

# ANNUAL REPORT 2022

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# I. ABOUT Y.L.P

# 1. Vision and Mission

### **Our Vision**

To become a strong financial institution which contributes to the elevation and promotion of the family economy and societal stabilities.





#### Mission

Y.L.P Microfinance Plc provides a best financial service to small and medium-sized businesses and general public to use and manage their finances efficiently.



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# 2. Financial Highlights

# Amount in Million Riels







(1,705)









# 3. Overview of Y.L.P

Y.L.P Microfinance Plc is a microfinance institution licensed by the National Bank of Cambodia and legally registered with the Ministry of Commerce N<sup>o</sup> 00049265 as a private limited

liability company. Y.L.P Microfinance Institution was established in late 2019 with its head office in Phnom Penh, and owned by six local Cambodian shareholders, in order to provide additional financial resource to people living in Banteay Meanchey province. However, due to the Covid-19 pandemic, the company has postponed its operations until early 2022. On February 2, 2022, the company resumed its operation in Banteay Meanchey province by operating



only in Krong Serei Saophoan, and then nine months later expanding throughout the province (all 9 municipality-districts). This makes people in the province find it easier to access to new financial services for use in rehabilitating and expanding their businesses after the Royal Government reopened the country due to Covid-19 alleviation. The main purposes of shareholders in setting up Y.L.P is to help farmers and small businesses people living in the province have more sources of financial service for borrowing with low interest rates to set up their businesses for avoiding migration which may encounter various risks.



# **II.** Governance

# 1. Message from Chairwomen

During 2021, Cambodia has a positive economic growth rate of 3%. However, Cambodia has shown its resilience to the global crisis, with economic growth recovering in 2022 following a recovery from the Covid-19 pandemic. Gross domestic product (GDP) growth was 4.8% in 2022, which is due to the good management and good governance of the Royal Government of Cambodia on macro-economics. At the same time, this growth is also affected by the good situation of certain countries in the region, including Vietnam, Malaysia, Indonesia, Laos and Thailand. The Royal Government of Cambodia has introduced a number of important measures to restore the national economy, including the introduction of



strict measures to protect the health and safety of the people in order to reduce the negative impact on the national economy, in particular citizen's businesses. Clearly, comprehensive national vaccination campaigns and plans have played a vital and necessary role in preventing and mitigating negative impacts on the national health system, especially saving lives. The government has also eased some restrictions that could put the country back on track where the economy can recover.

Seeing that the economic situation in 2022 is gradually returning to better, Y.L.P Microfinance Plc has started its financial operations in Banteay Meanchey with caution and attention to prevent and manage any risks that may occur eventually. As a result, in 2022, its first year, Y.L.P Microfinance Plc achieved better results with loan portfolio of US\$ 6,093,566 and total of 583 active clients. It has three branches with total of 79 employees. All staff focused on developing their knowledge, skills and understanding of the needs of customers to serve customers better and more flexible in the new context. For example, the company has developed new products such as quick loans and loans for civil servants without collateral and more flexible repayment method.

Y.L.P Microfinance Plc has strongly committed to provide customers with transparency and trust service in accordance with the principles of customer protection. Y.L.P continues to focus on strengthening the management and participation of employees with social responsibility in the market, and we expect to continue to grow in 2023-2024. Y.L.P pays attention to its target customers, especially the retail business (i.e.: micro-business, small-medium business, and small-medium agriculture), people, as well as families with low income, workers, and civil servants.



for the all sectors in Cambodia.

Thank you!



Mrs. Mao Malay Chairwoman



# 2. Message from CEO (Acting)



Y.L.P Microfinance Plc was founded in late 2019 by six (6) Cambodian businessmen and obtained a business license from the National Bank of Cambodia on March 27, 2020; however, due to the Covid-19 pandemic, the institution could not run its operation. Later, Y.L.P launched the first operation on February 2, 2022 in Banteay Meanchey Province with its own establishment which is located in Building 668, National Road 5, Korathan Village, Sangkat O'Ambel, Krong Serei Saophoan. Then it continued to expand more operations in different districts throughout Banteay Meanchey province with effective key strategic structure and operation.

In 2022, Y.L.P Microfinance Plc continues to implement its main goals and strategies to become the leading microfinance institution in the province in order to help improve the living standards of the people by providing various loans to customers such as **small business loans**, **micro loans, medium loans, agricultural loans, personal loans, loans for civil servants and quick loans.** These

alternatives can help people meet their financial needs and also contribute to local and national development in accordance with the policies and strategies of the Royal Government.

In 2022, Y.L.P Microfinance Plc achieved the following significant financial results:

- Total Assets: US\$ 6,635,058.
- Total Loan Portfolio: US\$ 6,093,566.
- Total Active Customers: 583 people.
- Total Operating Income: US\$ 277,577.

In addition, Y.L.P Microfinance Plc has contributed to many social and community activities such as providing school supplies, bicycles, computers, and other materials to students and schools.

As the Acting Chief Executive Officer of Y.L.P Microfinance Plc, I would like to thank all the management team, staff, and Board of Directors for your kind advice and support to make our institution run smoothly and efficiently.

Finally, I would like to thank the Royal Government of Cambodia, the National Bank of Cambodia, local authorities at all levels, relevant partners, and all clients who have always supported Y.L.P Microfinance Plc so far.

Thank you!

Acting CEO



# **3. Board of Director**

### Mr. Mao Malay

Chairwoman of Y.L.P Microfinance Plc



Mrs. Mao Malay is the Founder and Chairwoman of the Boards of Y.L.P Microfinance Plc and recognized by the National Bank of Cambodia since August 19, 2019. As the Chairwoman of the Board of Directors, she has worked extensively to set plans, goals, strategies and policies to ensure sustainability, risk management and proper implementation of the NBC's legal principles, including the followings:

- Lead the initiatives of creating an appropriate internal control system in accordance with the regulations and laws,
- Lead the strategic planning and setting the vision, mission,
  And core value of the institution,
- Establish a high-level committee under its control and appoint members and clearly define the functions, responsibilities, and roles of the committee,
- Supervise, monitor and evaluate the progress of the institution on a regular basis to strengthen and improve it in a timely manner,
- Lead the development of various policies and operating manuals such as credit policy, financial policy and human resource execution policy and information system management policy for the use and management of the institution.

Meanwhile, Mrs. Mao Malay is also the General Director of Y.L.P Group Co., Ltd. and the Founder of Visakha Orphanage of Hope.

In addition to managing and leading the company, she has been actively involved in social and humanitarian sectors, sacrificing her physical, mental, intellectual and financial resources to build roads, schools, churches, orphanages, and to donate educational materials to the needy orphans and disadvantaged people as well as to contribute to the Royal Government for the prevention of Covid-19 infection.



### Mr. Ke Soun Sophea

### Board Member of Y.L.P Microfinance Plc



Mr. Ke Soun Sophea has been the Founder and Board Member of Y.L.P Microfinance Plc since August 19, 2019. As a member of the Board of Directors, he has dedicated his physical, mental, intellectual and professional skills to improve and develop the institution. As the company had not yet selected a CEO, Mr. Ke Soun Sophea was appointed as an Acting Chief Executive Officer in charge of leading, managing and developing strategic plans for human resources, products, assets and profits and short, medium and long-term strategies of the entire institution in order to make sure that the institutional operation run smoothly, efficiently, and efficiently with preventable risks.

In addition to his execution of Y.L.P, Mr. Ke Soun Sophea is

also the Deputy Executive Committee of the Y.L.P Foundation and a co-founder of the Visakha Orphanage of Hope.

Mr. Ke Soun Sophea graduated with a Bachelor's Degree in Tourism from the National University of Management in Phnom Penh in 2008 and has studied abroad in Singapore, Japan and the United States.

### Mrs. Ke Soun Sophy

Board Member of Y.L.P Microfinance Plc



Mrs. Ke Soun Sophy is the Founder and Board Member of Y.L.P Microfinance Plc since August 19, 2019. As a member of the Board of Directors, she has dedicated her physical, mental, intellectual and professional skills to the development of the institution by recommending and guiding the institutional policies, marketing, management strategies, and other operating manual development and implementation in the entire institution.

In addition to being a member of the Board of Directors of Y.L.P Microfinance Plc, Mrs. Ke Soun Sophy has also held other positions as Top Manager of many other companies and associations as the Director of GFX (GOLDEFX Investment), the Chairwoman of Visakha Football Club, the team leader of the

Visakha Foundation, the head of Sangkran events of Banteay Chhmar, Battambang, Siem Reab, Prey Veng, the head of the Provincial Youth Development Team in Prey Veng, and the founder of the Visakha Orphanage of Hope.

In addition, Mrs. Ke Soun Sophy also participated in many social and humanitarian activities, sacrificing her physical, mental and personal funds to build roads, schools, churches, and to provide study materials to students, gifts to needy people, and contribution some money to the Royal Government for cause of preventing Covid-19 infection.

Mrs. Ke Soun Sophy graduated with a Bachelor's Degree from a local university and continued her studies abroad.

### Mrs. Prom Ratha

Board Member of Y.L.P Microfinance Plc



Mrs. Prom Ratha is the Founder and Board Member of Y.L.P Microfinance Plc since August 19, 2019. As a member of the Board of Directors, she has dedicated her physical, mental, intellectual and professional skills to the development and improvement of the institution such as: participating in guiding, setting the institutional strategies, management functions, operating procedures for use in the operation of the institution.

In addition to being a member of the Board of Directors of Y.L.P Microfinance Plc, Mrs. Prom Ratha has also been in a managerial positions at other institutions such as a Founder of the Visakha Orphanage of Hope, by accompanying the Chair of Banteay

Meanchey Provincial Youth Development, and the Vice President of Banteay Meanchey Province.

In addition, she has involved in many social and humanitarian activities, sacrificing her physical, mental and personal funds to build roads, schools, churches, and to provide study materials to students, gifts to needy people, and contribution some money to the Royal Government for cause of preventing Covid-19 infection.

Mrs. Prom Ratha holds a Bachelor's Degree from a local university and has continued her studies abroad.

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Ms. Chhoeun	Vipha
15%	

No	Shareholder	Share		
		Amount	Number of Share	Percent(%)
1	Mrs. Mao Malay	2,400,000,000 Riels	400	40%
2	Mr. Ke Soun Sophea	90,000,000 Riels	150	15%
3	Mrs. Ke Soun Sophy	90,000,000 Riels	150	15%
4	Mrs. Prom Ratha	90,000,000 Riels	150	15%
5	Ms. Chhoeun Vipha	90,000,000 Riels	150	15%
	Total	6,000,000,000 Riels	1,000	100%



# 5. Management







### Mr. Kon Rotha, DCEO

Mr. Kon Rotha is a Deputy Chief Executive Officer of Y.L.P Microfinance Institution. Prior to becoming the Deputy Chief Executive Officer at Y.L.P, he was the Managing Director of RHMS Shop Plc and the CEO of Ly Hour Leasing Plc. In addition, he has spent more than 15 years working with ACLEDA Bank Plc (both in Cambodia and Laos), holding a variety of roles, from regular staff to management such as Credit Agent, Accountant, Internal Auditor, Head of Audit, Internal Audit Office, Head of Internal Audit Office, Head of ACLEDA Internal Audit Department in Laos, Head of Finance, and CFO Department of ACLEDA Bank in Laos.

He graduated with a Master's Degree in Finance and Banking in 2015 from the National University of Management in Phnom Penh and has participated in the Australian Institute of Company Directors Program in Sydney, Australia.

### • Mr. Sath Veng, Head of Credit Department

Mr. Sath Veng has been working for Y.L.P Microfinance Plc as a Head of Credit Department.

Until now, he has work experience in the field of Micro-Finance for more than 22 years, having worked for SEILANITHIH Microfinance Ltd, MOHANOKOR Microfinance Plc, and T&GO FINANCE Plc.

Mr. Sath Veng has held many positions before joining Y.L.P Microfinance Institution such as Credit Agent, Credit Officer, Branch Manager, Regional Manager, Operation Manager, Assistant to CEO, and Credit Department Manager.

He has also attended several Training Courses with the Cambodian Microfinance Association, Credit Training Courses in Philippines, CMDI Institute of CARD MRI, Philippine and CARD BANK, Philippine.

Mr. Sath Veng graduated with a Master's Degree from Asia Euro University in Business Administration in 2021.





# • Mr. Ma Sophy, Deputy Head of Finance and Administration Department

Mr. Ma Sophy has been working with Y.L.P Microfinance Institution since November 2021 as a Deputy Head of Finance and Administration Department.

Prior to joining Y.L.P, he had more than 10 years of experience in the microfinance and banking sectors since 2008, holding positions of Branch Accountant, Credit Agent, Head Office Accountant, Chief Accountant of Headquarter at Seilanithih Microfinance Institution, and Chief of Branch Operations at Cambodia Post Bank Plc.

Mr. Ma Sophy graduated with a Bachelor's Degree in Accounting and Finance from the University of Management and Economics in Banteay Meanchey Province. He has attended many training courses in the field of microfinance and banking with the Cambodian Microfinance Association and other training institutions in Cambodia.

### • Mr. Se Vanhai, Head of MIS Department

Mr. Se Vanhai has been working for Y.L.P Microfinance Institution as a Head of Information Technology Department in November 2021. As the Head of Department, he is responsible for important tasks such as setting up the core banking system, organizing and developing information technology operating manual, organizing networks in all offices, as well as recruiting and training information technology staff in the department. He also has other roles such as Chairman of the Building Quality Assessment Committee, Chairman of the Business Support Team (BST), and a member of the IT Steering Committee.

Prior to joining Y.L.P Microfinance Institution, he worked for eight years in the field of information technology with some technology companies in Siem Reap and led several projects related to data center management, setting up networking in various micro- finance institutions, insurance companies, hotels and supermarkets.

He graduated with a Bachelor of Science in Information Technology in 2014. In 2021, he completed a training course in digital marketing with GIZ SIEM REAP DIGITAL MARKETING and participated in GIZ BATTAMBONG DIGITAL MARKETING. In 2023, he finished an online training course on NSE1, NSE2, NSE3 from Fortinet.





#### • Mr. Sarith Vichet, Senior Internal Auditor

Mr. Sarith Vicheth has been working for Y.L.P Microfinance Plc as a Senior Audit Officer of the Internal Audit Department. Until now, he has more than 10 years of experience in the field of banking and microfinance and has worked with ACLEDA Bank and PRASAC MFI.

Mr. Sarith Vicheth has held many positions before joining Y.L.P Microfinance Institution such as Credit Agent, Internal Auditor, Regional Auditor, and Senior Internal Auditor of the Internal Audit Department.

He has participated in many Training Courses such as Introductory Training for Credit Officers and Internal Auditors at ACLEDA Bank and Introductory Training for Regional Auditors at PRASAC MFI.

He holds a Bachelor's Degree in Community Development from Meanchey National University and is pursuing a Master's Degree in IFA Institute of Finance and Accounting majoring in Auditing and Taxation.

# Mr. Men Phannat, Head of Risk and Compliance Department

Mr. Men Phannat has been working for Y.L.P Microfinance Plc as the Head of Risk and Compliance Department. He has eight years of experience in the financial and non-financial sectors such as working for DGB Bank, New York International School, and Internet Online.

Mr. Men Phannat had held other positions before joining Y.L.P Microfinance Plc. He worked as a Cashier, a Stock and Inventory Controller, a Customer Service Officer, a Loan Admin Officer and a Compliance Officer. He has also attended some training courses: a course on AML / CFT: Law and practice in Cambodia, organized by the Institute of Banking and Finance, and a course on Risk and compliance Management, organized by the Institute of Finance and Accounting.

Mr. Men Phannat graduated with a Bachelor's Degree in Management in 2019 from Asia Euro University, Phnom Penh.







# Mr. Sen Chin, Head of Human Resources Department

Mr. SEN Chin has been working as the Head of Human Resources Department with Y.L.P Microfinance Plc since November 1, 2021. He is responsible for creating, monitoring, and developing the Human Resources Department policies, procedures, and other operating manuals as well as directing the implementation of human resource strategies, policies, manuals, and procedures. He also focusses on effective use of human resources to achieve the expected plans in the context of competition.

Prior to his commencement at Y.L.P, he had work experience at a number of institutions as the followings:

- As a Founder and Director of Brighter Bridge International School (BBiS) since 2018,
- As a Manager of Account-Admin. and Human Resources at the
- Australian Centers for Development (Cambodia) for over 6 years,
- As an English Language Lecturer at Mean Chey University for 4 years and Teacher at other institutions for over 15 years,
- As an Education Trainer in the field of Tourism and Hospitality within a short period of time at Écoled'Hótellerie et de Tourisme Paul Dubrule, Siem Reap, Cambodia,
- As a Unit Manager of Life Insurance at Manulife (Cambodia) plc for over 2 years,
- As a Sponsorship Program Officer at Good Neighbors International (Cambodia) and a Community Facilitator for Youth Education Programs at KYA with a respective total period of 4 years.
   Mr. Sen Chin graduated with a Bachelor of Education in English Language Teaching in 2012 from

Meanchey National University (NMU), Banteay Meanchey Province, Cambodia.

Also, he has attended many Workshops and Training Courses: Human Resources Management Strategies, Effective Use of the Public Service of LACM & SICMS of MoLVT, and Business Plan Development, by EDi; Effective Proposal Writing, by HED Christopher LEE; Training for MSME Manager, by GIZ; Legal Processing for Standard Small Business and Marketing & Sale Increase for Small Business, by BizKhmer; Train-the-Trainer & ASEAN MRA-TP Training Courses, by EHT Paul Dubrule; ICT Course for Life Insurance, by Manulife; the International English Language Test System (IELTS), an Internationally recognized Certificate by Cambridge University, England.

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### 6. Organizational Chart



# **III.** Overview of Cambodia Economy

In 2022, the spread of Covid-19 has slowed and countries have reopened, which has supported economic recovery. However, the global economy remained slower than expected due to the geopolitical crisis of the Russia-Ukraine war, which causes global prices of oil and food. The protracted war has led to a sharp rise in an overall inflation, which added more pressure to the already strong uptrend in demands due to the global economic recovery. In this situation, many countries have implemented austerity policies to control inflationary pressures from supply sources by raising benchmark interest rates.



The Cambodian economy will continue to grow at a rate of 5.1% in 2022 with the main supports of reopening of the domestic economic activities and the growth of external demands. The manufacturing sector saw strong growth, with garment exports up 64.3%, non-garment exports up 1.1 times, and manufacturing for the domestic market up 88.5%. At the same time the tourism sector also grew well, with international visitors exceeding expectations by 2.2 million; despite being still a third of the pre-crisis period, the domestic tourism returned to normal. The construction and real estate sectors grew at a slower pace of 0.8% and 0.5%, respectively, and these resulted from the rising domestic demands. The agricultural sector grew at a slower pace of 0.7% due to faster and large quantities rainfall and the rising of production costs of fuel and fertilizers.

Cambodia's economy, according to the Asian Development Bank, is projected to grow to 5.2% by 2023 due to the increase in the amount of exports and foreign direct investment. This is because the Royal Government has implemented policies to reduce the negative impact of Covid-19 on businesses and people's incomes and to support economic recovery.

Industrial production is expected to grow by 5.6% in 2023. This growth will also be driven by the implementation of a strategy to develop the garment, footwear and bag sector which aims to increase competition in these areas.

Exports of goods and services are projected to increase in 2023, for there will be a significant demand of Cambodian products from overseas and gradual recovery in tourism sector. The services sector is projected to recover at 6.8% in 2023. The reopening of the economy and the widespread vaccination against Covid-19 has led to a gradual recovery of tourism which will provide incomes for accommodation, food, transportation and other direct services.

The banking and financial system remains healthy and has contributed to the recovery of economic activities despite the protracted crisis. With strong capital and liquidity ratios, the publicity ratio is as high as 22.5% for banks and 21.2% for financial institutions; the minimum set by regulations is 15% and the liquidity ratio is 143% for commercial banks and 172.8% for microfinance institutions with saving accounts, which is over the minimum



level set by the regulations 100%. As a result of this inspection, banking and financial institutions show a resilience of their systems from various impacts.

At the end of 2022, the total asset of financial industry was \$ 79.7 billion. There was a total loan outstanding of US \$ 56.1 billion, total loan restructuring of 183,117 accounts (with a decrease of 38%) with the total amount of US \$ 3.3 billion, and the total deposit balance of \$ 44.6 billion.



# **IV. Products and Services of Y.L.P Microfinance Plc**

# 1. Products and Services

Y.L.P Microfinance Plc has developed a wide range of products and payment methods to serve customers and be flexible to meet the needs of clients in the actual area of operation such as:



- ➢ Group Loa
- Micro Loan
- Small Loan
- Medium Loan
- Personal Loan
- Staff Loan
- Quick Loan

For payment methods, the institution has many options to offer customers to suit the cash flow and type of business such as:

- Pay monthly interest and total principal at the end of the session (Balloon)
- Pay monthly interest and partial principal (Semi-Balloon)
- Pay interest and principal monthly (Declining)
- Pay interest and principal monthly fixed (Annuity)
- Monthly interest payment and principal payment through negotiation (Negotiation)

# 2. Loan Portfolio

Y.L.P Microfinance Plc launched its credit operations in early 2022 and provided loans to a total of 583 active clients with a total loan portfolio of 6,093,566 US\$ by the end of the year.





No	Loan by Sectors	Number of Clients	Loan Balance (US\$)
1	Trade and Commerce	121	1,502,172
2	Household/Family	166	1,428,175
3	Agriculture	129	1,183,626
4	Services	85	1,030,587
5	Construction	66	758,924
6	Transportation	5	68,716
7	Other categories	11	121,366
	Total	583	6,093,566





No	Loan by Products	Number of Clients	Loan Balance (US\$)
1	Group Loan	N/A	N/A
2	Micro Loan	7	4,036
3	Small Loan	286	1,213,575
4	Medium Loan	162	3,882,836
5	Personal Loan	123	802,344
6	Staff Loan	N/A	N/A
7	Quick loan	5	190,774
	Total	583	6,093,566





# 3. Customers' Opinions



### Mr. Yun Wit (Agricultural Loan)

"I got a loan from Y.L.P Microfinance Plc, and with this loan, I was able to expand my farming business. My family situation is now better than before, and I can afford to pay for my children's studies.

### Mr. Ov Vireak (Small Loan)

"In 2022, I applied for a loan at Y.L.P Microfinance Plc to be a capital for running by repairing business by buying motorcycle spare parts for sales and for my first repairing business. It progressed more smoothly than I expected and gave me more opportunities to increase my money to buy more spare parts. It has improved my life to be better so far."





### Mrs. Heng Seiha (Personal Loan)

"In 2022, I applied for a loan from Y.L.P Microfinance Plc to buy a car for use to travel to work and perform other tasks. Currently, my family life is better because of the personal loan with low interest rate. This has made my family got a positive change and I can go to work with an easier and safer way than I expected."

### Mrs. Sok Romas (Civil Servant loan)

"I'm a teacher and I applied loan from Y.L.P Microfinance Plc in 2022 to build a house. Now I have a proper house and my family live happily after getting this loan from Y.L.P Microfinance Plc. It has made my family grow better and be able to work better."



# V. Management Committee

# 1. Executive Committee

# Member:

To ensure the efficiency of operations, the Y.L.P has established an Executive Committee as the followings:

0	Chief Executive Officer	Chairman
0	Deputy Chief Executive Officer	Vice Chairman
0	Head of Credit	Member
0	Head of Risk and Compliance	Member
0	Head of Information Technology	Member
0	Head of Finance and Administration	Member
0	Head of Internal Audit	Member
0	Head of Human Resources	Member and Secretary

### **Roles:**

- Approve important business issues in accordance with the set strategic plans within its jurisdiction assigned by the Board of Directors.
- o Review of human resource policies and institutional frameworks.
- Review and propose to the Board of Directors to launch new products and services.
- Monitor and monitor the financial performances of the business and propose adjustable measures as needed to meet the set goals.
- Examine and monitor the implementation of loans and portfolios and request adjustable actions to meet the set objectives.
- Review and monitor the progress of the action plans, which have a significant impact on the financial performances and / or operational efficiency of the institution, and take appropriate actions to ensure that the plan achieves its objectives.
- Monitor and monitor emerging risks in the market, future changes in the regulatory environment and trends in the financial institution industry.

### Meeting:

The Executive Committee (EC) held 39 meeting sessions in 2022 to review the action plans of the institution, the tasks of the institution, and the problems encountered to be tackled and to discuss the implementation of the Board's further strategic plans.



# 2. Human Resource Committee Member:

0	Deputy Chief Executive Officer	Chairman
0	Head of Human Resources	Vice Chairman
0	Head of Credit	Member
0	Head of Finance and Administration	Member
0	Head of Internal Audit	Observer

### **Roles:**

- Determine the qualifications of the candidates who may be qualified to be the leadership staff or may be appointed to be in the senior management position in accordance with the criteria set out in the policy and make recommendations to the Board of Directors on the appointment or the discharge of any senior staffs from the positions.
- Implement the performance appraisals of staff, unit leaders, departments and branches management.
- Set and create a common standard format for determining the qualifications, positive qualities of leaders who are able to lead staff effectively.
- Study and review the principles of calculation and preparation of salary ranks of high-level staff, senior management, executive management and other management, which are the main objectives approved by the Board.

### Meeting:

The Human Resources Committee held 12 meetings in 2022 to review and decide on a number of issues such as recruitment and appointment, staff performance appraisal, promotion, demotion, motivation, and punishment of staff. In addition, the committee also met to review and approve human resources principles and procedures such as: human resource management policies, operating manuals, Training Policy, Staff Codes of conduct, Staff Job Descriptions (JDs), and staff evaluation procedures.

# 3. Credit Committee

### Member:

To ensure credit security and reduce credit risk, Y.L.P has established a credit committee as the followings:

0	Deputy Chief Executive Officer	Chairman
0	Head of Credit	Vice Chairman
0	Head of Risk and Compliance	Member
0	Head of Finance and Administration	Member
0	Credit Analyst Unit Manager	Member and Secretary
0	Head of Internal Audit	Observer

### **Roles:**

- Examine and approve loans that are within the scope of its designated approval rights.
- Review and approve credit policies, operating manuals, other standard credit forms, and credit procedures.
- Examine and evaluate the credit market situation and credit risks.
- Monitor and follow up credit quality.
- o Review and decide on new products proposed by the credit department.
- Analyze credit risk levels and legitimacy.

### Meeting:

In 2022, the Credit Committee held 157 meetings to review and approve a number of issues such as: reviewing and approving credit policies, credit operating manual, and credit evaluation procedures, and reviewed and approved 583 clients.

# 4. IT Steering Committee

### Member:

To ensure the security of the IT system, the establishment of the IT Management Committee was created as the followings:

0	Head of Credit	Chairman
0	Head of Information Technology	Vice Chairman
0	Head of Risk and Compliance	Member
0	Head of Human Resources	Member
0	Head of Finance and Administration	Member
0	Head of Internal Audit	Observer

### **Roles:**

- Review IT performance measurement and IT contribution to business.
- Recommend infrastructure products and provide guidance on technology standards and practices, as well as ensure that new technologies measurement with high risks are appropriately implemented.
- Ensure compliance with regulatory and legal requirements by verifying compliance with technology standards and guidelines.
- The committee review or discuss about the institutional policies, other governance of related technological documents, the quality and effectiveness of information technology security, and resilience of business.
- Review the progress of the IT project by comparing the project status with the initial plan, monitoring the implementation, completion, analysis based on the success and failure of the project, and evaluating the impact of changes.



 Identify and evaluate future IT needs, ensure that IT policies and plans are in line with the institution's mandate and business plan, internal and external audit standards, existing government policies, and also improve risk management standards.

### Meeting:

In 2022, the Commission held 15 meetings to review and approve a number of issues such as reviewing and approving the acquisition of the core banking system, information technology policies, information technological related risks, and setting standards for the use of equipment, electronics, and so on.

# 5. Risk and Compliance Committees

### Member:

To ensure risk management, Y.L.P has established a Risk Management Committee as the followings:

0	Head of Risk and Compliance	Chairman
0	Head of Credit	Vice Chairman
0	Head of Information Technology	Member
0	Head of Finance and Administration	Member
0	Head of Human Recourse	Member
0	Head of Internal Audit	Observer

#### **Roles:**

- Develop strategies and policies for the prevention and management of risks in each type of institutional risk, based on risk identification, risk analysis and assessment, risk classification and prioritization, risk mitigation processes, and risk monitoring and reporting.
- Review issues raised by the internal audit that affect the risk management framework.
- Monitor current issues and trends related to risk management.
- Examine the management's response to the internal auditor's recommendation that can be accepted for correction.
- Recommend to the Chief Executive Office about potential risks and report to the Chairman of the Board.

### Meeting:

In 2022, the Commission held 12 monthly meetings to review and assess the risks of the institution as a whole, such as reviewing and assessing credit risk, operational risk and other risks, enforced by NBC laws and regulations. The committee met to assess and determine the management of audit finding issues found by the internal auditors.



### **Risk Management**

Y.L.P Microfinance Plc closely pays attention to prevent various types of risks that may arise, that could affect the operation while implementing, and that may result in losses. The main risks that the institution must closely pay attention to are as follows:

### ☞ Economic Risk

Cambodia depends on three main economic sectors, each of which is fragile according to its respective circumstances. Tourism could be severely affected by Covid-19, regional politics, and terrorism, most of which are beyond the control of the country. However, the institution must continue to move forward for a better improvement. Another leading sector is the garment industry which is



currently experiencing some delays due to the effects of Covid-19 disease, market problems, exports, and shortages of raw materials for production. The institution will provide lending in this area with the utmost care. Finally, the agricultural sector is an important driver of the rural economy, although the sector has some problems related to the market, natural factors and product factors. The institution will pay more attention to promote this field to grow constantly.

### Operational Risk

This risk could be direct or indirect losses due to events or activities that caused by the failure of technological processes, infrastructure, personnels, and other risks affect to it. All managers must be responsible for the operational risk to ensure that the appropriate risk management framework, monitoring tools, and risk control are all in place. The CEO and



managers are responsible for creating, updating and regularly testing business continuity plans.



### 🗢 Credit Risk

It is risk that a counterparty will not be able to fulfill its obligations under the contract or, in other words, it can be said that it is a possibility for the debtor or financial instrument user to be unable to repay interest or principal on time as stated in the loan agreement. Therefore, Y.L.P Microfinance Plc manages and control credit risk by level of clients, conducts, and business visits. In order to achieve the credit growth with high quality and credit risk-well managed, Credit Policy has been stated specifically and clearly about credit risk mechanisms, approved by the Board of Directors.





### Liquidity Risk

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Y.L.P Microfinance Plc provides credit services only, so there is no liquidity risk which may affect the institution.

### Compliance Risk

This risk refers to non-compliance with the requirements and regulations that exist in our country. The Risk Management Compliance function is responsible for establishing and maintaining an appropriate framework of compliance policies and procedures. Compliance with the policies and procedures is the responsibility of all managers. The institution will monitor all activities to ensure that those are complied with all relevant laws and regulations. The appropriate policies and controls are



in place to provide the highest standards of business governance and ethical conduct.



# 6. Audit Committee

### Member:

0	Head of Internal Audit Department	Chairman
0	Head of Risk and Compliance Department	Vice Chairman
0	Head of Credit Department	Member
0	Head of Information Technology Department	Member
0	Head of Finance and Administration Department	Member
0	Head of Human Recourse Department	Member

#### **Roles:**

- Ensure that the information provided to the public and the National Bank of Cambodia is accurate, appropriate, and reliable;
- Ensure that the accounting methods, records, and financial statements are regularly audited by the internal auditor in order to meet the expectations of the regulations and the Board of Directors;
- Review, evaluate, and approve the internal audit policies, procedures, and annual internal audit plans, especially the system for measuring, monitoring, and managing risks in a consistent manner and making recommendation on inappropriacy.
- Assist the Board of Directors in overseeing the implementation of accounting policies and reports, and ensure that the internal auditing is effective.

### Meeting:

The Audit Committee held 12 meetings in 2022 to review audit findings, internal auditor's performance; to evaluate and approve the internal audit policy; and select external auditor for submitting to the Board of Directors.

### 7. Anti-Money Laundering and Combating the Financing of Terrorism

Anti-Money Laundering and Combating the Financing of Terrorism is to comply with the Anti-Money Laundering and Combating the Financing of Terrorism laws and new guidelines of the National Bank of Cambodia. Y.L.P has always updated its policies and procedures to monitor customer transactions as well as KYC (Known Your Customer). In addition, Y.L.P Microfinance Plc pays more attention to the implementation of international





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standards in fighting against Money Laundering and Financing of Terrorism, and also strictly did the implementation in compliance with the regulations of the competent authorities.

Y.L.P Microfinance Plc is committed to implementing anti-money laundering and anti-terrorist financing measures to ensure that the risks of Money Laundering and Combating the Financing of Terrorism within the institution are strictly controlled. In the mechanism of Anti-Money Laundering and Combating the Financing of Terrorism, the compliance department regularly updates the blacklist of relevant legal entities issued by the National Bank of Cambodia, the UN Security Council, and other stakeholders to ensure that all customers' business has been properly checked.

It is important for Y.L.P Microfinance Plc to do the implementation of "Known Your Customer" or "Customer Due Diligence Measures" so that it must provide training course on Anti-Money Laundering and Combating the Financing of Terrorism to new employees, as well as refreshing training to all relevant staff every two years.

For reporting suspicious transactions and cash transaction, Y.L.P Microfinance Plc sends to the Cambodian Financial Intelligence Unit regularly and in a timely manner.

### 8. Internal Control

To ensure that the operations comply with regulations, laws, principles, procedures and achieve its business goals effectively, Y.L.P has established an internal system including Risk Management and Compliance Department and an Internal Audit Department with the following roles and responsibilities:

#### The main roles of Risk and Compliance Department:

- Responsible for initiating and updating policies and procedures to ensure that implementation is in line with laws, regulations, tactics and standards;
- Disseminate laws, regulations and legal documents to management and staff;
- The Risk Management and Compliance is independent in reporting to senior management any violations, non-compliance with the principles or policies, laws and other relevant regulations. This means that the Risk Management and Compliance Department can carry out its functions on its own initiative without hindrance and fear of retaliation from management and other staff.

### The Main Roles of Internal Audit Department:

- Manage and lead the preparation of the annual audit plan;
- Responsible for monitoring and evaluating the effective implementation of policies and procedures;
- Coordinate and establish the internal audit process;

- Conduct the internal audit in the institution;
- Investigate irregularities, errors, and fraud;
- Make recommendations and reports on findings to management and the Board of Directors;
- Cooperate with external audit.
- Be independent in evaluating the effectiveness of the institution's operations for reporting directly to the Board of Directors.



# VI. Human Recourse Management

# 1. Recruitment

Y.L.P Microfinance Plc announces staff recruitment internally and externally by providing equal employment opportunities to candidates regardless of races, colors, sexes, beliefs, religions or social origins. The recruitment shall follow the policies, procedures, and the human resources operating manual of the institution. Candidates to be selected must be in line with the conditions and qualifications for each position. Candidates must be selected by the recruitment committee based on their qualification, knowledge, skills, attitudes, and personal abilities.

To facilitate recruitment, the institution has provided flexible and convenient ways for candidates to join the interviews physically and virtually via Microsoft Team, Google Meet, and Zoom.

In 2022, the company received 459 applicants, of which 193 were shortlisted and 65 were selected. By the end of 2022, the company had a total of 79 employees (22 females) and 8 resigned employees.



# 2. Staff Development

To develop the staff's capacity with a high competency, skills, and professionalism, Y.L.P pays particular attention to providing professional development training as the followings:

- **Basic Knowledge Course:** To provide the basic training for new employees before going to post. This training course is held at the head office and branches with the certain curriculum such as orientation, core skills, products, and computer according to the position of the trainees.
- **On Job Training**: To provide the training by allowing trainees to work with permanent staff at the workplace. The kind of training will take 10 (ten) working days or more subject to each



position. The permanent staff in charge plays an important role in evaluating the trainees by examining the behavior, knowledge, skills, character, and commitment at work.

- Short Training Course: It is an internal training course provided by each department trainers for developing the staff's capacity such as an introduction of new financial products and service, updated procedures, skills, technology, and revision of the existing policies and procedures.

In 2022, Y.L.P provided 6 courses of training on basic and skill development to a total of 77 employees.





# 3. Staff Performance Appraisal

Y.L.P Microfinance Plc acknowledges the importance of evaluating staff performance because if the appraisal is accurate and fair, it can be a great tool to motivate employees to pay more attention to their jobs, and to increase more productivities; however, if the evaluation of their performance is inappropriate, it would make the staff feel unsatisfied and pay less attention to their work. The institution has created a standard guideline for employee performance evaluation as follows:

- Standard KPIs are set for each position. Each KPI contains a hundred score and will be deducted the mistakes and errors based on the dashboard;
- Monitor the employee performance daily, weekly, or monthly on their progress and development by using the dashboard as an official documentation of reference for an annually
performance appraisal as requirements. The evaluation meeting shall be held with written documents for the benefit of the immediate supervisor and the staff. A formal appraisal system encourages supervisors to monitor employee performance on a regular basis, to focus on development and to make decision on specific standards of achievement;

- The evaluating performance tools are introduced to supervisors and staff. The tools consist of performance standards and metrics that focus on both quantitative and qualitative measurements, which combine adherence to quality procedures, accuracy, time, and cost-effectiveness;
- Evaluation meetings are held face to face between the supervisor and the staff by focussing on the agreed target plans comparing with their achievement;
- The results of the evaluation are submitted to the Human Resources Department after being completed by the supervisor and staff.

In 2022, Y.L.P has a total of 79 employees, of which 44 had been evaluated and 35 had not been evaluated annually. Those evaluated employees with good results were promoted and their salaries were increased according to their actual results.



### Staff Annual Performance Appraisal 2022

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## VII. Environment and Social Responsibilities

### 1. Social Involvement

Y.L.P Microfinance Plc launched in early 2022 and has paid more attention to the social, economic, national development, and well-being of its employees. The Microfinance's vision and mission are to provide financial services with high responsibility to employees, clients, environment, and society.

### Social Contribution by Not Providing Lending to Illegal Business

- Not providing loan to drug users or criminal offenders.
- Not providing loan to illegal or unethical businesses such as illegal fishing, drug smuggling, wildlife trade, child workforce-used business, weapon industry, gambling, or illegal cash-valuable treasure biding.



• Not providing loan to any business related to Money Laundering and Terrorism.

### \* Reducing Poverty and Improving National Economy

- Increase Citizen's incomes through providing loan to them for setting up new business and expanding their existing businesses within their communities so that it can reduce the emigration to work in another country.
- Offer employment opportunities to citizens, graduate and undergraduate students, so they have a particular career with proper income for supporting their family.



- Contribute to the national income through monthly and annually tax payments such as salary tax, income tax, withholding tax, signboard tax, transportation tax, profit tax, patent tax, and other taxes.
- Indirectly educate clients to analyze, manage and organize their incomes through the consultation of the credit officers of Y.L.P Microfinance plc.



### Other Contributions

- Provided 40 bicycles to poor pupils at Thmor Puok primary school for cycling to their school.
- Provided 5 computers to Wat Khjass Orphanage for all the orphans and disadvantaged children to study and improve their computer skills.
- Contributed certain funds to the Red Cross in Banteay Meanchey province for use in the charity activities such as difficulty relief, alleviating victims suffering from natural disasters, and others.





### 2. Internship Opportunities.

Offering opportunities for students to do internships is an important contribution to providing opportunities for them to gain onhand experience, future job opportunities, improvement of their knowledge, skills, attitudes, and social relationships. In 2022, Y.L.P Microfinance Plc has provided an opportunity for certain interns from some universities in Banteay Meanchey. Through this opportunity, they can apply their knowledge of theory with real practice, and expand more knowledge, other additional skills.



#### 3. Environmental Involvement

- Not providing loan to any businesses related to radiation, chemical, and hazardous substance on environment.
- Not providing loan to deforestation-businesses.
- Not providing loan to those who may use it for any illegal actions or environmental pollution.
- Educate our employees on saving electricity, reducing plastic and paper use, and so on.



### 4. Cultural Involvement

Y.L.P Microfinance Plc pays more attention in conserving Cambodian traditional culture by organizing and celebrating Khmer New Year, Pchum Ben, and Water Festival. With these cultural events, the institution had organized various programs including religious event, traditional plays and games, entertainments, unity receptions, and rewarding ceremony.



# VIII. Financial Statements (Audited)

## 1. Statement of Financial Position

As at 31 December 2022

				2021		
		2022		(Unaud	ited)	
	Note	US\$	KHR'000	US\$	KHR'000	
			(Note 2.4)		(Note 2.4)	
ASSETS						
Cash on hand	4	118,817	489,170	-	-	
Deposits and placements with the NBC	5	75,728	311,772	1,500,971	6,114,956	
Deposits and placements with banks	6	110,614	455,398	-	-	
Loans to customers	7	6,009,472	24,740,996	-	-	
Other assets	8	47,891	197,167	31,364	127,777	
Property and equipment	9	241,098	992,600	94,908	386,655	
Intangible assets	10	31,438	129,430	19,250	78,425	
TOTAL ASSETS		6,635,058	27,316,533	1,646,493	6,707,813	
LIABILITIES AND EQUITY LIABILITIES						
Other payables	11	122,799	505,563	1,495	6,091	
Minimum tax liability	12.1	823	3,388	-	-	
Borrowings from shareholders	13	5,493,479	22,616,653	209,832	854,856	
Total liabilities		5,617,101	23,125,604	211,327	860,947	
EQUITY						
Share capital	14	1,500,000	6,000,000	1,500,000	6,000,000	
Regulatory reserves	15	-	-	-	-	
Accumulated losses		(482,043)	(1,968,899)	(64,834)	(263,766)	
Currency translation differences		-	159,828	-	110,632	
Total equity		1,017,957	4,190,929	1,435,166	5,846,866	
TOTAL LIABILITIES AND	_					
EQUITY		6,635,058	27,316,533	1,646,493	6,707,813	



## 2. Statement of Comprehensive Income

For the year ended 31 December 2022

		20	)22	2021 (Unaudited)		
	Note	US\$	KHR'000	US\$	KHR'000	
			(Note 2.4)		(Note 2.4)	
Interest income	16	305,412	1,248,219	37	151	
Interest expense	17	(28,035)	(114,579)	-	-	
Net interest income	- /	277,377	1,133,640	37	151	
		,	_,,			
Other income		200	817	-	-	
Total operating income		277,577	1,134,457	37	151	
Impairment losses on loans to						
customers	7	(84,094)	(343,692)	-	-	
Depreciation and amortization		(39,332)	(160,750)	(147)	(598)	
General and administrative						
expenses	18	(568,060)	(2,321,661)	(65,658)	(267,097)	
Minimum tax expense	12.2	(3,300)	(13,487)	-	-	
Loss before income tax		(417,209)	(1,705,133)	(65,768)	(267,544)	
Income tax expense	12.2	-	_	-	_	
Net loss for the year		(417,209)	(1,705,133)	(65,768)	(267,544)	
Other comprehensive income						
Currency translation difference		-	49,196	-	110,632	
Total comprehensive loss for the						
year		(417,209)	(1,655,937)	(65,768)	(156,912)	



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## **3.** Statement of Changes in Equity

### For the year ended 31 December 2022

					Currency tr	anslation		
	Share capital		Accumulated losses		differences		Total	
	US\$	KHR'000	US\$	KHR'000	US\$	KHR'000	US\$	KHR'000
		(Note 2.4)		(Note 2.4)		(Note 2.4)		(Note 2.4)
At 1 January 2021 (Unaudited)	1,500,000	6,000,000	934	3,778	-	-	1,500,934	6,003,778
Comprehensive loss for the year								
Net loss for the year	-	-	(65,768)	(267,544)	-	-	(65,768)	(267,544)
Other comprehensive income								
Currency translation difference	-	-	-	-	-	110,632	-	110,632
Total comprehensive loss for the year	-	_	(65,768)	(267,544)	-	110,632	(65,768)	(156,912)
At 31 December 2021 (Unaudited)	1,500,000	6,000,000	(64,834)	(263,766)	-	110,632	1,435,166	5,846,866
At 1 January 2022	1,500,000	6,000,000	(64,834)	(263,766)	-	110,632	1,435,166	5,846,866
Comprehensive loss for the year								
Net loss for the year	-	-	(417,209)	(1,705,133)	-	-	(417,209)	(1,705,133)
Other comprehensive income								
Currency translation difference	-	-	-	-	-	49,196	-	49,196
Total comprehensive loss for the year	-	-	(417,209)	(1,705,133)	-	49,196	(417,209)	(1,655,937)
At 31 December 2022	1,500,000	6,000,000	(482,043)	(1,968,899)	_	159,828	1,017,957	4,190,929

For the year ended 31 December 2022

			202	2021	
	2022		(Unaudited)		
	US\$	KHR'000	US\$	KHR'000	
		(Note 2.4)		(Note 2.4)	
Cash flows from operating activities					
Net loss for the year	(417,209)	(1,705,133)	(65,768)	(267,544)	
Adjustments for:					
Minimum tax expense	3,300	13,487	-	-	
Impairment losses on loans to customers	84,094	343,692	-	-	
Depreciation and amortization	39,332	160,750	147	598	
	(290,483)	(1,187,204)	(65,621)	(266,946)	
Changes in:					
Loans to customers	(6,093,566)	(24,904,404)	-	-	
Other assets	(16,527)	(67,546)	(31,363)	(127,585)	
Other payables	121,304	495,769	1,494	6,078	
Cash used in operations	(6,279,272)	(25,663,385)	(95,490)	(388,453)	
Interest income received	-	-	934	3,800	
Minimum tax paid	(2,477)	(10,123)	-	-	
Net cash used in operating activities	(6,281,749)	(25,673,508)	(94,556)	(384,653)	
Cash flows from investing activities					
Purchases of property and equipment	(178,460)	(729,366)	(95,055)	(386,684)	
Purchases of intangible assets	(19,250)	(78,675)	(19,250)	(78,309)	
Net cash used in investing activities	(197,710)	(808,041)	(114,305)	(464,993)	
Cash flows from financing activities					
Capital guarantee deposit	-	-	(75,000)	(305,100)	
Proceeds from borrowings	5,444,647	22,252,272	209,832	853,597	
Repayment of borrowings	(161,000)	(658,007)	-	-	
Net cash generated from financing activities	5,283,647	21,594,265	134,832	548,497	
Net decrease in cash and cash equivalents	(1,195,812)	(4,887,284)	(74,029)	(301,149)	
Cash and cash equivalents at 1 January	1,425,971	5,809,406	1,500,000	6,112,500	
Currency translation difference	-	25,443	-	(1,945)	
Cash and cash equivalents at 31 December (Note 19)	230,159	947,565	1,425,971	5,809,406	
		,			



# **IX. Operational Office Network**



 No 668, National Road No 5, Phum Kourothan, Sangkat Ou Ambel, Krong Serei Saophoan, Banteay Meanchey Province.

Tel: 015 48 0000/ 069 46 1111



 Building N° 225, Street N° 56A, Phsar Thmei Village, Kumru Communce, Thma Puok District, Banteay Meanchey Province. Tel: 015 48 0000/069 47 1111



 Building Nº 155, Street Nº 55A, Aekakpheap Village, Thma Da Communce, Veal Veaeng District, Pursat Province.

Tel: 015 48 0000/069 48 1111

# Y.L.P's Family



### Y.L.P Microfinance Plc.

Address: Building No 668, National Road No 5, Phum Kourothan, Sangkat Krong Serei Saophoan Ou Ambel, , Banteay Meanchey Province.



#### **Elder Association Fund**

Address: National Road No 5, Phum Kourothan, Sangkat Ou Ambel, Krong Serei Saophoan, Banteay Meanchey Province.



#### **Y.L.P** Association

Address: National Road No 5, Phum Kourothan, Sangkat Ou Ambel, Krong Serei Saophoan, Banteay Meanchey Province.



**Main Business Relation Partners of Y.L.P** 









Y.L.P Microfinance Plc.

No 668, National Road No 5, Phum Kourothan, Sangkat Ou Ambel, Krong Serei Saophoan, Banteay Meanchey Province.

Tel: 015 48 0000

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Email: <u>info@Y.L.Pmicrofinance.com.kh</u> Facebook Page: **Y.L.P Microfinance PLC**