

Sustainability Report

At NagaCorp, we believe that we have an important role to play as a corporate citizen that is fully involved in the community where we do business. Our continual evaluation and improvement process ensures that achieving sustainable growth goes beyond generating profits, and it must include a positive impact on our environment and our community. Since the inception of the business in 1995, we have been committed to creating long-term value in a sustainable way for all our stakeholders.

The Board provides oversight of our sustainability strategy and risks, including our approach to managing these risks. The President Committee, supported by our Corporate Social Responsibility department and relevant business units, is responsible for developing and implementing our sustainability strategy objectives.

The Board is ultimately responsible for our Sustainability & CSR strategies and reporting, as well as determining and evaluating related risks to ensure appropriate controls are in place for all our material topics. The Company regularly performs internal risk assessment and highlights material topics that investors and other stakeholders may find relevant as they make investment decisions. As part of this assessment, we gather valuable insights from stakeholders that help us understand various industry perspectives, perform peer benchmarking exercises, and adhere to best practices on sustainability reporting. We receive these insights through channels such as guest feedback, our NagaWorld Rewards programme, local suppliers' partnerships, charitable sponsorships, employee training development, and meetings with investors. We use multiple, widely recognized reporting platforms, including the HKEX ESG Reporting Guide, and SASB industry standards for reporting. This process give the Company a framework for materiality and shapes the Sustainability Report content. The Board continually evaluates risks for the Company, as well as opportunities, as it manages priorities and expectations. Specific by-laws of the

Company ensure impartiality and objective viewpoints: separate role of chairman and CEO; and all directors meet collectively at executive sessions.

Under our President Committee, we have established key operational groups focused on our goals for Zero Waste and Sustainable Sourcing. Representatives from across business units are engaged daily to develop roadmaps to achieve our goals and initiatives.

Reflecting the Company's commitment to integrate sustainability into its operations, NagaCorp's Sustainability and CSR programmes are led by both the CSR leadership team and the President Committee. These leaders, supported by working groups, are responsible for assessing stakeholder concerns and for each material topic, establishing corporate governance, setting goals and policies, and prioritizing initiatives. The CSR leadership provides updates to the Board quarterly and the initiatives are then provided with resources, implemented and monitored across the organization by the appropriate operations teams.

Our Stakeholders

We engage with our key stakeholders, including employees, customers, business partners, government and regulators, shareholders and investors, and communities, to understand their primary concerns and address them accordingly.

Reporting Scope

This report covering the Year is prepared according to the requirements of the Environmental, Social and Governance ("ESG") Reporting Guide in Appendix 27 of the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules"). In the following sections, we explain our ESG philosophy to ingrain CSR into the Group's long term projects to support Cambodia's development. The topics discussed in this report are determined to be material to the Group and are important to our key stakeholders. This report is in compliance

with the "comply or explain" provisions and mandatory disclosure requirements set out in the ESG Reporting Guide of the Stock Exchange during the Year. A list of the required disclosures and how we meet the requirements can be found at the end of this report.

This report provides an overview of the management approach of NagaCorp and its ESG performance principally relating to the policies, initiatives and performance of our flagship NagaWorld hotel and entertainment complex in Phnom Penh, Cambodia.

Summary of Initiatives in Managing COVID-19

Since the first case of COVID-19 infection was detected in Sihanoukville on 27 January 2020, the RGC has put in place various measures, such as contact tracing, quarantining, screening of arrivals, social distancing and mask wearing, to contain the disease. According to Our World in Data, Cambodia is one of the best performing countries for COVID-19 vaccination with 85.9% of Cambodians receiving at least two doses as of 27 January 2022. Still, at NagaWorld we remain vigilant. With the health, safety and well-being of our employees and guests being our top priority, we have initiated a wide range of precautionary and preventive measures since the end of January 2020. More details related to the COVID-19 measures can be found in each section of this report.



Employees

- Comprehensive communication programmes, including awareness materials, preventive measures and mandatory training.
- Provide timely information and support through online/mobile channels.
- Provide personal protection such as masks and gloves and install face recognition and thermal scanner at employee entrances.
- Implement temporary medical leave and quarantine procedures.
- Ongoing weekly testing of all employees to ensure a safe working environment for our employees. To date the Company has conducted in excess of 83,000 tests on its employees and service providers with total cost about US\$350,000.
- Support a total of 885 employees with food parcel delivery during lockdown periods.
- Provide parcels containing food and other essential items for a total of 702 employees that were required to quarantine in government facilities.

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Customers

- Provide more than 3.8 million free masks and 23,600 litres of hand sanitizers.
- Implement social distancing in gaming areas and reduce seating in outlets.
- Install thermal camera and body disinfectant spray units at guest entrances and travel history checks on all guests.
- Regular sanitization and disinfection of surfaces in public areas.
- Testing of all customers at reopening to ensure we can provide a safe entertainment environment for all our guests. More than 17,000 tests were conducted on guests in the initial reopening period after which this practice was stopped, with total cost about US\$73,000.

Business Partners

- Provide COVID-19 awareness materials and instructions.
- Provide PPE procurement information.
- Allow more flexibility in terms of delivery date.



Community

- Almost 500 NagaWorld employees contributed over 3,350 volunteer hours during 27 activities organized in 2021.
- Since 2014 to date, NagaWorld Kind Hearts has conducted over 570 activities involved over 4,500 employees who volunteered more than 27,900 hours of their time and energy towards the betterment of communities – benefited over 444,000 Cambodians in total.
- Charitable donations made by the Group to worthy causes in Cambodia during the Year totaled US\$21.123 million.
 - The Company donated a total of US\$20 million to the RGC's initiatives in combating against COVID-19 in particular to assist in the timely procurement of vaccines.
 - A total of US\$1 million has been donated to the Cambodian Red Cross.
 - A total of US\$123,000 has been donated to the community for CSR related activities.
 - Donated US\$100,000 worth of food supplies to Phnom Penh City Hall, for communities struggling with COVID-19 impact which benefited 3,500 families.
 - NagaWorld Kind Hearts together with Naga Farm, jointly donated food package worth US\$23,000 to 1,000 families in need in Ang Snuol district, Kandal province.

This report focuses on the following five areas:

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Protecting Our Environment

We have always sought to operate in a responsible, transparent and sustainable way. While delivering the highest quality of services and products to our customers, we aim to minimise risk and our impact on the environment.

At the Global Climate Ambition Summit held in December 2020, Cambodian Prime Minister Samdech Techo Hun Sen reaffirmed Cambodia's commitment to tackle climate change, with a plan set out to reduce Green House Gas ("GHG") emission by 18% or 38.9 million tonnes and increase renewable energy in the energy mix to 25% by 2030 (*Source: Khmer Times, 13 December 2020*). As a responsible corporate citizen, we pledge our support to the Royal Government and contribute to meeting these ambitious goals.

As part of our sustainability efforts, we continued focusing on reducing the amount of paper-based transactions and moving towards online automation during the Year. This included the continued use of four online systems launched in 2020 – e-submission for procurement tenders, performance management, e-learning, and communication, as well as the migration of more administrative

tasks online. These initiatives improve operational efficiency while reducing our environmental impact by reducing paper usage. Details of these initiatives can be found in the employee and supply chain management sections of this report.

Since 2016, NagaWorld, our flagship property in Phnom Penh, Cambodia, has been certified by the ASEAN Tourism Forum and recognised as an ASEAN Green Hotel. The ASEAN Green Hotel Standard is an initiative dedicated to promoting sustainable tourism in ASEAN by adopting environmental-friendly and energy conservation practices.

NagaCorp complies with all relevant Cambodian laws and regulations in regards to environmental protection and natural resource management.

Education and Awareness

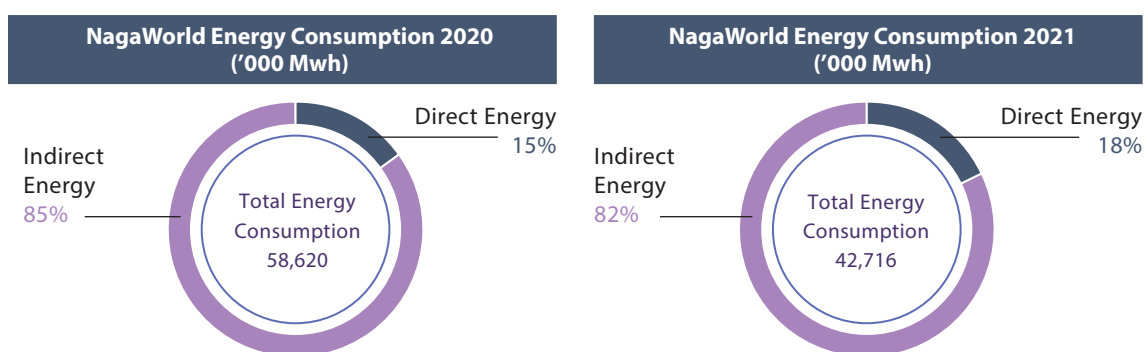
At NagaWorld, we believe in protecting our environment and valuing the importance of waste pollution prevention, biodiversity, resource preservation and reforestation. In recent years, the rising population and rapid urbanisation have put significant pressure on Cambodia's civil infrastructure and environmental management systems. Being a responsible member of the Cambodian community, we continue to play an active role, working alongside the government, non-governmental organisations ("NGOs"), and others in the Cambodian business community to promote green initiatives and raise environmental awareness. We believe knowledge leads to positive change. We share with the government, business

partners, and wider community best practices and information about sustainable options through workshops. We also organise activities to support local communities' effort in maintaining a green living environment.

Use of Resources

Energy Usage

Our primary source of energy is electricity. NagaWorld sources electricity primarily from the Phnom Penh city grid managed by the Electricite Du Cambodge ("EDC"). EDC generates electricity from a mix of hydropower, coal, fossil fuels and biomass. We also use diesel for operating back-up electric generators and hot water boilers in Naga 1, and liquid petroleum gas ("LPG") in our kitchens.



Energy Consumption and Intensity (Scope 1 and Scope 2)	2018	2019	2020	2021
Energy consumption ('000 kWh)	80,559	97,334	58,620	42,716
Energy intensity (kWh/m ² of gross floor area)	334	384	231	168

- Notes: (1) Figures in the above charts and table do not include fuel consumed by vehicles owned by the Group.
- (2) Temporary suspension of casino operations between 2 April and 7 July 2020 following RGC's instructions.
- (3) Voluntary temporary suspension of business operations between 2 March and 14 September 2021.

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Due to the rapid expansion and population growth in recent years, the city of Phnom Penh has experienced electricity shortage periodically, especially during the summer months and public holiday seasons. During which, back-up electric generators are utilised in order to maintain our around the clock operations.

Both overall energy consumption and intensity in 2021 were 27% lower compared with the prior year. The significant reduction was due to reduced business activities during 2021 vs 2020 (due to increased closure period during 2021), reduced overall occupied rooms during 2021 vs 2020, energy saving initiatives done by maintenance team during business and closure periods.

Since 2018, we have introduced 15 initiatives to save energy and reduce costs, including replacing most of the halogen bulbs in Naga 1 with more efficient LED lights and installing air handling units to monitor and optimise the air-conditioning operating hours. Thirteen of the 15 initiatives have been implemented and the remaining two are ongoing. These initiatives are expected to reduce our annual energy consumption by 8% once fully implemented. In addition, during 2019 and 2020, 489 hotel rooms in Naga 1 were refurbished and equipped with energy saving lighting and a more efficient water boiler system.

Water Usage

The Phnom Penh Water Supply Authority supplies water to NagaWorld according to the World Health Organization and national drinking water standards. We had no issue in sourcing water fit for this purpose during the Year. NagaWorld complies with the relevant Cambodian rules and regulations in relation to water management. Bottled drinking water provided to our customers is also sourced from Cambodia.

We are committed to using water responsibly and have developed strategies to reduce our water consumption by improving mechanical systems and processes, with water consumption monitored and benchmarked monthly. Effective preventive maintenance, such as regularly cleaning the ventilation filters and condenser tubes, and optimising the operation and scheduling of the chiller systems and air conditioning units further reduces our water consumption.

We utilize a significant amount of water everyday through maintenance of our properties and from guest use. Failure to use water responsibly, manage wastewater treatment and reuse water would not meet the expectations of our stakeholders and our own social and environmental objectives.

Actions:

- Tracking of KPIs in relation to water use and wastewater minimization.
- Water conservation features incorporated into building design and facilities.
- Training provided to employees on water management for cleaning.

The Company's goal is to reduce its water consumption by 10% within 3 years based on the reference year 2013, under normal operating circumstances without construction project.

Water consumption in 2021 was 41% lower than the prior year, primarily due to the temporary closure and reduced business volumes since the reopening. As a result, water intensity, i.e. water usage per square metre of gross floor area, was also reduced.

Water Consumption and Intensity	2018	2019	2020	2021
Water consumption (m ³)	694,614	699,571	459,002	271,670
Water intensity (m ³ /m ² of gross floor area)	2.8	2.8	1.8	1.1

Notes: (1) Temporary suspension of casino operations between 2 April and 7 July 2020 following RGC's instructions.

(2) Voluntary temporary suspension of business operations between 2 March and 14 September 2021.

Wastewater is treated in conformance with the British Royal Commission Standard of Quality before being released into the sewers. The remaining solid waste is taken away by tankers for responsible disposal.

We are also educating our customers and our employees on the importance of saving water by providing water saving signs and information in each hotel room and toilets in public areas and offices about how they may contribute.

Emissions

We seek to minimise our environmental footprint by reducing direct and indirect emissions without compromising customer satisfaction and operational efficiency. We are working with a third party to measure the emission/efficiency of our diesel boiler, diesel generators and chillers as those are the most power consuming elements within our consumption. We believe that this initiative will reduce cost if properly implemented.

We have adopted the ISO 14064-1 guideline for measuring and reporting our GHG emissions. The principal component of our GHG emissions is carbon dioxide ("CO₂"), with a small quantity of other gases, such as hydrocarbons, carbon monoxide ("CO"), nitrogen oxides ("NO_x"), and sulphur oxides ("SO_x").

NagaWorld is working to reduce its GHG emissions and its ecological footprint. To do so, the Company's goal is to reduce its energy consumption by 10% within 3 years based on the reference year 2013, under normal operating circumstances without construction projects.

Direct or Scope 1 emissions are emissions from sources within our control and activities related to our immediate operations. Energy consumption, such as the LPG used in the kitchens and fuels consumed by our owned vehicles and airplanes, are the primary source of direct GHG emissions for NagaWorld. We continue to look for ways to reduce direct emissions by lowering energy consumption and improving energy efficiency in our properties, as well as fuel efficiency for our car fleet. Direct emissions in 2021 were slightly lower compared with the prior year. The reduction reflected the reduced business volumes in 2021.

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Energy Consumption and Emissions	Energy Consumption ('000 kWh)	CO ₂ emissions (kg)	NO _x emissions (kg)	SO _x emissions (kg)	PM emissions (kg)
2021					
Hot water boiler and backup generators – diesel	5,235	1,244,078	17,720	3,089	1,278
Kitchen – LPG	2,521	559,216	34	–	–
Vehicle – diesel, petrol, kerosene	–	1,671,452	4,123	534	71
Total – Scope 1	7,756	3,474,747	21,877	3,623	1,349
Purchased electricity – Scope 2	34,960	17,665,429	–	–	–
Total – Scope 1 & 2	42,716	21,140,176	21,877	3,623	1,349
2020					
Hot water boiler and backup generators – diesel	3,293	782,613	2,656	2,192	219
Kitchen – LPG	5,568	1,235,277	76	–	–
Vehicle – diesel, petrol, kerosene	–	1,482,086	23	7,196	43
Total – Scope 1	8,862	3,499,977	2,755	9,389	263
Purchased electricity – Scope 2	49,759	25,143,078	–	–	–
Total – Scope 1 & 2	58,620	28,643,055	2,755	9,389	263

Indirect emissions, or Scope 2 and Scope 3 emissions, are those produced outside of our immediate operations as the consequence of our activities. These include GHG emissions generated from purchased electricity (Scope 2) and those generated from guests travel, sourced goods and materials, and waste (Scope 3).

Emissions and Intensity (Scope 1 and Scope 2)	2018	2019	2020	2021
Emissions (kg)	36,728,657	37,691,441	27,166,112	19,490,845
Emissions intensity (kg/m ² of gross floor area)	145	149	107	77

- Notes: (1) Figures in the above table do not include fuel consumed by vehicles owned by the Group.
- (2) Temporary suspension of casino operations between 2 April and 7 July 2020 following RGC's instructions.
- (3) Voluntary temporary suspension of business operations between 2 March and 14 September 2021.

To reduce indirect emissions, we continue with our energy saving initiatives introduced in 2018 to improve efficiency and further reduce energy consumption, which is the primary source of our GHG emissions. Indirect CO₂, or Scope 2, emission in 2021 was 30% lower compared with the prior year, reflecting the lower level of consumption as a result of the temporary closure, as well as energy saving measures, such as switching off the outer wall digital displays and closing off some of the floors in Naga 1 and Naga 2 after the reopening. Overall, we emitted 26% fewer GHG (Scope 1 and Scope 2) last year than in 2020.

Although we are unable to track the GHG emissions related to our activities within the supply chain due to the lack of reliable data, we continue to try to reduce our environmental impact, such as by sourcing local products and materials whenever possible and ensuring they adhere to our environmental policy. Naga Farm, which was launched with a vision towards a sustainable and renewable agricultural facility, helps to absorb greenhouse gases – a way to reduce our net GHG emissions. See page 59 for more information about our supply chain management.

Air Quality

We strive to provide a safe and comfortable environment for our employees and customers, including clean air and a reasonable temperature. According to the American Society of Heating, Refrigerating and Air-Conditioning Engineers (“ASHRAE”) standards, regular air quality monitoring is

carried out. This includes a monthly indoor air quality test based on a range of key indicators including temperature, relative humidity, CO₂, carbon monoxide etc. All readings during the reporting period were within permitted levels.

During 2021, our primary focus was ensuring the air handling systems worked effectively to reduce the risk of the air-bound coronavirus spreading should there be infections in the property. As part of the precautionary measures, we performed a microbiological test of air quality through the Institut Pasteur du Cambodge (“IPC”) research lab during the Year. We also conducted deep clean operations on all Air Handling Units (“AHU”) to make sure all air filters were cleaned and sanitised regularly.

To improve the air quality of NagaWorld Complex, we plan to install an indoor air quality filtration system that can remove pollutants such as PM2.5 and gases such as NO_x and SO_x in the buildings, as well as air quality monitors in our hotel rooms.

In order to ensure comfort, to minimize various health and safety risks and to ensure the proper use of the Heating, Ventilation, and Air Conditioning (“HVAC”) systems, Inside Air Quality (“IAQ”) must be measured, reported and analyzed. The indicators selected to measure the IAQ are:

- Temperature: 23°C to 26°C, measured at 1.5 meter. The acceptable range is ± 2°C per hour, and ± 3°C between 0.1 meter and 1.7 meter high.
- Relative Humidity: must be kept between 20% and 60% (ideally 30%).

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- CO₂: under 700 ppm + external CO₂ level.
- CO: under 9 ppm (8 hours exposure); 40 ppm (1 hour exposure).
- Luminosity: between 150 and 750 lux for working station, between 150 and 500 lux for other areas.
- Sound: Under 85 Decibels

Cambodian Ministry of Environment (“MOE”) has formulated policies, laws and environmental legal regulations to ensure environmental quality, for instance: Law on Environmental Protection and Natural Resources Management, Sub-Decree on Air Pollution Control and Noise Disturbance, Technical Guideline on Air Pollution Control from Industries, Technical Guideline on Noise Disturbance and Vibration Monitoring from Explosive Activities, and Circular on Measure to Prevent and Reduce the Ambient Air Pollution. The MOE launched the Clean Air Plan to combat the climate crisis and moves towards its carbon neutrality goal by 2050 (*Source: Khmer Times, 25 January 2022*). It aims at identifying activities to reduce GHG emissions in Cambodia. The Company is in line with the national plan to reduce pollution and improve air quality. NagaWorld is in compliance with the Cambodian rules and regulations in relation to air pollution. In 2021, there were no confirmed non-compliance issue in relation to environmental protection laws or regulations that had a significant impact on the Company. NagaWorld performs regular reviews of all policies and indicators concerning air quality to ensure compliance with applicable laws and environmental legal regulations.

Waste Management

Our environmental policy encourages the use of goods that have a low environmental and social impact, and seeks to instill product life cycle thinking into our decision making process. We embrace the “5R” strategic approach in our waste management: Refuse, Reduce, Reuse/Replace, Recycle and Remind. The aim is to minimise resource use and maximise reuse, recycling, and recovery in business operations.

As a service business, we do not produce material amounts of hazardous waste, nor any waste relating to product packaging. Most of our waste produced in NagaWorld is from our hotel and F&B operations. We segregate the waste into recyclable, organic and non-recyclable, and work with local companies to ensure they are handled appropriately.

- Recyclable waste – shredding playing cards from our casinos, carton boxes and plastic bottles are taken by a contractor for recycling.
- Organic waste – restaurant and kitchen organic waste is taken and used as animal feed in local farms. All used cooking oil is taken by a contractor for recycling/reuse.

Waste Production	2018	2019	2020	2021
Waste recycled (tonnes)	304	309	86	49
Organic waste (tonnes)	274	273	148	302
Non-recyclable waste (tonnes)	5,936	5,936	2,945	N/A
Total waste produced (tonnes)	6,514	6,518	3,179	351

Note: In November 2019, the RGC terminated the licence of Cintri (Cambodia) Ltd, which was the exclusive provider of waste collection and disposal in Phnom Penh. The Phnom Penh Municipal Administration has been appointed as a temporary caretaker of waste collection until a new service provider is found. This has resulted in a lack of reliable waste data. The 2019 to 2021 figures were based on our internal best estimates.

We continue to look for ways to recycle while producing less waste. The level of waste produced remained flat between 2018 and 2019 despite business volumes increasing by 25-33%. During 2020 and 2021, the waste levels were significantly reduced due to lower business volumes following about three and six months' closure, respectively, of the casino operations and limited international visitors. Total waste produced was significantly less than previous years due to the effects of COVID-19. The Company did not report data for the intensity and emission targets of waste management. Mechanisms for obtaining that data are being put in place. Our hotel and F&B outlets operated throughout the Year but with a reduced capacity.

The initiatives launched in previous years continue. For example, we withdrew single-use plastic straws and takeaway plastic cutlery and containers in December 2018, replacing them with 100% biodegradable and recyclable alternatives in all our F&B outlets. As such, we anticipate eliminating around four million plastic straws every year.

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Nurturing Our People

We recognize that for the Company to remain competitive and support its ambitious growth plans requires a sustainable and capable workforce. Retaining and developing our people, looking after their wellbeing, and ensuring we have an engaged workforce, remain vital parts of our business strategy. During the challenging COVID-endemic period, the Company was left with little choice but to implement an employee rationalization programme to improve cost and operational efficiency. The majority of employees impacted by the rationalization programme accepted the Company's mutual separation plan ("MSP") with enhanced compensation in addition to payments required by the applicable Cambodian Labour Law. The exercise was completed in the Year and the continued employment of the remaining employees have been secured and will support the long-term stability of our business.

Talent Acquisition (Starting with Us)

The ability to attract and retain talent is crucial to our business strategy. We are committed to ensuring equal opportunities to all qualified individuals, irrespective of gender, age, marital status, ethnicity, sexual orientation or religion. As part of our Starting with Us initiative, we commit to giving new employees a warm welcome and make them feel part of the Naga Family from day one. Support initiatives are in place to help employees settle into their journey with us.

NagaWorld complies with all relevant laws and regulations on employment set out in the Cambodian Labour and Employment Law. The law requires the Company to be responsible for providing a comprehensive legal framework for employment contract executed in Cambodia, governing an employment relation between the Company and employees regardless of gender, age, ethnicity, sex and religion. The law also provides a protection for Trade Unions and Shop Stewards and prohibits all forms of discrimination in an employment.

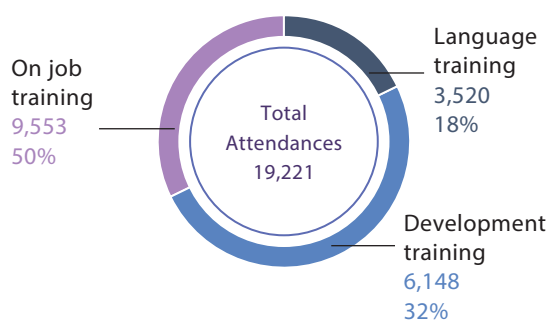
Despite the limited need to hire and employ people during the Year, the Company has managed to continue with its Executive Trainee Programme ("ETP") which aims to provide young people, particularly those who come from underprivileged backgrounds, with an opportunity to develop and achieve their potential. In anticipation of future hiring needs the Company is in the process of enhancing its NagaCareers page and is developing a digital onboarding platform.

Talent Development (Growing with Us)

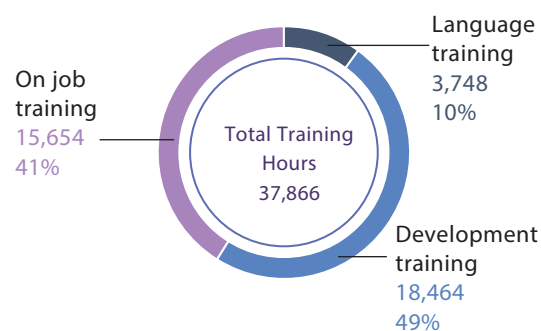
In 2021, the Group recorded 19,221 (2020: 60,405) training interventions for a total of 37,866 (2020: 159,974) training hours. On average each employee received 6 (2020: 19) hours of training during the Year (with total headcount of 6,181).

We continue our commitment to developing local talent through a succession plan that focuses on "local first", promoting local employees to management positions where and when possible. As of 31 December 2021, local employees represented 39% of all managerial positions at NagaWorld (31 December 2020: 41%).

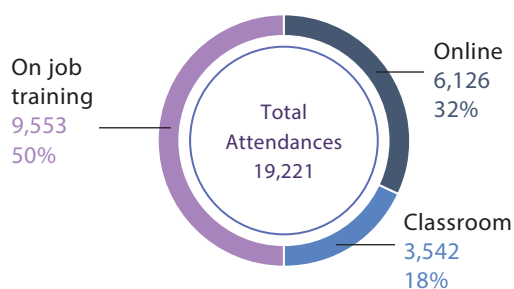
Number of Attendances



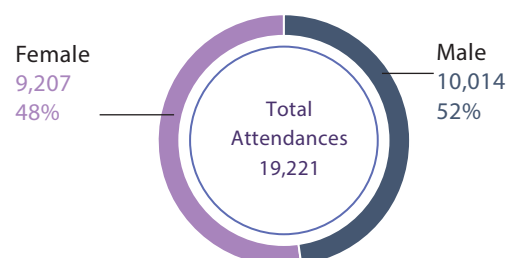
Number of Training Hours



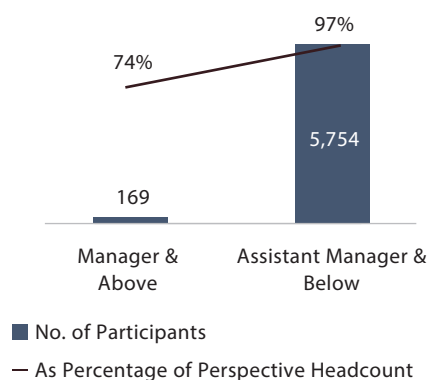
Number of Attendances by Delivery Method



Attendances by Gender

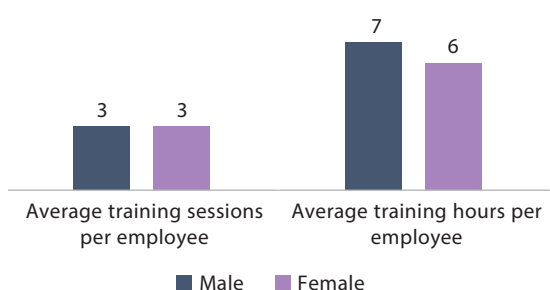


Attendees by Management Level

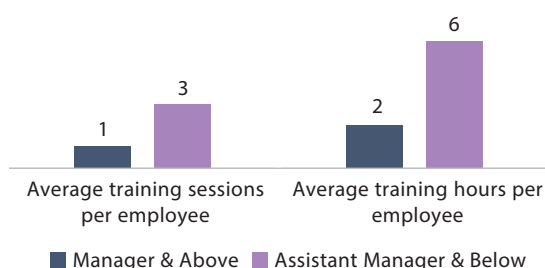


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Average Training Sessions and Hours by Gender

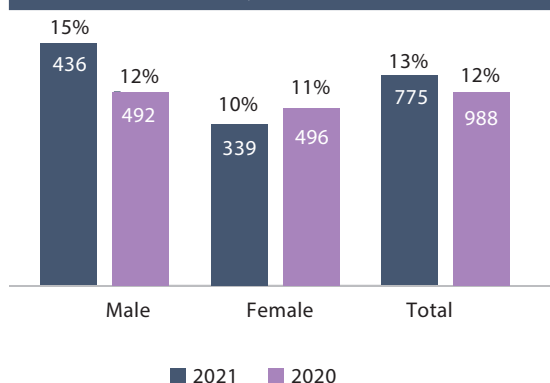


Average Training Sessions and Hours by Management Level

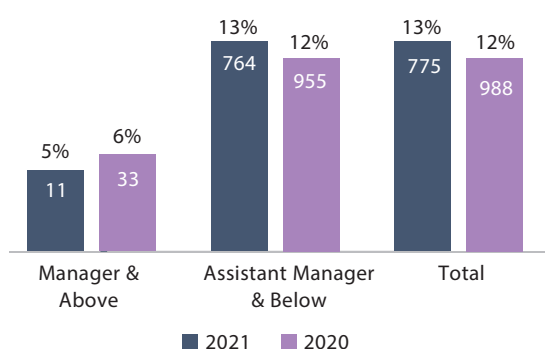


As of 31 December 2021, the Group had 775 employees turnover (2020: 988). The Group's attrition ratio was 13% (2020: 12%). During the Year, the Company launched an employee rationalization programme to improve cost and operational efficiency during the challenging COVID-endemic period. The employee turnover in 2021 excluded employees impacted by the rationalization programme and accepted the Company's MSP with enhanced compensation in addition to payments required by the applicable Cambodian Labour Law. The exercise was completed in the Year.

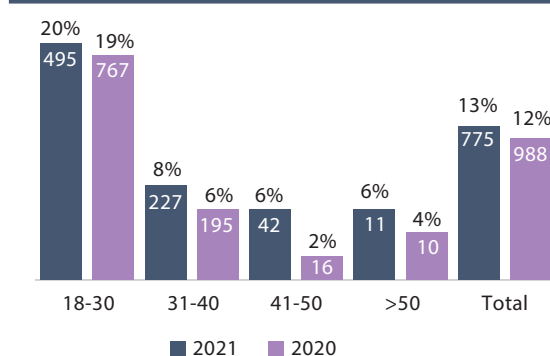
Employee Turnover by Gender



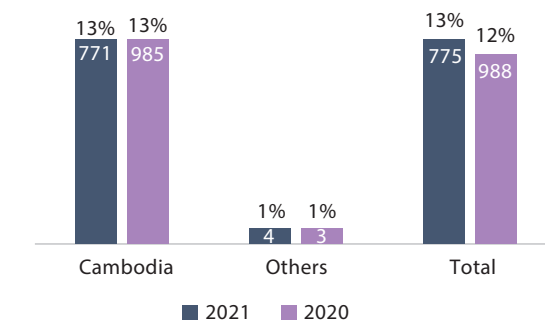
Employee Turnover by Management Level



Employee Turnover by Age Group



Employee Turnover by Geographical Region



Talent Engagement (Staying with Us)

Equality and Diversity

As of 31 December 2021, the Group had 131 (2020: 734) new joiners and 2,321 leavers (2020: 988).

We pride ourselves on providing a safe, fair and healthy work environment with equal opportunities for all our employees. Our employees are treated fairly and equally irrespective of their gender, social status, sexual orientation, religion or belief, marital status, age, colour, nationality, disability or trade union affiliation.

As of 31 December 2021, the Group had a total of 6,181 employees (2020: 8,371), representing 37 nationalities. We prioritise the development of our Cambodian workforce, recruiting locals where possible, with 93% (2020: 94%) of our workforce in 2021 being Cambodian.

Whilst aiming to create a diverse and inclusive workplace, we ensure that the recruitment of entry-level candidates is done based on attitude and best fit for the role. Internal promotions are conducted on a performance-based approach. In 2021, the number of female managers stood at 71, representing 31% of total management (2020: 39%). Promoting our female management talent remains a focus for the Group.

Gender Diversity as of 31 December 2021	Female	Female %	Male	Male %	Total
Manager & Above	71	31%	157	69%	228
Assistant Manager & Below	3,209	54%	2,744	46%	5,953
Overall	3,280	53%	2,901	47%	6,181

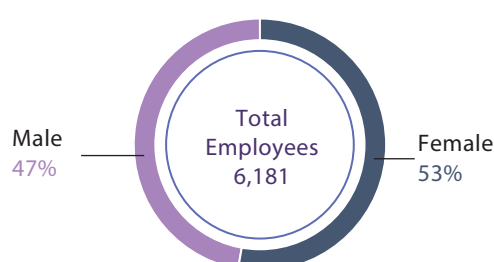
Employees by Nationality



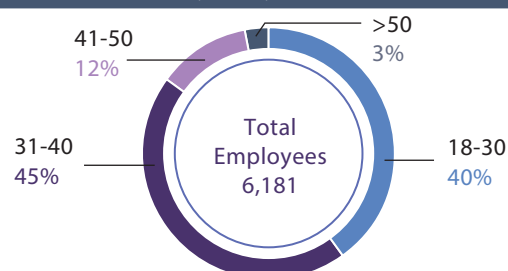
Employees by Seniority



Employees by Gender



Employees by Age Group



Sustainability Report

To provide better care and safety to employees during this health pandemic, the Company had outsourced a portion of its In-House medical clinic to International SOS during the Year.

Given the relatively high medical costs in Cambodia, the 2 on-site medical clinics provide an essential service to employees and that are highly appreciated. In 2021, 3,021 employees (2020: 5,950 employees) used the clinic, culminating in a total number of 6,592 visits (2020: 32,832 visits) to the facility in this year alone.

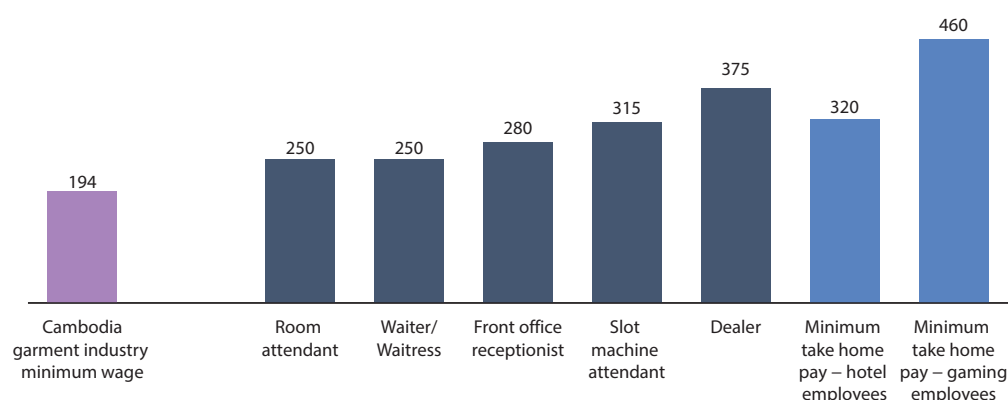
As part of the Company's Employee Assistance programme, employees are entitled to financial support as well as compassionate leave and in 2021, a total of 180 employees benefited from the scheme.

Employees are entitled to 14 days sick leave per year, which is well in excess of the minimum government requirement. Other paid leave entitlements that are provided include maternity, paternity and marriage leave.

Compensation and Benefits

Due to the business and economic environment no annual salary increases and promotion were granted in 2021. To help our employees financially through the periods where our business was suspended we continued to provide salary payments of 40% despite employees not being required to work.

Monthly Starting Wage Comparison (US\$)

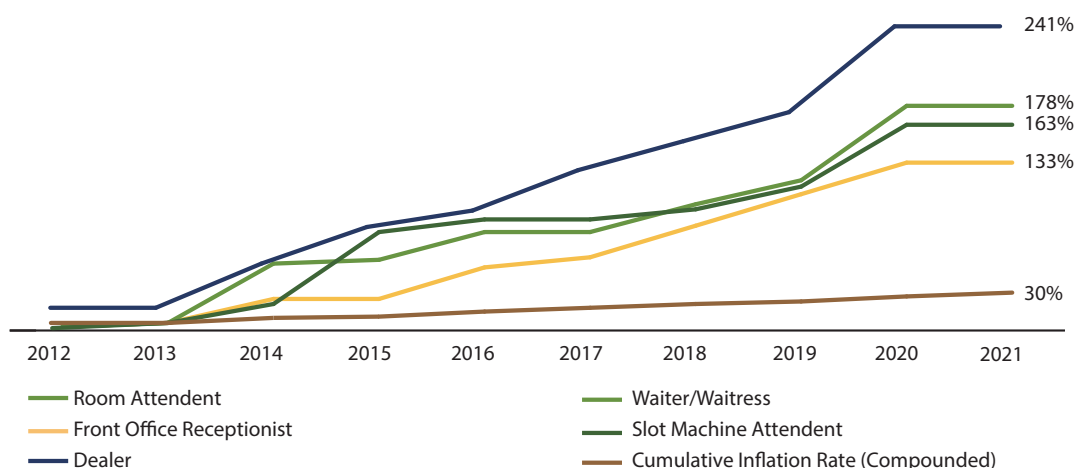


Note: No national minimum wage is specified in Cambodia. However, each year the RGC sets a minimum monthly salary for the garment industry workers. The monthly minimum wage for factory workers was US\$192 for 2021, US\$190 for 2020 and US\$182 for 2019. In September 2021, a minimum wage of US\$194 was set for 2022.

The chart above shows a comparison of monthly starting wages that would be received by garment factory workers in Cambodia and the entry-level employees in NagaWorld. Including service charge, tips and allowances, the average monthly take-home pay for the Group's entry-level hotel and casino employees remain to be US\$320 and US\$460, respectively.

Our salary offer remains one of the best in Cambodia. Furthermore, our employees are required to work 12.5% fewer hours per week than employees at other comparably sized consumer service or lodging companies in Cambodia. We also offer generous benefits designed to improve the quality of life for our employees. These include:

Cumulative Minimum Wage Increment by Job Roles vs. Inflation Growth Rate, 2012 to 2021 (trailing 10 years)



The Company strives to consistently provide above market salaries and benefits with the Company's current minimum wage being in excess of the government minimum wage for the garment sector by almost 30%. Annual salary increases at minimum pay scales are targeted at above inflation as is evident from the chart above.

- Incremental 1.5 days of paid annual leave for every month of service rendered. Annual leave increases based on length of service;
- Fourteen days sick leave per year, which is well in excess of the minimum government requirement;
- Other paid leave entitlements including sick leave, maternity, paternity leave and marriage leave;
- Free medical care through 2 dedicated in-house clinics;

Sustainability Report

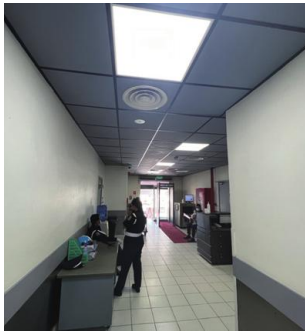
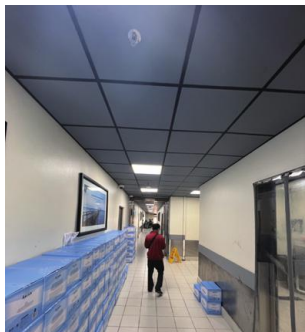
- Free laundry and dry cleaning services for work attire;
- Accident and Life Insurance;
- 300% pay for working on public holidays, well above the statutory requirement of 200%;
- A monthly language incentive up to US\$100.

Employees can also continue to enjoy the benefits of our own in-house retail shops Nagamart and unlimited free meal allowance. These two initiatives were implemented to support our employees and help lower their living expenses. Nagamart, a not-for-profit supermarket where employees can purchase daily staple and household goods at cost, saw all our employees benefit from this subsidised service during the Year.

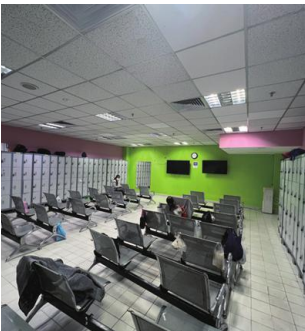
To provide not only for a safe and healthy workplace but an environment that empowers employees, NagaWorld has implemented various upgrades and maintenance work on several employee areas. As most employees take motorcycles to work, NagaWorld has identified and prepared designated space

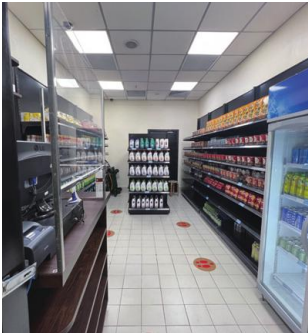
that would enable the staff to park their motorcycles safely and near to the property. The employee entrance was also enhanced by installing with new awnings and roof covers to provide shelter to employees, especially during heavy rains. The area was also re-surfaced to ensure that there is adequate drainage for rain water.

With the objective of making the staff entrance more welcoming, the alleyway after the security check at Naga 1 was upgraded with new lighting, floors, walls, paintings and ceiling panels that could hold heavy wire trays ensuring safety for all. To further improve the level of cleanliness and hygiene amongst employees staff bathrooms underwent major changes – new lightings, wash basins, urinals, additional cubicles, new walls and ceilings. Rest areas were also repaired and refitted to ensure that staff has better quality space during their breaks. An outdoor smoking area was constructed on Level 3 in Naga 1 which also turned out to be an added rest area for staff. A turnstile system was fitted in all employee canteens to retrieve data of usage to facilitate tracking for cost efficiency and effectiveness. Nagamart has also extended its operating hours to ensure ease of access for employees to affordable options to purchase basic necessities. Nagamart is looking into expanding its product offering in 2022.

Item	Details	Photos
Naga 1 Entrance Upgrade • Cost: US\$38,000	Enhanced the employee entrance area by installing new awnings and roof cover to provide shelter to employees waiting for transportation especially during rainy season	
	- Installed new ceiling panels to increase structural integrity to hold heavy overhead cable trays ensuring safety and preventing accidents - Replaced old wall and floor tiles - Skimmed-coated and painted walls - Installed and replaced LED lights to improve brightness	
	Installed new framed paintings to liven-up the entrance area	
	Re-designed security reception area	

Sustainability Report

Item	Details	Photos
Naga 1 Employee Toilet Renovation and Upgrade Cost: US\$20,000	- Replaced old ceiling panels and improved lighting - Replaced toilet bowls in both male and female toilets - Changed flooring and wash basins - Added more toilet cubicles in both male and female toilets - Replaced all the urinals in male toilets	 
Staff Rest Areas Cost: US\$800	- Repainted walls and repaired ceiling and floor panels - General cleaning and refit	
Naga 1 Staff Smoking Area Cost: US\$5,300	Constructed outdoor smoking area for staff Naga 1-Level 3	

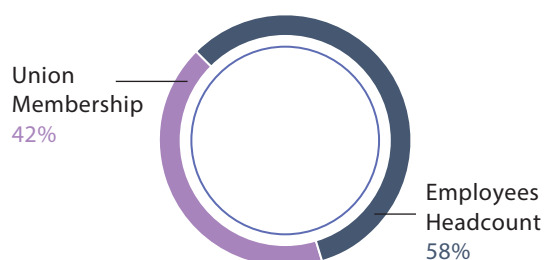
Item	Details	Photos
Employee Motor Parking Cost: US\$30,000/month	- Provided staff free parking; Naga 1 – 600 motorcycles (3,500 sqm) Naga 2 – 700 motorcycles (2,250 sqm) - Regular maintenance and up keep is being done	
Naga 1 & Naga 2 Canteen Turnstile System Cost: US\$34,162	Installed 18 turnstile units to retrieve data of usage to facilitate tracking for cost efficiency and effectiveness	
Nagamart	Expanded on an employee minimart where staff can purchase basic daily items at cost price	

A number of consultation meetings were held with the The Labour Rights Supported Union of Khmer Employees of NagaWorld and Shop Stewards during the initial parts of the Year to consult and explain the Company's rationalisation plan.

Once the rationalization plan was completed the company had organized an external facilitator to host a workshop between Shop Stewards and management to launch a Working Together into 2022 project. A number of focus areas were identified during these workshops and will form the basis for a Strategic plan in 2022 focused on improving working relationship. Current union membership is as follows:

Sustainability Report

Employees Headcount vs Union Membership



New Shop Stewards elections are planned for the new year and meetings with the Union and Shop Stewards continue regarding matters such as general business updates, COVID-19 updates, proposed amendments to the Group's internal rules and other relevant matters raised by the Shop Stewards.

Legislative labour requirements in Cambodia are aligned with international standards, including matters such as the prohibition of child and forced labour, employees' rights to organise unions and engage in collective bargaining, non-discrimination and civil and political rights. NagaCorp complies with all relevant laws and regulations set out in the Cambodian Labour and Employment Law. The Company developed a training programme that helps increase awareness about child labour among our suppliers, and ensure they adhere to our No Child Labour policy. This is monitored regularly through factory visits and training programmes with our suppliers. To the Company's best knowledge, no case of child and/or forced labour was found in the Company's premises and its supply chain in 2021.

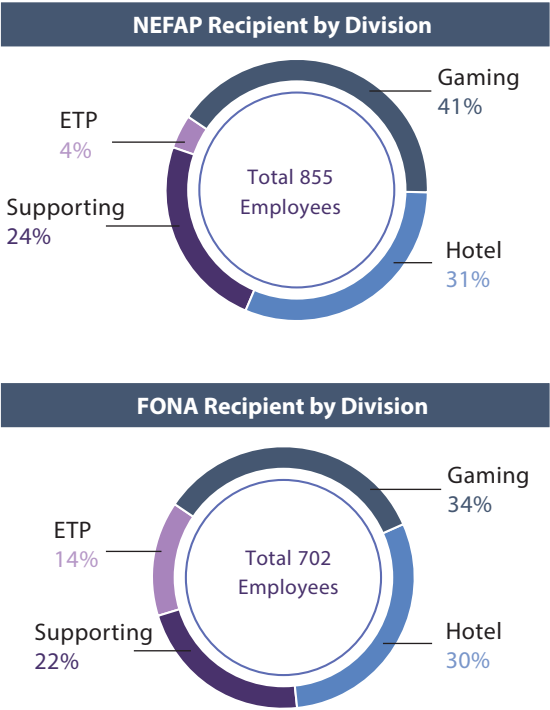
Protecting Our Employees During COVID-19

Although the COVID-19 situation has been managed relatively well in Cambodia, we remain committed to ensuring the well-being and safety of our employees as well as those of our guests. In addition to the mandatory social distancing measures, we have also established and enhanced a series of protocols and preventive measures to protect our employees against COVID-19 infection since January 2020. They include, amongst others, the following:

- Installed face recognition and thermal scanner at the employee entrances;
- Implemented temporarily restricted travel procedures and employee travel history tracing;
- Implemented additional dining areas for employees in the ballroom and theater areas to enable social distancing measures;
- Implemented temporary medical quarantine procedures and provided accommodation for employees affected by the quarantine;
- Removed finger scanner time machines that could present a transmission risk;
- Provided paid leave for employees that had to quarantine after exposure to COVID-19 infection incidents;
- Established emergency protocols and increased personal protection equipment for in-house doctors; and
- Formed direct communication with COVID-19 designated hospitals.

Support for Employees During the COVID-19 Pandemic

In May 2021, authorities announced that certain areas in Phnom Penh were designated “Red Zones” where movements and activities were limited to curb the further spread of COVID-19 cases. With services and daily activities being halted in these areas the Company identified a need to reach out to our employees and provide assistance where it was needed most. A total of 885 employees benefited from the aid packages that the Company provided during this period under its NagaWorld Employee Food Aid Programme (NEFAP). As an additional measure a project called Food or Necessity Aid (FONA) was put in place to further support employees that tested COVID-19 positive and had to quarantine in government facilities. More than US\$88,000 worth of food aid packages has been distributed to 702 employees.



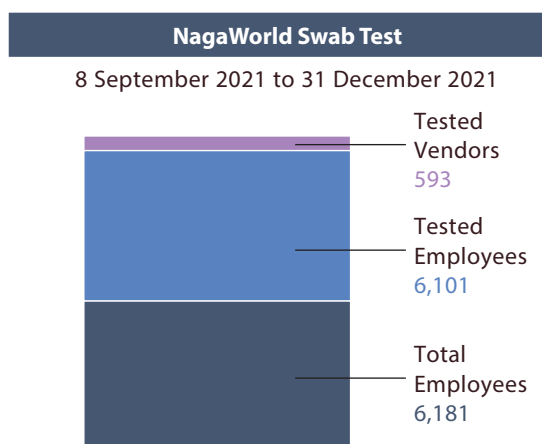
Sustainability Report

In support of the Cambodian government's measure to assist workers employed in the tourism sector which is severely affected by the COVID-19 pandemic, NagaWorld conducted a 3-day exercise to register qualified employees for the government's financial aid programme. In total, 3,043 eligible employees in the hotel division received this assistance.

In addition, the Company continued with its Employee Assistance programme and provided support for employees whose homes were lost in fire and employees that were involved in accidents.

NagaWorld COVID-19 Testing

NagaWorld employees and outsource vendors entering NagaWorld premises on a regular basis are required to fulfill 3 requirements – pass a COVID-19 Assessment, show proof of completed vaccination and do a weekly COVID-19 antigen test. Tests are held at the Company's Training Academy and an average of 6,000 test are conducted on a weekly basis. Since reopening, the Company has conducted in excess of 83,000 tests on its employees and service providers.



An enhanced set of health and safety protocols designed to provide a safe and clean environment for all hotel guests and employees were in place since the onset of COVID-19 pandemic.

Apart from standard COVID-19 practices e.g. face coverings and practicing social distancing in public spaces, frequent hand sanitization

and disinfectant sprays at work stations, the Company implemented a safe entry check-in pass for all employees at staff's entrances.

A system called E-PASS was officially launched in mid-September 2021. Employees are required to fulfill 3 criteria before being allowed entry into the properties.

At least 2 doses of COVID-19 vaccination



Complete COVID-19 Training Assessment in Learning Management System ("LMS")



A negative results in weekly COVID-19 Swab Test



The E-PASS indicates 3 colours:

- Fulfilled all 3 criteria; Allow entry into properties
- Do not meet any of the 3 criteria; Entry disallowed
- Not vaccinated (due to maternity or for medical reasons); Entry allowed under special circumstances

លិខិតអនុញ្ញាតអង្គីចត្រូនិច
E-PASS

This is to certify that
Name: **Ly Sovanchanratana**
Employee No.: **16654**
Position: **Language Teacher**
Department: **Group Human Resources**

បានបំពេញតាមគម្រោងការដូចខាងក្រោម:
Has accomplished the following requirements:

- ✓ បានចាក់វ៉ាក់សាំងបង្ការជំងឺកូវីដ-១៩ COVID-19 Vaccination
- ✓ បានសិក្សានិងប្រលងវគ្គ ការបង្រៀនជំងឺកូវីដ-១៩ COVID-19 Training and Assessment
- ✓ បានធ្វើតេស្តរហ័សកូវីដ-១៩ ដែលមានសុពលភាពដល់ COVID-19 Swab Test valid until **31/01/2022**

លិខិតអនុញ្ញាតអង្គីចត្រូនិច
E-PASS

This is to certify that
Name: **MOEUN NEANG**
Employee No.: **HK0188**
Position: **Club 888**
Department: **Club 888**

បានបំពេញតាមគម្រោងការដូចខាងក្រោម:
Has accomplished the following requirements:

- ✓ បានចាក់វ៉ាក់សាំងបង្ការជំងឺកូវីដ-១៩ COVID-19 Vaccination
- ✓ បានសិក្សានិងប្រលងវគ្គ ការបង្រៀនជំងឺកូវីដ-១៩ COVID-19 Training and Assessment
- X ធ្វើការស្នាក់នៅផ្ទះ ហើយចាប់ផ្តើមតេស្តស្វាមេឡាញនៅថ្ងៃ HOME QUARANTINE and book the next swab test on **09/02/2022**

លិខិតអនុញ្ញាតអង្គីចត្រូនិច
E-PASS

This is to certify that
Name: **Doem Theara**
Employee No.: **16440**
Position: **Commis 1**
Department: **Food & Beverage**

បានបំពេញតាមគម្រោងការដូចខាងក្រោម:
Has accomplished the following requirements:

- ✓ បានចាក់វ៉ាក់សាំងបង្ការជំងឺកូវីដ-១៩ COVID-19 Vaccination
- ✓ បានសិក្សានិងប្រលងវគ្គ ការបង្រៀនជំងឺកូវីដ-១៩ COVID-19 Training and Assessment
- ✓ បានធ្វើតេស្តរហ័សកូវីដ-១៩ ដែលមានសុពលភាពដល់ COVID-19 Swab Test valid until **03/02/2022**

Sustainability Report

Clinic Management

Outsourcing the Company's in-house medical clinic to International SOS provided much needed expertise to provide better care and safety to employees during this health pandemic. One of the benefits of this approach is that International SOS stays up to date with the latest COVID-19 developments that can be communicated immediately as they are ever changing. It ensures that the Company can adopt its COVID-19 related policies and practices timely and in-line with best practice. In addition it ensures that the Company stays up to date with all international and regional protocols and this has been communicated to management in order to help establish a robust COVID-19 screening and management plan that is likely the best practiced plan from any company in Cambodia. NagaWorld has adopted some practices such as training of new hires to safely perform COVID-19 screening and also for in house clinic staff.

The clinic continues to do a lot of quality assessment, including implementing structures and procedures to improve services and the quality of our medical staff. One of the biggest benefits of International SOS is the support network that is available to any patient. NagaWorld can utilize the up to date and Extensive Treatment Protocols for patients but also escalate any case of concern to the call center in Bangkok for immediate and expert assistance from medical professionals and specialists. This is available 24 hours a day and it is a very efficient and fast process where expert medical opinions can be obtained in minutes. In everyday clinic care, the level of care has been improved and this will be an ongoing process. Certain procedures that previously needed to be referred off site at substantial cost can now be managed by our in house clinic with much reduced cost, but also less time lost at work for employees. This service will be expanded, obtaining an even larger cost benefit.

Vaccination Status

96% of NagaWorld employees have completed their vaccinations with those not having been vaccinated due to pregnancy or medical condition.

Fostering a Responsible Culture

Health and Safety

We are committed to providing a healthy, hazard-free and safe environment for our employees, guests, visitors, suppliers and contractors. To achieve this, we have implemented a systematic approach to identify and assess health and safety risks and to allocate appropriate resources to manage those risks. We maintain an effective communication system on OSHA and continuously monitor and review our performance. NagaWorld complies with all relevant laws and regulations on health and safety set out in the Cambodian Labour and Employment Law. The law requires the Company to be responsible for providing adequate means of protection for employees, ensuring occupational safety and hygiene, and improving working conditions. In addition, the Company is also responsible for work accidents or occupational diseases. When an employee gets injured or sick:

1. The employee reports him/herself to the in-house clinic;
2. The in-house clinic will report to the OSHA department;
3. The OSHA department will interview the employee/witnesses;
4. The OSHA department will review the area where the incident took place;
5. The OSHA department will create the report including photos;
6. The related department is responsible for the implementation of actions/communication with the other employees within the department affected; and
7. The OSHA department will monitor by daily walk downs the implementation of actions.

The Law on Social Security provides a system of protection regarding work related accidents for workers under the scope of the labour law. In order to avoid work related accidents, daily walk downs by OSHA department and interventions will be made. The interventions will be communicated to the departments, registered within a database and distributed to the relative departments on a weekly basis. The Company only provides tools which are purchased in conformance with the required standards (ANSI/ISEA or CE mark). Employees use the correct type of personal protective equipment in conformance with the correct international standards.

The review of our OSHA policies and operating procedures is ongoing, which helps to keep us in line with International Labour Organisation standards. An OSHA committee, consisting of representatives from key departments, meets regularly. Awareness training is provided to all employees, and safety standards of daily operations are monitored and maintained. Each manager is accountable for achieving their OSHA objectives. We continued to promote and improve workplace safety during the Year. For example, we continued promoting our Safety Awareness Campaign, which was launched in February 2020, to promote general safety, such as workplace, fire, road and food safety.

Sustainability Report

Work-related lost time injury (“LTI”) and the LTI frequency rate (“LTIFR”), a proxy measurement for safety performance, remained low in 2021. Our LTIFR of 0.14 was well below the 4.0 for the gaming sector and 6.1 for the F&B service industry, the only available benchmarks published by the Australian government statutory body Safe Work Australia. Work-related lost time injury is defined as an injury or illness caused, contributed or significantly aggravated by events or exposures in the work environment. At NagaWorld, such injuries occur more often in the kitchens, such as burns, cuts, or slips.

No work-related fatality has been recorded in NagaCorp and its subsidiaries in the past five years.

Lost Time Injury	2018	2019	2020	2021
Man-hours ('000)	111,005	104,944	68,947	20,963
Number of injuries (work-related)	45	16	12	3
LTIFR	0.41	0.15	0.17	0.14
Lost days due to work-related injuries	Not available	140	58	36
Work-related fatality	0	0	0	0

Notes:

- (1) Total man-hours were lower due voluntary temporary suspension of business operations between 2 March and 14 September 2021.
- (2) LTIFR = number of LTI x 1,000,000/total man-hours.
- (3) “Lost days from work-related injuries” was a new measure starting in 2019. There was no comparable data for 2018.

Ensuring our employees and guests' safety and well-being is paramount to us, especially during the pandemic when situations are constantly evolving. Since the end of January 2020, we have implemented several strict health and safety protocols, such as mandatory temperature checks and wearing masks upon entering NagaWorld and hourly sanitisation of escalator handrails and door handles. Additional preventive measures were implemented later, and social distancing has been enforced and observed since the resumption of casino operations in September 2021. Some of these preventive measures are listed below. In addition, we have also temporarily closed our swimming pool, and reduced seating capacity in all F&B outlets.

- Installed thermal camera and disinfectant spray units at entrances;
- Designated quarantine rooms;
- Regular sanitisation of company vehicles, tabletops, gaming machines and surfaces in public and office areas;
- Additional sanitisation of air handling units and fan coil units;
- Installed disinfectant aerosol sprays in guests areas and employee canteens;

- Scheduled fumigation of guest and employee areas;
- Installed social distancing signage and queue line.

Product Responsibility

Being a service business, NagaWorld does not produce any physical products other than the food and beverages prepared for our F&B outlets. Policies and standards are in place to ensure these products and our services meet quality standards. NagaWorld complies with all relevant laws and regulations relating to OSHA, advertising, labelling and privacy matters. We seek to improve our standards continuously. There are no local laws and regulations relating to product responsibility that have a significant impact on the Company.

In August 2020, we established a Guest Service Policy to reflect our shared values of providing the highest possible service standards. A mandatory online training programme was rolled out across the Group.

Food Safety

We take food safety seriously and abide by relevant local and international standards and regulations.

Sustainability Report

We aim to serve food prepared to the highest standards, using only the best quality products and ingredients. We believe NagaWorld is one of the leading hotels in Cambodia in food safety and hygiene. To ensure best practices, we have developed a common set of operating standards and procedures implemented in all our kitchens and F&B outlets. We also provide employees with all the necessary information, training, and tools to do their job effectively and with good hygiene practices. Monthly inspections and sampling are carried out in bars, F&B outlets (including staff canteens), kitchens and housekeeping areas.

The Ministry of Health of Cambodia conducts regular audits of F&B outlets. During the Year, all restaurants in the NagaWorld Complex were certified with an “A” rating that signifies the highest level of hygiene and cleanliness.

Since April 2019, we have been in the process of implementing Hygiene ISO22000 Standards, which is expected to complete by early 2022.

Fire Safety

The safety of our guests and employees is paramount. NagaWorld has an in-house fire safety department (“FSD”) managed by a team of experienced firefighters and fire safety professionals specialising in different fields of emergency response and management.

With 39 firefighters and 14 officers, the team operates 24 hours a day, seven days a week to ensure round the clock emergency assistance and support. Since 2012, all members of the FSD have been completing and passing the NFPA (National Fire Protection Association) 1001 International Standard Training – a firefighter professional qualification. All our firefighters are also trained and certified by the Cambodian Red Cross in First-Aid and International SOS in administering first aid and automated external defibrillator.

As part of the CSR programme, we partner with the Ministry of Education, Youth and Sports to deliver fire safety classes to raise fire safety awareness amongst school children and local communities. In 2021, 352 teachers/staff and nearly 7,500 school children benefited from the fire safety classes. We also donated 15 fire extinguishers to 4 secondary schools and the Department of Education, Youth and Sport (DoEYS) at Kampong Speu province during the programme.



Customer Engagement

We strive to provide top quality experience and services to all our customers during their stay. We value customer feedback which gives valuable information to our continuous improvement.

We engage with our customers through various channels, such as website, social media and rewards programme. In addition to conventional face to face engagement, customers are also encouraged to connect with us on social media, e.g. Facebook, Instagram and Weibo, and through messaging apps, e.g. WeChat and Telegram. These digital platforms provide a direct channel for us to engage with our customers, dealing with issues and gathering feedback instantly. During the Year, we received a total of 147 feedback comments of both positive and negative reviews through various online review platforms, e.g. Trip Advisor, Ctrip, Agoda, Google, Booking.com, JP Travel, and Expedia. Moving forward, the Company will review all platforms on an ongoing basis and will continue to respond to both positive and negative reviews with an individual reply comment. We are considering asking guests to scan a WeChat QR code to get the latest information anytime on NagaWorld, such as product offerings, promotion offers and clarifications. The NagaWorld Rewards programme has also helped us understand our customers' needs and preferences better, leading to higher customer satisfaction.

Privacy and Data Protection

We collect personal information from our hotel guests and members of the loyalty programme. This information is managed and securely stored in a central location and used for marketing and promotion purposes only.

All of this is done with customers' consent. A multi-level control system is in place to ensure safe and secure transfer and storage of our customers' data electronically. Standard operating procedures are followed in regards to handling sensitive information such as personal data, which is implemented and monitored on a departmental level.

Supply Chain Management

2021 was a year of extraordinary challenge for businesses, customers and suppliers as the world implemented restricted movement control and the closures due to COVID-19. Border and business operations closures caused a very dynamic and volatile supply and demand situation on pricing and availability.

But during NagaWorld's voluntary closure in March 2021, our supply chain was well balanced to ensure business continuity in supporting guests as well as all service maintenance. All of our procurement strategies were optimized with value added products, services and cost efficiency for all levels. This ensured that all cost measurements were being implemented smoothly with limited resources.

The continuation of COVID-19 preventive measures has focused on all business partners' full vaccination (vaccination card or proof must be available for verification) before being allowed to enter the NagaWorld premises. During this challenging period the safety and well-being of fellow colleagues, stakeholders, business partners and the local community remained our top priority.

Our fundamentals of local supply chain co-operation remained at a high level with 86% of our business coming from 300 local, active suppliers in 2021, while the remaining 14% were mainly from Asian business partners.

Sustainability Report

We also maintained a very supportive and responsive local supply chain during our major NagaWorld CSR drive during the Year. All engaged suppliers were able to supply and deliver at reasonable costs. All pre-scheduled deliveries were fulfilled systematically even while Cambodia was in full lockdown with borders closed. We anticipate that our local and overseas supply chain will gradually recover with a highly efficient vaccination programme implemented in Cambodia.

Maintaining Effective Governance

Corporate governance is the collective responsibility of the Board. The directors of the Company (the “Directors”) firmly believe good corporate governance is paramount to creating shareholder value and ensuring proper management of the Company in the interests of all stakeholders. NagaCorp’s corporate governance framework and practices are set out in this report. It details how the Company has applied the principles of its ethical standards, and conducting our business with integrity, honesty and transparency to maintain the trust and confidence of our customers, employees, business partners and other stakeholders.

NagaCorp operates within the belief that exceptional corporate governance and ethical processes provide an established framework to operate efficiently and provide world-class risk management. Throughout the year ended 31 December 2021, the Board considers the Company fully compliant with all the disclosure requirements and reporting principles as set out by the Listing Rules.

The Board is principally concerned with the overall leadership, strategy and development of the Company in order to promote its long-term success for the benefit of its Shareholders and other stakeholders. This is achieved within a framework of effective controls that enable risk to be assessed and managed. The Board sets the Company’s strategic objectives, implements its fiduciary responsibility to ensure optimal and sustainable resources, reviews management performance and ensures high ethical standards of behaviour are followed. The Board takes into account the likely consequences of any decision in the long-term impact of the Group’s operations on the community and the environment and maintaining NagaCorp’s reputation for high standards of business conduct.

The Board ensures the Company’s governance practices are fully compliant and reach the highest standards in every aspect of our business. The Company’s Board members bring an extensive breadth of commercial, financial and other skills to guide NagaCorp, oversee our sustainability strategy, reporting, risk assessment and implementation controls across all of our business endeavors.

NagaCorp prides itself on integrity and deep sense of ethical responsibility, which is set from the top and implemented throughout the Company. Failure to operate with transparency, integrity, ethical conduct and lawful behavior, would impact our business success, license to operate, and reputational damage.

For instance, at the corporate level, the Company has been recognized as an Honoured Company in the Small & Mid-Cap category by the renowned financial publication *Institutional Investor* for outstanding leadership, including “Best CEO” and “Best CFO” in the Gaming & Lodging sector. This recognition is part of *Institutional Investor’s* 2021 All-Asia Executive Team annual rankings which are regarded globally as the financial industry’s benchmark for excellence. This was an endorsement of our honest and transparent approach in communicating with shareholders and investors, which is underpinned by our devotion to adopting and complying with the best international standards and practices in corporate governance matters.

Along with our commitment to ethical operations of our business is our effort to promote responsible gaming. We understand our essential duty to ensure that all of our guests game responsibly. Within the Cambodia jurisdiction that we operate, we surpass mandatory regulatory requirements and always seek continuous improvement to ensure a safe and fair experience for our guests.

In today’s global awareness of sustainability-risks, our stakeholders increasingly expect NagaCorp to take a leadership role as Cambodia addresses global challenges. NagaCorp’s environmental sustainability strategy is designed to help minimize our environmental impact. It reflects our Founder and CEO’s vision for sustainability to lead the way in development and expansion, and property operations. Driven by the dedication and hard work of our team members, we continue our journey to a more sustainable future.

Never before has awareness been higher of the link between our own survival and the health of the planet. Global climate change is everywhere – severe climatic events, unstable weather patterns, over-used and diminished resources, and species extinction are the immediate climate-related issues facing NagaCorp and its operations. The Company is committed to monitoring and mitigating our impact on natural resources, and regenerating our natural systems. We believe in our ability to influence the collective action for change from within our own operation.

To address the evolving climate crisis, NagaCorp is working on all aspects of the climate equation. This requires leadership commitment, investment in renewables, sustainable design and materials, and energy efficient equipment and systems. By managing our impact at our property and across our operations, NagaCorp leads the way in our industry and in Cambodia to show that a sustainable future is within reach and the only option.

To accomplish these commitments, we engage external stakeholders who align with our strategy and goals, adopt industry best practices, promote awareness and engagement among colleagues, and measure and verify the sustainability and financial impact of our goals.

For instance, the ecological impact of our construction projects are a key consideration in site development. Careful planning that respects local ecology ensures that our projects offer the most memorable and enjoyable experiences for our guests while minimizing impact on local ecosystems.

Sustainability Report

Waste can take on many forms; NagaCorp is committed to a system based approach to understand and manage the full lifecycle of waste that we, our partners, and our guests use and reuse. From building construction, water, energy use, packaging, or food from our kitchens, we focus on uncovering opportunities for ecological responsibility.

Specifically, we source reduced impact products from responsible suppliers to reduce NagaCorp's footprint and impact on the environment. We manage the impact of our supply chain by championing best practices in material and waste management, and promote water conservation and adherence to local code requirements to further our environmental performance. We are also committed to maintaining our lead role in elimination of problematic plastic in Cambodia. We do this by proactively engaging with suppliers to avoid disposable packaging and adopt reusable and/or lower impact alternatives. For example, we withdrew single-use plastic straws and takeaway plastic cutlery and containers in December 2018, replacing them with 100% biodegradable and recyclable alternatives in all our F&B outlets. As such, we anticipate eliminating around four million plastic straws every year.

Naga Farm, which was launched with a vision towards a sustainable and renewable agricultural facility for supplying not only NagaWorld with its own food supply chain, but also to help local communities in need. The aquaculture farm primarily breeds, grows and harvests freshwater fish and snails in manmade lakes, as well as a variety of vegetables using an aquaponics method. The facility utilizes environmentally friendly aquaculture techniques such as an organic filtration system for water sustainability.

Managing our energy consumption and efficiency starts with effective systems that align our actions for continual improvement. Implementing energy efficient measures is foundational to how we design, build and operate our buildings and systems. Through improving operational efficiencies during 2021 and as a result of the pandemic restrictions to our business, we achieved a 27% reduction in our energy footprint across our operations. Specifically, the significant reduction was due to 1) the low level of direct energy consumption resulting from the LPG used in the kitchens during the Year; and 2) the lower level of consumption throughout the Year due to the temporary closure and reduced business volumes after the reopening.

Also, reducing water usage and reusing water are fundamental to our water policy. At Naga we have measures to reduce water consumption, ranging from water saving toilets in hotel guest rooms to rainwater recovery systems that store rainwater for onsite irrigation.

Further details on our energy consumption reduction initiatives, emission control actions, and water resource management are outlined in the appropriate sections of this report.

Stakeholder Engagement

Partnering with independent experts to undertake materiality assessment has been vital to our stakeholder engagement process, for not only having a transparent and unbiased approach, but to ensure that the analysis is guided by best practice standards.

The opinions of our stakeholders inspire us to continually improve our operations. When identifying our stakeholder groups, we consider whether we have a relationship with them that could be characterized by one of the following attributes: dependency, responsibility, influence or diverse perspectives. Our stakeholder groups and ongoing methods of engagement are presented below.

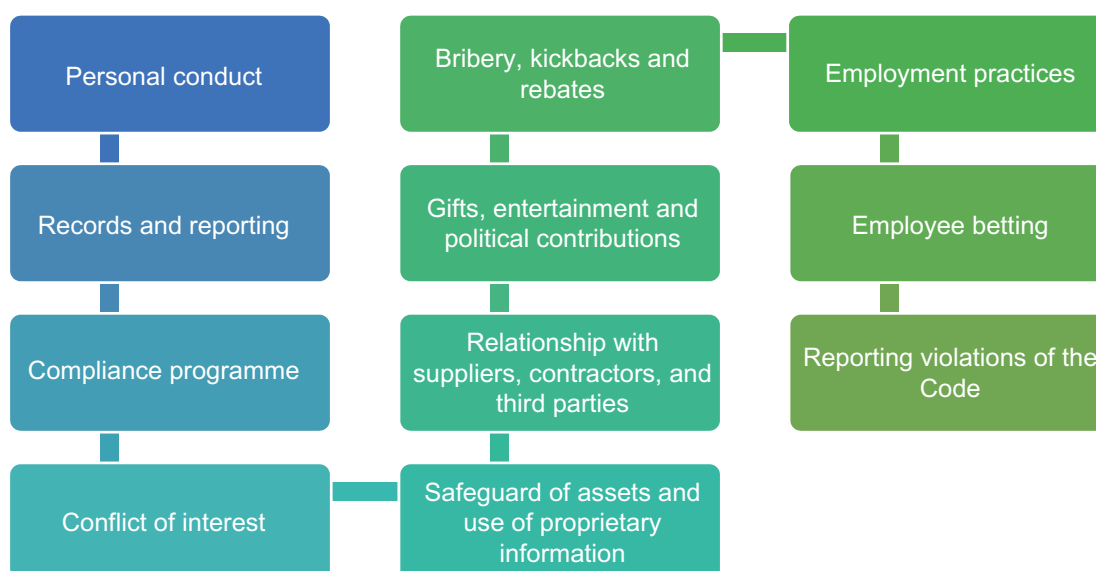
Sustainability Report

Board Members	Investors	Colleagues	Suppliers
Board Meetings	Briefings and Meetings General Meetings Property Tours Investor Presentations Roadshows Conferences	Workshops Training Various online platforms	Adherence to our Code of Business Conduct and Ethics

Code of Conduct

We have a clear set of standards and principles incorporated in the Company's Code of Conduct (the "Code"). The Code governs how all employees must behave and guides daily interactions with fellow employees, customers, suppliers, government officials and business partners. It outlines NagaCorp's expectations on employees with regard to conflicts of interests and encourages employees to report any malpractice and misconduct. The Code sets out our principles in the following 11 areas:

NagaCorp Code of Conduct



We have also devised and benchmarked our policies and procedures to ensure compliance with all relevant laws and regulations with respect to anti-corruption, anti-money laundering ("AML"), extortion, fraud and combatting terrorist financing. These policies are, in our view, industry-leading. All employees are required to comply with all policies and the Code.

Anti-corruption

NagaCorp has a zero-tolerance policy with regards to involvement in corruption or bribery activities of any kind. An anti-corruption handbook is made available to all employees.

The Code lays out the legal and ethical responsibilities of, and the expected behaviour of our employees. It explicitly prohibits employees from soliciting, accepting, or offering bribes or any other form of advantage. In keeping with best practice, NagaCorp has also developed and implemented an Anti-corruption Policy which reinforces the Code and provides additional guidance regarding compliance with laws and regulations related to bribery and corruption.

Both the Code and the Anti-corruption Policy play a critical role in defining our values and act as a framework for guiding our operations and business practices.

NagaCorp complies with the best international standards and practices in dealing with anti-corruption and anti-bribery issues, which include, but are not limited to, Cambodian law, the Listing Rules, Guidelines published by the Organization for Economic Cooperation and Development, the United Nations Convention Against Corruption and the principles supporting the Foreign Corrupt Practices Act.

Considering NagaCorp's primary business as a gaming operator, which entails particular sensitivity to the risks of unsuitable associations and the need to comply with legal and regulatory requirements, diligence is required to avoid impropriety, and even the appearance of impropriety by employees engaged in business dealings. NagaCorp has developed a Compliance Programme to structure a process to review and report

on certain business activities and identify individuals' and organisations' suitability to engage in joint business endeavours with NagaCorp.

NagaCorp employees are paramount in safeguarding a culture of integrity. We consistently engage all staff and directors on the standards expected through mandatory anti-corruption training that ensures they are informed and clear about their responsibilities surrounding the Anti-corruption Policy. In August 2020, we began rolling out our first online anti-corruption training programme through our e-learning system – LMS. As of 31 December 2021, 74% of our workforce had participated in the training.

During 2021, no legal case regarding corruption was brought against the Company or its employees.

Anti-money Laundering

Internal controls on Anti-Money Laundering and fraud are firmly in place to ensure that the Company maintains a high standard for compliance and integrity on AML. NagaCorp's long term sustainability and success are dependent on its integrity and transparency in its daily gaming operations in relation to world best practices on AML.

The Board reviews and assesses the adequacy and effectiveness of the Group's internal control system on AML through the AML Oversight Committee and the reports made by an independent AML specialist firm. The AML Oversight Committee formulates AML development and implementation programmes' policies and strategies, ensures quality control, and oversees AML matters.

Sustainability Report

To ensure that we maintain a high standard for compliance and integrity on AML, we have established a programme designed to protect our reputation and mitigate AML risks. The programme is underpinned by a four-tier AML control structure comprising:

Management Committee		Led by our Compliance Officer and supported by senior managers from various key operational departments, tasked with ensure compliance in day to day operations
Periodical Internal Audits		6-months internal audit of all relevant AML / anti-corruption matters
Board Oversight Committee		Quarterly board review to review the work and reports of the AML Management Committee and Internal Audit
Regular Review by External Auditor		Biannual external audit by AML specialist

Tier 1 – An AML Management Committee, led by the compliance officer and supported by senior managers from various key operational departments, tasked with ensuring that the Company adopts policies and procedures as governed by the AML Procedure Manual in its day-to-day operational activities.

Tier 2 – Internal audit of AML procedures to ensure that the Company follows AML policies, with results of these audits reported to the Audit Committee and AML Oversight Committee.

Tier 3 – AML Oversight Committee established at the Board level, chaired by the chairman of the Board, which meets on a quarterly basis to review the work and reports of the AML Management Committee and Internal Audit. Matters of significance are then reported to the Board for deliberation.

Tier 4 – External audit of the Company's AML procedures. The Company engages an AML specialist firm which carries out a bi-annual audit of the Company's AML procedures, which includes work conducted by the AML Management Committee. The report of this external AML audit is reported in the Company's annual financial reports.

We comply with the Financial Action Task Force ("FATF") recommendations. We follow best practices and impose strict rules on AML controls in daily operations, with a dedicated CAMS (Certified Anti-Money Laundering Specialists) certified compliance team overseeing all AML related compliance practices and reporting. A threshold recording ("TR") for cash transaction is filed for each transaction with an amount equal to or exceeding US\$3,000. Single or combined transactions equal to or over US\$10,000 within 24 hours and Suspicious Transaction Reports ("STRs") are submitted online to the Cambodian Financial Intelligence Unit ("CAFIU"). We believe NagaCorp is the first casino Cambodian company that makes CTRs and STR filing electronically since the system was in place in July 2018.

All new employees are required to undertake AML training before they start. The training ranges from how to identify fraudulent banknotes and IDs to filling out TR and STR forms. From 2020, all front line employees must partake in refresher training once a year. In 2021, 2,602 employees underwent AML training with a total of 2,602 training hours. In addition to the training, we also provide an AML Procedure Manual, available in Khmer and English, to employees to deal with money laundering matters in daily operations.

An independent AML specialist firm conducts a bi-annual review of our AML controls and produces reports for the Board to assess the adequacy and effectiveness of the Company's internal control system. The review includes site visits, as well as research work and external consultation. The year's review found that the Group to be in full compliance with all national and international laws and regulations on AML. A copy of the independent review report can be found on pages 126 to 129 of this annual report.

To the best of the knowledge, information and belief of the Directors, neither NagaCorp nor any of its employees are subject to any actual, pending or threatened cases regarding any corrupt practice or any allegation of unethical practice during the Year.

Whistleblowing

NagaCorp provides multiple channels for its employees to raise concerns about any potential violation of the Code or wrongdoing. The Company does not permit retaliation of any kind against any employee who in good faith reports actual or suspected wrongdoing.

Employees, suppliers and other business partners can report potential allegations anonymously through internal channels, such as an immediate supervisor, or any Human Resources team member. Alleged issues may range from potential instances of collusion with suppliers or contractors to tip-offs regarding guests. Whistle blower reports are investigated by Human Resources in a timely manner.

Risk Management

NagaCorp is guided by an approach that turns risk management into a disciplined quest for new opportunities, improvements and innovative revenue streams.

Sound risk management and internal control systems are vital to the achievement of the Group's strategic objectives. NagaCorp has an established risk framework under which it identifies risks relevant to the Group's operations and activities and assesses risks in relation to their likelihood and potential impact. Under the framework, management is primarily responsible for designing, implementing, and maintaining risk management and internal control systems. The Board and the Audit Committee oversee the implementation and monitor the effectiveness of these systems and safeguard the Group's assets.

Our internal audit department conducts routine testing and an annual audit, during which the Audit Committee reviews the risk management and internal control system for the Year. The review includes, but is not limited to, financial, operational and compliance controls.

Sustainability Report

Our primary operations are located in Cambodia. To support the Board in assessing the country's investment risks, the Company has commissioned an annual independent review to evaluate the political, social, investment and macro-economic risks associated with Cambodia. In the most recent review conducted by Political and Economic Risk Consultancy, Ltd. ("PERC") in January 2022, Cambodia was given a socio-political risk rating of 5.01 (of rating of 10 the highest risk). This was a reduction from the prior year's rating of 5.17, and is on par with other Asian developing countries such as the Philippines (5.61), Thailand (4.98) and Indonesia (5.47). The full review can be found on pages 121 to 125 of this annual report.

The Company also engages an independent professional company, JB Advisory Services Limited, to review the internal controls of the Group with a focus on AML on a semiannual basis.

Supporting Our Community

Cambodia has undergone a transformation over the past two decades. Driven by garment exports and tourism, the Kingdom's economy has sustained an average 7% growth between 1998 and 2019, making it one of the world's fastest growing economies. NagaWorld was one of the first foreign-invested private companies in the Kingdom following decades of wars and depredation. We see ourselves as part of the fabric of the Cambodian community and believe we only thrive as the country prospers. In the past 25 years, NagaWorld has supported Cambodia's development, including promoting tourism alongside the Ministry of Tourism and sharing best practices with the government and business communities. Today, as one of Cambodia's largest private sector employers and economic contributors, NagaWorld plays an important role in the well-being of the people whose lives we touch upon and the community in which we operate.

"Since our inception in 1995, contributing to society, doing charity and helping nation building have always been synonymous with the way NagaCorp carries out its business in Cambodia. Through private and public sector participation programmes, NagaCorp's community, environmental, and national care encompass a wide sphere of activities from education, sports development, human resources development, promoting tourism, contributing to charitable causes, sustainability, green initiatives and benchmarking international industry best practices by adhering to global corporate governance programmes."

**NagaCorp Founder and CEO,
Tan Sri Datuk Dr Chen Lip Keong**

NagaWorld Kind Hearts

NagaWorld Kind Hearts is an employee-based community of volunteers formed in 2014 with a collective goal of giving back to our society. Our initiatives and activities are grouped under four pillars: *Education Enhancement, Community Engagement, Sports Development, and Environmental Care*. Almost 500 NagaWorld employees contributed over 3,350 volunteer hours during 27 activities organized in 2021. Since 2014 to date, NagaWorld Kind Hearts has conducted over 570 activities involved over 4,500 employees who volunteered more than 27,900 hours of their time and energy towards the betterment of communities – benefited over 444,000 Cambodians in total. Charitable donations made by the Group to worthy causes in Cambodia during the Year totalled US\$21.123 million (2020: US\$3.24 million).

NagaWorld Kind Hearts' continuous efforts in supporting the economic and social development in the Kingdom continue to be recognised internationally, collecting multiple awards through various programmes in 2021.

Award	Awarded by	Category	NagaWorld Kind Hearts Programme
Gold Stevie Award 	The 18th International Business Awards®, USA	CSR Programme of the Year in Asia, Australia and New Zealand	The award recognises NagaWorld Kind Hearts' continuous efforts in fostering development in Cambodia through comprehensive and impactful CSR initiatives under Education Enhancement, Community Engagement, Sports Development and Environmental Care.
Silver Stevie Award 	The 18th International Business Awards®, USA	CSR Programme of the Year in Asia, Australia and New Zealand	The award recognises NagaWorld Kind Hearts' efforts in developing and maintaining literacy and numeracy skills, providing access to underprivileged communities, empowering future workforces, strengthening skills as the backbone of the nation, and helping the economy in the long term.
Silver Stevie Award 	The 18th International Business Awards®, USA	Health, Safety & Environment Programme of the Year in Asia, Australia and New Zealand	The award recognises NagaWorld Kind Hearts' sports development programme, including a series of sport-related initiatives such as D-License Football Coaching of Sports Teachers, Football Coaching Refresher Course, C-License Football Coaching of Sports Teachers, U-18 Football Mini Tournament and Scouting Of Talented Footballers – benefiting a total of 51,775 Cambodians.
Silver Stevie Award 	The 18th International Business Awards®, USA	Most Valuable Corporate Response	The award recognises NagaWorld Kind Hearts' continuous commitment in supporting the Royal Government of Cambodia to help keep our communities safe and to combat the spread of COVID-19.
Bronze Stevie Award 	The 18th International Business Awards®, USA	CSR Programme of the Year in Asia, Australia and New Zealand	The award recognises NagaWorld Kind Hearts' "Moving Towards A Green Generation" programme – a series of environmental sustainability initiatives which aims to raise awareness amongst Cambodians as to the importance of environmental conservation and protection, negative impacts of single-use plastic and proper waste management.

Sustainability Report

Award	Awarded by	Category	NagaWorld Kind Hearts Programme
Platinum Global CSR Award 	The 12th and 13th Annual Global CSR Summit and Awards 2021, Singapore	Best Country CSR Excellence Awards – Best in Cambodia	The award recognises NagaWorld Kind Hearts' continuous efforts in fostering the development of Cambodia through comprehensive and impactful CSR initiatives which were carried out during 2019 and 2020.
Silver Global CSR Award 	The 12th and 13th Annual Global CSR Summit and Awards 2021, Singapore	Excellence In Provision Of Literacy & Education Award	The award recognizes NagaWorld Kind Hearts' efforts in reaching out to underprivileged communities through a series of educational programmes.
The Social Caring Pledge Awards 2021 	The Social Enterprise Research Academy ("SERA"), Hong Kong	Outstanding Social Caring Organisation Award	The award recognises NagaWorld Kind Hearts' obligations and overall CSR initiatives under Education Enhancement, Community Engagement, Sports Development and Environmental Care.
The Social Caring Pledge Awards 2021 	The Social Enterprise Research Academy ("SERA"), Hong Kong	Social Caring Awards for Green Excellence	The award recognises NagaWorld Kind Hearts' "Moving Towards A Green Generation" programme – a series of environmental sustainability initiatives which aims to raise awareness amongst Cambodians as to the importance of environmental conservation and protection, negative impacts of single-use plastic and proper waste management.
Platinum PR Awards 	PRNEWS, USA	Campaign of the Year – Sports	The award recognizes NagaWorld Kind Hearts' efforts in the nurturing of sports and supporting youth centric initiatives in Cambodia via a series of programmes through collaboration with relevant Government officials and non-profit organisations.

The International Business Awards (IBA) - The Stevie® Awards, also known as the Oscars of the business world, was created in 2002 to honour and generate public recognition on the achievements and positive contributions of organisations and working professionals worldwide.

The International Business Awards are the world's premier business awards programme. All individuals and organizations worldwide – public and private, for-profit and non-profit, large and small – are eligible to submit nominations. The 2021 IBAs received more than 3,700 entries from organizations in 63 nations and territories.

Extract from the 18th International Business Awards® (Stevie Award) Judges' comments:

- Fantastic programme! Other countries can learn from them!
- Its a programme with a clear focus and with many parallel initiatives, thats shows a great capacity for coordination and integration of the team. Achievement of extraordinary goals. Excellent promotions campaign through different channels.
- An impressive array of social and environmental initiatives sure to have long-term positive impacts on society.
- A really broad impactful CSR project that clearly has life-changing impact on those it reaches with large numbers of people benefiting. Something to be really proud of. I would loved to have seen even more about how you were reaching and recruiting disadvantaged communities in your main programmes through PR & communications tactics/events and reaching out to them to promote social mobility. Great programme!

2021 was a challenging year for everyone in Cambodia. To show our support, we carried on with the majority of our CSR programmes despite the various preventive COVID-19 measures constraints. A summary of the progress we made during the Year is below.

Education Enhancement

Why We Care

Education is the passport to the future

Our Aim

To provide educational opportunities for underprivileged students and communities, and to further enhance the knowledge and skills of our next generation in Cambodia.

We believe that investing in education is investing in the future of a nation. A population with full quality education and good health will raise a country's productivity, as well as improve social mobility. However, for the two million people still living below the national poverty line these things are hard to come by. We support underprivileged children and youth in Cambodia through material and financial aid, in addition to the time and resources donated by our employees. During the Year, 12 NagaWorld employees contributed 48 volunteer hours each in 17 activities across 12 provinces providing education materials as well as sharing knowledge with over 31,074 children.

Sustainability Report

School Outreach Programme: Stationery Set Distribution

To support schools in rural areas, we continually collaborate with the Ministry of Education, Youth and Sport and launched the school outreach programme in 2014. The programme has now completed its sixth year, benefiting 125,239 children from over 100 primary schools. Under a renewed collaboration agreement with the Ministry of Education, Youth and Sport, the programme has been expanded to include Pursat Province, making it the 12th municipality/province that has benefited. That is half of the Kingdom's administrative divisions. This programme provided study materials to over 24,000 underprivileged children.

All students received writing books and pens, and outstanding students received much needed school bags. These contributions have proven to be very useful, especially for students whose parents may ill afford these necessary items for the children to continue their studies.

NagaWorld volunteers participated and contributed their time and sharing of their work and life experiences with the children, as well as educating them about the importance of waste management and personal hygiene through 'Green Education at School'. By engaging with the children, our volunteers also had opportunities to work as a team and build up their confidence levels in public speaking.



Mr. Kong Bunthy, Principal of Bat Doeung Primary School, Kampong Speu province

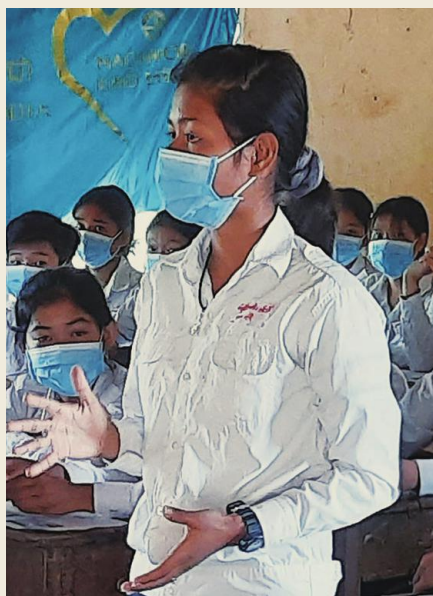
"This is such a meaningful programme – wholly beneficial to our community through provision of study materials to our students. This programme has also spread love and given hope to the underprivileged children whose families are unable to financially support their studies. I have received positive feedback from the parents of these children, and some have said that NagaWorld has subtracted the financial difficulty from their families and also motivated their children to study harder."

On behalf of the teachers and students at Bat Doeung Primary School, I would like to sincerely thank the Ministry of Education, Youth and Sport and NagaWorld Kind Hearts for this thoughtful initiative. Hopefully, this programme can be expanded to more provinces to enhance the education sector in Cambodia." (Source: CSR Newsletter 8th edition)

School Outreach Programme: Fire Safety Awareness

To raise fire safety awareness amongst school children and local communities, we have partnered with the Ministry of Education, Youth and Sport – to deliver fire safety classes and donate fire extinguishers to selected secondary and high schools.

In 2020, the programme was expanded from Phnom Penh and Kandal Provinces to encompass Takeo, Kampong Speu, and Kampong Cham provinces. In 2021, nearly 7,500 students benefited by learning much needed fire safety knowledge.



Nita, Student at Banteay Daek Secondary School, Kandal province

"The thought of fires burning down houses is so scary, but thanks to NagaWorld, I've learnt a lot about the causes of fires as well as how to prevent them. I also had the chance to practice the proper way to use a fire extinguisher. I'm glad that I can share these important life-saving tips with my family and friends, too." (Source: CSR Newsletter 8th edition)

Children@Risk Programme

We continue our collaboration with Cambodia Outreach, a NGO, on the Children@Risk Programme, supporting ten Cambodian children through their studying. The programme aims to bring hope and opportunities to underprivileged children and orphans by supporting them and their families until they graduate from high school. Upon completion of the third year, this programme saw 10 students complete their high school. This programme involved provisions for daily expenditures, meals, educational materials, uniforms and living needs.

Since early 2019, we have been providing children with financial aid to cover their expenditures, including food, study materials and daily living needs. The children, who were previously lagging in school, have all achieved good grades. It was particularly commendable in 2021 as their study was interrupted by the school closures due to the pandemic.

Sustainability Report



Sreymean, student at Kampong Speu province

"With the COVID-19 pandemic, it's been quite challenging for students like me to study this year. I've had to self-study at home through digital learning and TV broadcasts following schedules from the government. What has made things considerably easier for me has been the continuous support from NagaWorld. By covering my daily expenses, they have helped me focus on my studies and complete my classwork." (Source: CSR Newsletter 10th edition)



Chanthy, Student at Prey Veng province

"I was born into a poor family with four siblings in a small village in Prey Veng province. Since my parents are farmers, they earn only \$3 to \$5 per day, which is tough to support the whole family and all our studies. I almost gave up on my ambition of becoming a Nurse as study expenses are beyond what my parents can afford. I finally saw the light at the end of the tunnel when I was selected to benefit from the Children@Risk programme. Words cannot describe my appreciation for this opportunity, and I'm truly motivated to study harder to achieve better results. In the first quarter of the new academic year, I achieved 2nd place out of 55 which has

greatly impressed my family and teachers. I would like to express my sincerest thanks to NagaWorld for their generous contributions." (Source: CSR Newsletter 8th edition)

Digital Literacy Rural Upliftment

The Digital Literacy Rural Upliftment programme is aimed at developing and implementing an effective digital literacy framework to bolster citizens' digital literacy, which will provide them the ability to access, manage, understand, integrate, communicate, evaluate and create information safely and appropriately through digital technologies for their future careers. Our IT volunteers provide short IT Training Courses to 4 orphanages and NGOs in support of marginalised students, and donating desktop computers which will enable them to continue their studies and improve their computer skills.

Community Engagement

Why We Care

To serve is to love

Our Aim

To engage and integrate with underprivileged communities, focusing on well-being and sustainability and inspiring children to follow their dreams and passions.

We work closely with local and international NGOs on several programmes to help those in need, with a particular focus on underprivileged children and youth. From 2020 to date, we have doubled our efforts in supporting local communities during our battle against COVID-19. During the Year, NagaWorld Kind Hearts carried out 4 activities under the Community Engagement pillar, which involved 113 volunteers from different departments, who spent a total of 1,775 hours to do their part for the community during the COVID-19 pandemic. Around 13,155 people have benefited under these activities.

Pro-Active Approaches Against COVID-19

During the city-wide lockdown in Phnom Penh, several high-risk areas were identified as Red Zones (residents in the red zones were prohibited from leaving their homes except for medical emergencies) and all open-air markets were closed to help contain the surge of cases. With these regulations in place, many families in the Red Zones were concerned with maintaining their food supplies.

In April 2021, NagaWorld Kind Hearts donated US\$100,000 in food to Phnom Penh City Hall. The food supplies are for communities struggling with the impact of COVID-19 cases. Each food package per family consists of a 25kg bag of rice, 30 packets of instant noodles, 10 cans of sardines, 6 bottles of fish sauce, and 6 bottles of soy sauce. The total amount donated was sufficient to feed around 3,500 families in the most affected areas.

Sustainability Report

Furthermore, NagaWorld Kind Hearts, together with Naga Farm (which was established in Ang Snuol district), has jointly donated food packages worth US\$23,000 to Ang Snuol district hall, Kandal province. The food packages comprised of 25,000kg of rice, 30,000 packets of instant noodles, 10,000 cans of sardines, 6,000 bottles of fish sauce and 6,000 bottles of soy sauce, with the hope that these food supplies will help alleviate the burden of 1,000 families during the lockdown period.



During the pandemic, NagaWorld Kind Hearts has been making regular donations to public institutions to help keep Cambodian communities safe and combat the spread of COVID-19. This includes contributions of world-class medical equipment and testing kits as well as preventive supplies such as surgical masks, hand sanitizers and temperature checkers to the MOH, the Ministry of Education, Youth and Sport, the Ministry of Land Management, Urban Planning and Construction, the General Commissariat of National Police and Phnom Penh City Hall.

In addition, the Company donated a total of US\$20 million to the RGC's initiatives in combating against COVID-19 in particular to assist in the timely procurement of vaccines.



Phnom Penh Governor His Excellency Khuong Sreng

"On behalf of Phnom Penh City Hall, Government officials, army personnel and the residents of Phnom Penh, we would like to express our sincere appreciation to Tan Sri Dr Chen Lip Keong, founder and CEO of NagaWorld, for contributing a total of 87,500kg of rice, 35,000 cans of sardines in tomato sauce, 21,000 bottles of fish sauce, 21,000 bottles of soy sauce and 105,000 packs of instant noodles for Phnom Penh City Hall so it can be distributed to the families most affected by COVID-19. This swift action of charity has significantly contributed to the

Phnom Penh Administration and the Royal Government of Cambodia, through an appeal of Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia, to help curb the spread of COVID-19 in Phnom Penh as well as Cambodia as a whole. NagaWorld has shown sympathy and kind-heartedness in helping the country during this COVID-19 crisis." (Source: Khmer Times, 29 April 2021)



Relationship with Cambodian Red Cross

The Cambodian Red Cross is the largest NGO in Cambodia and is officially recognised by the Cambodian Government as the primary auxiliary for humanitarian services throughout the country. Apart from contributing to nation building, NagaWorld has been a long-standing contributor to the Cambodian Red Cross – giving back to the community and working toward building Cambodia's social welfare. During the Year, a total of US\$1 million has been donated to Cambodian Red Cross.

Sustainability Report

Pre-Loved Gifts and Saving the Environment

NagaWorld Kind Hearts continues its culture of giving back through donations of pre-loved items with the assistance of our Front Office and Housekeeping departments. We do this by collecting all used appliances, household goods, and clothes that are presentable and have been cleaned – and donating them to community. This initiative helped to divert reusable items from clogging landfills, and to shift our mind-set towards a new form of sustainable gift giving. Furthermore, to create an awareness amongst children on the importance of recycling, upcycling/repurposing and reducing waste, together with Housekeeping department, we launched Bed Linens Upcycling programme. Under this programme, used bed sheets and pillow cases have been turned into 100 tote bags (served as an alternative to plastic bag/school bags) for children from Cambodia Organization for Living and Temporary Care.



Bears of Hope

NagaWorld Kind Hearts launched 'Bears of Hope' with Cambodia Knits, a social enterprise, and an Australian charitable wildlife protection association, Free The Bears. This programme provided assistance to around 200 women/single mothers from marginalised communities who were struggling to support their families during the COVID-19 pandemic. This programme created free and fair employment opportunities for these women to end their state of poverty and to generate an alternative income to support their families, as well as promote sustainable, craft-based livelihood in the country.

As a further gesture, these knitted bears of hope are available at our NagaWorld Souvenir Store where US\$1 from every bear sold will be donated to wildlife conservation and animal welfare at Free The Bears Cambodia. This donation will help provide shelter, food and daily care to over 120 rescued bears in the Phnom Tamao Wildlife Rescue Centre at the Takeo Province.





My name is Khon Kim Eng. I have been working for Cambodia Knits for 2 years. I love to crochet and knit as these skills help me make some money and I love to make the Moon Bear and Sun Bear.

As I have become a mother, I work hard to raise my son. I also have an elderly father and mother who are under my care.

At the beginning, I used to think that I was very lonely and isolated. So, I thought I needed to find work and look after the children at the same time, that's how a struggle life is ! Motivated by friends and workmates as well, I now work in office-knitter and I knit and crochet the teddy bears to earn a living which makes me feel much better. It is to especially support my family.

All in all, I would like to thank my workplace for providing me the opportunities of a steady job that I am able to work. I also want to thank the buyers and supporters who support the knitted "Sun Bear and Moon Bear" which helps me keep my job with a monthly salary to support my family.

(Source: Approved by Cambodia Knits Founder for 14th edition of CSR Newsletter (in progress))

Sustainability Report

Sports Development

Why We Care

Unlocking potential through continuous efforts

Our Aim

To develop sports programmes for communities, encourage participation in physical activities, foster teamwork and leadership skills, and promote an active and healthy lifestyle.

NagaCorp believes that participation in sports develops character, fosters teamwork and leadership, and revitalises the young and the disadvantaged in a sustainable way. NagaCorp continues to support Cambodian sports through a partnership with the National Olympic Committee of Cambodia ("NOCC") and continuing support of both grassroots and international events. We collaborate with the Football Federation of Cambodia ("FFC"), Ministry of Education, Youth and Sport ("MoEYS") and the Union of Youth Federation of Cambodia ("UYFC") in supporting youth centric initiatives. Over 90 employees have participated in 3 activities under Sports Development in 2021 via 1,115 volunteer hours benefiting more than 9,550 people.

Empowering Sports

NagaWorld is the longest corporate supporter of Cambodian athletes, having been the first company to sign a sponsorship agreement to support the Cambodian contingent for the 2011 SEA Games in Indonesia, the 2012 Olympic Games in London and the 2016 Olympic Games in Rio de Janeiro.

In 2019 we extended the partnership agreement with the NOCC for another four years to honour Cambodian athletes' success at major international sporting events, including the ASEAN Para Games in 2021, the postponed 2020 Summer Olympics and Paralympics in Tokyo, the 2022 Asian Games in Hangzhou and the 2022 Summer Youth Olympics in Dakar. NagaWorld once again provided the off field sports apparels for the Cambodian athletes at the Tokyo Olympics 2020.

NagaWorld Football Club

Football is the most popular sport in Cambodia. NagaWorld Football Club ("NagaWorld FC") is one of the founding clubs of the Cambodia Premier League which started in 2005, and one of the best-known clubs in the country.

In the 2021 season, NagaWorld FC finished 4th in the Metfone Cambodia Premier League, one of the two main football tournament in Cambodia. To promote women's football, the Football Federation of Cambodia ("FFC") launched the inaugural Cambodia Women League in September 2020. NagaWorld FC women's team was one of the ten teams participating the competition. NagaWorld Football Club's women team was declared jointed winners of the league when the final was called off due to COVID-19 restriction. The women's team won 9 games, scored 82 goals and let in only 6 goals in the league.

NagaWorld FC hired a new Technical Director, Jose Borges, to improve on the club and academy structure. Jose has more than 24 years of coaching experience in Brazil, China, Thailand and Myanmar. Other new hires include a full time sports physiotherapist to ensure players are able to get treatment within the club, and also a fitness coach to incorporate sports science in training to improve the fitness and condition of players. The team also moved into a new club house which will house the coaching, medical, fitness, media and administration teams.

NagaWorld Football Club was among 6 local clubs that were given the Asia Football Confederation ("AFC") Club License. This license will allow the team to be able to participate in International Tournaments organized by AFC. To get the license, clubs need to fulfill all five criteria set by the confederation – sporting, infrastructure, personnel and administrative, legal, and financial.



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Football Development Programme in Kampong Speu



Football Federation of Cambodia (FFC), Instructor, Mr. Ohara Kazunori said, "C-Licence is the important level of football coaching which the football club needs. One just needs to fill up the application form from the FFC in order to send the candidate to train in this C-Licence Football Coaching. My appreciation to NagaWorld for organizing this Football Coaching Course, because football is very active in Cambodia but there is a lack of professional coaches – in language, skills and technique. Some of them are doing their own style. That's why we need to share information, coach and train together to develop Cambodian football." (Source: CSR Newsletter 11th edition)

Sports is a key pillar in NagaWorld Kind Hearts' programmes. As such, NagaWorld Kind Hearts and NagaWorld FC continue to use football to reach out to Cambodia communities to encourage a healthier nation through sports. NagaWorld has been running the Football Development Programme since November 2018. In line with the Cambodian government's plan to promote sports, the programme aims to equip sports teachers in secondary and high schools with professional coaching techniques which they can employ to improve students' football skills. To date, 120 secondary and high school sports teachers in the Kampong Speu Province have been trained and obtained a 'D' coaching licence issued by the FFC. They have been providing football techniques training to their students since. Since 2018, around 49,000 students have benefited under this programme. The programme is supported by the Ministry of Education, Youth and Sport, the Union of Youth Federations of Cambodia and the provincial government of Kampong Speu.

After successfully completing the two-year programme in 2020, we conducted a football coach refresher course with 20 selected sports teachers, upgrading their knowledge and skills to the next level of football coaching, i.e. professional 'C' License coaching. The course, delivered by the FFC, consists of three practical components: conducting a training session, shaping a team, and the individual programme.

We also organise regular youth tournaments to identify promising young talents for the national team. Of the 10 student candidates scouted from the U18 tournament organised by NagaWorld in 2019, one has been selected by the NagaWorld Football Club to play in the professional league.

NagaWorld donated US\$2 million to the construction of the new Kampong Speu Provincial Stadium in November 2019, with work on the stadium having started in early 2021. It is expected to be completed by April 2022, where it will host all of NagaWorld FC's home games.



Source: Kampong Speu Stadium Project Team

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Moth Vichaka, student from Kampong Speu High School

"I've loved football since I was very young, and I attended many friendly matches in support of my school team. I was extremely happy when my coach obtained a D-Licence Coaching Certificate through NagaWorld's programme for sports teachers in Kampong Speu. He used the valuable lessons he learned to help improve the training sessions with my school team, including introducing some interesting, new techniques and challenges to develop our skills. I learned the ability to develop and adapt my skills in order to deliver better results. I was also made aware of the realities on the field and what important

qualities a football player should possess. I hope NagaWorld Kind Hearts continues its programme every year to create these chances for other youth. My dream is that one day, I will be a professional player in the top Cambodian league. I feel I am well on my way to this now.

Together with my team, we were very excited to hear that NagaWorld was organizing a U18 Football Mini Tournament. Even though there were many competing teams, we won the Championship, proof that we were trained well !

Our team is so thankful to NagaWorld for helping take us to such a high level. I was even selected to train with NagaWorld FC, which was totally unexpected ! They sent me to a 2-week training camp with professional football club BG Pathum United FC in Thailand. It was a dream come true ! "

(Source: CSR Newsletter 8th edition)

NagaWorld Kind Hearts' Virtual Challenge

Virtual Challenge is a newly-initiated online programme from NagaWorld Kind Hearts, which aims to promote a healthy lifestyle among NagaWorld employees and their family members. Not only does the programme encourage participants to stay fit through exercise, it also feeds into a home gardening initiative for underprivileged communities. Every healthy activity registered by employees will be converted into a specific quantity of vegetable seeds to be distributed free to families struggling to cope with the economic impact of COVID-19.

The provision of common vegetable seeds including water spinach, lettuce and other green leaves will allow families to grow their own produce for personal consumption and market sale, which will help them get through these times of hardship. As the result, 92 employees ran and cycled for a total of 3,671.89 kilometres, and exercised 1,114.66 hours – all of which, helped earn a total of 157.01 kilogrammes of vegetable seeds to distribute to the underprivileged communities at Kandal Province.

Environmental Care

Why We Care

Start today. Save tomorrow. Towards a sustainable future

Our Aim

To spread awareness and provide education to citizens on the importance of environmental conservation and protection.

In 2021, 282 volunteers have done their bit by contributing 417 of their personal time by joining 3 environmental-related activities – bringing a positive impact to 135 people.

Digital Waste Cleanup

In the digital world, similar to the environment, there is a huge amount of trash. Unused applications and files, including duplicate photos and videos and old emails, are all considered digital waste. This waste creates digital pollution, which can consume electricity by clogging up backups on servers that provide us with cloud service.

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To jointly support the Royal Government of Cambodia's commitment to tackling climate change, NagaWorld Kind Hearts has organised the "Digital Waste Cleanup" programme, encouraging employees to reduce global CO₂ emissions by deleting unnecessary files and apps on their computers and mobile devices. Not only does this extend the battery lives of our gadgets, but we can feel more efficient and in control of our own lives. Together with 135 volunteers, we deleted 1,356.36 gigabytes of cloud data which helped reduce approximately 71.74 kilogrammes of CO₂ emissions per year.

No Plastic Straws, Please ! Campaign

As part of our continuing effort to reducing plastic consumption and making the environment cleaner and greener, we have implemented a wide-ranging 'No Plastic Straws, Please !' Campaign which involves removing single-use plastic straws from our operations in December 2018 and replacing takeaway plastic cutlery and containers with recyclable alternatives. To date, around 9 million plastic straws have been eliminated (2021: 4.58 million).

Our continuous efforts in raising awareness of environmental damage from single-use plastic have also paid off. Our environmental sustainability workshop hosted by NagaWorld Kind Hearts in collaboration with NGO Plastic Free Cambodia in August 2019 received good feedback. Attendees to the workshop, including NagaWorld employees and the principals from 28 high schools in Phnom Penh, have been sharing what they've learned back in their schools and within their communities, further spreading plastic waste awareness.

Earth Hour

NagaWorld joined Earth Hour, the world's largest grassroots movement – to draw public attention to the most important issue facing our planet. It goes far beyond the symbolic gesture of the commitment to preserving our planet, it has become a catalyst for positive environmental impact, driving major legislative changes by harnessing the power of the people and collective action. The turning off of non-essential lighting and other electrical appliances at the Resort and at our employees' homes helped save a total of 316.16 kW of electricity.

HKEX ESG Reporting Guide Index

A. Environmental

Name	Description	Page, reference and additional comment	GRI reference
A1. Emissions			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Pages 33-35, 37-38 We aim to meet international standards and adopt best practices regarding environmental protection and natural resource management where possible. In situations where such matters are not in our control, such as the lack of a recycling facility in the country, we work with our partners to find appropriate solutions.	103-2 (c-i), 305, 306, 307-1
KPI A1.1	The types of emissions and respective emissions data.	Pages 35-37	305-1, 305-2, 305-4, 305-6, 305-7
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) GHG emissions (in tonnes) and where appropriate, intensity.	Page 36 Energy consumption and emissions table.	305-1, 305-2, 305-4, 305-6, 305-7
KPI A1.3	Total hazardous waste produced (in tonnes) and where appropriate, intensity.	Page 38 As a service business, we do not produce a material amount of hazardous waste, nor any waste relating to product packaging.	306-2(a)
KPI A1.4	Total non-hazardous waste produced (in tonnes) and where appropriate, intensity.	Page 39	306-2(b), 306-3

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Name	Description	Page, reference and additional comment	GRI reference
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Pages 36-37 Our primary source of emissions is energy. Reducing energy consumption helps to lower emissions. Fifteen energy saving initiatives were introduced in 2018. Thirteen of which have been implemented and the remaining two are ongoing.	103-2, 305-5
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction target(s) set and steps taken to achieve them.	Pages 38-39 As the amount of waste produced depends on business volume, which is affected by external factors, it is difficult to set internal targets on waste reduction. However, we have in place several measures to reduce waste e.g. the withdrawal of single-use plastic straws and replacement plastic takeaway cutlery and containers with 100% biodegradable and recyclable alternatives.	103-2, 306-2, 306-4
A2. Use of Resources			
General disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Pages 32-33	103-2(c-i), 301, 302 303
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity.	Pages 33-34	302-1, 302-2

Name	Description	Page, reference and additional comment	GRI reference
KPI A2.2	Water consumption in total and intensity.	Page 35	303-1, 303-3, 303-4, 305-5
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Page 34	103-2, 302-4, 302-5
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Page 34	103-2, 303-3, 303-4, 303-5
KPI A2.5	Total packaging material used for finished products (in tonnes), and if applicable, with reference to per unit produced.	Not applicable to NagaCorp as a service business.	301-1
A3. Environment & Natural Resources			
General disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Page 32	103-2(c-i), 301, 302, 303, 304, 305, 306
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	There is no activities of significant impact on the environment and natural resources in 2021.	103-1, 103-2, 303-1, 303-2, 304-2, 306-3(c), 306-5

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Name	Description	Page, reference and additional comment	GRI reference
A4. Climate Change			
General disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Page 61 To address the evolving climate crisis, NagaCorp is working on all aspects of the climate equation. This requires leadership commitment, investment in renewables, sustainable design and materials, and energy efficient equipment and systems. By managing our impact at our property and across our operations, NagaCorp leads the way in our industry and in Cambodia to show that a sustainable future is within reach and the only option.	201-2
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Page 61 Global climate change is everywhere – severe climatic events, unstable weather patterns, over-used and diminished resources, and species extinction are the immediate climate-related issues facing NagaCorp and its operations. NagaCorp engages external stakeholders who align with our strategy and goals, adopt industry best practices, promote awareness and engagement among colleagues, and measure and verify the sustainability and financial impact of our goals.	201-2

B. Social

Name	Description	Page, reference and additional comment	GRI reference
B1. Employment			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest period, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Pages 43-49	103-2(c-i), 202, 401, 405, 406, 419-1
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Page 43 See charts.	102-8, 405-1(b)
KPI B1.2	Employee turnover rate by gender, age, group and geographical region.	Page 42 See charts.	401-1
B2. Health and Safety			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Pages 55-57	103-2(c-i), 403, 419-1
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Page 56	403-9

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Name	Description	Page, reference and additional comment	GRI reference
KPI B2.2	Lost days due to work injury.	Page 56 See table. We started record data on lost days due to work-related injuries since 2019, hence there was no comparable data in 2018.	403-9
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Pages 55-57	103-2, 103-3(a-i), 403-1
B3. Development & Training			
General disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Pages 40-41	103-2(c-i), 404-2(a)
KPI B3.1	The percentage of employees trained by gender and employee category.	Page 41 See charts.	404-1
KPI B3.2	The average training hours completed per employee by gender and employee category.	Page 41 See charts.	404-1
B4. Labour Standards			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Page 50	103-2(c-i), 408, 409, 419-1

Name	Description	Page, reference and additional comment	GRI reference
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Page 50 NagaCorp complies with all relevant labour laws and regulations requirements in Cambodia, which are aligned with international standards, including matters such as prohibition of child and forced labour. We also work tirelessly to ensure all our suppliers and partners are fully compliant with Cambodian Labour Law. We developed an training programme that helps increase awareness about child labour among our suppliers, and ensure they adhere to our No Child Labour policy. This is monitored regularly through factory visits and training programmes with our suppliers. To the Company's best knowledge, no case of child and/or labour was found in the Company's premises and its supply chain in 2021.	103-2, 408, 409

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Name	Description	Page, reference and additional comment	GRI reference
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	To the Company's best knowledge, no case of child and/or forced labour was found in the Company's premises and its supply chain in 2021.	103-2, 408, 409
B5. Supply Chain Management			
General disclosure	Policies on managing environmental and social risks of the supply chain.	Page 59	103-2(c-i), 204, 308, 414
KPI B5.1	Number of suppliers by geographical region.	Page 59	102-9
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Pages 59-60 All our suppliers must meet the requirements of NagaWorld's standards to identify environmental and social risks. This is monitored on a regular basis through factory visits and engagement programmes. We also continue to work with our suppliers and partners to ensure that products and raw materials are from sustainable sources to identify the environmental risks. For example, all paper in our hotel rooms are certified by Forest Stewardship Council (FSC) and Programme for Endorsement of Forest Certification (PEFC). For social risk, please refer to the comments in ESG B4.	103-2, 308-1, 308-2, 414-1, 414-2

Name	Description	Page, reference and additional comment	GRI reference
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Page 59 The continuation of COVID-19 preventive measures has focused on all business partners' full vaccination (vaccination card or proof must be available for verification) before being allowed to enter the NagaWorld premises. During this challenging period the safety and well-being of fellow colleagues, stakeholders, business partners and the local community remained our top priority.	103-1, 103-2 (c-i)
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Page 59 NagaCorp supply chain was well balanced to ensure business continuity in supporting guests as well as all service maintenance. All of our procurement strategies were optimized with value added products, services and cost efficiency for all levels. This ensured that all cost measurements were being implemented smoothly with limited resources.	N/A

Sustainability Report

Name	Description	Page, reference and additional comment	GRI reference
B6. Product Responsibility			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Pages 57-59 Policies and compliance information are provided in each of the relevant sections.	103-2(c-i), 416-2, 417-2, 417-3, 418-1, 419-1
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable to NagaCorp as a service business.	N/A
KPI B6.2	Number of products and services related complaints received and how they are dealt with.	Page 59	102-43, 102-44, 103-2(c-vi), 418-1
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Not applicable to NagaCorp as a service business.	N/A

Name	Description	Page, reference and additional comment	GRI reference
KPI B6.4	Description of quality assurance process and recall procedures.	Not applicable to NagaCorp as a service business.	N/A
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Page 59	103-2, 103-3(a-i), 418
B7. Anti-Corruption			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Pages 64-67	103-2(c-i), 205, 205-3, 419-1
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Pages 65-67 During 2021, no prosecution, lawsuit or claim regarding corruption was brought against the Company or its employees.	205-3
KPI B7.2	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	Page 67	102-17, 103-2, 103-3(a-i), 205
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Page 65	205-2

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Name	Description	Page, reference and additional comment	GRI reference
B8. Community Investment			
General disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Page 68	103-2(c-i), 413
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Pages 68, 71-86	203-1(a), 413-1
KPI B8.2	Resources contributed to the focus area.	Pages 68, 71-86 We have a dedicated CSR team of four supporting the NagaWorld employee volunteering group NagaWorld Kind Hearts' initiatives relating to the four pillars of focus.	201-1(a-ii), 413-1