



KOP Limited Sustainability Report

FY2020

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This report has been prepared by the Company and its contents have been reviewed by the Company's sponsor, RHT Capital Pte. Ltd. ("Sponsor"), for compliance with the relevant rules of the Singapore Exchange Securities Trading Limited ("SGX-ST"). The Sponsor has not independently verified the contents of this report.

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

The contact person for the Sponsor is Mr. Khong Choun Mun, Registered Professional, RHT Capital Pte. Ltd., 9 Raffles Place, #29-01 Republic Plaza Tower 1, Singapore 048619, Telephone (65) 6381 6966.

BOARD'S STATEMENT

Dear Stakeholders,

We are pleased to present the third sustainability report for KOP Limited ("KOPL" or the "Company", together with its subsidiaries "Group") for the financial year ended 31 March 2020 ("FY2020"). At KOPL, we believe that sustainability is critical to our operations and we aim to continue creating value for our business and stakeholders.

The COVID-19 pandemic has posed several challenges to the hospitality industry and organisations are required to come up with measures to manage these challenges. Nonetheless, we remain committed to our sustainability efforts by contributing to the well-being of both the environment and our stakeholders.

The report outlines our commitment towards sustainability which are embedded in our business practices across our real estate and hospitality divisions. We adopt the Global Reporting Initiative ("GRI") standards of reporting to communicate our performance and progress in the key Environmental, Social and Governance ("ESG") aspects identified. In view of the increasing interest in sustainability from our stakeholders, we continue to strengthen our commitment on ESG matters and are pleased to announce the achievement of our FY2019 goals.

The Board has taken up the responsibility of overseeing the Group's ESG initiatives and assessing the material ESG factors that are significant to the Group. This report plays an essential role in enhancing transparency, accountability and progress towards our sustainable growth. Our sustainability journey requires collaboration and continuous effort with our stakeholders to achieve greater sustainability in our operations.

We would like to take this opportunity to express our gratitude to our directors, employees and business partners for their contribution and unwavering commitment this past year in order to achieve our sustainability goals.

We will continue to build a more sustainable future and create greater value for our stakeholders in the year ahead.

Ms Ong Chih Ching
Executive Chairman and Executive Director

KOP Limited

ABOUT THE GROUP

KOP Limited (“KOPL” or the “Group”) is a Singapore-based real estate development and entertainment company with a diversified and robust portfolio of developments and investments in Singapore as well as the region. With origins leading back to KOP Properties Pte. Ltd., the Group has quickly built a reputation as a developer of niche, iconic and award-winning projects such as The Ritz-Carlton Residences, Montigo Resorts, Nongsa and Seminyak in Indonesia, and the upcoming Wintastar in Shanghai. Wintastar, Shanghai is the highly-anticipated integrated sports-entertainment-tourism resort that will house the world’s largest indoor Ski & Snow Park.

KOPL’s property business covers areas of real estate development, investment and management services and is built on an integrated business model. Through a broad range of distinctive and award-winning real estate and hospitality projects crafted with quality design and workmanship, KOPL provides unique living and leisure experiences to its clients.

Leveraging on the strategic synergies between its subsidiaries, KOPL is empowered to expand its core business of property development and incorporate entertainment elements into various ventures, adding flavour and character to real estate. Through spearheading high-quality and innovative projects, with the objective to strengthen its market leadership, KOPL aims to generate growing returns for its shareholders and investors.

ABOUT THIS REPORT

Scope of Report

KOP Limited (“KOPL” or the “Company”, together with its subsidiaries “Group”) is listed on the Catalist of the SGX-ST (Stock Code: SGX:511). This is the Group’s third year in publishing its sustainability report publicly, covering the Group’s performance, initiatives and impact of its operations in the aspects of Environmental, Social and Governance (“ESG”). All data and activities reported were from 1 April 2019 to 31 March 2020 (“FY2020”) unless stated otherwise. In FY2020, we will maintain our focus in the ESG performance of our hospitality business which includes properties in Indonesia – Montigo Resorts in Nongsa and Seminyak.

In addition, we have included our responses to address the challenges posed by the COVID-19 pandemic, including our plans and strategies.

Through this report, the Group would like to share its commitment in managing the impact of key ESG issues with its various stakeholders, which include employees, shareholders, business partners, customers and the community.

Reporting Framework

The report has been prepared in accordance with Rule 711A and 711B of the Listing Manual Section B: Rules of Catalist of Singapore Securities Trading Limited, and Global Reporting Initiative (“GRI”) Standards – Core option, the international standard for sustainability reporting established by GRI in 2016.

The content of this report was defined by the four reporting principles established by GRI Standards: (1) Stakeholder Inclusiveness; (2) Sustainability Context; (3) Materiality; (4) Completeness. The Stakeholder Inclusiveness principle was implemented in determining the report context through various stakeholder engagements and internal discussions. The Sustainability Context principle was implemented in determining the report context which covered the ESG aspects. The Materiality principle was implemented in determining the report context through stakeholder engagements and internal discussions. All relevant factors were then weighed according to their respective importance to stakeholders, as well as their impact on KOPL’s business. This combined assessment allows KOPL to identify and agree upon the appropriate material ESG aspects for the business.

Report Content & Quality

This report aims to provide an integrated overview of the Group’s initiatives and strategies related to sustainability and responsible business development. The intention of this report is to address the key concerns and issues that KOPL’s stakeholders face. To ensure content quality, we have applied GRI’s principles of accuracy, balance, clarity, comparability, reliability and timeliness.

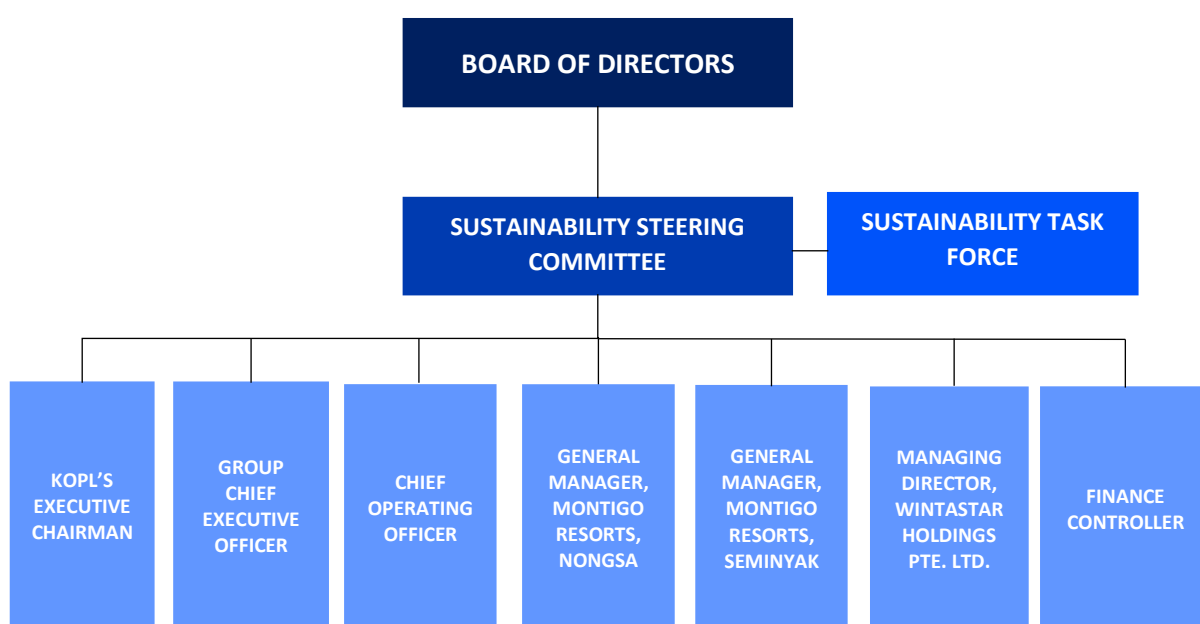
Contact Us

As part of our ongoing efforts on improving the coverage of our sustainability practices in the report, we welcome stakeholders to submit their questions or feedback on any aspect of our sustainability performance to info@kopgroup.com.

SUSTAINABILITY GOVERNANCE

KOPL is dedicated in incorporating ESG aspects into our business operations. We acknowledge the importance of good sustainability governance, accountability and transparency. We align our belief to conduct a business in responsible and ethical manner, and move forward with our sustainability initiatives and practices. We also believe that a robust sustainability governance structure is essential to identifying and executing sustainability measures.

To achieve sustainable business practices, the Board continues to take an active role in monitoring KOPL's sustainability growth and its overall performance. In FY2020, the sustainability governance structure is established as shown below:



Regular assessments are performed on our sustainability performances against defined targets and market benchmarks in order to align with our business strategies and continue to increase the value of our sustainability activities. Sustainability policies are also evaluated annually with the aim to understand and focus on the areas that require improvement and thus enhance our performance. KOPL hopes that with a structured and robust sustainability governance in place, it can better serve the interest of all stakeholders.

STAKEHOLDER ENGAGEMENT

KOPL considers stakeholders as entities or individuals that may have a significant impact on our business activities. We believe that communication is the utmost priority towards organisation success and will remain committed to ensure that stakeholders' expectations and concerns are considered in our business decisions.

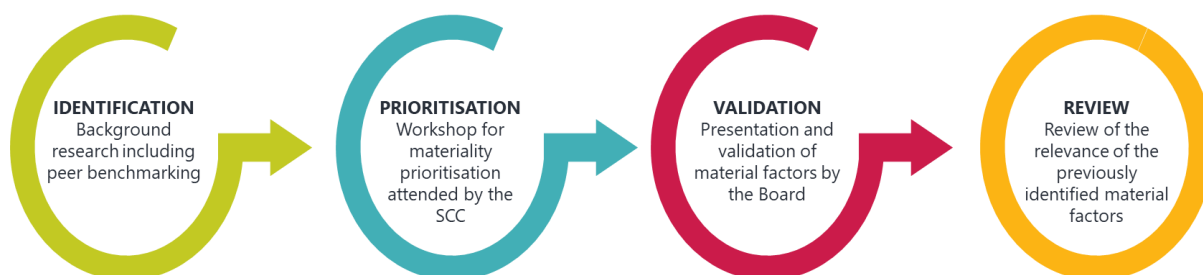
The table below summarises the key stakeholder groups that we have identified, our methods of engagement and concerns raised by these key stakeholders.

Key Stakeholder	Engagement Methods	Frequency	Key Topics of Interest
Investors and Shareholders	Timely and transparent updates of financial results and announcements, business developments, press releases and other relevant disclosures via SGX and KOPL's website	Throughout the year	<ul style="list-style-type: none"> Long-term sustainable distribution and total returns Transparent reporting Sound corporate governance practices
	One-on-one meetings and site visits	Throughout the year	<ul style="list-style-type: none"> Business strategy and outlook
	Annual General Meeting	Annually	
Employees	Induction programme for new employees	Throughout the year	<ul style="list-style-type: none"> Equitable remuneration Fair and competitive employment practices and policies
	Training and development programmes	Throughout the year	
	Regular e-mails, meetings and town-halls sessions	Throughout the year	<ul style="list-style-type: none"> Safe and healthy work environment
	Recreational and wellness activities	Throughout the year	<ul style="list-style-type: none"> Employee development and well-being
	Career development performance appraisals	Annually	
Customers and Guests	Feedback from customers and guests and active engagement towards guests on their well-being throughout their stay with us	Throughout the year	<ul style="list-style-type: none"> Comments and potential room for improvement in delivering exceptional services (e.g. hospitality)
Government and Regulators	Meetings and dialogue sessions	Throughout the year	<ul style="list-style-type: none"> Compliance with and updates on changing laws and regulations

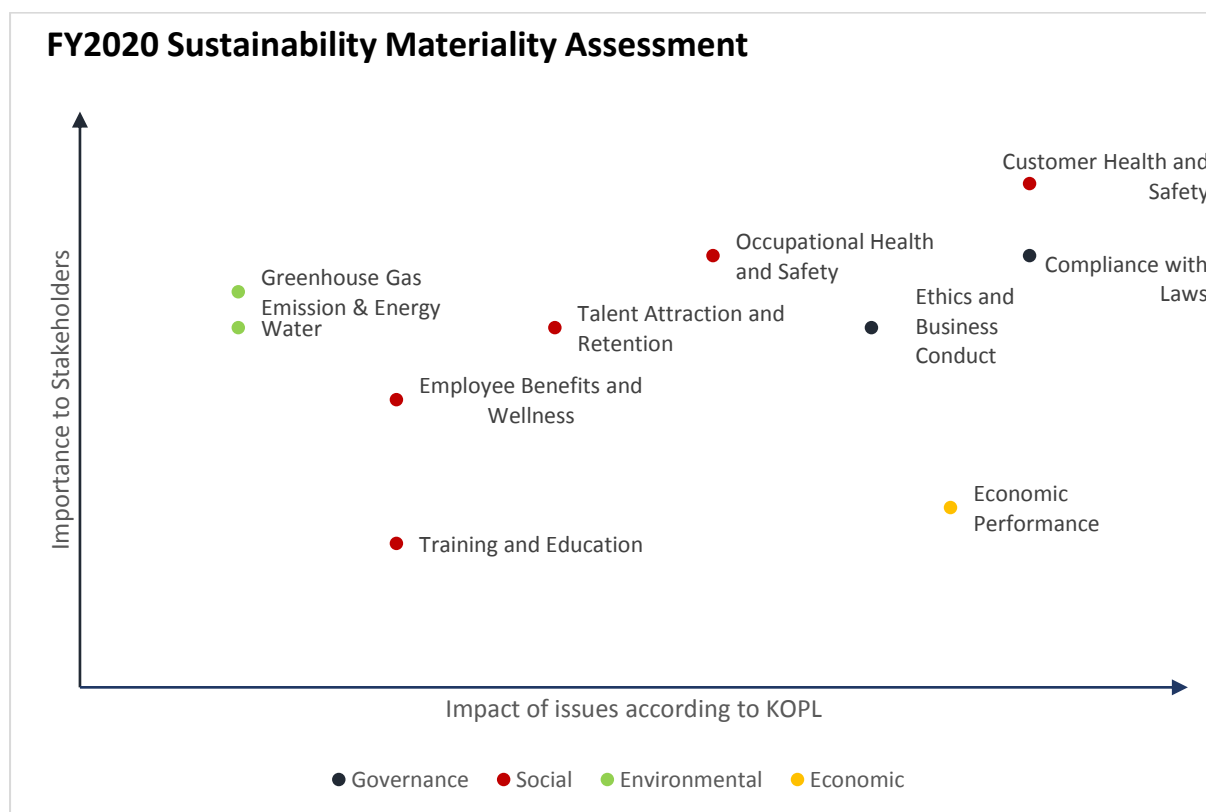
MATERIALITY ASSESSMENT

Through various engagement platforms and feedbacks received, a materiality assessment was performed to identify key ESG issues that were significant to our business and stakeholders. The materiality review considered under the GRI guidelines and the topics are prioritised based on a materiality matrix.

The Group adopts the following four-step process to define the material topics:






The material topics are identified and prioritised in the materiality matrix and will be further discussed in the subsequent pages of the report. Our review focuses on four key aspects with ten identified material topics. For each material topic, we report on the importance of it to our business and stakeholders, and the measures in place to address it. In addition, we have included our responses to the COVID-19 pandemic.



2021 TARGETS

Based on our achievements in FY2020, we have set our FY2021 targets as follow:

ASPECTS	FY2020 ACHIEVEMENTS	FY2021 TARGETS
 ENVIRONMENTAL	We have reduced the electricity intensity based on gross floor area from 58 kWh/m ² to 56 kWh/m ² , and electricity intensity based on room occupancy from 184 kWh/occupied room to 144 kWh/occupied room	Maintain or reduce the energy intensity based on FY2020's levels
	Water intensity based on gross floor area remains consistent at 1.09 m ³ /m ² whereas water intensity based on room occupancy decreased from 3.51 m ³ /occupied room to 2.82 m ³ /occupied room.	Maintain or reduce the water intensity based on FY2020's levels
 SOCIAL	Employee turnover rate of 30% in FY2020	Employee turnover rate of 29% or below
	There were no workplace incidents that result in a fatality or permanent injury	Zero workplace incidents that result in a fatality or permanent injury
	There were no incidents of non-compliance with relevant health and safety regulatory requirements	Achieve zero incidents of non-compliance with relevant health and safety regulatory requirements
 GOVERNANCE	We have offered internal and external training courses to employees at all levels.	Continue providing internal and external training courses offered to our employees
	Zero incidents of non-compliance with customer health and safety laws and regulations concerning the health and safety of our properties	Achieve zero incidents of non-compliance with customer health and safety laws as well as regulations concerning the health and safety of our properties
	Zero incidents of non-compliance with anti-corruption laws and regulations	Achieve zero incidents of non-compliance with anti-corruption laws and regulations
	Zero incidents of non-compliance with various socioeconomic laws and regulations	Achieve zero incidents of non-compliance with various socioeconomic laws and regulations

THE ENVIRONMENT

Being in the hospitality industry, we understand the importance of managing the impact that our operations have on the environment. Due to the nature of our business, a significant amount of energy and water is expected to be consumed. However, we continuously emphasise on taking a proactive approach to reduce the environmental impact from our operations.

KOPL remains dedicated in addressing the effects of climate change through the reduction of energy and water consumption, and environmental pollution in our operational activities. We encourage our resorts to move above and beyond regulatory requirements on energy management, and adopt policies and procedures that further enhance energy and water conservation as part of our long-term commitment to protect the environment.

Greenhouse Gas Emission and Energy Consumption

2020 Greenhouse Gas Emissions and Energy Consumption Targets and Performance

Indicator	Targets	Performance
Gasoline intensity	0.24m ³ /m ² or below	0.32m ³ /m ²
	0.78m ³ /occupied room or below	0.82m ³ /occupied room
Electricity Intensity	58 kWh/m ² or below	56 kWh/m ²
	184 kWh/occupied room or below	144 kWh/occupied room
Greenhouse Gas ("GHG")	0.55 tCO ₂ e/m ² or below	0.72 tCO ₂ e/m ²
Emissions Intensity from Gasoline Consumption	1.77 tCO ₂ e/occupied room or below	1.87 tCO ₂ e/occupied room
GHG Emissions Intensity from Electricity Consumption	0.02 tCO ₂ e/m ² or below	0.02 tCO ₂ e/m ²
	0.08 tCO ₂ e/occupied room or below	0.06 tCO ₂ e/occupied room

The Group recognises that investing in energy conservation not only reduces our carbon footprint but also promotes cost savings. We are dedicated in taking measures to minimise our overall energy consumption and improving energy efficiency to reduce the environmental impacts caused by our operations.

We have established the following policies regarding the management of energy consumption at our resorts:

- Guidelines on energy usage;
- Policies or guidelines on green buildings or hotels;
- Policies or guidelines on promoting an environmentally friendly corporate culture as well as raising awareness on environmental matters;
- Policies or guidelines on energy-efficient related and other certifications required by the local government; and
- Procurement policies or guidelines to prioritise the use of energy efficient or environmentally friendly products/equipment.

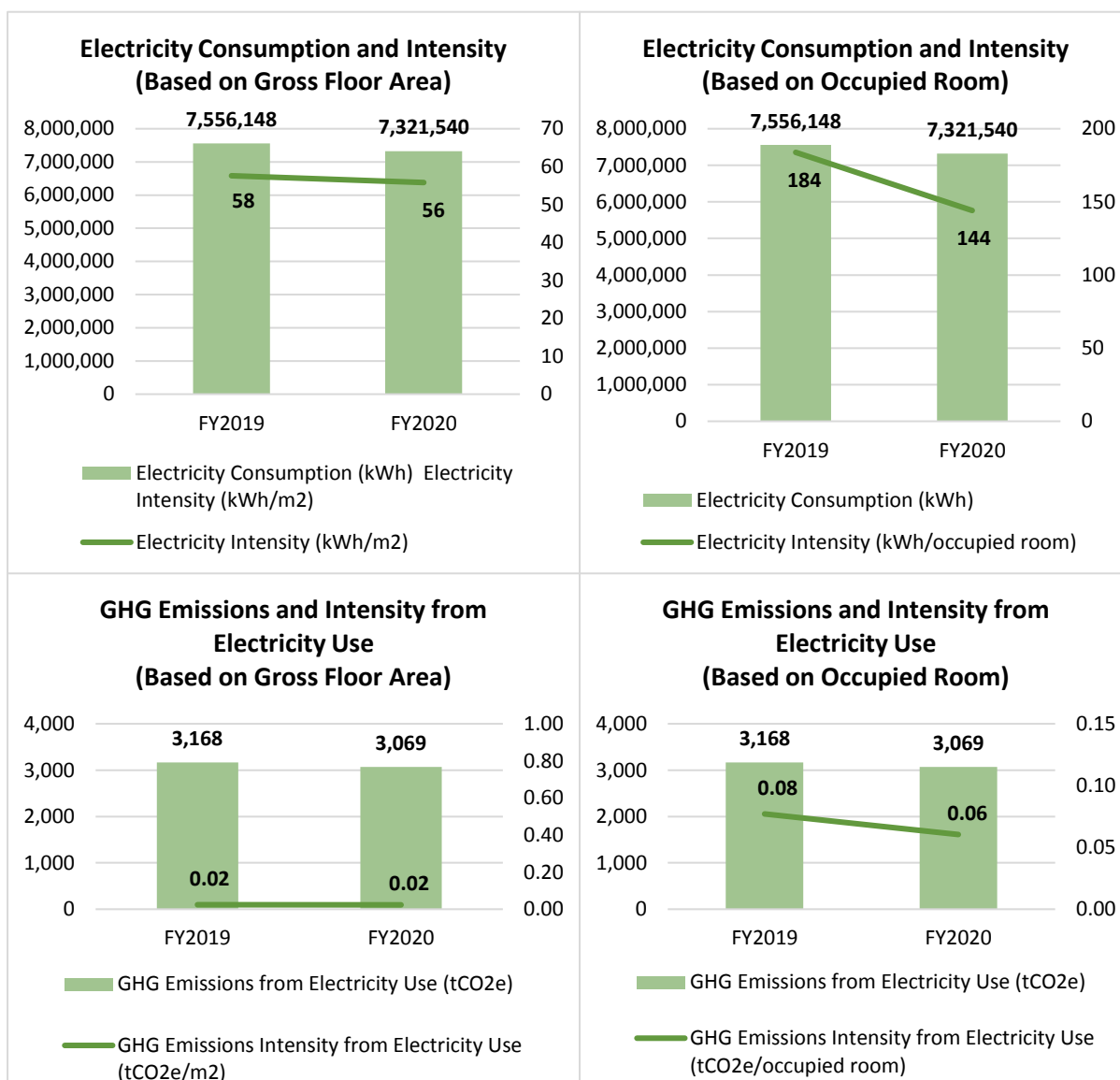
We have established a Hotel Energy Management Committee which includes resort managers and engineers, to monitor and manage the resorts' monthly energy consumption as well as to promote energy conservation. Monthly trend analysis is also performed by the Committee on the electricity and gas consumption.

With the aim to improve energy efficiency in our operations, we have implemented light emitting diode (“LED”) lighting and motion sensors for light switches as well as using freon as the cooling agent in our air conditioning systems at our resorts. Motion sensors installed in the hotel premises will automatically switch off lights in the room when it is vacant. Our lifts have standby mode where the lift control system will operate in sleep mode, shutting down the lift car lighting, ventilation and indicators when not in use. Moreover, we continuously encourage our employees to switch off lights and air-conditioners in vacant office rooms.

Our resorts have incorporated sustainable interior designs such as areas with open-air structures that allow the use of natural lighting and reduce the need for air-conditioning in the long run. Furthermore, both resorts are surrounded with a significant amount of greenery which aids in the reduction of our overall energy consumption and carbon footprint.

The total electricity consumption in both Montigo Resorts have dropped by 3% from 7,556,148 kWh in FY2019 to 7,321,540 kWh in FY2020. This results in a decrease in electricity intensity based on gross floor area from 58 kWh/m² to 56 kWh/m² coupled with a decrease in electricity intensity based on occupied room from 184 kWh/occupied room to 144 kWh/occupied room.

There is a decrease of GHG emission from electricity consumption from 3,168 tCO₂e in FY2019 to 3,069 tCO₂e in FY2020. The GHG emission intensity from electricity consumption remained constant in FY2020 at 0.02 tCO₂e/m² and a decrease in the GHG emission intensity from electricity consumption based on occupied room from 0.08 tCO₂e/occupied room in FY2019 to 0.06 tCO₂e/occupied room in FY2020.



The total gasoline consumption at Montigo Resorts in Nongsa and Seminyak has increased by 31%, from 31,940m³ in FY2019 to 41,760m³ in FY2020. With the same floor area, the gasoline intensity based on gross floor area increased from 0.24 m³/m² to 0.32 m³/m². Furthermore, with the increase in the number of rooms occupied in FY2020 from 41,094 to 50,803 rooms, there was an increase in the gasoline intensity based on occupied room from 0.78 m³/occupied room in FY2019 to 0.82 m³/occupied room in FY2020. This led to an increase of GHG emission from gasoline consumption from 72,632 tCO₂e in FY2019 to 94,962 tCO₂e in FY2020 and an increase of GHG emission intensity based on gross floor level from 0.55 tCO₂e/m² in FY2019 to 0.72 tCO₂e/m² in FY2020. The GHG emission intensity based on occupied room has also increased from 1.77 tCO₂e/occupied room in FY2019 to 1.87 tCO₂e/occupied room in FY2020.

The increase in gasoline consumption was due to the generators being fully operated in FY2020 as compared to FY2019. Furthermore, weekly maintenance of the generators requires them to be switched on for approximately 15 minutes, contributing to the increase in gasoline consumption.



Water

2020 Water Consumption Target and Performance

Indicator	Target	Performance
Water intensity	1.10m ³ /m ²	1.09m ³ /m ²

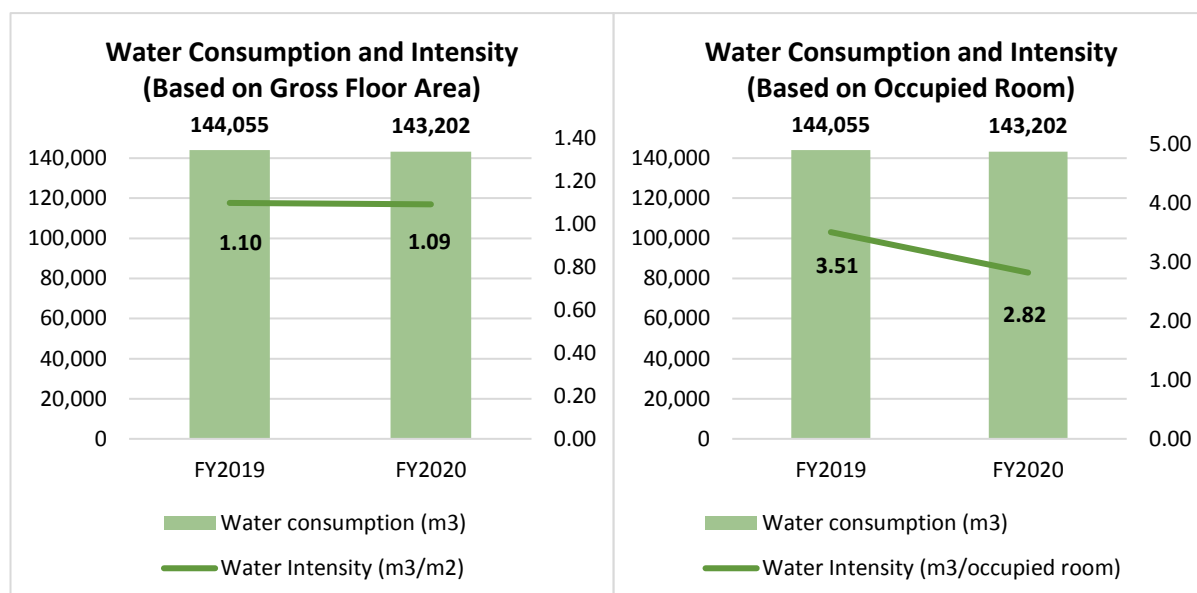
Water consumption plays a critical role in KOPL's business operations as clean water supply is required for both guests and employees for food and beverage services, laundry operations, recreational activities, as well as other general operations such as irrigation, cleaning and maintenance.

Our continuous commitment to monitor our water consumption through the water monitoring system which detects potential water leakage, enables us to improve water efficiency at both resorts.

Routine maintenance are performed on our plumbing system, swimming pools, water taps and valves to prevent water leakages at our resorts. We also perform routine maintenance for the sewage treatment plants to prevent leakages which may contaminate nearby water bodies. Moreover, all sanitary facilities at our resorts are installed with dual-capacity flushing cisterns which helps to reduce the amount of water required for each flush. Faulty taps and valves are replaced in order to reduce water loss.

As part of our initiatives to improve water conservancy, we collect rainwater at our resorts for gardening purposes. Besides, we believe that in order to reduce water consumption at our resorts, collaboration with all guests at our resorts is imperative. Water-saving initiatives are communicated to our guests through the display of information on water conservation next to each wash basin. In addition, we support initiatives within local communities that promote water conservation.

Water consumption level is directly related to the occupancy rates of our resorts. Despite an increase in occupancy rate, there was a slight decrease of 0.6% in the total water consumption by both Montigo Resorts, from 144,055 m³ in FY2019 to 143,202 m³ in FY2020. Water intensity based on gross floor area remained constant at 1.09 m³/m² whereas water intensity based on occupied room decreased from 3.51 m³/occupied room to 2.82 m³/occupied room.



The reduction in water intensity based on occupied room is attributed to the following efforts invested by both resorts:

Montigo Resort in Nongsa	Montigo Resort in Seminyak
<ul style="list-style-type: none"> Leakage issues identified in prior year have been fixed Rectification works performed for swimming pools at the respective villas including replacement of cartridge filter to sand filter and replacement of swing check valve to ball check valve 	<ul style="list-style-type: none"> Sewage water is recycled to be used for plant watering

OUR EMPLOYEES

At KOPL, we believe that our employees are our core assets that contribute to a strong and long-running organisation. Hence, decisions on recruitment and employee diversity are crucial in ensuring that the right personnel are selected in roles that complement their expertise and add value to the organisation.

We emphasise on the creation and maintenance of a fair, performance-based work environment that is diverse, inclusive and collaborative. Opportunities on continuous learning and skill improvement are provided to our employees as we believe that staff development is beneficial for both the organisation and our employees in the long run. Moreover, as employees' health, safety and well-being are the utmost priority to us, we ensure that our resorts maintain excellent health and safety standards so as to provide them with a safe working environment.

Talent Attraction and Retention

2020 Talent Retention Target and Performance

Indicator	Target	Performance
Annual employee turnover rate	29% or below	30%

At KOPL, we strongly value the contribution of our employees at our resorts and recognise that employees' efforts are directly correlated to the quality of service delivered to the guests. The commitment from employees to provide the highest quality of service will be greatly beneficial to the resorts and its performance. Therefore, we aim to continuously maintain a working environment for our employees to be able to thrive and develop.

We continually adopt fair and merit-based employment and recruitment practices so as to attract talented individuals and retain existing employees. Our Employee Handbook consists of the following information which demonstrates our fair employment framework:

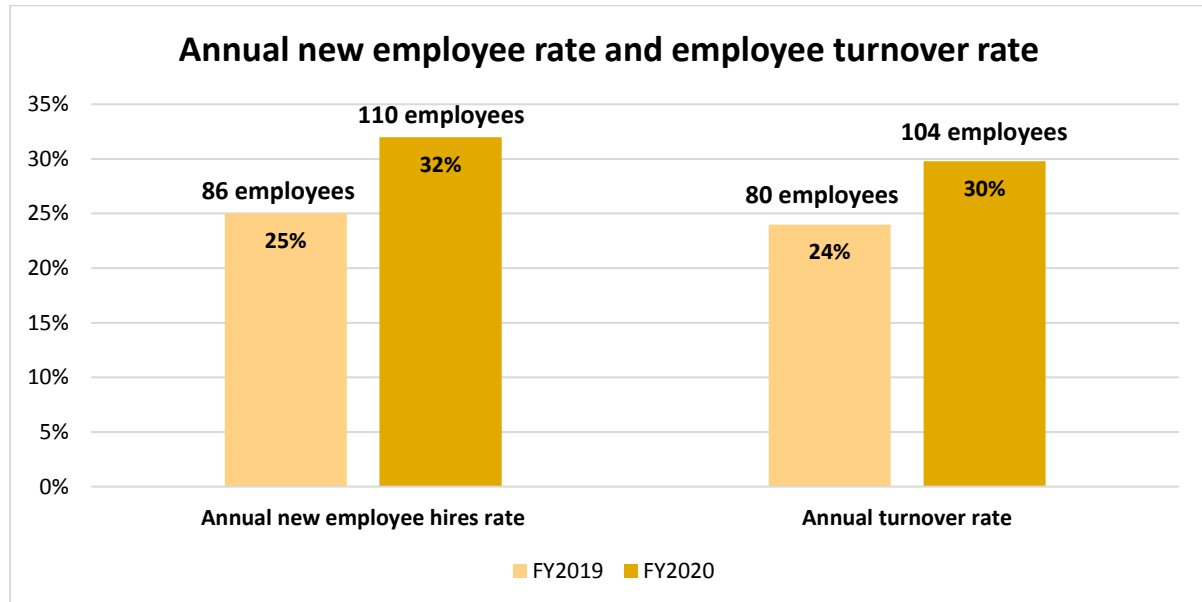
- Code of Conduct;
- Hiring, termination and retirement policies;
- Working hours;
- Annual and sick leave entitlement, and
- Employment benefits including remuneration package and bonuses.

We also believe in growing and expanding our employees' skill sets with the implementation of job rotation programme which allows our employees to gain exposure through working in various positions within or among departments. Annual performance appraisal is conducted in a two-way manner which allows KOPL to evaluate and communicate on employees' performance, and for employees to provide feedback to the respective resorts. At the same time, areas of improvement of each employee will also be identified which contributes to a more effective training plan for each employee.

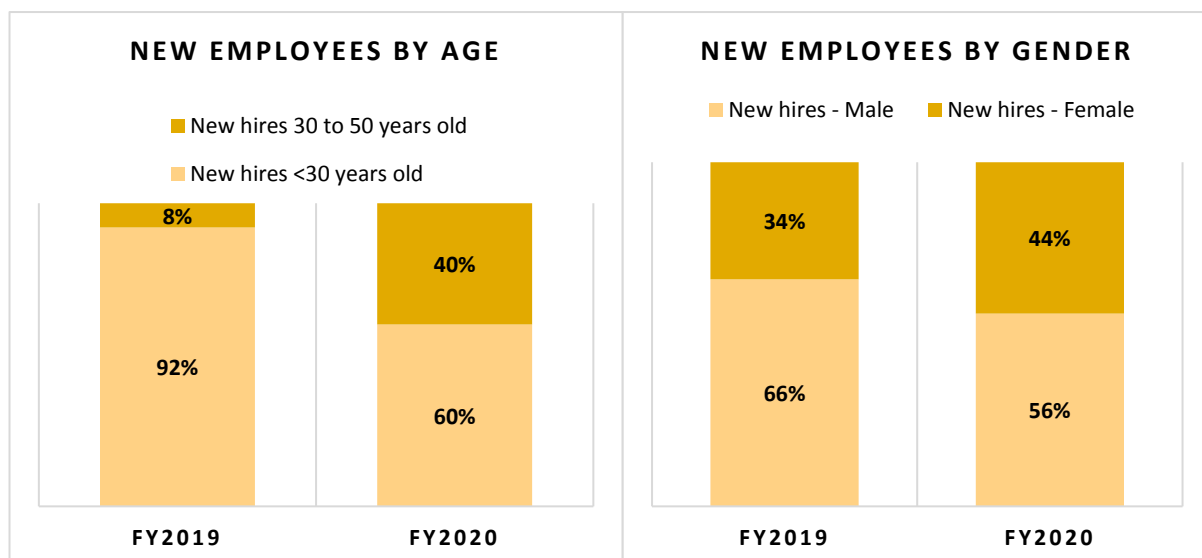
We value all employee feedbacks received as they play an important role to the growth of our operations and the success of our business. Open communication between the management and employees is encouraged to create a positive work environment. Moreover, regular employee

engagement surveys are conducted to identify areas of improvement and take corrective actions when necessary.

In FY2020, 110 employees were hired, which represents 32% of the total employees and a 7% increase in the new employee rate as compared to FY2019. This translates to an employee turnover rate of 30% in FY2020, an increase of 6% as compared to FY2019. The employee turnover rate of 30% in FY2020 is kept close to our FY2020 target set at 29%.

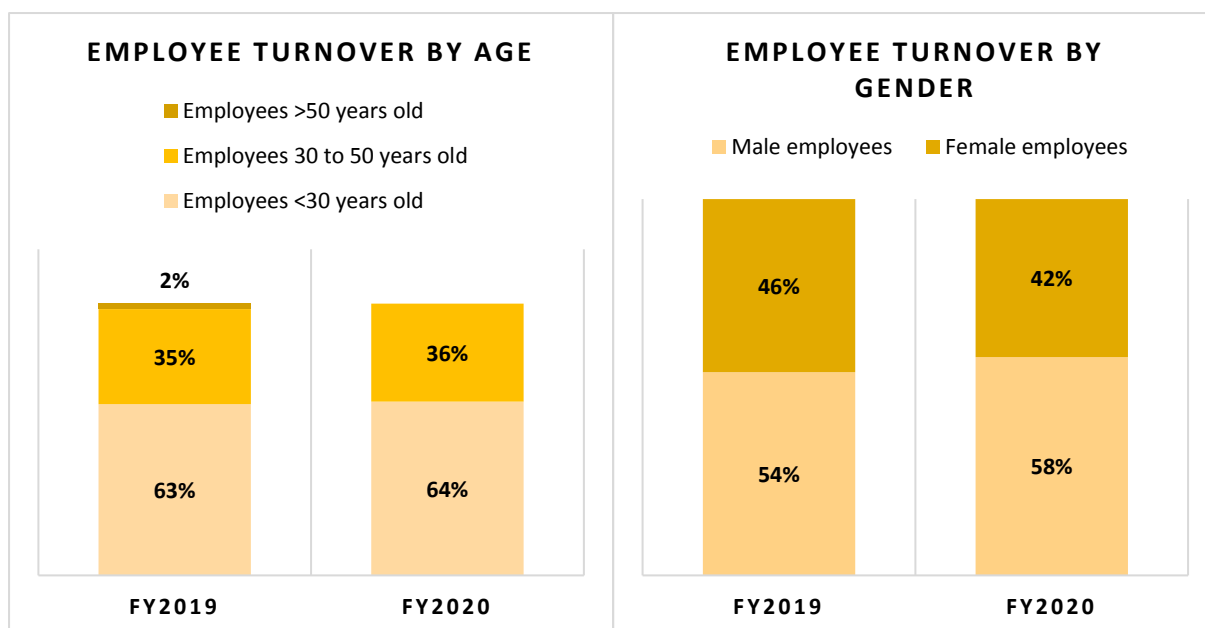


There was an increase in employees hired between 30 to 50 years old from 8% (in FY2019) to 40% (in FY2020) of the total number of employees hired for the respective years. We further demonstrate our efforts in providing equal job opportunities as evident from the increase in female employees hired from 34% in FY2019 to 44% in FY2020.



In FY2020, there was a slight increase in the employee turnover for employee less than 30 years old at 64% (67 employees) of the total employee turnover, as compared to FY2019, at 63% (50 employees).

Moreover, there was no significant fluctuation in the employee turnover based on gender, with 58% being male employees and 42% being female employees in FY2020.



Training and Education

2020 Training and Education Target and Performance

Indicator	Target	Performance
Internal and external training opportunities	Continue providing internal and external training courses offered to our employees.	Internal and external training courses are provided to our employees.

At KOPL, we are dedicated to providing training and development programmes for our employees as we believe that staff growth and development are critical to business growth. Employees equipped with relevant up-to-date skills and knowledge will continue to create value and contribute to our competitiveness in the hospitality industry.

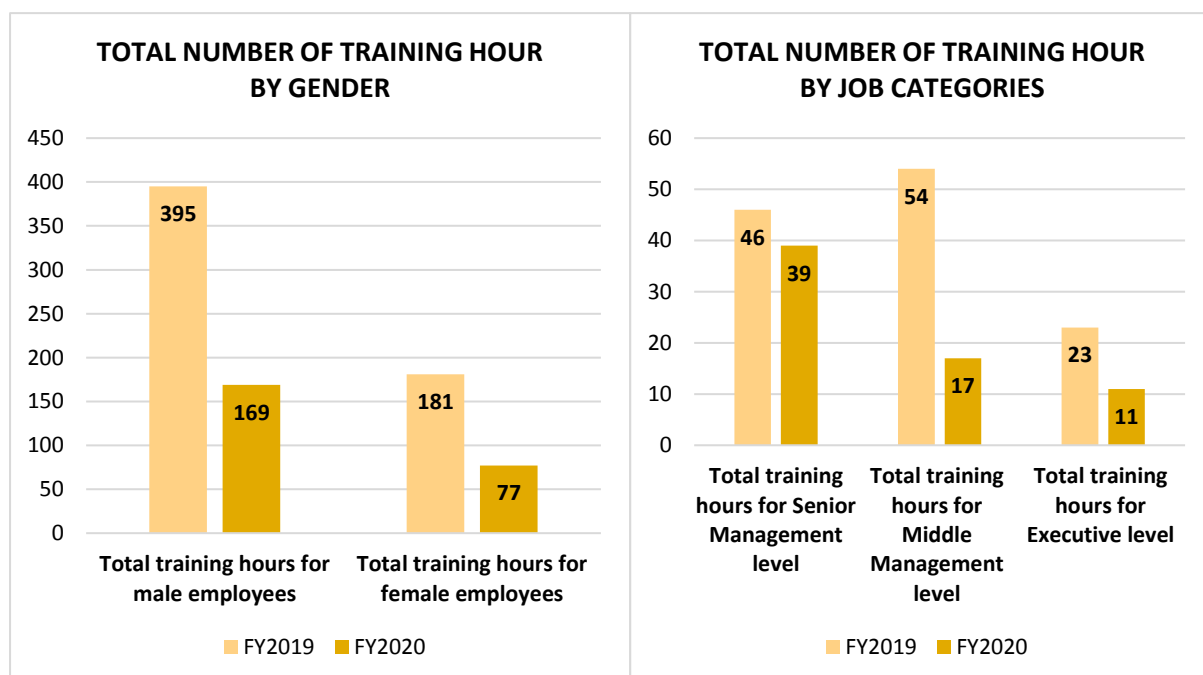
Our employees are given internal and external trainings at both Montigo Resorts in Nongsa and Seminyak. Orientation programme is given to all new employees to align them with our mission, vision and promote our core values. Moreover, annual leadership training for our management team and leaders at the resorts are conducted to ensure that the resort management teams are well-trained to lead the resort towards business growth.

We aim to provide our employees with a diverse range of learning and development programme opportunities. The following training were given to our employees in FY2020:

Montigo Resort in Nongsa	Montigo Resort in Seminyak
<ul style="list-style-type: none"> • Personal Hygiene and Grooming Training • English and Mandarin Courses • Pro-Active Leadership Training • Fire Safety and First Aid Training • Standard Operating Procedures Related Training 	<ul style="list-style-type: none"> • Hygiene and Sanitation Training • Upselling Technique • Ways to Check Guest Satisfaction • BBQ Buffet Training • Operation training • Departmental Skill Training • Telephone Etiquette • Fire Extinguisher (APAR) Checking Training • Floating Hydrant Warm Up Procedure • Thermometer Gun Training • Standard Operating Procedures Related Training

The total number of training hours given to employees has decreased by 57%, from 576 hours in FY2019 to 247 hours in FY2020. The number of training hours given to all job categories have generally decreased, with Middle Management level having the greatest reduction in the number of training hours, from 54 hours in FY2019 to 17 hours in FY2020.

The occupancy rate at both resorts were low since the last quarter of FY2020 due to the COVID-19 pandemic. As such, employees were encouraged to take annual leaves and subsequently, reduced their work days and training hours. In addition, most of our trainings are related to skill updates and refresher courses, which can be completed in a shorter time frame. This partially contributed to the lower employee training hours in FY2020.



Occupational Health and Safety

Occupational health and safety risks have always been a challenge faced by both resorts due to the diverse nature of the hospitality services. We are dedicated to taking proactive steps in ensuring that such risks are reduced or eliminated where possible. At KOPL, we strive to provide a safe working environment for our employees at all times.

Health and Safety Committees established at both Montigo Resorts in Nongsa and Seminyak have played an important role in fostering a healthy and safe work environment through the provision of engagement platforms between management and employees with regard to health and safety matters.

Furthermore, regular checks are conducted on the resort premises by the General Managers and Security Officers to identify any potential health and safety hazards and to take corrective actions promptly. We have also taken measures to ensure that the lifts and stairways of our resorts are in accordance with established safety standards. Our resorts are installed with security surveillance and Security Officers are hired to ensure that the safety of employees and guests are not compromised. We have also implemented verification procedures at the entrances and exits of our resorts to deter access by unauthorised personnel. Regular maintenance are conducted for kitchen appliances and tools such as the plumbing system, electrical system, kitchen equipment and generator system in order to safeguard our employees' and guests' safety. In addition, each resort has an Emergency Response Team ("ERT") who is well-trained in first aid and fire safety. In the event of natural disaster or emergency, the ERT has the ability to provide an immediate response to the situation.

Training are provided to our employees to educate them on potential health and safety risks they may face at the workplace so as to equip them with the knowledge to eliminate such risks. First aid and fire safety training are provided to our new employees as part of the compulsory orientation programme.

Incidents relating to health and safety are required to be reported to the Management immediately for investigations to be conducted and to devise preventive and corrective action plans. The following table displays the incidents reported in FY2020, with comparison to FY2019:

Indicator	FY2019	FY2020
Total number of workplace incidents that result in a fatality or permanent injury	0	0
Total number of workplace injuries	3	4
Accident Frequency Rate ("AFR")¹	*4.27 accidents per million man-hours worked	5.51 accidents per million man-hours worked
Accident Severity Rate ("ASR")²	*48.4 days lost per million man-hours worked	33.1 days lost per million man-hours worked
Incidents of non-compliance with relevant health and safety regulatory requirements	0	0

¹ Accident Frequency Rate ("AFR") = (No. of Workplace Accidents Reported/ No. of Man-hours Worked) *1,000,000

² Accident Severity Rate ("ASR") = (No. of Man Days Lost to Workplace Accidents/ No. of Man-hours Worked) *1,000,000

* The FY2019 figures have been revised and updated.

We have achieved our FY2020 targets by maintaining zero workplace incident that result in fatality or permanent injury and zero incident of non-compliance with relevant health and safety regulatory requirements. Moreover, the Accident Severity Rate (“ASR”), which measures that number of man days lost due to workplace accidents, has dropped to 33.1 days lost per million man-hours worked. However, there is an increase in the Accident Frequency Rate (“AFR”), which measures the frequency of work accident occurrence to 5.51 accidents per million man-hours worked in FY2020.

Employee Wellness

We believe that the provision of attractive benefits and care for our employees will motivate them to deliver quality service and work performance. A motivated workforce will further convey a positive and impactful message to our key stakeholders, and promote a culture of trust and excellence within the Group.

At KOPL, we align our benefits and welfare practices with the local employment regulations. Besides annual leave entitlement, full time employees are entitled to monthly menstrual leave, maternity leave and paternity leave. In addition, they are entitled to other benefits such as transportation, meal and mobile allowances, and food & beverage discounts based on the employee’s designation.

Monthly social security contributions are made to Badan Penyelenggara Jaminan Sosial (BPJS) in accordance with the regulation to ensure that all full-time employees are adequately covered in areas such as old age saving, pension, healthcare, working accident protection and death insurance.

Various activities such as department trips and annual events were organised for our employees to create a family-like work environment. Furthermore, we have organised sports and recreational activities such as football, zumba, yoga, and muay thai to keep our employees active and promote a healthy lifestyle.

OUR CUSTOMERS

We strongly believe in maintaining good and long-term relationship with all guests at our resorts. Establishing good relationship with our guests not only retains them, it also attracts potential guests to our resorts.

Customer Health and Safety

2020 Customer Health and Safety Target and Performance

Indicator	Target	Performance
Incidents of non-compliance with customer health and safety laws and regulation	Zero incident	Zero incident

Being in the hospitality industry, KOPL believes that it is crucial to create a safe environment for all guests at all times during their stay with us in our resorts. A safe environment coupled with fun and enjoyable experience for our guests will increase our customer satisfaction, thus having a positive effect on our reputation in the long-run.

Safety measures are established and maintained for all existing buildings within our resorts which are used as guest accommodation. To reduce the health and safety risk imposed to our guests, regular safety inspections and random checks are performed at all resort areas and guest rooms.

Moreover, we have identified several natural and man-made hazards and established policies, risk assessment and mitigation measures against these hazards. Fire safety systems which include fire extinguishers and fire alarms are maintained monthly, and fire safety audits and drills are carried out twice a year in order to ascertain that the fire warning systems within our resorts are in good working condition. At Montigo Resorts in Nongsa, we have placed a resort map with escape route and assembly points in each villa whereas at Montigo Resorts in Seminyak, evacuation route maps are made available throughout the premise.

As a resort operator, it is our utmost responsibility to ensure the safety and well-being of our guests. We strive to promptly investigate and resolve all health and safety incidents reported by our guests so as to prevent the occurrence of similar incidents. Moreover, in the event where a guest feels unwell during his/her stay in our resort, a “Get-Well-Soon” care package which includes a complimentary meal will be offered to the guest in hope to help the guest on a speedy recovery.

In FY2020, there were no incidents of non-compliance with customer health and safety laws as well as regulations concerning the health and safety of our properties.

OUR RESPONSES TO COVID-19

The COVID-19 pandemic has significantly impacted the hospitality industry due to travel restrictions, resulting in travel plans being postponed. The well-being of our guests and employees is of utmost importance to KOPL. Our resorts have implemented appropriate measures in accordance with the guidelines from the World Health Organisation's and the "new normal" protocols of the local health authorities to safeguard our guests and employee's well-being.

Montigo Resorts in Nongsa has developed the Service Recovery and Crisis Management Action Plan while Montigo Resorts in Seminyak is developing the Emergency Response Plan relating to COVID-19 to prepare the resorts for any unforeseen circumstances upon re-opening of the resorts.

At Montigo Resorts in Nongsa, we took the opportunity of the closure period to renovate and refurbish the resort. Furthermore, we have invested in devices and digital applications so as to reduce touch points. In addition, we have also implemented a series of sales and marketing campaigns such as "Montigo Dollars", "Buy Now Stay Anytime", "Surprise Gift Holiday", etc. in order to generate some sales during this period.

Employee Health, Safety and Well-Being

To ensure our employees' well-being, we have promptly undertaken measures that are aligned with the Ministry of Health's advisories which include (i) daily body temperature checks for all employees prior to entering our resorts, (ii) provision of personal protection equipment such as face masks, face shields and gloves which all employees are required to be equipped with, and hand sanitisers, (iii) placing precaution announcements in staff area pertaining to hygiene and sanitisations, and (iv) maintaining safe distancing at all times.

As the COVID-19 pandemic has impacted our business profitability, we recognise the need to implement cost-cutting measures such as unpaid leave for employees and ceasing the renewal of contract employees. Despite the challenges faced by KOPL during the pandemic, the Group has provided financial assistance to employees to tide through this difficult period. Furthermore, our Board of Directors and employees at Headquarters have pooled funds for staff who are on unpaid leave.

Besides employees who are on essential assignments which require them to work on the ground, we have adopted work from home arrangements so as to minimise contact between employees. Moreover, we have conducted safety and hygiene related trainings, both offline and online, for our employees.

Customer Health, Safety and Well-Being

At KOPL, we are committed to ensuring the health, safety and well-being of our guests especially in times of uncertainty. Due to the rapid spread of COVID-19 globally, our resorts are partially closed in March 2020 and fully closed from June 2020. Guests who have made bookings at our resorts are given the flexibility to reschedule their stay until end of 2021.

We have established enhanced precautionary measures to ensure our guests' health and wellbeing are well taken care of. Guests are required to declare their travel history to the resort and undergo body temperature checks upon arrival and periodically during their stay. The resorts will also provide face masks and hand sanitisers to our guests. In addition, safe distancing is practiced throughout our resorts and in-villa dining is provided for our guests to reduce physical contact.

Our resorts have implemented various precautionary measures to take care of the safety and well-being of our guests and employees. Enhanced cleaning and sanitisation measures were implemented at the resorts.

Moving Forward

The health and well-being of both our employees and our guests are of paramount importance to us. With the re-opening of our resorts, we continue to focus on the hygiene and sanitisation for our employees and our guests.

In addition, we are exploring ways to reduce guests contact at our resorts, such as limiting the seating capacity in our restaurants to enhance social distancing, use of online platforms for guests' check-in and check-out, attending guest requests and ordering of food and beverage, and removing buffet meals at restaurants. Furthermore, we will revise our manning and operational hours according to the "new normal" protocol established by the local authorities.

GOVERNANCE

At KOPL, we emphasise on upholding our reputation and fostering stakeholders' trust in our business as we believe that these factors have direct correlation towards the Group's development and sustainability. We also believe that good governance practices are essential in establishing a sound and ethical working culture, thereby safeguarding the interests of all stakeholders. The Board and Management are dedicated in enhancing our stakeholders' value by maintaining a high standard of corporate governance and commitment at all levels.

Furthermore, KOPL is committed to comply with all legal and regulatory requirements for our business and operations, thus building a positive corporate image through exemplary corporate governance and business ethics.

Ethics and Business Conduct

2020 Anti-Corruption Target and Performance

Indicator	Target	Performance
Incidents of non-compliance with anti-corruption laws and regulations	Zero incident	Zero incident

KOPL is committed to maintain a high standard of business conduct and will not tolerate any form of corruption. We have implemented several procedures to handle and mitigate the risks of bribery and corruption within the Group.

The Group has formalised policies regarding anti-corruption, the prohibition of bribery, and acceptance or offer of lavish gifts and entertainment, which is included in the Employee Code of Conduct. We have imposed a strict requirement for all employees to comply with the Employee Code of Conduct. In addition to this, KOPL has adopted a whistle-blowing policy which enables employees to raise concerns on possible improprieties in financial reporting or other matters with structural and assessable communication channels established within the Group. An investigation behind closed doors will be timely carried out to address any matters relating to possible fraud, bribery and other ethic-related matters.

There were no incidents of non-compliance with anti-corruption laws and regulations in FY2020.

Compliance with Laws and Regulations

2020 Law Compliance Target and Performance

Indicator	Target	Performance
Incidents of non-compliance with various socioeconomic laws and regulations	Zero incident	Zero incident

We have positioned ourselves as one of the most well-known companies in the hospitality industry with good reputation. We acknowledge that legal compliance is of paramount importance to our Group as it serves to protect our integrity and foster trust among our stakeholders.

We have engaged external legal advisors for both resorts on any drafting and revision of all our legal documents to ensure that we are complying with all relevant laws and regulations. These legal advisors are also tasked to monitor on all regulatory submissions and all required business licenses, including their expiry dates. Moreover, the legal advisors will keep us updated on any changes with the existing laws and regulations. Procedures are established to identify any non-compliance with laws and regulations that will affect KOPL's business.

There were no incidents of non-compliance with various socioeconomic laws and regulations in FY2020.

ECONOMIC

Economic Performance

Aiming to be the leading property and hospitality lifestyle group has always been KOPL's business objective. This can be achieved by delivering strong and sustained economic performance that results in having positive impact towards all stakeholders. Ongoing efforts have been contributed in our high-quality products and innovative projects to ensure increasing returns for our shareholders and investors.

To understand more on our economic performance, please refer to pages 45 to 119 of the Annual Report for the financial year ended 31 March 2020 ("FY 2020").

GRI CONTENT INDEX

GRI STANDARDS	Disclosure Number	Disclosure Title	Page Reference	Page
General Standards Disclosure				
GRI 102: General Disclosures 2016	Organisational Profile			
	102-1	Name of the organization	Sustainability Report FY2020 - KOP Limited ("KOPL")	2
	102-2	Activities, brands, products, and services	Annual Report FY2020 – Company Profile Annual Report FY2020 – Business Review	2 9
	102-3	Location of headquarters	Annual Report FY2020 – Corporate Information	12
	102-4	Location of operations	Annual Report FY2020 – Company Profile Annual Report FY2020 – Business Review	2 9
	102-5	Ownership and legal form	Annual Report FY2020 – Corporate Structure	8
	102-6	Markets served	Annual Report FY2020 – Company Profile Annual Report FY2020 – Business Review	2 9
	102-7	Scale of the organization	Sustainability Report FY2020 – Talent Attraction and Retention Annual Report FY2020 – Financial Statements	14-16 45-119
	102-8	Information on employees and other workers	Sustainability Report FY2020 – Talent Attraction and Retention	14-16
	102-9	Supply chain	Not applicable, supply chain is minimal and insignificant	N/A
	102-10	Significant changes to the organization and its supply chain	No significant change in FY2020	N/A
	102-11	Precautionary Principle or approach	KOPL does not specifically address the principles of precautionary approach	N/A
	102-12	External Initiatives	Not applicable. KOPL does not subscribe to or endorse any initiatives.	N/A
	102-13	Membership of associations	Montigo Resort Nongsa is a member of the National Association of Travel Agents Singapore.	N/A
	Strategy			
	102-14	Statement from senior decision-maker	Sustainability Report FY2020 – Board Statement	2

GRI STANDARDS	Disclosure Number	Disclosure Title	Page Reference	Page
	102-15	Key impacts, risks, and opportunities	Sustainability Report FY2020 – Materiality Assessment	7
	Ethics and Integrity			
	102-16	Values, principles, standards, and norms of behaviour	Annual Report FY2020 – Report of Corporate Governance	13-37
	Governance			
	102-18	Governance structure	Annual Report FY2020 – Report of Corporate Governance Sustainability Report FY2020 – Sustainability Governance	13-37 5
GRI 102: General Disclosures 2016	Governance			
	102-19	Delegating authority	Sustainability Report FY2020 – Sustainability Governance	5
	102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Report FY2020 – Sustainability Governance	5
	102-21	Consulting stakeholders on economic, environmental, and social topics	Sustainability Report FY2020 – Stakeholder Engagement	6
	102-22	Composition of the highest governance body and its committees	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-23	Chair of the highest governance body	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-24	Nominating and selecting the highest governance body	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-25	Conflicts of interest	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-26	Role of highest governance body in setting purpose, values, and strategy	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-27	Collective knowledge of highest governance body	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-28	Evaluating the highest governance body's performance	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-29	Identifying and managing economic, environmental, and social impacts	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-30	Effectiveness of risk management processes	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-31	Review of economic, environmental, and social topics	Annual Report FY2020 – Report of Corporate Governance	13-37

GRI STANDARDS	Disclosure Number	Disclosure Title	Page Reference	Page
	102-32	Highest governance body's role in sustainability reporting	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-35	Remuneration policies	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-36	Process for determining remuneration	Annual Report FY2020 – Report of Corporate Governance	13-37
	102-37	Stakeholders' involvement in remuneration	Annual Report FY2020 – Report of Corporate Governance	13-37
GRI 102: General Disclosures 2016	Stakeholder Engagement			
	102-40	List of stakeholder groups	Sustainability Report FY2020 – Stakeholder Engagement	6
	102-41	Collective bargaining agreements	Not applicable, no collective bargaining agreements are in place.	N/A
	102-42	Identifying and selecting stakeholders	Sustainability Report FY2020 – Stakeholder Engagement	6
	102-43	Approach to stakeholder engagement	Sustainability Report FY2020 – Stakeholder Engagement	6
	102-44	Key topics and concerns raised	Sustainability Report FY2020 – Stakeholder Engagement	6
	Reporting Practice			
	102-45	Entities included in the consolidated financial statements	Annual Report FY2020 – Financial Statements	45-119
	102-46	Defining report content and topic Boundaries	Sustainability Report FY2020 – About this Report Sustainability Report FY2020 – Materiality Assessment	4 7
	102-47	List of material topics	Sustainability Report FY2020 - Materiality Assessment	7
	102-48	Restatements of information	Not Applicable	N/A
	102-49	Changes in reporting	Not Applicable	N/A
	102-50	Reporting period	Sustainability Report FY2020 – About this Report	4
	102-51	Date of most recent report	March 2020	N/A
	102-52	Reporting cycle	Sustainability Report FY2020 – About this Report	4
	102-53	Contact point for questions regarding the report	Sustainability Report FY2020 – About this Report	4
	102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Report FY2020 – About this Report	4
	102-55	GRI content index	Sustainability Report FY2020 – GRI content Index	26-33

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	102-56	External assurance	KOPL has not sought external assurance on this report but may do so in the future.	N/A
Topic-specific disclosures				
GRI201: Economic Performance	201-1	Direct economic value generated and distributed	Sustainability Report FY2020 – Economic performance Annual Report FY2020 – Financial Statements	25 45-119
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Economic performance Annual Report FY2020 – Financial Statements	7 25 45-119
	103-2	The management approach and its components	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Economic performance Annual Report FY2020 – Financial Statements	7 25 45-119
	103-3	Evaluation of the management approach	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Economic performance Annual Report FY2020 – Financial Statements	7 25 45-119
GRI 205: Anti-Corruption	205-1	Operations assessed for risks related to corruption	Sustainability Report FY2020 - Ethics and Business Conduct	23
	205-3	Confirmed incidents of corruption and actions taken	Sustainability Report FY2020 - Ethics and Business Conduct	23
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Ethics and Business Conduct	7 23
	103-2	The management approach and its components	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Ethics and Business Conduct	5 7 23
	103-3	Evaluation of the management approach	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Ethics and Business Conduct	5 7 23
GRI 302: Energy	302-3	Energy intensity	Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	9-12
	302-1	Energy consumption within the organisation	Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	9-12

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	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	7 9-12
	103-2	The management approach and its components	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	5 7 9-12
	103-3	Evaluation of the management approach	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	5 7 9-12
GRI 303: Water	303-1	Water withdrawal by source	Sustainability Report FY2020 – Water	12-13
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Water	7 12-13
	103-2	The management approach and its components	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Water	5 7 12-13
	103-3	Evaluation of the management approach	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Water	5 7 12-13
GRI 305: Emission	305-1	Direct (Scope 1) GHC emissions	Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	9-12
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	9-12
	305-4	GHG emissions intensity	Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	9-12
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	7 9-12
	103-2	The management approach and its components	Sustainability Report FY2020 – Sustainability Governance	5

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	103-3	Evaluation of the management approach	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Greenhouse Gas Emission and Energy Consumption	5 7 9-12
GRI 401: Employment	401-1	New employee hires and employee turnover	Sustainability Report FY2020 – Talent Attraction and Retention	14-16
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report FY2020 – Employee Wellness	19
	401-3	Paternity leave	Sustainability Report FY2020 – Employee Wellness	19
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Talent Attraction and Retention Sustainability Report FY2020 – Employee Wellness	7 14-16 19
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GRI 403: Occupational Health and Safety	403-2	Type and rates of injury, occupational diseases, lost days, absenteeism and total number of work-related fatalities by region and gender	Sustainability Report FY2020 – Occupational Health and Safety	18-19
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Occupational Health and Safety	7 18-19
	103-2	The management approach and its components	Sustainability Report FY2020 – Sustainability Governance	5

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	103-3	Evaluation of the management approach	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Occupational Health and Safety	5 7 18-19
GRI 404: Training and Education	404-1	Average hours of training per year per employee	Sustainability Report FY2020 – Training and Education	16-17
	404-2	Programme for upgrading employee skills and transition assistance programmes	Sustainability Report FY2020 – Training and Education	16-17
	404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report FY2020 – Talent Attraction and Retention	14-16
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Training and Education	7 16-17
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GRI 406: Non-Discrimination	406-1	Incidents of discrimination and corrective actions taken	KOPL has confirmed that there is no such incident in FY2020.	N/A
GRI 416: Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report FY2020 – Customer Health and Safety	20
	103-1	Explanation of the material topic and its boundary	Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Customer Health and Safety	7 20
	103-2	The management approach and its components	Sustainability Report FY2020 – Sustainability Governance Sustainability Report FY2020 – Materiality Assessment Sustainability Report FY2020 – Customer Health and Safety	5 7 20

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