

A large oil tanker ship is shown from a high-angle, rear-quarter perspective, sailing on the open ocean. The ship's deck is filled with complex piping and structures. The sun is low on the horizon, creating a dramatic sunset with vibrant orange and yellow light reflecting off the water and the ship's deck. The sky is filled with soft, white clouds.

SUSTAINABILITY REPORT  
2025

# A Message from the Sustainability Committee

They say the first step is the hardest, but the second defines the path. When Nunchi Marine was founded nine years ago, the priority was building a business that could survive. Today, as we approach a decade in the industry, our focus has matured: we no longer want to just exist; we want to contribute meaningfully to the world and the community around us.

Now in our ninth year, ESG is no longer a standalone project, it is at the heart of everything we do, and the start of a new and more responsible way of doing business. This commitment is now embedded across everything our core pillars; from community health and social cohesion to empowerment and environmental responsibility. We are guided by the measurable change we create and our impact highlights reflect these efforts.

## Our Impact Highlights



**Enhancing Community Health:** Delivered 15 health sessions through the Nunchi Marine Smart Wellness Programme, engaging over 1,140 seniors and training 54 Health Advocates in renal health and nutrition. It is a scalable model of care expected to benefit an additional 1,000 seniors by May 2026.



**Fostering unity through sport:** Championed discipline and social cohesion through the sponsorship of the Singapore Dragon Boat Association, supporting 11,000 athletes across 142 affiliate teams and five major national events that drew more than 6,300 spectators.



**Empowering women entrepreneurs:** Strengthened economic resilience by sponsoring YWCA's Women's Business Accelerator (WBA) Programme where 87% of participants completed foundational training. Today, 95% of these women report enhanced business knowledge and 90% have gained the confidence to scale their enterprises.



**Driving environmental accountability:** Staff pledged 2,600 meatless meals in 2025—saving an estimated 2,340kg of CO<sub>2</sub>—while institutionalising in-house recycling efforts to ensure sustainability remains a core operational discipline rather than a temporary campaign.

As we look toward our tenth year, we remain guided by a simple belief: real sustainability is measured not only in tonnes saved or numbers reached, but in confidence restored, dignity preserved and opportunities unlocked.

The world continues to change. The energy landscape continues to evolve. But our commitment remains true: to scale responsibly and build a company and a society that we are proud to pass on.


**Sincerely,  
The Sustainability Committee**


“

As we look toward our tenth year, we remain guided by a simple belief: real sustainability is measured not only in tonnes saved or numbers reached, but in confidence restored, dignity preserved and opportunities unlocked.





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02

# Business Overview



NUNCHI MARINE

# Business Overview

Singapore-based independent energy and commodities company, incorporated in 2016

Focus on Asia Pacific and Middle East markets such as Malaysia, Indonesia, Thailand, China and the UAE

## EXPERTISE



Team with an average of over

**20 years**

of experience in trading marine fuel and refined petroleum products



**ISCC certified**



**Registered with oil majors, large trading houses,**

state-owned enterprises and large refineries

## CORE BUSINESSES



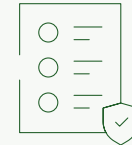
**Cargo trading and bunker trading**

Physical oil trading of

**3 million barrels**

of marine fuels and refined petroleum products monthly > Supplies petroleum products such as gasoline, gasoil, marine fuel and naphtha

## QUALITY & COMPLIANCE



Conducts all cargoes and bunker deliveries in accordance with international standards and compliances, including BIMCO

## INTEGRATED SOLUTIONS



Provides

**Energy Solutions**

to refineries, shipowners, traders and majors

Geographical coverage includes major seaports in

**Singapore, Malaysia, MENA, Asia, Europe and the Americas**

## DELIVERY PROCESS



**Bunker deliveries carried out via vetted barging contractors**

Supplies bunkers on

**spot basis or on terms/contracts**

## STORAGE & TRANSPORTATION



Lessee of floating storage with a capacity of

**100,000 cbm**

Shore storage of

**480,000 cbm**

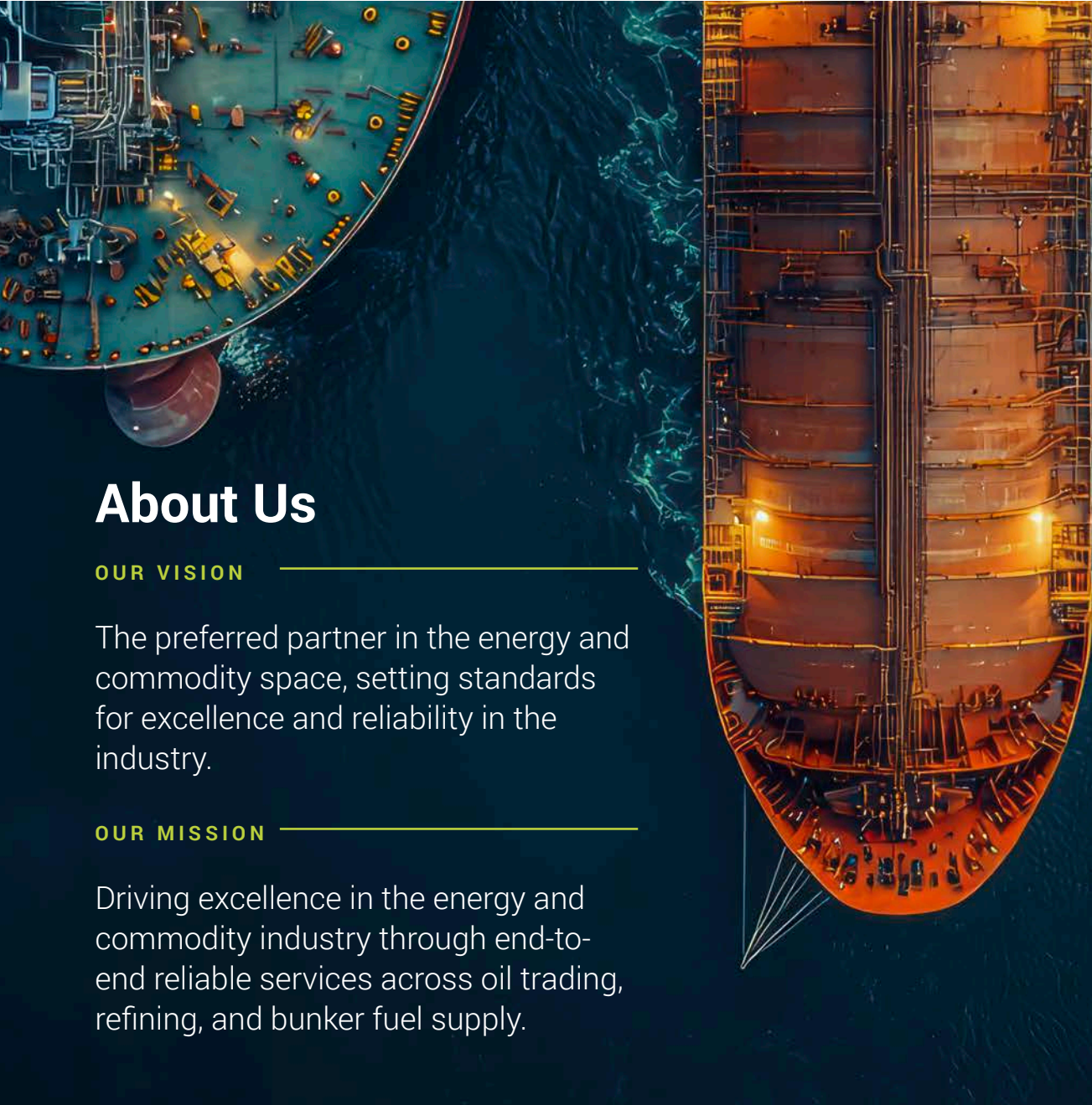
**Operates chartered tankers**

for physical oil transportation

## OPPORTUNITIES & OUTLOOK



Sees the current pace of change as opportunity to expand and rebrand as a licensed bunker supplier in Singapore



# About Us

## OUR VISION

The preferred partner in the energy and commodity space, setting standards for excellence and reliability in the industry.

## OUR MISSION

Driving excellence in the energy and commodity industry through end-to-end reliable services across oil trading, refining, and bunker fuel supply.

## OUR CORE VALUES



### T | TRUSTWORTHY

Being open and honest in all our interactions



### R | RELIABLE

Consistently delivering on our promises and commitments to our clients, partners and colleagues alike



### A | ACCOUNTABLE

Taking ownership of our actions and decisions is the cornerstone of our work culture



### D | DEDICATED

Dedication to go above and beyond



### E | EXPERTISE

Our expertise sets us apart, bringing along the depth of knowledge, skills and experience to excel in our roles.



### S | SUSTAINABLE

We strive to make decisions that benefit both the present and future generations, ensuring long-term success and positive impact.

# Our Milestones

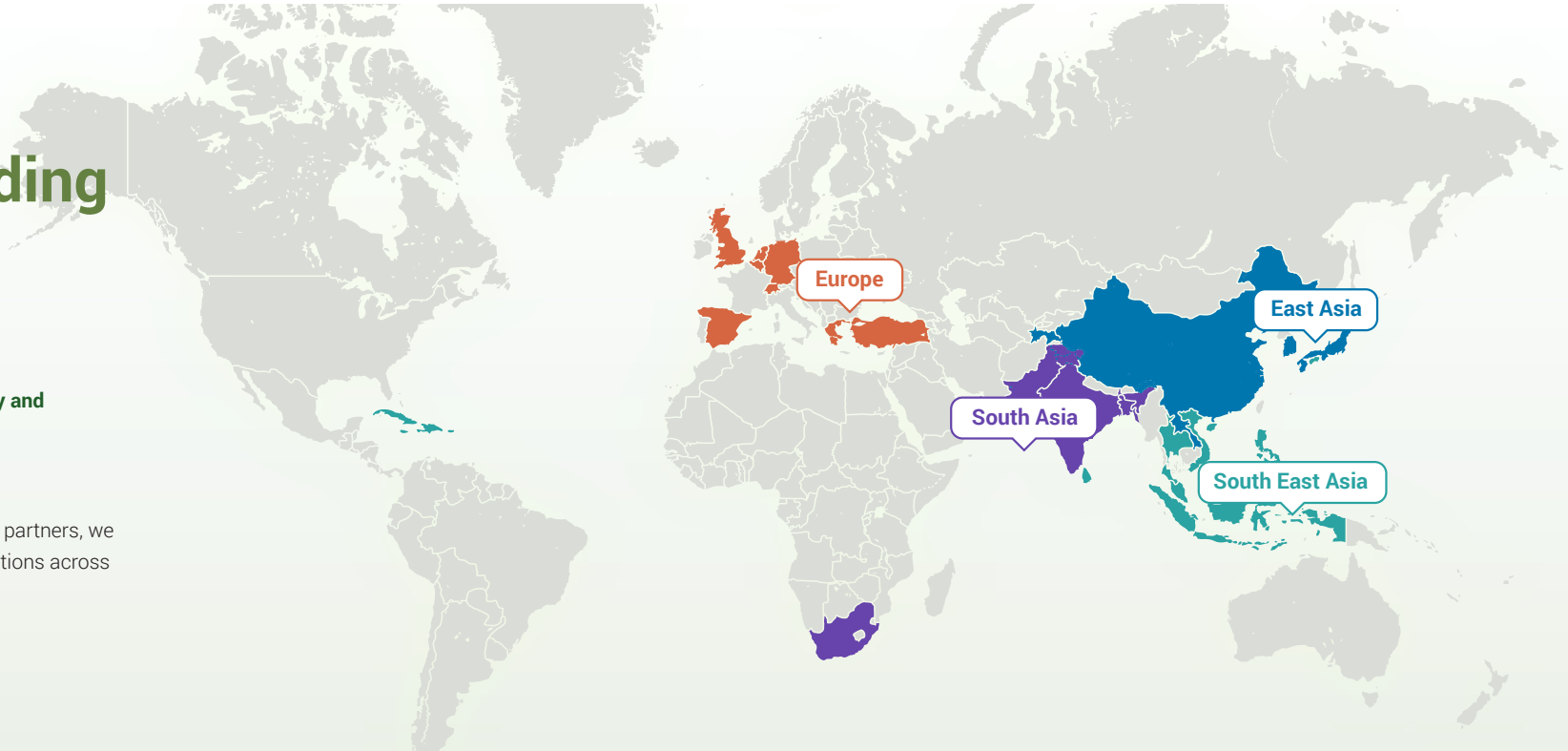


# Our Global Trading Footprints



Trusted partner in energy and commodities worldwide.

With strong relationships and reliable logistic partners, we trade and deliver energy and commodity solutions across key markets worldwide.



**EUROPE**

- Norway
- United Kingdom
- Netherlands
- Germany
- Belgium
- Spain
- Greece

Strong partnerships across key European markets

**SOUTH ASIA**

- India
- Pakistan
- Bangladesh
- Sri Lanka

Delivering reliable energy solutions across South Asia.

**EAST ASIA**

- China
- Japan
- South Korea
- Hong Kong
- R.O.C

Deep market expertise in dynamic East Asian markets.

**SOUTH EAST ASIA**

- Singapore
- Malaysia
- Indonesia
- Thailand
- Vietnam
- Philippines
- Brunei

Extensive network and logistics capabilities in Southeast Asia

**REST OF THE WORLD**

- Turkey
- United Arab Emirates
- Oman
- South Africa
- Brazil
- Caribbean (region)
- Mediterranean

Global reach backed by trusted relationship

03

# About The Report



# About This Report



## Reporting Period

This Sustainability Report covers the Company's environmental, social and governance (ESG) performance for the financial year from 1 January 2025 to 31 December 2025 (FY2025), unless otherwise stated. The report is published annually.

## Reporting Scope and Boundary

The scope of this report encompasses the Company's principal business operations and activities that are under its operational control during the reporting period. ESG data and information disclosed in this report relate to operations where the Company has management oversight and the ability to implement sustainability policies and practices. Any exclusions or limitations to the reporting boundary are disclosed where relevant.

## Reporting Basis

This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021. The material topics were identified through an assessment of the Company's environmental, social and governance impacts, stakeholder expectations, industry-specific risks and business priorities. The Company has reported disclosures that are relevant to its material topics and sustainability strategy.

## Materiality Assessment Approach

The Company conducts a materiality assessment to identify and prioritise sustainability matters that are most significant to its business and stakeholders. The assessment considers the Company's actual and potential ESG impacts, stakeholder feedback, industry trends, regulatory developments, business strategy and risk considerations.

The materiality assessment process comprises the following steps:

- 1 Identification of relevant sustainability topics through stakeholder engagement, industry benchmarking and internal reviews.
- 2 Evaluation and prioritisation of topics based on their significance to stakeholders and impact on the Company's business.
- 3 Validation of material topics by Management and the Board of Directors.
- 4 Review of material topics on a periodic basis to ensure continued relevance to the Company's operations and sustainability objectives.

The identified material topics form the basis of the Company's sustainability strategy, performance monitoring and disclosures.

## Reporting Standards and Assurance

This report has been prepared with reference to the GRI Standards 2021. The Company has not obtained external assurance for this Sustainability Report. Internal reviews and verification processes have been undertaken to enhance the accuracy and reliability of the information disclosed. The Company will continue to assess the feasibility and value of obtaining external assurance for future sustainability reporting.

04

# ESG Framework



# Our ESG Framework

Our ESG framework defines the key environmental, social, and governance priorities that guide our sustainability strategy and long-term value creation.

These priorities are shaped by a structured assessment of material topics, considering:

- Industry-specific risks, including climate change and geopolitical developments
- Stakeholder expectations including regulators, financial institutions and partners
- Our operational footprint as an energy trading company

We recognise that sustainability is an evolving landscape. As such, our material topics are reviewed periodically to ensure they remain relevant in addressing emerging global challenges such as climate change, energy security, and social inclusion.

Our disclosures are guided by internationally recognised frameworks like the Global Reporting Initiative to ensure benchmarking, transparency and consistency.



## Environmental (E)

To support the global energy transition by managing our carbon footprint and promoting cleaner energy solutions.



### Carbon Emissions Management:

Tracking and reducing our Scope 1, 2 and 3 emissions.



**Marine Protection and Spill Prevention:** Preventing oil spills and protecting oceans through rigorous vessel vetting.



### Energy Transition & Low-Carbon Portfolio Diversification:

Increasing the share of low-carbon fuels (Biofuels, LNG) in our trading portfolio.



### Internal Resource Management:

Reducing waste and saving CO2 through office recycling and our "Meatless Meals" initiative.



## Social (S)

To strengthen the Singapore social compact by empowering our people, supporting the less fortunate, and celebrating our shared heritage.



### Active Ageing & Senior Wellness:

Delivering dignity and health to our seniors through innovation and technology.



### Social Mobility & Women Empowerment:

Driving financial independence for disadvantaged women and championing gender equality in sports.



### Community Engagement:

Supporting athletes through our partnership with the Singapore Dragon Boat Association.



### Cultural Heritage & National Identity:

Preserving Singapore's heritage and fostering national pride through major sponsorships like Chingay.



## Governance (G)

To maintain the highest levels of integrity, transparency, and compliance in every trade and operation we conduct.



### Business Ethics & Anti-Corruption:

Maintaining strict policies against bribery and fraud.



### Sanctions & Regulatory Compliance:

Navigating complex international trade laws and sanctions.



### Cybersecurity & Data Protection:

Protecting our trading platforms and sensitive partner information.



### Transparency & Responsible Reporting:

Providing clear reporting on our business practices and tax contributions.

# Materiality Assessment



Material Topic	ESG Pillar	Why It Matters	Direct Impact	Indirect Impact
Carbon Emissions Management	Environment	Climate risk and regulatory pressure	✓	
Marine Protection & Spill Prevention	Environment	High operational and environmental risk	✓	
Energy Transition & Low-Carbon Portfolio Diversification	Environment	Market shift to low-carbon fuels	✓	
Internal Resource Management	Environment	Culture of sustainability	✓	
Active Ageing & Senior Wellness	Social	Ageing population in Singapore		✓
Social Mobility & Women Empowerment	Social	Inclusion and economic mobility		✓
Community Engagement	Social	Social cohesion and wellbeing		✓
Cultural Heritage & National Identity	Social	National identity and inclusivity		✓
Business Ethics & Anti-Corruption	Governance	Trust and reputation	✓	
Sanctions & Regulatory Compliance	Governance	Legal and geopolitical risk	✓	
Cybersecurity and Data Protection	Governance	Operational resilience	✓	
Transparency & Responsible Reporting	Governance	Builds stakeholder trust	✓	

# Environment

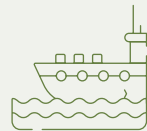


## A. Carbon Emissions Management (Scopes 1, 2, and 3)

As an energy trading company, the majority of our carbon footprint arises from Scope 3 emissions associated with the products we trade and transport.

We are committed to improving transparency and accountability by systematically tracking and reporting emissions across Scope 1, 2, and 3. This enables us to better understand the carbon intensity of our portfolio and align with global climate expectations.

Over time, we aim to enhance data accuracy, strengthen reporting processes, and support the transition toward lower-carbon energy solutions.



## B. Marine Protection and Spill Prevention

The transportation of energy products presents inherent environmental risks, particularly in marine ecosystems.

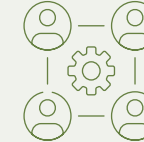
To mitigate these risks, we implement a stringent vessel vetting process, ensuring that all chartered vessels meet internationally recognised safety and maintenance standards. This reduces the likelihood of oil spills and reinforces our commitment to responsible operations.



## C. Energy Transition and Low-Carbon Portfolio

The global energy landscape is shifting toward cleaner and more sustainable fuel sources.

We are actively exploring opportunities to diversify our trading portfolio by increasing exposure to lower-carbon fuels such as biofuels and LNG. This positions us to remain competitive while supporting the transition to a low-carbon economy.



## D. Internal Resource Management

While our direct operational footprint is relatively limited, we recognise the importance of fostering a culture of sustainability within our organisation.

We promote responsible resource use through waste reduction initiatives and carbon-conscious employee behaviours, reinforcing that every action contributes to our overall environmental impact.

# Social



## A. Active Ageing and Senior Wellness

We are committed to supporting Singapore's ageing population by promoting health, dignity, and social connection.

Through initiatives such as the Nunchi Marine Smart Wellness Programme and collaborations with academic institution, we deliver preventive and technology-driven wellness solutions to enhance the quality of life for seniors.



## B. Social Mobility & Women Empowerment

We believe in creating pathways to long-term financial independence for women from underserved communities.

Our approach focuses on equipping individuals with skills and opportunities that enable sustainable income generation, as well as promoting gender equality through platforms that elevate female representation.



## C. Community Engagement

We support community development by promoting active lifestyles and teamwork through sports. Our partnership with the Singapore Dragon Boat Association reflects our commitment to fostering discipline, resilience, and social cohesion within the community.



## D. Cultural Heritage & National Identity

As a Singapore-based company, we actively contribute to preserving and promoting the nation's multicultural heritage. Through sponsorships of large-scale cultural events, we support initiatives that strengthen social cohesion and celebrate diversity.

# Governance



## A. Business Ethics & Anti-Corruption

Integrity is fundamental to our operations.

We maintain a zero-tolerance approach to bribery and corruption, supported by internal policies and employee training. These measures ensure accountability and reinforce stakeholder trust.



## B. Sanctions & Regulatory Compliance

Operating in a highly regulated and geopolitically sensitive industry, we adopt a compliance-first approach.

We conduct rigorous due diligence on counterparties and transactions to ensure adherence to international sanctions and trade regulations, safeguarding business continuity.



## C. Cybersecurity and Data Protection

As digitalisation increases, protecting sensitive data is critical.

We implement cybersecurity measures, including system safeguards and employee awareness training, to prevent data breaches and ensure the integrity of our trading operations.



## D. Transparency & Responsible Reporting

Transparency underpins our approach to governance.

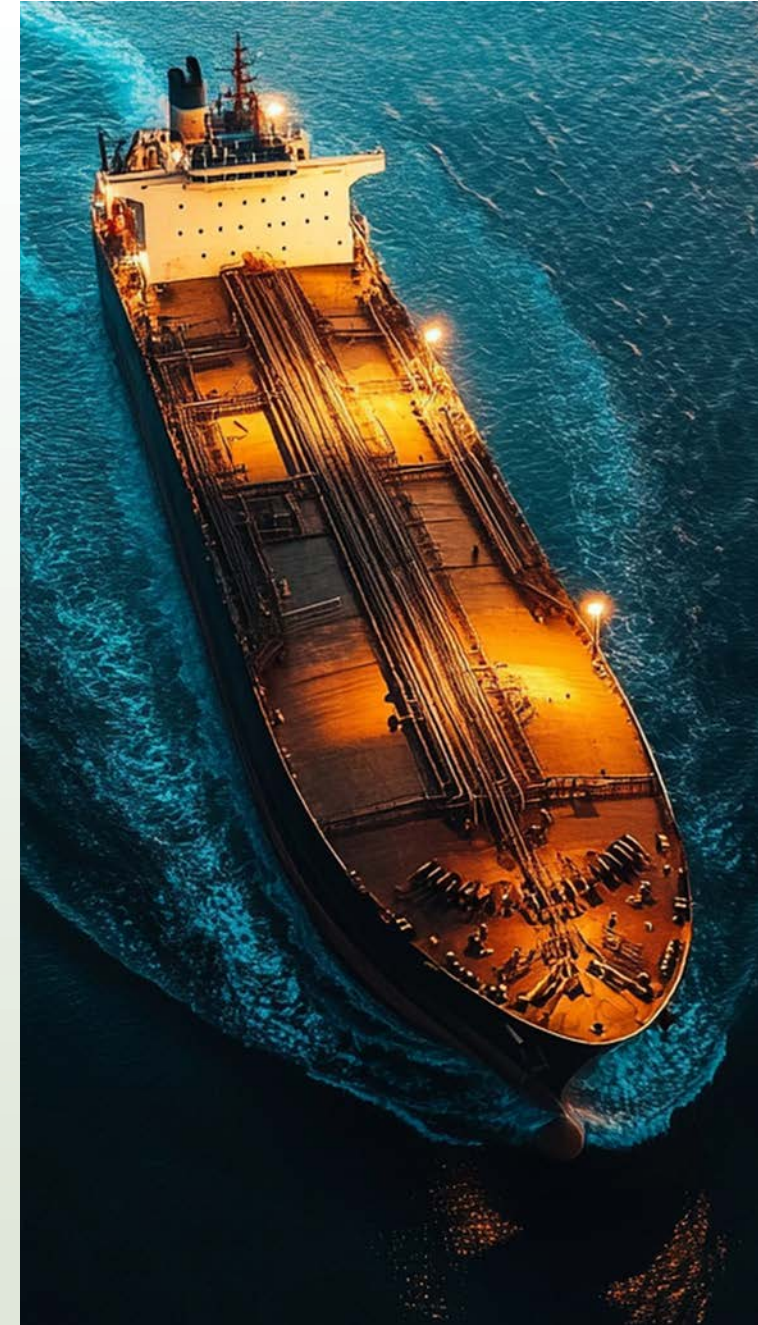
We are committed to maintaining transparency in our business practices. Through clear and consistent reporting, we provide stakeholders with visibility into our operations, governance practices, and sustainability performance.



# SUPPORTING THE United Nations Sustainable Development



<b>1</b> NO POVERTY 	<b>2</b> ZERO HUNGER 	<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>4</b> QUALITY EDUCATION 	<b>5</b> GENDER EQUALITY 
<b>6</b> CLEAN WATER AND SANITATION 	<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<b>10</b> REDUCED INEQUALITIES 
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	<b>13</b> CLIMATE ACTION 	<b>14</b> LIFE BELOW WATER 	<b>15</b> LIFE ON LAND 
<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS 	<b>17</b> PARTNERSHIPS FOR THE GOALS 			



2025

# ESG HIGHLIGHTS



## Education & Innovation Impact

### SUSS-Nunchi Marine Age Well Programme

#### Seniors Engagement

6,000+

Seniors Reached in Nursing Homes

1,000

Seniors Participating in Drumming Exercise Programmes

80

Active Ageing & Day Care Centres Engaged

#### Technology & Research Pilots

90

Seniors Using IoT Ring With Music & Exercise

500

Seniors Involved in LOVOT Robotics Studies

#### Knowledge Exchange

30+ Talks & Conferences Locally and Internationally

60

Seniors in VR Reminiscence Research



## National Cultural Impact

### Chingay-Arts, Culture & Youth Outreach

37,000

Onsite Audience

4,000

Performers From Partner Organisations

3 Million

Nationwide Viewers

3,500

Students Engaged

1,500

Volunteers Mobilised



## Sustainability Impact

#### Meatless Meals

2,600

kg Meatless Meals Pledge

2,340

kg of CO<sub>2</sub> Saved

#### Our Recycling Efforts

13

kg of Metal

27

kg of Plastic

65

kg of Paper

18

kg of Glass



## Community Health Outreach

### Nunchi Marine Smart Wellness Programme

15

Community Health Sessions Delivered to Date

300

Seniors Screened at a Major Community Health Carnival

54

Health Advocates Trained in Renal Health and Nutrition-Related Training

1,000

Seniors Expected to benefit by May

1,140

Seniors Engaged Across AACs and CCs



## Community Sporting Impact

### Sponsorship of Singapore Dragon Boat Association

142

Affiliate Teams Supported

11,000

Athletes Competed

6,300

Spectators Engaged

5

Major National Dragon Boat Events Delivered



## Women Empowerment

#### Sponsorship of Women's Business Accelerator Programme

87%

Completed Foundational Business Training

80%

Continuing with Business Mentoring

12

New Business Leads Facilitated

7

Women Progressing Towards Pitch Day

#### Confidence & Skilled Gained

90%

More Confident to Grow Their Business

95%

Stronger Business & Financial Knowledge

05

# Environment



# 2025 Carbon Footprint & Sustainability Initiatives

## Carbon Offset Initiatives

In 2025, we reaffirmed our commitment to environmental responsibility through the Sumatra Merang Peatland Restoration & Conservation Project. This initiative supports efforts to offset our carbon footprint while safeguarding vital peatland ecosystems that are essential for carbon sequestration and biodiversity conservation.

## Supporting Sustainable Practices

### Waste & Resources

We continued to strengthen our internal sustainability culture through:

- In-house recycling efforts across our operations
- Formalising an employee volunteer programme to encourage greater participation in environmental and community initiatives
- Company-wide meatless meal pledges to promote lower-carbon food consumption
- Meatless Meal Initiative

Across the company, employees pledged a total of **2,600 kg** of meatless meals in 2025. This initiative contributed to an estimated reduction of **2,340 kg of CO<sub>2</sub> emissions**, supporting our broader efforts to reduce indirect environmental impacts through everyday operational and lifestyle choices.

### Savings of

2,340 kg of CO<sub>2</sub> emissions

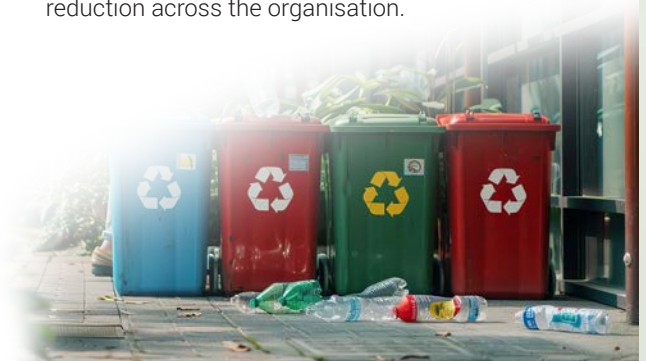
is equivalent to powering about 14 HDB households for an entire month

### In-House Recycling Efforts

Our in-house recycling programme diverted the following materials from waste streams in 2025:

Material	Amount Recycled	
	2025	2024
Metal	13 kg	7.8 kg
Plastic	27 kg	18 kg
Paper	65 kg	46.6 kg
Glass	18 kg	18.4 kg

These efforts reflect our continued focus on responsible resource management and waste reduction across the organisation.



# Our Footprint in 2025

Across our operations and value chain, we are committed to measuring our impact, improving transparency, and driving meaningful actions towards a low-carbon future



## Scope 1 Emissions

Across 38 voyages this year, our operated fleet consumed 8,079 metric tonnes (MT) of bunker fuel, resulting in a total of 27,758 tCO<sub>2</sub> in Scope 1 emissions.

More than 91% of the fuel consumed was low-sulphur fuel oil (LSFO), reflecting our continued compliance with IMO 2020 sulphur regulations and our commitment to operating more responsibly within the maritime sector.

**27,758 tCO<sub>2</sub>**  
2025 Scope 1 Emissions



## Scope 2 Emissions



**Singapore Office Floor Area**  
4600 SQFT



### Office Electricity Usage

<b>2025</b>	<b>2024</b>
<b>23,064.46 kWh</b>	<b>22,009.11 kWh</b>
<b>(9.4tCO<sub>2</sub>)</b>	



### Office Water Consumption

<b>2025</b>	<b>2024</b>
<b>2076.8 Cu M</b>	<b>2077.50 Cu M</b>



## Scope 3 Emissions – Business Travel

<b>2025</b>	<b>2024</b>
<b>19.6 tCO<sub>2</sub></b>	<b>32 tCO<sub>2</sub></b>

Air travel accounted for **19.6 tCO<sub>2</sub>**, representing less than 0.1% of our total carbon footprint for 2025.

These figures are calculated using internationally recognised IMO emission factors for fleet emissions and IATA methodology for corporate travel emissions.

By combining operational efficiency, carbon offset initiatives, waste reduction programmes, and employee-led sustainability actions, we continue to strengthen our long-term commitment towards responsible and lower-carbon operations.



**27,758 tCO<sub>2</sub>**

Scope 1 Emissions



**9.42 tCO<sub>2</sub>**

Scope 2 Emissions



**19.6 tCO<sub>2</sub>**

Scope 3 Emissions



**27,787.02 tCO<sub>2</sub>**

**2025 Total Emissions**

06

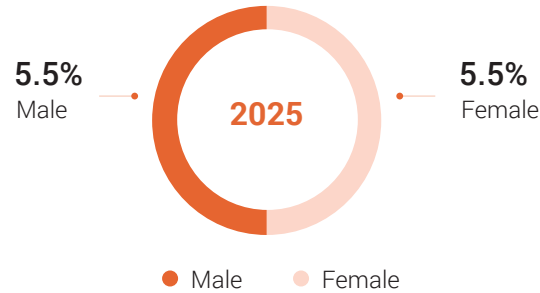
# Social



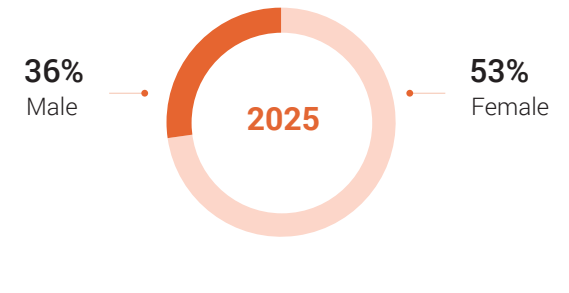
# Nunchi Marine Employee Demographics



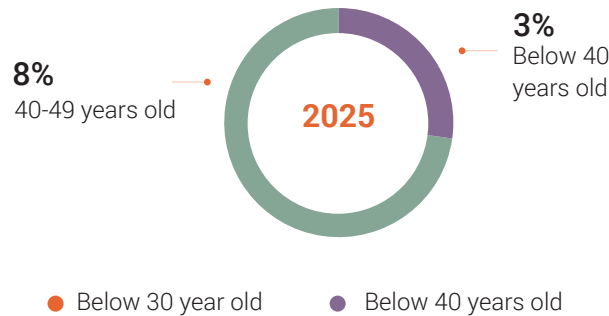
### Employees in management by gender



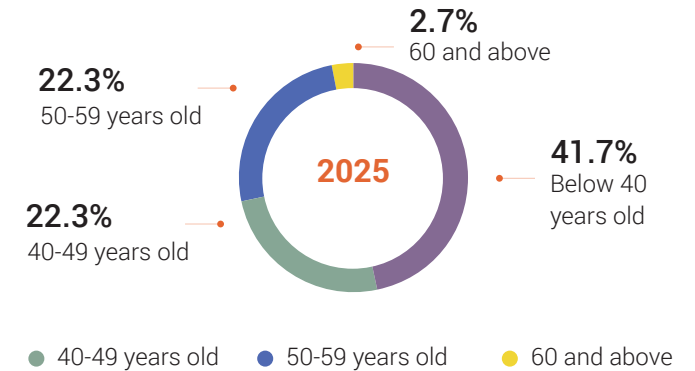
### Employees below management by gender



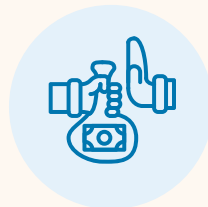
### Employees in management by age group



### Employees below management by age group



## Learning & Development



Governance Training or Accreditation

100%

Employees attendance



Anti-corruption Training

100%

Employees attendance

# Recognition & Awards

The following recognitions reflect the breadth and consistency of Nunchi Marine's social commitments across community, culture, and philanthropy. They are awarded by independent bodies and serve as external validation of our programmes and partnerships described throughout this chapter.



## People's Association Community Spirit Award 2025 – Merit Award

Awarded in recognition of Nunchi Marine's sustained collaboration with the People's Association, including multi-year support for Chingay Parade, which promotes social cohesion, cultural vibrancy, and community participation across Singapore.



## Company of Good – Three Hearts Recognition

Awarded by the National Volunteer and Philanthropy Centre (NVPC), the Company of Good Hearts programme recognises businesses that demonstrate consistent, values-driven giving. Nunchi Marine received its first Heart in 2024 and has since been recognised with three Hearts – an acknowledgement that giving back is embedded in how we operate, not an afterthought.



### A NOTE FROM OUR CEO

*“Since day one, giving back has been central to Nunchi Marine’s values. What started as something personal has become part of how we work and what we stand for as a company. We are grateful to the NVPC and Company of Good, and to the People’s Association for these recognitions. They are a reminder that small, consistent efforts do matter – and that businesses of any size can play a meaningful part in building a more inclusive community.”*

**– Henry Song,  
CEO, Nunchi Marine**

# Our Social Strategy

Our social investment strategy is built on three principles: long-term partnerships over one-off giving, programmes that create measurable outcomes for beneficiaries, and initiatives aligned with Singapore’s national priorities, from Healthier SG to active ageing to gender inclusion.

Across our focus areas: cultural heritage, active ageing, gender equality, mental health, healthcare access, inclusive sport, and women’s empowerment, we seek to invest with intent and account for impact. The sections below report on our programmes and performance in FY2025.



## Quantitative Metrics

Beneficiaries reached; funds raised; sessions and workshops delivered; volunteer hours deployed.



## Qualitative Metrics

Participant testimonials; partner feedback; media coverage and awareness; alignment with national frameworks (Healthier SG, SG60, NVPC Company of Good).



## Annual Review

Each programme is reviewed annually against set objectives. Renewal decisions are based on demonstrated outcomes.



## External Validation

Where possible, we seek third-party recognition (NVPC Hearts, PA Merit Award) to validate our approach.



# Arts & Cultural Heritage

To support Singapore's multicultural social fabric, we prioritise multi-year commitments and sustained partnerships that enable organisations to plan, develop talent, and deepen community reach rather than depend on one-off grants.

**Targets:**

Continued sponsorship through SG60 and beyond; increased volunteerism

**Monitoring:**

Annual attendance data from SIOC and Chingay; qualitative community feedback



## Supporting Community Through the Arts

Two years ago, Nunchi Marine supported the Singapore Indian Orchestra and Choir (SIOC) with the renovation of its performance space, recognising that physical infrastructure is important for sustained arts programming. That investment has since enabled regular community performances, rehearsals, and youth development activities.

The renovation came to life at SIOC's Festive Fiesta, where 38 young musicians took the stage in an evening that included a medley of ethnic songs reflecting Singapore's multicultural identity. Performances like these demonstrate how investment in cultural infrastructure translates directly into community access and youth participation.

We remain committed to SIOC's continued work in nurturing young talent and creating space for cultural expression.



## Celebrating SG60 Through Culture and Collective Action

Nunchi Marine continued its support for Chingay Parade for the fifth consecutive year. Chingay is one of Singapore's largest multicultural street performances and a cornerstone of national identity. Our five-year partnership reflects a deliberate long-term commitment to cultural programming that fosters social cohesion across communities.

This milestone year at SG60, reinforced our belief that sustained corporate participation in national cultural events builds community pride far more meaningfully than ad hoc, periodic sponsorship.



# Active Ageing & Intergenerational Connection

Through our two flagship programmes: the SUSS-Nunchi Marine Age Well Programme and the Nunchi Marine Smart Wellness Programme, we aim to support seniors in leading active, healthy, and socially connected lives. Both programmes are built on scalable, community-first models that integrate corporate resources, healthcare expertise and volunteerism. We also place strong emphasis on intergenerational bonding, creating structured opportunities for seniors, students, volunteers, and community partners to interact meaningfully.

### Targets:

Number of Age Well Ambassadors engaged; number of events, conferences and workshops facilitated; expansion of outreach into neighbourhoods.

### Monitoring:

Programme reports; volunteer participation data; health screening data; volunteer hours.

## Nunchi Marine Smart Wellness Programme - Year Two

Launched in October 2023 as a three-year collaboration, the Nunchi Marine Smart Wellness Programme delivers accessible, community-based health services directly to seniors across Singapore. The programme aims to deliver preventive healthcare and community engagement through RSVP Singapore’s network of senior volunteers.



**36 mobile sessions**

delivered across Singapore neighbourhoods in FY2024



**~1,000 seniors**

reached through health screenings, bone density assessments, wellness education, and guided activities



**60+ seniors**

participated at a single neighbourhood session at NTUC Health Active Ageing Centre (Bukit Merah)

By bringing care directly into the community, to familiar, trusted environments, the programme reduces barriers to access that often prevent seniors from seeking preventive care. Senior volunteers are engaged as Health Advocates, enabling peer-led outreach and strengthening community bonds.

The programme’s second year was marked by a formal renewal of our partnership with RSVP Singapore. The signing ceremony, witnessed by Minister of State Rahayu Mahzam, reaffirmed our shared commitment to advancing accessible, community-driven healthcare in alignment with Singapore’s national Healthier SG agenda.

## SUSS–Nunchi Marine Age Well Programme

At 82, Madam Rosalind Koh exemplifies what active ageing looks like in practice; continuing to teach, dance, and engage her community. Her story was among those celebrated at the Asia Pacific Eldercare Innovation Awards, where sector leaders gathered to recognise advancements in eldercare and community support. The event also marked the launch of LION (Lifecourse in Online Narrative), a new initiative supported through our Age Well Programme.

LION enables individuals to share their life stories digitally, with the goal of strengthening community networks, preserving personal histories and fostering intergenerational connections. The programme addresses a significant and often overlooked determinant of senior wellbeing: social isolation.



# Gender Equality in Sport

We use high-visibility platforms to showcase female athletic excellence and encourage broader participation across the sporting arena. Sustained, multi-year sponsorship signals commitment to structural change rather than reputational association.

### Targets:

Fourth-year renewal confirmed; evaluate fifth-year engagement.

### Monitoring:

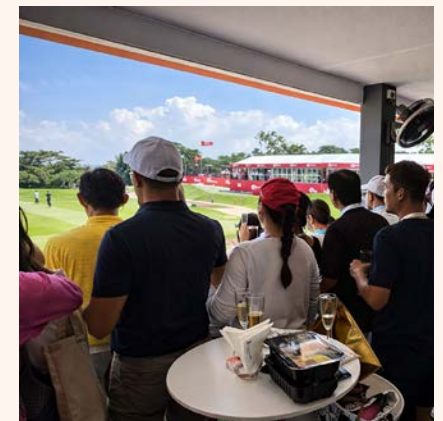
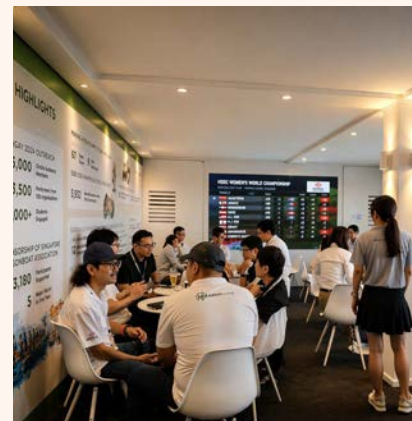
Media reach; participant demographics.



## Supporting Gender Representation in Sport

For the third year running, Nunchi Marine sponsored the HSBC Women's World Championship, one of the most prestigious women's golf tournaments on the global sporting calendar. Held in Singapore, the event draws world-class female athletes and significant media to shift perceptions of women in sport.

Our ongoing involvement is aligned with our broader commitment to diversity and inclusion. By supporting a global stage for female athletic excellence, we contribute to efforts to inspire participation, surface role models, and advance recognition within sporting spaces that have historically been male-dominated.



# Women's Empowerment

We support programmes that create structural pathways, skills, networks, and confidence for women who face barriers to economic participation.

**Targets:**

Track Women Business Accelerator cohort outcomes; number of women supported.

**Monitoring:**

YWCA programme reports; participant feedback.

## YWCA Hopemaker Movement and Women Business Accelerator

As part of its support for the Hopemaker Movement, a 150th anniversary initiative by YWCA of Singapore, Nunchi Marine sponsors the Women Business Accelerator Programme, empowering mothers, caregivers, and survivors with the skills, networks, and confidence to build sustainable livelihoods.

The programme operates from a clear premise: every woman can be a creator of hope, not only for herself, but for her family and community.



## Community Engagement: Danielle Kang at the YWCA Weaving Studio

American Professional Golfer, Danielle Kang visited the YWCA weaving studio, where she engaged with beneficiaries and shared her personal journey, offering insight and inspiration through her experiences in professional sport.

This initiative reflects our belief that inspiring role models and community connection are as important as skills training in supporting women's long-term empowerment.



# Inclusive Sport

Sport unites communities. As a longstanding donor to the Singapore Dragon Boat Association, we support inclusive sporting events that unite participants across ability, age, and socioeconomic background.

### Targets:

Track beneficiary demographics year-on-year; explore volunteer activation at events.

### Monitoring:

SDBA event reports

## Paddle as One

The *Paddle as One* event, organised by the Singapore Dragon Boat Association (SDBA) and Northeast CDC, brought more than 3,500 participants across 64 teams, including persons with special needs and children from lower-income families.

The event concluded with a send-off ceremony for Singapore's national dragon boat team, who went on to compete at the International Dragon Boat Federation (IDBF) World Dragon Boat Racing Championships in Germany. Nunchi Marine was honoured to be part of this moment.



# Senior Community Engagement

In partnership with RSVP Singapore and Orange Valley Active Ageing Centre, we organised a nature excursion to Mandai Wildlife Reserve for senior participants on International Day of Older Persons. This programme addresses social isolation, which is a significant determinant of health outcomes among the elderly. Our approach is to create meaningful, community-centred experiences that reinforce a sense of belonging and dignity.

### Targets:

Explore other nature-based/outdoor excursions; track participant wellbeing sentiments.

### Monitoring:

Participation data; feedback from Orange Valley Active Ageing Centre.

## Supporting Active Ageing Through Community Experiences

In conjunction with International Day of Older Persons, Nunchi Marine partnered with RSVP Singapore and Orange Valley Active Ageing Centre to organise a nature excursion to Mandai Wildlife Reserve for senior participants.

The outing gave participants an opportunity to enjoy nature, explore the wildlife reserve at a comfortable pace, and spend meaningful time together outside the care centre environment. Beyond the experience itself, the programme encouraged social connection and community engagement, directly addressing social isolation, a significant determinant of health outcomes in older adults.



## Healthcare Access

Our support of The Eye Ball 2025, which raised over \$2.8M for VisionSave, reflects our commitment to healthcare equity - specifically expanding access to quality eye care.

**Targets:**

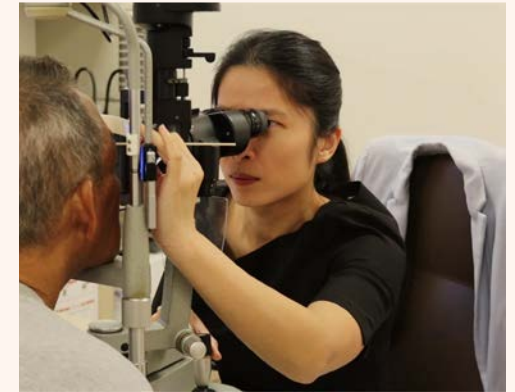
Report on VisionSave outcomes attributable to the 2025 fundraiser.

**Monitoring:**

SNEC outcome reports.

### The Eye Ball 2025

Our donation to The Eye Ball 2025, Singapore National Eye Centre's annual fundraising initiative was aimed at improving access to quality eye care and advancing ophthalmic research. Proceeds support specialist training, patient care programmes, and the VisionSave initiative, which focuses on making eye care accessible to those who cannot otherwise afford it.



## Mental Health Awareness

Management Approach: Our multi-year support of SOS's Blossom of Hope campaign reflects our commitment to addressing silent social challenges; those that carry stigma and are often underfunded

**Targets:**

Maintain annual partnership with SOS; explore internal mental health awareness programming aligned to our employee wellbeing.

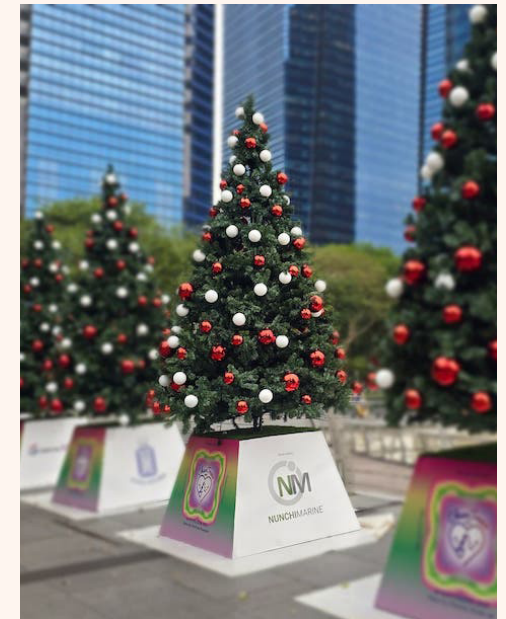
**Monitoring:**

Campaign reach.

### Blossom of Hope – Samaritans of Singapore

Nunchi Marine continued its support of the Samaritans of Singapore (SOS) for its annual Blossom of Hope campaign, focused on suicide prevention and bereavement support. This year, 100 illuminated Charitrees lined the Marina Bay Promenade, creating a public space for reflection, remembrance, and community support for those affected by mental health struggles and loss.

By bringing these conversations into a visible public setting, the campaign reduces stigma and encourages community-wide awareness. We will incorporate internal mental health awareness programming into our employee wellbeing agenda in FY2025.



# Community Support

The Lee Hsien Loong Cup Charity Golf Event is an established fundraiser supporting vulnerable groups including children, youth, seniors, and low-income families. Our sustained participation reflects a commitment to community giving through a well-governed, high-impact platform.

### Targets:

Maintain annual participation in the fundraiser and continue supporting programmes that benefit education, youth development, senior engagement, and welfare assistance.

### Monitoring:

Funds raised and programme outcomes reported by partner organisations.

## Lee Hsien Loong Cup Charity Golf Event

Nunchi Marine returned as a sponsor of the Lee Hsien Loong Cup Charity Golf Event, an annual fundraiser dedicated to supporting those who need it most. Funds raised go towards students in PCF Sparkletots Preschools, youth development programmes, senior engagement activities, and welfare assistance for low-income families.



# Employee Wellbeing

Management Approach: We treat employee wellbeing as a business imperative. Research consistently links employee rest, trust, and informal cohesion to retention, performance, and long-term organisational resilience.

### Targets:

Annual wellbeing investment per employee.

### Monitoring:

Turnover metrics; team feedback.

## Annual Team Retreat

As part of our annual employee wellbeing commitment, Nunchi Marine organised a team retreat to provide employees with structured time to rest, recharge, and deepen interpersonal connections outside of the work environment. Research supports the link between informal, shared experiences and measurable improvements in team trust, communication quality, and collaborative performance.

The retreat to the Maldives created space for team members to engage in shared activities, build stronger working relationships, and foster the kind of open communication that underpins a high-performance culture.



07

# Governance




NUNCHI MARINE

# Sustainability Committee



**Chief Executive Officer**  
Committee Chair



**Financial Controller**

- Integrates sustainability into financial planning and risk assessments
- Oversees ESG budgeting and investment decisions.
- Ensures transparency in sustainability-related financial disclosures
- ESG audits, risk assessments, and reporting obligations.


“  
**Charting a Sustainable course together.**”

Our Sustainability Committee drives ESG integration across our business through strategic oversight, effective governance and transparent reporting.



**Chief Operating Officer**

- Ensures regulatory compliance related to environmental and social governance.
- Integrates ESG requirements into operational policies and procedures.
- Collaborates with departments to embed sustainability metrics into business operations.
- Supports ESG audits, risk assessments, and reporting obligations.



**AVP, Corporate Communications & Sustainability**

- Develops and implements the sustainability strategy
- Coordinates all committee activities.
- Tracks ESG performance and reporting.
- Ensures compliance with standards and engages stakeholders.

# 2025 Highlights

At Nunchi Marine, governance is the foundation upon which we build lasting trust with our clients, partners, regulators, and communities. In 2025, we continued to deepen our governance infrastructure; strengthening the policies, systems, and culture that enable us to act with integrity in every market we serve.



**ESG Committee fully operational, driving cross-departmental accountability**

**In-house legal function established and embedded into operations**

**Risk & Compliance team expanded with specialist expertise**

**Code of Conduct and Compliance policies comprehensively updated**

**Company-wide ESG literacy programme launched across all departments**

**100% staff completion rate for compliance training**

**Global Trader Programme (GTP), ISCC EU, International Sustainability and Carbon Certification (ISCC) Plus certification and Company of Good award received**

**Sanctions Manual implemented with enhanced counterparty screening**



# Management Approach

Our management approach to governance is built on the principle that responsible conduct must be embedded into how we make decisions. We take a proactive, risk-informed stance, with operational accountability at every level of the organisation.

<b>Material Topic</b>	Governance, Ethics & Compliance
<b>Why It Matters</b>	Operating in the global oil and gas trading sector, we face exposure to financial crime, sanctions risk, and reputational risk. Robust governance directly protects our clients, counterparties, and stakeholders and is a prerequisite for our licence to operate.
<b>Governance Owner</b>	Management team supported by the ESG Committee and in-house Legal Counsel.
<b>Policies &amp; Standards</b>	Code of Business Conduct, AML & Anti-Terrorism Financing Policy, Anti-Bribery & Anti-Corruption Policy, Sanctions Manual, Credit Policy, Privacy Policy and Employee Handbook
<b>Key Actions in 2025</b>	Updated all core governance policies; launched company-wide compliance training; implemented vessel and counterparty screening protocols; obtained GTP and ISCC EU certification.
<b>Targets &amp; Commitments</b>	Maintained 100% annual compliance training completion; achieved zero confirmed sanctions breaches; conducted annual policy review cycle; continued alignment with international governance frameworks.
<b>Monitoring &amp; Review</b>	Internal audits; third-party risk assessment reviews; ongoing regulatory monitoring.

# Governance Framework

Our governance framework is structured around six interconnected pillars. Together, they form a cohesive system of accountability, one that evolves with our business and the regulatory environments in which we operate.



01

## Ethics & Compliance: AML, Anti-Terrorism Financing, Anti-Bribery, and Anti-Corruption

We uphold zero tolerance for financial crime in any form. Our policies are benchmarked against international standards and reviewed on a regular cycle.

Our comprehensive framework covers:

- **Anti-Money Laundering (AML):** Rigorous protocols that prevent Nunchi Marine from being used as a conduit for illicit financial flows.
- **Anti-Terrorism Financing:** Active monitoring and controls to prevent financial flows that could support terrorist activity.
- **Anti-Bribery & Anti-Corruption:** End-to-end controls including third-party due diligence, risk assessments, and mandatory staff training that apply across all business relationships.

Regular internal audits and management-level oversight reinforce the integrity of these measures

02

## Sanctions Compliance and Governance

Nunchi Marine maintains a comprehensive Sanctions Manual that sets out clear policies, procedures, and due diligence requirements to prevent any engagement with sanctioned parties.

Given the elevated sanctions risk inherent in the oil and gas sector, we treat sanctions compliance as a cornerstone of responsible business conduct. Our approach reflects our commitment to ethical governance, the protection of our reputation, and the broader interests of all stakeholders.

### Counterparty Due Diligence and Vessel Screening

We apply stringent Know Your Customer (KYC) and vessel screening protocols to every counterparty engagement. These processes are designed to proactively identify and mitigate risks related to financial crime, sanctions breaches, and reputational exposure.

03

## Code of Business Conduct: Embedding Integrity in the Workplace

Our Code of Conduct sets the standard for professional behaviour across Nunchi Marine from frontline staff to executive leadership.

We enforce zero tolerance for harassment, discrimination, or abuse of any kind. All employees are expected to uphold and embody our core values in every aspect of their work. The Code covers:

- Professional conduct and workplace behaviour
- Compliance with legal and regulatory obligations
- Business integrity in all dealings
- Media, communications, and confidentiality obligations

04

## Credit Policy: Financial Prudence and Responsible Practice

Our Credit Policy ensures we assess and manage credit risk in a manner that is both commercially sound and aligned with our broader sustainability commitments.

The policy provides:

- A structured framework for credit risk assessment and management
- Clearly defined approval processes and delegations of authority
- Mechanisms for ensuring regulatory and legal compliance
- A foundation for responsible credit practices that support sustainable business growth

05

## Privacy Policy: Safeguarding Stakeholder Trust

Protecting the personal data entrusted to us is a non-negotiable obligation and an expression of our respect for our stakeholders.

Our Privacy Policy governs how personal data is collected, stored, processed, and shared. Key provisions include:

- Clear and informed consent mechanisms
- Secure data handling practices

06

## Employee Handbook: A Culture of Respect, Equity, and Wellbeing

Our people are our greatest asset. The Employee Handbook sets out our commitments to a fair, supportive, and empowering workplace for every member of the Nunchi Marine team.

The Handbook establishes expectations and entitlements across:

- Professional development and learning opportunities
- Transparent and competitive remuneration structures
- A comprehensive suite of staff benefits

## Our employee value proposition is built on three pillars:



### Fair Compensation & Leave

Our remuneration framework provides transparent monthly pay structures, performance bonuses, and pro-rated benefits supported by itemised payslips. Leave entitlements go beyond statutory requirements to include Volunteerism Leave and Study Leave, reflecting our belief in community engagement and lifelong learning.



### Corporate Welfare & Wellness

We offer group medical, dental, travel, and life insurance coverage for employees and their immediate families, supplemented by executive health screenings, gym memberships, service recognition awards, and season parking. These programmes reflect our commitment to the holistic wellbeing of every team member.



### Training, Conduct & Compliance

Employees receive training on conduct, ethical behaviour, and anti-misconduct protocols. Clear reporting pathways ensure a safe, inclusive, and accountable workplace for all.



## Compliance Training

We believe that a well-informed workforce is our first line of defence against misconduct and regulatory breach. In 2025, 100% of our staff completed comprehensive compliance training, covering our core policies and their practical application.

## Certifications

External validation plays an important role in benchmarking our governance standards against recognised frameworks. In 2025, Nunchi Marine was proud to achieve and maintain the following:

- **Global Trader Programme (GTP) Certification:** Affirming our commitment to responsible and sustainable global trade practices.
- **ISCC EU Certification:** Demonstrating compliance with environmental, social, and traceability standards, and positioning Nunchi Marine to meet European regulations for transportation fuels and the biomass and biofuel industry.

## Looking Ahead

We remain steadfast in our belief that the highest standards of ethical conduct are not constraints on our growth; they are the bedrock upon which sustainable, long-term success is built.

08

# GRI Content Index



# GRI Content Index

## Nunchi Marine Sustainability Report

Prepared with reference to the GRI Standards 2021

GRI Standard	Disclosure	Description	Material Topic	Location / Response	Page
<b>GRI 2: General Disclosures 2021</b>					
GRI 2: General Disclosures 2021	2-1	Organisational details	—	Our Milestones	5
GRI 2: General Disclosures 2021	2-2	Entities included in sustainability reporting	—	About this Report	10
GRI 2: General Disclosures 2021	2-3	Reporting period, frequency and contact point	—	About this Report	10
GRI 2: General Disclosures 2021	2-4	Restatements of information	—	No restatements were made	
GRI 2: General Disclosures 2021	2-5	External assurance	—	Not applicable – no external assurance obtained for this report; may consider in future.	
GRI 2: General Disclosures 2021	2-6	Activities, value chain and business relationships	—	Business Overview	5
GRI 2: General Disclosures 2021	2-7	Employees	—	Social	23
GRI 2: General Disclosures 2021	2-8	Workers who are not employees	—	Not applicable – all core business activities are carried out by directly employed staff under formal employment contracts.	
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	—	Sustainability Committee	35
GRI 2: General Disclosures 2021	2-10	Nomination and selection of highest governance body	—	As a privately held company, candidates are chosen based on their leadership experience, industry expertise, and alignment with the company's values and strategic direction.  While no formal nomination committee exists, shareholders ensure that the governance body has the necessary skills to provide effective oversight, including on sustainability matters.	

GRI Standard	Disclosure	Description	Material Topic	Location / Response	Page
GRI 2: General Disclosures 2021	2-12	Role of highest governance body in overseeing impacts	—	Sustainability Committee	35
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	—	Sustainability Committee	35
GRI 2: General Disclosures 2021	2-14	Role of highest governance body in sustainability reporting	—	Sustainability Committee	35
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	—	Message from the Sustainability Committee	2
GRI 2: General Disclosures 2021	2-23	Policy commitments	—	Governance	37-41
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	—	Governance	38-39
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	—	Governance	40
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	—	Governance	40
GRI 2: General Disclosures 2021	2-27	Compliance with laws and regulations	—	Governance	38-41
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	—	<a href="http://www.nunchimarine.com/our-approach/#initiatives">www.nunchimarine.com/our-approach/#initiatives</a>	
GRI 2: General Disclosures 2021	2-30	Collective bargaining agreements	—	None of our employees are currently covered by collective bargaining agreements. We are committed to upholding fair labour practices, open communication and an inclusive workplace.	
<b>GRI 3: Material Topics 2021</b>					
GRI 3: Material Topics 2021	3-1	Process to determine material topics	—	We engaged key internal departments and reviewed relevant industry standards, local regulatory requirements and ESG trends to identify material topics.	12-16
GRI 3: Material Topics 2021	3-2	List of material topics	—	Materiality Assessment	13
GRI 3: Material Topics 2021	3-3	Management approach for each material topic	—	Materiality Assessment	13

GRI Standard	Disclosure	Description	Material Topic	Location / Response	Page
<b>Topic-Specific Standards – Material Topics</b>					
<i>Material Topic: Carbon Emissions Management</i>					
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Carbon Emissions Management	Environmental	20-21
GRI 305: Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	Carbon Emissions Management	Environmental	20-21
GRI 305: Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions	Carbon Emissions Management	Environmental	20-21
GRI 305: Emissions 2016	305-5	Reduction of GHG emissions	Carbon Emissions Management	Environmental	20-21
<i>Material Topic: Marine Protection &amp; Spill Prevention</i>					
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Marine Protection & Spill Prevention	Environmental	21
<i>Material Topic: Energy Transition &amp; Low-Carbon Portfolio Diversification</i>					
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Energy Transition & Low-Carbon Portfolio Diversification	Environmental	21
GRI 302: Energy 2016	302-5	Reductions in energy requirements of products and services	Energy Transition & Low-Carbon Portfolio Diversification	Environmental	21
GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	We contribute to local socio-economic development through community support initiatives. As we grow, we continue to explore opportunities to contribute to sustainable infrastructure that aligns with community needs and our business objectives.	Environmental	26-33

GRI Standard	Disclosure	Description	Material Topic	Location / Response	Page
<b>Material Topic: Internal Resource Management</b>					
GRI 302: Energy 2016	302-1	Energy conservation initiatives	Internal Resource Management	Environmental	20
GRI 306: Waste 2020	306-4	Waste diverted from disposal (recycling)	Internal Resource Management	Environmental	20
<b>Material Topic: Active Ageing &amp; Senior Wellness</b>					
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programmes	Active Ageing & Senior Wellness	Social	26-33
<b>Material Topic: Social Mobility &amp; Women Empowerment</b>					
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Social Mobility & Women Empowerment	Social	26-33
GRI 413: Local Communities 2016	413-1	Community investment programmes	Social Mobility & Women Empowerment	Social	26-33
<b>Material Topic: Community Engagement</b>					
GRI 413: Local Communities 2016	413-1	Community engagement, impact assessments and development programmes	Community Engagement	Social	26-33
<b>Material Topic: Cultural Heritage &amp; National Identity</b>					
GRI 413: Local Communities 2016	413-1	Community investment, cultural preservation and stakeholder engagement activities	Cultural Heritage & National Identity	Social	26-33
<b>Material Topic: Business Ethics &amp; Anti-Corruption</b>					
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Business Ethics & Anti-Corruption	Governance	40-41
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Business Ethics & Anti-Corruption	Governance	38

GRI Standard	Disclosure	Description	Material Topic	Location / Response	Page
<b>Material Topic: Sanctions &amp; Regulatory Compliance</b>					
GRI 206: Anti-competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour	Sanctions & Regulatory Compliance	Governance	38
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Sanctions & Regulatory Compliance	Governance	38
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Sanctions & Regulatory Compliance	Governance	38
<b>Material Topic: Cybersecurity &amp; Data Protection</b>					
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity & Data Protection	Governance	39
<b>Material Topic: Transparency &amp; Responsible Reporting</b>					
GRI 2: General Disclosures 2021	2-3	Reporting period, frequency and contact point	Transparency & Responsible Reporting	About this Report	10
GRI 207: Tax 2019	207-1	Approach to tax	Transparency & Responsible Reporting	Governance	39
GRI 207: Tax 2019	207-2	Tax governance, control, and risk management	Transparency & Responsible Reporting	Governance	39



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