

EMIA

Emerging Markets
Investment Advisers

Sustainability Report

2024



Foreword



Trent Eddy
Group Chairman

Welcome to our second annual Sustainability Report, which provides significant detail on our approach to ESG and impact. The following pages demonstrate a high degree of integration into our investment process, stringent monitoring, measurement and reporting. The various international standards that underpin our approach are described and some case studies show how we apply these high standards. For me, the report articulates substantive activities by a wide range of stakeholders, to ensure our businesses achieve the good that we and our investors require of them.

In last year's inaugural report and again here, we describe the contribution good ESG practice has to the value and perceived risk of our portfolio – critical not just to those of us involved with these companies now but also those that might be in the future.

Aside from the efforts of our own teams, we can see clearly the high demands we place on our investee firms for capability and motivation on ESG. Everything we must do as an investment firm is reflected once again in that of our portfolio. Our ESMS says that our portfolio companies must, in turn, have an ESMS.

This is not always an easy ask. Application of the Action Plans (ESAPs) that are described below is, both in the initial instance and then in the maintenance, a complex project requiring inputs across a range of expert functions depending on each business. Wastewater management meets renewable energy investment. Occupational Health & Safety standards in hospitals and factories sit alongside labour force and supply chain management for the protection of human rights.

The above is the backdrop against which we insist upon and implement demanding action plans in our investee companies; often requiring more than what just local law – and much of the firms' competition – demands.

If this report suggests a highly challenging set of tasks taken on by our portfolio companies and their sponsors, I hope it also offers them our thanks and respect for the tireless efforts they devote to this meaningful regime. Although they do so with the close support of our team and some technical assistance funding also described below (our "BIFs"), the responsibility falls on the entrepreneurs who have much else to consider as they seek to profitably grow their businesses – also with us as shareholders looking over their shoulders!

They do so in an environment that is not wholly conducive. All investors in our markets could benefit from a more developed ecosystem – university and technical courses, locally adapted standards, policy support and more. Hiring critical ESG and EHS staff and even the fallback position of engaging consultants/experts is not easy in a market that lacks much among these features.

My hope is that as more companies implement and report on their activities for sustainability and impact and more investors make similar demands, this ecosystem will grow alongside us all. Such a system would be of value to companies, individual and institutional investors and hence to private capital as a market; also, to policy makers and development partners. Over time, this would lead to a reduction in perceived risk, further entry of capital and a virtuous circle of capital and development. This is EMIA's *raison d'être*.

I hope you enjoy this second instalment detailing EMIA's efforts towards sustainability in our markets. As ever, comments and feedback will be welcome.

From intent to impact: ESG integration in action

In 2024, we continued to advance our mission of delivering meaningful environmental and social impact alongside financial returns. Our efforts were guided by our enhanced Environmental and Social Management System (ESMS) and four core impact objectives. Our objectives remain central to our investment strategy and are fully integrated across the investment cycle—from screening and due diligence to portfolio management and exit.

We acknowledge that the success of our impact strategy relies on strong partnerships with our investee companies. Over the past year, we focused on working closely with the companies to integrate environmental and social considerations into their operations in ways that are scaled to the nature, size, and growth of the companies. This tailored approach enables companies to effectively manage and reduce their impacts on the environment, workforce, and surrounding communities.

While recognising the organisational capacity and competency constraints, particularly in the emerging markets where our investee companies operate, we deeply appreciate their continued support and cooperation. Strong commitment and buy-in from company leadership along with the allocation of adequate resources have been critical in driving sustainable change and achieving intentional, measurable environmental and social impact across our portfolio. As part of our efforts our Business Improvement Facility (BIF), a matching grant, plays a crucial role in supporting companies to manage resource constraints. We have delivered more than 60 BIF projects to 17 companies.

Throughout the year, our investment team and ESG and sustainability team played a central role in this effort. From early-stage ESG assessments to hands-on support in implementing Environmental and Social Action Plans (ESAPs), the teams have demonstrated deep commitment, and adaptability in helping investees develop and/or strengthen their systems, meet compliance standards and good international industry practices, and pursue impact-driven objectives. We deeply appreciate their continued engagement.

We continue to build our internal capabilities and systems to support portfolio companies in emerging areas such as human rights, climate change and gender equity. Thanks to our investors for the relevant and insightful training provided over the past year, which has equipped our team with practical tools and strategies to navigate evolving ESG expectations. At the same time, we continued to support companies in aligning with global initiatives such as the 2X Challenge and implementing agreed ESAPs.

Looking ahead, we remain committed to supporting our portfolio in building inclusive, resilient, and sustainable businesses. We believe long-term impact is achieved through continued collaboration, strong ownership, and pragmatic effort. We are grateful for the commitment of our teams, and the strong partnership of our investee companies and all stakeholders. Together, we will continue to translate ESG integration into meaningful action to drive sustainable and resilient growth.



Lim Sotheary
ESG and Sustainability Manager



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1. ABOUT US





Our company



Originally established as a consulting firm, EMIA has evolved into a responsible private equity investor focused on Southeast Asia.

Since launching its first fund in 2009, EMIA's approach to ESG has matured alongside each successive fund. With its third fund, the ASEAN Frontier Markets Fund (AFMF), EMIA has adopted an ambitious agenda that expands beyond traditional ESG pillars to include Gender, Climate, Human Rights, Measurable Impact, and other key areas of Sustainability, such as Corporate Governance and Integrity. In 2023, with the support of AFMF's limited partners, EMIA formally updated its Environmental and Social Management System.

Both senior management and the investment team have been trained in the updated ESMS, reinforcing EMIA's commitment to operationalising responsible investment practices across all stages of the investment lifecycle. To support internal implementation, EMIA developed an ESMS Reference Guide in 2024 to provide clear, practical guidance for the ESG and investment team. A feedback session was also conducted to ensure the guide aligns with how the ESMS is applied in actual deal processes.

Vision

- To build and manage the leading PE Fund Manager in ASEAN's Frontier Markets by building the strongest local team.
- To become a preferred partner for growth-oriented businesses seeking transformational capital in our target countries.

Mission

- To identify leading entrepreneurs and together build exceptional companies that redefine the playing field in our frontier markets, generating both commercial returns and market-changing development impact for our investors.
- To build the sector of transformational capital in our markets.

Values

- Integrity
- Locally-led
- Permanence
- Professionalism

Head Office	Operational Office	AUM Since Inception	Regulatory	People
				
Singapore	Phnom Penh, Cambodia	US\$ 140 M	Monetary Authority of Singapore	15 Full-time Staff

Female representation



Our investments

Investment Funds

- 2023** **ASEAN Frontier Markets Fund (AFMF)**
- Retains a strategy and investment characteristics consistent with, but evolved from, those of its predecessors - CLDF and CLMDF II.
 - The fund invests in ASEAN's frontier markets and views the growing and strengthening of its mandate with respect to climate, gender, human rights, and impact as complementing our strong existing ESG framework.
- 2016** **Cambodia-Laos-Myanmar Development Fund II (CLMDF II)**
- Registered in Singapore under the Monetary Authority (MAS).
 - Maintaining sponsor-led strategy of CLDF with expansion of mandate to Myanmar.
 - Considerable expansion of ESG approach under CLMDF II.
- 2010** **Cambodia-Laos Development Fund (CLDF)**
- Luxembourg-registered specialised investment fund which provides growth capital to SMEs in Cambodia and Laos.

Investment Approach



Country Focus

Cambodia and other Mekong countries



Portfolio Companies

23 companies (past and present)



Investment Strategy

Sector-agnostic, pursuing a sponsor-led investment strategy

We invest in **exceptional entrepreneurs** and partner with them to build leading businesses in Cambodia, Laos, and neighbouring frontier markets. Our goal is to become a **trusted** long-term partner, supporting companies as they scale and strengthen their impact.

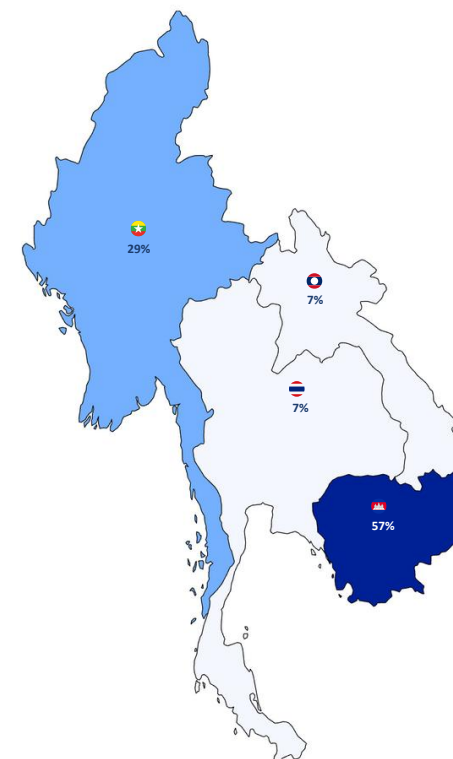
We focus on **critical sectors** that drive **economic development**, helping demonstrate the investment readiness of these markets by **de-risking** early-stage opportunities. We take minority equity positions in high-potential companies led by founders with integrity and vision—businesses seeking **transformational capital** to reshape their industries.

Beyond capital, we provide **hands-on support** across corporate governance, ESG and sustainability, financial controls, compliance, senior leadership recruitment, access to debt financing, and strategic growth planning. By working closely with our portfolio companies, we aim to **unlock long-term value** and sustainable impact across the region.

As of 2024, EMIA has invested in a total of **23 portfolio companies**, including those that have already exited under the Cambodia-Laos Development Fund (CLDF). These investments reflect our long-standing commitment to supporting **high-impact businesses** across **Southeast Asia**.

Geography

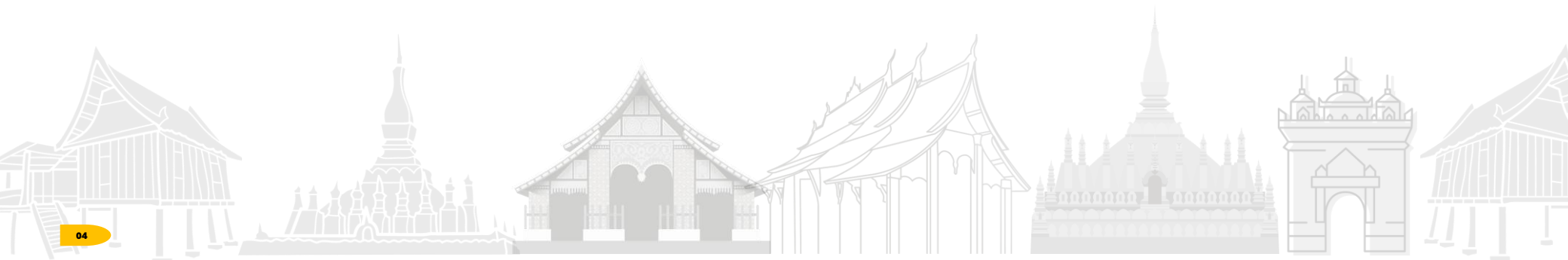
As of 2024, our active portfolio consists of **14 companies** under the Cambodia-Laos-Myanmar Development Fund (CLMDF II) and the ASEAN Frontier Markets Fund (AFMF). These companies operate across a **diverse range of sectors** and geographies, spanning Cambodia, Laos, Myanmar, and more recently, Thailand.



Number of active portfolio companies by geography²



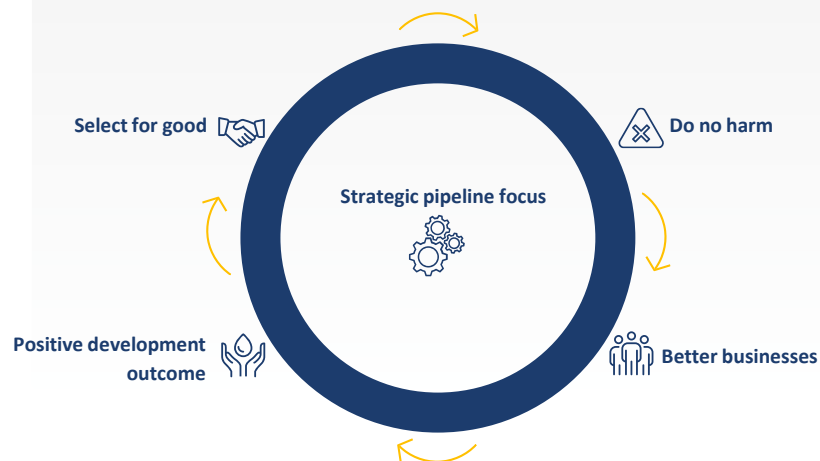
2. SUSTAINABILITY STRATEGY & APPROACH



Sustainability and impact approach

At EMIA, we believe that frontier and fast-growing markets can deliver both strong financial returns and meaningful social impact—without compromising one for the other. We see no inherent trade-off between commercial success and impactful investing.

Our investment approach is rooted in actively pursuing measurable, positive development outcomes while helping businesses become more sustainable and responsible. We work closely with our portfolio companies to implement best practices in areas such as business ethics, environmental sustainability, and risk management—creating long-term value and reducing investment risk.

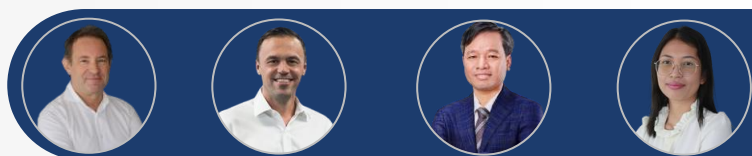


Spectrum of intent

- Select for good**
 We seek investments with the potential to generate positive impact across one or more sustainability dimensions. Guided by our Exclusion List, we actively seek businesses that deliver benefits beyond financial returns. Our sponsor-led strategy uniquely positions us to partner with entrepreneurs committed to creating value for a broader set of stakeholders.
- Do no harm**
 We are committed to avoiding harm across all non-financial dimensions. Our Exclusion List, aligned with International Finance Corporation (IFC) and European Development Financial Institutions (DFIs) standards, is a foundational safeguard in our investment process.
- Better businesses**
 We support all portfolio companies to become better businesses by reducing risks and enhancing performance. This includes implementing tailored Environmental and Social Management Systems (ESMS), complying with IFC Performance Standards, integrating climate risk into investment considerations, and promoting responsible non-discrimination, equity and inclusive human resource practices.
- Positive development outcome**
 Our investments often have inherent potential to create broader social and environmental benefits. We intentionally identify and support opportunities aligning with our impact objectives and contributing to the Sustainable Development Goals (SDGs).
- Strategic development outcome**
 We evaluate investments and develop our pipeline with a clear focus on identifying opportunities that align with our impact objectives. These opportunities form the basis for targeted improvements, which we actively drive and monitor to ensure meaningful and measurable outcomes.

Driving sustainability from within

Senior Management Commitment



**Trent
EDDY**

Chairman, ESMS
Officer

**Joshua
MORRIS**

Chief Executive
Officer

**Savin
MAO**

Chief Investment
Officer

**Kolida
KEO**

Chief Finance
Officer

The senior management team at EMIA is deeply committed to ESG and sustainability. These principles guide all aspects of our operations, ensuring that investments deliver not only strong financial returns but also meaningful environmental and social outcomes. By embedding sound corporate governance, strengthening financial controls, and upholding rigorous compliance standards, we steer our portfolio companies toward sustainable, responsible growth.



Our ESG and sustainability requirements are present and reinforced at all levels. From our Limited Partners, through senior management and the ESG and investment teams. But most importantly in the commitment of our carefully chosen sponsors and portfolio companies.

Trent EDDY
Chairman, ESMS Officer



ESG and Sustainability Committee

At the heart of our sustainability and impact framework is the ESG and Sustainability Committee—a cross-functional body comprising senior leaders from the investment, ESG, and management teams. Meeting quarterly, the Committee oversees ESG implementation across both the portfolio and internal operations, and monitors performance against defined standards.

Established in 2023, the Committee reflects EMIA's deep commitment to embedding ESG at the core of our investment strategy. Its formation was driven by the recognition that effective ESG integration requires not only strong intent but also dedicated resources and structured oversight.

The Committee plays a critical role in aligning ESG direction with portfolio performance and fund-level objectives. It provides strategic guidance on the management of environmental and social risks, ensures adherence to ESG policies, and promotes alignment with evolving international best practices.

Each quarterly meeting follows a standing agenda designed to strengthen and advance ESG integration across EMIA's activities. At the portfolio level, this includes updates on ESG progress, implementation challenges, and response strategies. These sessions foster a well-rounded understanding of emerging issues, enable informed decision-making, and create space for course correction and knowledge exchange.

At the fund level, the Committee contributes to reinforcing EMIA's internal ESG infrastructure. This includes reviewing governance frameworks, evaluating internal capacity, and supporting efforts to institutionalise responsible investment practices. Through this role, the Committee advances EMIA's ambition to lead by example in the frontier markets where we operate—positioning ESG not only as a tool for risk mitigation, but as a catalyst for long-term impact and sustainable value creation.

ESG and Sustainability Committee Composition



Savin MAO

Chief Investment Officer
Chair of ESG and Sustainability Committee



Sotheary LIM

ESG and Sustainability Manager
Member



Trent EDDY

Chairman, ESMS Officer
Member



Sophie TAING

Investment Manager
Member and Gender Lead



Engleng KHOV

Investment Manager
Member



Kosal HEANG

ESG and Impact Officer
Member and Climate Lead

ESG integration into the investment process

At EMIA, ESG integration is fundamental to how we assess and manage investments. It is applied throughout the entire investment lifecycle — from the earliest stage of analysis through to exit.

During the pre-investment phase, we assess the environmental and social (E&S) risks and opportunities of each potential investment by reviewing the company's operations, sector, and geography. This helps identify material ESG risks and red flags, particularly those related to the Exclusion List³ and Prohibited Transactions⁴. We assign an E&S risk category to indicate the potential severity of impacts. For higher-risk projects, we may engage independent consultants for enhanced due diligence. This includes assessing commitment and capacity, regulatory compliance, and conducting E&S due diligence (ESDD) aligned with international standards. Findings are used to develop an Environmental and Social Action Plan (ESAP), which is included in the investment agreement.

Once an investment is made, ESG management and monitoring become an ongoing process. We work closely with our portfolio companies to drive the implementation of tailored Environmental and Social Action Plans (ESAPs), which are tracked against defined timeframes, deliverables, and a 100-day plan. We maintain regular channels to monitor and manage the progress of ESAP implementation, as well as the overall environmental and social (E&S) risk of the companies. This includes monthly ESG catch-ups, ESAP check-ins, quarterly and annual E&S reports, annual impact reports, and site visits. In addition, we support companies in enhancing their financial and ESG performance through various means, including technical funding assistance, ongoing board-level advisory, and guidance from our in-house ESG team.

At the exit stage, we assess ESG performance and impact outcomes, with a particular focus on E&S issues identified during the Environmental and Social Due Diligence (ESDD), as well as the corrective actions undertaken through the Environmental and Social Action Plan (ESAP). We also reflect on the overall value creation and ESG impact achieved throughout the life of the investment, highlighting EMIA's contribution to the portfolio companies. This evaluation serves as a valuable opportunity for learning and continuous improvement.

Pre-investment

Screening

- Exclusion list and prohibited transactions
- E&S risk categorisation
- Sponsor commitment to adopting ESG practices

Due Diligence

- E&S due diligence
- ESAP development

During investment

First Engagement

- On-going implementation of ESAP
- 100-days action plan

Monitoring

- Board of director roles
- ESG catch-ups and ESAP check-ins
- E&S quarterly and annual impact reporting
- Site visits

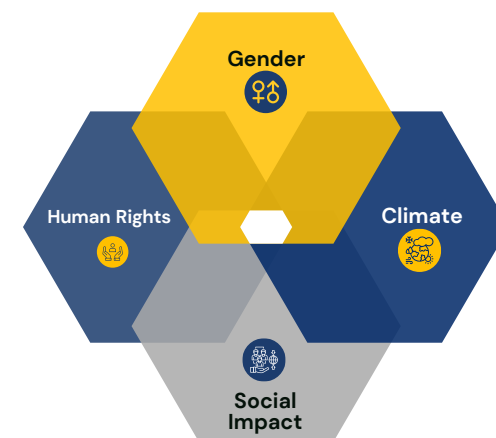
Value Creation

- Technical assistance funding support
- Recruitment and selection of key management support
- Raising additional debt or capital support
- ESG value creation support

Exit preparation

- Exit planning
- ESG continuity

Embedding gender, human rights, climate, and social impacts into the investment process



Since late 2023, EMIA has strengthened its ESG approach under its third fund by embedding key thematic priorities—human rights, gender, climate, and measurable impact—across the investment process. Each theme is supported by dedicated policies and tools that enable consistent and robust assessment. This deeper integration enhances our ability to assess risks, identify opportunities for value creation, and engage more effectively with portfolio companies to achieve sustainable outcomes.

Investment process grounded in international standards

Alignment with international frameworks and standards

EMIA's ESG risk and impact management is grounded in internationally recognised frameworks that provide both ethical guidance and practical tools for investment decision-making, due diligence, and portfolio monitoring.

Our primary reference framework is the **IFC Performance Standards**, which form the backbone of our **Environmental and Social Due Diligence (ESDD)** process. These standards guide our assessment of issues such as E&S management systems, labour and working conditions, resource efficiency, community health and safety, and biodiversity, among others.



Our work is further guided by the **UN Guiding Principles on Business and Human Rights (UNGPs)**. These underpin our Human Rights Policy and grievance mechanisms, ensuring that both EMIA and our investees respect and uphold the dignity and rights of individuals affected by our investments.



In parallel, we assess **climate-related risks**—both physical and transition. The assessment is conducted for our third fund, AFMF, and it enables us to understand the climate risk exposure and identify opportunities to support portfolio companies in building climate resilience.



Our impact focus areas are closely aligned with the **UN Sustainable Development Goals (SDGs)**. The SDGs provide a global benchmark and practical framework for identifying, aligning, and measuring the positive development outcomes of our investments. Details of the SDG alignment and contribution are presented in the Impact and SDGs alignment (page 12) of this report.



We also uphold the **International Labour Organisation (ILO) Core Labour Standards**, which define fundamental rights related to freedom of association, the elimination of forced and child labour, and non-discrimination. These principles inform our assessments of working conditions and are reflected in the Human Resource (HR) and labour policies of our portfolio companies.





3. IMPACT PERFORMANCE & MANAGEMENT



Beyond compliance: Tracing impact

While our bar is high on ESG compliance, we go beyond that in pursuing social impact in our investments through our four impact focus areas:

We move beyond ESG compliance by actively tracing and measuring the tangible outcomes of our investments. Our impact strategy is guided by **four core focus areas**, which serve as the foundation for assessing both the social and environmental contributions of our portfolio companies. These impact focus areas are not considered in isolation. They are integrated into our investment processes to ensure that each investment contributes meaningfully to one or more of these pillars of impact.



Increased jobs and improved job quality

First, we aim to increase employment opportunities and improve job quality across the businesses we support. This includes not only the creation of new jobs, but also enhancements in job conditions including occupational health and safety, worker protection, and workplace benefits. We view decent work as a primary lever for inclusive growth and economic resilience.



Increased diversity, equity and inclusion

Second, we place emphasis on diversity, equity, and inclusion (DEI) across all our investment activities. We assess gender representation in company leadership, management, and operations, and actively encourage the adoption of inclusive human resource practices. Our DEI focus also extends to promoting opportunities for youth and low-skilled workers, recognising their importance in building an inclusive and resilient workforce.



Reduced climate impacts

Third, we aim to reduce climate impact through both risk mitigation and proactive contributions to emissions reduction. Climate assessment is embedded in the investment process. We also encourage our investees to improve energy efficiency, monitor GHG emissions, reduce waste and demonstrate climate risk awareness.



Increased access to goods and service

Lastly, we work collaboratively with portfolio companies—where relevant—seeking opportunity to expand access to goods and services, especially for underserved populations. This is particularly relevant in our financial services investments, where expanding access to affordable insurance and financial products plays a critical role in promoting economic inclusion.



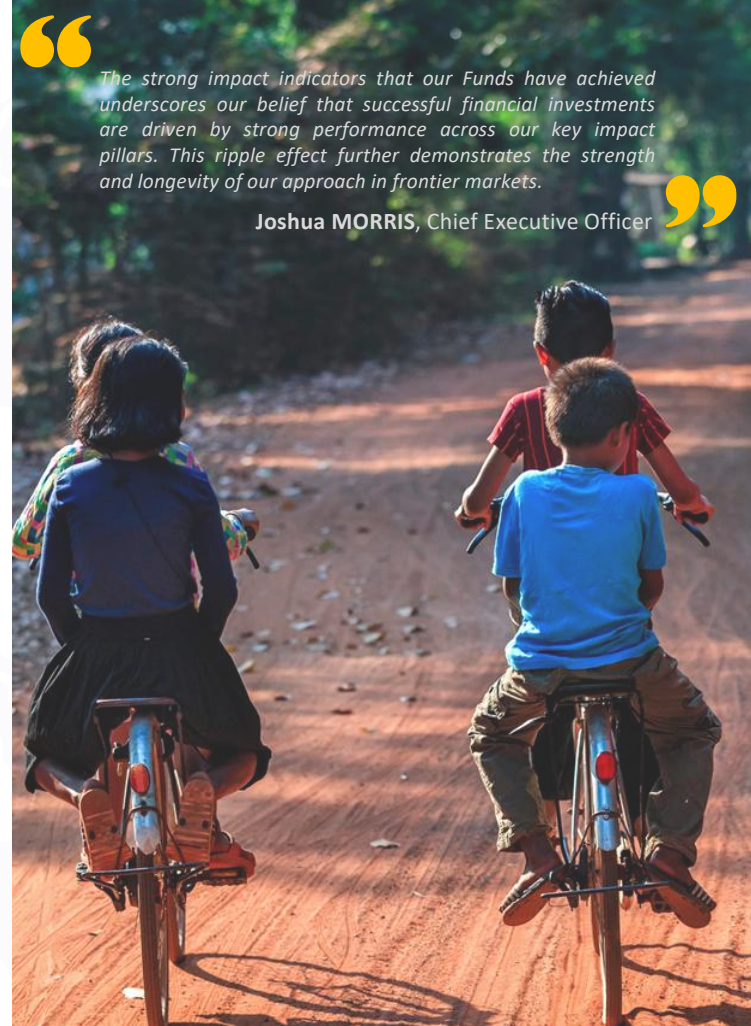
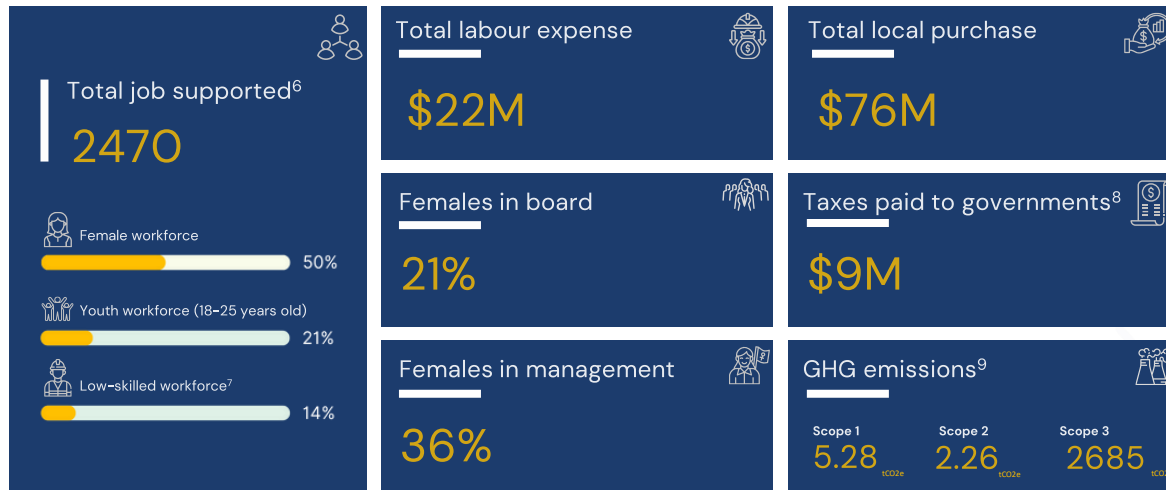
Impact at a glance

Driven by our intentional pursuit of impact, we continuously measure and learn how we can keep maximising positive social impacts and mitigate negative ones.

Aligned with our defined impact focus areas, EMIA intentionally pursues impact by ensuring that business success is accompanied by meaningful contributions to society and the SDG agenda. Our portfolio companies are committed not only to creating jobs, but also to improving job quality, enhancing workplace diversity, equity, and inclusion, reducing climate risks, increasing energy efficiency, and—where possible—expanding access to goods and services for underserved populations.

Over the years, EMIA has played a vital role in bridging the capital gap in undercapitalised frontier markets. Through our investments, we help meet the financial needs of promising enterprises, stimulate local economic growth, and promote business improvement. Beyond capital, we actively contribute to strengthening social and environmental standards across the business ecosystem—ultimately supporting a more fair, inclusive, and sustainable model of economic development.

Impact metrics⁵



Impact and SDGs alignment

Our sector-agnostic approach enables us to invest across diverse industries, allowing us to contribute to a broad spectrum of SDGs.

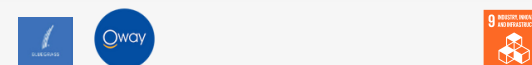


We believe that generating positive outcomes for stakeholders is fundamental to long-term business success. Although we do not label ourselves as impact investors, limit our focus to impact-specific sectors, or require companies to meet predefined impact thresholds, we recognise that all businesses have a duty to contribute meaningfully to the communities they serve.

Our impact focus areas are guided by the 17 United Nations Sustainable Development Goals (SDGs). We also draw on IRIS+ metrics developed by the Global Impact Investing Network (GIIN). ***Across our portfolio, we see consistent contributions to SDG 1, 5, 8, 10, and 16.*** In addition, we identify company-specific metrics that highlight more tailored contributions to relevant SDGs.

Our investees are already driving progress in areas such as healthcare, decent work, and financial inclusion for individuals and enterprises. EMIA's sector-agnostic approach opens the door to a broad range of impact opportunities, and we remain committed to supporting the sustainable growth of our portfolio companies into the future.

All portfolio companies have impact alignment to certain, identified SDGs.



Impact measurement and management

Our impact measurement and management approach is built on globally recognised frameworks and aligned with the UN SDGs, enabling us to systematically track, assess, and enhance the impact outcomes of our investments against our impact focus areas.



Defining impact

Our impact strategy is grounded in globally recognised frameworks, including GIIN, GRI, IRIS+, HIPSO, the ILO Decent Work Agenda, and the 2X Challenge. These frameworks are consolidated into **EMIA's Impact KPI Library**, which is aligned with our impact focus objectives and the United Nations Sustainable Development Goals (SDGs).

We have identified four core impact focus areas: increasing employment and improving job quality, reducing climate impacts, enhancing diversity, equity and inclusion, and expanding access to essential goods and services. These focus areas guide our investment strategy and define the outcomes we aim to achieve across our portfolio.



Managing impact

Our impact management approach is guided by EMIA's Impact Policy, which clearly articulates our commitment to embedding impact considerations throughout the investment process. From initial screening through to portfolio management and exit, impact is fully integrated into our decision-making framework. This structured approach enables us to reflect on the effectiveness of our impact management and continuously improve the performance of our portfolio companies.



Measuring impact

To capture impact, we collect data regularly from portfolio companies to monitor progress against our defined impact objectives. Our measurement process includes quarterly Environmental and Social (E&S) Monitoring Reports, which track key metrics such as employment data and ESG indicators.

We also collect Annual E&S Monitoring Reports and Annual Impact reports as they provide a more in-depth assessment of each investee's environmental and social, and impact performance. The reports consist of metrics from our KPI Library alongside additional impact metrics requested by our Limited Partners (LPs).



Reporting impact

We submit Impact Reports to our LPs annually, and in 2023 began preparing a Sustainability Report to communicate the impact of our investments to the public. Although this is a new initiative, we are committed to enhancing its quality and scope over time. We also work closely with investee companies to improve data collection and implement corrective actions—both to enhance positive impacts and mitigate negative ones. This continuous feedback loop ensures that impact is not only measured but actively managed and strengthened.

Impact Frameworks Alignment





4. EMPOWERING SUSTAINABLE GROWTH

Business Improvement Facility (BIF)

Our flagship technical assistance facility has been instrumental in driving improvements in financial and ESG performance across our portfolio companies, reinforcing our investment approach focused on value creation and impact.

Achieving meaningful sustainability and performance improvements often requires more than capital alone. The Business Improvement Facility (BIF) is a strategic matching grant technical assistance mechanism designed to support portfolio companies in enhancing their financial and ESG performance. The facility provides co-funding for technical support projects, helping investees overcome resource constraints and access the tools, expertise, and systems needed to grow responsibly and sustainably.

Funded through the generous contributions of our limited partners, BIF is more than a technical assistance mechanism — it is a key enabler of our responsible investment efforts. By helping companies strengthen their internal capacities and adopt best practices, BIF supports long-term value creation and impact, aligning commercial goals with ESG priorities.

Key figures of BIF1 and BIF2

60+
Projects funded

17
Companies benefited

30%
ESG projects

\$1.5M+
Fund disbursed

The facility has been an integral part of EMIA's value-add strategy since the launch of our first fund, and it was continued under the second fund through BIF2, specifically designed to serve the needs of portfolio companies under CLMDF II.

BIF2 was completed in 2024, having supported a diverse set of projects that directly contributed to the achievement of both commercial and ESG objectives across the portfolio. This year marks an opportune moment to reflect on its progress and highlight the tangible impact it has enabled.

To showcase its role in action, we present four case studies in the following pages that illustrate how BIF2 has empowered companies to improve compliance with international standards and ESG performance.

The success of BIF2 has laid the foundation for a third facility, BIF3 which has also been rolled out for the third fund—AFMF—with more focus on gender, human rights, climate, and social impacts. BIF3 will continue to drive and empower EMIA's portfolio companies to become better businesses.

“BIF3 not only continues the impactful work of its predecessors but also places a stronger emphasis on ESG, ensuring that climate, gender equality, and social impact are at the forefront of our initiatives.”

Savin MAO, EMIA Chief of Investment Officer and
Chair of ESG and Sustainability Committee





Case Studies

Business Improvement Facility II (BIF2)



Khema Hospital



Leading by example in wastewater management

CASE STUDY 1

Key figures



Project name
Effluent Treatment Plant



Project type
Group B2 - ESG



Project completion
November, 2023



Project cost
US\$ 10,373

Khema Global provides essential and reliable healthcare services to a diverse cross-section of Cambodia's growing population and local expats. Since its modest beginnings as a 12-bed private clinic and maternity centre in 2012, Khema has grown into one of the most respected healthcare providers in the country. It now operates three branches, employs around 300 staff, and maintains a strong commitment to gender equity, with more than 50% of its workforce being female.

As a growing medical facility, Khema recognised early on that its responsibility extended beyond clinical excellence. Among the key environmental and social risks it faced, wastewater management emerged as a critical concern. Wastewater produced by a medical facility like Khema, if left untreated, poses significant risks to public health and the environment by potentially contaminating the municipal sewage system with hazardous substances.

Determined to address this issue and committed to upholding strong environmental standards, Khema took proactive steps to identify a sustainable solution. In early 2023, with co-funding support from the Business Improvement Facility II (BIF2) and facilitation from EMIA, Khema engaged B2G Engineering, a specialised consulting firm, to design, test, train for and commission an Effluent Treatment Plant (ETP) at its flagship Khema 1 facility. Importantly, beyond contributing to the costs associated with these activities, Khema allocated substantial resources to fully finance the installation of the ETP system.

The system integrates both physico-chemical and biological treatment processes, with a capacity of 60 cubic metres per day (2.5 m³/hour). It was designed in compliance with Cambodia's Ministry of Environment regulations and aligned with the World Bank's Environmental, Health and Safety (EHS) Guidelines. Following the completed installation in late 2023, EMIA joined Khema to witness the sampling of treated wastewater in early 2024. The samples were submitted to the Ministry of Environment (MoE) for testing. Results confirmed that the effluent levels met the MoE's discharge standards.

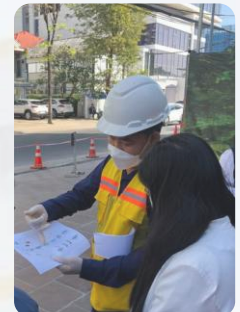
In addition, to ensure the system's continued operation and maintenance, a hands-on training session was delivered together with an operating manual for Khema's facility manager and maintenance team. The training focused on practical operations and preventive maintenance to ensure the plant runs efficiently over the long term.

The treatment plant significantly reduces harmful contaminants in wastewater before it is discharged, helping to protect the public sewage system, reduce environmental pollution, and prevent health risks for the communities. Khema has demonstrated sector-leading leadership and accountability in environmental stewardship. This project reflects how a committed health care provider can turn environmental responsibility into concrete and sustainable action, setting a strong example for industry.



The wastewater treatment system at our newly renovated facility proves our on-going commitment to Khema's core values of caring with accountability, respect and excellence which goes beyond the clinical aspects of our daily works. This project also proves the significance of our partner's contribution in realising our social responsibility and accountability mission..

KIM Rattana, COO, Khema Global



Forte

Life Assurance

Forte Life Assurance

Promoting the inclusion of harder to reach markets for insurance products

CASE STUDY **2**

In a country where insurance penetration remains under 1% and over 75% of the population lives in rural areas, Forte Life Assurance took the lead in bringing financial protection to the people and places the market often overlooks or traditionally finds hard to reach.

As one of Cambodia's most prominent life insurance providers, Forte Life recognised a critical gap: the majority of Cambodian people—especially those in rural areas—had no access to life insurance products. Traditional distribution models and products were not yet fit for them. However, the risks they faced—loss of income, illness, or death—could potentially leave families financially devastated.

With strong commitment and an opportunity-driven outlook, Forte Life undertook a strategic initiative to not only serve these underserved communities but also to increase the overall penetration of insurance for the general population. With support from technical assistance funding through the Business Improvement Facility II (BIF2), Forte Life launched a series of interconnected projects in 2018 and 2019. These ranged from conducting market assessments to understand the specific needs and barriers rural communities face in accessing insurance, to developing a strategic roadmap to guide product transformation and inclusive distribution, to designing affordable, accessible products such as micro life insurance tailored to rural families, and to building more partnerships with financial institutions, agents, and brokers to expand last-mile delivery.

EMIA supported these project initiatives and facilitated access to BIF2 funding. It viewed this as more than just rolling out new products—it was about transforming how the insurance market in Cambodia operates in order to sustainably serve those who need insurance the most but are least likely to access it.

The results have been promising. Forte Life currently serves 840,000 policyholders, reaching approximately 8% of the country's adult population. More than half of these policyholders live in rural areas—a testament to the success of its initiatives. Today, around 60% of Forte Life's premium income comes from micro life insurance products, demonstrating not only a deep commitment to financial inclusion but also the commercial viability of affordable insurance at scale.

Forte Life's trajectory is a compelling example of how strategic investment, local market insight, and the right support can unlock inclusive growth in frontier markets. Forte Life continues to innovate, strengthen partnerships, and expand its product offerings—bringing even more Cambodians under the umbrella of life insurance.



“As a leading life insurance company, we have pioneered product innovation and expanded our market to hard-to-reach segments and most deserved labor force, thereby fostering inclusive insurance.”

PROU Sythan, CEO, Forte Life Assurance

Key figures



Project name
Product Development



Project type
Group A - Business



Project completion
October, 2019



Project cost
US\$ 20,000

iCare Benefits



Upholding rigorous client protection standards

CASE STUDY **3**

Key figures



Project name
CPP Assessment & Certification



Project type
Group B1 - ESG



Project completion
July, 2024



Project cost
US\$ 26,000

Starting its business in 2015, iCare Benefits provides an innovative financing solution that makes high-quality products and services more affordable for low-income individuals. Its primary customers are employees of garment factories. The company's main business lines include the retail sector and leasing services. These business lines enable iCare to offer a wide portfolio of products and services—from essential household goods to women's healthcare products, as well as financial products such as financial leases.

In a competitive market, upholding best practices is central to iCare's operations. While bridging the financial inclusion gap for underserved segments like garment workers, the company prioritises client well-being, ensuring customers benefit meaningfully from its products and services. Its approach to financial inclusion is grounded in responsibility, transparency, and long-term impact.

To further strengthen its operations, iCare leveraged co-funding support from EMIA under the Business Improvement Facility II (BIF2). Initially scoped as a Client Protection Principles (CPP) assessment, the project expanded to include full certification, given the value it would bring in demonstrating iCare's commitment to investors, partners, and customers.

Launched in August 2023 and completed in 2024, the year-long project involved close collaboration with M-CRIL, an accredited consulting firm. iCare addressed compliance gaps with support from the consulting firm and implemented necessary improvements to meet the rigorous standards of the CPP framework.

In July 2024, iCare was awarded the Client Protection Principles Silver Certificate—the highest possible recognition for a non-bank, non-microfinance institution. This milestone validates iCare's commitment to responsible business practices, customer transparency, data privacy, and efficient complaint resolution. It also reinforces the trust the company has built with its key stakeholders—investors, factory partners, garment workers, and financial institutions.

To date, iCare has reached over 250,000 low-income factory workers, integrating CPP standards into its daily operations. By providing responsible access to essential goods and services, iCare continues to play a critical role in advancing financial inclusion that is both worker-centric and sustainable. This achievement aligns with the national strategy on responsible financial inclusion and contributes to the Sustainable Development Goals (SDGs).



We built iCare on the belief that financial inclusion must go hand in hand with consumer protection. The Silver CPP rating is a powerful endorsement of the values that guide our business every day.

Pablo F. Alonso Caprile, CFO, iCare Benefits





Expanding access to locally made fresh milk

CASE STUDY 4

Kirisu Farm

Key figures



Project name
Research for Development of Dairy Products



Project type
Group A - Business



Project completion
August, 2024



Project cost
US\$ 57,200

Since commencing operations in 2019, Kirisu Farm has emerged as a leading provider in the national dairy market, offering high-quality fresh milk and yogurt products. Kirisu Farm marks a significant milestone in Cambodia's agricultural sector as the country's first large-scale, high-tech dairy farm. Proudly produced in Cambodia, Kirisu Farm's products meet internationally recognised standards for quality and food safety. The farm is certified under Good Hygiene Practices (GHP), Hazard Analysis and Critical Control Points (HACCP), and the Food Safety System Certification (FSSC) 22000.

While continuing to produce high-quality milk, Kirisu has seen an opportunity to bring fresh milk to more Cambodians living outside Phnom Penh city. However, the fresh milk industry faces several challenges. Traditional trade outlets and coffee shops are hesitant to stock highly perishable dairy products due to a lack of reliable chilled storage. Consequent small order quantities make chilled transportation both costly and difficult to manage.

The idea for geographic expansion of Kirisu arose in part to support improved nutrition among children in the provinces. Dairy products, rich in protein, calcium, vitamin D, and other vital nutrients, can play a crucial role in improving children's nutrition. Despite this potential, significant challenges remain in making dairy production and consumption both accessible and sustainable in these underserved areas.

With an eye toward uncovering new opportunities, Kirisu Farm sought co-funding support from EMIA under the Business Improvement Facility II (BIF2). This enabled the company to engage an experienced market research firm to conduct a comprehensive market assessment.

Completed in August 2024, the study provided invaluable insights into consumer behaviours, estimated the market size for dairy consumption, analysed the competitive landscape, and identified suitable distribution channels for UHT dairy products. Crucially, the study also offered strategic recommendations for product development, branding, and marketing.

Based on the study's insights, Kirisu Farm is now better positioned to plan its product expansion more strategically, including the consideration of UHT products in the future. In addition, the study has been important in helping the company prepare for the necessary capital needs as it grows and as the market continues to evolve. Despite inherent market challenges, Kirisu Farm has taken a first step toward finding the right balance between market efficiency and accessibility—bringing locally made fresh milk beyond the city.



Our mission [Kirisu Farm] is to bring a reliable and sustainable source of nutritious food to more Cambodian people, not only in town but also out of town. The market insight from this research helps us to prepare the future expansion plan.

CHHOR Rithy, CEO, Kirisu Farm





5. REFLECTIONS AND THE WAY FORWARD



Reflections

Navigating Frontier Markets with Purpose: ESG & Gender Lens Investing in Cambodia, Laos, Myanmar and beyond

In Southeast Asia's frontier markets—Cambodia, Laos and Myanmar—private equity remains in its infancy, and ESG (Environmental, Social, and Governance) principles are only beginning to take root. EMIA has emerged as a trailblazer in this space, channelling capital from European development financial institutions and the IFC of the World Bank Group to support small and medium-sized enterprises (SMEs). Our investment philosophy is grounded not only in financial returns but in fostering sustainable, inclusive growth and strengthening the private sector through the adoption of global best practices. Over the past two decades, EMIA has worked on the ground to overcome significant structural and cultural challenges. These include:



Limited understanding of private equity among entrepreneurs, many of whom are unfamiliar with institutional investment models.



Weak governance frameworks, with companies often lacking basic internal controls and transparency.



Unclear and inconsistently enforced regulations, which create uncertainty and hinder investor confidence.



Difficulty in translating ESG standards from developed markets to local contexts, where infrastructure and awareness are still developing.

Despite these hurdles, EMIA has identified and partnered with visionary entrepreneurs who share our commitment to sustainable development. By embedding ESG and IFC performance standards into their operations, we help these businesses scale responsibly and become role models in their industries. To accelerate the adoption of ESG and gender lens investing in the region, EMIA proposes three strategic policy shifts:



Academic Integration

Establish university-level programs focused on ESG and sustainable finance to address the shortage of local expertise and build a pipeline of future leaders.



Regulatory Reform

Advocate for clearer, more enforceable laws and regulations that create a level playing field for responsible investors and businesses.



Collaborative Networks:

Foster partnerships with like-minded investors and institutions—both regional and global—to amplify awareness, share knowledge, and promote ESG-aligned investment practices.

As EMIA expands its footprint into more developed markets like Thailand and Vietnam, our core mission remains unchanged: **to invest with purpose, scale with impact, and build a resilient, inclusive private sector across Southeast Asia.**

The way forward



Further supporting companies on ESG compliance

Supporting impact across our Funds' portfolios and ensuring compliance with applicable local laws, regulation and international standards and will remain central to our investment process. We believe that driving improvements in these areas is central to our investment thesis and underpins successful exits for our Funds.



Deepening stakeholder collaboration

We look forward to working with our Limited Partners and other stakeholders to strengthen these commitments over time and working to build a business environment in our markets where they are not only tolerated but encouraged.



Strengthening ESG integration in investment process

We will continue to integrate these elements into our pipeline development efforts, investment assessments, post-investment value creation initiatives and divestment considerations. Having impact and ESG issues embedded across these investment stages will continue to ensure that they are "front and centre" in our thinking.



Driving financial return with social impact

We remain focused on strong financial returns but believe impact and ESG excellence are key to achieving them. Across all mandates, we are committed to driving impact and ensuring our investments meet ESG standards and show clear improvements.



One of the expanded cold rooms at FWI's warehouse, enhancing its storage capacity

Our investors

EMIA's funds are backed by prominent development finance institutions from Europe and the International Finance Corporation (IFC). These partners are instrumental in advancing Environmental, Social, and Governance (ESG) standards and promoting sustainable development. Through their financial support and expertise, they help drive initiatives that create lasting positive impact in emerging markets, ensuring that investments achieve both solid financial performance and meaningful contributions to responsible growth.



6. APPENDICES

Endnotes

1. Number of other managers, defined as permanent employees in leading positions with people reporting directly to them in the company at the end of reporting period. At EMIA, we have a female manager of the ESG and Sustainability team, a female manager in the investment team and a finance manager in finance team.
2. This represents the number of active portfolio companies across different countries in both CLMDF II and AFMF.
3. EMIA does not invest in any companies falling under the [IFC Exclusion List](#). For the AFMF, the Exclusion List incorporates [Harmonised European Development Financial Institutions Exclusion List](#), including with respect to non-Oil & Gas investment.
4. For Prohibited Transactions, EMIA carefully checks sponsors (and other shareholders and associates as relevant) against the lists of [Designated Individuals and Entities](#) on the Monetary Authority of Singapore (MAS) website. In addition, EMIA also checks [Consolidated List of UN Sanctions](#), [Consolidated List of EU Sanctions](#) and [World Bank Listing of Ineligible Firms and Individuals](#) for relevant sanctions lists and searches for key Sponsor and Beneficial Owners.
5. The data reported are for the 2024 fiscal year (as of December 2024 and not cumulative), consolidated from our current funds—CLMDF II and AFMF. The figures for total labour expense, total local purchases, and taxes paid to the government are rounded.

6. The total number of jobs supported includes permanent, temporary, and insourced jobs.
7. Low-skilled workforce is defined as individuals working in positions that do not require education beyond secondary level.
8. The tax data presented in this report is based on self-reported information provided by our portfolio companies. We do not independently audit or verify this data and rely on the accuracy and completeness of information shared by each company. Companies in our portfolio are required to be full tax compliant and audited.
9. As part of our climate action efforts, we have introduced requirements for portfolio companies in both CLMDF II and AFMF to report energy-related data covering Scope 1 and Scope 2 emissions. For AFMF, companies are also required to calculate these emissions using EMIA's carbon calculation tool. Beginning in 2024, EMIA has started tracking its own Scope 1 and Scope 2 emissions. For Scope 3 emissions, EMIA currently reports only on Category 15 (financed emissions), using the [Partnership for Carbon Accounting Financials \(PCAF\)](#) methodology. We are committed to strengthening our data collection and reporting over time.

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*We welcome any comments, questions, or feedback on this report.
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your views or request further information.*

