KUOK GROUP SINGAPORE

Stewardship in Sustainability

SUSTAINABILITY REPORT 2023

PURPOSE STATEMENT

We are committed to developing teams and businesses with heart, integrity, and entrepreneurial spirit to create long-term sustainable value for all our stakeholders.

Contents

About Kuok Group Singapore 3

- Core Values and Purpose
- Our Businesses
- Our Global Operations

Chairman's Message 6

About This Report 8

Our Approach to Sustainability 9

- Our Sustainability Governance
- Stakeholder Engagement
- Materiality
- Impacts, Risks and Opportunities (IRO) of our Material Priorities

Protecting the Environment 20

- Energy & GHG Emissions
- Water Usage and Management
- Hazardous Waste Generation and Management
- Pollution Management (Noise, Air and Water)

Ensuring the Well-being of Our Employees and Society 29

- Employee Health, Safety and Well-being
- Fair and Transparent Employment Practices
- Future-proofing Kuok Group Singapore's Workforce
- Positive Community Impact

Managing Responsibly and Transparently 37

- Fair and Ethical Business Practices
- Suppliers' Compliance with Kuok Group Singapore's Ethical Standards
- Digitalisation and Innovation
- Cybersecurity and Data Privacy

Appendix 44

GRI Content Index 45

About Kuok Group Singapore

Kuok Group Singapore is a dynamic, diversified conglomerate. With a global presence, our operations span across the digital infrastructure, maritime, and real estate sectors.

Kuok Group Singapore (KGSg or the Group) is a part of the broader Kuok Group, which began in 1949 with the founding of Kuok Brothers, in Malaysia, a small family business trading rice, sugar, and wheat flour. As the business expanded within the region, Kuok Group Singapore was established as Kuok Singapore Limited in 1953, and Kerry Holdings was established in Hong Kong in 1974. Over the past 70 years, KGSg has evolved into a multinational organisation with a multibillion-dollar asset base. The major operating entities under KGSg include the digital infrastructure business of K2 Strategic, maritime entities such as PACC Offshore Services Holdings (POSH), Pacific Carriers Limited (PCL), and PaxOcean Group (PaxOcean), which together form part of Kuok Maritime Group, and the real estate business of Allgreen Properties (Allgreen).

Kuok Group Singapore is committed to sustainability, and we are proud to present our inaugural sustainability report.

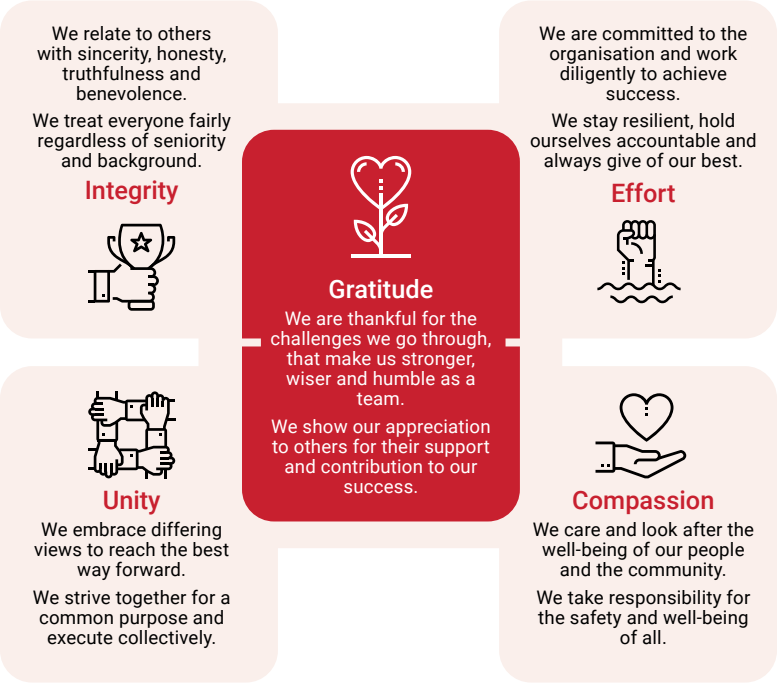
Given our diverse and global operations, we recognise both the potential risks and opportunities that could impact the growth and success of our businesses. To address these factors and promote sustainability across our operational domains, we are spearheading a collective sustainability effort throughout the entire Group. Through this report, we seek to showcase our aspirations and demonstrate the Group's firm commitment to integrating our Environmental, Social, and Governance (ESG) material priorities into our business practices.

We are dedicated to integrating sustainability considerations into all key aspects of our decision-making processes. Reporting plays a crucial role in upholding Kuok Group Singapore's commitments and ensuring accountability for our sustainability objectives. This report also serves as a vital platform for meaningful engagement with our stakeholders by sharing the impacts and benefits of our sustainability strategy with our businesses.

Core Values and Purpose

Founded upon the spirit of entrepreneurship, we have built our success through strategic vision and by embodying the values of humility, dedication, and a deep sense of responsibility towards the communities we serve. We believe that the well-being of the community is closely linked to business success.

This legacy continues to guide us, shaping our core values: Integrity, Effort, Unity, Compassion, and Gratitude. Throughout the Group's journey, we have remained steadfast in these values and made a conscientious effort to operate ethical and responsible companies consistently. Our purpose statement is an extension of these values.



About Kuok Group Singapore

Our Businesses

K2 STRATEGIC

K2 Strategic is an international developer, owner, and operator of hyper-scale digital infrastructure assets.

ALLGREEN PROPERTIES

Allgreen Properties is a leading real estate group in Asia with a diversified portfolio of properties comprising residential, retail, commercial, serviced apartments, and hotels.

Digital Infrastructure

Maritime

Real Estate

KUOK MARITIME GROUP

Kuok Maritime Group (KMG) constitutes the umbrella of Kuok Group Singapore's maritime companies, including PaxOcean Group (PaxOcean), Pacific Carriers Limited (PCL), and PACC Offshore Services Holdings (POSH), leveraging the breadth of the Group's maritime expertise to provide technological and innovative solutions to the industry.

Pacific Carriers Limited

PCL is a global shipping operator providing shipping services and maritime supply chain solutions.

PaxOcean Group

PaxOcean is a premier shipyards group that supports the marine and offshore industry in newbuilding, fabrication, recycling, repairs, and conversion of conventional and renewable energy assets.

PACC Offshore

POSH is an offshore marine services provider, supporting upstream oil and gas and renewable energy operations.

Our Global Operations

Headquartered in Singapore, Kuok Group Singapore oversees businesses with operations in Asia, Europe, the Middle East, and the Americas.

Business Units	Locations
Kuok Group Singapore (Headquarters)	Singapore
Allgreen Properties	1. Singapore 2. Johor, Malaysia
K2 Strategic	1. Dublin, Ireland 2. Johor, Malaysia *(under construction)*, 3. Jakarta, Indonesia *(under construction)*, 4. Bangkok, Thailand *(landbank, under design stage)*
PaxOcean Group	1. Singapore 2. Zhoushan, China 3. Batam, Indonesia 4. Jubail, Saudi Arabia

Business Units	Locations
Pacific Carriers Limited	1. Singapore 2. Manila, Philippines 3. Kuala Lumpur, Malaysia 4. Mumbai, India 5. Shanghai, Beijing, China 6. Jakarta, Indonesia 7. New York, New Orleans, Seattle, USA 8. Hamburg, Germany 9. Copenhagen, Denmark
PACC Offshore Services Holdings	1. Singapore 2. Muara, Brunei 3. Manila, Philippines 4. Dammam, Saudi Arabia 5. Mumbai, India 6. Rio de Janeiro, Brazil

Chairman's Message

Dear Stakeholders,

From core values to sustainable purpose

The Kuok Group was founded in Malaysia in 1949 as Kuok Brothers Sdn Bhd, a family-run trading business centred on serving the community in food staples. As we grew into a multinational conglomerate, we have stayed true to our heritage and continue to be an employee and community-focused group of companies. Kuok Group Singapore's sustainability strategy evolves from our enduring pledge to contribute positively to society, signifying our commitment to safeguard the well-being of current and future generations through stewardship in sustainability.

As we face a shifting and more challenging global landscape – confronted with heightened geopolitical tensions, evolving regulations, a changing climate, and growing social concerns plaguing the world – we see stewardship in sustainability as critical for ensuring resilience and success for our businesses going forward.

Despite these uncertainties, we remain steadfast to our core values as we continue our sustainability journey. Our Group-wide actions are based on three main pillars: Protecting the Environment, Promoting Employee and Societal Well-being, and Managing Responsibly and Transparently. In this inaugural sustainability report, we are very pleased to present our ESG goals and initial progress towards achieving them.

Harnessing the need to decarbonise

To address climate change, we must shift to a low-carbon future globally. At Kuok Group Singapore, we recognise this, and our decarbonisation efforts support our vision of Net Zero by 2050. We accept that decarbonisation is challenging but view it as an essential element for ensuring long-term value creation for our businesses. By setting intermediate carbon intensity goals for each business unit, we aim to create a practical and effective plan towards our commitment to Net Zero.

We are driven by a strong entrepreneurial spirit that leads us to discover and adopt new technologies to improve our outcomes. As a vertically integrated maritime group, we seek to work with key industry partners and effectively contribute to the industry-wide effort to lower carbon emissions. By strengthening our maritime ecosystem, we can drive and support innovation in low-carbon technologies that have a meaningful impact on the industry's decarbonisation trajectory. The Group is also actively exploring solutions, such as renewable energy, alternative fuels, and energy-efficient infrastructure, as well as investing in new technologies that can reduce our carbon footprint in our businesses.

Putting the health and safety of our workforce at the forefront

We believe in providing a safe, fair, and inclusive workplace for our employees. Our commitment to health and safety is unwavering and embedded in our organisation's core values. Given the inherent risks in the sectors we operate in, we have taken and will continue to take decisive steps to strengthen our safety protocols and procedures. In 2023, we conducted a comprehensive review of our health and safety practices, increased our resources to improve them, and implemented updated management programmes. These include strengthened access and control systems, intensified training

Going forward, we want every employee to join us on our sustainability journey and help us achieve sustainable progress. We will use our reporting to track and share our progress with our stakeholders.

sessions, and new channels for employees to report safety concerns directly and effectively. There is no higher priority for us than keeping our people physically and mentally healthy and safe.

Looking ahead

To remain resilient in a challenging world, we constantly calibrate risks and opportunities for our Group. Our employees are critical to this endeavour, and I thank them for the important work they do. Going forward, we want every employee to join us on our sustainability journey and help us achieve steady progress towards our stated goals. We will act with heart and integrity as we plan for the future. By uniting our employees, customers, suppliers, and other stakeholders on this journey, we can make a greater impact together, creating long-term sustainable value for future generations to come.

Yours sincerely,

Kuok Khoon Ean
Chairman of Kuok Group Singapore

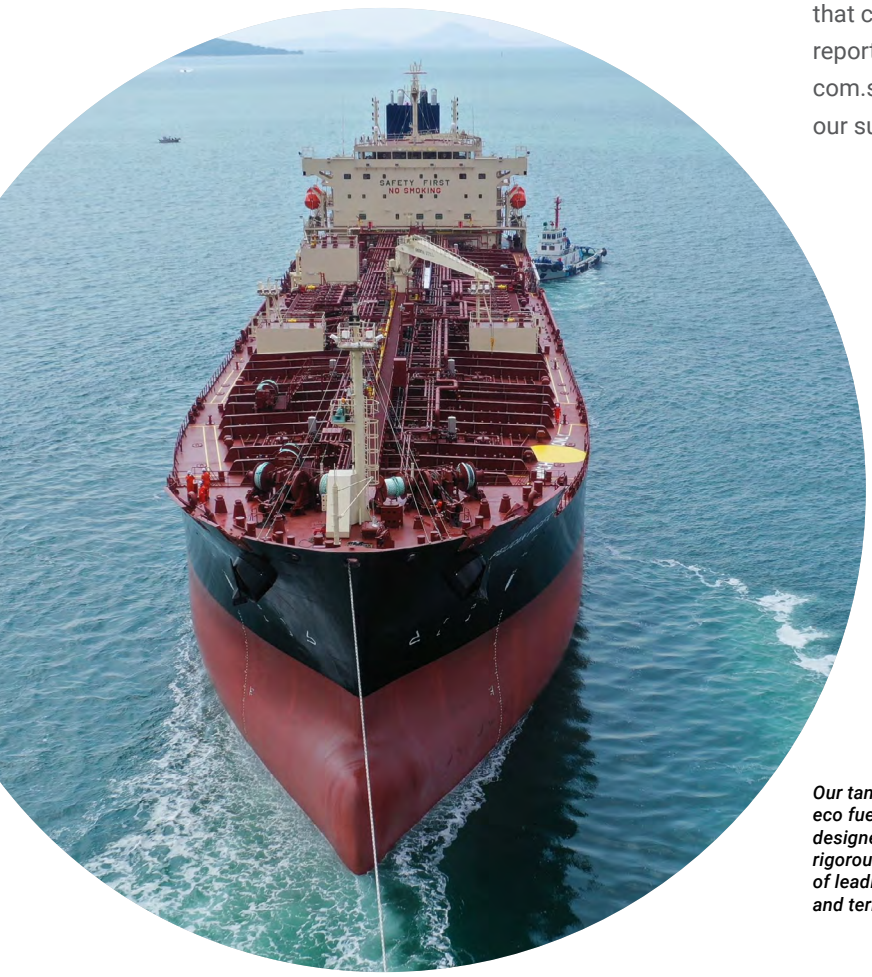
About This Report

To establish a foundation for sustainability reporting, we have prepared our report with reference to the sustainability reporting framework known as the Global Reporting Initiative's (GRI) 2021 Universal Standards.

This report provides an overview of the operations of Kuok Group Singapore, including our corporate functions and business units, which span across Asia, Europe, the Middle East, and the Americas. The data and information presented in this report reflect the Group's performance on sustainability matters deemed material to the Group from 1 January to 31 December 2023, unless otherwise stated. To ensure comparability, standardised units of measurement are used, with relevant conversion factors provided as needed. For transparency, accuracy, and reliability, Kuok Group Singapore will conduct periodic internal audit assessments of our ESG data.

As the Group embarks on the initial phases of our sustainability journey, our primary focus this year is on integrating sustainability into our business operations. To enhance the credibility of our emissions reporting, we engaged EY, an independent third-party to perform pre-assurance on our emissions data and reporting process for FY2021(our baseline year) and FY2023. Their work included providing observations and high-level recommendations on our data collection methods, calculation procedures, and the application of emission factors in line with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition. Where we were able to, adjustments were made to more accurately reflect the Group's carbon emissions in this report. We aim to obtain external assurance in future sustainability reports.

We welcome and appreciate any feedback on this report that could enhance our sustainability performance and reporting. Please contact us at corpcomms@kuokgroup.com.sg if you have any queries regarding this report or our sustainability efforts.



Our tankers are super-eco fuel efficient and designed to meet the rigorous requirements of leading oil majors and terminals.

Our Approach to Sustainability

Newly installed solar panels on the rooftop of Great World Mall.

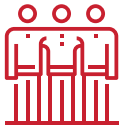
Our Approach to Sustainability

At Kuok Group Singapore, we believe that our actions today shape the future for generations to come. By committing to meaningful progress on our ESG material priorities and integrating sustainability across the Group, we aim to create long-term value and contribute meaningfully to the well-being of our stakeholders and the environment.

Our commitment extends to aligning our strategies with the international sustainable development agenda, including the United Nations (UN) Sustainable Development Goals.

Guided by this commitment and active engagements with our stakeholders, we have identified three pillars that form the foundation of our approach to sustainability:

Protecting the Environment



Ensuring the Well-being of Our Employees and Society

Managing Responsibly and Transparently

Recognising the challenges and setbacks inherent in an organisation's sustainability journey, we have adopted a phased approach to strategically plan and prioritise the integration of sustainability practices into our operations.

Great World Mall, a one-stop retail and lifestyle destination.

Moving forward, we will continue to provide strategic guidance and communication regarding our sustainability initiatives, with the aim of establishing uniformity and dependability in our Group-wide commitment to sustainability.

Our Sustainability Governance

We understand that strong sustainability governance is essential for achieving our goals.

The Board of Directors of Kuok Singapore Limited (KSL) is responsible for the Group's sustainability strategy and progress, including the approval of material priorities and ESG policies. The Board has oversight of the Group's progress towards ESG goals, and it oversees risk management systems and controls, including those related to ESG risks, via its Audit and Risk Committees.

The Group Sustainability Council, which consists of select KSL Board members and senior management of the Group, steers the Group's sustainability strategy, including the review of ESG-related targets, strategy, policies, and initiatives. Supporting the Council, the Group Sustainability Office within the Group's Executive Office formulates and coordinates Group-wide ESG targets, strategies, and initiatives. ESG Leads are appointed across the Group's business units (BUs) and corporate functions to advise on Group-wide ESG strategy, as well as to develop and execute ESG strategies at the business unit or corporate function level, under the guidance of their respective CEO or function head.

To ensure consistency and embed ESG priorities into the practices of our business units, we have launched our Group-level ESG policy. The policy sets out the Group's objectives for our material priorities, outlines expectations, and provides guidelines to the BUs for achieving those objectives. Through

Opened in 2024, Pasir Ris Mall is conveniently located in the heart of Pasir Ris.

this, we aim to establish a strong foundation for our sustainability journey, ensuring that it is not only impactful but also ingrained in the ethos of our organisation.

We recognise the importance of creating a shared vision, and we are actively fostering a culture and mindset of sustainability within the Group. This includes supporting our employees' personal sustainability journeys through ESG-related seminars, training, and workshops. To support this effort, we launched a series of e-learning modules designed to introduce our material priorities to all our employees. These modules provide insight into KGSg's material priorities in relation to sustainable development, as well as our goals and actions to contribute to our sustainability journey. The e-learning programme is structured around the three key pillars of Environment, Social, and Governance. In 2023, we successfully introduced 11 modules focused on environmental topics and plan to cover Social and Governance aspects in 2024. Overall, the e-learning programme has seen high engagement, with over 80% of employees participating in each module released.

Stakeholder Engagement

At Kuok Group Singapore, we prioritise regular and transparent interactions with our stakeholder groups to understand their requirements and discuss their expectations and developments concerning the Group. We maintain open lines of communication and consider their viewpoints and needs in our decision-making processes, including the evaluation of our material priorities.

Our commitment to engagement encompasses both internal and external interactions, including employee engagement initiatives, public reporting, and collaborations with external stakeholders. Our key stakeholders include employees, customers, business partners, shareholders, suppliers, regulators, and local communities.

Our Approach to Sustainability

Stakeholder	Stakeholder connection	Modes of engagement	Topics of interest
Employees	Creating a safe, vibrant, diverse, and inclusive workplace where our employees can realise their full potentials at Kuok Group Singapore.	• Newsletters • Townhall • Performance Reviews • Engagement Surveys • Workshops • Learning and development programmes	• Employee well-being • Safe working environment • Fair employment practices • Training and development
Customers	Innovating and executing to meet the needs of our customers in the most professional and ethical manner.	• Social media • Roadshows • Exhibitions • Meetings • Direct communications	• Fair and ethical business practices • Reputation of organisation • Long-term sustainability goals
Business Partners	Collaborating with our business partners to achieve business objectives.	• Social media • Roadshows • Exhibitions • Meetings	• Sustainable growth of business • Reputation of organisation • Long-term goals
Suppliers	Building a resilient, ethical, and efficient supply chain that aligns with our business objectives.	• Social media • Roadshows • Exhibitions • Meetings • Direct communications	• Suppliers' compliance with ethical standards • Integration of sustainable business practices
Regulators	Maintaining an open and constructive relationship with regulators to achieve our business objectives in a compliant and responsible manner.	• Consultations • Meetings	• Fair and ethical business practices • Compliance with regulatory standards
Local Communities	Committing to making a positive impact and creating value in the communities in which we operate.	• Volunteer programmes • Philanthropic giving • Community projects	• Positive community impact

Materiality

Given the dynamic nature of our environment and the evolving needs of our stakeholders, we recognise the importance of identifying and then mitigating the risks, and capitalising on the opportunities inherent in our business operations. By doing so, we seek to achieve a greater alignment between creating business value and meeting the needs of our stakeholders and society. To this end, we have identified a set of 12 material priorities to guide our decision-making.

Offshore shipboard lifeboat in operation.

POSH Xanadu connecting its motion compensated gangway.

These priorities help us focus on areas where we can have the greatest impact and effectively address key challenges and opportunities in the evolving landscape of our business environment and stakeholder expectations.

Our Assessment Approach

In 2022, we engaged an independent sustainability advisory firm to conduct a thorough assessment in accordance with GRI 3: Material Topics 2021. Using the AA1000 Principles, we identified our material priorities while considering the evolving sustainability, macroeconomic, and regulatory contexts relevant to the Group. Applying the concept of double materiality from the European Commission's Guidelines on Non-Financial Reporting, we examined both the environmental and social impacts of our operations on external factors (outward perspective), as well as how these factors influence our financial performance (inward perspective). We adopted a 3-step approach to assess Kuok Group Singapore's most important ESG priorities, aligning with evolving stakeholder expectations and international reporting standards.

Step 1 | Research and Identify	Step 2 | Engage and Assess	Step 3 | Prioritise and Validate
Identified an initial list of potential material priorities that impact the economy, the environment, and people, by conducting • Desktop-based research on regulatory, macroeconomic, and sustainability trends • Benchmarking against suitable peers	Conducted an extensive stakeholder engagement exercise to assess and prioritise material sustainability issues. • Capacity building workshops for employees to build sustainability awareness • Online surveys for internal and external stakeholders • Dedicated 1-to-1 interviews for Kuok Group Singapore's key external stakeholders, including customers, suppliers, and regulators	Quantitative and qualitative results were analysed, validated through a workshop by senior management across the BUs. The material issues were then reviewed and approved by the Board of Directors. The final list of material priorities presented in this report represents Kuok Group Singapore's most important issues and forms the focus of our sustainability strategy.

Our Approach to Sustainability

Tanglin Mall, a lifestyle mall in the Allgreen Properties portfolio.

Our Targets and Commitments

As part of our materiality assessment, Kuok Group Singapore considered the collective impact of all our businesses and established ESG goals and targets at the Group level. Our commitment to ESG principles is structured around three strategic pillars, each encompassing four material priorities. We have initially identified eight near-term core targets deemed most relevant for the Group, serving as foundational points to systematically mobilise our sustainability efforts. Moving forward on our ESG journey, we are developing a sustainability roadmap to define additional key milestones, goals, and actions necessary to align our operations with sustainable practices.

We are committed to promote sustainable development in alignment with the national decarbonisation goals of the countries in which our BUs operate, with an overarching aim of achieving Net Zero by 2050. To track our progress, we have set specific environmental targets for 2030.

These targets (KPIs) are cascaded down to each business unit and corporate function, as appropriate, which are then responsible for achieving them. To effectively track our progress towards these KPIs, each business unit actively monitors and assesses its sustainability performance. The data and information collected through this process are consolidated by the Group Sustainability Office and reported to the Group Sustainability Council and Senior Management Team. This systematic approach allows us to monitor our sustainability initiatives, make informed decisions, and continuously improve our sustainability performance.

K2 DUB 1, a hyper-scale data centre located in North Dublin owned and operated by K2 Strategic.

Material Topic		Targets
Protecting the Environment	Energy & GHG Emissions Water Use & Management Hazardous Waste Generation & Management Pollution Management (Noise, Air and Water)	1. KGSg's business units have set 2030 GHG emissions intensity reduction targets and/or objectives to minimise their GHG emissions as the Group strives for Net Zero in 2050. 2. KGSg targets zero oil spills, annually, as a responsible organisation with maritime assets, to minimise environmental damage and protect ecosystems.
Ensuring the Well-being of Our Employees and Society	Employees' Health, Safety and Well-being Fair and Transparent Employee Practices Future-Proofing Kuok Group Singapore's Workforce Positive Community Impact	3. KGSg is committed to providing at least an average of 12 hours of training per employee, annually, as professional development and growth of our employees is essential to individual and organisational success. 4. KGSg conducts annual employee engagement surveys for all staff, as the feedback and sharing of our employees is a great source of information in refining management policies and programmes that foster inclusiveness and diversity, enhance employee welfare, and improve general employment practices. We target a survey response rate of 85% for our office-based employees and 65% for our non-office-based employees. 5. KGSg targets zero fatalities, as the protection of lives is of utmost importance and reflects our unwavering commitment to ensuring the health, well-being, and safety of our employees. 6. KGSg is committed to providing at least an average of 4 hours of volunteering opportunities, per employee annually to create community impact.
Managing Responsibly and Transparently	Fair and Ethical Business Practices Suppliers' Compliance with Kuok Group Singapore's Ethical Standards Digitalisation and Innovation Cybersecurity and Data Privacy	7. KGSg is committed to ensuring that all employees are trained in the Group's anti-bribery and corruption and whistle-blowing policies, as this is crucial to maintaining ethical standards, fostering a culture of integrity, mitigating risks associated with bribery and corruption, safeguarding our reputation, and maintaining trust among our stakeholders. 8. KGSg is committed to ensuring that all employees are trained in cybersecurity and the Group's data protection policies, as our employees deal with sensitive information and are required to be aware of cyber threats, to maintain the privacy and trust of our stakeholders, and to mitigate the risk of data breaches.

Impacts, Risks, and Opportunities (IRO) of our Material Priorities

Kuok Group Singapore assessed and prioritised our material priorities based on the impacts of each sustainability issue on people and the environment, as well as the related risks and opportunities across our diverse businesses. We plan to take a systematic approach to address the IRO areas, across our material priorities, integrating risk management as our main safeguard.

The following table illustrates our understanding of the impacts, risks, and opportunities associated with our material priorities, in line with the principles of double materiality. For material priorities where sustainability impacts, risks, and opportunities might differ across the sectors in which we operate, we have broken down and highlighted sector-specific actions that our BUs have taken to uphold their commitment to the relevant material priority.

Our Approach to Sustainability

Material Priority	Impacts on People or the Environment	Sustainability-related Risks & Opportunities
Protecting the Environment		
Energy & GHG Emissions *For more information on how we manage this topic, please refer to pages 20-25.*	We recognise that we operate in many energy-intensive areas, with potentially significant carbon footprints. For example, our data centres, while delivering essential digital infrastructure, consume substantial amounts of energy, and our fleets rely on carbon-intensive fuels.	The low-carbon transition presents regulatory, legal, financial, and reputational risks to KGSg's businesses. KGSg enhances our resilience by pursuing mitigation initiatives tailored to each sector's needs. We continuously invest in low-carbon technologies like electrification and exploring alternate vessel fuels such as hydrogen, ammonia, and biofuel. Meanwhile, our digital infrastructure and property development businesses continue to explore the adoption of renewable energy and implement energy-efficient building practices.
Water Use & Management *For more information on how we manage this topic, please refer to pages 25-26.*	We recognise our responsibility to manage our water use sustainably to minimise any negative impacts. Water-related challenges are inherent to several of the sectors in which we operate. These can potentially impact local ecosystems and communities by placing pressure on potable water sources.	Climate change has exacerbated changes in weather patterns, leading to erratic rainfall and droughts, which increase the risks of water shortages and scarcity. This is particularly pertinent for sectors like data centres, where water management plays a critical role in operations. The integration of AI technologies in data centre operations, while promising efficiency gains, also presents new complexities in water usage and conservation. Engaging in proactive water management not only mitigates operational risks and enhances regulatory compliance but also strengthens our resilience against climate-related impacts.
Hazardous Waste Generation & Management *For more information on how we manage this topic, please refer to pages 26-27.*	We recognise our responsibility to manage hazardous waste generated by our operations. Improper disposal of waste poses significant risks to ecosystems, human health, and natural resources. Contamination of soil, water, and air can lead to long-term damage and resource depletion.	With increased stringency of regulations around hazardous waste management, the risks of any non-compliance will become increasingly severe. KGSg adheres to all applicable waste disposal regulations to safeguard employee health and minimise contamination, while pursuing waste diversion to promote greater resource recovery. This, in turn, will allow us to improve brand image and deliver on our business goal to grow responsibly.
Pollution Management (Noise, Air and Water) *For more information on how we manage this topic, please refer to pages 27-28.*	We recognise that we operate in sectors in which excessive noise, air, and water pollution could impact community health and ecosystems.	Non-compliance with industry mandates, such as MARPOL regulations will not only lead to financial and legal penalties, but also reputational damage. Responsible pollution management not only enables us to make a positive impact on surrounding communities and ecosystems but also strengthens our license to operate.

Material Priority	Impacts on People or the Environment	Sustainability-related Risks & Opportunities
Ensuring the Well-being of Our Employees and Society		
Employees' Health, Safety and Well-being *For more information on how we manage this topic, please refer to pages 30-32.*	We recognise that industries such as shipbuilding, ship repair, and shipping inherently involve heightened risk for not only our employees but also for those working alongside us, including contractors and subcontractors. As part of our commitment to safety and well-being, robust safety measures and employee well-being initiatives are essential.	Employee health and safety related risks to our businesses include reputational risks, the risk of non-compliance with applicable regulations, decreased productivity, and negative brand perception. KGSg's health and safety framework is underpinned by our ESG policy and allows us to demonstrate accountability to our stakeholders, despite facing the challenge of managing inherent risks across our operations. We continue to foster a culture of safety and well-being to boost morale among our employees, reduce accidents and injuries, and enhance company loyalty.
Fair and Transparent Employment Practices *For more information on how we manage this topic, please refer to pages 32-33.*	We recognise that non-discriminatory practices boost employee well-being and mental health, while contributing to a heightened sense of inclusion and belonging and in turn greater job satisfaction. Fair employment practices translate to societal benefits as well, contributing to social stability and inclusive development.	We provide equal opportunities to all employees regardless of background, based on individual merit. To do otherwise would expose KGSg to negative employer branding, potential legal action, and talent pool limitations. Embracing diversity and inclusion unlocks benefits such as a wider talent pool, richer perspectives, and improved innovation. KGSg therefore seeks to employ a diverse group of talent across our operations.
Future-Proofing Kuok Group Singapore's Workforce *For more information on how we manage this topic, please refer to pages 33-34.*	KGSg employees can be positively impacted by a company culture of continuous learning and development, enabling them to stay relevant and in-demand, improving job security resillience.	In an increasingly disrupted world, reskilling and upskilling are crucial for building a resilient workforce and promoting growth. KGSg believes that investing in employee development will yield benefits such as enhanced performance, increased innovation, and greater employee engagement, ultimately facilitating talent attraction and retention. Without equipping our workforce with essential skills, KGSg risks facing talent shortages, decreased productivity, and an inability to adapt to technological advancements and disruptions across our diverse fields of operation.
Positive Community Impact *For more information on how we manage this topic, please refer to pages 34-36.*	Given the diverse nature of our businesses and our geographical reach, we recognise the broad impact we can have on the communities in which we operate in and on society as a whole.	KGSg's employee volunteerism, community-building programmes, and charitable giving allow us to give back to and strengthen our communities while positioning KGSg as a responsible business that strives to make positive contributions to the communities we serve. This boosts brand image and improves community relations. Conversely, an inability to maintain strong relationships with communities could pose disruptions to our businesses, decrease employee engagement and discourage members of the community from joining the Group.

Our Approach to Sustainability

Material Priority	Impacts on People or the Environment	Sustainability-related Risks & Opportunities
Managing Responsibly and Transparently		
Fair and Ethical Business Practices *For more information on how we manage this topic, please refer to pages 38-39.*	We recognise our responsibility to operate ethical and responsible businesses, contributing to greater societal integrity across our diverse regions of operation. We also recognise the potential negative consequences of corrupt activities on individuals, communities, and the environment. These activities, such as bribery, fraud, and money laundering, undermine ethical business practices and erode trust in institutions.	Unethical practices would expose KGSg to significant risks, including legal repercussions, reputational damage, loss of trust from our stakeholders, and financial consequences. By adhering to fair business practices, KGSg can strengthen our reputation, attract and retain the right talent, and promote long-term sustainable growth.
Suppliers' Compliance with Kuok Group Singapore's Ethical Standards *For more information on how we manage this topic, please refer to page 39.*	Our operations rely on suppliers around the globe that may be prone to environmental sustainability, labour, and/or corporate integrity risks. We therefore recognise the importance of maintaining a firm commitment to uphold ethical standards throughout our value chain in order to ensure adherence to human rights and international labour, and environmental regulations.	With increasing concerns on ethical sourcing risks across our diverse sectors, KGSg could be exposed to legal repercussions, reputational damage, and operational disruptions. With our continued focus on responsible sourcing practices, we can strengthen our social impact, promote societal well-being, and cultivate long-term partnerships with ethical suppliers.
Digitalisation and Innovation *For more information on how we manage this topic, please refer to pages 40-42.*	Operating in hard-to-abate sectors such as maritime, we understand the imperative to leverage innovative technologies to minimise our environmental impacts and adapt our business practices as technology changes. Digitalisation not only allows us to monitor and mitigate our impacts more effectively across our diverse businesses but also positions us to innovate and lead in sustainable practices within our industries.	KGSg believes that innovation will unlock opportunities for long-term success with the transition to a low-carbon economy. We also recognise the risks that could arise from the failure or inability to innovate, which would limit KGSg's ability to remain an attractive business partner and desired employer.
Cybersecurity and Data Privacy *For more information on how we manage this topic, please refer to pages 42-43.*	With companies becoming increasingly dependent on digital systems and data assets, and cyber criminals becoming more active and sophisticated, we recognise that the potential harm of cybersecurity and other data breaches is larger than ever.	Cybersecurity breaches can lead to operational disruptions, financial losses, reputational damage, and legal repercussions. Failing to protect personal data can further erode trust and expose us to legal action. KGSg has global operations that expose us to cybersecurity risks, including cyberattacks and data breaches. By endeavouring to continuously mitigate these ever growing risks, via the implementation of robust security measures and fostering a culture of security awareness, KGSg can bolster our resilience, protect our employees, and better serve our customers.

Protecting the Environment

Proud of our colleagues for their dedication to beach clean-ups and their commitment to keeping our oceans clean.

Protecting the Environment

At Kuok Group Singapore, we recognise the critical need to address the environmental impact of our operations, especially in the hard-to-abate sectors where our business units operate. We align with the nationally determined contributions and targets of the countries we operate in, as well as requirements from international organisations, to ensure our practices are environmentally responsible.

POSH accommodation work-boats preparing for lifting operation.

Energy & GHG Emissions

Kuok Group Singapore recognises that climate-related risks will increasingly impact business growth and resilience in the long term, and climate change will pose severe environmental risks.

We have committed to establishing a net-zero pathway across our various business operations to reach our ambition of Net Zero by 2050, including interim carbon intensity targets that guide our businesses' decarbonisation strategies, each of which is unique to the relevant sector in which each BU operates.

Our approach to energy efficiency and decarbonisation follows the GHG Mitigation Hierarchy, focusing first on reducing energy consumption before switching to renewable energy.[1] We also train our employees, work with our partners on low-carbon solutions, and report our energy use and emissions. We want to grow responsibly as a Group by making sustainability a part of our operations and our partnerships with industry and government.

2023[2]	Allgreen*	K2**	PaxOcean	PCL	POSH	KGSg (TOTAL)
Scope 1 emissions (tCO_2e)	-	29	17,057	378,560	353,396	749,042
Scope 2 emissions (tCO_2e) (Location-based)	9,937	558	42,880	202	174	53,752
Scope 2 emissions (tCO_2e) (Market-based)	9,937	-	42,880	202	174	53,194
Total scope 1 and 2 emissions (tCO_2e) (Location-based)	9,937	587	59,937	378,763	353,570	802,794
Total scope 1 and 2 emissions (tCO_2e) (Market-based)	9,937	29	59,937	378,763	353,570	802,235

[1] IEMA, GHG Management Hierarchy updated for net-zero, https://www.iema.net/articles/ghg-management-hierarchy-updated-for-net-zero.

[2] Our GHG emissions inventory has been consolidated based on the organisational boundary of operational control.

**Allgreen does have Scope 1 emissions from standby generators in its operations. Although minimal, data collection is in progress and will be included in its GHG inventory from 2024 onwards.*

*** Electricity usage in K2's sites are for the operations of customers' server racks and is therefore controlled by its customers. K2's own Scope 2 emissions reflect those attributed to its administrative use of its data centres. K2's market-based Scope 2 emissions are zero as it procures 100% renewable energy to power its data centres in Ireland.*

Our Scope 1 emissions stem primarily from fossil fuel-intensive maritime operations such as shipping (PCL) and offshore marine vessel operations (POSH), while Scope 2 emissions primarily originate from our properties (Allgreen) and shipyard (PaxOcean) business segments.

The Scope 1 emissions of PCL and POSH arise from the combustion of fuel used to power our fleets of vessels, encompassing activities such as propulsion, electricity generation, and onboard operations. Recognising the significant environmental impact of our maritime operations, we are actively exploring decarbonisation solutions and technologies to optimise fuel efficiency, reduce emissions, and promote sustainable shipping practices. PCL's Scope 1 emissions have substantially fallen from 2021 due to the divestment of 16 vessels as part of a fleet renewal initiative for more energy-efficient vessels.

Ikan Pulas, one of PCL's bulk carrier vessel.

POSH has expanded its offshore deep-sea services in line with its strategic business growth plan. Due to this significant uptick in POSH's operations, in FY2023, there was an increase in direct emissions from its fleet and other sources. We recognise deep sea operations present unique challenges due to their higher emissions and extended durations. To reconcile business expansion with environmental responsibility, we will prioritise the development and implementation of innovative technologies to reduce our environmental footprint, optimise operational efficiency, and explore alternative energy sources.

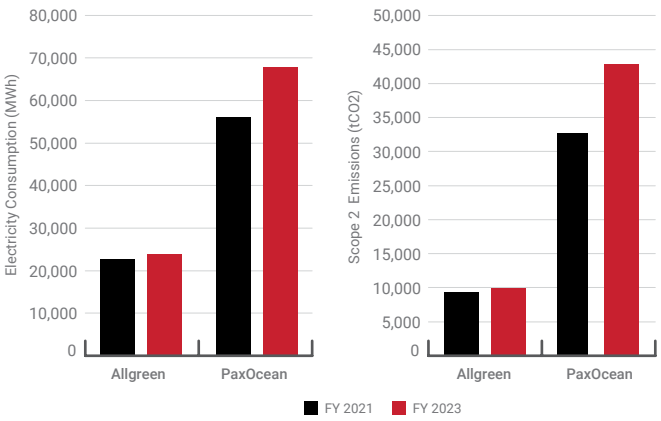
PCL and POSH's Scope 2 emissions are primarily attributed to their supporting onshore operations, including offices and shore-based facilities. These emissions result from the consumption of grid-supplied electricity to power various office premises and equipment.

PaxOcean's Scope 1 emissions primarily stem from the combustion of diesel fuel within its facilities. This arises from the operation of essential assets like generators, vehicles, and equipment, which are still powered by combustion engines. Recognising the importance of reducing its carbon footprint, PaxOcean identified a significant opportunity for decarbonisation through electrification-related initiatives. By transitioning away from diesel-powered equipment and embracing electric alternatives, it will mitigate its Scope 1 emissions.

PaxOcean's Scope 2 emissions predominantly result from its consumption of grid-supplied electricity to power various operations within its shipyard, encompassing lighting, equipment, machinery, and office facilities. We acknowledge the importance of reducing PaxOcean's reliance on conventional energy sources and are exploring avenues to procure renewable or low-carbon electricity.

K2 DUB 4, a data centre located in North Dublin's Ballycoolin Business Park.

Allgreen Properties operates a diversified portfolio of properties, including residential, retail, commercial, and office buildings, as well as serviced apartments, which has both Scope 1 and Scope 2 emissions. Scope 1 emissions are mainly attributable to standby generators in its operations which are minimal and will be included in its GHG inventory from 2024 onwards. Allgreen's Scope 2 emissions arise from the consumption of grid-supplied electricity at its managed buildings, including its corporate office, which encompasses the corporate headquarters of KGSg and our other business units. With greater traffic and an expansion of operations at its properties, we observed an increase in Allgreen's electricity consumption across its portfolio. Allgreen is in the process of upgrading facilities with energy-efficient fittings, in alignment with its decarbonisation goals, including the installation of a new chiller plant at its Tanglin Mall property in 2023.



K2 Strategic's Scope 1 emissions are minimal and primarily come from standby generators in its data centres. These generators are crucial for ensuring continuous power supply during main power failures. They are rarely used, typically operated only during annual maintenance to ensure operating competence. Notably, K2 Strategic procures 100% renewable energy for its data centre operations in Ireland and therefore does not generate Scope 2 emissions from electricity consumption at its Irish sites and offices under the market-based approach to measuring GHG emissions. As the vast majority of electricity usage at K2 Strategic's sites is for the operations of customers' server racks and is therefore under its customers' operational control, K2 Strategic's location-based Scope 2 emissions only reflect those attributed to its administrative use of its data centres. K2 Strategic's Scope 1 emissions have increased from 2021 to 2023 primarily due to the opening of two new data centres since 2021.

Our businesses' decarbonisation targets are as follows:

2030 Carbon Intensity Targets

Business Unit	FY2030 Target	FY2023 Performance
Allgreen Properties	To reduce carbon intensity by 20% by 2030 from 2021.	0.0611 $mtCO_2e/m^2$ Increased by 6% from 2021.
K2 Strategic	To achieve a Power Usage Effectiveness ("PUE")[4] metric of 1.3 by 2030[5].	PUE 1.13 Decreased by 13% from 2021.
PaxOcean Group	To reduce carbon intensity by 30% by 2030 from 2021.	0.0031 $mtCO_2e$/ hr Decreased by 13% from 2021.
Pacific Carriers Limited (PCL)	To reduce carbon intensity by 40% by 2030 from 2021.	8.98 gCO_2e/tnm Decreased by 6% from 2021.
PACC Offshore Services Holdings (POSH)	To reduce carbon intensity by 30% by 2030 from 2021.	0.76 $mtCO_2e$/ hr Increased by 21% from 2021.

[4] The PUE metric referred to should be the design PUE of the data centre ("DC") at full load, meaning the PUE at which the data centre is designed to achieve when operating at its full IT capacity.

[5] K2 Strategic is expanding into tropical regions where PUE is likely to be above 1.3. K2 Strategic continues striving to achieve a PUE of 1.3 by 2030 notwithstanding the expansion plan.

Given our Group's diverse business operations, each business unit uses its own metric to measure its carbon intensity or energy efficiency. Allgreen Properties, K2 Strategic, and PCL each use industry-specific standard metrics, i.e. metric tons of CO_2e per square meter[6], Power Unit Efficiency (PUE)[7], and grams of CO_2e per tonne-nautical mile[8], respectively. As there is no industry-specific standard for carbon intensity in the offshore services industry for offshore vessels 5,000 GT and below, POSH decided to measure its carbon intensity using metric tons of CO_2e per vessel work-hour. As shipyards typically use man-hours to calculate project cost and timelines, PaxOcean chose to use metric tons of CO_2e per man-hour to measure its carbon intensity. In this manner, the selected metrics for POSH and PaxOcean reflect each business's carbon intensity regardless of how significantly their assets are being utilised.

Decarbonising our Maritime Operations

The global shipping sector is responsible for approximately 2% of global energy-related GHG emissions, and the International Maritime Organization (IMO) has set a goal to achieve a 40% reduction in carbon intensity by 2030.[9] With operations that have significant carbon footprints and therefore with significant pressure to decarbonise, we are in a unique position to accelerate this process by leveraging our expertise across our three maritime BUs.

Following the GHG Management Hierarchy, we are prioritising reducing emissions from our existing fleets and operations, with a focus on vessel performance management and voyage optimisation. In 2023, PCL collaborated with the American Bureau of Shipping in the study of performance profiles for various vessels in its fleet. The engagement provided granular information on voyage and fuel efficiency and enabled PCL to develop vessel-specific energy management and optimisation plans. The plans outline actionable measures such as engine modifications and propeller enhancements. Additionally, the study allowed PCL to establish robust monitoring aligned to key metrics such as the Carbon Intensity Indicator (CII). PCL strives for all its vessels to achieve a CII rating of C or better every year with effect from 2023. It also tracks its progress towards the IMO's decarbonisation goals.

POSH has installed the SMARTSHIP application on one vessel as a pilot programme to enhance engine performance monitoring and optimise fuel consumption. Moving forward, when POSH acquires new vessels, it will look for more energy-efficient or greener assets as part of its fleet renewal strategy.

Across our maritime businesses, we adopt an integrated approach that seeks to reduce our GHG emissions. This involves reducing the amount of energy consumed by our existing vessels via retrofits or operational optimisations; using less carbon intensive fuels (considering compatibility with our engines and availability); and contributing to the maturity of the use of alternative fuels through industry participation and by renewing our fleet with dual-fuel options. For example, PCL is equipped to use biofuel on its existing vessels, has four LNG-ready Medium Range (MR) Tankers, and is studying methanol for existing vessels and new builds. PaxOcean is currently actively exploring the substitution of traditional fuels for biofuels, methanol, and ammonia in its ship designs.

We believe collaboration is key for maritime decarbonisation and are proactive in contributing to industry-wide decarbonisation efforts. For potential green corridor projects by ABS, PCL has agreed to contribute its knowledge in bunkering and fuel handling to help shape the feasibility for the supply and adoption of low and zero-emissions fuels. Its involvement exemplifies PCL's commitment to spur industry-wide transition towards green shipping. POSH is also supporting offshore wind as contribution to renewable energy development. PaxOcean has partnered with industry leaders on the design of ammonia-powered vessels and fully electric tugs. It has also been invited by the Global Centre for Maritime Decarbonisation to embark on a study on the development of prototype ammonia bunker tanker designs.

[6] GRESB. "GRESB carbon intensity methodology CO2 emissions per floor area" https://www.gresb.com/nl-en/gresbs-asset-estimation-model-and-ghg-calculation-methodology.

[7] The EU Code of Conduct for Data Centres utilises PUE as a metric to assess the overall efficiency of a data centre. PUE represents the ratio of total data centre input power to IT load power. The lower the PUE value, the higher the efficiency of the facility (2024 Best Practice Guidelines for the EU Code of Conduct on Data Centre Energy Efficiency).

[8] IMO – Energy Efficiency Design Index (EEDI): MEPC.334(76) - IMO (IMO Online) (IMO Green Voyage).

[9] International Energy Agency, International Shipping, https://www.iea.org/energy-system/transport/international-shipping

Protecting the Environment

Decarbonising our Digital Infrastructure

Data centres account for around 1.5% of global electricity consumption and contribute to nearly 1% of global energy-related GHG emissions.[10] Reducing energy consumption and decarbonisation is a key priority for us to ensure that we continue to meet the accelerating growth demands of the digital economy responsibly.

K2 Strategic is actively engaged in initiatives to mitigate potential Scope 2 emissions:

1. **Data Centre (DC) Design:** Its hyper-scale DC designs are tailored to meet its customers' stringent energy efficiency requirements for both economic and sustainability reasons. A key focus is on cooling requirements, which are a primary driver of electricity consumption within DCs. One example of how K2 Strategic incorporates energy efficiency by design is via the use of indirect evaporative cooling (IEC) units. These units utilise free ambient cooling when available, such as in temperate climates like Ireland, and resort to evaporative and direct expansion cooling only when necessary, thus minimising electricity usage for cooling.

2. **Renewable Energy:** Given the significant electricity consumption in DCs, the most effective way to reduce Scope 2 emissions is through renewable energy procurement. In Ireland, renewable energy powers 100% of K2 Strategic's existing operations. With the expansion of its data centre portfolio, it continues to explore the procurement of renewable energy via green power purchase agreements (PPAs). K2 Strategic is actively pursuing discussions with renewable energy generators to procure green PPAs for its operating and upcoming DCs. These discussions span locations such as Ireland, Malaysia, Indonesia, and Thailand, aligning with its operational and developmental activities.

We recognise the increasing regulatory requirements relating to K2 Strategic's data infrastructure business in Europe. K2 Strategic intends to be compliant with regulatory requirements under the forthcoming European Union F-gas Regulation, while achieving energy efficiency improvements and emission reductions. To further reduce its Scope 1 emissions, K2 Strategic is adopting hydrotreated vegetable oil (HVO), where available, as a source of fuel for its backup generators in its Ireland facilities, instead of diesel.

Decarbonising our Properties

Globally, buildings are responsible for 40% of energy-related GHG emissions. The majority of our property-related

Designing Buildings for a Sustainable Future

Pasir Ris Mall demonstrates our vision to create retail spaces that are aligned with the Group's sustainability principles. The mall is poised to be a sustainable shopping destination. It will be operated using a range of features that support emissions reductions and resource conservation and will increase environmental awareness.

Efficiency and sustainable transportation have been integrated into the mall's infrastructure from the design stage, with significant space allocated for bicycle parking and end-of-trip facilities and the installation of efficient air-conditioning, lighting, and vertical transport.

Material use was also informed by their recyclability and reusability. Construction materials were selected based on environmental criteria, such as low volatile paints and green labels that indicate recycled content, to reduce lifecycle impacts. Retail tenants are also required to adhere to the Green Lease requirement where energy and water efficient fittings are mandated.

Thoughtful infrastructure helps us to position Pasir Ris Mall as an environmentally friendly mall that is aligned with local sustainability goals.

[10] *International Energy Agency, Data Centres and Data Transmission Networks, https://www.iea.org/energy-system/buildings/data-centres-and-data-transmission-networks*

operations results in Scope 2 emissions, which are heavily reliant on the Grid Emission Factor of their local grids—an inherent challenge faced by the real estate sector. Allgreen recognises that while deeper emissions reductions hinge on a transition towards a green electricity grid, active efforts to retrofit its existing assets with efficiency features, equipment upgrades, and onsite renewable energy generation will nonetheless contribute to the decarbonisation of Allgreen's operations and steer its diversified portfolio of properties toward the Group's Net Zero goal.

Accordingly, in its managed properties, Allgreen has installed energy efficient fittings, like dimmable lighting in carparks and office lobbies, and switched to energy-efficient LED lighting. It has also adopted building management systems to collect environmental data to help improve building performance. Furthermore, it continuously upgrades air conditioning units and mechanical ventilation units, and it intends to obtain the BCA Green Mark Platinum Certification for Great World Mall, Office Towers, and Serviced Apartments by 2025. Meanwhile, it continues to assess the adoption of renewable energy by installing solar panels where viable.

Allgreen has also consistently adopted green features in its residential projects, as can be seen by the award of Green Mark Gold^{PLUS} certification to recent developments such as Royalgreen, Juniper Hill, and Fourth Avenue Residences. Green features of these developments include the use of energy-efficient light fittings and appliances, water-saving appliances, sustainable building materials, low VOC paints, and abundant greenery.

Allgreen's latest project, Pasir Ris Mall, which opened in Q2 2024, has been awarded the BCA Green Mark Platinum certification and incorporates a multitude of energy-efficient technologies, including ductless carparks, solar panel installations, and energy-efficient air conditioning systems. Pasir Ris 8, the residential development above Pasir Ris Mall, is expected to obtain its Temporary Occupation Permit in Q1 2024 and has obtained BCA Green Mark Gold^{PLUS} certification. Green features again include energy-efficient light fittings and appliances, water-saving appliances, and sustainable building materials.

Refreshed interiors at Great World Serviced Apartments.

Following the recent acquisitions of The Seletar Mall and City Square Mall, Allgreen will explore potential asset enhancement opportunities and energy-efficient solutions to pursue Green Mark accreditation and strengthen its commitment to sustainability.

Water Usage and Management

Kuok Group Singapore has enhanced our water preservation efforts through responsible water usage, collection, and recycling systems. We recognise the unique challenges posed by water usage and management in each sector in which we operate. Through proactive measures and innovative solutions, we aim to address these challenges and implement a range of sustainable water management initiatives tailored to our business units' specific industries and operational needs.

Water is an important resource in operating data centres, especially in a case of liquid cooling technology. K2 Strategic's data centres are designed for efficiency and this includes responsible water management practices. There is similarly an alignment of interests between K2 Strategic and its customers that incentivises the minimal usage of water where possible. The increasing intensity of workloads for DCs will drive the adoption of liquid cooling technology due to its effectiveness in heat dissipation. Ensuring an adequate water supply to support DC operations is a key aspect of K2 Strategic's technical due diligence on any potential development sites.

Our maritime operations prioritise responsible water use. They demonstrate this commitment through the adoption of water purification systems and desalination plants onboard applicable vessels. This allows them to reduce the purchase

of drinking water, thus reducing their reliance on sourcing water from ashore as well as reducing the need for plastic water bottles, thereby also reducing their overall plastic waste. The freshwater is used for various operational and domestic purposes.

Across its managed properties, Allgreen installs WELS rated water-efficient fittings to minimise water consumption without compromising on quality. To conserve water and reduce reliance on conventional water sources, it is implementing a rainwater harvesting system for irrigation at Pasir Ris Mall.

As KGSg navigates the challenges of climate change-induced water scarcity, we remain committed to water management as part of our dedication to environmental stewardship.

Hazardous Waste Generation and Management

Hazardous waste generated by the maritime, digital infrastructure, and real estate industries poses environmental and public health challenges. Compliance with evolving regulations on responsible hazardous waste management is critical to mitigate the risks of non-compliance, such as reputational harm, financial implications, and other consequences.

Across the Group, we ensure that appropriate management and disposal procedures are in place, where applicable, to safeguard the well-being of our employees while protecting the environment.

Towing of a vessel by Pacific Workboats' tugboats.

Our systematic approach to hazardous waste management involves:

1. **Implementation of Appropriate Treatment Procedures:** We prioritise the implementation of hazardous waste treatment procedures that align with industry best practices. These procedures are tailored to the specific sectors in which hazardous waste is generated, ensuring effective and responsible management of hazardous materials.
2. **Adherence to Legal and Regulatory Obligations:** Compliance with relevant legal and regulatory obligations is a cornerstone of our approach to hazardous waste management. We adhere to applicable laws and regulations, as well as industry guidelines, to ensure that hazardous waste is handled, stored, and disposed of in accordance with established standards.
3. **Monitoring and Review of Waste Generation and Treatment Data:** We maintain a robust system for monitoring, recording, and reviewing data on hazardous waste generation and treatment. This data is regularly analysed to assess our waste management performance and identify areas for improvement. By documenting our progress in our annual sustainability report, we remain transparent and accountable to our stakeholders, demonstrating our commitment to achieving our waste management targets.

PaxOcean acknowledges the potential for significant waste generation in its shipyard operations during the ship repair and maintenance process. As such, PaxOcean has set up waste segregation facilities and waste collection processes in compliance with regulatory bodies such as the Singapore Food Agency. It is also looking to expand its existing efforts in the future to meet increasing demands for proper waste collection, treatment, and recycling.

Both PCL and POSH have strengthened their maintenance regimes onboard their vessels to ensure the safe and compliant discharge of waste in accordance with IMO regulations. This is achieved through the development and implementation of environmental management systems and procedures and continuous comprehensive training and use of technology.

PaxOcean Graha, our facility with green recycling programme for ship owners.

Allgreen also recognises the importance of proper waste management across its managed properties. Allgreen will be implementing initiatives such as the installation of food waste digesters, starting with Pasir Ris Mall in 2024. It intends to expand this initiative to all managed properties by 2025, aligning with NEA requirements. By converting food waste to grey water that is environmentally safe, it aims to promote greater resource recovery. Through performance tracking and monitoring, coupled with innovative initiatives and employee engagement, Allgreen strives to drive the responsible use of resources to ensure minimal negative impacts from its operations.

Pollution Management (Noise, Air and Water)

FY2023 Target	FY2023 Performance
To achieve zero oil spills across our maritime operations	0 Oil Spills in FY2023

Pollution management is one of Kuok Group Singapore's fundamental duties. The Group strives to minimise our ecological impact by embracing responsible pollution prevention and mitigation practices to protect both ecosystems and the well-being of local communities. We focus on pollution control in three key areas:

1. **Noise Pollution Mitigation:** We recognise excessive loud noises can disrupt both the environment and impact human health. Through strategic planning and noise-reduction measures, we strive to mitigate noise pollution arising from our operations, minimising disturbances to local ecosystems and communities.

2. **Air Pollution Control:** Air pollution is a significant concern in industrial and maritime operations. We seek to minimise air pollution through stringent control measures and adherence to international standards, including those set by the IMO.

3. **Water Pollution Prevention:** Improper disposal of materials can lead to water pollution, endanger aquatic life, and compromise the quality of local water sources. We emphasise proper waste management practices, ensuring responsible disposal of materials to prevent water contamination and preserve surrounding ecosystems.

Protecting the Environment

Our Multi-Layered Approach to Zero Oil Spill Operations

Safeguarding the marine ecosystem is a top priority. We embrace a multi-layered approach of training, rigorous drill exercises, and contingency planning to achieve our target of zero oil spills.

- **E-learning:** All seafarers at PCL complete mandatory online training modules on pollution prevention and contingency management protocols. These trainings are continually updated to reinforce best practices.
- **Monthly Pollution Control Drills:** Key potential oil spill scenarios are simulated monthly aboard each vessel, including pipeline rapture, tank overflows, hull damage, and pressure burst. These hands-on drills ensure our crew maintain a continual state of readiness to report, respond to, and restrict pollution incidents.
- **Semi-annually Crisis Management Training and Drills:** Every six months, PCL and POSH conduct an immersive crisis management drill, bringing together vessel crew, shore management, and office response teams to recreate realistic spill incident simulations to holistically assess our coordinated response capabilities.

Through this multifaceted approach, our maritime BUs seek to continue to achieve our zero oil spill target.

At the forefront of our pollution management approach is the commitment to achieving zero oil spills across all our maritime operations. We are pleased to share that we have achieved this target in 2023. Furthermore, our maritime operations are aligned with IMO regulations such as Annex VI of the MARPOL Convention, including with the adoption of cleaner technologies and regular maintenance of equipment to minimise emissions of particulate matter, nitrogen oxides, sulphur dioxide, and volatile organic compounds.

Tracking our performance in pollution management is essential for assessing our progress and identifying areas for improvement. To achieve this, we have in place monitoring systems, oil spill response plans, and regular training and simulations that allow us to better prepare and monitor our pollution management efforts effectively.

With zero oil spills as a core objective and stringent processes to ensure accountability, we affirm our commitment to prevent negative impacts on our environment.

Ensuring the Well-being of Our Employees and Society

Colleagues participating in food distribution with Food Bank Singapore.

Ensuring the Well-being of Our Employees and Society

At Kuok Group Singapore, we aim to provide a work environment where our employees can achieve their full potential. Our commitment involves creating equal opportunities, ensuring employee well-being, providing a safe work environment, and investing in the training and development of our employees.

Our employees are positively engaged and active in providing feedback. Our yearly employee surveys have higher engagement than industry standards in areas tracked by Willis Tower Watsons (WTW), showing our dedication to engaging all employees. For 2024, we will be setting a higher target of engaging 95% of office-based employees and 85% of the non-office-based employees.

We also pledge to contribute value to the communities where we operate. Our passion lies in supporting worthy causes, creating opportunities, and enhancing the lives of others, driven by our Group's deep-rooted sense of social responsibility and obligation.

Employee Health, Safety and Well-being

FY2023 Target	FY2023 Performance
To achieve zero fatalities across our operations	4 fatalities in FY2023
Attain employee survey participation rates of at least 85% for office-based employees and 65% for non-office-based employees	Conducted EES survey for: • Office-based employees, attaining a 95% participation rate • Non-office-based employees, attaining a 87% participation rate

Prioritising the health, safety, and well-being of our employees is fundamental to the Group, underpinning our resilience and value creation. We understand that employees, health and well-being not only enhance operational effectiveness and environmental responsibility but also strengthens our organisational culture, talent development, and innovation efforts.

The safety and well-being of our employees remain our top priority, and we approach all safety incidents with utmost seriousness. Unfortunately, in 2023, we experienced four fatalities within our operations: three at our PaxOcean shipyard operations and one during construction-related operations of one of K2 Strategic's data centres. In each instance, the fatality involved a subcontractor of one of our BUs, however, we view the safety of anyone working at one of our sites as equally important, regardless of whether they are a direct employee. We have extended our sincere condolences to those affected and provided support to the families and loved ones of the deceased during this challenging time. To avoid similar incidents from recurring, we conducted detailed investigations into each case and have since implemented several corrective actions, including the following:

- Potential hazard areas have been identified where safety officers, reminder notices, and camera monitoring have been implemented.
- PaxOcean has invested in an access control and monitoring system for shipyard operations, which allows staff to report safety concerns directly to senior management. This initiative will allow it to improve its ability to prevent and/or quickly remedy safety breaches and potential safety risks within its yards.
- The incident at K2 Strategic involving a subcontractor has further underscored the importance of stringent Health, Safety and Environment (HSE) compliance across our value chain. K2 Strategic expects all subcontractors to adhere to HSE requirements that are aligned with the Group's standards.
- Besides strengthening our HSE policies and protocols, we have recruited senior HSE officers to lead and improve our HSE initiatives, fostering a robust safety-first culture throughout our organisation.

POSH employees on deck engaged in handling of tow wire.

Prioritising Health and Safety in the Maritime Sector

Our operations in shipbuilding and ship repair have potential risks to the health and safety of our employees and contractors. We are aware of the industry-specific challenges in managing worksite injuries and fatalities, and our ESG policy outlines our commitment to safeguarding employee health and safety. To achieve our target of zero-fatalities in our business operations, each BU must set up strict controls and procedures.

At PaxOcean, we provide health and safety training for new hires, service providers, and subcontractors, covering key safety aspects like working at height, confined space protocols, firefighting, and first aid. Specialised courses are also provided on crane operations, forklift safety, and other high-risk activities. Supervisors and heads of departments attend dedicated incident investigation training. Similarly, at PCL and POSH, all seafarers must complete monthly e-learning safety management modules to ensure their knowledge remains current. These trainings include topics like safe cargo operations, risk assessments, piracy preparedness, and behaviour-based safety.

PCL and POSH also organise quarterly safety campaigns, focusing on areas such as fall prevention, proactive safety reporting, and mental well-being. Regular emergency drills for fire, enclosed space rescue, and man overboard scenarios are conducted on each vessel as part of our Zero Fatalities Program. Furthermore, we carry out ship-shore emergency drills twice a year, involving vessel crew, shore management, and office response teams to run incident simulations to test our coordinated response capabilities.

In addition, regular talks and sharing are arranged on safety topics to equip our office staff with essential life-saving skills like first aid techniques, fire safety, and disaster response training, and regular crew safety seminars are conducted to involve junior and senior officers based in the countries in which we operate, such as Manila and Saudi Arabia. These opportunities are essential for engaging with our employees and crew, emphasising safety protocols, reducing work-related accidents, boosting morale, and improving overall productivity. Moreover, the safety seminars raise awareness and ensure compliance with maritime industry standards, aiming for full adherence to safety regulations to achieve Zero Pollution and Zero Incidents.

Ensuring the Well-being of Our Employees and Society

Taking Care of Seafarer Welfare

Seafarers face a multitude of challenges when at sea, including hazardous working conditions, limited access to healthcare and medical support, and prolonged periods of isolation and fatigue. Our offshore employees are an invaluable part of our business, and we strive to provide the utmost care and support for their well-being. To address these concerns, our maritime group hosts a Seafarers' Forum three times a year. These events are organised in diverse locations, particularly in the Philippines and Indonesia, home to the majority of our seafarers. During these forums, we gather feedback, disseminate company updates, conduct health and safety training, and elaborate on port-handling procedures, among other matters.

In our efforts to enhance seafarers' overall welfare, we have implemented various unique welfare and benefits programmes. Notably, we offer extended healthcare coverage for crew members throughout the duration of their contracts, ensuring their protection beyond just working hours at sea. Moreover, for senior crew members, we extend this coverage to include their immediate family members, providing peace of mind while they are away from home.

We prioritise our employees' safety and well-being, both onshore and at sea.

Promoting Physical Well-Being

The Group remains committed to employee physical and mental health. We offer annual health screenings and fitness memberships to help our employees stay healthy and stress-free.

At POSH, health programmes are organised to address specific issues. In June 2023, POSH launched the 'Hydrate Yourself Program' to educate our staff on how to prevent heat stress by conducting quizzes as well as giving hydration drinks.

In July 2023, POSH held the 'Fighting Dengue Programme' to equip staff with essential knowledge on how to combat dengue. These programmes reflect POSH's proactive and attentiveness to the well-being of its employees in the workplace.

Nurturing Mental Wellness

To support our employees' total well-being, we introduced a wellness app "Intellect", which offers employees personalised access to informative articles, interactive activities, and services like counselling and coaching sessions.

We also held wellness talks and activities during the year to help employees manage their well-being. We want to help and empower our employees, promote psychological safety, and create a caring culture at work that fosters openness and understanding within our organisation.

Moreover, we regularly organise lunch talks for our Singapore employees on topics such as long-term care, mental health awareness, and dementia, to encourage open and educated conversations about mental health issues.

Fair and Transparent Employment Practices

At Kuok Group Singapore, we are committed to fairness and respect for everyone, regardless of seniority or background. We are an equal opportunity employer, adhering to fair employment practices that comply with and honour national and local labour and employment laws relevant to our business units. In addition, we are committed to abiding by the UN Declaration of Human Rights, and the UN Guiding Principles on Business and Human Rights, and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work.

We show our commitment to fair and transparent recruitment and promotion practices by providing equal opportunities for all employees based on individual merit. In accordance with this commitment, KGSg is a partner of Singapore's Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) and follows TAFEP's guidelines in our employment practices.

In the spirit of inclusiveness and work-life balance, we offer flexible work arrangements to our employees. We believe these arrangements create a supportive and adaptive work environment, empowering our employees to excel both personally and professionally.

The Group is ready to improve employee development through the implementation of more structured career progression pathways in 2024. These pathways will include professional career tracks, strategically planned progression routes, and purposeful developmental programmes designed to enhance employees' growth. Another initiative starting in 2024 involves the introduction of a career and growth portal, ensuring that learning opportunities are easily available for all. This initiative aligns with our commitment to providing clearer career paths and ensuring our employees have the tools they need to achieve their highest potential. In this way, we seek to promote a conducive environment for continuous professional development.

Lastly, the Group has a zero-tolerance policy against discrimination. To maintain an inclusive and harmonious workplace, we have established policies and procedures for grievance handling. This ensures that every employee has a platform to raise concerns, and we conduct thorough investigations, providing responsive actions to maintain a positive working environment.

Future-proofing Kuok Group Singapore's Workforce

FY2023 Target	FY2023 Performance
Provide skills development training to employees with an average of 12 hours per employee annually	15.7 training hours per employee*

**The data presented in the figure reflects office-based executives and above.*

PCL shore staff is on board of vessel for inspection.

The Group is committed to empowering our employees to excel by supporting their development. We focus on developing a skilled and progressive workforce across all sectors. Our strategic investments include compulsory training programmes, opportunities for upskilling, and engagement platforms. By enhancing employee growth and capabilities, we aim to build a strong foundation for long-term success. This commitment reflects our core value that employees should be supported in working hard to achieve success.

Our diversified businesses are supported by a strategic approach to talent practices, customised and adapted to suit the specific needs of each business unit. This ensures that our workforce strategies are consistent with the specific requirements of each BU, creating a dynamic and adaptable organisational culture.

Seastaff seminar, providing training and development opportunities to encourage continuous learning.

Cultivating Employee Leadership

The Group has developed a leadership programme for high-performing employees in all business units. These employees learn leadership skills like communication, decision-making, and conflict management. The programme also inculcates KGSg's core values to ensure the company's culture adheres to our principles.

Empowering Young Talent

Since 2022, we have implemented a mentoring programme, "Grow, Empower, Mentor Succeed" (GEMS), for young talent designed to provide guidance, support, and personalised mentorship to emerging talents within the organisation. This platform reflects our dedication to investing in the next generation of leaders and ensuring a robust talent pipeline for the sustained success of the business.

Holistic Employee Development

We aim to provide a minimum of at least 12 hours of training annually, for our office-based employees. We are proud to share that we have exceeded this target in 2023. Our comprehensive training curriculum covers areas like behavioural competencies, compliance, cybersecurity awareness, digital skills, financial literacy, and risk management. Initiatives like the digital learning programmes, external certifications, and specialised lunch talks ensure the continuous upskilling of our employees.

For 2024, we will be setting a higher target of 20 hours of training per employee.

Positive Community Impact

FY2023 Target	FY2023 Performance
To increase employee participation in community impact opportunities with an average of 4 hours per employee annually	2.8 hours per employee*

**The data presented in the figure reflects a subset of employees; however, there are plans to expand the number of targeted employees in the future.*

Guided by our core values, Kuok Group Singapore is committed to creating a positive impact through responsible growth and giving back to society. Given the diverse nature of our operations and geographical reach, it is important for us to maintain strong relationships within the communities in which we operate. Our sustainability journey stems from a belief in shared responsibility – that all stakeholders have a role to play in effecting positive change. Our efforts to create meaningful value in the communities in which we operate, seeks to demonstrate our gratitude for their trust and support.

In the second half of 2023, the Group rolled out a comprehensive CSR programme to formalise and expand our various CSR initiatives. As part of this programme, we created a CSR portal, which provides opportunities for our employees to sign up for volunteer initiatives (either by themselves or with their teams).

Volunteers preparing food for the less privileged communities at the Dignity Kitchen.

Employee Volunteerism and Engagement

As part of our ESG commitments, KGSg supports our employees to volunteer, with the aim of having every employee average four hours of volunteer work each year. To make this possible, every employee receives one day of volunteer service leave, which allows them to take part in volunteer activities during working hours.

In 2023, we organised a variety of volunteer activities for our staff to create a positive impact on our communities, with 469 employees participating. This included beach and park clean-ups in Singapore and the Philippines, allowing our colleagues to not only contribute to the environments in which they live and work but also to learn about local conservancy and coastal clean-up efforts.

Our colleagues actively supported the elderly and less privileged by engaging in tasks such as food preparation and bundle packing and distribution, ensuring essential supplies reach those in need. Additionally, during the festive season, colleagues embraced unity by coming together to create biscuit homes, bringing joy and warmth to the Christmas season at active aging centres.

Although we fell short of our four hours per employee target in 2023, this was due to the launch of our Group's CSR Portal and official tracking of volunteer hours only in the latter half of the year. We are therefore optimistic about reaching our target in 2024.

Community Capacity Building

Through management trainee programmes and sponsorships, we aim to improve the capabilities of the communities we serve. By investing in the development of local talent, we empower individuals with the skills and knowledge needed to thrive in their careers and contribute positively to society.

In the Middle East, POSH sponsors local seafarers to enhance their capabilities through collaborative programmes with institutions such as the National Maritime Academy of Saudi Arabia and the Jordan Academy for Maritime Studies. This initiative aims to cultivate and nurture local talent within the shipping industry, contributing to the development of maritime expertise in the region.

Volunteerism opportunities to participate in clean ups.

Ensuring the Well-being of Our Employees and Society

In October 2023, POSH sponsored a Plant-A-Tree programme in collaboration with Saudi Aramco. Responding to Aramco's request, approximately 3,200 trees were planted near the Aramco Tanajib facility. This initiative aimed to enhance environmental sustainability and promote greenery in the area. Saudi Aramco facilitated the engagement by providing vendor details, while POSH covered all expenses, including tree procurement and ongoing maintenance.

In commemoration of PCL's 50th Anniversary, PCL has also contributed S$1 million to the MaritimeONE Bursary Fund, showcasing its commitment to community engagement and nurturing maritime talent. The MaritimeONE Bursary Fund is driven by the Singapore Maritime Foundation (SMF), a non-profit organisation established to develop talent for the maritime sector, in collaboration with Singapore's public universities, polytechnics and the Institute of Technical Education.

In May 2022, PaxOcean launched a scholarship and mentoring programmes for students in Batam, demonstrating its commitment to education and youth empowerment. By providing financial support and mentorship opportunities, it supports promising young talents to pursue their academic and career aspirations, fostering long-term socio-economic development in the region.

By implementing these initiatives, KGSg remains steadfast in our commitment to CSR, making meaningful contributions to the well-being and resilience of communities and upholding our values of integrity and responsibility.

Volunteering as a team to distribute food packs for communities in need.

Managing Responsibly and Transparently

Working discussion at PaxOcean Zhoushan.

Managing Responsibly and Transparently

At Kuok Group Singapore, we stay true to our core value of integrity throughout the ways we conduct business, ensuring compliance with applicable laws and regulations across the areas in which we operate, building a distinctive reputation, and earning the trust of our stakeholders.

We further our commitment to responsible business practices by fostering a strong cybersecurity posture, while pursuing greater digitalisation and innovation. Beyond our operations, we are working towards the responsible management of environmental and social issues throughout our value chain.

Fair and Ethical Business Practices

FY2023 Target	FY2023 Performance
To ensure 100% of employees are trained in the Group's (1) anti-bribery and corruption policies (2) whistle-blowing policies for office-based employees	For the Year 2023: • Anti-bribery and corruption training achieved 98% completion rate • Whistle-blowing policies training achieved 96% completion rate There were 0 reported cases of non-compliance with respect to anti-corruption and sanctions in FY2023.

In line with our core values, Kuok Group Singapore has consistently operated as a responsible enterprise. We seek to enhance long-term value for our stakeholders by upholding the highest standards of ethics and integrity across all our business operations.

We do so by having in place appropriate internal controls and risk management systems. The expectations of the Group are established in Group-wide policies, guidelines, and procedures on business conduct, including issues such as anti-bribery and corruption, conflicts of interest, employee conduct, gifts and entertainment, donations and contributions, and workplace harassment.

The Group's Audit and Risk Committees provide structured, systematic oversight of the organisation's governance, risk management, and internal control practices. The committees assist the Board and management by providing advice and guidance on the adequacy and effectiveness of these practices. The Committees meet at least four times a year, with the authority to convene additional meetings as circumstances require. All findings and/or concerns arising from reviews conducted by the Group's Internal Audit function are reported to the Audit Committee.

Continuous communication with our stakeholders on these topics is crucial to maintaining ethical standards, fostering a culture of integrity, mitigating risks associated with bribery and corruption, safeguarding our reputation, and maintaining trust among our stakeholders. As such, KGSg commits to ensuring that all employees are trained, at least yearly, in the Group's anti- bribery and corruption and whistle-blowing policies. These training initiatives are aimed at educating employees on effectively identifying, preventing, and reporting instances of bribery, corruption, and other unethical practices within the organisation. The Group provides platforms for engagement such as e-learning, seminars, and other internal and external training. This supports our commitment to ethical business practices and compliance, and we will continue to engage with our employees in upholding integrity and accountability across all our operations.

The Group's whistleblowing programme aims to foster a culture of discipline and encourages individuals to voice their concerns when needed. The Group has established a Whistle Blowing Policy which provides a framework for all internal and external stakeholders to raise their concerns anonymously, without fear of reprisals. This includes incidences of non-compliance with company policies and relevant laws and regulations in the regions where we operate. All whistleblowing cases are reported to the Audit Committee. The issues raised are reviewed and investigated before addressing them through appropriate resolutions and mitigation actions.

Evening facade of Great World Mall.

Kuok Group Singapore's success is built on a foundation of integrity and ethical behaviour, and we expect the highest standards of integrity from our employees, vendors, suppliers, and business partners. We take a zero-tolerance approach to all forms of misconduct, unethical practice, fraud, and corruption. All employees are expected to adhere to the Group's and individual BU's policies and standards.

Suppliers' Compliance with Kuok Group Singapore's Ethical Standards

Kuok Group Singapore is committed to conducting business with integrity, and we extend those expectations to our business partners, suppliers, and subcontractors. We believe that KGSg and our supply chain partners can collectively sustain value creation and jointly pursue the creation of positive business and societal impact.

In today's interconnected world, rising concerns on supply chain risks are a major challenge for businesses. We recognise that our suppliers are key partners in shaping our reputation and securing long-term success. Operating across diverse sectors, we acknowledge the potential for environmental, social, and economic risks to emerge throughout our value chain.

While overarching ethical expectations apply to all our suppliers and subcontractors, we have even higher expectations for our subcontractors engaged in onsite operational activities to maintain strict adherence to the highest HSE standards. Given the inherent health and safety risks in our operations, we enforce stringent HSE requirements through detailed contractual clauses. These provisions mandate subcontractors' adherence to rigorous HSE protocols aligned with the Group's policies and international best practices.

To mitigate risks along our supply chain and promote collective progress towards sustainability, we are actively developing a Supplier Code of Conduct with the various business units. This will bring together various existing policies as well as new sustainability-focused ones to outline our expectations and requirements on ESG issues, ensuring compliance with applicable laws and regulations while upholding high ethical standards. Looking ahead, we will holistically assess ESG risks along our supply chain to enhance the resilience of our diverse supply chains.

Managing Responsibly and Transparently

Digitalisation and Innovation

At Kuok Group Singapore, we recognise that innovation is not just about staying ahead of the curve, it is about forging a more sustainable future. We are committed to enhancing efficiency and optimising resource management through innovative solutions and minimising the environmental impacts of our operations.

Fuelled by a culture of innovation, we strive to build operational resilience to respond promptly and effectively to ever-changing market conditions across all sectors of our operations in the maritime, real estate, and digital infrastructure sectors.

Embracing Innovation for a Sustainable Maritime Future

The maritime industry faces unique challenges in transitioning to net zero emissions, given its reliance on fossil fuels and the complex nature of its sector. We recognise the immense potential that digitalisation and innovation hold in driving positive change within this industry. With a clear focus on maintaining high safety standards and anchored in bringing innovative services and solutions to the industry, Kuok Maritime Group is committed to creating a sustainable environment for our maritime value chain.

Transporting wind towers on PCL Bulker for installation, an important step in renewable energy infrastructure.

Decarbonising the coastal logistics supply chain

The Coastal Sustainability Alliance (CSA) is an industry collaborative effort led by Kuok Maritime Group to support the decarbonisation of the coastal logistics ecosystem, based on principles underpinned by the UN Sustainable Development Goals.

Working with 27 leading like-minded industry partners, CSA has made strides in building a sustainable next-generation maritime ecosystem in Singapore, accelerating decarbonisation efforts through vessel electrification, advancements in engineering solutions, and coastal logistics optimisation.

Spurring innovation and opportunities across the value chain

Additionally, our Centre of Excellence is leading collaborations with research institutions like A*Star/TCOMS to explore cutting-edge technologies such as wireless charging, advanced manufacturing, coastal/vessel twinning, and autonomous management, with further innovations in development.

Illustration of vessel data collected and managed in platform

Advancing the decarbonisation of coastal logistics

CSA aspires to reduce coastal logistics carbon emissions by up to 50% by leveraging alternative energy sources, such as electricity and biofuels, and reducing marine traffic. In April 2024, CSA marked a significant milestone with the commencement of construction of the largest locally designed, built, and deployed electric tug and supply boat fleet, which are scheduled for deployment by 2025.

By engaging the strengths of each Alliance member, the CSA intends to co-create viable innovation and business opportunities with local SMEs and start-ups to build a supply chain of sustainable logistics and charging infrastructure. This is poised to strengthen the competitiveness of local SMEs and uplift the entire value chain of the maritime industry. For instance, PaxOcean is teaming up with Ampotech, a KSL Maritime Ventures portfolio company to develop an AI and internet of things (AIoT) based vessel energy and carbon management solution. The solution will be tailored for use on PaxOcean's electric harbour craft and conventional vessels, allowing continuous monitoring of data such as battery status, vessel speed and position, and weather to optimise vessel operations.

Upskilling the workforce for decarbonisation

The CSA will be Singapore's first comprehensive, customised approach to decarbonise the logistics supply chain from vessel redesign to infrastructure to marine services. The initiative supports the maritime industry's transition to a circular economy through resource consumption reduction, and equipping vessels with environmentally sustainable energy sources like solar and tidal power, ensuring their resilience for the future.

Further, the CSA presents an opportunity to upskill the Singapore maritime workforce to excel in the future of maritime operations. CSA is collaborating with Workforce Singapore and associations such as ASMI, SASS, SSA, and Institutes of Higher Learning to foster the creation of new jobs, provide upskilling opportunities, and support career advancement. This initiative aims to enhance the competitiveness of our combined workforce and talent pool. To bolster credibility, CSA members Paia and Grant Thornton will collaborate to develop sustainability guides and assurance standards for members to report future carbon emissions accurately.

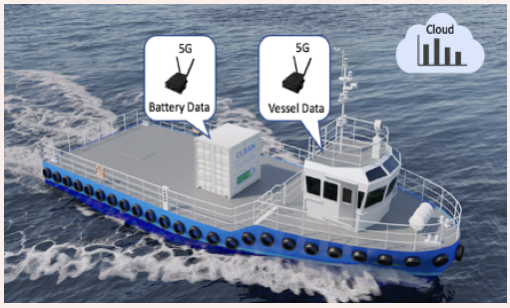


Illustration of monitoring points for PXO vessel

Transitioning to the Digital Age

As we navigate the ever-evolving landscape of the digital age, our commitment to sustainability remains steadfast. Embracing innovative solutions such as robotic processes, automation, and AI underscores our dedication to optimising operations while minimising our environmental footprint. To this end, we continuously explore and implement innovative technologies.

As part of this transformative journey, we initiated an RPA Citizen Developer Training Programme, empowering interested colleagues with the skills to contribute to our advancement in robotic process automation (RPA). The Citizen Developer Training Programme commenced on 20 March 2023, with the objective of upskilling 15 colleagues interested in RPA development. The programme provided participants with one and a half days of intensive training and guidance to identify automation opportunities within their respective domains. Additionally,

Allgreen Properties receives Information Management - Real Estate accolade at the 2023 SBR Technology Excellence Awards.

weekly RPA Clinic sessions were conducted to support participants upon completion of their first RPA projects. Within two months, ten of our employees successfully completed eight RPA projects, each addressing a distinct business need, such as automating tasks involving reminder emails, bill extraction, financial report comparison, and transaction data reconciliation.

We are also pleased to announce that our IT team has been awarded the prestigious SBR Technology Excellence Award for Automation - Business Services for their ground-breaking work on automation in the development of a virtual assistant, KAIVA. Since its launch in 2022, KAIVA has redefined how we approach IT, HR, finance, and compliance services. Leveraging cutting-edge technologies such as robotic process automation, integration, and artificial intelligence, it has aided in streamlining processes, such as user access management, approval workflows, and financial reporting, to increase efficiency, productivity, and accuracy – offering 24/7 services and saving over 4,000 man-hours annually. Notably, KAIVA has successfully automated the sanctions screening process for suppliers, improving efficiency and reducing human intervention.

Allgreen also made strategic investments in data warehouse, data visualisation, and data analytics tools, aiming to bolster its business insights. This initiative not only improved its operational efficiency but also added value to its customer services, fostering growth and advancement within its business. Notably, it utilised these tools for tasks like conducting demographic analytics for retail properties to optimise tenant-mix planning for Pasir Ris Mall and evaluate online travel agency reviews to understand the competitive landscape of its Great World Serviced Apartments. Consequently, these efforts were recognised with the 2023 Singapore Business Review Technology Excellence Award for Information Management.

Cybersecurity and Data Privacy

FY2023 Target	FY2023 Performance
Training 100% of office-based employees in (1) Cybersecurity and (2) Personal Data Protection	• Cybersecurity trainings achieved 99% completion rate • Data Privacy training achieved 96% completion rate

Kuok Group Singapore acknowledges the critical nature of technology and data security risks within our overall risk profile. As our digital ecosystem and technological footprint expand, safeguarding the data privacy of our employees and customers is paramount. We remain committed to complying with the evolving regulations governing personal data and have implemented robust cybersecurity measures to mitigate these risks.

In June 2023, the Group updated our Personal Data Protection Policy to ensure compliance with amendments to Singapore's Personal Data Protection Act (PDPA). Further enhancements will be implemented in 2024 to align with the EU's General Data Protection Regulation (GDPR) and other data protection laws across the different jurisdictions in which we operate.

We recognise that everyone plays a role in data protection and cybersecurity. We regularly engage external training partners to educate our employees on emerging cybersecurity risks. All employees are, therefore, required to complete regular cybersecurity training. Additionally, employees are required to familiarise themselves with the Group's Personal Data

Protection Policy and take at least one annual training session on personal data protection. This allows them to be informed of their responsibilities and obligations with respect to information security, minimising the extent of loss or damage from an information security breach or exposure.

For the year 2023, we are pleased to report that our Cybersecurity and Data Privacy Training Programs have achieved completion rates of 98% and 96% respectively.

We recognise that cybersecurity has emerged as a critical concern in the maritime industry, bringing forth new threats and regulatory demands. There is a delicate balance between improving the interconnectedness and connectivity of vessel systems and increased exposure of a vessel's digital infrastructure to cyber-attacks and cyber security risks.

We are therefore committed to ensure IT systems are used effectively and securely. Both IT and Operational Technology (OT) systems are regularly updated to reduce redundancies to minimise overall implementation and support costs. In 2024, we plan to invest in enterprise licences and solutions to manage security risks to refresh protection, detection, and response across processes, systems, and people.

To understand the risks and vulnerabilities of existing software and systems, PCL regularly conducts penetration testing on its vessels to stimulate cyberattacks. Both POSH and PCL regularly conduct phishing simulations to assess crews' understanding, vigilance, and susceptibility to cybersecurity threats. Moving forward, we will also be applying a robust cybersecurity risk management framework that adheres to the International Safety Management (ISM) Code, aligning with IMO's recommendations.

Piura Pacific, PCL's super-eco fuel efficient new build tanker.

Appendix

GHG Emissions Inventory

GHG Emissions Inventory – FY2021 Baseline^						
2021[11]	**Allgreen***	**K2****	**PaxOcean**	**PCL**	**POSH**	**KGSg (TOTAL)**
Total fuel consumption (MJ)	-	60,664	190,774,326	8,139,643,154	4,463,497,251	12,793,975,396
Total electricity consumption (MWh)	22,747	-	55,986	236	675	79,643
Total energy consumption (MWh)	22,747	18	107,690	2,268,961	1,249,247	3,648,663
Scope 1 emissions (tCO_2e)	-	4	14,136	625,673	335,128	974,942
Scope 2 emissions (tCO_2e)	9,295	-	32,657	169	381	42,503
Total scope 1 and 2 emissions (tCO_2e)	9,295	4	46,794	625,842	335,509	1,017,445

GHG Emissions Inventory – FY2023 Performance^						
2023	**Allgreen***	**K2****	**PaxOcean**	**PCL**	**POSH**	**KGSg (TOTAL)**
Total fuel consumption (MJ)	-	388,527	264,544,039	4,954,051,122	4,706,805,308	9,925,788,996
Total electricity consumption (MWh)	23,796	2,192	67,805	279	287	94,359
Total energy consumption (MWh)	23,796	2,305	135,356	1,364,588	1,316,920	2,842,965
Scope 1 emissions (tCO_2e)	-	29	17,057	378,560	353,396	749,042
Scope 2 emissions (tCO_2e) (Location-based)	9,937	558	42,880	202	174	53,752
Scope 2 emissions (tCO_2e) (Market-based)	9,937	-	42,880	202	174	53,194
Total scope 1 and 2 emissions (tCO_2e) (Location-based)	9,937	587	59,937	378,763	353,570	802,794
Total scope 1 and 2 emissions (tCO_2e) (Market-based)	9,937	29	59,937	378,763	353,570	802,235

^ Our GHG emissions data has been pre-assured by EY. For more information, please refer to the 'About this Report' section on page 8.

[11] Our GHG emissions inventory has been consolidated based on the organisational boundary of operational control.

**Allgreen does have Scope 1 emissions from standby generators in its operations. Although minimal, data collection is in progress and will be included in its GHG inventory from 2024 onwards.*

*** Electricity usage in K2's sites are for the operations of customers' server racks and is therefore controlled by its customers. K2's own Scope 2 emissions reflect those attributed to its administrative use of its data centres. K2's market-based Scope 2 emissions are zero as it procures 100% renewable energy to power its data centres in Ireland.*

GRI Content Index

Statement of use	Kuok Group Singapore has reported the information cited in this GRI content index for the period from 1 January 2023 to 31 December 2023 with reference to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure Number and Title		Report Section	Page No.
General Disclosures				
GRI 2: General Disclosures 2021	2-1	Organizational details	About Kuok Group Singapore	3-5
	2-2	Entities included in the Organization's Sustainability Reporting	About Kuok Group Singapore	3-5
	2-3	Reporting Period, Frequency and Contact Point	About this Report	8
	2-4	Restatements of Information	About this Report	8
	2-5	External Assurance	About this Report We have obtained external assurance for our scope 1 and 2 emissions for our baseline year of 2021, and our reporting year of 2023.	8
	2-6	Activities, Value-Chain and Other Business Relationships	About Kuok Group Singapore, Our Businesses	4
	2-9	Governance Structure and composition	Our Approach to Sustainability, Our Sustainability Governance	10-11
	2-12	Role of the highest governance body in overseeing the management of impacts	Our Approach to Sustainability, Our Sustainability Governance	10-11
	2-13	Delegation of responsibility for managing impacts	Our Approach to Sustainability, Our Sustainability Governance	10-11
	2-14	Role of the highest governance body in sustainability reporting	Our Approach to Sustainability, Our Sustainability Governance	10-11
	2-15	Conflicts of interest	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38-39
	2-16	Communication of critical concerns	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38-39
	2-17	Collective knowledge of the highest governance body	Our Approach to Sustainability, Our Sustainability Governance	10-11
	2-22	Statement on sustainable development strategy	About Kuok Group Singapore	3-5
	2-23	Policy Commitments	Our Approach to Sustainability, Our Sustainability Governance	10-11
	2-24	Embedding policy commitments	Our Approach to Sustainability, Our Sustainability Governance	10-11
	2-25	Processes to remediate negative impacts	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38-39
	2-26	Mechanisms for seeking advice and raising concerns	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38-39
	2-27	Compliance with laws and regulations	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38-39
	2-28	Membership associations	About Kuok Group Singapore Digitalisation and Innovation, Embracing Innovation for a Sustainable Maritime Future	3-5 40-41

GRI Content Index

GRI Standard	Disclosure Number and Title		Report Section	Page No.
GRI 2: General Disclosures 2021	2-30	Collective bargaining agreements	Each business unit decides on their approach to collective bargaining agreement coverage based their operating regions and on the nature of their operations. Employees not covered under existing agreements are subjected to our company policy, which does not restrict them from joining trade union activities.	NA
Topic Specific Disclosures				
GRI 3: Material Topics 2021	3-1	Process to determine Material Priorities	Materiality, Our Assessment Approach	13
	3-2	List of Material Priorities	Materiality, Our Targets	14-15
Governance				
Fair and Ethical Business Practices				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38-39
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38-39
	205-3	Confirmed incidents of corruption and actions taken	Managing Responsibly and Transparently, Fair and Ethical Business Practices	38
Suppliers' Compliance with Kuok Group Singapore's Ethical Standards				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Managing Responsibly and Transparently, Suppliers' Compliance with Kuok Group Singapore's Ethical Standards	39
Digitalisation and Innovation				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Managing Responsibly and Transparently, Digitalisation and Innovation	40-42
Cyber Security and Data Protection				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Managing Responsibly and Transparently, Cybersecurity and Data Privacy	42-43
Environment				
Energy and Emissions				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Energy & GHG Emissions	20-25
GRI 302: Energy 2016	305-1	Direct (Scope 1) GHG emissions	Protecting the Environment, Energy & GHG Emissions, Our GHG Emissions Inventory	20, 44
GRI 305: Emissions 2016	305-2	Other indirect (Scope 2) GHG emissions	Protecting the Environment, Energy & GHG Emissions, Our GHG Emissions Inventory	20, 44
	305-4	GHG emissions intensity	Protecting the Environment, Energy & GHG Emissions, Our GHG Decarbonisation Targets	22
	305-5	Reduction of GHG emissions	Protecting the Environment, Energy & GHG Emissions, Decarbonising our Maritime Operations, Decarbonising our Digital Infrastructure, Decarbonising our Properties	23-25
Water Usage and Management				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Water Usage and Management	25-26

GRI Standard	Disclosure Number and Title		Report Section	Page No.
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Protecting the Environment, Water Usage and Management	25-26
	303-2	Management of water discharge-related impacts	Protecting the Environment, Water Usage and Management	25-26
Hazardous Waste Generation and Management				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Hazardous Waste Generation and Management	26-27
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Protecting the Environment, Hazardous Waste Generation and Management	26-27
	306-2	Management of significant waste-related impacts	Protecting the Environment, Hazardous Waste Generation and Management	26-27
Pollution Management (Noise, Air and Water)				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Pollution Management (Noise, Air and Water)	27-28
GRI 306: Waste 2020	306-3	Significant spills	Protecting the Environment, Pollution Management (Noise, Air and Water)	28
Social				
Employee Health, Safety and Well-being				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the Well-being of Our Employees and Society, Employee Health, Safety and Well-being	30-32
Fair and Transparent Employment Practices				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the Well-being of Our Employees and Society, Employee Health, Safety and Well-being	32-33
Future-Proofing Kuok Group Singapore's Workforce				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the Well-being of Our Employees and Society, Future-proofing Kuok Group Singapore's workforce	33-34
GRI 404: Training and Education 2016	404-1	Average hours of trainings per year per employee	Ensuring the Well-being of Our Employees and Society, Future-proofing Kuok Group Singapore's workforce	33
	404-2	Programs for upgrading employee skills and transition assistance programmes	Ensuring the Well-being of Our Employees and Society, Future-proofing Kuok Group Singapore's workforce	33-34
Positive Community Impact				
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the Well-being of Our Employees and Society, Positive Community Impact	34-36

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