>Anargat Programme also offers financial support of MMK 700,000. Baby Welcoming Benefit policy is designed to assist the Group employees during the joyous occasion of welcoming a new family member. All employees are entitled to the Baby Welcoming Benefit, which consists of a one-time payment of MMK 50,000 per new-born. In the case of twins, the total benefit remains at MMK 50,000.</p>

⁷ Wave money internal data and Worldbank's Myanmar GDP data.

UNSDG

Our Contributions

Good Health and Well-being**Family Events: Unity and Connection**

On 20 January 2024, Yoma Group organised its second Yoma Family Day at the StarCity Sports Club. This event brought together the 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 Group helped organise the event, which included a variety of fun and engaging activities. Over 4,000 employees and their family members participated in the festivities.

In addition, the Yoma Sports Council hosted the annual Yoma Family Cup Tournament in Yangon. Beginning 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, we are committed to fostering a positive and supportive work environment where employees and their families can come together, build relationships, and create a sense of connection.

Quality Education**Enhancing Skills and Empowering People**

The Group is committed to enhancing and building up the capabilities of our workforce, whereby we accumulated 35,620 training hours in 12M-Mar2024. 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 encourage 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, product, and service improvement, as well as financial awareness. These programmes are available in both online and offline formats to offer flexibility to employees.

In line with our commitment to sustainability, training courses also encompassed a range of sustainability topics. These include climate change, digital clean-up, resource efficiency, solid waste management, single-use plastics elimination, recycling, and general sustainability advice.

Gender Equality**Promoting Gender Equality and Respectful Workplaces**

Gender diversity and fostering a respectful workplace are key priorities for us. Currently, women make up approximately 46% of our workforce, while we have 22% female representation on our Board of Directors. We believe that everyone can make valuable contributions irrespective of gender while a diverse workforce with diverse perspectives leads to better decision making and overall organisational success.

In the financial year ended 31 March 2019 (“FY2019”), we have implemented training programmes for our managers on how to build and maintain respectful workplaces. As of 31 March 2024, 43% of our managers had participated in such training sessions which covered essential topics such as our Code of Conduct, anti-harassment policies and maintaining respectful interactions with colleagues.

Affordable and Clean Energy**Promoting Clean Energy**

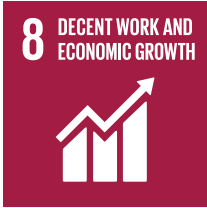
Over the years, the Group has demonstrated a strong commitment to reducing energy consumption and greenhouse gas emissions by installing grid-tied solar power systems at various locations.

In 2018, a 26 kWp solar power system was installed at the Campus. This effort was further expanded in 2021 with the addition of a 26.4 kWp system on the rooftop and a 300.3 kWp system in the carport area of the Campus. In 2022, the Group continued its sustainability initiatives by installing a 1.9 MWp solar power system at StarCity and a 2.5 MWp system at Pun Hlaing Estate.

UNSDG

Our Contributions

Decent Work and Economic Growth



Upholding Ethical Labour Practices

We comply with relevant labour laws. We fully support the International Labour Organisation (ILO)'s Eight Fundamental Core Conventions and International Finance Corporation (IFC)'s Labour and Working Conditions Standards. We prohibit child labour at all of our business operations and projects, and no instances of child labour were reported in 12M-Mar 2024.

Sustainable Cities and Communities



Yoma Land Pioneers Quality Affordable Housing in Yangon

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. The first City Loft development is being built on a 22-acre master planned site at StarCity. As of 31 March 2024, all 1,331 launched units have been booked or sold.

City Loft West:

Building in this success, Yoma Land has 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 units upon completion. As of 31 March 2024, 578 of 715 launched units have been booked or sold.

Estella:

Estella, the first townhouses at StarCity offering a modern, eco-friendly lifestyle, launched in October 2023. As of 31 March 2024, 672 of 690 launched units have been booked or sold.

ARA:

ARA, a modern living concept, defined by an innovative cluster design and minimalist aesthetics for community living, launched in March 2024.

This expansion further demonstrates Yoma Land's commitment to address the shortage of quality, affordable housing for the middle-class population in Myanmar.



UNSDG

Our Contributions

**Responsible
Consumption and
Production**

Reducing Single-use Plastics and Waste

We actively raise awareness about the importance of reducing single-use plastics and promoting recycling practices to minimise the waste sent to landfill. 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 the Group locations, including the Campus, Yoma Heavy Equipment branches, and at commercial venues in StarCity and Pun Hlaing Estate.

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.

Solid Waste Management and Recycling

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.

In FY2024, StarCity achieved significant milestones in its waste management initiatives. The community was able to recycle 35 tonnes of waste, resulting in the avoidance of approximately 102.9 metric tonnes of Carbon Dioxide equivalent emissions (tCO₂e). This effort not only contributed to environmental sustainability but also generated an income of US\$5,356 from recycling activities. Additionally, the Campus office building contributed to the overall waste management success by recycling 2.5 tonnes of waste, resulting in the avoidance of approximately metric tonnes of Carbon Dioxide equivalent emissions (tCO₂e). This effort helped avoid further emissions and resulted in an income of US\$261 from the recycling process.

Paperless Culture

The Group has adopted the paperless culture by reducing the use of paper and printing by switching to digital forms. The Group saved over 46,604 sheets of A4 paper, or over 27,962.4 kg of carbon footprint.

**Peace, Justice and
Strong Institutions**

Firm Stance Against Corruption and Discrimination

We strongly oppose bribery and all other kinds of corruption. To reinforce our Code of Conduct, we conduct training for employees covering our policies on Anti-Bribery and Anti-Corruption, Conflicts of Interest, Whistleblowing. These policies extend to our business dealings with third party service providers and vendors.

We prohibit any form of discrimination or preferential treatment made on the basis of race, colour, sex, religion, or political opinion, which can impair the provision of equal opportunity and a fair and equitable work environment. As an organisation that is committed to playing its part in nation building, we believe in the importance of leading by example and establishing internationally recognised best practices in our own operations so that others in Myanmar will be inspired to follow suit.

Overview of Yoma Strategic's ESG Performance

ESG Performance and Targets

	FY2024 Target	FY2024 Performance	Financial year ending 31 March 2025 ("FY2025") Target
Governance	Anti-Corruption 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.	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).	Whistleblower Reporting Rate. Asset Recovery Goals. Ethics Training and Compliance.
	Compliance, Regulatory Governance 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.	No significant fines.	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. To conduct internal risk assessment at least once on each entity to ensure compliance with internal and external policies. To have zero significant fines.

	FY2024 Target	FY2024 Performance	Financial year ending 31 March 2025 ("FY2025") Target
Planet	<p>Climate Change, Energy and Water Use, Waste & Effluents</p> <p>Reduce the amount of solid waste ending landfill.</p> <p>Collect baseline environmental data to set numeric targets in FY2024.</p>	<p>CO₂e emissions (t): 16,300</p> <p>Total Energy consumption (MJ): 188,110,404</p>	<p>Increase our renewable energy consumption, focusing on solar energy, by 5%.</p> <p>Continue reducing the amount of solid waste sent to landfills.</p> <p>Provide training on driving for fuel efficiency.</p> <p>Explore the installation of water meters to achieve more accurate tracking of usage and to expand our data collection capabilities as Myanmar's infrastructure develops.</p>
Profit	<p>Direct Value Generated</p> <p>Focus on driving profitability and operational excellence in all businesses.</p>	<p>Direct Value Generated (US\$'000): 220,834</p> <p>Economic Value Distributed (US\$'000): 217,638</p> <p>Total Economic Value Retained (US\$'000): 3,196</p>	<p>Continue to focus on driving profitability and operational excellence in all businesses.</p>
People	<p>Training, Development & Talent Retention</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>	<p>Total Training (hours): 35,620</p> <p>Average of 7.51 hours of training per person.</p>	<p>10 hours of training per employee.</p> <p>Increase employee productivity by 10% within the next 12 months through targeted training programmes.</p> <p>Develop a highly skilled and engaged workforce over the next 5 years.</p>
	<p>Labour Management Relations, Child Labour, Collective Bargaining, Forced 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>	<p>No cases of human rights breaches, violations, or complaints regarding child labour, forced labour, or freedom of association and collective bargaining were identified or reported during the reporting period.</p>	<p>Maintain zero tolerance and prevent the use of child labour by raising awareness on how to identify children at work.</p> <p>100% of new employees made aware of the Code of Conduct.</p>

	FY2024 Target	FY2024 Performance	Financial year ending 31 March 2025 ("FY2025") Target
People	Occupational Health & Safety	Promote safe work practices across the business segments and reduce the number of workplace injuries.	Zero recorded work-related injuries.
			Promote safe work practices across all business segments to reduce workplace injuries.
			Control accident rate to below 40 per 1,000 workers annually.
			Achieve zero fatal accidents.
		Ensure no major falling objects incidents.	
		Prevent any vehicular collision incidents.	
	Local Communities	2 volunteer hours per employee per year.	3,906 hours of volunteer work.
		Continue implementing community investment programmes.	0.8 average volunteer hour per employee.
			Overall, across the Group, to have 4,000 volunteer hours per year.
			Provide 20 disadvantaged youths the opportunity to enrol in Step-in-Step-up ("SISU") Entry Level Office Training and Digital Financial Literacy Programmes.
	Customer Privacy	New in FY2024	N.A.
			Provide data security and cybersecurity training for all employees with access to company's data.
			Implement multi-factor authentication (MFA) for all email accounts within the next three months.
			Ensure 100% of employees undergo cybersecurity awareness training, covering endpoints and personal data protection.
	Customer Health & Safety	New in FY2024	N.A.
			Conduct restaurant risk assessments quarterly for all F&B outlets.
			Provide regular health and safety training sessions for all front and back-end employees.

Yoma Strategic's Approach to Sustainability

Yoma Strategic's sustainability efforts are structured around the Sustainable Development Goals of the 2030 Agenda for Sustainable Development, and the Ten Principles of the UN Global Compact. In financial year ended 31 March 2018 ("FY2018"), Yoma Strategic published its inaugural Sustainability Report and identified nine key material topics through an extensive shareholder survey and workshop.

In FY2024, the Group expanded its outreach efforts to include new business units, enhancing their awareness and understanding of the Group's approach to sustainability. This initiative aimed to integrate sustainability principles more deeply into every aspect of the Group's operations. The Group actively involved these new business units in the data collection process regarding material topics, fostering their engagement and collaboration.

Additionally, comprehensive training sessions and workshops have been conducted to equip employees with the necessary knowledge and skills to support the Group's sustainability objectives. By embedding these practices across all levels of the organisation, a unified and robust commitment to sustainable development is ensured.

Yoma Strategic remains steadfast in its dedication to sustainability, continuously striving to improve practices and generate positive impacts within the communities we serve. Through ongoing stakeholder engagement and adherence to global sustainability standards, the Group aims to lead by example in promoting a more sustainable future.

Stakeholder Engagement and Materiality Assessment

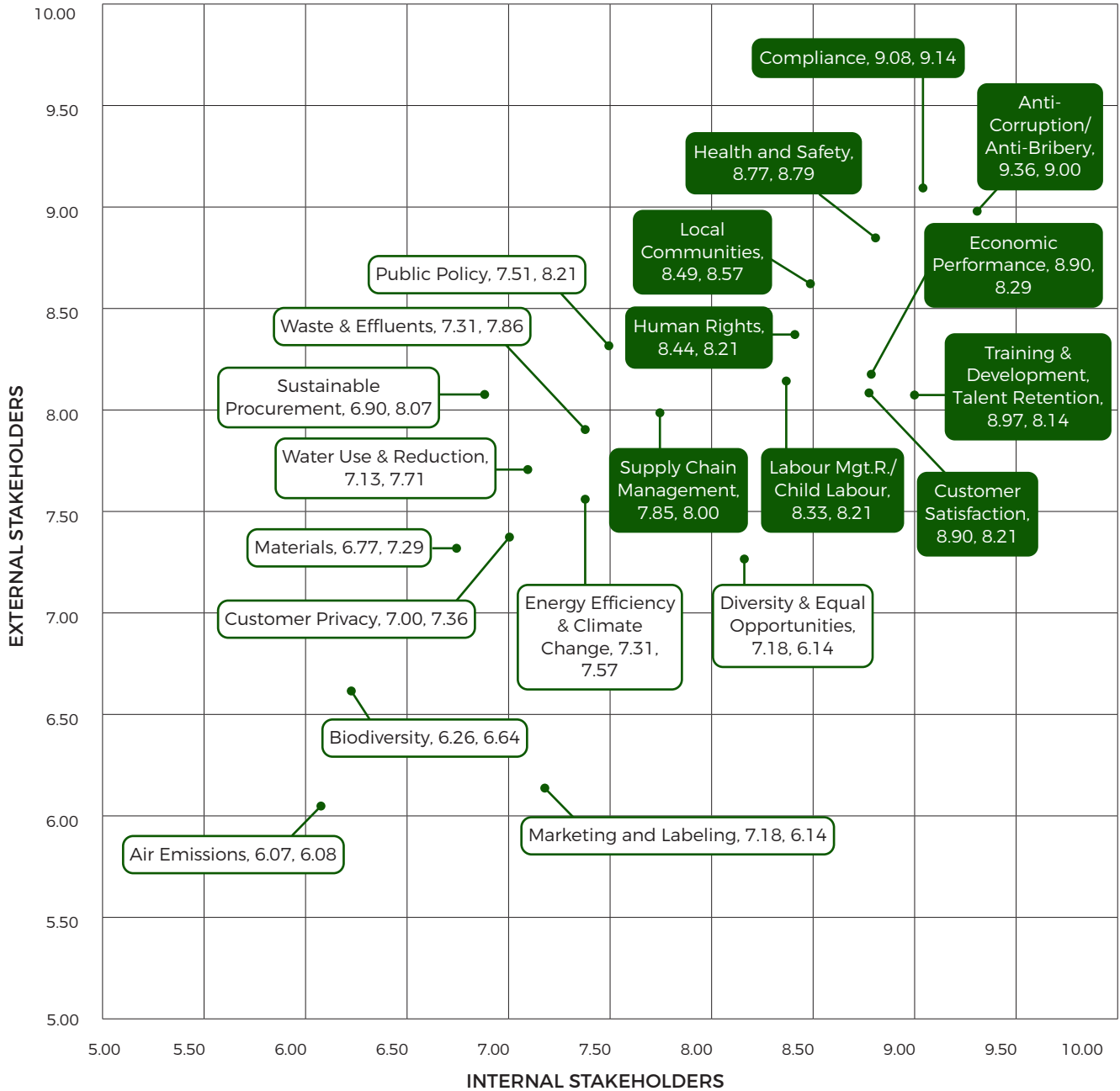
GRI 2-29, GRI 3-1, GRI 3-2, GRI 3-3

Yoma Strategic recognises that stakeholder input is imperative to effectively understand its sustainability context, and to in turn, meaningfully shape and implement its sustainability objectives, strategies, and initiatives. The Group is committed to building constructive, two-way relationships with its key stakeholders, who were defined as those whom its activities and business operations can significantly impact, and who can in turn significantly impact the Group's businesses.

The following table highlights the Group's key stakeholders, the engagement platforms it uses to interact with them, as well as the measures developed in response to these interactions:



Our Stakeholders	How we listen	What we are doing
Business Partners and Suppliers	<ul style="list-style-type: none"> Email and phone communications 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"> Digital Clean-up activities Creating job opportunities Contributing food
Customers	<ul style="list-style-type: none"> Customer service channels Email and phone communications 	<ul style="list-style-type: none"> Quality Control
Employees	<ul style="list-style-type: none"> Annual performance reviews Events Email and phone communications Intranet OHS hotline Whistle blowing Yoma Connect App 	<ul style="list-style-type: none"> Training and development Healthcare 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"> Digital channels <ul style="list-style-type: none"> Corporate website (financial announcements, media releases, annual reports) Announcements released on SGX-ST Social media (Facebook page and LinkedIn) Mailing list Email and phone communications Analyst briefing calls Individual and group investor meetings Annual general meeting Site visits 	<ul style="list-style-type: none"> A significant portion of investors is not based in Myanmar, making it challenging for them to grasp the Group's operational context.
Financial Institutions, including IFC and ADB	<ul style="list-style-type: none"> Site visits Email and phone communications Corporate website Ongoing reporting requirements (Quarterly and annual reports) ESMS 	<ul style="list-style-type: none"> Transparency and communications Relationship building Risk management and regulatory compliance
NGOs (such as WWF, 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 Clean Up 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 undertook its first materiality assessment and stakeholder engagement survey in 2018, collecting input from all key stakeholders to identify significant issues pertinent to its businesses. Since 2019, the Company has consistently broadened the scope of its Sustainability Report to encompass new entities within the Group and others that affect its material topics.

In FY2024, Yoma Strategic significantly enhanced its data collection process, resulting in a better understanding of data accuracy and reliability. These improvements have enabled the Company to effectively implement the S&R strategy. To raise awareness and foster a sustainable culture, the sustainability team regularly engages with various business units, providing employee training and promoting a shared commitment to sustainability.

The following is the list of material topics for our FY2024 sustainability report:

- Anti-Corruption
- Compliance, Regulatory Governance
- Climate Change, Energy and water Use, Waste and Effluents
- Direct Value Generated
- Training Development and Talent Retention
- Labour Management Relations, Child Labour, Collective Bargaining, Forced Labour
- Occupational Health and Safety
- Local Communities
- Customer Privacy
- Customer Health & Safety

In FY2024, Public Policy (GRI 415) was removed, and Customer Privacy (GRI 418) and Customer Health and Safety (GRI 416) were added as two new material topics.

Our Business Philosophy

Governance and Risk Management

The Group believes that having a robust corporate governance and risk management regime is the foundation for an effective sustainability approach. This is because the principles and mechanisms that underpin the former cascade down to and guide the latter. The main way in which it ensures a strong corporate governance and risk management regime is through the implementation of the Group's Enterprise Risk Management ("ERM") system.

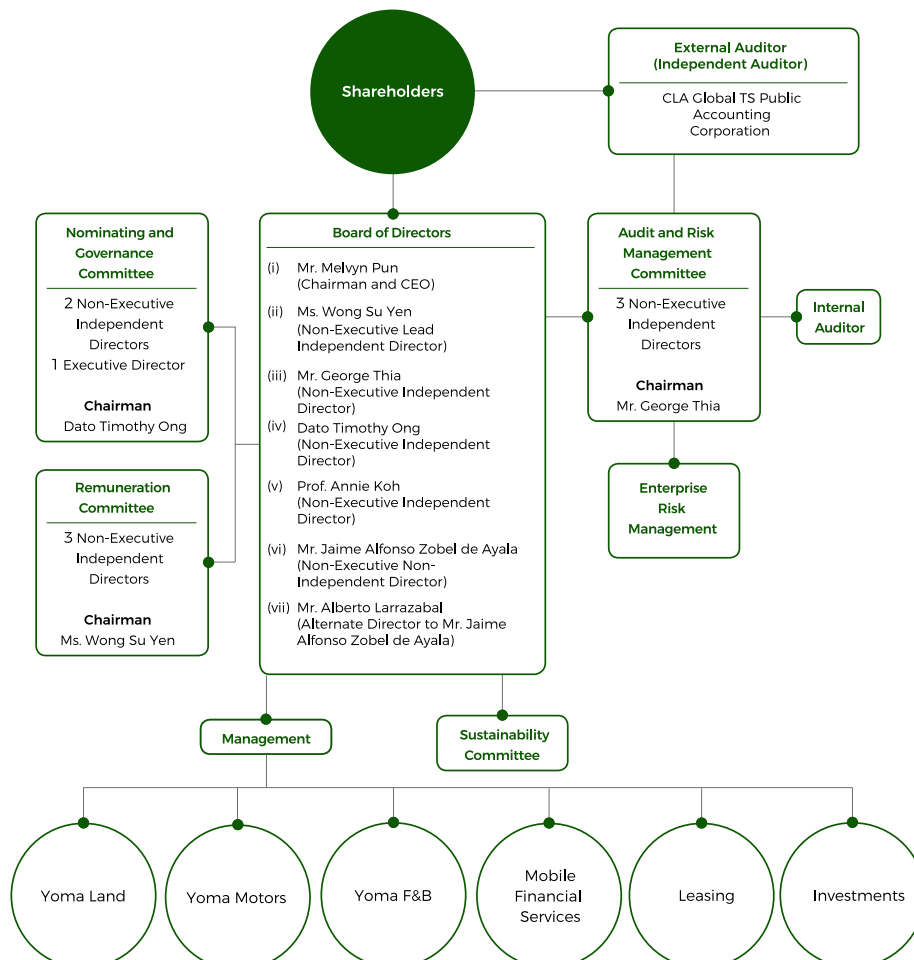
The Group's ERM is intended to enforce fiscal discipline and responsible business conduct, while providing the latitude to explore opportunities that can enhance its business performance and help the Group to achieve its strategic objectives. It also embeds the Group's risk philosophy, risk appetite, and approach to managing risk into its governance structure.

To complement the above, Yoma Strategic is firmly committed to upholding the independence of its Board and to ensuring it has the capabilities to effectively safeguard and advance the interests of its stakeholders. The Nominating and Governance Committee reviews the composition of the Board at regular intervals to ensure an optimal balance of business, management and professional experience, knowledge and expertise, and necessary core competencies to meet the Group's needs. For further details on the Group's Risk Management and Corporate Governance Framework as well as our Board, please refer to page 8 to 10, 33 to 38, and 42 of our Annual Report 2024.

An outline of Yoma Strategic's strategic governance structure is also presented in the diagram below:

Yoma Strategic's Governance Structure

GRI 2-9



Sustainability Governance

GRI 2-22

Yoma Strategic has established a sustainability governance structure that operates at both the Group-wide and the business unit level. The Board holds overall responsibility for the Group's sustainability matters, overseeing and approving its sustainability policies and strategy, and providing guidance on how the Group's sustainability objectives can be achieved. In line with SGX requirements, all members of the Board have attended an SGX-approved sustainability training programme for directors of listed companies. To support the Board in discharging its sustainability-related duties, the Group has a Sustainability Committee, led by our Chairman & CEO, that implements the Group's sustainability strategies and policies.

The Sustainability Committee is a cross-functional and interdisciplinary outfit bringing together representatives from Yoma Strategic's various corporate divisions (i.e., Sustainability, Risk Management and Assurance, Finance, Legal, Human Resources, and Investor Relations), as well as the leaders of our core business segments (i.e., Yoma Land, Mobile Financial Services, Leasing, Yoma F&B, Yoma Motors and Investments) to tackle the Group's ESG issues in an integrated way. The Sustainability Committee develops sustainability initiatives and practices that can be adopted across the Group and at the individual business unit level and monitors the progress of implementation. Our Chairman & CEO also sits on the Board, and in conjunction with the Sustainability Committee, provides a direct line of reporting to the Board on the sustainability performance of the Group and its subsidiaries.

External initiatives and memberships

External Initiatives

- International Finance Corporation (IFC)'s Performance Standards
- Asian Development Bank (ADB)'s Safeguard Policy Statement

Membership of Associations

GRI 2-28

The Myanmar Institute of Directors (MIoD) is an independent organisation promoting corporate governance standards and best practices in Myanmar, founded in March 2018.

Governed by a board of directors drawn from a diverse group of business leaders and advocates of good corporate governance in Myanmar, the Institute aims to advance board professionalism, promote business ethics and transparency, create networks between corporate leaders and stakeholders, and boost investor confidence in Myanmar's private sector.



Our Business

Economic Performance

GRI 201-1

Amidst Myanmar's evolving economic landscape, the Group has demonstrated remarkable resilience and adaptability, delivering value to its customers, employees, and shareholders. Since 2020, the Group's efforts to expand its customer base and control its costs have culminated in the strong financial results in FY2024.

With an unrecognised revenue increasing to US\$147.1 million within our Yoma Land development segment as at 31 March 2024, the Group will focus on constructing and delivering units to homebuyers over the next 18 to 24 months. The Group will also continue to enhance Wave Money's digital platform by expanding its product offerings to reach a larger user base and focus on measured development of the Group's F&B brands. In the current environment, the Group will maintain operational and financial discipline including generating positive operating cash flow and further reducing leverage.

Direct Economic Value Generated and Distributed

GRI 201-1

	FY2024 (US\$'000)	FP2023 (US\$'000)	Notes
Economic Value Generated	220,834	160,207	These include revenue and other income-net.
Economic Value Distributed	217,638	193,457	
Material and Services Cost	154,973	127,207	These include cost of goods and administrative expenses excluding employee compensation.
Employees	27,372	24,851	These include wages, salaries, and benefits.
Government	6,016	4,612	These include income tax expense.
Capital Providers	29,129	36,626	These include interest expenses on borrowings, interest expense on lease liabilities and other finance cost.
Community	148	161	These include voluntary donations and investment of funds in the broader community.
Total Economic Value Retained	3,196	(33,250)	Economic Value Generated - Economic Value Distributed.

For more details relating to the Group's financial report, please refer to pages 91 to 233 in the Yoma Strategic's Annual Report 2024.

Our Target (FY2025)

To continue to focus on driving profitability and operational excellence in all businesses.

Ethical Business

The Group is firmly opposed to bribery and all forms of corruption, extending this stance to its dealings with third-party service providers and vendors. Yoma Strategic's unwavering commitment to sound business principles has established it as a trusted partner for some of the world's leading brands. The Group also enjoys ongoing active support from IFC, ADB, and FMO, who work in partnership to help the Group fulfil its Mission in alignment with these principles.

Anti-Corruption

GRI 205-2

Our Approach

Yoma Strategic addresses its exposure to corruption risks by prioritising good corporate governance, business ethics, and transparency. The Group is dedicated to maintaining high standards of corporate governance to ensure the long-term sustainability of its business. It enforces a zero-tolerance policy towards corruption, bribery, and fraud, supported by several key policies and procedures, including the Anti-Bribery Policy, Anti-Corruption Procedure, Code of Conduct, Conflict of Interest Policy, and Whistleblowing Policy. These policies are distributed throughout the Group and made available to all employees, contractors, suppliers, and business partners, and they are also accessible to the public on Yoma Strategic's website at <https://yomastrategic.com>. The Group's steadfast commitment to anti-corruption and anti-bribery is one of its most valued assets. Additionally, Yoma Strategic refrains from making any financial or in-kind political contributions, directly or indirectly, to prevent undue influence on the decision-making process and mitigate corruption risks.

Economy

The Group's Code of Conduct, Anti-Bribery and Anti-Corruption policy strongly oppose all forms of corruption. These policies promote economic growth by ensuring a level playing field for businesses, encouraging investment, improving the efficiency of resource spending, and leading to increased productivity and economic development. However, anti-corruption measures may initially disrupt existing corrupt networks, causing short-term economic disruptions and resistance from vested interests. Sectors reliant on corrupt practices, such as bribery and extortion, may face challenges in adjusting to the new regulatory environment.

Environment

The Group's Code of Conduct, Anti-Bribery and Anti-Corruption policy, and the Environmental and Social Management System ("ESMS") mitigate environmental degradation by addressing illegal logging, mining, and pollution. These anti-corruption measures help enforce environmental regulations, preserve natural resources, and promote sustainable development. However, anti-corruption

measures may inadvertently harm the environment by disrupting industries or activities dependent on corrupt practices. Sudden closures of illegal operations, such as logging or mining, can lead to social unrest and environmental degradation if not managed effectively.

People

Corruption often diverts resources away from essential services and infrastructure towards private gain. The Group's anti-corruption efforts ensure that resources are allocated efficiently, benefiting society as a whole and reducing poverty.

Human Rights

The Group's efforts to combat corruption are crucial in promoting human rights, social justice, and economic progress. By addressing corruption, the Group helps create a more equitable, transparent, and inclusive society where the rights and dignity of all individuals are respected and protected. However, anti-corruption measures themselves can be abused if not implemented carefully, leading to violations of due process and freedom of speech. It is crucial to ensure that anti-corruption efforts uphold the principles of fairness, justice, and the rule of law.

Our Performance

Whistleblower Reports

Monitoring the number of reports received from whistleblowers and the subsequent actions taken provides valuable insights into the effectiveness of whistleblower protection mechanisms and the willingness of individuals to report instances of corruption. Employees are encouraged to use the Whistleblowing hotline to report any improprieties and concerns, which are thoroughly investigated by the Group. This metric helps us understand the level of trust in our reporting systems and the responsiveness of our anti-corruption measures.

Asset Recovery

Tracking the amount of illicitly acquired assets recovered through legal proceedings, including fines, confiscations, and repatriations, demonstrates progress in reclaiming stolen public funds and assets. This indicator reflects our effectiveness in enforcing anti-corruption policies and our commitment to financial integrity.

Ethics Training and Compliance

All employees are required to abide by the Group's Code of Conduct and Code of Ethics. These are reinforced by online training sessions and regular newcomer orientation programmes conducted by the Group's Risk Management and Assurance Team ("RMAT") function. Additionally, all new hires and existing employees receive ongoing training on the Group's Code of Conduct, Fraud Awareness, Anti-Bribery and Corruption Policy, as well as the Group's processes and functions. This training forms a compulsory part of the Group's Employee Induction programmes and serves as reinforcement for existing employees.

The RMAT team also conducts Code of Ethics and Code of Conduct training through case studies and open workshop sessions to further deepen understanding and raise awareness of non-compliance. By evaluating the level of participation in these ethics training programmes and the compliance rate with ethical codes of conduct, we help promote a culture of integrity and accountability within the organisation. High participation and compliance rates indicate a strong organisational commitment to ethical behaviour and awareness of anti-corruption practices. A zero-tolerance approach is consistently applied in all cases where impropriety is reported and investigated.

By focusing on these performance metrics, Yoma Strategic ensures continuous improvement in its anti-corruption efforts and maintains transparency and accountability in its operations.

Our Target (FY2025)

- **Whistleblower Reporting Rate:** Address whistleblower reports to encourage more individuals to report instances of corruption without fear of retaliation.
- **Asset Recovery Goals:** Recover a targeted amount of illicitly acquired assets through legal proceedings, including fines, confiscations, and repatriations, with clear milestones to track progress.
- **Ethics Training and Compliance:** Achieve 100% participation in online ethics training programmes for new employees and conduct one training/refreshers workshop session per quarter on the Group's Ethics & Code of Conduct for a targeted audience, ensuring adherence to ethical standards and promoting a culture of integrity across the organisation.

Compliance and Regulatory Governance

Our Approach

The Group's comprehensive regulatory frameworks and Human Rights Policy serve as bulwarks against human rights violations by proscribing discrimination, ensuring equitable access to justice, and safeguarding civil liberties. Through robust regulatory governance, the Group fosters fair competition, thwarts market manipulation and fraud,

and fosters an environment conducive to equitable business practices. Moreover, stringent regulatory oversight ensures the protection of workers' rights, upholds safety standards, and advocates for equitable labour practices. This approach not only ensures access to vital services like healthcare and housing but also advances social welfare and promotes equality.

However, regulatory deficiencies and instances of corruption can potentially enable human rights transgressions, including forced labour, exploitation of children, and arbitrary detention. Overly stringent regulations have the potential to stifle entrepreneurship and hinder economic activity, particularly for small enterprises. Weak enforcement of regulations may result in market distortions and the proliferation of monopolistic practices. Additionally, insufficient engagement with suppliers and contractors may incentivise environmentally harmful practices aimed at cost reduction, thereby posing long-term ecological risks and jeopardising public health. Moreover, lax regulatory enforcement may lead to labour exploitation, hazardous working conditions, and violations of human rights. Inadequate consumer protection measures may also lead to the proliferation of substandard products, posing threats to public health and safety.

The Group consistently fosters a robust corporate governance culture among its employees, emphasising ethical and responsible conduct. Widely acknowledged for its role in promoting corporate governance standards in Myanmar, the Group maintains strategic partnerships with various multinational corporations and development banks. Additionally, the Group remains dedicated to upholding compliance with national environmental policies, laws, and regulations, alongside adhering to international standards such as the IFC's performance standards, the ADB's Safeguard policy, and the FMO's Sustainability Policy Framework.

The Group has embraced a comprehensive Code of Conduct applicable to all employees. This Code of Conduct delineates guiding principles to uphold the highest standards of personal and corporate integrity when engaging with the Group, competitors, customers, suppliers, fellow employees, and the wider community. It establishes the baseline expectations for all employees across the Group, irrespective of the jurisdiction or legal entity involved. Additionally, the Code of Conduct allows for tailored requirements that may be specific to certain countries, entities, or business units. It is incumbent upon each employee to adhere to the ethos and tenets of the Code of Conduct, subject to periodic updates. The ethical conduct and compliance of our workforce, as outlined in the Code of Conduct, are regularly assessed, documented, and scrutinised to ensure ongoing alignment with our organisational values.

The RMAT conducts routine risk assessments before, during, and after project implementations. These assessments undergo regular reviews, documentation, and monitoring to maintain vigilance over potential risks.

Moreover, Environmental and Social Impact Assessments are conducted, accompanied by due diligence processes, to adopt a precautionary stance towards environmental challenges. Scheduled inspections and site visits by the RMAT prioritise the control of environmentally detrimental practices and human rights violations, including forced labour and child exploitation, aiming to mitigate long-term ecological harm and public health hazards.

The Group's ERM system is crafted to strike a prudent and balanced equilibrium between risk and reward, while furnishing a robust framework for effectively managing risks and future events to safeguard and fortify the business in pursuit of its strategic objectives. It delineates the governance structure for the Group's risk philosophy, risk appetite, tolerance levels, and approach to risk management. Furthermore, the Group's ESMS serves to mitigate environmental degradation by imposing stringent emission standards, advocating for the adoption of renewable energy, and enforcing pollution control measures. These initiatives are instrumental in safeguarding ecosystems, conserving natural resources, and contributing to efforts aimed at mitigating climate change. For detailed insights into the Group's Risk Management strategies, please refer to pages 33 to 38 in Yoma Strategic's Annual Report 2024.

The Group has implemented a Whistle-Blowing Policy to offer employees a platform to confidentially raise genuine concerns regarding potential improprieties in various aspects of business operations. These concerns may encompass unsafe working conditions, human rights violations, financial reporting discrepancies, or any other pertinent matters. This policy ensures that employees can voice their concerns without fear of reprisal. Upon receipt of whistle-blowing reports, excluding those involving Directors or senior management, the most senior members of the RMAT conducts a thorough review. Recommendations for appropriate actions, including remedial or disciplinary measures, are then proposed by the RMAT. The Group also facilitates independent investigations of reported matters and ensures that necessary follow-up actions are promptly taken. Moreover, the Whistle-Blowing Policy is regularly reiterated during employee training sessions and communicated periodically to enhance awareness of fraud controls across the organisation.

Our Performance

The Group maintains vigilant oversight over all its operations, guided by its Corporate Governance Framework, which aligns with international and national standards such as the Universal Declaration of Human Rights (UDHR), the International Labour Organisation (ILO)'s Core Conventions, International Finance Corporation (IFC)'s Performance Standards, the Asian Development Bank (ADB)'s Safeguard Policy Statement, and the principles of the United Nations Global Compact (UNGC). The RMAT collaborates closely with

the operational teams of Group entities to ensure compliance with both international and local laws and regulations. This collaborative effort is essential for upholding transparency and legal standards, thereby mitigating risks associated with regulatory non-compliance. By identifying potential areas of concern, implementing appropriate policies and procedures, and diligently monitoring ongoing compliance efforts, this proactive approach helps safeguard the organisation against legal and reputational risks while fostering a culture of ethical conduct and accountability.

Yoma Land is also the first developer in Myanmar to have received the Environmental Compliance Certificate issued by the 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.

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 RMAT 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 FY2024, 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.

Our Target (FY2025)

- 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.
- To conduct internal risk assessment at least once on each entity to ensure compliance with internal and external policies.
- To have zero significant fines.

Our Planet

TCFD Report

Yoma Strategic is dedicated to implementing the TCFD recommendations to ensure a robust framework for managing and disclosing climate-related risks and opportunities. By embracing these guidelines, Yoma Strategic aims to enhance transparency, accountability, and strategic resilience, thereby providing stakeholders with comprehensive, decision-useful information about the financial impacts of climate change on the organisation.

Businesses significantly impact climate change through their operations, resource use, and emissions. Activities such as construction, transportation, and energy consumption contribute to greenhouse gas emissions, which drive global warming and climate instability. Recognising this, Yoma Strategic is taking proactive steps to mitigate its environmental footprint and promote sustainability across its operations.

Yoma Strategic's commitment to sustainability is reflected in our comprehensive approach to managing climate-related risks and opportunities. The Group has integrated TCFD recommendations into its corporate governance framework to better understand and address the multifaceted risks posed by climate change. This includes both physical risks from extreme weather events and transitional risks associated with the global shift to a low-carbon economy.

The Group's commitment to TCFD principles underscores its proactive approach to sustainability and climate action. By providing clear, consistent, and comparable disclosures, the Group aims to reflect its ongoing efforts to mitigate climate risks and harness climate-related opportunities. This approach supports the Group's strategic goals and aligns with the expectations of its investors, regulators, and other key stakeholders. Through detailed reporting and continuous stakeholder engagement, Yoma Strategic seeks to maintain its competitive edge while contributing to global sustainability efforts. The Group's TCFD-aligned disclosures are designed to offer insights into its climate strategy, risk management practices, and performance metrics, ensuring transparency and accountability in our journey towards a sustainable future.

In summary, Yoma Strategic's alignment with the TCFD recommendations represents its commitment to responsible corporate governance, enhanced risk management, and the creation of long-term value in an evolving climate landscape. The Group's actions demonstrate that it is aware of the impact businesses have on climate change and is taking concrete steps to be more sustainable and resilient.

Governance

Board Oversight of Climate-related Risks and Opportunities

The Board plays a crucial role in overseeing the organisation's approach to climate-related risks and opportunities. This oversight includes setting the overall strategy, reviewing policies, and monitoring performance. The Board and board committees are typically informed about climate-related issues through several channels:

- **Regular Reporting:** Management provides regular reports to the Board and relevant committees on the organisation's climate-related performance, risks, and opportunities. These reports may include updates on greenhouse gas emissions, progress towards emissions reduction targets, climate-related initiatives, and any significant climate-related events or developments.
- **Stakeholder Engagement:** The Board may engage directly with stakeholders, such as investors, customers, employees, and community groups, to gather their perspectives on climate-related issues and understand their expectations for the organisation's response. This engagement can inform the Board's decision-making and governance processes related to climate change.
- **Regulatory and Disclosure Requirements:** The Board also stays informed about climate-related issues through regulatory requirements and disclosure frameworks. For example, boards may review reports and disclosures prepared in accordance with frameworks such as The Myanmar Climate Change Policy and the related Myanmar Climate Change Strategy and Master Plan (2018-2030) as a guiding policy and strategic framework for Myanmar.

Frequency of Board Updates on Climate-related Issues

The frequency with which the board and/or board committees are informed about climate-related issues can vary depending on several factors, including the organisation's industry, size, geographic location, and the significance of climate-related risks and opportunities to its business. However, there are some common approaches:

- **Regular Reporting Schedule:** Many organisations incorporate climate-related updates into their regular reporting cycles. For example, management may provide quarterly or semi-annual reports to the board and relevant committees on climate-related performance, risks, and initiatives. These reports typically include key metrics, progress towards targets, and updates on relevant developments.

- **Annual Strategy Review:** The Board often reviews the organisation's overall strategy on an annual basis, and this process typically includes consideration of climate-related risks and opportunities. Management may provide a comprehensive assessment of the organisation's exposure to climate-related risks, its efforts to capitalise on climate-related opportunities, and any adjustments needed to the strategic plan in light of changing climate dynamics.

Management's Role in Assessing and Managing Climate-related Risks and Opportunities

Management plays a critical role in assessing and managing climate-related risks and opportunities within the organisation. Key responsibilities include:

- **Risk Identification:** Management is responsible for identifying and understanding the various climate-related risks that the organisation may face. This includes both physical risks (e.g., extreme weather events, sea-level rise, supply chain disruptions) and transition risks (e.g., regulatory changes, shifts in consumer preferences, technological advancements).
- **Opportunity Identification:** In addition to risks, management also identifies opportunities arising from climate change. This could include opportunities to improve operational efficiency, develop innovative products and services, enter new markets, or strengthen stakeholder relationships through sustainability initiatives.
- **Risk Assessment:** Once identified, Management assesses the potential impact of climate-related risks on the Group's operations, finances, reputation, and stakeholders. This involves analysing the likelihood and severity of various risks and their potential cascading effects across different parts of the businesses.
- **Opportunity Assessment:** Similarly, Management assesses the potential benefits and advantages associated with climate-related opportunities. This includes evaluating the potential return on investment, market demand, competitive positioning, and alignment with the Group's strategic objectives.
- **Integration into Decision-Making:** Management integrates climate-related considerations into the Group's decision-making processes across various functions and levels. This could involve incorporating climate risk assessments into capital allocation decisions, investment planning, product development, supply chain management, and strategic planning.
- **Implementation of Mitigation and Adaptation Strategies:** Management develops and implements strategies to mitigate climate-related risks and capitalise on opportunities. This could include measures to reduce greenhouse gas emissions, enhance resilience to extreme weather events, transition to renewable energy sources, optimise resource use, and develop climate-resilient infrastructure and technologies.

- **Monitoring and Reporting:** Management monitors the effectiveness of its climate-related strategies and initiatives and reports regularly to the Board, investors, and other stakeholders on progress, performance, and outcomes. This includes tracking key performance indicators ("KPIs"), targets, milestones, and metrics related to climate change mitigation, adaptation, and sustainability.
- **Stakeholder Engagement:** Management engages with internal and external stakeholders, including employees, customers, investors, regulators, NGOs, and local communities, to gather input, build support, and foster collaboration around climate-related issues. This engagement helps ensure alignment with stakeholder expectations and enhances the organisation's reputation and social licence to operate.

Monitoring Climate-related Issues

Management typically monitors climate-related issues through specific positions, management committees, and dedicated processes:

- **Sustainability Committee:** This committee is tasked with overseeing sustainability initiatives, including climate-related issues. It includes representatives from various departments and functions, such as operations, finance, marketing, and supply chain.
- **Risk Management Committee:** This committee also plays a role in monitoring climate-related risks. It assesses and manages various risks facing the organisation, including strategic, financial, operational, and reputational risks, with climate-related risks being one component of their remit.
- **Stakeholder Engagement:** Management engages with various stakeholders, including investors, customers, employees, regulators, and communities, to gather input and feedback on climate-related issues. This engagement helps management understand stakeholder expectations, concerns, and preferences regarding climate change and sustainability.

Strategy

The Board recognises that an organisation of the Group's scale has a significant impact on the climate and that the Group is affected by the effects of climate change. Hence, the Board has integrated climate considerations into its strategic planning process in a bid to ensure the Group properly manages and mitigates potential climate impact. The Group has identified the following key climate-related risks and opportunities and assessed their potential impacts across different timeframes:

Risk Category	Time horizon	Description of Risk and Impact on the Group	Risk Management Strategies
Transition Risk (Policy and Legal)	Short, Medium and Long-term	<p>Stricter regulations, including carbon taxes, import limitations, and increased compliance costs, could potentially restrict trade and limit Yoma Strategic's access to financial markets. These challenges, which may be compounded by the political landscape, regulatory changes, and unreliable electricity, may complicate business procedures and resource allocation, which could impact our short-term profitability.</p> <p>Additionally, heightened environmental requirements add further compliance burdens, potentially delaying operations and increasing operational costs. Compliance with new policies and regulations affects our adaptability in business operations. This could result in increased pricing and inflation volatility.</p>	<p>As a responsible corporate citizen, we are committed to adhering to legislation and maintaining our reputation, which may necessitate significant investments in financial and human capital.</p> <p>We recognise that being prepared for upcoming regulatory changes is key to minimising the impact and hence, our legal and compliance teams are tasked with updating the Board and senior management on upcoming changes. The Board will then review the Group's strategy to take necessary measures on mitigating these changes.</p>
Transition Risk (Technology)	Short- Medium term	<p>New technologies present an opportunity and challenge. While advanced technology can enhance business operations, increase time efficiency, and reduce manpower needs, they require a cost outlay and may inconvenience customers during the implementation stage.</p> <p>Higher capital and operational expenditures, along with costs for purchasing, upgrading infrastructure, and training, are significant considerations. Additionally, issues such as internet accessibility, delays in communication, and the impact of fluctuating exchange rates can further complicate the transition. Myanmar in particular may face challenges in creating and implementing appropriate laws for emerging technologies, leading to potential uncertainties. Failure to stay current with technological trends could result in a loss of competitive advantage.</p>	<p>The drive towards digitalisation within the Group shows the crucial role of technology in our businesses. The technological transition requires significant strategic focus on innovation, adaptability, and staying ahead of industry trends.</p>

At the same time, the Group is aware that there are climate-related opportunities that it can leverage on as well. Some of the key opportunities identified have been listed below, and the Board will consider how these impact the Group's strategic vision going forward.

Opportunity Category	Time horizon	Description of Opportunity and Impact	Opportunity Management Strategies
Resource Efficiency Opportunities	Short, medium and long-term	<p>Implementing alternative energy sources, particularly for electricity, and promoting efficient water use, including the possibility of wastewater recycling, are critical strategies for reducing our environmental impact and enhancing sustainability. These initiatives aim to decrease reliance on traditional energy sources and mitigate water scarcity concerns.</p> <p>Additionally, carbon credit programmes may offer us financial incentives to reduce carbon emissions, foster cleaner operations and align with global climate goals. Digital clean-up efforts to save energy and reduce emissions further contribute to sustainability by optimising operational efficiency and minimising environmental footprint.</p> <p>These efforts streamline supply chain processes, reduce commuting time, and lower transportation costs, contributing to operational efficiency and sustainability goals.</p>	<p>Managing fuel supply and utilisation is crucial for minimising environmental impact, with a focus on reducing consumption and exploring renewable energy investments. Implementing solid waste management strategies, recycling initiatives, and proper waste disposal methods not only reduce the Group's carbon footprint but also potentially create revenue streams through recycled materials.</p> <p>Moreover, adopting paperless practices and promoting awareness among our employees and stakeholders can significantly impact resource consumption. By emphasising renewable energy investments, such as solar and energy-saving systems, the Group can not only reduce electricity consumption and cost, but also enhance efficiency.</p>
Energy Source Opportunities	Medium-Long term	<p>Leveraging alternative energy sources and sustainable practices can enhance the Group's environmental stewardship and operational efficiency. Implementing solar installations and battery storage systems offers a reliable and renewable energy solution, reducing reliance on traditional fossil fuels. Additionally, investing in biofuels, biogas, and other eco-friendly technologies like wind power present viable options for reducing carbon emissions and promoting sustainability within business operations.</p>	<p>We seek to educate customers and employees about alternative energy sources and conservation practices to encourage sustainable behaviours and contribute to long-term environmental benefits.</p> <p>We also continue to build capabilities in our solar business unit to promote access to renewable energy solutions across our business units and clientele, while also increasing our usage of by-products as biomass and recycling construction waste to reduce our environmental impact.</p>

Risk Management

Identifying and Assessing Climate-related Risks

Yoma Strategic employs a systematic and comprehensive approach to identify and assess climate-related risks that could impact its operations, supply chain, and stakeholders. This involves several key processes. The Group identifies potential climate-related risks, including those related to extreme weather events, regulatory changes, shifts in consumer preferences, and transitional risks such as policy changes or technological advancements. Engaging with stakeholders, including employees, investors, customers, suppliers, and local communities, helps gather perspectives on climate-related risks. This engagement can involve surveys, interviews, workshops, or partnerships with relevant

organisations. The likelihood and potential severity of identified climate-related risks are assessed by evaluating the probability of each risk occurring and estimating the magnitude of its potential impact on the organisation's objectives, assets, and stakeholders. Climate-related risk assessment is integrated into the Group's overall risk management processes, which may involve updating risk registers, incorporating climate-related risks into decision-making frameworks, and ensuring that risk assessments are regularly reviewed and updated. Climate-related risks are communicated to internal and external stakeholders through various channels, such as financial reports, sustainability reports, websites, and stakeholder engagements, enhancing transparency and accountability.

Regulatory and Physical Climate Risks

Yoma Strategic considers both existing and emerging regulatory requirements and physical climate risks. The Group adheres to frameworks such as the Myanmar Climate Change Policy and the related Myanmar Climate Change Strategy and Master Plan (2018-2030). Additionally, it has committed to international agreements like the Paris Agreement, aiming to reduce greenhouse gas emissions and enhance resilience to climate impacts. The Group adapts to physical climate risks based on awareness, capacity, willingness to invest, and strategic importance. This includes conducting thorough risk assessments, investing in infrastructure upgrades, and integrating climate change considerations into business strategy to enhance competitiveness and reduce vulnerabilities.

Determining Material Financial Impact

To determine which climate-related risks and opportunities could have a material financial impact, Yoma Strategic follows a comprehensive assessment process. The Group identifies and catalogues a range of climate-related risks and opportunities, assessing their materiality based on potential financial impact, likelihood of occurrence, and relevance to the business model, strategy, and stakeholders. For material risks and opportunities, the Group conducts quantitative analysis to estimate financial implications, including financial modelling, scenario analysis, sensitivity analysis, and other techniques to assess potential outcomes. Climate-related risks and opportunities are integrated into the Group's overall risk management framework, ensuring they are considered alongside other strategic, operational, financial, and compliance risks. The Group engages with stakeholders to gather input and feedback, continuously monitoring and reviewing its assessment of climate-related risks and opportunities to adapt strategies as needed.

Managing Climate-related Risks

Yoma Strategic's process for managing climate-related risks involves conducting comprehensive assessments to identify climate-related risks that could affect operations, supply chain, stakeholders, and financial performance. Climate-related risks are integrated into the Group's governance structures, including board oversight and risk management frameworks, ensuring alignment with strategic objectives. The Group develops and implements strategies to reduce exposure to climate-related risks, such as investing in climate-resilient infrastructure, diversifying supply chains, and adopting sustainable business practices. Mechanisms are established for monitoring climate-related risks and regularly reporting on efforts to manage these risks, including tracking key performance indicators and progress towards emissions reduction targets. Continuously reviewing and updating approaches to managing climate-related risks based on changing conditions, emerging best practices, and lessons learned from past experiences is essential for the Group.

Integration with Overall Risk Management

Yoma Strategic integrates climate-related risk management into its broader risk management programme by incorporating climate-related risks into the Group's overall risk governance structure, ensuring they receive appropriate attention at the highest decision-making levels. Climate-related risks are systematically identified and assessed alongside other strategic and operational risks through risk identification processes. The Group establishes risk appetite and tolerance levels for climate-related risks, guiding decision-making and resource allocation within acceptable limits. Climate-related risk management is integrated into business processes such as strategic planning, investment decisions, and performance management. Climate-related risks are regularly monitored and reported as part of the Group's overall risk reporting framework, tracking key risk indicators and the effectiveness of mitigation measures.

By adopting these comprehensive processes, Yoma Strategic ensures that climate-related risks are effectively managed and integrated into its overall risk management framework, supporting long-term resilience and sustainability.

Metrics and Targets

To ensure accountability and measure the effectiveness of our climate-related actions, we have established the following metrics:

- The total energy consumed, broken down by source, and the energy intensity ratio.
- Scope 1 GHG emissions, arising from the activities we undertake to directly produce our goods and services, including the operation of cooking equipment, refrigeration facilities, and air conditioning as well as the use of diesel and gasoline-based vehicles.
- Scope 2 GHG emissions associated with the electricity we purchase from respective country's national grid for our operational needs.

For further details on these metrics as well as their corresponding targets, please refer to the "Energy Efficiency & Climate Change" section of this report.

Yoma Strategic is committed to protecting and enhancing Myanmar's environment for the benefit of its people and the sustainability of its business operations. The Group is acutely aware of its environmental footprint and recognises the intricate challenges posed by issues such as climate change and water conservation. While Yoma Strategic strives to make a positive impact on the environment, it acknowledges that significant challenges still exist in Myanmar.

Energy Efficiency & Climate Change

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

Our Approach

To emphasise the importance of sustainability in our daily operations, we provide comprehensive training to all new employees on our sustainability initiatives, including energy conservation and waste reduction. Since 2018, the Group has actively engaged in events such as World Clean Up Day, Global Recycling Day, Earth Hour, Earth Day, and World Environment Day to foster environmental stewardship among employees. Furthermore, we are committed to reducing or eliminating single-use plastics across our business units to minimise environmental impact.

Managing climate-related risks and opportunities is a core aspect of Yoma Strategic's operations. In addition to meeting standard expectations, we encourage each business unit to implement its own initiatives to decrease energy use and reduce waste. Since 2018, the Group has been collecting data from various subsidiaries to better understand our GHG emissions. Our calculations include direct energy consumption (fuel), indirect energy consumption (electricity), and solar production data for both buildings and non-buildings owned and operated by Yoma Strategic. We report our energy intensities based on the most relevant metrics for each business segment, as detailed in the tables below. As our business evolves, we will continue to monitor and evaluate the relevance of these metrics.

Our Performance

The following are initiatives carried out by various Yoma Strategic's entities to enhance energy efficiency in their business operations. These efforts reflect each entity's commitment to sustainability and reducing their environmental impact while addressing the unique energy challenges they face.



Yoma Strategic's Business ⁸	Business Segments	Description
Pun Hlaing Estate	Yoma Land	<p>Pun Hlaing Estate faces significant fuel consumption challenges due to Yangon Electricity Supply Corporation ("YESC") electricity shortages, impacting operational costs and stakeholders financially. To address this, Pun Hlaing Estate has invested in a Centralised Diesel Generation ("CDG") system and promotes renewable energy incentive programmes for homeowners and landlords. These initiatives aim to mitigate immediate energy issues and encourage sustainable practices. Pun Hlaing Estate monitors energy usage intensity and peak demand records to evaluate the effectiveness of its efforts, with a focus on achieving energy savings through efficiency measures. These actions reflect its commitment to sustainable development and reducing the financial burden on its stakeholders.</p>
StarCity	Yoma Land	<p>StarCity is actively addressing energy management through several key initiatives aimed at improving efficiency and reducing environmental impact. To ensure reliable power distribution, StarCity has developed a more efficient backup power system. In 2023, a 4 MVA centralised diesel generator station was completed, which replaced individual generators for each building. This development not only reduced diesel consumption, manpower, and maintenance costs but also improved living quality by mitigating noise and pollution from generators near residential areas.</p> <p>Looking forward, StarCity is expanding this system with an additional 4 MVA centralised generator, scheduled for completion in the second quarter of 2024. This will further enhance backup power coverage for the entire estate. Long-term strategies include promoting energy-efficient building designs from conception to project development, integrating renewable energy sources, and educating residents on energy conservation. Initiatives such as the Star Bike programme and Buggy shuttle services are aimed at reducing vehicle usage within the estate, contributing to a healthier living environment.</p> <p>To monitor and track the effectiveness of these actions, StarCity conducts regular inspections and maintenance of the generators. Indicators used to evaluate progress include the frequency of breakdowns, fuel consumption rates, and overall running costs. Initial results have shown a significant decrease in fuel consumption, illustrating the effectiveness of these measures.</p>
Yoma Heavy Equipment	Yoma Motors	<p>The Yoma Heavy Equipment business faces significant challenges due to unreliable electricity from the grid, necessitating reliance on generators, which increases operational costs. To address this, Yoma Heavy Equipment is investing in solar energy systems, with plans to expand installations across its branches by FY2025. The company uses quality fuel to reduce waste and provides driving training to staff to minimise fuel consumption. Yoma Heavy Equipment optimises travel routes for service teams to reduce fuel usage and operational expenses, while monitoring performance through fuel consumption tracking and monthly expense comparisons. Meeting the Group's ESG targets, Yoma Heavy Equipment promotes clean energy products and engages stakeholders through regular updates on social media platforms.</p>

⁸ Yoma Central has been excluded from the list of entities as data is unavailable for reporting.

Yoma Strategic's Business ⁸	Business Segments	Description
Passenger Vehicles	Yoma Motors	The Passenger Vehicles business is impacted by limited access to electricity in rural areas. The company promotes sustainable energy practices and plans to invest in solar energy systems. Additionally, it improves energy efficiency by upgrading equipment, engaging employees in sustainability through educational briefings, tracking environmental performance using monitoring and evaluation systems, measures fuel usage monthly, and sets targets for sustainable energy practices and employee training. Despite not meeting all targets yet, the Passenger Vehicles business continues to strive for progress and engages stakeholders through reports and announcements, addressing the energy challenges in Myanmar.
Wave Money	Mobile Financial Services	Wave Money, primarily operates through office usage, making extensive energy consumption less relevant to its operations.
KFC and YKKO	Yoma F&B	KFC and YKKO are addressing the impacts of direct energy consumption, which contribute to global warming and incur significant costs. Negative impacts include diesel usage causing smoke, noise, and price increases, as well as gas and government electricity contributing to global warming and equipment damage. To mitigate these issues, KFC and YKKO are exploring the use of solar power and inverters to reduce energy consumption, carbon emissions, and costs. KFC and YKKO plan to install alternative energy sources like solar panels and inverters based on budget availability and is implementing preventative maintenance schedules and staff training. Monitoring of monthly utility expenses and ROI analysis are conducted to track effectiveness. While still in the exploratory stage, KFC and YKKO aim to switch at least five stores to alternative energy sources within the next five years, achieving a 10% saving on total utility costs. Stakeholder engagement is ongoing to address challenges and identify competitive vendors for initial investments.
Yoma Fleet	Leasing	Yoma Fleet faces increased operational costs due to high fuel prices and exhaust emissions from vehicles and generators, impacting the environment. To address these issues, the company stores fuel for temporary supply and explores solar power and electric vehicles ("EVs") to reduce costs and emissions. Despite a failed solar power project at a regional office due to insufficient sunlight, Yoma Fleet controls vehicle usage effectively and plans to implement alternative energy sources based on budget availability. Measures include limiting office generator hours, capping employee fuel expense claims, and using GPS tracking for vehicle monitoring. Yoma Fleet sets short-term goals for fuel storage and equipment maintenance, medium-term goals for purchasing solar power systems, and long-term targets for evaluating EV performance. Ongoing stakeholder engagement ensures the effective implementation of these strategies and addresses challenges in transitioning to sustainable energy solutions.
KOSPA	Investments	KOSPA, faces significant energy challenges due to high fossil fuel utilisation for its trucks, contributing to global warming and environmental degradation. The company is exploring the transition towards solar energy, starting with its Mandalay warehouse, to mitigate these impacts. KOSPA manages its energy consumption by tracking diesel utilisation and aims to decrease diesel purchases as KPIs. The company continues its journey towards adopting solar energy to reduce reliance on fossil fuels and improve sustainability.

Yoma Strategic's Business ⁸	Business Segments	Description
OneNex	Investments	OneNex, primarily consumes energy for office use, resulting in high utility bills but no current use of solar energy. To address this, OneNex educates employees about energy-saving practices through Group Sustainability initiatives. As the company focuses on office energy consumption, no specific policies or targets have been established yet. OneNex aims to improve energy efficiency and reduce consumption through continuous education and awareness efforts.
Elevators	Investments	The Group's elevator business recognises the impact of direct energy consumption on climate change, contributing to rising sea levels and environmental degradation. Energy is crucial for operating life-saving equipment and maintaining safe building conditions. The Group's elevator business is committed to recording monthly energy consumption to understand usage patterns and implement policies to reduce energy consumption. The company plans to consider renewable energy sources to further improve health and safety through clean energy. The Group's elevator business is in the early stages of tracking and setting specific energy consumption goals.



Renewable Energy and Energy Consumption

As part of the Group's renewable energy efforts, solar power was introduced in March 2018 to reduce reliance on fuel for generators. Additionally, the Group has implemented rainwater harvesting during the monsoon season, which has significantly decreased the need for fuel-powered water pumps. These initiatives demonstrate the Group's commitment to sustainable energy practices and reducing its overall environmental footprint.

In FY2024, the Group consumed a total of 188,110,404 MJ of energy across our various businesses, of which 9,571,373 MJ was from renewable solar energy. The Group's energy intensity has decreased significantly from 2,111.45 MJ/US\$'000 to 851.82 MJ/US\$'000.



GHG Emission

The Group's comprehensive efforts in monitoring and managing emissions have yielded significant results in FY2024, with total Scope 1 and Scope 2 emissions recorded at 16,300 tCO₂e⁹. Notably, its emissions intensity was reduced to 0.07381 tCO₂e/US\$'000, a significant decrease from 0.2876 tCO₂e/US\$'000 in FP2023. This substantial reduction underscores the effectiveness of the Group's strategic initiatives and commitment to sustainability.

Since FY2018, the Group has been systematically tracking and evaluating our energy and emissions intensities. This long-term data collection has provided crucial insights, enabling targets to be set for further reductions in FY2025. The Group hopes to continue this downward trend and achieve even greater efficiency in its operations.

Recognising the inherent challenges in accurately reporting climate impact, the Group has proactively engaged dedicated sustainability teams within each business unit. These teams are focused on enhancing our data collection processes and developing new methods, processes, and records to ensure the utmost accuracy and reliability of our information.

The Group will continue to refine its data collection and analysis capabilities to improve its reporting practices and deepen its understanding of its environmental footprint, allowing it to effectively measure and mitigate its climate impact.

The Group is dedicated to fostering a culture of sustainability and continuous improvement, with a clear focus on achieving its environmental objectives and supporting global efforts to combat climate change. The ongoing initiatives and strategic investments in sustainability are designed to drive meaningful progress and create long-term value for its stakeholders.

Carbon Storage and Carbon Sequestration

There are 8,822 big trees in Pun Hlaing Estate, StarCity and Agriculture. 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 Storage¹⁰ is 1,924 tCO₂e and 101 tonnes of Carbon Sequestration¹⁰, assisting the Group in reducing GHG emissions by 101 tCO₂e per year.

Sustainable Transport

To alleviate traffic congestion in central Yangon and mitigate greenhouse gas emissions from employee-driven vehicles, the Group has a transport programme to encourage employees to opt for the company's transportation instead of driving. With a fleet of 126 company buses, the Group caters to approximately 2,023 employees. Employees are picked up at designated points and ferried to a wide range of destinations. As a result, this transport programme has enabled the Group to avoid the release of approximately 9,306¹¹ tCO₂e annually, making a positive impact on our carbon footprint.

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 human resource ("HR"), 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 6,000 kg and requires eight trees and 2,000 kWh of energy. The same paper recycled seven times produces 3,200 kg of carbon over its lifetime. The Group saved over 46,604 sheets of A4 paper, or over 27,962.4 kg of carbon footprint.



9 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

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

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

Energy Consumption

GRI 302-1²

Business Segment	Total Fuel Consumption from Non-renewable Sources (MJ)				Total Electricity Consumption (MJ)				Renewable Energy Consumed (MJ)			
	FY2021	FP2023		FY2024	FY2021	FP2023		FY2024	FY2021	FP2023		FY2024
		12M-Sep'22	6M-Mar'23			12M-Sep'22	6M-Mar'23			12M-Sep'22	6M-Mar'23	
Yoma Land	13,796,861	12,336,067	11,311,093	29,856,316	23,873,284	28,906,353	15,618,890	17,974,266	603,090	1,868,112	725,857	9,282,018
Yoma Motors	4,833,191	5,226,607	2,259,997	5,398,302	1,951,513	1,856,574	587,876	1,021,021	-	-	-	-
Yoma F&B	27,941,561	20,632,025	14,101,652	35,104,529	16,434,551	12,498,426	6,193,361	20,252,032	-	-	-	282,168
Leasing	2,636,714	4,224,769	3,827,915	9,985,981	-	-	-	58,633	-	-	-	-
Investments	81,570,599	114,194,458	42,824,270	35,179,292	-	2,164,673 ¹³	36,910,659	21,003,374	-	109	90	7,187
Mobile Financial Services	-	-	-	1,659,121	-	-	-	1,019,190	-	-	-	-
TOTAL	130,778,926	156,613,926	74,324,927	117,183,541	42,259,348	45,426,026	59,310,786	61,328,516	603,090	1,868,221	725,947	9,571,373

Business Segment	Total Energy Consumption (MJ)			
	FY2021	FP2023		FY2024
		12M-Sep'22	6M-Mar'23	
Yoma Land	38,273,235	43,110,533	27,655,840	57,112,600
Yoma Motors	6,784,705	7,083,181	2,847,874	6,419,323
Yoma F&B	44,376,112	33,130,451	20,295,013	55,638,730
Leasing	2,636,714	4,224,769	3,827,915	10,055,200
Investments	81,570,599	116,359,240	79,735,018	56,206,240
Mobile Financial Services	-	-	-	2,678,311
TOTAL	173,641,365	203,908,174	134,361,660	188,110,404

Energy Intensity

GRI 302-3

Energy Intensity	
(MJ/Revenue US\$'000) ¹⁴	
FP2023	FY2024
2,111.45	851.82

¹² Energy consumption data was calculated from utility bills and meters.

¹³ Electricity consumption is from only KOSPA that has been changed from under Yoma F&B business pillar to under Investments in FP2023 according to Group Structure of pg-24 of Annual Report 2023.

¹⁴ The Energy Intensity data for FY2024 has been calculated using segment revenue as the denominator, instead of square meters or man-hours used in previous years' data. FY2024's data will serve as the baseline data for energy intensity using revenue as the denominator.

GHG Emissions

GRI 305-1, GRI 305-2

GHG Emissions (tCO ₂ e)												
Business Segment	FY2021			FP2023						FY2024		
	Scope 1 [@]	Scope 2 [#]	Total	12M-Sep'22			6M-Mar'23			Scope 1 [@]	Scope 2 [#]	Total
				Scope 1 [@]	Scope 2 [#]	Total	Scope 1 [@]	Scope 2 [#]	Total			
Yoma Land	1,014	2,276	3,290	906	2,494	3,400	833	1,279	2,111	2,206	2,795	5,001
Yoma Motors	374	1,123	1,497	369	171	540	163	54	217	397	94	491
Yoma F&B	281	336	617	1,490	1,153	2,642	1,024	571	1,595	2,483	1,902	4,385
Leasing	288	384	672	293	-	293	265	-	265	702	5	707
Investments	289	390	679	8,462	200	8,662	3,173	137	3,311	2,604	2,900	5,504
Mobile Financial Services	-	-	-	-	-	-	-	-	-	117	94	211
TOTAL	2,246	4,509	6,755	11,520	4,018	15,538	5,458	2,041	7,499	8,509	7,790	16,300

GRI 305-4

GHG Emissions Intensity	
FP2023	FY2024
(tCO ₂ e /Revenue US\$'000)	(tCO ₂ e /Revenue US\$'000) ¹⁵
0.2876	0.07381

Our Target (FY2025)

- Increase our renewable energy consumption, focusing on solar energy, by 5%.
- Provide training on driving for fuel efficiency.

[@] 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 in Myanmar, 0.000417 tCO₂/MWh of electricity in Singapore and 0.0005876 tCO₂/MWh of electricity in China.

¹⁵ GHG Emissions Intensity data for FY2024 has been calculated using segment revenue as the denominator, instead of square meters or man-hours used in previous years' data. FY2024's data will serve as the baseline data for emissions intensity using revenue (US\$'000) as the denominator.

Water Use & Reduction

GRI 303-1

Our Approach

Yoma Strategic recognises the importance of preserving water resources and actively works to protect and conserve the land on which it operates. The majority of our Real Estate and Heavy Equipment & Passenger Vehicles businesses rely on groundwater. Water usage data is collected from various sources, including Yoma Heavy Equipment branches, Passenger Vehicles showrooms, Pun Hlaing Estate and StarCity buildings, KFC restaurants, golf courses, and the coffee plantation. The Group is committed to continuously improving its water management practices. This includes exploring the installation of water meters for more accurate tracking of usage and expanding our data collection as Myanmar's infrastructure develops.

Our Performance

In Myanmar, there is currently no system in place for monitoring water usage through water meters, particularly concerning groundwater withdrawal. As a result, detailed tracking and management of water consumption are not feasible. Most of Yoma Land's water consumption comes from groundwater extraction. However, lakes and ponds in both Pun Hlaing Estate and StarCity serve as rainwater reservoirs, reducing reliance on groundwater. All extracted groundwater is treated before distribution, and treated wastewater is reused for landscaping irrigation.

Yoma Strategic's Business	Business Segments	Description
Pun Hlaing Estate	Yoma Land	Pun Hlaing Estate is actively addressing water management issues through significant infrastructure investments and upgrades to existing water treatment plants. Pun Hlaing Estate has initiated a river water treatment project to provide a more sustainable and reliable water supply. This strategic initiative aims to improve the wellbeing of its community by ensuring access to safe and clean water and directly addresses stakeholder concerns regarding water quality. This approach also includes immediate action plans for river water projects, consistent monitoring, and maintenance of water treatment facilities, as well as rigorous reviews of chemical usage to adhere to safety standards.
StarCity	Yoma Land	StarCity is actively engaged in sustainable water management to address the challenges of water resource depletion and quality. The estate primarily relies on groundwater extraction to meet the water needs of its residents and businesses. Recognising the environmental impact and the importance of sustainable practices, StarCity is making significant strides to shift towards more sustainable water sources. The upcoming construction and operation of a centralised river water treatment plant, scheduled to commence in June 2024, represents a pivotal step in this direction. This plant will allow StarCity to transition away from its current dependency on underground water. Monthly laboratory tests on treated water ensure compliance with WHO standards, while regular maintenance and inspections of the water and waste treatment facilities uphold operational integrity.
Yoma Heavy Equipment	Yoma Motors	Yoma Heavy Equipment is proactive in creating awareness among employees about the need to conserve water. The company encourages its staff to adopt water-saving practices in the workplace. Yoma Heavy Equipment acknowledges its responsibility to protect and preserve the quality of land, water, and air in its operations. This includes efforts to educate employees about the environmental impacts of excessive water consumption and the benefits of sustainable practices. Additionally, the company aligns its water management goals with the Group's ESG targets to ensure a comprehensive approach to sustainability.

Yoma Strategic's Business	Business Segments	Description
Passenger Vehicles	Yoma Motors	Primarily, Passenger Vehicles has implemented measures to reduce water consumption, improve water use efficiency, and minimise water waste. These measures include providing programmes for employees to raise awareness about water conservation and responsible water management practices. Passenger Vehicles is committed to continuous improvement in water and effluent management practices through regular reviews and transparency in reporting on water management practices.
Wave Money	Mobile Financial Services	Wave Money's water management strategy primarily revolves around efficient office water usage. Although their water consumption is limited to office use, the company acknowledges the importance of conserving water and minimising waste. They are committed to raising awareness among employees about the significance of water conservation and responsible water management practices. To support these efforts, Wave Money provides educational programmes and resources to encourage sustainable water use within the office environment. The company's initiatives reflect their broader commitment to environmental stewardship, aiming to preserve water quality and contribute to overall sustainability goals.
KFC and YKKO	Yoma F&B	Yoma F&B is committed to effective water management practices to minimise its environmental footprint. A key initiative is the installation of an effluents treatment system in the factory pond, enabling the recycling of water for reuse, with the water being changed every three years. Additionally, a straining grease trap is installed in the back of house area, which is flushed monthly to improve drain flow. These measures align with franchisor's ("Yum! Brands") development standards, reflecting the Group's dedication to preserving the quality of land, water, and air. Compliance with water usage guidelines is checked quarterly, ensuring that all water used comes from approved sources.
Yoma Fleet	Leasing	<p>Yoma Fleet primarily uses underground water resources, which involves expenses for electricity and fuel if generators are used. To ensure efficient use of water, employees are encouraged not to waste water, and immediate repairs are made if any leakage from pipes or hoses is detected. Regular cleaning of drains and the surrounding areas is performed to prevent the accumulation of stagnant water, which can cause health issues such as dengue.</p> <p>Yoma Fleet is also focused on saving water usage by implementing measures like waterless cleaning methods for light car washing and ensuring that any water used is essential for business operations. They are tracking their water usage through the monitoring of drinking water purchases, electricity bills, and fuel expenses related to water usage for vehicle washing and area cleaning. This helps in identifying any abnormal water usage and taking corrective measures.</p> <p>In terms of goals, Yoma Fleet aims to use underground water resources effectively in the short term, increase water storage tanks to store rainwater in the medium term, and develop lakes and ponds to store rainwater in the long term.</p>

Yoma Strategic's Business	Business Segments	Description
OneNex	Investments	<p>OneNex, being an IT company primarily focused on software development and information services, has minimal direct involvement with significant water usage or management issues. The nature of its business, which includes activities like computer programming, consulting, and related services, does not involve processes that typically consume large amounts of water or generate significant water waste.</p> <p>Nevertheless, the Group acknowledges its responsibility to preserve the quality of the environment, which includes water, land, and air. Therefore, OneNex adheres to general guidelines and best practices for water conservation within its office spaces. This includes promoting awareness among employees about the importance of water conservation, encouraging practices that reduce water usage, and ensuring that any potential water leaks or wastage in office facilities are promptly addressed.</p>
Elevators	Investments	<p>The Group's elevator business acknowledges that effluents and wastewater can significantly affect water quality, harm human life, and even lead to fish kills. The company places a strong emphasis on conserving groundwater by encouraging staff to use water responsibly and avoid unnecessary usage. Additionally, the Group's elevator business plans to create storage ponds for rainwater to reduce reliance on groundwater extraction. Although the company has not yet implemented a tracking system for these measures, it remains committed to safeguarding ecosystems, enhancing water quality, and mitigating public health risks associated with water pollution.</p>

Interactions with water as a shared resource within the Group involve a comprehensive and collaborative approach. The organisation conducts monthly laboratory tests on treated water according to WHO standards and ensures that effluents comply with MNBC standards. These measures are part of a broader strategy to maintain high water quality and safety standards, reflecting the organisation's commitment to public health and environmental stewardship.

Additionally, the process of setting water-related goals and targets involves consulting with specialist consultants. Based on their recommendations, the management reviews and makes decisions to meet future demand, aligning their strategies with public policy and addressing the local context of water stress. This approach ensures that water resources are managed sustainably and responsibly, recognising water as a crucial shared resource that requires collective effort and ongoing management.

Our Target (FY2025)

We will explore the installation of water meters to achieve more accurate tracking of usage and to expand our data collection capabilities as Myanmar's infrastructure develops.



Waste

GRI 306-1, 306-2

Our Approach

Yoma Strategic is dedicated to minimising its environmental impact through effective waste management. In FY2023, the Group initiated significant recycling efforts at StarCity, the Campus, and Pun Hlaing Estate, collaborating with Golden Dowa Eco-System Myanmar to responsibly dispose of and recycle waste. This resulted in over 32 tonnes of recyclable waste being diverted from landfill in the first year alone. The Group plans to expand these recycling systems to new areas and raise awareness through various communication channels.

To further reduce waste generation, procurement guidelines promoting prevention, reduction, recycling, and reuse have been implemented. The Group's waste management strategy also includes waste segregation, safe hazardous waste disposal, and organic waste composting, which supports landscaping and residential projects. Additionally, the Group has transitioned to digital forms through the Yoma Connect App to minimise paper usage.

The effectiveness of the Group's efforts is monitored through monthly data collection, tracking key performance indicators like area coverage, recycling percentage, and awareness campaign reach. The Group's short-term goals include a 30% reduction in landfill waste by 2026 and the implementation of a river water treatment plant.

Stakeholder engagement is crucial to our strategy, with regular meetings, workshops, and surveys informing our practices. Collaboration with external partners and community organisations further enhances our ability to implement effective waste management initiatives.

Through these comprehensive efforts, Yoma Strategic not only tackles immediate waste challenges but also contributes to the long-term environmental well-being of the communities it serves.

Our Performance

Solid Waste Management and Recycling

In 2023, the Group took steps to ensure all waste is disposed of responsibly and recycled to minimise its environmental footprint. The waste generated includes both hazardous and non-hazardous waste. All hazardous waste is disposed of according to government regulations. The Group has implemented waste segregation and recycling projects in StarCity and the Campus under Yoma Land by working with Golden Dowa Eco-System Myanmar, the first private waste management facility in Myanmar, established in Thilawa Special Economic Zone, which is being developed as an international standard industrial zone.

In FY2024, StarCity achieved significant milestones in its waste management initiatives. The community was able to recycle 35 tonnes of waste, resulting in the avoidance of approximately 102.9 metric tonnes of Carbon Dioxide equivalent emissions (tCO₂e). This effort not only contributed to environmental sustainability but also generated an income of US\$5,356 from recycling activities.

Additionally, the Campus office building contributed to the overall waste management success by recycling 2.5 tonnes of waste, resulting in the avoidance of approximately metric tonnes of Carbon Dioxide equivalent emissions (tCO₂e). This effort helped avoid further emissions and resulted in an income of US\$261 from the recycling process.



Yoma Strategic's Business	Business Segments	Description
StarCity	Yoma Land	<p>StarCity is actively enhancing its waste management practices to promote sustainability and reduce environmental impact. The management has introduced a plan to regularly communicate with residents about waste management and recycling activities through announcements, newsletters, and TV screens in the building lobby. These communications include monthly recycling data, best practice reminders, and environmental talks in collaboration with Golden Dowa Eco-System Myanmar. The effectiveness of these efforts is tracked by the StarCity operations team, which maintains monthly records of kitchen and recycle waste. KPIs include area coverage and recycling percentage per month, as well as audience reach for recycling and energy-saving awareness activities. StarCity has set short-term targets such as implementing a recycling system for plastic, glass, and paper waste, aiming for a 30% reduction in landfill waste from the estate by 2026. Currently, StarCity extracts 1,660 m³ of ground water daily to supply residents and businesses. Upon completion of the River Water Treatment Plant, StarCity will be able to provide a more sustainable water supply to the estate, eliminating the need for ground water extraction. Through these comprehensive measures, StarCity is committed to managing waste effectively and fostering a culture of environmental responsibility within the community.</p>
Pun Hlaing Estate	Yoma Land	<p>Pun Hlaing Estate has implemented waste segregation and recycling projects in collaboration with Golden Dowa Eco-System Myanmar, the first private company waste management facility in Myanmar, established in the Thilawa Special Economic Zone.</p> <p>Organic waste composting, introduced in 2020, supports Pun Hlaing Landscaping and the Pun Hlaing Veggie Farm.</p>
Yoma Heavy Equipment	Yoma Motors	<p>Yoma Heavy Equipment is actively engaged in effective waste management practices to mitigate its environmental impact. The company operates equipment dealerships that generate both hazardous waste, such as lubricants, and non-hazardous waste from offices. To manage these wastes responsibly, Yoma Heavy Equipment adheres to government regulations for disposal. They also implement recycling initiatives by selling some of the hazardous waste, specifically lubricants, to recycling vendors. This practice helps reduce the environmental footprint by ensuring that these materials are processed and reused appropriately rather than contributing to landfill accumulation, which can increase greenhouse gas emissions. Additionally, Yoma Heavy Equipment's workshops are designed to categorise and handle waste efficiently, ensuring that all hazardous waste is disposed of safely and in compliance with regulatory standards.</p>

Yoma Strategic's Business	Business Segments	Description
Passenger Vehicles	Yoma Motors	<p>At Passenger Vehicles, waste management practices are designed to minimise environmental impact and promote sustainable operations. The company employs measures to reduce waste through preventive maintenance, proper vehicle diagnosis, and repair techniques. This includes promoting eco-friendly practices such as recycling oil and filters and reusing parts whenever possible. The company waste management efforts also focus on educating technicians about the importance of proper waste disposal through awareness programmes.</p> <p>The effectiveness of these measures is monitored through meticulous stock management and regular physical inspections to ensure cleanliness in workshop areas. KPIs include the number of recycled materials such as engine oil and rubber, contributing to the circular economy. In the short term, Passenger Vehicles aims to reduce the volume of recyclable materials like engine oil and rubber. Medium-term goals involve contributing recycled rubber materials to non-profit organisations, while long-term objectives focus on adopting updated techniques to enhance waste management practices.</p>
Wave Money	Mobile Financial Services	Wave Money utilises the same waste management system implemented by the Group.
KFC and YKKO	Yoma F&B	<p>Yoma F&B is actively engaged in waste management to reduce its environmental impact. YKKO and KFC have implemented several initiatives, including the collection and recycling of used cooking oils and bottles, which are sold for reuse, such as in soap production. To encourage sustainable practices among customers, KFC and YKKO offer a discount of MMK 400 to those who bring their own containers for takeaway orders. Additionally, certain menu items are packaged in recyclable carton boxes. To track and manage waste effectively, YKKO and KFC collect data on waste materials in kilograms and the quantity of used oil in litres, which is then reported monthly to the finance department. Yoma F&B is also exploring the use of sustainable, compostable packaging within the next five years.</p>
Yoma Fleet	Leasing	<p>Yoma Fleet focuses on the disposal and recycling of car batteries and tyres, ensuring these materials are handled sustainably. Located primarily at the Campus, Yoma Fleet adheres to the Campus's waste management system, with a minimal waste footprint from its few branches at FMI, Thilawa, and Mandalay. Car maintenance and repairs are outsourced to third-party workshops, further reducing waste at Yoma Fleet branches.</p> <p>To address waste management effectively, Yoma Fleet follows stringent recycling policies, particularly for car batteries. The company aims to maintain its current waste management practices in the short term while continually assessing and improving its methods.</p>

Yoma Strategic's Business	Business Segments	Description
KOSPA	Investments	KOSPA is actively managing its waste through several key initiatives aimed at reducing environmental impact and promoting sustainability. The company encourages the use of digital documentation to minimise paper waste and prioritises recycling efforts for materials such as used bottles and cooking oils. By ensuring that waste is collected by the Yangon City Development Committee (YCDC) and disposed of properly, KOSPA maintains compliance with local regulations. Furthermore, KOSPA collaborates with recycling SMEs to handle recyclable materials efficiently. These actions are tracked and monitored by recording the number of recycled materials, highlighting the effectiveness of KOSPA's waste management practices. Notably, the utilisation of reusable crates instead of single-use packaging materials is a significant step towards circular economy principles, reducing upstream waste generation within KOSPA's operations.
OneNex	Investments	OneNex is proactively managing its waste by focusing on both non-hazardous and hazardous waste generated from daily office activities and IT operations. In routine office work, non-hazardous waste such as tissues, plastic bags, bottles, and cans is managed through recycling and waste segregation initiatives. Recognising the potential for e-waste, particularly from old laptops, OneNex promotes a circular economy by reselling these devices to second-hand vendors. This practice not only reduces waste but also extends the lifecycle of electronic products. Additionally, OneNex coordinates with Group Sustainability team to implement systematic waste management practices, including the use of designated trash bins similar to those at the Campus. All these efforts align with Group Sustainability's monitoring processes, ensuring effective management and tracking of waste-related activities.
Elevators	Investments	<p>The Group's elevator business has not yet fully established formal waste management policies; the company has initiated efforts to raise awareness about reducing the use of plastics and other single-use materials.</p> <p>The Group's elevator business aims to reduce the amount of waste going to landfill and promote the reuse and recycling of materials wherever possible. The company is taking steps to ensure all waste is disposed of properly and is working towards implementing a comprehensive recycling programme. Monitoring the effectiveness of these actions is a priority, and YECL plans to develop specific KPIs and tracking mechanisms to evaluate progress in waste management.</p>

Our Target (FY2025)

We have not included total waste generated (GRI 306-3) in this year's sustainability report. However, we will start collecting data this year to be included in next year's report. Some of the Group's companies are currently working on improving the methodologies for collecting data on total generated solid waste. Our focus is on enhancing data quality and accuracy to enable us to set proper numerical targets in the future.

Continue reducing the amount of solid waste sent to landfills.

Our People

Yoma Strategic is committed to being a responsible employer, particularly through its focus on training and development. Central to this commitment is the Group's investment in state-of-the-art training facilities at its new corporate headquarters, the Campus at Pun Hlaing Estate, and the implementation of comprehensive development programmes across Myanmar. These initiatives foster a work environment that promotes continuous learning and professional growth, equipping employees with the latest knowledge and skills, and designed to build careers around a shared culture of fairness, diversity, empowerment, and recognition, reflecting the best international business practices. By prioritising employee development, Yoma Strategic not only enhances the personal growth of its workforce but also contributes to the overall success and competitiveness of the organisation.

The Group offers continuous learning opportunities to employees. Its training and development programmes span a broad range of topics, providing employees with the necessary knowledge and skills to achieve objectives like increased productivity, efficiency, and workplace harmony, in addition to covering health and safety, human rights, and sustainability issues.

Pathway to Success Programme

The Group believes in nurturing talent and fostering meaningful connections with the future leaders of tomorrow. In October 2023, the Group launched the "Pathway to Success Programme," designed to provide aspiring professionals with valuable insights, hands-on experiences, and career opportunities within the Group.

In FY2024, Group HR organised three industrial visit programmes, hosting over 100 students from three universities. Through these visits, the Group shared learning opportunities, allowing young talent to understand our company culture, values, and career opportunities that align with their aspirations.



Yoma Connect App

Yoma Connect App was developed to create a comprehensive software system designed to efficiently manage human resource functions and processes. Key features include:

- Centralised data management
- Streamlined HR processes
- Payroll and benefits administration
- Compliance and reporting
- Enhanced communication and collaboration

Additionally, Yoma Connect enables organisations to communicate important employee welfare-related announcements to all employees effectively.

Training, Development & Talent Retention

GRI 404-1

Our Approach

Yoma Strategic has implemented robust training and development programmes to promote leadership and operational excellence. The Yoma Emerging Leaders League ("YELL") programme was established in November 2021 to identify and nurture future leaders within the Group. Meanwhile, the Leading the Yoma Way ("LTWY") programme focuses on empowering middle managers to drive operational success and foster team collaboration.

The "InnoLearn" programme in partnership with Gusto University to build a pipeline for future recruitment of IT talent. Selected through a rigorous process, 20 top IT students undergo a nine-month curriculum that includes both classroom and on-the-job training in ICT, programming, networking, databases, and cloud technologies, under the mentorship of the Group professionals and Gusto University lecturers.

Yoma Strategic targets 10 training hours per employee annually, using both in-person and online methods to ensure accessibility. The company's training activities are designed to have minimal negative impacts on the economy, environment, and society. Impact assessments are conducted to identify and address any adverse effects, and feedback from stakeholders is used to continually refine the training programmes.

To cater to specific departmental needs, Yoma Strategic offers a variety of training methods, including workshops, seminars, online courses, and on-the-job training. The effectiveness of these programmes is measured through pre- and post-training surveys, feedback from supervisors, and key performance indicators such as productivity, quality of work, and customer satisfaction.

Stakeholder engagement is crucial to ensuring the relevance and effectiveness of the training programmes. Yoma Strategic maintains open communication channels, provides regular updates, and solicits feedback to keep stakeholders informed and involved in the training activities, thereby enhancing the overall impact and success of the programmes.

Our Performance

Average hours of training per year per employee (GRI 404-1)

Year	Total Training Hours	Average Training Hours
FY2024	35,620	7.51
FP2023	36,634	7.30

In FY2024, the Group's employees achieved a total of 35,620 training hours, with each employee attending an average of 7.51 hours of training. This marks a significant improvement compared to FP2023, where the total training hours were 36,634, and the average training hours per employee were 7.3. The increased total and average training hours in FY2024 though the previous target of 12 hours was not met highlight the Group's enhanced commitment to employee development and continuous learning.

Our Target (FY2025)

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

- In the short term, the organisation aims to provide 10 hours of training per employee.
- The medium-term goal is to increase employee productivity by 10% within the next 12 months through targeted training programmes focused on enhancing job-specific skills, improving efficiency, and fostering a culture of continuous improvement.
- The long-term goal is to develop a highly skilled and engaged workforce capable of driving innovation, achieving operational excellence, and sustaining competitive advantage over the next five years, with the additional objective of becoming a member of the YELL Leadership Programme.



Employees

GRI 2-7

Total Number of Employees by Employment Gender

Year	Permanent		Fixed Term/Temp		Total
	Male	Female	Male	Female	
FP2023	3,139	2,232	28	33	5,432
FY2024	2,524	2,116	53	52	4,745

Total Number of Employees by Region

Year	Myanmar		Singapore		Other		Total
	Permanent	Fixed Term/Temp	Permanent	Fixed Term/Temp	Permanent	Fixed Term/Temp	
FP2023	5,363	61	8	0	0	0	5,432
FY2024	4,569	105	8	0	63	0	4,745

Occupational Health & Safety

GRI 403-1, 403-2, 403-5, 403-9

Our Approach

At Yoma Strategic, providing a healthy and safe work environment for employees, customers, business partners, and visitors is a top priority. Every employee has a personal responsibility to support this commitment. They are obligated to perform their duties safely, without causing harm to themselves or others, and to report any potentially unsafe or unhealthy situations immediately. Employees must observe and follow all safety and environmental regulations as outlined in the operations instructions, including the use of necessary safety equipment, where applicable.

All health and safety accidents or incidents, as well as occupational health & safety inspections, food safety inspections, and health cases within the Group, are recorded according to the type of case and incident. These records 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 accordance 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 health and safety by:

1. Integrating environmental and social considerations into business strategy and allocating adequate resources to manage EH&S risks associated with projects.
2. Promoting a safe, clean, and healthy environment and fostering a better work culture to minimise any adverse environmental, health, safety, and social impacts arising from operations.
3. Establishing an EH&S system and processes to adhere to and comply with applicable legislation, regulations, and other requirements pertaining to the environment, health, safety, labour, and the community at large.
4. Regularly monitoring, reporting, and improving applicable procedures and performances as required.
5. Communicating this EH&S Policy to all employees, contractors, suppliers, and business partners.

Our Performance

Health and Safety training covers various critical areas such as working safely in hot climates, at heights, in confined spaces, handling electrical equipment, and conducting fire drills. We are pleased to report that there were zero recorded work-related injuries for FY2024, a significant improvement compared to an average injury rate of 1.67¹⁶ for FP2023. This achievement is in accordance with the Group's Occupational Health & Safety Management System Manual. The Group will continue to enhance its efforts in promoting safe work practices across all sites. Additionally, there were no fatalities or incidences of occupational diseases during this period.

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 established an Emergency Action Plan specifically for Campus employees. It is crucial for all staff to be well-prepared to implement this plan effectively and efficiently in the event of an actual crisis.

Our Target (FY2025)

- Promote safe work practices across all business segments to reduce workplace injuries.
- Control accident rate to below 40 per 1,000 workers annually.
- Achieve zero fatal accidents.
- Ensure no major falling objects incidents.
- Prevent any vehicular collision incidents.

¹⁶ per 100 employees. Calculated based on
(total no. of injuries x 200,000) / total man hours worked.



Human Rights & Labour Management

GRI 407-1, GRI 408-1, GRI 409-1

Our Approach

Yoma Strategic prioritises the welfare of its employees, recognising them as a critical asset to the organisation. With a commitment to fairness and respect, employees are valued and supported in their growth. By fostering a culture that promotes motivation, performance, mutual respect, trust, and transparency, the Group aims to cultivate an ethical organisational structure that serves as a model of integrity in Myanmar.

The Group 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 related topics such as anti-discrimination and workplace bullying.

To ensure that all our employees are fairly treated, we apply labour practices Myanmar Labour Law.

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> and contains our stance on upholding and promoting human rights across its operations, including commitments to fair treatment, diversity, and non-discrimination. We constantly emphasise compliance with applicable laws and regulations, continuous improvement, and transparency in reporting on human rights-related matters throughout the Group.

Our Performance

No cases of human rights breaches, violations, or complaints regarding child labour, forced labour were identified or reported during the reporting period.

Our Target (FY2025)

- Maintain zero tolerance and prevent the use of child labour by raising awareness on how to identify children at work.
- 100% of new employees made aware of the Code of Conduct.

Local Communities

GRI 413-1

Our Approach

Yoma Strategic actively participates in community initiatives by providing financial support and engaging in voluntary activities. These efforts encompass diverse social causes, such as supplying water to villages and schools, donating

food, providing lighting to villages, and supporting oxygen concentrator programmes, among others. The company ensures robust stakeholder engagement through a range of channels and initiatives related to these significant topics. This includes conducting regular stakeholder meetings, workshops, surveys, and feedback sessions to solicit input and insights. Moreover, the Group collaborates with external partners, industry associations, and community organisations to implement engagement activities to foster comprehensive stakeholder engagement. Some of the activities and projects we have contributed to in FY2024 are highlighted below:

Yoma Heart Programme

During FY2024, the Group established a Corporate Social Responsibility (CSR) Steering Committee to implement a volunteer-focused CSR Programme called "The Yoma Heart" ("TYH"). Events with four different charities were held under TYH i.e., Yee Mar Orphanage, Yangon Education Centre for the Blind, Myanmar Christian Fellowship of the Blind, and Victory Children Home of Myanmar. Through these initiatives, the Group was able to serve 577 beneficiaries with the participation of 106 employee volunteers.

Digital Transformation & Cybersecurity Awareness Seminar

As a fintech firm operating in the contemporary digital landscape, Wave Money has initiated seminars aimed at advancing financial well-being, inclusivity, literacy, and fostering community partnerships to drive sustainable development. In partnership with the Myanmar Women Entrepreneurs Network ("MYANWEN"), we conducted seminars reaching over 300 MSME proprietors, enlightening them on the significance of digital transformation and cybersecurity. Presently, we are actively engaged in implementing the Digital Financial Literacy project, having enlisted training organisations, and directing efforts towards curriculum refinement and formalising memorandums of understanding (MOUs) with key strategic partners.

Step-In Step-Up Programme

The Group proudly maintains its commitment to supporting Step-in Step-up ("SISU"), a non-profit Vocational Training Centre. SISU remains dedicated to empowering the most vulnerable individuals by equipping them with practical vocational skills, thereby enhancing their employability.

Throughout the previous financial year, 362 trainees participated in SISU's on-the-job entry-level-office ("ELO") and health care aide ("HCA") Programmes, leading to an employment rate of over 70%. This brings the total number of people trained by SISU to over 1000. In addition, 243 children between the ages of 10 to 14 were engaged in the Saturday programme, "GAP KIDS." This programme offers instruction in English, art, hospitality, and basic computers, while also serving as a platform for raising awareness about human trafficking and global issues.

The “PADAUK KIDS,” programme is designed to engage and support 30 children per month, between the age of 15 and 17, thereby bridging the gap between the previous Gap Kids programme and the Vocational Training initiatives.

Through its sustained feeding programme for those in dire need, SISU has now impacted over 880,000 vulnerable individuals through various initiatives.

More than 60% of SISU's trainees are women and looking forward into 2024, SISU will be welcoming people with disabilities to its programme.

SISU has now grown to 44 staff members and continues to collaborate closely with the Group.

Our Performance

High staff turnover, largely attributed to enforcement of Myanmar's conscription law in February 2024, posed a challenge for our operations. However, the Group responded proactively by creating job opportunities for local communities through various initiatives, including the implementation of the SISU taskforce. These efforts not only address the issue of staff turnover but also contribute to the socioeconomic development of the communities we operate in, aligning with our commitment to fostering sustainable growth and supporting local employment opportunities. In particular, some of our entities have put in place initiatives to alleviate the high staff turnover issues:

Yoma Strategic's Business ¹⁷	Business Segments	Description
StarCity	Yoma Land	StarCity's local community includes over 7,000 residents, more than 850 employees, and the surrounding communities of Htut Khaung Housing and the Thanlyin Refinery. Its diverse and robust community engagement activities are designed to foster a sense of belonging and support among all members. These activities include weekly fresh markets and night markets, weekly alms offerings to Buddhist monks, and celebrations of various festive activities such as Christmas, New Year, Thingyan Festival, Thadingyut Festival, Chinese New Year, and regular religious and traditional gatherings. Additionally, StarCity organises occasional meals and household goods donations to employee dependents and families, as well as sports activities like a 3km community fun walk, StarCity Sports Club open house days, and the Hoop Fest basketball tournament. The Yoma Family Day event further strengthens community bonds. StarCity also runs fundraising campaigns, such as charity golf tournaments for orphanage schools, and participate in global environmental initiatives like World Clean Up Day and Earth Hour to increase awareness of environmental issues.
Yoma Heavy Equipment	Yoma Motors	Yoma Heavy Equipment plays a pivotal role in alleviating Myanmar's labour shortage exacerbated by the prevailing political situation by supplying equipment and conducting operator training sessions. Recognising the critical importance of competent machine operation in preventing accidents and optimising fuel efficiency, Yoma Heavy Equipment prioritises comprehensive training programmes and awareness initiatives. Regular technical skill assessments are conducted for its staff to ensure their proficiency in safely operating its equipment. Moreover, to mitigate potential adverse effects, Yoma Heavy Equipment extends basic operator training and distributes operator manuals to all customers, while collaborating with the government to provide relevant training for their personnel. Additionally, Yoma Heavy Equipment partners with Swiss Contact, a non-profit vocational training centre, to offer complimentary technical training and internship opportunities. This fosters a skilled workforce and creates avenues for future employment within Yoma Heavy Equipment.

¹⁷ Yoma Central has been excluded from the list of entities as data is unavailable for reporting.

Yoma Strategic's Business ¹⁷	Business Segments	Description
Wave Money	Mobile Financial Services	Wave Money is committed to promoting financial well-being, inclusivity, literacy, and fostering community partnerships to drive sustainable development. While Wave Money do not currently have formal regulatory policies, it has forged MOUs with strategic partners to spearhead CSR projects. Additionally, Wave Money prioritise sustainability initiatives and actively seek collaborations with organisations sharing its vision. To gauge its performance in this area, Wave Money has instituted a dedicated sustainability team tasked with monitoring progress. This team convenes regular catch-up meetings with its collaborative partners to receive updates and progress reports on the initiatives underway.
KFC and YKKO	Yoma F&B	Yoma F&B submits CSR campaign data to the Group on a monthly basis, with the objective of enhancing employer branding and fostering greater employee engagement within communities. When identifying locations for new restaurants, we meticulously consider factors such as maintaining appropriate distance from neighbours, environmental stewardship, and creating employment opportunities. Moreover, we actively contribute to charitable causes and needy communities through monthly cash and food donations, volunteer activities, annual blood drives, and regular contributions from staff members' discretionary funds.
Yoma Fleet	Leasing	Internship programmes at Yoma Fleet also play a pivotal role in providing students and recent graduates with valuable hands-on experience in their desired fields. Participants have the opportunity to cultivate industry-specific skills, expand their professional networks, and explore various career avenues. Simultaneously, Yoma Fleet gains from the infusion of new perspectives, project support, and the ability to evaluate interns for potential future employment opportunities. Supervisors diligently monitor the progress and conduct of interns throughout their tenure to ensure performance enhancement and adherence to organisational standards.
Agriculture	Investments	The Group's agriculture business is committed to improving the well-being of communities by providing access to clean water. Through our initiatives, we supply clean water to both the village and school, ensuring that residents and students have access to this essential resource for their daily needs. This effort underscores our dedication to sustainable community development and our belief in the importance of addressing fundamental needs for a better quality of life.

In FY2024, we are proud to announce a significant philanthropic achievement, having donated a total of US\$148,000 as a Group through various events and initiatives. This considerable contribution underscores our unwavering commitment to giving back to the community and supporting a wide range of meaningful causes that align with our corporate values and mission. Through these efforts, we strive to make a lasting, positive impact on the lives of those we serve and the communities in which we operate.

Our Target (FY2025)

- Overall, across the Group, to have 4,000 volunteer hours per year.
- Provide 20 disadvantaged youths the opportunity to enrol in SISU's Entry Level Office Training and Digital Financial Literacy Programmes.

Customer Health and Safety

GRI 416-1, GRI 416-2

Our Approach

Enhanced standards in customer health and safety have the potential to bolster consumer confidence, thereby driving up demand for products and services. Consequently, this surge in demand can fuel economic expansion and elevate revenue streams for enterprises. Moreover, the reduction in the use of hazardous materials or the adoption of appropriate disposal techniques can help mitigate pollution and safeguard natural resources, fostering the preservation of ecosystems and biodiversity. By integrating eco-friendly and sustainable practices into health and safety protocols, the Group actively contributes to environmental conservation efforts while simultaneously curbing carbon emissions.

Consumer health is rigorously safeguarded in Myanmar, with robust food safety policies, laws, and measures in place to empower consumers in making informed choices. The Group's stringent food safety management systems meticulously evaluate each facet of the supply chain, leveraging internationally recognised industry standards and Yum! Brands food safety guidelines. These standards address critical risk factors such as employee health and hygiene, product handling, temperature management, cross-contamination, and more.

Furthermore, the Group's workplace health and safety standards uphold employees' rights to a secure working environment, mitigating occupational hazards and averting workplace accidents. Through effective compliance checks, the Group strives to balance economic, environmental, and social considerations, ensuring maximal positive impacts while minimising negative consequences on customer health and safety. Committed to full adherence to local regulations, the Group provides customers with accurate information and adheres closely to the National Food Safety Policy, thereby bolstering the protection of consumer health by guaranteeing the safety of all food products placed on the market, whether produced domestically or imported.

The Group employs the following approach to oversee customer health and safety:

Risk Assessment: Conducting thorough risk assessments helps identify potential hazards and assess their likelihood and potential impact on customer health and safety. This allows the company to prioritise its efforts and allocate resources effectively to mitigate the most significant risks.

Training and Education: Properly trained and informed employees are essential for maintaining a safe environment for customers. Companies should provide comprehensive training on health and safety protocols, emergency procedures, and relevant regulations to all employees.

Compliance Monitoring: Regular audits and inspections are in place to ensure compliance with health and safety regulations and company policies. This may involve internal audits conducted by the company's own staff or external audits conducted by regulatory agencies or third-party auditors.

Communication and Engagement: Open communication with customers is vital for fostering trust and transparency regarding health and safety practices. Customers can communicate relevant information to customers through various channels, such as signage, websites, and social media, and encourage feedback and suggestions for improvement.

Our Performance

The RMAT has conducted more than 66 restaurant food safety audits and 21 occupational health & safety audits. We have identified zero non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period.

Our Target (FY2025)

- Conduct restaurant risk assessments quarterly for all F&B outlets.
- Provide regular health and safety training sessions for all front and back-end employees.



Customer Privacy

GRI 418-1

Our Approach

Customer privacy is a critical aspect of our operations, with privacy breaches posing the risk of significant loss in business and reputation. However, by prioritising privacy, we have the opportunity to strengthen customer trust and loyalty, ultimately driving higher sales and revenue. Furthermore, an enhanced reputation for privacy can lead to increased market share as customers gravitate towards brands they perceive as trustworthy custodians of their data.

The landscape of customer privacy is evolving, marked by eroded trust and heightened concerns among individuals regarding their personal data. Privacy violations not only risk societal distrust and division but also pose significant challenges to fostering a culture of data responsibility. However, amidst these challenges lie opportunities for empowerment, as individuals become more aware and proactive about their privacy rights. To address these concerns, transparency is paramount, with clear and accessible privacy policies across all platforms and communication channels. Moreover, strict protocols are enforced across all business units to ensure compliance with privacy standards and maintain the trust of stakeholders.

Efforts to uphold customer privacy necessitate various considerations, including the environmental footprint of security measures. Energy-intensive security protocols may

contribute to an increased carbon footprint, and there is also a potential for heightened environmental impact due to growing data storage demands. However, efficient data management strategies can counteract this trend by reducing overall energy consumption. Moreover, advancements in privacy-enhancing technologies offer the promise of further energy savings. Additionally, the integration of cutting-edge technological tools and innovations in database server management enhances efficiency and aligns with our commitment to both customer privacy and environmental sustainability. To mitigate energy usage, database servers are routinely switched off during non-office hours.

To reinforce our commitment to customer privacy, we conduct employee information sessions are conducted to emphasise the importance of privacy and confidentiality. Additionally, we ensure the integrity of our systems through regular quality checks to minimise system downtime and errors, thereby safeguarding both customer data and human rights, including the protection of privacy, rights, and dignity.

Our Performance

Overall, our FY2024 targets have been successfully met through the implementation of essential operational and technological upgrades. In achieving these objectives, standard Non-Disclosure Agreements are routinely enacted with stakeholders whenever sensitive data is involved. Only YKKO has compiled quantitative customer privacy data. It has received 87 complaints through online and hotline channels in FY2024, consisting of 81 from outside sources and 6 from regulatory bodies.

Yoma Strategic's Business ¹⁸	Business Segments	Description
Pun Hlaing Estate	Yoma Land	Pun Hlaing Estate stands poised to explore new opportunities in the international real estate market, spurred by the diversification of housing options available to potential buyers. However, it's essential to note that material pricing has notably surged due to border trade dynamics. To navigate this challenge, Yoma Land established pre-agreement contracts with suppliers for materials procured for project-related and operational needs. This is managed through the implementation of carefully crafted policies and standard operating procedures (SOPs) to ensure efficient procurement processes.
Yoma Heavy Equipment	Yoma Motors	As a dealer, Yoma Heavy Equipment is obligated to share data with suppliers, which introduces the risk of data exploitation, theft, and fraud from the suppliers' end, potentially impacting the business. To mitigate this risk, Yoma Heavy Equipment established agreements with suppliers regarding data privacy. Additionally, it ensures that customer testimonials are only posted with the explicit consent of the customers involved. Yoma Heavy Equipment adheres to the Group Tech's policies and implementations, including participating in valuable training sessions such as Cyber Security Training provided by Group Tech.

¹⁸ StarCity and Yoma Central have been excluded from the list of entities as data is unavailable for reporting.

Yoma Strategic's Business ¹⁸	Business Segments	Description
Passenger Vehicles	Yoma Motors	Passenger Vehicles conducts regular reviews of privacy policies, provides staff training on data protection best practices, and collaborates with Group IT to enhance security measures.
Wave Money	Mobile Financial Services	Wave Money has maintained an impeccable record, having neither encountered complaints nor recorded incidents related to customer privacy.
KFC and YKKO	Yoma F&B	Yoma F&B has implemented a "do not disclose" agreement with Wave Money and foodpanda for handling customer data, along with establishing SOPs for managing the data of customers who engage with the relevant entities.
Yoma Fleet	Leasing	At Yoma Fleet, all employees underwent a comprehensive privacy and data management session in October 2023, emphasising the importance of safeguarding confidential information. Additionally, employees are required to sign a Non-Disclosure Agreement for Information Confidentiality to reinforce data protection measures. The majority of Yoma Fleet's business units rely on Enterprise Resource Planning (ERP) systems and proprietary systems, which meticulously track user behaviour and history through extensive logs to proactively monitor and address potential data breaches. Furthermore, the Customer Solutions team provides continuous support for customer relationship management via a hotline, email, and various communication channels, with all complaints or concerns meticulously tracked and recorded through monthly BI reports. All data are securely stored across multiple online systems and ERPs, each equipped with comprehensive historical record logs.
KOSPA	Investments	KOSPA has committed to developing internal policies for cyber safety and security, with plans to conduct annual penetration tests overseen by the Group Tech to ensure robust defences against potential threats.
OneNex	Investments	OneNex has diligently upholds security standards.

Our Target (FY2025)

- Provide data security and cybersecurity training for all employees with access to company data.
- Implement multi-factor authentication (MFA) for all email accounts within the next three months.
- Ensure 100% of employees undergo cybersecurity awareness training, covering endpoints and personal data protection.

GRI Content Index

Statement of Use	Yoma Strategic Holdings Limited has reported with reference to the GRI Standards for the period from 1 April 2023 to 31 March 2024 ("FY2024").
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page No.	Omission
GENERAL DISCLOSURE			
GRI 2: General Disclosures 2021	The organisation and its reporting practices		
	2-1 Organisational details	6-8	
	2-2 Entities included in the organisation's sustainability reporting	2	
	2-3 Reporting period, frequency and contact point	2	
	2-4 Restatements of information	3	
	2-5 External assurance	3	
	Activities and Workers		
	2-6 Activities, value chain and other business relationships	8	
	2-7 Employees	46	
	2-8 Workers who are not employees	46	
	Governance		
	2-9 Governance structure and composition	19	
	2-10 Nomination and selection of the highest governance body	AR: 54-57	
	2-11 Chair of the highest governance body	AR: 53	
	2-12 Role of the highest governance body in overseeing the management of impacts	AR: 43	
	2-13 Delegation of responsibility for managing impacts	AR: 44	
	2-14 Role of the highest governance body in sustainability reporting	20	
	2-15 Conflicts of interest	AR: 44	
	2-16 Communication of critical concerns	22	
	2-17 Collective knowledge of the highest governance body	20	
	2-18 Evaluation of the performance of the highest governance body	AR: 56-57	
	2-19 Remuneration policies	AR: 57-61	
	2-20 Process to determine remuneration	AR: 57-61	
	2-21 Annual total compensation ratio		This information has not been disclosed as it has been deemed private and confidential

GRI Standard	Disclosure	Page No.	Omission
GENERAL DISCLOSURE			
Strategy, policies and practices			
	2-22 Statement on sustainable development strategy	4, 20	
	2-23 Policy commitments	9-12	
	2-24 Embedding policy commitments	13-15	
	2-25 Processes to remediate negative impacts	9-12	
	2-26 Mechanisms for seeking advice and raising concerns	22	
	2-27 Compliance with laws and regulations	23-24	
	2-28 Membership associations	20	
Stakeholder engagement			
	2-29 Approach to stakeholder engagement	16-18	
	2-30 Collective bargaining agreements	14, 48	
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16-18	
	3-2 List of material topics	18	
Our Business			
GRI 201: Economic Performance 2016	3-3 Management of material topics	21	
	201-1 Direct economic value generated and distributed	21	
Anti-Corruption			
GRI 205: Anti-Corruption 2016	3-3 Management of material topics	22-23	
	205-2 Communications and training about anti-corruption policies and procedures	22-23	
Our Planet			
GRI 302: Energy 2016	3-3 Management of material topics	30-33	
	302-1 Energy consumption within the organisation	30-33	
	302-3 Energy intensity	30-33	
GRI 303: Water and Effluents 2018	3-3 Management of material topics	37-39	
	303-1 Interactions with water as a shared resource	37-39	
GRI 305: Emissions 2016	3-3 Management of material topics	34-36	
	305-1 Direct (Scope 1) GHG emissions	34-36	
	305-2 Energy indirect (Scope 2) GHG emissions	34-36	
	305-4 GHG emissions intensity	34-36	
	305-5 Reduction of GHG emissions	34-36	
GRI 306: Waste 2020	3-3 Management of material topics	40-43	
	306-1 Waste generation and significant waste-related impacts	40-43	
	306-2 Management of significant waste-related impacts	40-43	

GRI Standard	Disclosure	Page No.	Omission
Our People			
GRI 404: Training and Education 2016	3-3 Management of material topics	44-45	
	404-1 Average hours of training per year per employee	44-45	
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	46-47	
	403-1 Occupational health and safety management systems	46-47	
	403-2 Hazard identification, risk assessment, and incident investigation	46-47	
	403-5 Worker training on occupational health and safety	46-47	
	403-6 Work-related injuries	47	
Human Rights & Labour Management			
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3 Management of material topics	48	
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	48	
GRI 408: Child Labour 2016	3-3 Management of material topics	48	
	408-1 Operations and suppliers at significant risk for incidents of child labour	48	
GRI 409: Forced or Compulsory Labour 2016	3-3 Management of material topics	48	
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	48	
Local Communities			
GRI 413: Local Communities 2016	3-3 Management of material topics	48-50	
	413-1 Operations with local community engagement, impact assessments, and development programmes	48-50	
Customer Health and Safety			
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	51	
	416-1 Assessment of health and safety impacts of product and service categories	51	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	51	
Customer Privacy			
GRI 418: Customer Privacy 2016	3-3 Management of material topics	52-53	
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	52-53	
Compliance and Regulatory Governance			
	Management of Material Topic	23-24	

TCFD Content Index

TCFD Pillars	Recommended Disclosures	Page No.
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities.	25-26
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	26
Strategy		
Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	27-28
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	27-28
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	As part of our phased approach, we will be disclosing this in FY2025
Risk Management		
Disclose how the organisation identifies, assesses, and manages climate-related risks	a) Describe the organisation's processes for identifying and assessing climate-related risks.	28
	b) Describe the organisation's processes for managing climate-related risks.	29
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	29
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	29
	b) Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	34, 36
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	As part of our phased approach, we will be disclosing this in FY2025



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