



# SUSTAINABILITY

## REPORT 2018



**MONEY**  **MAX**  
MONEYMAX FINANCIAL SERVICES LTD.

# VISION

To be the trusted market leader in providing quick and convenient financing solutions.

# CORE VALUES

Trust  
Respect  
Excellence  
Customer Centricity  
Innovation  
Governance

## CONTENTS

<b>03</b>	About Us		
<b>04</b>	Our Extensive Network	<b>10</b>	Economic
<b>05</b>	Board Statement	<b>15</b>	Governance
<b>07</b>	About This Report	<b>19</b>	Social
<b>08</b>	Stakeholder Engagement	<b>23</b>	Environmental
<b>09</b>	Material Issues	<b>25</b>	GRI Content Index

This sustainability report has been prepared by MoneyMax Financial Services Ltd. (the "Company") and its contents have been reviewed by the Company's sponsor, United Overseas Bank Limited (the "Sponsor"), for compliance with Rules 226(2)(b) and 753(2) of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalyst.

This sustainability report has not been examined or approved by the SGX-ST. The SGX-ST assumes no responsibility for the contents of this sustainability report, including the correctness of any of the statements or opinions made or reports contained in this sustainability report.

The contact person for the Sponsor is Mr. Chia Beng Kwan, Senior Director, Equity Capital Markets who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone: +65 6533 9898.

# ABOUT US



MoneyMax Financial Services Ltd. and its group of companies (“**MoneyMax**” or our “**Group**”) is a leading pawnbroker, retailer and trader of brand-new and pre-owned jewellery, luxury bags and timepieces. Headquartered in Singapore and listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), we have a network of 72 outlets in Singapore and Malaysia, making us one of the largest pawnbroking chains in the region. This is after we completed our investment into 13 pawnshops in Malaysia and acquired Ban Joo Pawnshop Pte. Ltd. in Singapore in 2018.

With customer centricity and innovation as part of our Group’s core values, we are constantly exploring new opportunities and avenues to enhance our customer experience and service standards. Following the global trend of digitalisation, we launched MoneyMax Online in 2015, offering our customers an online platform to shop, sell and appraise their valuables. In our joint venture with Tokyo Stock Exchange-listed Aucnet Inc. (“**Aucnet**”), one of Japan’s leading Business-to-Business (“**B2B**”) internet auction companies, we also launched SG e-Auction, Singapore’s first online LIVE B2B auction platform for luxury goods in 2018.

In recognition of our commitment to embrace innovation and business excellence, our Group has been awarded multiple awards from the coveted Singapore Prestige Brands Award (“**SPBA**”), including Overall Winner Award (Promising Brands – 2013), the Most Popular Brand Award (Established Brands – 2015), and has been inducted into its prestigious Hall of Fame in 2015.

Our management team (“**Management**”) steers the growth of our Group in tandem with sustainability planning under the guidance of our Board of Directors (“**Board**”). Our Management reports decisions on economic, social and governance topics to our Board.

## SUSTAINABLE GROWTH AT MONEYMAX

Sustainability is often defined as development which fulfills present needs without compromising the needs of future generations. MoneyMax considers sustainability as a critical factor to our long-term growth. In our second Sustainability Report, which reports on the financial year ended 31 December 2018 (“**FY2018**”), we highlight key developments and achievements relating to the economic, environmental, social and governance (“**ESG**”) factors that are material to our stakeholders.

The key expectations of our respective stakeholders are major considerations that our Group takes into account when formulating our business strategies. This ensures that our Group is able to optimise our financial and human capital resources in a manner that generates growth that will be sustainable in the long term. With our focus on innovation and digitalisation, we believe that our Group will continue to break through the traditional frontiers of the pawnbroking industry.

# OUR EXTENSIVE NETWORK



**43** OUTLETS  
(AS OF APRIL 2019)

## SINGAPORE

### MONEYMAX

#### WEST

- ▶ Boon Lay
- ▶ Bukit Panjang Plaza
- ▶ Bukit Gombak MRT
- ▶ Choa Chu Kang MRT
- ▶ Clementi
- ▶ Jurong East
- ▶ Jurong East MRT
- ▶ Jurong Point
- ▶ Jurong West
- ▶ Soon Lee
- ▶ ZhengHua

#### NORTH

- ▶ Ang Mo Kio
- ▶ Causeway Point
- ▶ Chong Pang
- ▶ Hougang
- ▶ Hougang Mall
- ▶ Kovan Central
- ▶ Marsiling MRT
- ▶ Yishun Northpoint
- ▶ Rivervale Plaza
- ▶ Sembawang MRT
- ▶ Woodlands MRT
- ▶ Yew Tee MRT

#### CENTRAL

- ▶ Bendemeer
- ▶ Bishan MRT
- ▶ Bukit Merah
- ▶ Junction 8
- ▶ Little India
- ▶ Lucky Plaza 1
- ▶ Lucky Plaza 2
- ▶ People's Park Complex
- ▶ Poiz Centre
- ▶ Raffles Place MRT
- ▶ Redhill
- ▶ Serangoon
- ▶ Tanjong Pagar
- ▶ Toa Payoh

#### EAST

- ▶ Bedok
- ▶ Geylang
- ▶ Joo Chiat Complex
- ▶ Paya Lebar MRT
- ▶ Tampines MRT
- ▶ White Sands

# BOARD STATEMENT

## MESSAGE FROM EXECUTIVE CHAIRMAN AND CEO



We are committed to expanding our diversified working environment with a focus on cross-cultural fluency and gender equality, and investment in the silver generation in our workforce.

Dato' Sri Dr. Lim Yong Guan

## STRATEGISING FOR THE FUTURE

2018 marks a year of our achievement of several notable corporate milestones as well as progression towards our sustainability goals. In this Sustainability Report issued for FY2018, we report on the progress of our sustainability performance and also look to the next phase of our journey towards achieving sustainable growth through the 4 main tenets we have adopted for our sustainability focus, namely, prudent financial management, being a trusted provider of financial solutions, provision of a diverse and progressive workplace and corporate social responsibility.



Our sustainability efforts continue to be led by our senior management and our Board which oversees and manages the direction, approach, and performance of our sustainability goals against our business strategy.

Our Board has considered sustainability issues as part of its strategic formulation, determined the material ESG factors highlighted in this Sustainability Report, and is responsible for overseeing the management and monitoring of these material ESG factors.

## DEVELOPMENTS

2018 was an exciting year as we expanded our business with new business initiatives and network growth.

However, as we faced challenges with weaker consumer sentiments, uncertain economic outlook, and rising costs, we maintained our financially prudent approach while continuously striving to innovate and to stay relevant with rapid changes in consumers' preferences. This is necessary not only for us to maintain our competitive edge, but also critical in ensuring that we continue to deliver sustainable growth.

We strive for high standards of environmental responsibility in the way we conduct our business. For example, we aim to minimise our environmental impact by promoting cashless payment and online e-renewals as part of our efforts to go paperless during our daily operations.

MoneyMax's greatest assets are our employees who invest their careers with a company that invests in them. Our inclusive workplace environment encourages our employees across all levels and backgrounds to contribute actively, driving the success of our Group. We are committed to expanding our diversified working environment with a focus on cross-cultural fluency and gender equality, and investment in the silver generation in our workforce. We also believe in empowering individuals within our Group and leaving a positive impact in our local communities.

Sustainability is at its essence a balancing act that requires our stakeholders to be constantly committed. This Sustainability Report represents an important facet of this commitment. Together with the Board, we look forward to the future progression of our Group.



**Dato' Sri Dr. Lim Yong Guan**  
Executive Chairman & CEO  
MoneyMax Financial Services Ltd.

# ABOUT THIS REPORT

## REPORTING FRAMEWORK

MoneyMax maintains our commitment to sustainability, with the publication of our second Sustainability Report. Our report is prepared in accordance with Rule 711B of the SGX-ST Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”) and in accordance with the Global Reporting Initiative (“**GRI**”) Standards - Core Option.

We have adopted the GRI reporting framework as it offers an internationally recognised benchmark for disclosure across a comprehensive range of sustainability related topics. In defining our reporting content, we have applied GRI’s principles by considering our Group’s activities, impact and substantive expectations and interests of our stakeholders. We observed a total of four principles, including stakeholder inclusiveness, sustainability context, materiality and completeness. For reporting quality, we have applied the GRI principles of accuracy, balance, clarity, comparability, reliability and timeliness.

## GRI REPORTING PRINCIPLES

Stakeholder Inclusiveness	Identification of the stakeholders of MoneyMax and our Group’s response to their expectations and interests
Sustainability	Presentation of our Group’s performance from a sustainability perspective
Materiality	Aspects of our Group that have (i) significant economic, environmental or social impacts or (ii) significantly influence the assessments and decisions of our Group’s stakeholders
Completeness	Reflection of the material aspects of our Group to enable the stakeholders to assess the performance of our Group for FY2018

Please refer to GRI Content Index, pages 25 to 27 which summarises the content of our report.

## REPORTING SCOPE AND PERIOD

This report highlights the key ESG initiatives carried out by MoneyMax and covers data and information from 1 January 2018 to 31 December 2018 with a focus mainly on our Singapore operations. We have included comparative data, where applicable, and description of performance in the context of previously disclosed targets. Through this report, MoneyMax plans to affirm our commitment to sustainable growth with our stakeholders, including our investors, customers, partners and employees.

Our Group has not sought external independent assurance for this Sustainability Report, and will consider doing so in the future if necessary. We have relied on internal data monitoring and verification to ensure accuracy.

In line with our commitment to reduce our impact on the environment, our Group will not be providing any hard copies of this report. We welcome all stakeholders to review the PDF version of this report, which will be made available at [www.moneymax.com.sg](http://www.moneymax.com.sg).

## FEEDBACK

Feedback from MoneyMax’s stakeholders is imperative to our Group’s continued improvement and growth. Please let us have your views and suggestions by contacting us at: [ir@moneymax.com.sg](mailto:ir@moneymax.com.sg)





# STAKEHOLDER ENGAGEMENT

## THE FIRST STEP IN SUSTAINABILITY PLANNING

In MoneyMax, we recognise the importance of a meaningful two-way engagement with our key stakeholders to understand their concerns and interests. We identify stakeholders as groups that have an impact, or have the potential to be impacted by our business. As part of our materiality assessment process, we have identified six key stakeholder groups to engage with, based on their level of influence and interest.

Effective stakeholder engagement allows our Group to anticipate and react to challenges and is part of our efforts to build a sustainable long-term business. Our engagement strategy includes formal and informal channels of communications, as well as internal review processes to integrate stakeholder feedback with our corporate strategies.

The table below sets out the key stakeholders and our methods of engagement:

Stakeholders	Communication Channels	Stakeholder Focus
<b>Our Customers</b> 	<ul style="list-style-type: none"> <li>Feedback channels including social media platforms, emails, hotlines, in-store feedback forms</li> <li>Informal feedback sessions</li> </ul>	<ul style="list-style-type: none"> <li>Product offering</li> <li>Quality service</li> <li>Value-for-money products and services</li> </ul>
<b>Our Investors</b> 	<ul style="list-style-type: none"> <li>Annual general meetings</li> <li>Annual reports</li> <li>SGXNet announcements</li> <li>Shareholder circulars</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance</li> <li>Investment returns</li> <li>Transparency and timely reporting</li> </ul>
<b>Our Employees</b> 	<ul style="list-style-type: none"> <li>Induction program for new employees</li> <li>Periodic town hall and regular meetings</li> <li>Company events</li> <li>Informal feedback channels</li> <li>Performance appraisals</li> </ul>	<ul style="list-style-type: none"> <li>Fair employment practices</li> <li>Opportunities to learn and grow</li> <li>Recognition of efforts</li> </ul>
<b>Our Business Partners</b> 	<ul style="list-style-type: none"> <li>Regular meetings and dialogue sessions</li> </ul>	<ul style="list-style-type: none"> <li>Good relationship</li> <li>Fair market practices</li> <li>Timely payments</li> <li>Prospects of business growth</li> </ul>
<b>Regulatory Authorities</b> 	<ul style="list-style-type: none"> <li>Participation in discussions and consultations</li> <li>Regular reports</li> </ul>	<ul style="list-style-type: none"> <li>Accurate and timely reporting</li> <li>Adherence to laws and regulations</li> </ul>
<b>Our Community</b> 	<ul style="list-style-type: none"> <li>Community outreach activities</li> <li>Engagement with community projects and charities</li> </ul>	<ul style="list-style-type: none"> <li>Social responsibility</li> <li>Environmental responsibility</li> </ul>



# MATERIAL ISSUES

In developing our Sustainability Report, we engage actively with our internal and external stakeholders through the various communication channels described in the preceding section of the report. This enables us to identify issues that are material to both our Group and our stakeholders. These issues can be broadly categorised into economic, environmental, social and governance issues. These material issues are selected based on their likelihood and potential impact on our Group’s business and our long-term growth.

We have identified the following material ESG factors:



## ECONOMIC

- Sustainable economic growth



## GOVERNANCE

- Legal compliance and corporate governance
- Anti-corruption and anti-fraud
- Data privacy
- Consumer experience and product responsibility



## SOCIAL

- Diversity and equal opportunity
- Corporate social responsibility
- Gender diversity



## ENVIRONMENT

- Environmental compliance

### MONEYMAX MATERIALITY MATRIX

Likelihood of occurrence	High		<ul style="list-style-type: none"> <li>• Legal compliance and corporate governance</li> <li>• Data Privacy</li> <li>• Consumer experience and product responsibility</li> </ul>	
	Medium	<ul style="list-style-type: none"> <li>• Corporate social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable economic growth</li> <li>• Anti-corruption and anti-fraud</li> </ul>	
	Low	<ul style="list-style-type: none"> <li>• Diversity and equal opportunity</li> <li>• Gender diversity</li> <li>• Environmental compliance</li> </ul>		
		Low	Medium	High

**Impact to stakeholders**

The topic boundaries have been covered in our discussion of the various ESG factors in the following pages.



# SUSTAINABLE ECONOMIC GROWTH

*MoneyMax seeks to establish a competitive advantage in the industry through cost leadership while maintaining an emphasis on the provision of superior customer experiences.*

# ECONOMIC

## SUSTAINABLE ECONOMIC GROWTH

In FY2018, our Group made a number of notable achievements in brand building and market expansion. We completed our investments into 13 pawnshops in Malaysia and also acquired an established pawnshop, Ban Joo Pawnshop Pte. Ltd., in Singapore.

To usher in the lunar new year, we collaborated with Entertainment One to develop and launch the first jewellery collection of worldwide phenomenon, Peppa Pig for South-East Asia. This initiative serves to strengthen our competitive advantage in the market, and enables us to stay relevant with consumer trends.

In May 2018, we introduced our e-Renewal service which seeks to enhance the customers' user experience by providing them a convenient way to pay their interest online. In the same month, we also launched SG e-Auction as the first online LIVE B2B auction platform in South East Asia for luxury goods. SG e-Auction is a collaboration with Japan's leading B2B internet auction company, Aucnet, to cater to the ASEAN market for the sale and purchase of luxury branded merchandise, gold and diamond goods.

In our Group's maiden foray into the motor vehicle financing industry ("**AutoFinance**"), we launched MoneyMax Leasing, which provides a one-stop solution for vehicle owners. Together with MoneyMax Assurance Agency, we believe this is the next step forward in our Group's transition towards becoming a leading financial solutions provider providing a suite of products to cater to our customers in different markets.

These initiatives allow us to enhance the suite of services we offer to our customers and expand our business reach in existing and new markets. We strive to remain innovative and stay relevant with rapid changes in consumers' preferences. This is critical for us to maintain our competitive edge and



continue to deliver sustainable growth in view of the weaker consumer sentiments and uncertain economic outlook.

We will continue to focus efforts on driving new service innovations and business offerings so as to generate new revenue streams and deliver sustainable growth.

For a detailed review on the economic performance of MoneyMax for FY2018, please refer to our Annual Report FY2018.



# GROUP BUSINESSES

## PAWNBROKING

The provision of pawnbroking services is a core business of our Group. To cater to the needs of our consumers, our Group has strategically positioned our outlets in highly accessible locations across Singapore and Malaysia and we have extended operating hours to cater to the needs of our consumers. As at 31 December 2018, we have a network of 72 pawnbroking outlets in Singapore and Malaysia, making us one of the largest pawnbroking chains in the region.

The availability of pawnbroking services provides an alternative source of short-term financing that is convenient and lawful. Our Group extends loans to our pawners on a pre-determined loan to value ratio that is based on the valuation of their collateral assets (“pledges”). These pledges are often items such as gold jewellery, diamonds, gemstones, timepieces and other luxury items.

To ensure security of our pledges, our outlets are equipped with advanced security systems and storage facilities, and are kept under round-the-clock surveillance. Our Group also engages an independent external security firm to constantly monitor our alarm systems. The pledges of our pawners are insured in accordance with the regulatory requirements of the Registry of Pawnbrokers (“ROP”).

Our Group is governed by and strictly adheres to the prevailing laws under the Pawnbrokers Act 2015 and the directions of the ROP for our pawnbroking business in Singapore as well as Pawnbrokers Act 1972 for our pawnbroking business carried out in Malaysia.

## RETAIL

From the pawnbroking business, our Group expanded into the retail and trading business for luxury products. Our operations comprise the retail and trading of new and pre-owned luxury products such as gold, jewellery, timepieces and handbags. Leveraging on our pawnbroking business, the retail and trading of new and pre-owned luxury items expands on our Group’s core competencies of retail outreach, customer-centric service and valuation expertise to increase our range of products and services. We have digitalised our services so that consumers can access our 3-in-1 online platform to shop, sell and appraise valuables.

MoneyMax is committed to managing and minimising the impact of our business operations along our supply chain. The supply chain for our retail and trading business is primarily made up of manufacturers and second-hand luxury goods dealers. We source our products globally across Asia, the Middle East and Europe.

We consistently engage our suppliers through strict quality control inspections, authentication checks by our trained employees and evaluations of the items to ensure the quality of our products.

Aside from being a luxury products retailer, MoneyMax also creates value for customers by providing an avenue for them to sell their pre-owned items to us.

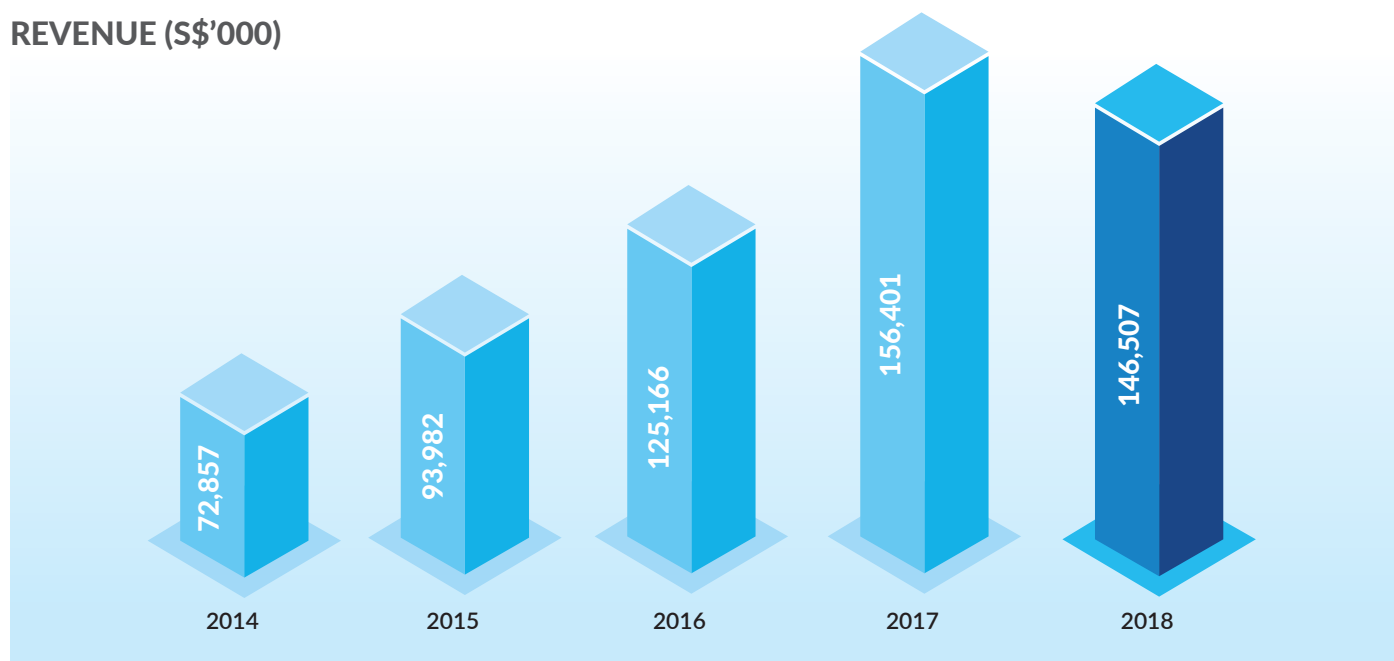
As we deal with second-hand products, we also need to abide by the Secondhand Goods Dealers Act (Chapter 288A).



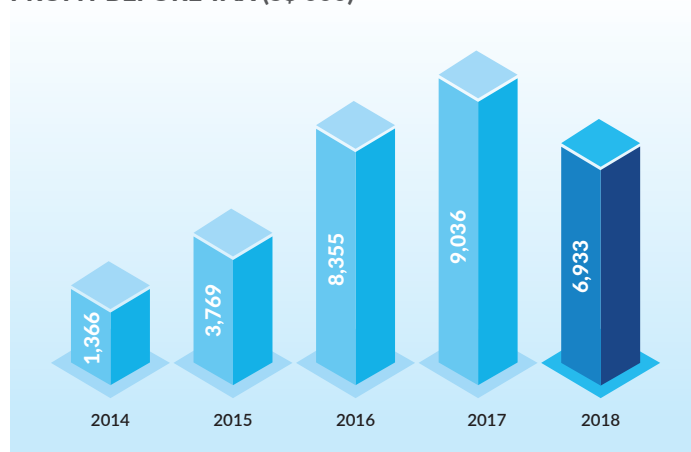
*\*Pictures shown are for illustrative purposes only, and are not a representation of the respective brands.*

# FINANCIAL HIGHLIGHTS

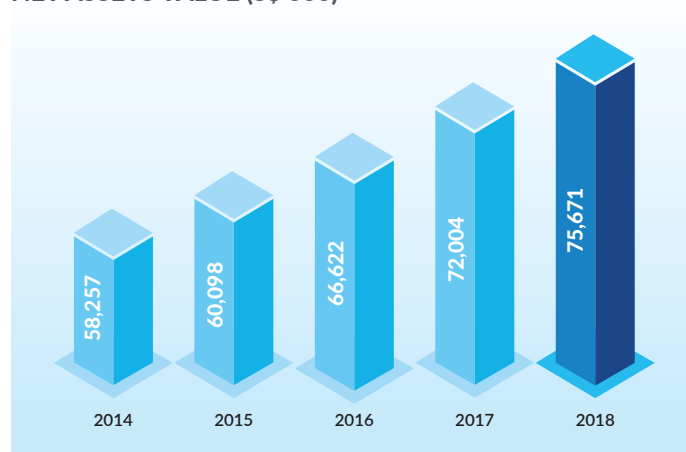
## REVENUE (\$\$'000)



## PROFIT BEFORE TAX (\$\$'000)



## NET ASSETS VALUE (\$\$'000)



## Key Financial Information (\$\$'000)

Year	2014	2015	2016	2017	2018
Revenue	72,857	93,982	125,166	156,401	146,507
Profit before tax	1,366	3,769	8,355	9,036	6,933
Profit net of tax	771	3,098	6,506	7,288	5,490
Net asset value	58,257	60,098	66,622	72,004	75,671
Earnings per share (\$\$ cents)	0.25	0.88	1.76	1.93	1.41

# EXPANSION AND GROWTH BEYOND SINGAPORE

## FINANCIAL LEASING

MoneyMax makes foray into China with joint venture to provide financial leasing services in Chongqing.

## MONEY MAX

One of the largest pawnbroking chains with a network of 72 outlets in Singapore and Malaysia.

## e-Auction

Singapore's first LIVE B2B online auction platform focusing on luxury branded merchandise, gold and diamond goods.



PEOPLE'S REPUBLIC  
OF CHINA



MALAYSIA



SINGAPORE



# COPORATE GOVERNANCE

*MoneyMax is committed to ensuring a high standard of corporate governance to protect the interests of our stakeholders.*

# GOVERNANCE

## LEGAL COMPLIANCE AND CORPORATE GOVERNANCE

We maintain our commitment to legal compliance and corporate governance through a well-established system of governance principles and accountability structures.

As a pawnbroking service provider, we are regulated under the Pawnbrokers Act 2015, the Pawnbroking Rules 2015 and Anti-Money Laundering (“**AML**”) regulations in Singapore, as well as the Pawnbroking Act 1972 in Malaysia. In addition, as a company listed on the Catalist Board of the SGX-ST, we are governed by the Catalist Rules, including rules on transparency and disclosure requirements.

We perform periodic reviews of our Group’s decision making process and operational policies to ensure compliance with these prevailing regulations. We ensure that our employees are adequately trained to perform basic customer profiling and due diligence, when necessary. We continue to utilise communication channels to ensure that our employees are updated on new developments or changes to existing regulations.

In addition, our Group’s risk and compliance team regularly conducts random checks at our outlets to ensure our operational practices are in compliance with prevailing regulations and guidelines.

In FY2018, we conducted a total of 13 internal training sessions and meetings with our retail staff to provide, amongst operational and other matters, regulatory and anti-money laundering updates including regulations related to illegal conduct and references on anti-corruption laws and published cases. There were approximately 50 employees, including management that attended each of these training sessions and meetings conducted in our office premise.

**Target:** For the financial year ending 31 December 2019 (“**FY2019**”), our Group intends to maintain the number of training and refresher sessions for all our employees to ensure that they are kept up to date with any changes to AML and other applicable regulations.

## ANTI-CORRUPTION AND ANTI-FRAUD

We strive towards upholding professional values and integrity when conducting business. Our Group maintains a strict policy against dishonest and corrupt practices and ensures that all business functions are cognisant of the established code of conduct and ethical business practices in every jurisdiction that we operate. Our Group places heavy emphasis on ethical business practices which prohibits payment of bribes and acceptance of inappropriate gifts, amongst others.







*\*Pictures shown are for illustrative purposes only, and are not a representation of the respective brands.*

Our Audit Committee (“AC”) oversees our Group’s internal controls and risk management systems. We have a whistle-blowing policy through which employees may, in confidence, raise concerns regarding matters such as misconducts, unlawful activities, suspected fraud and other dishonest activities. There are also arrangements for an independent investigation for such incidents and appropriate follow-up actions where necessary by the AC Chairman. The AC will subsequently report to the Board on such matters. Details of our whistle-blowing policies and arrangements are made readily available to all employees.

In addition, we have established policies in relation to dealing in securities and interested person transactions, which are disclosed in MoneyMax Corporate Governance Report on an annual basis. As part of the principal functions of the Board in assuming responsibility for corporate governance, our MoneyMax Corporate Governance Report is reviewed by the Board on an annual basis.

We have a Code of Conduct and behavioural standards outlined in our Employee Handbook, which our employees are required to adhere to. Our Group takes a serious view of unethical conduct or malpractice in relation to corruption or fraud and formal disciplinary proceedings will be conducted where necessary. Training on business ethics and conduct is regularly held during training sessions and meetings to reinforce the procedures for reporting any potential violations.

Our Group is pleased to share that no whistle-blowing reports were received for FY2018, and there were no reported incidents in relation to anti-corruption and anti-fraud regulations for FY2018 (FY2017: nil).

**Target:** Our Group targets to maintain a clean track record of zero reported incidents in relation to anti-corruption and anti-fraud regulations for FY2019.

## CONSUMER EXPERIENCE AND PRODUCT RESPONSIBILITY

As a customer-centric organisation, we aim to fulfill customers’ needs seamlessly and prioritise service quality. In our roadmap to enhancing customer experience and relationships, we have established a few customer feedback platforms via our MoneyMax Jewellery facebook page, email, in-store customer feedback forms and our telephone service hotline, which are handled by our customer service staff and periodically analysed to understand customers’ feedback and concerns.

As every interaction counts, in FY2018, MoneyMax continued the implementation of our customer experience strategy through focused customer service trainings conducted for our retail employees and continued analysis of results obtained from our customer feedback platforms. 200 retail employees have undergone in-house authentication and valuation training sessions in relation to the goods and services provided at our outlets. In addition, approximately 12 customers participated and provided their feedback on their experience in our outlets. In FY2018, we have not received any Consumer Association of Singapore (CASE) or Small Claims Tribunal cases.

Our Group has been a member of CaseTrust since 2008, which is the accreditation arm of CASE, and is Singapore’s de facto standard for companies who wish to demonstrate their commitment to fair trading and transparency to its consumers. Our Executive Chairman and CEO, Dato Sri’ Dr Lim Yong Guan, is also an active Council Member of the Singapore Pawnbrokers’ Association.

In FY2018, we are pleased to announce that there were no incidents of non-compliance with consumer laws (FY2017: nil).

**Target:** Our Group targets to maintain our track record of zero incidents of non-compliance with consumer laws for FY2019.



Singapore Pawnbrokers' Association



Winner, SPBA - Promising Brands



Winner, SPBA - Established Brands

## RISK MANAGEMENT

Our Management regularly reviews our Group's procedures in accordance with the Enterprise Risk Management Framework. This framework ensures that our Management is able to systematically identify risks, determine the probability and impact of each risk, assess the appropriateness of the existing risk controls, and implement additional risk controls where necessary.

Our risk and compliance team conducts regular ad-hoc inspections on our outlets and carries out reviews on various risk and compliance matters as directed by Management. Our Management holds regular meetings with our risk and compliance team to review their findings. The information gathered provides current data to the Management and facilitates the identification and mitigation of any risks that may arise.

## DATA PRIVACY

Safeguarding customers' data is of paramount importance to MoneyMax and we are committed to maintaining the privacy and security of their personal data as required by the Personal Data Protection Council ("PDPC") under the Personal Data Protection Act ("PDPA"). Our Group's success is dependent on individuals' trust that their personal data is being collected, handled and protected in a responsible manner.

Our Group has implemented stringent data protection policies and procedures in compliance with the PDPA, which define the methods of handling personal data. Robust security procedures are in place to enforce data privacy. We have appointed a Data Protection Officer ("DPO") who is responsible for the following:

- Including aspects of PDPA compliance when developing and implementing policies and processes for handling personal data;
- Fostering a data protection culture among employees and communicating personal data protection policies to stakeholders;
- Managing personal data protection related queries and complaints within the Group;
- Alerting management to any risks that might arise with regard to personal data; and
- Liaising with the PDPC on data protection matters, if necessary.

Our employees are also contractually obliged to keep all information communicated to them confidential. Our Group has in place procedures limiting data access rights

of our employees commensurating to their scope of work as a measure to manage data privacy risk. These include password authorisation by levels of responsibility for access to sensitive data and printing out of listings and other records.

All data is stored securely in the data center, which only authorised personnel are allowed to enter. Online transactions with sensitive personal data transmitting are encrypted, preventing unauthorised individuals from reading and modifying any information transferred, including potential personal details. Everyone in the workplace is trained on how to recognise confidential information and treat it accordingly. Employees who have no reason to handle confidential information would not have access to it.

In accordance with ROP regulations, we are required to store our pawn documents for a period of 5 years. The physical documents are stored in our warehouse where there is restricted access. In line with the PDPA requirements, we are in the process of identifying and formalising the process of appointing a third party service provider for the proper disposal of the physical documents.

In FY2018, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data across the outlets (FY2017: nil).

**Target:** For FY2019, our Group targets to continue our efforts in handling our customer data responsibly in a secure operating environment as well as ensuring data is not being used for other purposes without customers' permission.



## A RESPONSIBLE EMPLOYER

*Our commitment to sustainable growth is underscored by the emphasis on diversity, equal opportunity, labour management, employee training, employee health and safety as key aspects of our human resource strategy.*

# SOCIAL

## PEOPLE

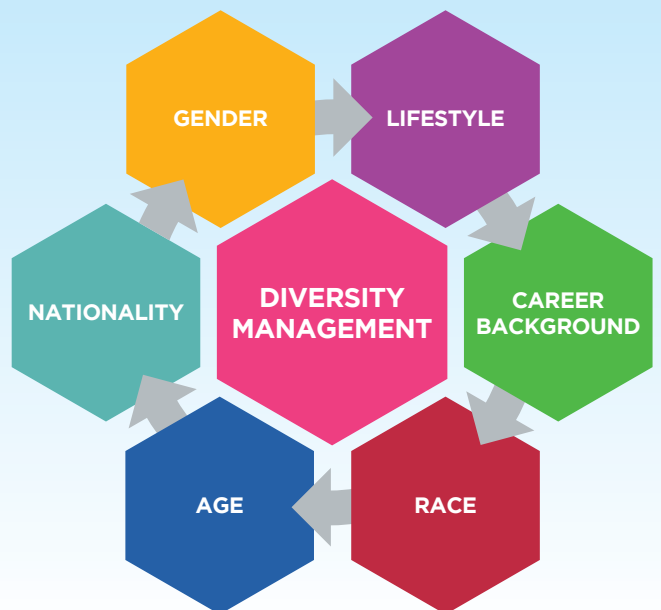
Optimisation of the talent pool available to MoneyMax is a cornerstone of our Group's long term strategy. Our Group seeks to go beyond compliance with existing labour laws and regulations and will look to further strengthen our existing policies to implement a robust framework that allows our employees to experience a career that is vibrant, inclusive and progressive with MoneyMax.



## DIVERSITY AND EQUAL OPPORTUNITY

At MoneyMax, we embrace diversity and we recognise the importance of creating an all-inclusive environment where our employees can treat each other respectfully, honestly and equally.

Our Group is committed to creating an environment that provides equal opportunities and benefits to each employee, regardless of his or her gender or age. Our commitment to diversity is apparent in our workforce representation numbers.

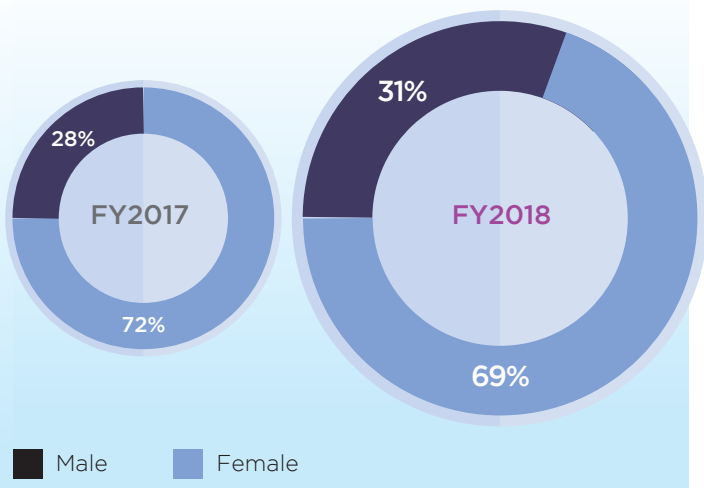


## GENDER DIVERSITY

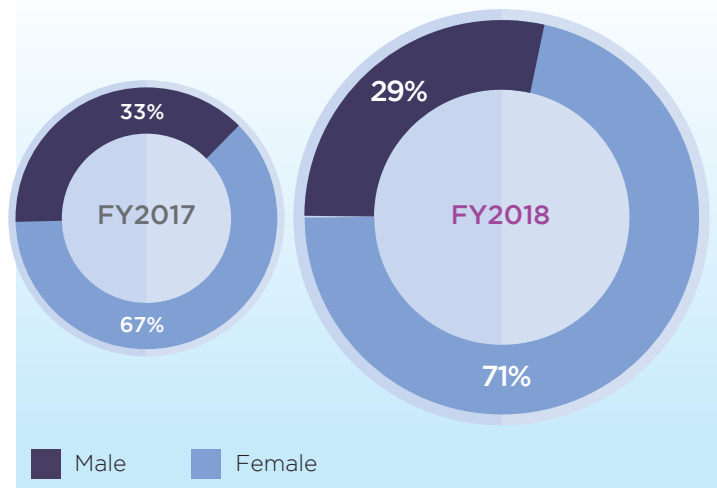
In FY2018, our workforce comprises a total of 309 (FY2017: 299) employees on a permanent, full time basis. Our female leaders continue to account for more than half of the top and middle management positions. Gender diversity, particularly in the management positions, is essential in driving our Group’s future growth. Activities organised are inclusive and female employees are enrolled for courses such as skill-development, training courses and networking events. Career progression and remuneration within our Group is based on meritocracy and as a result of these initiatives, the percentage of women in management positions has increased from 67% in FY2017 to 71% in FY2018. Our Group is pleased to report that there were no reports of gender discrimination for FY2018 (FY2017: nil).

The details of gender and age for FY2018 are as follows:

### GENDER RATIO OF MONEYMAX WORK FORCE



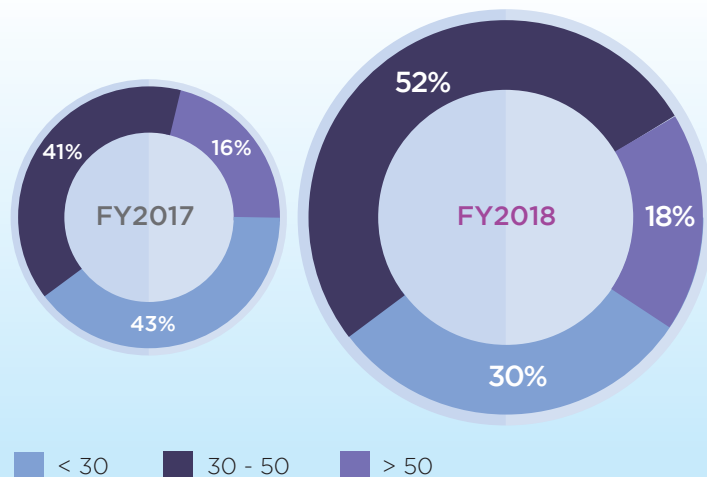
### GENDER RATIO OF MONEYMAX MANAGEMENT



## MULTI-GENERATIONAL

MoneyMax embraces age diversity within our workforce by focusing on both recruiting the talents of tomorrow and retaining the experience and skills of our veteran employees. Our Group’s multi-generational workforce brings a degree of dynamism to the organisation that is essential for us to cater our services to consumers across all age groups.

### AGE PROFILE OF MONEYMAX WORKFORCE



# COMMUNITY



## CORPORATE SOCIAL RESPONSIBILITY

We are mindful of the importance of leaving a positive impact in our local community, as well as empowering and engaging the underprivileged.

This is primarily achieved through numerous activities and programmes organised by our Group's Corporate Social Responsibility ("CSR") platform.

In FY2018, our Group participated and contributed to the fundraising and charity events from various charitable organisations, including Seu Teck Sean Tong Yiang Sin Sia (a charitable organisation registered with the Ministry of Culture, Community and Youth of Singapore which offers

traditional Chinese medicine treatment and provides free medical services to the local community), Geylang East Home For The Aged (a residential home managed by volunteers to provide day care, rehabilitation and other services for needy elderly), Modern Confucianism Foundation Ltd. (an organisation supporting the education and promotion of teachings of Confucius), and Sian Chay Medical Institution (a charitable organisation registered with the Ministry of Health of Singapore which offers traditional Chinese medicine treatment and provides free medical care to the local community).

The highlight of our Group's charitable initiatives is Project Sayang, a goodwill initiative organised by Radin Mas Citizen Consultative Committees Community Development and Welfare Fund held in December 2018. Under Project Sayang, our employees ignited the kampong spirit and gathered together in a show of solidarity to assist needy families of Radin Mas, Telok Blangah and Redhill housing estates, by providing them with daily necessities such as beds, electrical appliances and clothing racks.



**Target:** Our Group aims to continue to participate in local community programmes to promote the culture of giving back to the society, especially to the underprivileged and elderly, in FY2019.



# CARE FOR THE ENVIRONMENT

*MoneyMax maintains a core commitment towards maximising the environmental efficiency of our operations and towards building a cleaner future for everyone.*

# ENVIRONMENTAL



## WASTE MANAGEMENT & RECYCLING

MoneyMax conducts its business in a sustainable manner through energy efficient practices and adhering to the principles of “Reduce, Re-use and Recycle”. The 3Rs aim to effectively minimise waste produced and to conserve precious metals or other materials for future use.

As we purchase pre-owned items and professionally refurbish them, we are prolonging the useful lives of these items and reducing wastage. We also have the practice of recycling our aged inventory into raw materials such as gold and loose gemstones. Selected gold items may be sold to third party refineries which are recycled for production of new gold bars. In FY2018, we purchased a total of 712 kg of pre-owned gold, of which 706 kg was sold to refineries for recycling.

In FY2018, our Group implemented the following policies which aim to reduce the amount of waste produced, and which we will continue to be committed to in FY2019.

- By encouraging our employees to print double-sided instead of single-sided in our workplaces
- By encouraging the submission of e-reports to the management and moving towards a paperless environment
- By encouraging the recycling/reuse of used materials wherever possible

## ENVIRONMENTAL COMPLIANCE

MoneyMax places great emphasis on growth that is environmentally sustainable. We consistently review our policies and practices to optimise the management of energy, water and waste within our Group. MoneyMax maintains a core commitment towards maximising the environmental efficiency of our operations and towards building a cleaner future for everyone. Our Group is pleased to report that there were no reports/incidences of non-compliance with environmental laws and regulations for FY2018 (FY2017: nil).

**Target:** *Our Group will continue to maintain zero reports/incidents on non-compliance with environmental laws and regulations in FY2019.*



## PRECAUTIONARY PRINCIPLE

The Group supports the intent of the Precautionary Principle. However, given the Group's current scale of operations, we have not undertaken any specific measures to apply the Precautionary Principle or approach.



# GRI CONTENT INDEX

GRI STANDARDS			
GRI Standards	Disclosure		Page Reference and Reasons for Omission, if Applicable
<b>ORGANISATIONAL PROFILE</b>			
GRI 102: General Disclosure 2016	102-1	Name of organisation	Sustainability Report (SR): Page 3
	102-2	Activities, brands, products and services	SR: Page 12
	102-3	Location of headquarters	SR: Page 4
	102-4	Location of operations	SR: Pages 3 and 4
	102-5	Ownership and legal form	SR: Page 3 Annual Report FY2018 (AR): pages 107 and 108
	102-6	Markets served	SR: Pages 4 and 12
	102-7	Scale of the organisation	SR: Pages 3, 13 and 21 AR: Pages 46 to 48
	102-8	Information on employees and other workers	SR: Pages 20 and 21
	102-9	Supply chain	SR: Page 12
	102-10	Significant changes to the organisation and its supply chain	N.A. There were no significant changes to the Group's size, structure, ownership or supply chain in FY2018.
	102-11	Precautionary principle or approach	SR: Page 24
	102-12	External initiatives	SR: Page 22
	102-13	Membership of associations	SR: Page 17
<b>STRATEGY</b>			
GRI 102: General Disclosure 2016	102-14	Statement from senior decision-maker	SR: Pages 5 and 6
<b>ETHICS AND INTEGRITY</b>			
GRI 102: General Disclosure 2016	102-16	Values, principles, standards, and norms of behaviour	SR: Page 2
<b>GOVERNANCE</b>			
GRI 102: General Disclosure 2016	102-18	Governance structure	SR: Page 3 AR: Pages 9
<b>STAKEHOLDER ENGAGEMENT</b>			
GRI 102: General Disclosure 2016	102-40	List of stakeholder groups	SR: Page 8
	102-41	Collective bargaining agreements	N.A. The employees of MoneyMax are not covered by collective bargaining agreements.
	102-42	Identifying and selecting stakeholders	SR: Page 8
	102-43	Approach to stakeholders engagement	SR: Page 8
	102-44	Key topics and concerns raised	SR: Page 8

REPORTING PRACTICE			
GRI 102: General Disclosure 2016	102-45	Entities included in the consolidated financial statements	SR: Page 7 AR: Pages 101 to 106
	102-46	Defining report content and topic boundaries	SR: Pages 7, 8 and 9
	102-47	List of material topics	SR: Page 9
	102-48	Restatements of information	N.A. There were no restatements of information given in the FY2017 Sustainability Report.
	102-49	Changes in reporting	N.A. There were no changes in the list of material topics and topic boundaries from the FY2017 Sustainability Report.
	102-50	Reporting period	SR: Page 7
	102-51	Date of most recent report	The Sustainability Report in respect of FY2017 was published on 12 December 2018.
	102-52	Reporting cycle	SR: Page 7
	102-53	Contact point for questions regarding the report	SR: Page 7
	102-54	Claims of reporting in accordance with the GRI Standards	SR: Page 7
	102-55	GRI content index	SR: Pages 25 to 27
	102-56	External assurance	SR: Page 7
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and boundary	SR: Pages 13 to 24
	103-2	The management approach and its components	SR: Pages 13 to 24
	103-3	Evaluation of the management approach	SR: Pages 13 to 24

ECONOMIC			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	SR: Pages 11 to 13 AR: Page 46
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	SR: Page 16 to 17
	205-2	Communication and training about anti-corruption policies and procedures	SR: Pages 16 to 17
	205-3	Confirmed incidents of corruption and actions taken	SR: Page 17
ENVIRONMENTAL			
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	SR: Page 24
SOCIAL			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	SR: Page 21
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	SR: Page 22
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR: Page 18

**MONEY**  **MAX**  
MONEYMAX FINANCIAL SERVICES LTD.

(Incorporated in the Republic of Singapore on 9 October 2008)  
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