

# Achieving the 2030 global goals

10  
YEARS OF

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REPORTING



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Letshego Holdings Limited

Sustainable value creation in an interconnected world  
The IIRC's Global Conference 2020

10  
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# Sustainable Value Creation in an Interconnected World

Presented by

**Esther An**  
**Chief Sustainability Officer**



**CITY DEVELOPMENTS LIMITED**

Sustainable value creation in an interconnected world  
The IIRC's Global Conference 2020

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# Sustainability Accelerated by COVID-19: Convergence of the Will & Commitment

## Planet Health Interlinked with Human, Social & Economic Health >> Build Back Better & Greener

### RACE TO ZERO

The 3 largest economies in East Asia - China, Japan, South Korea have pledged to slash carbon emissions to net zero



June 2019: legislation passed to reduce the UK's net GHG emissions by 100% relative to 1990 levels by 2050; UK announced 10-point green plan; "green industrial revolution"



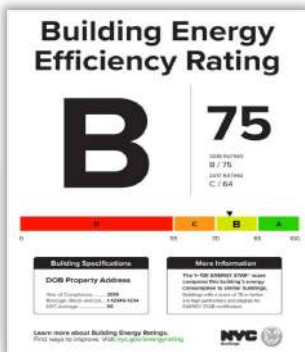
NZ, UK, Canada: Plan for mandatory climate risk reporting based on TCFD recommendations

COVID-19 has had profound and devastating effects .... the **crucial role that investors, businesses, governments, and civil society alike can play in a sustainable recovery that incorporates the health of our communities, our planet and the global economy.**

~ Fiona Reynolds, CEO, UN PRI (3,000+ investor signatories with AUM USD100 trillion+)



Ministry of Sustainability and the Environment  
SINGAPORE

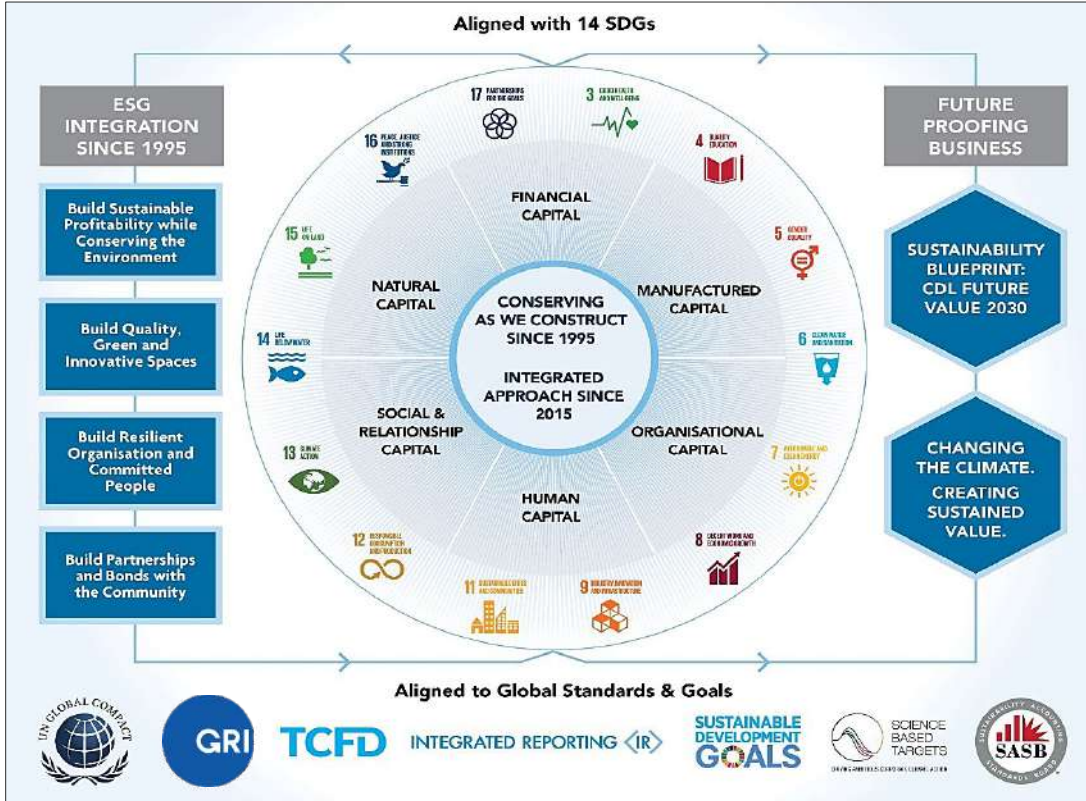


Members pledge to work towards an Inclusive & Sustainable Recovery



# A Business Case on CDL: Value Creation Model based on 4 Strategic Pillars

## Connecting ESG with Financial through a Blended Reporting Framework



### INTEGRATION

*Integrated into our business, organisation & governance structure at all levels + supply chain. Integrated reporting framework and approach.*

### INNOVATION & ADAPTATION

*Technologies & Solutions to Accelerate Green Building, a Low Carbon & Resilient Economy.*

### INVESTMENT

*Growing ESG Investing & Sustainable Financing Reward Green & Responsible Businesses. Accelerates Climate Action, Innovation & Communities.*



### IMPACT

*Reaching out to Value Chain & Larger Ecosystem of Stakeholders. Creating Positive Impact and Long-term Value for Business & the Environment. Prompt Reporting since 2008, yearly & quarterly.*

# Aligning SDGs/Targets with Material Issues, Risks/Opportunities & Progress/Impact

## CDL Future Value 2030 Target: Double our Commitment to Adopt Green Buildings Innovations & Technology

Legend for TCFD Pillars: ● Governance ● Strategy ● Risk Management ● Metrics & Targets

CDL'S MATERIAL ESG ISSUES	RISKS/OPPORTUNITIES	CDL'S RESPONSES AND ACHIEVEMENTS
<p><b>Innovation</b></p> <p>Supporting SDGs:</p>  <p>TCFD Pillars: ● ●</p>	<p>To ensure that our services and products remain relevant in a fast-changing environment, CDL proactively adopts sustainable construction methods and integrates innovative technologies that will help drive our business to the next level and raise the bar of sustainable practices and ESG performance.</p>	<p>Identified as the top material ESG issue since 2017, innovation has been a top priority in CDL's growth and investment strategy.</p> <p>In 2019, we embarked on a pilot project with the Solar Energy Research Institute of Singapore to integrate high efficiency BIPV modules with PPVC, using The Tapestry, our new residential development in Singapore, as a testbed.</p> <p>In partnership with NUS, the NUS-CDL Tropical Technologies Laboratory and the NUS-CDL Smart Green Home were opened in 2018 and 2019 respectively. Both labs will continue to conduct studies on smart features, green building technologies, and design for sustainable living.</p> <p>In support of aspiring social innovators, CDL launched the Incubator For SDGs in September 2019 to provide rent-free co-working space at Republic Plaza to selected start-ups or social enterprises. The initiative offers an extensive network and mentorship programme to help aspiring social innovators to scale up and reach out to potential investors.</p> <p>Through a cross-department Enterprise Innovation Committee (EIC) formed in 2018, multi-disciplinary ideas to drive innovation and best business practices are explored and tested in CDL.</p>
<p><b>Energy Efficiency and Adoption of Renewables</b></p> <p>Supporting SDGs:</p>  <p>TCFD Pillars: ● ● ● ●</p>	<p>As energy consumption contributes to a significant portion of a building's operating expenses, increasing the use of solar energy and neutralising carbon footprint has been a priority for us in developing and managing our properties. It will help mitigate operational risks as more stringent regulations and rising carbon tax are expected.</p>	<p>Higher energy efficiency often contributes to lower operational costs. CDL achieved the 2019 CDP A List for climate action, recognising CDL's robust climate strategy and carbon management.</p> <p>Since 2004, we have retrofitted all our existing commercial and industrial buildings. From 2012 to 2019, CDL achieved savings of more than \$28 million in energy expenses amongst our eight commercial properties.</p> <p>100% of our commercial tenants have subscribed to our Green Lease Partnership Programme.</p> <p>We were among the first developers and building owners to pledge our commitment in 2018 to achieve at least one SLE project in the next five years.</p> <p>CDL partnered with BlueSG and Greenlots in EV sharing programmes by providing more carpark lots with charging stations at Republic Plaza, Central Mall, and City Square Mall. In 2019, CDL was also one of the leading landlords to partner with SP Group to provide direct current fast chargers at Republic Plaza, and Tagore 23 Warehouse.</p> <p>CDL was Singapore's first real estate company to procure RECs using SP Group's blockchain-enabled platform in Singapore in 2018.</p>

# Integrating Operational Goals & Activities with IIRC Framework's 6 Capitals & UN SDGs

## BUILDING SUSTAINABLE CITIES AND COMMUNITIES

Introduction and Leadership Statements

Integrated Strategy for Value Creation

**Building Sustainable Cities and Communities**

Reducing Environmental Impact

Shaping a Fair, Safe and Inclusive Workplace

Creating Shared Economic and Social Value

Annexes  
• Assurance Statements  
• GRI Content Index  
• Glossary



**CHANGING THE CLIMATE. CHANGING THE FUTURE.**



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# **Letshego Holdings Limited**

**IIRC Conference 2020**

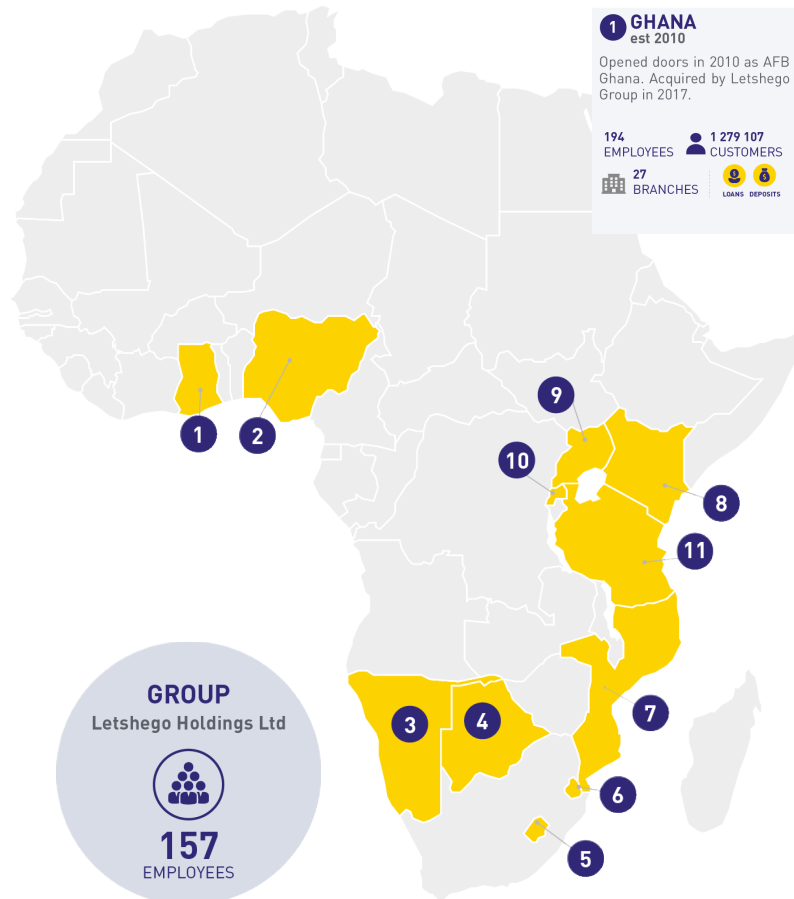
**Gwen Muteiwa**

**Group Chief Financial**

**Wednesday, 2 December 2020**



# Our Footprint



**GROUP**  
Letshego Holdings Ltd

**157**  
EMPLOYEES

**1 GHANA**  
est 2010

Opened doors in 2010 as AFB Ghana. Acquired by Letshego Group in 2017.

194 EMPLOYEES    1 279 107 CUSTOMERS

27 BRANCHES    LOANS DEPOSITS

**2 NIGERIA**  
est 2008

Opened doors as FBN Microfinance Bank in March 2008. Acquired by Letshego Group in 2015 and rebranded as Letshego MFB.

265 EMPLOYEES    86 302 CUSTOMERS

24 BRANCHES    LOANS DEPOSITS

**3 NAMIBIA**  
est 2002

Edu Loan Namibia acquired by Letshego Group in 2008 and registered as Letshego Micro Finance Services Ltd. Listed on NSE in 2017

145 EMPLOYEES    60 200 CUSTOMERS

16 BRANCHES    LOANS DEPOSITS

**4 BOTSWANA**  
est 1998

Opened doors in 1998. Listed on the Botswana Stock Exchange in 2002.

136 EMPLOYEES    31 745 CUSTOMERS

16 BRANCHES    LOANS

**5 LESOTHO**  
est 2012

Opened doors in 2012

38 EMPLOYEES    6 817 CUSTOMERS

5 BRANCHES    LOANS

**6 ESWATINI**  
est 2006

Opened doors in 2006 as Micro Provident Swaziland and rebranded in 2010.

28 EMPLOYEES    127 884 CUSTOMERS

3 BRANCHES    LOANS

**7 MOZAMBIQUE**  
est 2011

Opened doors in 2011. Commercial banking license awarded in 2016.

174 EMPLOYEES    123 977 CUSTOMERS

25 BRANCHES    LOANS DEPOSITS

**8 KENYA**  
est 2000

Opened doors in 2000 as part of MicroAfrica Group. Acquired by Letshego Group in 2012.

187 EMPLOYEES    19 272 CUSTOMERS

29 BRANCHES    LOANS

**9 UGANDA**  
est 2005

Opened doors in 2005 as part of Micro Provident Uganda. Rebranded to Letshego Uganda Limited in 2011.

253 EMPLOYEES    43 383 CUSTOMERS

45 BRANCHES    LOANS

**10 RWANDA**  
est 2000

Opened doors in 2000 as part of MicroAfrica Group. Acquired by Letshego Group in 2012.

66 EMPLOYEES    16 047 CUSTOMERS

8 BRANCHES    LOANS DEPOSITS

**11 TANZANIA**  
Lesthego Bank Tanzania est 2011

Group acquired Advans bank in 2015 and rebranded to Letshego Bank Tanzania.

140 EMPLOYEES    435 041 CUSTOMERS

10 BRANCHES    LOANS DEPOSITS










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Faidika Est 2006  
Faidika opened doors in 2006.

80 EMPLOYEES    32 754 CUSTOMERS

103 BRANCHES    LOANS

Our strategy is tied to our purpose to improve lives and impact people, communities and economies.

Area of Focus	Customer impact ...	2018/19 Impact Report
 <b>Housing</b>	 Our loans help our customers build their dream house	  We produced our 1 <sup>st</sup> Impact report 2018/2019 to start tracking our ESG objectives
 <b>Education</b>	 Our loans help our customers and their family members build a brighter future.	
 <b>Youth Empowerment</b>	 Our loans help young entrepreneurs to grow their businesses and income	
 <b>Lending, Savings and Transactions remain our core solutions</b>		

## Create A Future Organisation

### Our Approach

#### Measure Impact

Sourcing research, data and evidence to ensure that our commercial activities provide real and tangible social benefits in the communities where we operate

01

#### Learning

Social impact research and evidence provides direct learning and intelligence on customer needs and behaviour

02



#### Communicate Our Impact

Track, monitor and report our impact trends in alignment with global practice and UN Sustainable Development Goals (SDGs), apprising funders and informing stakeholders

04

#### Enhance Our Impact

Leverage research and learning to tailor our solutions to meet the evolving needs of customers, enhance customer experience, reduce risk and promote support for sustainable economic development within our communities

03

As reported in our inaugural IMPACT REPORT published in 2019, Letshego strives to *Improve Lives* and achieve a sustainable Impact within the markets where we operate. In line with our solution offering and strategic focus on Youth, Health and Education, we align with 11 out of the United Nation's 17 Sustainable Development Goals (SDGs). Letshego's strategy to increase access to simple and appropriate financial solution for emerging customers, aligns with national government mandates to encourage productive use of loans, ultimately increasing income potential, employment levels and sustainable economic development within local communities.

### Our Approach (continued)



#### Social

Aligned to our financial inclusion mandate, with our solution offerings targeted at agriculture, education, health care, and provision of affordable housing



#### Economic

Customising solutions to support the growth of Micro and Small Entrepreneurs (MSEs)



#### Gender

Women have historically been marginalised in accessing traditional financial services



#### Partnership

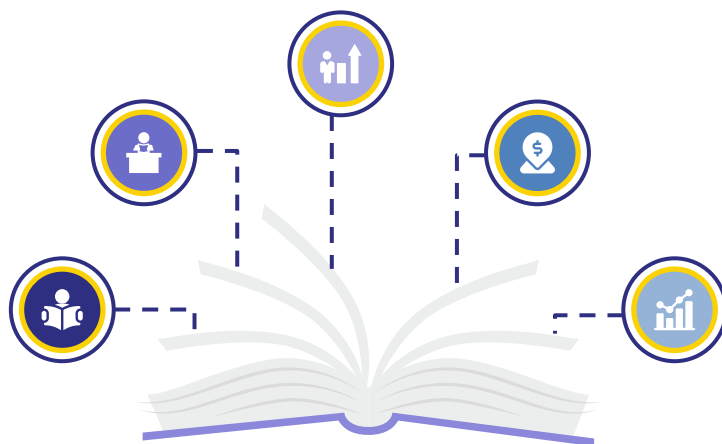
Strategic partnerships enable Letshego to extend value to all stakeholders



# Measuring our Social Impact in strategic segments

## – eg. Education

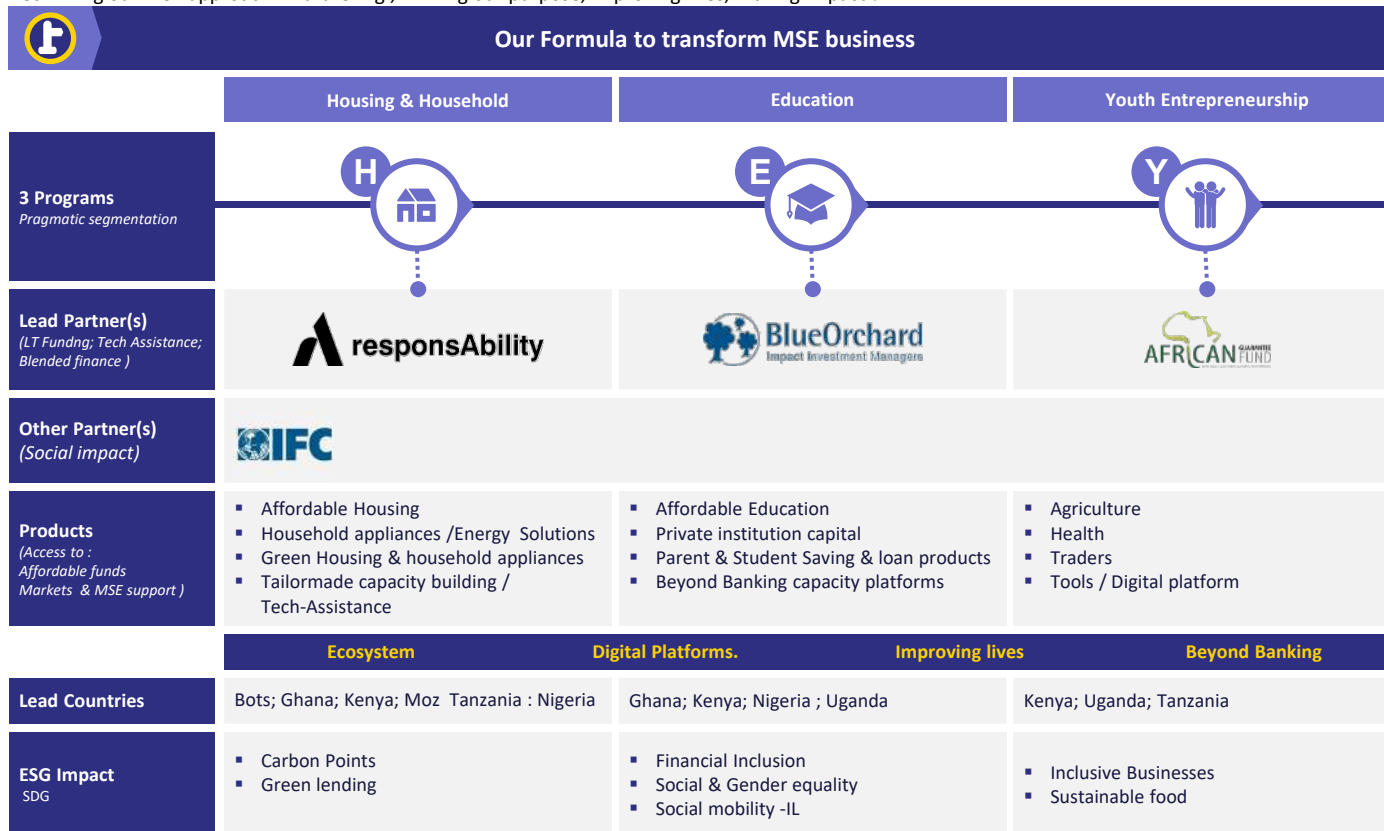
### Impact Education | Contribution to developmental impact on society



Education defined	<ul style="list-style-type: none"> <li>Making use of loan to further level of education</li> </ul>
Productive loan use defined	<ul style="list-style-type: none"> <li>Funding used for secondary or tertiary education</li> </ul>
Our Contribution	<ul style="list-style-type: none"> <li>Secondary education P3 868 increase in earning potential per pupil</li> <li>Tertiary Education P4 451 increase in earning potential per pupil</li> <li>Total projected increase in earning potential P893 Million</li> <li>About 78,000 students.</li> </ul>
How it is measured <sup>7</sup>	<ul style="list-style-type: none"> <li>Impact of 1year of tertiary education on income is 20.2%</li> <li>Impact of 1year of secondary education on income is 17.7%</li> </ul>
Size of portfolio	<ul style="list-style-type: none"> <li>29% of our Customer Base</li> <li>P1.45 Billion in 2019</li> </ul>

# MSE Programmatic approach

Rethinking our MSE approach – Partnering ; Driving our purpose, Improving lives, Making impact !



Letshego Ghana Programmatic Approach to Green - Launch of Eco Fridges



Arnold Parker, CEO of Letshego Ghana addressing members of the Energy Commission and other Stakeholders on Ghana's Green Initiatives

