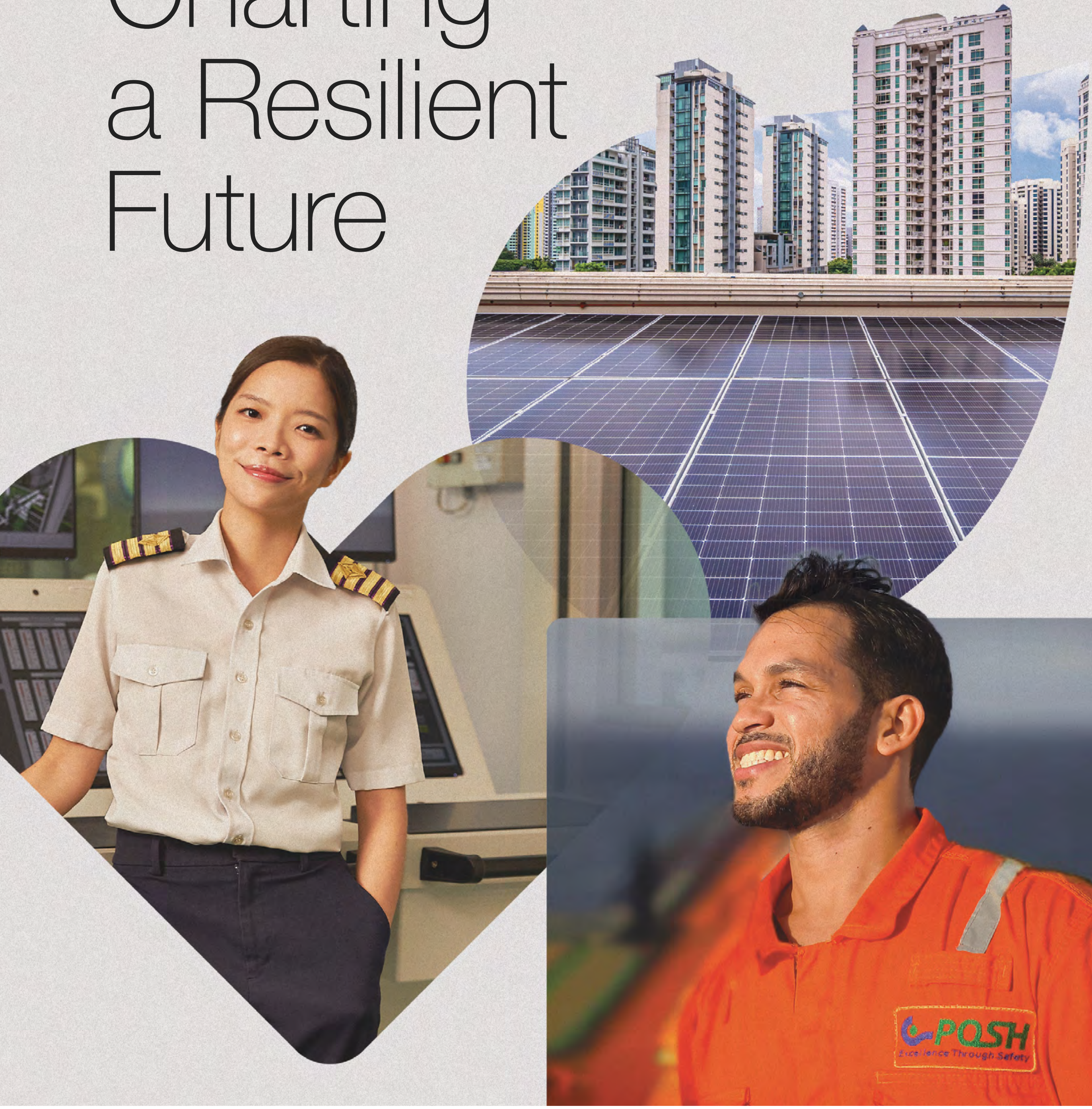
KUOK GROUP SINGAPORE

Charting a Resilient Future




Celebrate
Trailblazer
Empowered women empower women
She Believed, So She Did!


PCL | POSH
SEASTAFF SEMINAR MANILA 24 - 25 JULY 2024


BUSINESS


ASMI
Association of Singapore Marine and Offshore Energy Industries
BUSINESS AWARD


Dignity Farm
BHP


PaxOcean
POSH
PCL

Contents

ABOUT US

Charting a Resilient Future

"To navigate the increasing uncertainty of today's global environment and geopolitical challenges, we must embrace the spirit of the Pando tree – staying attuned to our surroundings, strengthening our alliances, collaborating with unwavering commitment, and ensuring our collective resilience and long-term success."

KUOK KHOON EAN CHAIRMAN OF KUOK GROUP SINGAPORE

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, KGSg 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 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 (KMG) the real estate business of Allgreen Properties (Allgreen) and the digital infrastructure business of K2 Strategic (K2).

Our Sustainability Strategy

In response to the risks and opportunities inherent in our diverse global operations, KGSg has been refining our sustainability strategy to drive a unified approach across the Group. This year, we refreshed our material priorities through an analysis against industry peers, ensuring our focus remains aligned with our strategic objectives and current industry standards. We also continue to seek feedback from key stakeholders, which helps to shape our business practices, decision-making and sustainability targets.

This sustainability report serves to communicate our sustainability commitments, business strategies and progress, as part of our ongoing efforts to promote transparency and accountability. It also serves as a vital platform for engagement with our stakeholders.

Our Purpose

KGSg is driven by our Purpose to develop teams and businesses with heart, integrity and entrepreneurial spirit that create long-term sustainable value for all our stakeholders. Through our sustainability efforts we seek to leverage our diverse expertise to grow and empower our diverse teams to work collaboratively, encouraging innovation to drive long-term impact. Our achievements stem from our Core Values of Integrity, Effort, Unity, Compassion and Gratitude. These values serve as our compass, guiding our commercial achievements and strengthening our commitment to the people we serve.

Our Core Values

Integrity

We relate to others with sincerity, honesty, truthfulness and benevolence. We treat everyone fairly, regardless of seniority and background.

Effort

We are committed to the organisation and work diligently to achieve success. We stay resilient, hold ourselves accountable and always give our best.

Unity

We embrace differing views to find the best way forward. We strive together toward a common purpose and execute as one.

Compassion

We care and look after the well-being of our people and the community. We take responsibility for the safety and well-being of all.

Gratitude

We are thankful for the challenges we go through, that make us stronger, wiser and humble as a team. We show our appreciation to others for their support and contribution to our success.

Our Global Operations

We are headquartered in Singapore with operations and value chains spanning Asia, Europe, the Middle East and the Americas. As a global conglomerate, our business units are specialised to serve customers within the various sectors in which they operate.

KUOK MARITIME GROUP

KMG serves as the umbrella entity of KGSg's maritime companies, leveraging the breadth of the Group's maritime expertise to provide an integrated suite of maritime solutions to businesses globally.

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

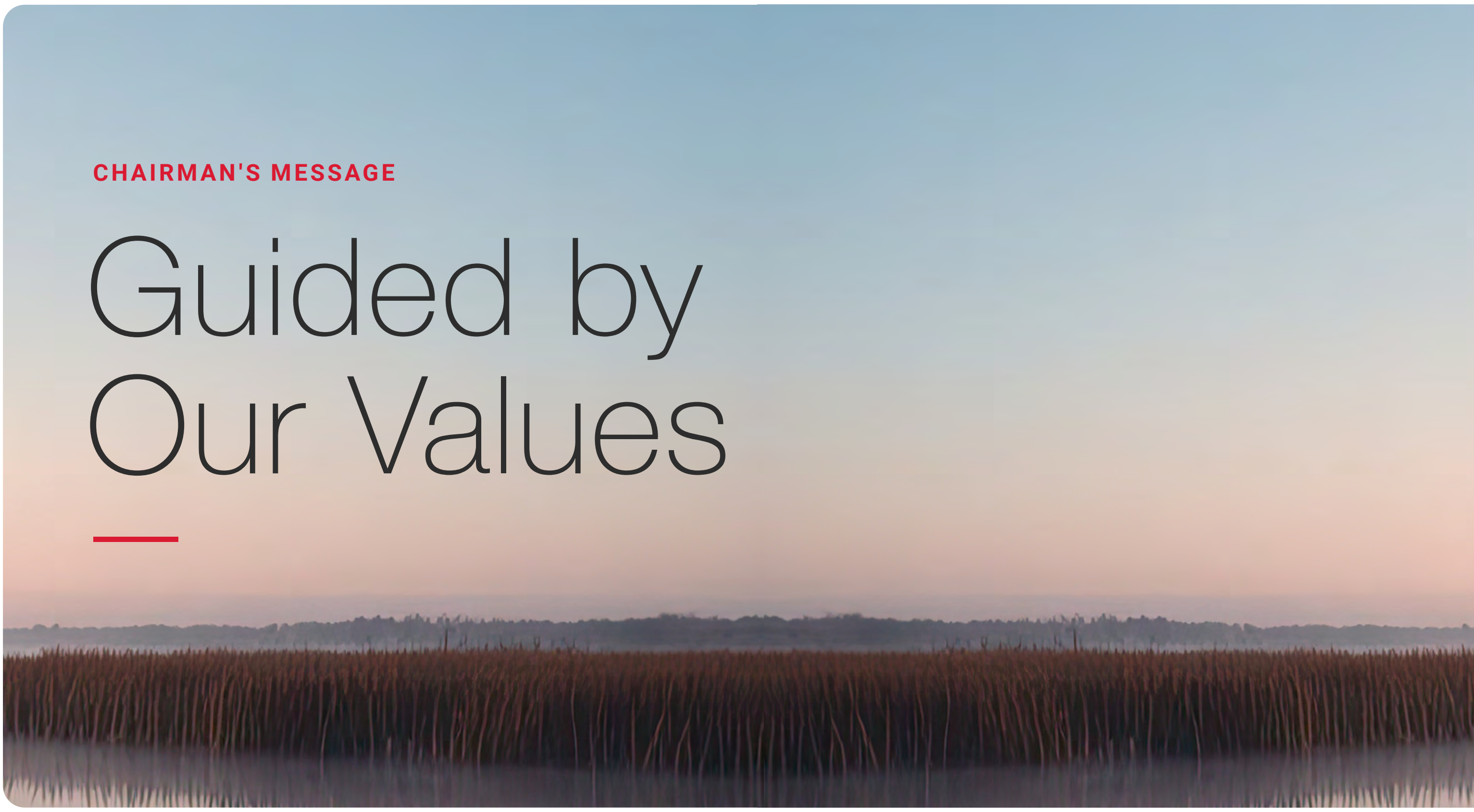
PaxOcean is a premier shipyards group that supports the marine and offshore industry in newbuilding, fabrication, recycling, repairs, and conversion of conventional and renewable energy assets.

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

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

K2 is an international developer, owner and operator of hyperscale digital infrastructure assets.

KGSg	
1	Singapore
2	Kuala Lumpur, Malaysia
Allgreen	
1	Singapore
2	Johor, Malaysia
K2	
1	Singapore
2	Dublin, Ireland
3	Johor, Malaysia
4	Jakarta, Indonesia
5	Bangkok, Thailand **Under construction*
PaxOcean	
1	Singapore
2	Zhoushan, China
3	Batam, Indonesia
4	Jubail, Saudi Arabia
PCL	
1	Singapore
2	Manila, Philippines
3	Kuala Lumpur, Malaysia
4	Yangon, Myanmar **Operational from 2025*
5	Mumbai, India
6	Shanghai, Beijing, China
7	Jakarta, Indonesia
8	Houston, New York, New Orleans, Seattle, USA
9	Hamburg, Germany
10	London, UK **Operational from 2025*
11	Constanta, Romania
12	Addis Ababa, Ethiopia **Operational from 2025*
13	Gdynia, Poland **Operational from 2025*
POSH	
1	Singapore
2	Muara, Brunei
3	Manila, Philippines
4	Dammam, Saudi Arabia
5	Mumbai, India
6	Rio de Janeiro, Brazil



CHAIRMAN'S MESSAGE

Guided by Our Values

Dear Stakeholders,

At Kuok Group Singapore, we endeavour to contribute meaningfully to the resilience and sustainability of every community in which we operate. Guided by our Core Values of Integrity, Effort, Unity, Compassion, and Gratitude, we are deepening our commitment to integrate environmental and social responsibilities across all our businesses.

Navigating Geopolitical and Trade Disruptions

The current geopolitical tensions and disruption to trade patterns continue to present businesses with growing uncertainty, but despite these challenges we remain steadfast in our commitment to building long-term sustainable businesses.

Over the past few years, we have implemented strategies to strengthen our resilience and enhance workforce agility. To keep abreast of the changing market sentiments and adapt swiftly to our customers' evolving needs across our diverse operations, we have been actively engaging with our workforce, fostering employee upskilling and pursuing technology integration. This commitment to workforce transformation and innovation enhances our agility in navigating the global volatility and enables us to maintain our long-term dedication to sustainability.

Enduring Focus on our Sustainability Strategy

Our sustainability strategy is anchored by a long-term commitment to achieving Net Zero by 2050, supported by immediate actions as well as medium-term objectives to chart our decarbonisation journey.

Some of the initiatives being undertaken across our businesses:

- **In maritime**, we are investing in energy-efficient vessel designs, operational improvements and low-carbon technologies including fleet electrification and solar electrification at our shipyards.
- **In real estate**, we are improving energy efficiency across all our properties and pursuing green building certifications.
- **In digital infrastructure**, we are prioritising energy optimisation and exploring investments into renewable energy.

Beyond our organisation, we actively seek to collaborate with industry peers to co-develop and implement sustainable solutions together. With a clear roadmap and staying focused, we can build resilient agile businesses that can weather economic and regulatory headwinds while remaining aligned with our sustainability commitments.

Commitment to Workforce Transformation

Recent events have marked a significant shift away from the global order we were used to, and we now face one of the most complex geopolitical and challenging economic environments in recent history. Wars are being fought in combat and in trade. Technological developments especially in Artificial Intelligence (AI) present both challenges as well as opportunities to vastly improve productivity and reshape existing work structures. To emerge stronger from this period of global disruption, we must rely on our people.

We recognise that our people are our most important assets, and the Group continues to invest in strengthening our culture and building the capabilities we require to thrive in today's world. We held our first Culture Survey in 2024 to get a pulse check and ensure we are intentional about creating the right working ecosystem within the Group. I am pleased to report that overall, our people acknowledge and are aligned with our Purpose and support our proactive leadership. However, we can still do better in encouraging and empowering our people to take risks and innovate.

There is still much to do for our people and culture, and we have been working hard to foster cross-sector collaboration to enhance capacity building and encourage creative problem-solving. With the transformative potential of AI, we are proactively upskilling our workforce, building internal AI expertise and cultivating a culture of continuous learning. Through targeted training initiatives, we want to empower our employees with the tools needed to drive innovation and sustainability across all levels of the organisation, making essential shifts in workforce enablement to meet our future needs.

Preparing and Gearing Up for Tomorrow's Challenges

As we continue our sustainability journey, we look to partner with like-minded industry leaders to journey with towards the successful global transition to a Net Zero future—one that ensures healthier, more fulfilling lives for generations to come. We also remain committed to engaging with the communities in which we operate to create a stronger, more resilient and inclusive economy.

We are deeply grateful to our colleagues, partners, customers, and stakeholders for your continued trust and support. Thank you for steadfastly walking this path with us.

Yours sincerely,

Kuok Khoon Ean
Chairman, Kuok Group Singapore

OUR SCOPE

About this Report

KGSg's sustainability report presents an overview of the sustainability performance of our corporate functions and five primary business units, whose operations span across Asia, Europe, the Middle East and the Americas.

The information and data included reflect the Group's performance on material sustainability issues from 1 January to 31 December 2024, unless stated otherwise. The scope of the disclosed data is aligned to the operational control boundaries of our corporate functions and business units, aggregated at the group level.

The report is prepared with reference to Global Reporting Initiative (GRI) Universal Standards 2021 to enable global consistency and comparability of disclosed information. With the International Financial Reporting Standards (IFRS) S1 and S2 Standards now published, we will soon be conducting a gap analysis against the climate-related disclosure requirements within those standards and progressively align with them. Such disclosures will allow greater insights into the financial impacts of climate change on the Group's activities.

Restatement of Information

PCL's vessel carbon intensity for 2021 has been restated to 9.68 gCO_2/tnm from 9.53 gCO_2/tnm. The slight adjustment is due to the receipt of updated, class-verified data for 2021.

POSH's carbon intensity will now be calculated as CO_2e emissions per vessel work hour, excluding periods when vessels are in drydock (previously, time in drydock was counted as part of a vessel's work hours as its engine continues to operate even when in drydock). We believe this will more accurately reflect the carbon intensity of our offshore operations. Please refer to the section on "Our Performance: Carbon Intensity" for the restated 2021 and 2023 values.

Review and Assurance

We engaged EY, an external independent service provider, to conduct pre-assurance of the 2024 GHG emissions data. The findings provided observations and recommendations in line with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition.

While there's still room for improvement, these results reflect a clear improvement compared to our 2023 efforts in data collection, calculation, and organisational boundary. This proactive step helps ensure more accurate data and strategically positions us to meet upcoming regulatory requirements with greater confidence. We will consider increasing the scope of external assurance in future years.

Feedback

We welcome and value any feedback on this report that could help improve our sustainability performance and reporting. If you have any questions regarding this report or our sustainability initiatives, please reach out to us at **corpcomms@kuokgroup.com.sg.**

OUR APPROACH

Shaping Future Generations

At KGSg, we believe that our actions today shape the future for generations to come. By committing to meaningful progress on our 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.

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

Our Sustainability Governance

The Board of Directors of Kuok Singapore Limited (KSL) is responsible for setting the Group's sustainability strategy and progress, including the approval of material priorities and the Environment, Social and Governance (ESG) Policy. The Board has oversight of the Group's progress towards sustainability goals, and it oversees risk management systems and controls, including those related to sustainability 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 sustainability targets, strategy, policies and initiatives. Supporting the Council, the Group Sustainability Office (GSO) within the Group's Executive Office formulates and coordinates Group-wide sustainability targets, strategies and initiatives.

ESG Leads are appointed across the Group's business units and corporate functions to advise on Group-wide sustainability strategy, as well as to develop and execute sustainability strategies at the business unit or corporate function level, under the guidance of their respective CEO or function head.

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

As defined by our ESG Policy, each business unit is accountable for their data, which is then compiled by the GSO and reported at the group level.

Our Sustainability Pillars

Our Targets

01 ENVIRONMENT		02 COMMUNITY		03 RESPONSIBILITY	
1.1	Energy & GHG Emissions	2.1	Employee's Health, Safety & Well-Being	3.1	Fair & Ethical Business Practices
1.2	Water Use & Management	2.2	Fair & Transparent Employment Practices	3.2	Supply Chain Management
1.3	Waste Management	2.3	Future-Proofing KGSg's Workforce	3.3	Digitalisation & Innovation
1.4	Pollution Management	2.4	Positive Community Impact	3.4	Cybersecurity & Data Privacy

Stakeholder Engagement

At KGSg, 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 interactions with both internal and external stakeholders. These include employee engagement initiatives, public reporting and collaborations with external stakeholders. A key part of our internal engagement is fostering a culture of sustainability.

To do this, we consistently cultivate and support our employees in their individual sustainability interests through sustainability-focused seminars, training programs and workshops. Since 2023, we launched almost 30 e-learning modules designed to introduce sustainability topics to our employees. These resources enable employees to understand the Group's priorities in promoting sustainability and help build sustainability capabilities in their relevant roles.

Our stakeholders include employees, customers, business partners, shareholders, suppliers, regulators and local communities. No critical concerns relating to sustainability were raised to the Council in 2024.

Stakeholder	Stakeholder value	Modes of engagement	Topics of interest
Employees	Fostering an environment at KGSg that prioritises safety, embraces diversity, celebrates inclusion, and empowers employees to reach their highest potential.	▪ Newsletters ▪ Townhall ▪ Performance Reviews ▪ Engagement Surveys ▪ Workshops ▪ Learning and development programmes	▪ Employee well-being ▪ Safe working environment ▪ Fair employment practices ▪ Training and development
Customers	Building innovative solutions and delivering excellence with the highest professional and ethical standards to fulfil our customers' needs.	▪ Social media ▪ Roadshows ▪ Exhibitions ▪ Meetings ▪ Direct communications	▪ Fair and ethical business practices ▪ Reputation of organisation ▪ Long-term sustainability goals
Business Partners	Working hand-in-hand with our partners to accomplish shared business goals.	▪ Social media ▪ Roadshows ▪ Exhibitions ▪ Meetings	▪ Sustainable growth of business ▪ Reputation of organisation ▪ Long-term goals
Suppliers	Developing a strong, principled, and streamlined supply chain that supports and advances our business goals.	▪ Social media ▪ Roadshows ▪ Exhibitions ▪ Meetings ▪ Direct communications	▪ Suppliers' compliance with ethical standards ▪ Integration of sustainable business practices

Stakeholder	Stakeholder value	Modes of engagement	Topics of interest
Regulators	Nurturing transparent and productive partnerships with regulatory bodies to meet our business goals while upholding compliance and responsibility.	▪ Consultations ▪ Meetings	▪ Fair and ethical business practices ▪ Compliance with regulatory standards
Local Communities	Pledging to create lasting value and meaningful positive change in the communities that host our operations.	▪ Volunteer programmes ▪ Philanthropic giving ▪ Community project	▪ Positive community impact

Materiality

Our Materiality Assessment Approach

Our materiality assessment applied double materiality principles to assess and prioritise the Group's material sustainability priorities and their potential impact, risks and opportunities. The assessment considered evolving sustainability, macroeconomic and regulatory trends, seeking to progressively align with the definition of financial materiality set out in the IFRS Sustainability Disclosure Standards. Please refer to SR2023 for more information on the approach.

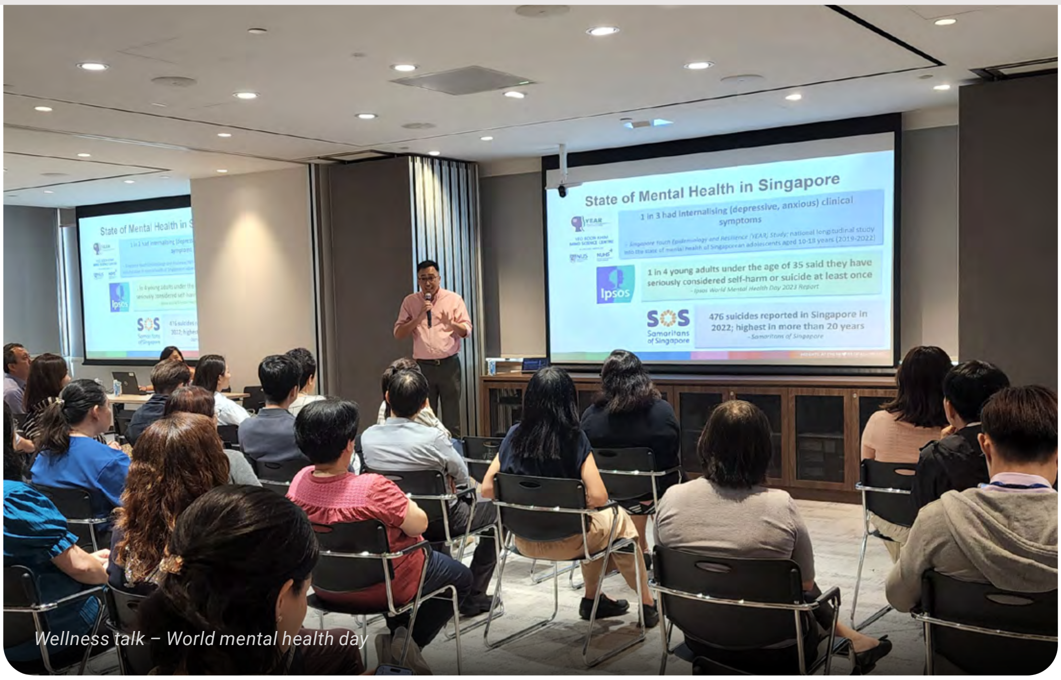
We refreshed our materiality assessment in 2025 as a response to the shifting environment and stakeholder requirements. The refresh of topics has reaffirmed the existing 12 material priorities that inform our strategic decisions, with two priorities expanding in scope.

Our Material Priorities

Our 12 material issues were grouped into three pillars, namely Protecting the Environment, Ensuring the Well-being of our Employees and Society, and Managing Responsibly and Transparently. They were then prioritised by evaluating their environmental and social impacts alongside the potential risks and opportunities that may affect the business portfolio. Please refer to our SR2023 for the sustainability impacts, risks and opportunities identified for each material priority.

As a result of our 2025 materiality update, we have expanded the scope of two material priorities:

1. **Waste Management:** expanded to include all types of waste generated from the business units, beyond hazardous waste. Increasingly, stakeholders expect companies to address their broader environmental responsibilities, recognising that all waste streams—not just hazardous ones—contribute to environmental burdens. KGSg aims for a more comprehensive approach to minimising our overall ecological footprint by managing all waste streams generated across the business units.
2. **Supply Chain Management:** expanded to include consideration of other environmental and social impacts of suppliers—beyond compliance with ethical standards. In today's economic climate, we view supplier engagement on sustainability as key to our long-term resilience. By considering the broader impacts of our suppliers, this expansion reflects an aim to build more resilient supply chains that are less vulnerable to resource scarcity, environmental regulations and social strains. Furthermore, as we anticipate needing to be able to report our Scope 3 emissions in the future, we recognise the need to work with our partners in our supply chains to be able to accurately determine—and ultimately seek to reduce—those emissions.



Wellness talk – World mental health day

Our Targets and Commitments

As part of our materiality assessment, KGSg 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 the three strategic pillars listed on page 13, each encompassing four material priorities. We have initially identified seven near-term core targets deemed most relevant for the Group, serving as foundational points to systematically mobilise our sustainability efforts. For the remaining material priorities, we are tracking our performance internally and have begun to report on certain additional social metrics this year. Moving forward on our ESG journey, we will develop additional key goals, milestones, 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 business units operate, with an overarching goal of achieving Net Zero by 2050. To track our progress, we have set specific interim environmental targets for 2030.

Our 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 and corporate function actively monitors and assesses its sustainability performance. The data and information collected through this process are consolidated by the Group Sustainability Office and regularly reported to the Group Sustainability Council and the Group's Senior Management Team. This systematic approach allows us to monitor our sustainability initiatives, make informed decisions, and continuously improve our sustainability performance.


Lunchtalk - Our journey towards green buildings

	Pillar	Material Priority	Targets
01 ENVIRONMENT	**Protecting the Environment**	▪ Energy & GHG Emissions ▪ Water Use & Management ▪ Waste Management ▪ Pollution Management	▪ Achieve Net Zero Group-wide, by 2050 ▪ Reduce GHG emissions intensity across KGSg's business units by 2030, with targets and objectives in place ▪ Achieve zero oil spills, annually[1]
02 COMMUNITY	**Ensuring the Well-Being of Our Employees & Society**	▪ Employee's Health, Safety and Well-Being ▪ Fair and Transparent Employment Practices ▪ Future-Proofing KGSg's workforce ▪ Positive Community Impact	▪ Achieve zero fatalities, annually ▪ Attain employee survey participation rate of 95% for office-based employees and 85% for non-office-based employees[2] ▪ Attain an average of 20 hours of training per employee, annually[3] ▪ Achieve an average of 4 hours of community impact participation per employee annually
03 RESPONSIBILITY	**Practicing Responsible & Transparent Management**	▪ Fair and Ethical Business Practices ▪ Supply Chain Management ▪ Digitalisation and Innovation ▪ Cybersecurity and Data Privacy	▪ Ensure 100% of employees are trained in the Group's Anti-bribery and Corruption Policy and Whistleblowing Policy ▪ Ensure 100% of employees are trained in cybersecurity topics and the Group's Personal Data Protection Policy

[1] In 2024 we expanded the scope of our target beyond our maritime business units to encompass our global operations.
[2] Increased target to 95% for office-based employees from 85% and 85% for non-office-based employees from 75% from 2023.
[3] Increased target from 12 hours from 2023.

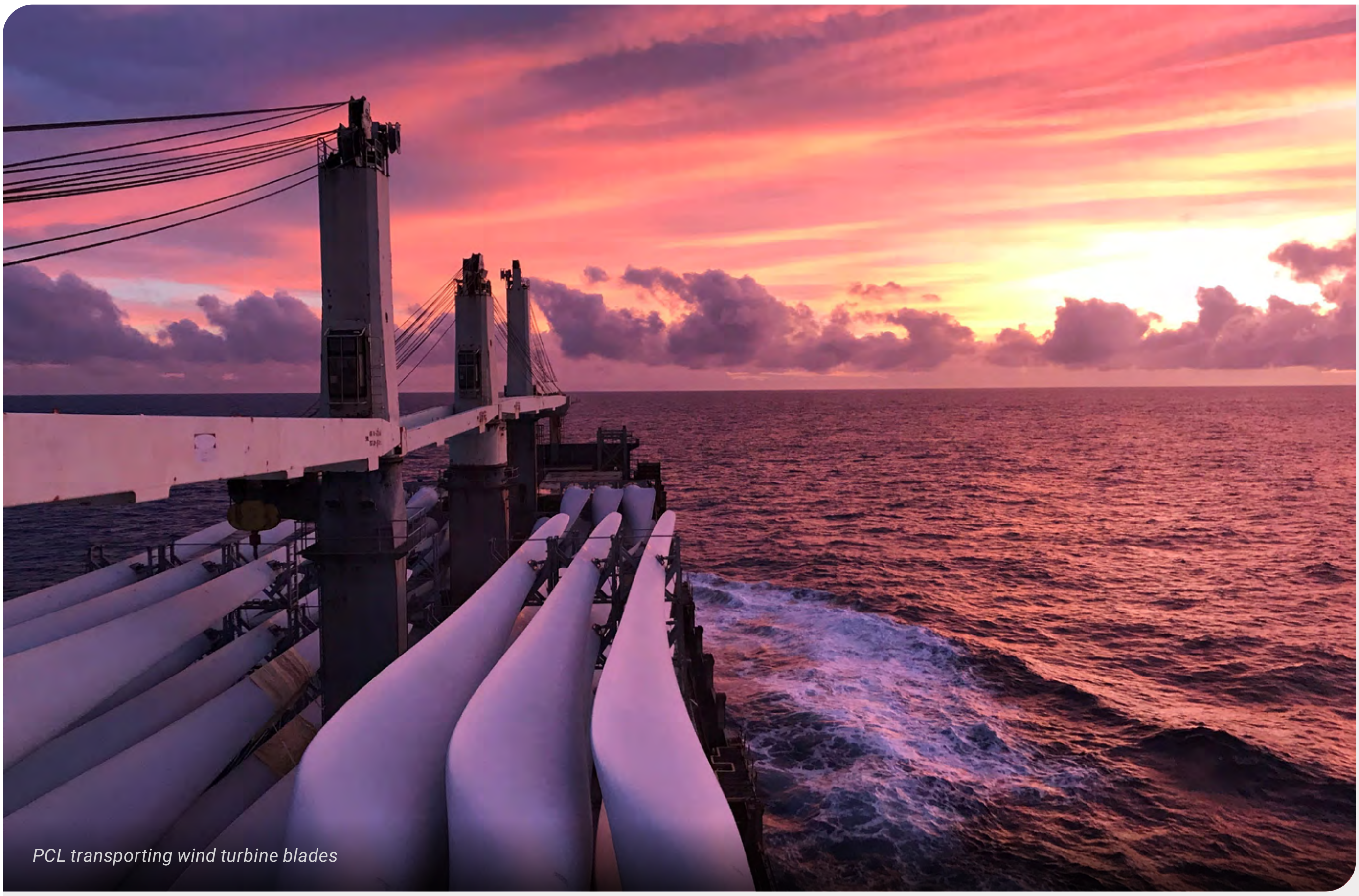
01

SECTION 01

Protecting the Environment

IN THIS SECTION:

ENVIRONMENT


PCL transporting wind turbine blades

At Kuok Group Singapore, we recognise the critical need to address the environmental impact of our operations, especially in the hard-to-abate sectors in which many of our business units operate.

We tackle this challenge from a dual perspective: actively seeking to mitigate inherent risks while pursuing opportunities to enhance environmental management. This entails leveraging new technologies, embedding best practices and forging strategic partnerships.

We have set targets that, at a minimum, seek to align the Group's businesses with the nationally determined contributions and targets of the countries we operate in.

We also follow requirements from international organisations and industry bodies, to ensure our practices are environmentally responsible.

1.1. Energy & GHG Emissions

Why We Focus on Energy and GHG Emissions

Climate change is a critical and immediate factor that is reshaping the business landscape. It challenges businesses to rethink their strategies in order to effectively manage the additional risks and opportunities. Across KGSg's diverse businesses, the transition to a low-carbon economy presents an opportunity for us to innovate, build greater resilience and foster long-term growth.

Our business units span digital infrastructure such as energy-intensive data centers and fleets reliant on carbon-intensive fuels. By actively monitoring the energy and emissions performance across our core business activities, we can identify operational hotspots and take a targeted approach to optimise our energy use. This enables us to enhance overall business efficiencies, deliver value across our diverse portfolio and mitigate risks associated with high energy use and emissions.

Our Management Approach

We are committed to supporting global decarbonisation efforts and have set a long-term goal to align with Net Zero by 2050. Our ESG Policy outlines our Group-wide environmental objectives, including providing guidance for the business units in achieving these goals, and defining the Group's commitments to support them. To track our progress, the business units have developed unique 2030 carbon intensity targets that reflect the decarbonisation challenges inherent in their respective industries.

We are guided by the GHG mitigation hierarchy framework, prioritising first the avoidance of emissions; then the reduction of energy use, and finally the transition to renewable energy systems to further lower our emissions.

PaxOcean Zhoushan dormitory solar panels

Transitioning to Low-Carbon Maritime Solutions

Our maritime businesses employ an integrated emissions reduction strategy, encompassing three key areas: optimising existing vessel energy consumption through retrofits and fleet renewal, transitioning to less carbon-intensive energy sources such as electrification where feasible and using technology to improve operational efficiency.

Piura Pacific

PCL

In 2024, PCL advanced its decarbonisation agenda through a combination of fleet efficiency measures and retrofits, digital innovation and strategic fleet renewal.

Fleet efficiency efforts included operational strategies such as the use of fuel additives and biofuel, slow steaming, route optimisation and enhanced voyage management. Reinforced by ongoing digital innovation, PCL adopted real-time monitoring of vessel performance, enabling data-informed decisions to deploy solutions for optimisation and help drive continuous improvement in carbon intensity. PCL also launched a vessel-specific retrofit programme tailored for each vessel, based on its age, trading pattern and technical design. This allows for targeted technical upgrades such as propeller enhancements and LED lighting installation, with the aim of enhancing fuel efficiency and lowering carbon intensity.

PCL's strategic fleet renewal over 2023 and 2024 included the divestment of 15 older vessels—including LPG carriers and tankers—whose age and trading patterns had contributed to higher carbon intensity, thereby improving overall fleet emissions performance. Looking ahead, the company recognises that achieving long-term decarbonisation targets will require a mix of alternative fuels and emerging technologies. The company is actively monitoring the development, infrastructure readiness and technical maturity of these solutions. As an interim measure, all new medium-range tankers and multi-purpose vessels are being built with dual-fuel (LNG-ready) capability. This provides optionality while the industry transitions and clearer pathways to low carbon operations emerge.

To benchmark its decarbonisation performance, PCL uses the IMO Carbon Intensity Indicator (CII) framework and has set a target for all vessels to achieve a CII rating of "C" or above. In 2024, 100% of PCL's owned vessels met this target—an improvement from 89% in 2023.

POSH Courage

POSH

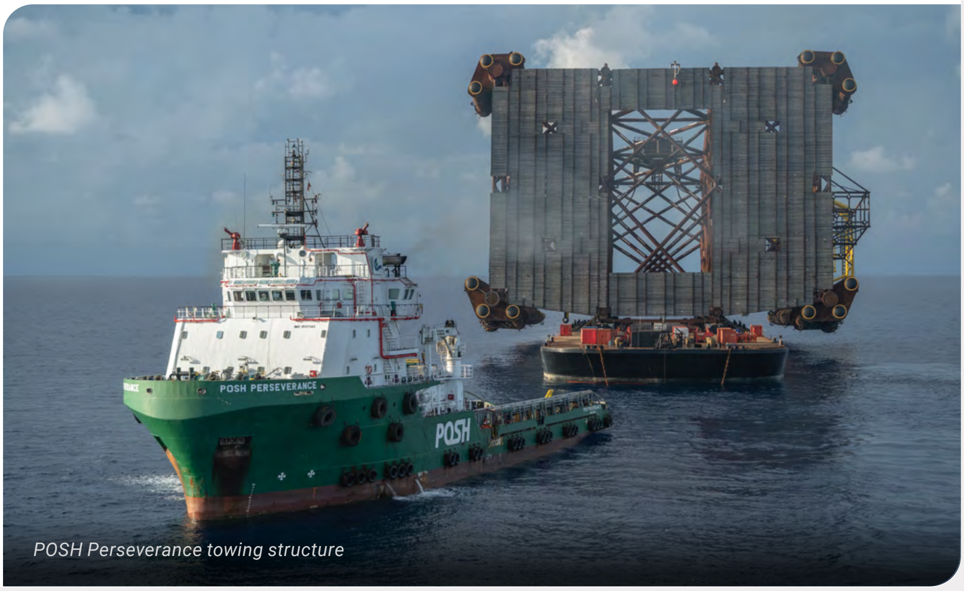
The offshore industry faces challenges in adopting sustainable solutions due to prevailing market dynamics, limited supporting infrastructure and the economic realities of a competitive market. These factors have hindered widespread adoption of sustainable solutions in the industry.

Nonetheless, the business continues to pursue innovative solutions to enhance operational efficiency by optimising fuel consumption, renewing its fleet, exploring alternative energy and digitalisation opportunities.

In 2024, the business sold 10 vessels—including harbour tugs, platform supply vessels and anchor handling tug/supply vessels.

Apart from disposing older, less-efficient assets, POSH has looked at upgrading its vessels where feasible and has commissioned the construction of an electric tugboat, which is expected to be operational by 2026.

POSH also works with industry partners to evaluate energy efficient technologies such as vessel route optimisation. The business has deployed software and hardware solutions to optimise fuel efficiency on one of its vessels, POSH Elegance. Data will be gathered in 1H 2025 which will subsequently help to optimise the generator configuration for dynamic positioning operations. If successful, POSH will progressively adapt this upgrade on other vessels in the fleet.



POSH Perseverance towing structure


PaxOcean Zhoushan shipyard

PaxOcean

In 2024, PaxOcean continued its decarbonisation journey via electrification and harnessing renewable power generation potential at its shipyards, reducing reliance on brown energy.

On the electrification front, PaxOcean has invested in several frequency converters in Batam (where the yards that have been most reliant on diesel generators are located). This allows vessels and other areas at the yards—previously dependent on diesel generators— to draw power directly from the grid. In addition, PaxOcean is in the process of renewing its old diesel vehicles, such as forklifts and cranes, with electric powered vehicles for all its yards, where feasible.

The other lever for shipyard decarbonisation is increasing the adoption of renewable energy. In Singapore, the business is in the process of moving to a new shipyard at 5 Jalan Samulan (5JS) in 2025. The new yard is designed with solar panels of around 3MWp capacity. PaxOcean plans to obtain Green Mark Platinum and Super Low Energy Building Certification for 5JS. This will serve as a learning point for future green building certifications at its Indonesia and China shipyards.

PaxOcean is also increasing its capabilities to provide low-carbon solutions and retrofits to its customers. In 2024, PaxOcean Zhoushan retrofitted a containership, converting it into a methanol dual-fuel feeder vessel capable of operating on alternative fuel. In Batam, PaxOcean further demonstrated its commitment to energy transition infrastructure by converting a tanker to a floating offshore facility for efficient natural gas processing, storage and offloading. With such expertise, PaxOcean has been able to secure contracts to build offshore construction vessels that will support the energy transition journey within the renewable offshore industry.

Illustrating this capability, PaxOcean signed a contract with Penta-Ocean Construction for a new Cable Laying Vessel in December 2024. This initiative addresses the need for efficient power cable laying solutions to support renewable energy development and maritime decarbonisation efforts in Japan. Building on the success of the CP-16001 wind turbine installation vessel completed in September 2023, this new vessel will enable Penta-Ocean to venture into the power cable laying field, significantly contributing to the expansion of offshore wind in Japan.

We believe collaboration is key for maritime decarbonisation and are thus proactive in contributing to industry-wide decarbonisation efforts as exemplified by the Memorandum of Understanding signed between the American Bureau of Shipping, PaxOcean and PCL. This partnership directly addresses the urgent need for effective Energy Efficiency Technologies (EETs) to enhance the sustainability and extend the operational life of vessels amidst increasingly strict decarbonisation targets and an aging global fleet. The initiative aims to pave the way for wider adoption of EETs, recognising retrofitting as a practical solution for older ships to meet modern standards and contribute to global climate goals.

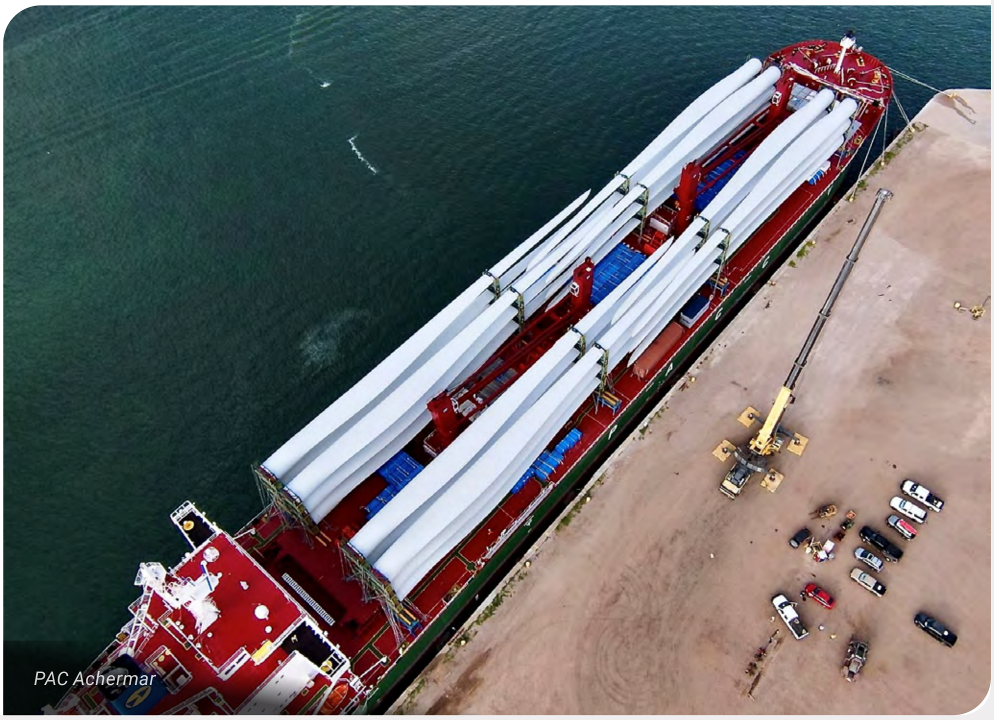
Additionally, PaxOcean is collaborating with the Maritime Energy and Sustainable Development Centre of Excellence to research and study carbon capture systems onboard vessels. This project aims to advance cost-effective methods to capture and store CO_2 emissions directly from ships, making this a more viable solution for the maritime industry to meet increasingly stringent emissions regulations.

Launching of Voltai, e-supply boat

Coastal Sustainability Alliance

The Coastal Sustainability Alliance (CSA), led by KMG, is driving the decarbonisation of Singapore's coastal logistics ecosystem. In 2024, the CSA initiated construction of the first fully electric tug (e-tug) and e-supply boat, ahead of the Singapore's target for all new coastal vessels to be fully electric or operate on low-carbon energy solutions by 2030. To facilitate widespread adoption of such vessels, CSA members are committed to developing extensive marine charging infrastructure over the coming years.

The e-supply boat was completed in February 2025, and the e-tug is anticipated to be completed in 2026. These pioneering vessels are among the largest local electric harbour craft specifically designed for operations within Singapore's waters.


PAC Achermar

Enhancing Building Efficiencies

As property developers and managers, the carbon emissions from Allgreen's operations are primarily Scope 2, namely from the consumption of energy supplied by local grids.

While significant emission reductions therefore depend on a shift to a greener grid, the business proactively adopts sustainability design features in new buildings to reduce operational carbon upfront. Opened to the public in 2024, Pasir Ris Mall (PRM) was fitted out with the latest energy efficient air-conditioning system, solar-powered landscape lighting, high-performance glass to minimise heat loss and sleep mode-enabled lifts and escalators to save energy when not in use. In recognition of its energy efficiencies, PRM was awarded the Green Mark Platinum certification in 2024.

Augmenting the new buildings, the business has also upgraded existing equipment and designs to reduce operational carbon emissions. Recently, Great World Mall & Offices underwent their first major asset enhancement initiatives (AEI) since 1996. The revitalisation project focused on modernising the building and incorporating sustainable practices. A key upgrade involved replacing the chillers serving the mall and offices with more energy-efficient models, as these systems are the largest contributors to the building's energy consumption and emissions. Chiller upgrades were completed in 2024. Allgreen also upgraded the lifts and air handling units in Great World Offices. By upgrading to more energy-efficient systems, increasing the use of eco-friendly materials and deploying more intelligent building management systems, Great World Mall & Offices received their Green Mark Platinum certifications, with Health and Well-being badges, in 2025.

Allgreen has also piloted the use of Artificial Intelligence and Machine Learning (AI/ML) to dynamically optimise energy consumption at The Seletar Mall. This involved installing 17 sensors to collect ambient indoor temperature and outdoor temperature data, which were fed into an AI/ML algorithm that calibrates the temperature of water in the chillers that cool the mall.

Allgreen will evaluate the outcomes to determine if AI/ML solutions are suitable for its other portfolio assets.

With a growing population of electric vehicles (EVs) in Singapore, Allgreen is working to provide supporting infrastructure to serve EV users. Thus, in December 2024, Allgreen launched Great Charge, its EV charging entity, providing EV charging capabilities at its developments. Great Charge debuted with a total of 20 charging points at PRM, and there are plans to expand to Allgreen's other properties, including the new residential developments, Pasir Ris 8 and Promenade Peak.

As an owner and operator of real estate, Allgreen's commitment to environmental responsibility have been recognised through the achievement of green building certifications across its properties. As a real estate developer, Allgreen also has a proven track record of achieving Green Mark Gold Plus for its recent projects. Looking ahead, Allgreen has provisionally achieved Green Mark Platinum Super Low Energy certification for its latest residential project, Promenade Peak, at Zion Promenade.

Promenade Peak artist impression

K2 Johor data center

Efficient Digital Infrastructure Practices

As a hyperscale data centre developer and owner, K2 is positioned to provide customised solutions that meet the evolving needs of customers in a dynamic and competitive market. K2's sustainability strategy is two-pronged: first, to pursue operational efficiencies through advanced technology and equipment in its data centre designs, and second, to actively increase its reliance on renewable energy across its asset portfolio.

In 2024, K2 operationalised data centres in Johor and Jakarta. As it expands its presence in the Asia Pacific region, it anticipates an increase in Scope 2 emissions from more carbon-intensive local grids and greater demands on cooling requirements due to the tropical climate. To address this, K2 is in constant pursuit of new cooling technology, such as liquid cooling, leveraging more powerful cooling capacity which reduces electricity usage and optimises water use. In European regions that experience temperate climates, K2 reduces electricity consumption for cooling through the use of indirect evaporative cooling units. These units use ambient cooling and direct expansion cooling depending on the external environment. The deployment of these innovations can further reduce the data centres' Power Usage Effectiveness (PUE), thereby enabling customers to meet their sustainability goals.

Currently, 100% of K2's operations in Ireland are powered by renewable energy. As its data centre portfolio expands, K2 continues to prioritise the use of renewable energy, including through power purchase agreements and direct ownership of solar panels. Recognising that customers in the technology industry have their own sustainability targets and goals, incorporating renewable energy supply and more efficient equipment into its operations is essential. K2's energy efficiency efforts have been recognised with two of its data centre buildings in Dublin achieving LEED Gold Certification. This commitment towards renewable energy and energy efficiency will support current and future data centres across locations such as Ireland, Malaysia, Indonesia and Thailand.

In addition, K2's Johor project has won the prestigious Editor's Choice for Best Data Centre Project globally at the 2024 DCD Global Annual Industry Awards in London. This groundbreaking achievement, utilising a prefabricated modular approach with an innovative non-water, air-cooled fan-wall, delivered exceptional flexibility, reliability and efficiency through a decentralised and distributed architecture, marking a new era in data centre construction.

Our Performance: Energy Consumption and GHG Emissions

Our business units' emission hotspots reflect the industries in which they operate. The emissions of PCL and POSH are primarily Scope 1 emissions from the combustion of fossil fuels by their vessels. On the other hand, the emissions of PaxOcean, Allgreen and K2 are primarily Scope 2 emissions through the consumption of purchased electricity for lighting, HVAC, machinery and other operational needs within their shipyards and buildings.

2024	PaxOcean	PCL	POSH	Allgreen	K2	KGSg (Total, % wrt 2023)
Total energy consumption (MWh)	133,800	1,105,071	1,173,856	54,836	365,210	2,832,773 *-8%* ▼
Scope 1 emissions (tCO_2e)	15,233	306,412	315,040	6	62	636,753 *-15%* ▼
Scope 2 emissions – Location-based (tCO_2e)	56,129	179	76	29,518	3,093	88,996 *66%* ▲
Scope 2 emissions – Market-based (tCO_2e)	56,129	179	76	29,518	2,049	87,951 *65%* ▲
Total Scope 1 & 2 emissions – Location-based (tCO_2e)	71,362	306,591	315,116	29,524	3,155	725,749 *-10%* ▼
Total Scope 1 & 2 emissions – Market-based (tCO_2e)	71,362	306,591	315,116	29,524	2,111	724,704 *-10%* ▼

In 2024, KGSg saw an overall reduction of 10% in Scope 1 and 2 market-based emissions. This reflects the various sustainability initiatives and operational changes implemented by the business units, as explained in the previous section. Notably, Scope 1 emissions reduced by 15%, largely due to fleet renewal programs and investments in fuel efficiency by PCL and POSH. The 65% increase in Scope 2 emissions is primarily due to Allgreen's acquisition or launch of three new malls (The Seletar Mall, Johor Bahru City Square and PRM), and K2's expansion into Johor and Jakarta, which includes markets that are more reliant on conventional brown energy.

Our Performance: Carbon Intensity

To measure emission reduction efforts across the Group, we have chosen carbon intensity as our primary metric for tracking and assessing progress. We recognise that the specific measures of carbon intensity and energy efficiency vary by industry. To ensure accuracy and relevance, each business unit uses metrics relevant to its respective sector, allowing us to track meaningful and comparable progress across our diverse operations. Where industries in which our businesses operate have an established metric for carbon intensity, that metric is used by the business. These include:

- PCL: grams of CO_2 per tonne-nautical mile[4]
- Allgreen: metric tonnes of CO_2e per square meter[5]
- K2: Power Usage Effectiveness (PUE)[6]

[4] IMO – Energy Efficiency Existing Ship Index (EEXI): MEPC.334(76)

[5] GRESB. "GRESB carbon intensity methodology CO_2 emissions per floor area" https://www.gresb.com/nl-en/gresbs-asset-estimation-model-and-ghg-calculation-methodology/.

[6] 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).

Business units that operate in industries that do not have a standardised carbon intensity metric track their carbon intensity metrics by resource utilisation.

These include:

- POSH: metric tons of CO_2e per vessel workhour[7],[8].
- PaxOcean: metric tons of CO_2e per man-hour[9].

The table below details the specific decarbonisation targets set by each business unit. Their performance from 2024 is compared to the 2021 baseline and the preceding year to show their progress against the targets.

Business Unit	2030 Carbon Intensity/Energy Efficiency Target	Intensity Metric	2024 Performance	2021 Baseline | 2024 *vs* 2021	2023 Performance | 2024 *vs* 2023
PaxOcean	To reduce carbon intensity by 30% by 2030 from 2021.	mt CO_2e/h	0.0037	0.0037 *4%* ▲	0.0031 *20%* ▲
PCL	To reduce carbon intensity by 40% by 2030 from 2021.	g CO_2/tnm[10]	7.28	9.68 *-24%* ▼	8.98 *-18%* ▼
POSH	To reduce carbon intensity by 30% by 2030 from 2021.	mt CO_2e/h[11]	0.79	0.68 *16%* ▲	0.82 *-4%* ▼
Allgreen	To reduce carbon intensity by 20% by 2030 from 2021.	mt CO_2e/m_2	0.0900	0.0574 *57%* ▲	0.0613 *47%* ▲
K2	To achieve a PUE metric of 1.3 by 2030.	PUE	1.32	1.30 *2%* ▲	1.13 *17%* ▲

Compared to 2023, both PCL and POSH improved their carbon intensities in 2024. For PCL, this improvement is attributed to the divestment of older vessels whose age and trading patterns had contributed to higher-than-average emissions. Additional efficiencies were achieved through operational improvements such as reducing idle delays and optimising voyage conditions. POSH's reduced carbon intensity primarily reflects a change to the allocation of work in the anchor handling, towing and supply segment in 2024, as customers required a greater proportion of operations that are relatively less carbon intensive.

The increase in PaxOcean's carbon intensity stems from activities associated with relocating its Singapore shipyard and more intense operations at other shipyards. In preparation for the move, reinstatement works were carried out in the Singapore Tuas Shipyard, which contributed to increased carbon intensity per man-hour. Additionally, the shipyard in China saw an increase in Scope 2 emissions and marginal increase in carbon intensity from the increased number of ship-building projects. In Indonesia, where carbon intensity remained the same, PaxOcean is still transitioning towards the electrification of diesel assets.

For Allgreen and K2, the respective increases in carbon and energy intensities were primarily driven by newly acquired and developed properties, particularly in geographies with a higher reliance on brown energy. In the long run, we expect efficiency to improve as asset enhancement and renewable energy procurement initiatives are implemented. Excluding the new 2024 assets, Allgreen's carbon intensity decreased 1% whilst K2's energy intensity decreased by 3%.

[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] Vessel workhours are calculated assuming 12 hours per day for harbour tugs and 24/7 for all other vessels, excluding periods of drydock and engine overhaul.

[9] Given that shipyards typically determine project costs and timelines based on man-hours, tracking carbon intensity through this same metric provides a reliable representation of our shipyards' efficiency.

[10] PCL's carbon intensity figure for 2021 is restated to 9.68 gCO_2/tnm. This adjustment reflects an update of information to class-verified data.

[11] POSH's carbon intensity figure for 2023 is restated from 0.76 mtCO_2e/ hr to 0.79 due to refinement the definition of vessel workhours.

PAC Alcor carrying wind towers

1.2. Water Usage & Management

Why We Focus on Water Usage and Management

Water is an important resource across our business operations. A reliable water supply is fundamental to ensuring operational continuity. The Group's water usage ranges from ship maintenance, building and repair in our maritime businesses, to cooling systems in our digital infrastructure and real estate portfolio, to potable water throughout our operations.

As climate change places increasing strain on global water resources, we recognise that our commitment to responsible waste management extends beyond regulatory compliance. Many of our operations' impact on water quality and supply is closely linked to local ecosystems and communities. Given these interdependencies, we seek to integrate water efficiency solutions and conservation practices into our operations to enhance resilience and manage costs effectively.

Our Management Approach

KGSg adheres to all relevant environmental regulations, ensuring that each business unit adopts proper water usage and discharge measures. This includes adhering to guidance from MARPOL and Prevention of Pollution of the Sea Regulations for the maritime sector. As the water needs and requirements of business unit varies, management of water usage is handled by each business unit individually.

In recent years, PCL and POSH have undertaken initiatives to install onboard water purification and desalination systems, which reduces reliance on shore-sourced drinking water and plastic bottles, minimising both water purchases and plastic waste. As of 2024, all of PCL's vessels and a majority of POSH's vessels were equipped with such systems. The freshwater generated by these systems supports various operational and domestic needs.

The businesses also regularly monitor for any defects and leakages in on-board water systems through a standardised reporting mechanism.

PaxOcean has also implemented a range of strategies to reduce its water usage. It has a water re-harvesting system at its dry dock in Zhoushan, China, which collects water to be reused for operations and filters wastewater to be returned to the environment. The upcoming new 5JS yard in Singapore has also been designed to recover and reuse wastewater generated from hydro blasting through a wastewater re-harvesting system located within the docks.

Allgreen has sought to minimise water consumption across its managed properties as guided by industry standards set by Singapore's Building and Construction Authority. In its development projects, Allgreen is incorporating water conservation and efficiency strategies, such as such as harvesting rainwater for irrigation and procuring maximum efficiency WELS-rated fittings for bathroom facilities. This has been implemented at RoyalGreen, Pasir Ris 8 and PRM.

Water is vital for K2's data centre operations, particularly for cooling infrastructure. Water Usage Effectiveness (WUE) is used as the standard measure for water efficiency in its industry, where data centres with low WUE scores are increasingly considered to have a comparative advantage. K2 emphasises effective design that incorporates responsible water management in accordance with customer priorities. In Ireland, a pilot project that replaced cooling from water flush cycles to indirect evaporative cooling reduced freshwater intake by 50%. With its success, the business is working to implement this across other data centres in the region. K2 is also exploring new hybrid cooling designs that rely on a combination of liquid and air cooling to balance the use of energy and water to address cooling requirements. To address future water requirements, K2 is working with partners to explore water desalination as a solution to diversify water supply sources. As the demand for high-intensity computing grows, ensuring a sufficient water supply alongside optimised levels of PUE and WUE forms a crucial part of K2's strategy for assessing prospective development locations.

We are currently aligning our data collection methodology on water usage across the business units and aim to disclose water-related metrics in future reports.

The Seletar Mall


POSH vessels

1.3. Waste Management

Why We Focus on Waste Management

KGSg's diverse business units generate different types of waste, each requiring specific management protocols. These range from regulated waste streams generated by our maritime businesses to construction and other waste generated by our real estate and digital infrastructure businesses. In general, we abide by all regulations governing waste management across our portfolio. Beyond that, we are committed to fostering a resource conservation mindset, seeking to reduce waste where possible through recycling and repurposing efforts, thereby minimising our environmental footprint.

Our Management Approach

Our business units are responsible for implementing appropriate management and disposal procedures and undertaking waste management initiatives specific to their operational needs. In doing so, they are guided by sector-specific waste treatment procedures that adhere to industry best practices, ensuring effective and responsible management of waste, especially hazardous materials.

The primary focus of PCL and POSH has been on complying with the IMO's waste discharge requirements onboard their vessels. The businesses have robust environmental management systems, certified to ISO 14001 (Environmental Management System). In 2024, PCL installed garbage shredders on two vessels—Pac Alnath and Pac Dubhe—as part of a pilot programme to improve waste management and reduce plastic stowage. This resulted in a significant reduction in waste volume compared to 2023. Encouraged by the results, PCL plans to extend the initiative by installing garbage shredders on an additional seven vessels in 2025.

POSH continued with its single-use plastic programme to reduce the generation of single-use plastic waste. The crew switched from single-use plastic bottles to dispensing water from reusable jerry cans and are actively tracking the volume of single-use plastics generated. POSH has also installed waste compactors on vessels such as accommodation workboats to reduce the volume of waste and lower emissions from transportation of the waste.

PaxOcean has established waste segregation facilities and collection processes that comply with local requirements at all its shipyards. The business is also improving the flow of waste disposal in the upcoming 5JS shipyard by enhancing accessibility for waste disposal trucks. This initiative aims to reduce the risk of contamination and manpower required in the disposal process.

Allgreen has focused its waste management efforts on enabling waste recycling by its tenants and encouraging waste reduction and recycling by shoppers. Since 2024, Great World and Tanglin Mall have been participating in a coffee recycling programme where used coffee grounds from tenants are collected and recycled through vendors engaged by Allgreen. Shoppers are also encouraged to bring their own bags and are rewarded with member points for doing so, which can be redeemed for vouchers. In addition, most of the retail malls in its portfolio feature e-waste bins.

We are currently aligning our data collection methodology on waste management across the business units and aim to disclose waste-related metrics in future reports.

1.4. Pollution Management

Why We Focus on Pollution Management

Effective pollution management is a core responsibility for all our business units. Our operations—particularly our maritime activities and property construction works—generate various noise, gas and material discharge which require various pollution management strategies. While these activities inherently involve potential negative impacts on the environment and surrounding communities, this also presents an opportunity to proactively educate, engage and innovate solutions to mitigate their impact. We are continuously improving responsible prevention and mitigation practices to safeguard the ecosystems and local communities in which we operate.

PaxOcean Zhoushan scrap metal recycling

Our Management Approach

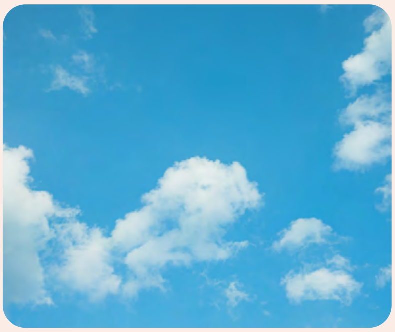
As a Group, KGSg focuses on three key pollution areas:

1. Water pollution prevention

Oil spills and improper material disposal affects aquatic life and local water quality. Our maritime operations are equipped with oil pollution prevention systems and regular checks are conducted to ensure their effectiveness. For other forms of waste and discharge, we practise responsible disposal to preserve ecosystems and the integrity of our water sources.

2. Noise pollution mitigation

Excessive noise can disrupt both ecosystems and human well-being. We incorporate noise pollution control measures during the planning and implementation phases of our operations to minimise disturbances to local environments and communities.



3. Air pollution control

Industrial and maritime operations can significantly impact air quality. We implement emission control measures and adhere to stringent applicable standards, including those mandated by the IMO, to minimise air pollution from vessels, shipyards and development projects.

In 2024, PCL advanced its pollution management strategy by intensifying education and awareness efforts among its staff and crew. This included five classroom-based training sessions in Manila, attended by 304 personnel. These initiatives were complemented by the “Stop Work for Environmental Safety” campaign, which prompted a fleetwide review of Shipboard Oil Pollution Emergency Plans, Garbage Management Plans and the condition of critical pollution control equipment.

In parallel, all crewing staff are required to complete mandatory e-learning modules on pollution prevention and contingency management, with regular refreshers to ensure continued competency. To further reinforce operational readiness, monthly pollution control drills were conducted onboard each vessel. These simulations covered a range of potential scenarios, such as pipeline ruptures, tank overflows, hull damage and pressure bursts.

POSH conducts annual internal audits onboard all vessels to evaluate their routine pollution drill record and pollution prevention equipment, ensuring their readiness for an oil pollution emergency.

Both PCL and POSH manage their ballast water treatment systems through standard protocols, procedures and regular drills to ensure the control and management of vessels' ballast water and sediments, in compliance with the Ballast Water Management Convention.

PaxOcean's new shipyard in 5JS will be moving away from conventional grit blasting in favour of hydro blasting, a method that reduces air and waste pollution associated with ship repairs. Grit blasting releases a substantial amount of airborne dust and particles which are significantly minimised in hydro blasting, thereby reducing workplace and environmental pollution.

Allgreen and K2 also manage the risk of pollution associated with their development projects through compliance with local regulations relating to construction management. Allgreen is certified to ISO 14001 and adheres to that standard for its construction projects. For the integrated development of Pasir Ris 8 in Singapore, the team deployed noise meters to track noise during construction duration to ensure they were within safe ranges. The team also implemented dust control measures through water misting and segregated construction waste before disposal. K2's Irish operations are also either ISO 14001 certified or are expected to be certified soon.

Our Performance: Oil Spills

The risk of oil pollution exists across our business units, with our maritime businesses particularly exposed to the threat of oil spills during their shipping and offshore activities. While oil spills at sea represent our most significant risk for oil pollution, we recognise that the risk extends beyond that scenario. Therefore, we have expanded our original zero oil spills target—shifting from a maritime-only focus to a commitment across the entire Group.

We are pleased to report that our maritime operations recorded zero oil spills on water, in line with our 2024 target. This reflects the effectiveness of our preventive measures and the vigilance of our operational teams.

Outside of our maritime portfolio, K2 recorded a diesel spillage incident at the construction site of one of its data centres in Johor, Malaysia. The incident involved a diesel fuel overflow that happened during generator refuelling. The underlying cause of the incident was due to a faulty sensor which gave a false reading at the fuel storage tank. The refuelling was immediately halted upon detection, and a specialist contractor was engaged to manage the cleanup. Subsequent water quality testing confirmed that oil content in the drainage system remained within regulatory limits.

In response to the incident, K2's operations team implemented a formal diesel refuelling procedure, while the main contractor introduced a comprehensive standard operating procedure and permit-to-work system. These include clearly defined emergency protocols and enhanced safety checks prior to refuelling activities.

2024 TARGET

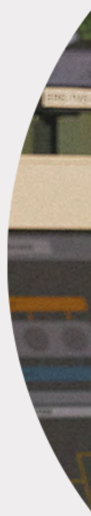
Achieve zero oil spills, annually

2024 PERFORMANCE

1 oil spill from K2's operations

SECTION 02

Ensuring the Well-Being of Our Employees & Society



IN THIS SECTION:

03

RESPONSIBILITY

PaxOcean Tuas commemorating world mental health day

At Kuok Group Singapore, we continually strive to foster a safe, inclusive and dynamic workplace where employees can grow and contribute meaningfully to the success of the Group.

This commitment includes ensuring equal opportunities for all employees, prioritising employee well-being, providing a safe work environment and investing in employee development. In serving the communities in which we operate, we are also dedicated to making a positive impact through economic opportunities and community service programs.

2.1. Employee Health, Safety & Well-Being

Why We Focus on Employee Health, Safety and Well-Being

At KGSg, investing in our employees' health, safety and well-being is recognised as both an ethical responsibility and a fundamental business imperative that underpins our organisational resilience. We seek to cultivate a safe, supportive and engaging environment where our employees can thrive. Beyond physical safety, we equally emphasise holistic employee well-being, recognising that mental health and well-being are integral components of a healthy and resilient workforce.

Our Management Approach

KGSg adheres to stringent health and safety regulations, adopting a comprehensive approach to managing occupational health and safety. Our ESG Policy mandates integrating safety procedures to achieve a zero-fatalities target and compliance with all relevant standards. To achieve this, our business units prioritise training and HSE protocols.

We also actively engage with our employees to ensure we are providing a supportive and engaging work environment that prioritises their well-being. We regularly solicit feedback from our employees and consistently have a high response rate in our annual employee engagement surveys.

Our Performance: Safety and Employee Engagement

We are pleased to report that we achieved our zero fatalities target across all operations in 2024 , underscoring our ongoing commitment to workplace safety. In 2024, we launched an Organisation Culture Survey to gain a deeper understanding of how employees perceive our leadership and company culture.

Although we fell slightly short of our employee participation targets, the response rate remained strong for a survey of this nature. The insights we gathered highlighted key areas within leadership and organisational culture where, as a Group, we can further enhance alignment and effectiveness.

2024 TARGET	2024 PERFORMANCE
Achieve **zero fatalities**, annually	There were **zero fatalities** recorded in 2024 across our operations.
Attain employee survey participation rate of **95% for office-based employees** and **85% for non-office-based employees**	86% Office based employees; 78% Non-office-based employees

Our Performance: Progress in Health & Safety Protocols in the Maritime Sector

While preventing fatalities is our top health and safety priority for employees and subcontractors onsite, we are also extremely conscious of the risk of workplace injuries. The incidence and frequency of injuries is therefore also monitored closely. In this report, we are pleased to begin disclosing metrics on "Reportable Major Injuries" and the "Lost Time Injury Frequency Rate (LTIF)[12]", starting with our maritime businesses.

Business Unit	Reportable Major Injuries	LTIF
PCL	0	0.26
POSH	0	0.36
PaxOcean	0	0.87

[12] The Lost Time Injury Frequency Rate (LTIF) calculates the number of injuries work-related injuries that results in the loss of productive work time, per 1,000,000 hours worked.

PaxOcean

PaxOcean has enhanced its health and safety protocols through a series of targeted initiatives aimed at improving workforce readiness and risk prevention. All new hires, service providers and subcontractors now undergo mandatory training before commencing on-site work. Furthermore, continuous education is supported through bulletin updates and the sharing of lessons learnt from external incidents. The business has strengthened preventive care measures, including regular deployment of mobile units for noise-induced hearing loss screening, consistent provision of personal protective equipment and the installation of additional safety signage across its shipyards.

Technological advancements have further reinforced safety standards. AI-enabled CCTV systems now assist in identifying HSE risk in real time—such as detecting personnel under cranes or monitoring forklift proximity—enabling timely intervention. PaxOcean has also begun conducting hourly monitoring of Wet Bulb Globe Temperature, successfully mitigating heat injury cases via the timely distribution of salt tablets, installation of water points and regular drills focused on managing heat stress. These efforts reflect PaxOcean's ongoing responsibility to maintaining a safe and resilient working environment.

PCL

PCL continues to reinforce its safety culture in 2024 through structured incident and injury prevention programs and campaigns. The company conducts monthly e-learning modules covering key safety management topics such as cargo operations, risk assessment, piracy awareness, behaviour-based safety and working at height.

In response to the high-profile MV Dali bridge allision in Baltimore, USA—which served as a reminder of the critical importance of navigational safety and infrastructure risk management—PCL launched quarterly safety campaigns focused on emergency preparedness, critical systems awareness and mooring operations. To enhance crew readiness, an extensive training initiative was implemented using a 'Try It Out – Test It' approach, where emergency equipment was physically tested under supervision. Equipment-Specific Operating Procedures were also developed to guide response actions. Furthermore, the company increased the frequency of onboard safety drills, including monthly fire drills, bi-monthly enclosed space rescue simulations and injury response exercises, as well as ship-shore simulations, strengthening cross-functional preparedness.

PCL's continued emphasis on safety, environmental responsibility and crew welfare has led to strong safety outcomes across the fleet. The company was also recognised among RISK4SEA's Top 10 Port State Control Performers in 2024.

POSH

POSH engages POSH Fleet Services, POSH Saudi and Pacific Workboats as operators of its offshore vessels and harbour tugs, each of which is certified to ISO 45001 (Occupational Health & Safety Management System). To promote individual safety awareness, POSH produces and provides safety videos across its fleet. Additionally, the Pre-Joining Safety Briefing for new crew has been intensified—particularly for junior officers—to ensure they are well-prepared and safety-conscious before beginning their onboard duties.

In a strong commitment to ensuring the well-being of its workforce, POSH launched four safety campaigns in 2024 which aimed at fostering a safer work environment. The LTIF record dropped from 0.84 in the previous year to 0.36. This improvement is attributed to the campaigns which focused on raising awareness about workplace hazards, promoting best safety practices and encouraging proactive participation in safety program. These safety campaigns have helped reduce the number of accidents and injuries, ultimately protecting employees and improving overall workplace productivity.

POSH regularly shares health bulletins to keep crew informed of emerging onboard public health concerns, and encourages vessels to consult shore medical personnel for any related issues.

K2 team in personal protection equipment

Safety Certifications and Trainings for the Built Environment

Allgreen adheres to ISO 9001 (Quality Management System) in its construction practices, requiring contractors to meet stringent safety standards. In 2024, Allgreen implemented more structured safety trainings to enhance its safety protocols across all projects. Safety training sessions were conducted for all project staff in September 2024.

K2 is also committed to maintaining a strong safety culture across all operations and takes proactive steps to mitigate risk as its workforce and facilities grow. K2 is working towards ISO 45001 certification to ensure its high safety and environmental standards. The team has recruited a dedicated Global EHS Manager to establish policies and procedures to improve safety across all project sites. Regular EHS inspections and progress meetings were conducted to maintain and advance safety standards.

K2 has also developed a Construction Safety Standard, establishing minimum safety requirements for all sites, regardless of region. This standardisation helps ensure consistent management practices and compliance by contractors and vendors.

POSH sea staff


Maritime talents onboard vessel

Seafarer Health and Welfare

Recognising the unique challenges faced by seafarers—ranging from hazardous working conditions to prolonged periods away from home—PCL and POSH have prioritised the health, welfare and professional development of their crew. Since 2023, healthcare coverage has been enhanced, a process supported by ongoing benchmarking against industry standards to ensure relevance and adequacy of coverage.

Onboard, open reporting systems have also been introduced to foster transparency and encourage feedback. To support physical and mental well-being, PCL and POSH provide access to telemedicine services and mental health support line. Fatigue management practices have been strengthened through structured monitoring of rest periods, ensuring compliance with rest hour regulations and promoting overall wellness. Other welfare measures include long service awards, dedicated recreational funds, and high-speed internet onboard to enhance ship-to-shore connectivity.

Prioritising Mental Wellness

In 2024, we launched the 'Intellect' mental wellness application in our Singapore office, which has seen a healthy usage rate of 11%. This tool provides personalised access to informative resources, interactive activities and professional counselling and coaching regarding mental well-being. In October 2024, we extended the Intellect app and services to employees in Malaysia, Ireland and Indonesia. We maintain regular engagement with our employees on health and wellness topics through monthly lunch talks and wellness activities. To further support physical and mental health, we introduced the 'Happiness Program' in August 2024, which provides instructor-led breathing techniques, meditation practices and wellness learning.


At a walk celebrating PCL's 50th anniversary


Employee induction programme visiting PaxOcean Tuas

2.2. Fair & Transparent Employment Practices

Why We Focus on Fair and Transparent Employment Practices

Maintaining fair and transparent employment practices is core to how Kuok Group Singapore operates. Ensuring equal opportunities based on merit enhances our talent pool, fosters innovation and boosts employee well-being and job satisfaction. Additionally, fair employment practices contribute to social stability and inclusive development, benefiting the wider society.

Our Management Approach

As an equal opportunity employer, we uphold equitable employment practices that comply with all national and local labour and employment laws and regulations pertinent to our business units. Furthermore, we are guided by the UN Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work in our employment practices.

Our employment practices also align with Singapore's Tripartite Alliance for Fair & Progressive Employment Practices guidelines in our employment practices. To foster inclusivity and work-life balance, we offer flexible work arrangements, cultivating a supportive and adaptive environment that empowers employees to thrive both personally and professionally.

KGSg maintains a zero-tolerance policy against discrimination. We conduct thorough investigations and take timely action to maintain a constructive, inclusive workplace. This is demonstrated by our protocols and mechanisms for grievance handling, as discussed further below in the Fair and Ethical Business Practices section of this report.

Our Performance: Our People

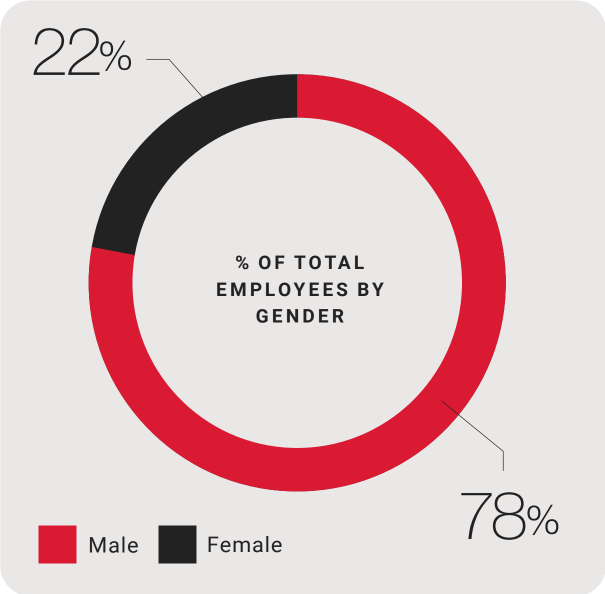
We seek to promote transparency and accountability in our diversity and equal opportunity efforts.

As such, we are for the first time disclosing in this report our workforce[13] composition by gender, age group and job grade.

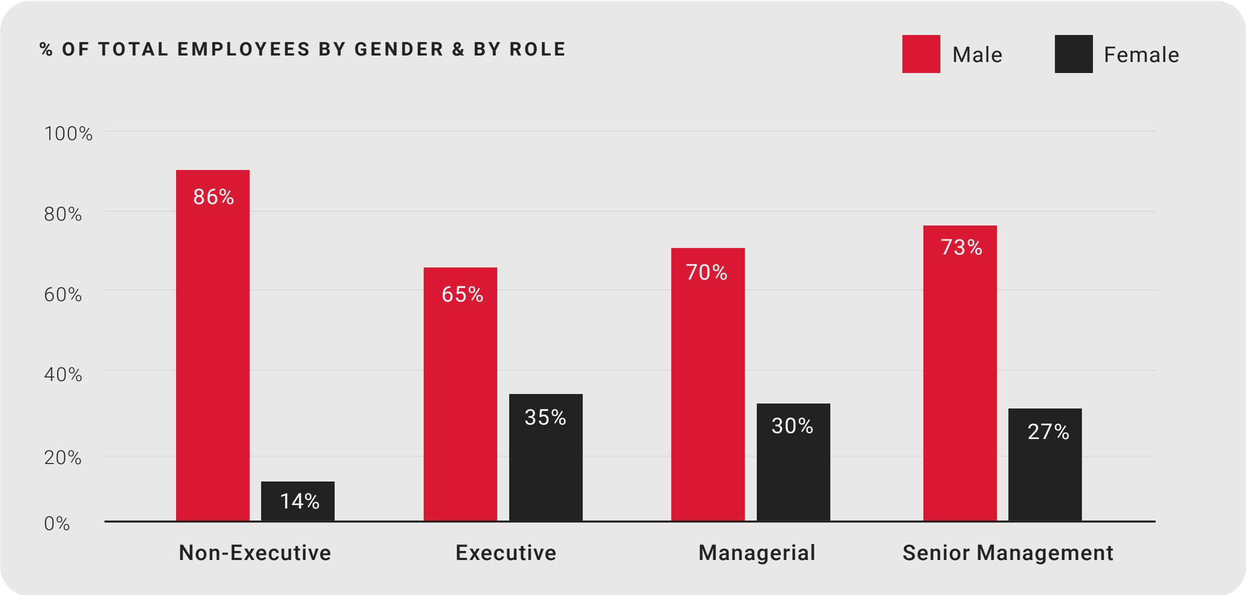
These metrics aid us in understanding representation across the organisation to formulate our talent strategies. In turn we can provide targeted training and development programmes that address the specific needs of different employee groups.

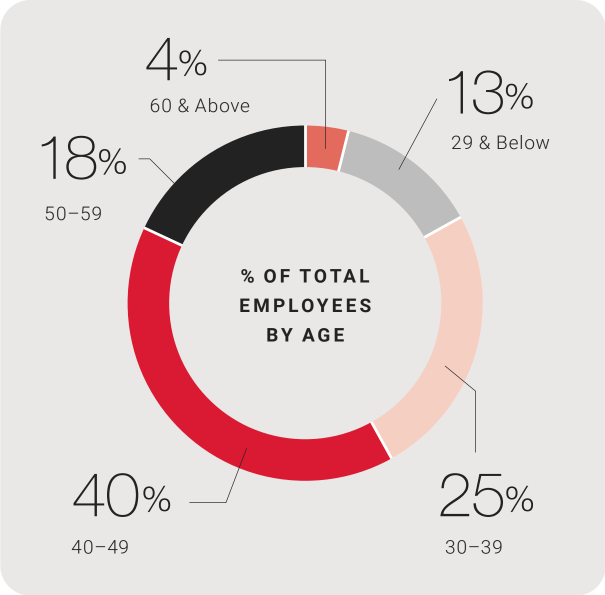
Our demographics—particularly gender—predominantly reflect the nature of the traditionally male-dominated maritime industry.

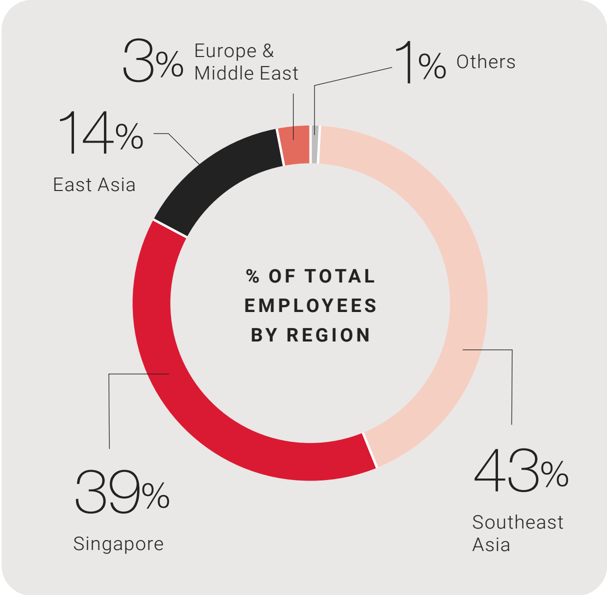
[13] Excludes sea crews, interns and consultants.




KGSg Global Townhall







2.3. Future-Proofing KGSg's Workforce

Why We Focus on Future-Proofing KGSg's Workforce

Future-proofing our workforce has a strategic imperative on the long-term sustainability, relevance, and growth of our Group. It involves developing a workforce transformation approach that aligns with evolving business strategies, technological changes, and shifting employee expectations.

Our Management Approach

KGSg adopt a 'Culture as Soil, Strategy as Seed' approach to workforce transformation, recognising that a strong organisational culture is essential for enabling workforce change and building future-ready capabilities. Culture forms the foundation in which transformation can take root and grow.

To strengthen workforce readiness in response to evolving business strategies, our senior management team integrates talent and succession planning with strategic priorities through the bi-annual Organisation People Review, conducted at both the business unit and Group levels. To accelerate workforce development in line with our business priorities, we established partnerships and collaborations with the external ecosystem. For example, we co-developed the *Finance Fundamentals for Shipyard Success* training module with Ngee Ann Polytechnic's CET Academy, tailored for our PaxOcean Commercial, Project, and Engineering teams. In another initiative, we collaborated with Singapore Polytechnic to launch the STAR (Skills & Technology Adoption Readiness) Training and Automation Workathon campaign, aimed at accelerating the adoption of process automation across various business units.

To prepare our workforce for emerging technologies, we offer targeted upskilling and reskilling opportunities through purposeful job rotations, coaching, and structured skills training programs, enabling employees to broaden their career exposure and strengthen their competencies. In 2024, we piloted the use of the AI-powered skills management platform (JobKred), using skill intelligence to refresh and redefine job roles against Singapore's National Skills Development Framework and benchmark them with global workforce data from open sources. We anticipate increasing adoption of such AI-driven platforms to grow our pipeline of experienced talent and strengthen the competitiveness of our workforce transformation efforts. As AI-enabled processes are progressively introduced, we will also expand training in AI-specific skills, along with the complementary soft skills needed to harness human-AI collaboration.

In 2024, to support a culture of continuous learning, we upgraded our Career and Growth Portal to a full-spectrum Learning Management System. This enhanced platform delivers a seamless, personalised learning experience, integrating career development tools with role-specific learning pathways. In the same year, we raised our annual training target from 12 to a stretch target of 20 hours per employee and achieved an average of 18.4 hours per person. With this improved infrastructure and a strong learning culture, we are on track to meet our future learning goals.

2024 TARGET → **2024 PERFORMANCE**

2024 Target	2024 Performance
Attain an average of **20 hours of training per employee**, annually (employee refers to office-based executives and above)	18.4 **training hours** per employee[14]

[14] The data presented in the figure reflects office-based executives and above.

Insights from our Organisation Culture Survey will inform initiatives aimed at strengthening alignment and engagement across all levels of the organisation. Looking ahead, to attract and retain the next generation of talent, we will continue to gather insights and implement initiatives to better understand and evolve our workplace culture in line with changing workforce needs.

To better assess our employees' performance and understand their development areas, we conduct annual performance reviews for our employees to discuss their learning needs and support their career aspirations. In 2024, 85% of eligible employees received regular performance and career development reviews, providing insights to help us tailor training and development programmes to support their career growth and align with evolving business priorities.

Enhancing Professional Growth

In 2024, PCL and POSH implemented structured performance reviews and developed individualised talent development plans for selected crew members to support their professional growth. Complementing these efforts, PCL and POSH conducted Senior Officers' Workshops, where selected deck and engine officers from the fleet participated in intensive three-day sessions at the head office. These workshops created a platform for open dialogue with heads of department and key office personnel, focusing on information exchange, mutual expectations and feedback. The aim of the workshops was to deepen engagement between teams and strengthen ship-shore alignment. An annual joint Sea Staff Seminar, organised by PCL and POSH, also serves to keep senior officers informed of industry developments while providing direct interaction with company leadership.

Empowering Young Talent

Nurturing our Future Leaders

Our Grow, Empower, Mentor, Succeed (GEMS) mentoring programme has been a cornerstone of our commitment to talent development since its inception in 2022. This initiative continues to provide guidance, support, and personalised mentorship to our emerging talent, ensuring they have the resources to thrive.

To further enhance the program's effectiveness, we have introduced specialised training for our mentors. As of December 2024, the GEMS programme has benefitted 85 participants, who have consistently rated their overall experience with the programme at an average of 4.35 out of 5.00. GEMS remains a vital platform, reflecting our dedication to investing in the next generation of leaders and cultivating a talent pipeline for the sustained success of our organisation.

PaxOcean-Batam Management Associate Programme

The PaxOcean-Batam Management Associate (MA) Programme was successfully launched in the second half of 2024, with 19 Management Associates selected for the inaugural cohort. The programme seeks to identify and nurture future leaders, with a particular focus on supporting trainees from the local community.

Building our Talent Pipeline Through Scholarships and Mentoring

In 2024, POSH and PCL continued their participation in the Tripartite Maritime Scholarship of Singapore's Maritime Port Authority, sponsoring cadets currently studying at the Singapore Maritime Academy. Since 2008, PCL has also partnered with the Singapore Maritime Foundation to award scholarships under the MaritimeONE programme. These scholarships are offered to students pursuing maritime-related studies and entail a commitment to join PCL upon graduation.

As part of the International Maritime Organization's Adopt-a-Ship initiative, PCL facilitates direct interaction between students and onboard ship captains. This real-time correspondence gives students a window into daily life at sea and fosters early interest in seafaring and maritime operations. PCL also offers meaningful internships—including international postings—to give students hands-on exposure to the shipping industry. In 2024, PCL participated in the MaritimeONE Case Summit, where employees mentored student teams from various tertiary institutions in developing innovative solutions to enhance seafarers' health, safety and quality of life.

KGSg staff at food packing volunteering event

2.4. Positive Community Impact

Why We Focus on Positive Community Impact

At KGSg we are deeply committed to making a positive difference in the communities where we operate. We support meaningful causes, create opportunities and enhance lives across our broad geographical footprint. Through employee volunteerism, community programmes and charitable giving, we actively contribute to local well-being, reinforcing our role as a responsible business and strengthening ties with the communities we serve.

Our Management Approach

Aligned to our Group's core values—Gratitude, Compassion, Integrity, Effort and Unity—our Corporate Social Responsibility (CSR) initiatives are built on four key areas:

1. **Support for the Environment**
   Preserving our planet, securing the future
2. **Support for Seniors and Children**
   Caring for generations, uplifting lives
3. **Support for Underprivileged Communities**
   Strengthening resilience, creating opportunities
4. **Support for Education**
   Empowering minds, shaping tomorrow

We actively promote employee volunteerism as part of our sustainability agenda, providing one day of volunteer service leave to support participation during work hours. In 2024, over 1,000 employees engaged in 62 CSR activities across Singapore, Malaysia, China, Indonesia, Ireland, the Philippines and Saudi Arabia. As a result, we are pleased to report that in 2024 we reached our target of an average of 4 hours of participation in community impact opportunities per office-based employee.

2024 TARGET → **2024 PERFORMANCE**

Achieve an average of **4 hours of community impact** participation per employee, annually

4.0

hours per employee[15]

Feedback showed **98% of volunteers rated their experience as excellent** or good, with over **96% feeling their contribution was meaningful.**

In 2024, our volunteer activities had the following impact:

+1,000kg

of trash removed from **beaches** and **waterways**

+5,000

individuals benefited directly from **support programmes**

+170

trees and **mangroves** planted

+25,000kg

of food items **donated**

[15] The data presented in the figure reflects only office-based employees, which is a subset of employees. There are plans to expand the number of targeted employees in the future.

Malaysia team volunteering to plant mangrove trees

POSH volunteers at beach clean up

Employee Volunteer Activities

1. Support for the Environment

One of our key volunteering initiatives is regular participation in local beach and park clean-ups, aimed at promoting environmental awareness and preserving natural habitats. In 2024, KGSg was recognised among the Top 5 companies for marine trash collection in partnership with Green Nudge, a social enterprise focused on driving positive environmental impact. Across six beach clean-up sessions with Green Nudge, our volunteers collected over 983.5 kg of waste.

In total, more than 200 employees took part in nine clean-up sessions in 2024, held across Singapore, Malaysia, and Saudi Arabia—removing over 1,000 kg of trash from beaches and waterways.

Beyond clean-ups, our environmental efforts extended to tree-planting initiatives in Saudi Arabia, Singapore, and Ireland. These efforts contribute to habitat creation, increased biodiversity, and long-term environmental resilience. In Malaysia and the Philippines, staff volunteers also participated in mangrove planting activities to protect coastlines from erosion and support rich, biodiverse ecosystems.

9

clean up sessions across **Singapore**, **Malaysia** & **Saudi Arabia**

+200

employees took part in total

Maritime team volunteering at Community Chest Habuan Harapan 2025

2. Support for Underprivileged Communities

Throughout the year, our business units collaborated with local beneficiaries to support communities in need through activities such as meal preparation and food donation logistics. In Singapore, over 260 volunteers participated in twelve sessions, while similar efforts took place in China, Indonesia, the Philippines, and Malaysia—especially during festive periods—reaching many underserved families.

3. Support for Seniors and Children

In Singapore, more than 90 volunteers engaged in six activities benefiting over 150 seniors and children. Activities included sensory garden tours, visits to local attraction River Wonders to learn about wildlife and conservation, and terrarium workshops. Additionally, PCL initiated a new partnership with Giving Whilst Living to repurpose pre-owned electronic devices and donate them to underprivileged children and families. 25 laptops, 10 desktops, and 10 monitors were donated in 2024 to help promote equitable learning opportunities.

Hosting seniors at PaxOcean Tuas charity event

Pottery workshop with youths

4. Support for Youth

Our commitment to education focuses on nurturing future talent and bridging educational gaps. In collaboration with local NGOs, our business units deliver programmes tailored to community needs, including mentorship, workshops and skill-building activities.

PCL believes that financial constraints should not hinder a passion for the maritime industry and has pledged S$1 million in 2023 as bursaries over five years. These bursaries support students from lower-income backgrounds who demonstrate a strong interest in pursuing maritime careers.

PCL regularly organises visits for students to help explore maritime operations and career pathways.In 2024, PCL hosted a career workshop for 60 students to spark interest in the industry.

In Malaysia, K2 partnered with local schools to clear abandoned school quarters, improving safety and hygiene while reducing environmental hazards for the surrounding community. In Batam, Indonesia, volunteers led bi-weekly sessions on goal setting, public speaking and problem-solving for local youth.

Maritime career pathway exploration for students

01 ENVIRONMENT

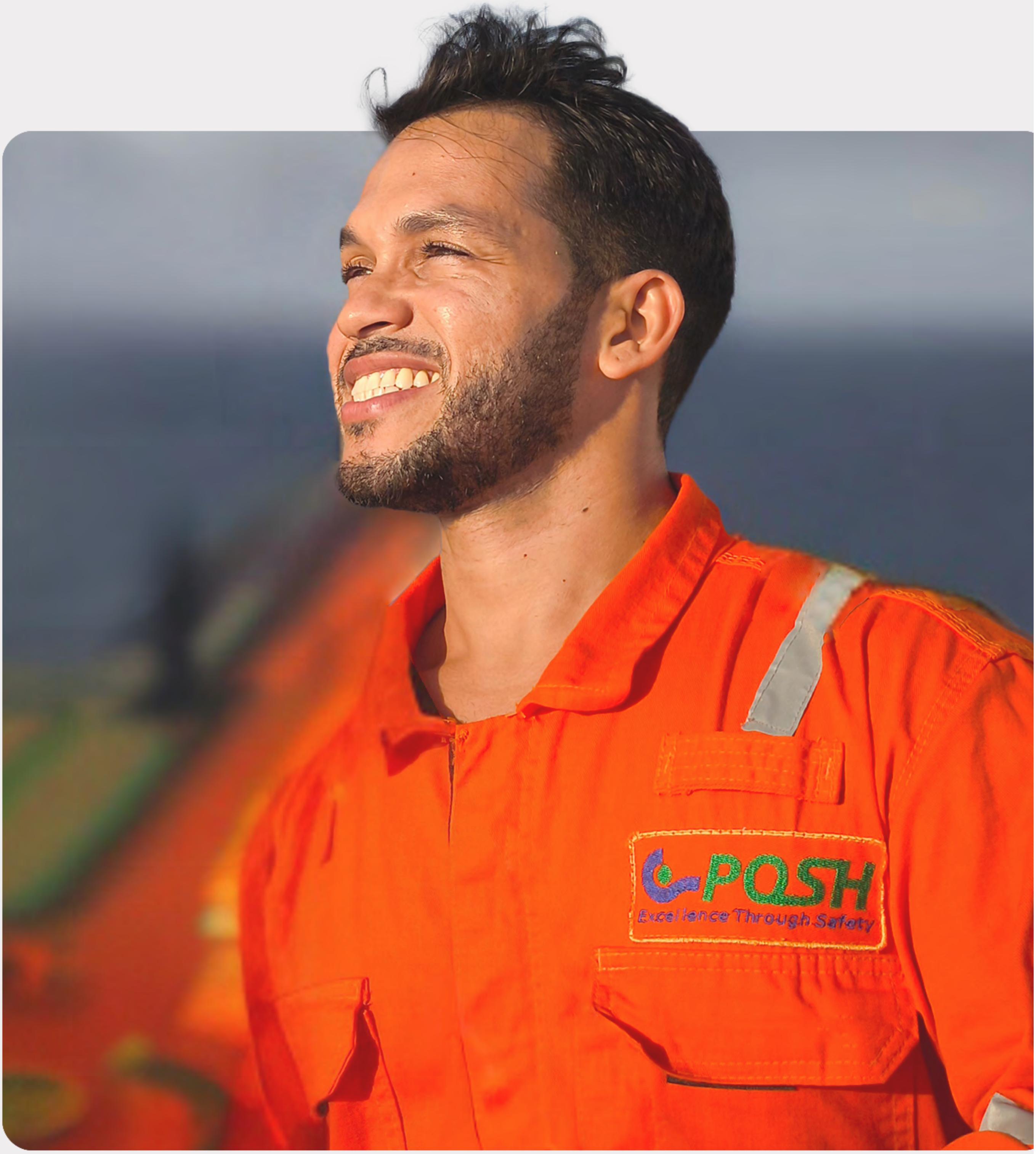
02 COMMUNITY

03 RESPONSIBILITY

SECTION 03

Practicing Responsible & Transparent Management

IN THIS SECTION:


POSH
Excellence Through Safety


Senior Management Team retreat in Hangzhou

We stay true to our core value of integrity in the way in which we conduct business, ensuring compliance with applicable laws and regulations, building a distinctive reputation for ethical business practices and earning the trust of our stakeholders.

3.1. Fair & Ethical Business Practices

Why We Focus on Fair and Ethical Business Practices

In line with our Core Values, we strive to consistently uphold the highest standards of ethics and integrity in all our business operations, and be a reliable and trusted partner in the global business landscape. By championing ethical business practices, KGSg strengthens trust, enhances our reputation and ensures long-term value for all stakeholders.

A strong culture of integrity helps us avoid the risks associated with misconduct such as bribery, fraud and money laundering.

Our Management Approach

To maintain the highest standards of ethics and integrity, we have implemented appropriate internal controls and risk management systems. The Group's expectations are clearly defined through Group-wide policies, guidelines and procedures on business conduct, including our Code of Ethics which is available in our Employee Handbook. These cover critical areas such as anti-bribery and corruption, whistleblowing, conflicts of interest, gifts and entertainment, donations and contributions and workplace harassment. We take a zero-tolerance approach to all forms of misconduct, unethical business practices, fraud and corruption. All employees are expected to adhere to the Group's and individual business units' policies and standards.

2024 TARGET → **2024 PERFORMANCE**

Ensure **100%** of office-based employees are trained in the Group's **Anti-bribery** and **Corruption Policy** and **Whistleblowing Policy***

99% completion rate on **corruption** & **anti-bribery training**

99% completion rate on **Whistleblowing Policy training**

There were **0 reported cases** of non-compliance with respect to anti-corruption and sanctions in 2024.

Whistleblowing Policy

Our Whistleblowing Policy provides a framework for all internal and external stakeholders to raise their concerns anonymously, without fear of reprisal. Reportable incidents include non-compliance with company policies and relevant laws and regulations in the regions where we operate. All whistleblowing cases are reviewed, investigated (where appropriate) and reported to the Audit Committee where mitigation actions and remedies are taken.

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

Communication and Training

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, we aim for 100% of our employees to be trained in the Group's Anti-bribery and Corruption Policy and Whistleblowing Policy. Additional trainings on specific topics related to anti-bribery and corruption are also required for those employees deemed to have greater exposure to the risk of such misconduct.

KGSg has been actively strengthening organisational risk awareness. In 2024, this included dedicated learning days for business units and corporate functions, as well as in-person risk workshops across POSH India, PaxOcean Batam and PaxOcean Zhoushan. These targeted efforts focused on embedding risk awareness and mitigation practices into daily work and fostering a stronger 'speak-up' culture and more proactive risk management across the Group.

* While all office-based employees are trained on the Group's Anti-Bribery and Corruption Policy, additional anti-bribery and corruption related training is provided to selected groups of employees each year, based on their roles and exposure to relevant risks. The reported completion rates refer specifically to these selected groups.

Keel laying ceremony with PCL and PaxOcean teams

3.2. Supply Chain Management

Why We Focus on Supply Chain Management

We believe that strong supply chain partnerships are essential to building a resilient and responsible business, recognising that our suppliers play a vital role in upholding our values and maintaining our reputation. By actively engaging with our suppliers on environmental and social improvements in the supply of goods and services, we aim to foster positive social outcomes across our value chain.

Our Management Approach

While basic 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. Therefore, 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.

Furthermore, while we have long required our suppliers to abide by applicable anti-corruption laws and regulations, we are now working with our business units to develop a Group Supplier Code of Conduct and Sustainable Procurement Policy. This new policy will introduce enhanced sustainability considerations for supplier selection across the Group. Through these documents, we seek to ensure that our suppliers not only meet our ethical business standards but also align with our customers' expectations, value chain requirements and potential Scope 3 emissions reporting obligations.

3.3. Digitalisation & Innovation

Why We Focus on Digitalisation and Innovation

We see innovation and digitalisation not just as tools, but as catalysts for transformation. Innovation is fundamental to unlocking opportunities for long-term success, particularly in transitioning to a low-carbon economy. Digitalisation improves efficiency and connectivity, enabling faster workflows and increased opportunities for collaboration. Both are central to our strategy, driving resilience and agility across all operations.

Our Management Approach

Our commitment to sustainability remains unwavering in the rapidly changing digital landscape. We collaborate with industry players and leverage innovative technologies such as robotic processes, automation and AI to optimise operations and reduce environmental impact. Continuous exploration and implementation of these technologies are key to our strategy. We also focus on training and upskilling our workforce to ensure they are equipped to handle new technologies effectively.

Decarbonising the Coastal Logistics Supply Chain

The Coastal Sustainability Alliance (CSA) addresses the challenge of decarbonising coastal logistics, which is essential for reducing environmental impacts and aligning with global sustainability goals. Led by Kuok Maritime Group, CSA is an industry collaborative effort based on principles underpinned by the UN Sustainable Development Goals. In 2024, the alliance expanded its membership, welcoming 11 additional industry players, including leading research institutions, industry specialists, logistics partners and telecom operators. This robust ecosystem aims to advance maritime decarbonisation in Singapore.

AI Chatbot Initiative: From KAIVA to KuokSG-GPT

We launched our first internal AI chatbot, KAIVA (KSL Artificial Intelligence Virtual Assistant), in 2023 to address employee queries related to IT and Compliance policies. In 2024, its capabilities were expanded to include a broader range of general enquiries and support for document uploads, enabling more contextual and accurate responses. In late 2024, KAIVA was transitioned to KuokSG-GPT — a secure, private-cloud-based AI assistant. KuokSG-GPT features advanced security measures to safeguard business data and supports a wider range of tasks, including email drafting, content generation and document analysis. As part of our ongoing digital enablement efforts, we continue to monitor usage of KuokSG-GPT and aim for consistent year-on-year growth in adoption across the organisation.

Upskilling the Workforce: Citizen Developer Training Programme

To strengthen digital capabilities across the organisation, the Citizen Developer Training Programme equips employees with essential skills in Robotic Process Automation (RPA). The initiative combines hands-on, instructor-led training with real-world application, enabling staff to identify and automate relevant business processes in their daily work. In 2024, we partnered with Singapore Polytechnic to deliver a seminar on Skills & Technology Adoption Readiness, laying the foundation for effective RPA uptake. A success story is the solution from the KMG Procurement team, which automated the "follow-up on overdue POs" process. Since its implementation it has significantly improved supplier communication and streamlined procurement operations.

PCL at MaritimeONE case summit awards ceremony

3.4. Cybersecurity & Data Privacy

Why We Focus on Cybersecurity and Data Privacy

Technology and data security in today's digital landscape is a key management priority for any company. Therefore, ensuring the privacy and security of our data (including those of our employees and customers) is critical both for operational resilience and maintaining the long-term trust and confidence of our stakeholders.

Our Management Approach

Everyone plays a role in data protection and cybersecurity. To address the growing criticality of these risks, the Group prioritises adherence to evolving laws, regulations and industry best practices. We build a secure and sustainable IT and Operational Technology (OT) environment with cyber threats monitoring and perform regular updates on critical systems so that they can be effectively supported. Regular training and updates are provided to equip employees with the skills to prevent data breaches and stay informed on emerging cybersecurity risks.

Strengthening Data Security

The Group's Security Operations Centre provides a vital layer of defence by constantly monitoring our networks and systems for cyberthreats, investigating anomalies in real time and rapidly mitigating risks to safeguard our operations and data. Phishing simulations are regularly conducted across the Group, and all employees (including crew members) who fall victim to these attempts are automatically enrolled in additional training to reinforce their awareness and vigilance. In 2024, the Group strengthened its cybersecurity foundations. We conducted penetration tests to assess and reinforce the security of our systems, proactively identifying and addressing potential gaps. Furthermore, we institutionalised a robust cybersecurity risk management framework, ensuring our approach is in alignment with the globally recognised Center for Internet Security benchmark.

PCL and POSH have implemented several protective measures across their fleet to strengthen their cybersecurity framework. Potential weaknesses in current software and systems are identified through routine penetration testing on its vessels by simulating cyberattacks. With respect to cybersecurity risk management, PCL and POSH will use the Group's framework as a reference to help achieve compliance with the International Safety Management Code and align with IMO recommendations.

Our Performance: Employee Training on Cybersecurity and Data Protection

Mandatory training includes regular cybersecurity awareness and training initiatives and annual personal data protection training. This empowers employees to understand their responsibilities and obligations regarding information security, minimising the risk of a security breach or exposure.

In 2024, we carried out a series of security training sessions and phishing exercises to raise awareness and vigilance across the organisation. Additionally, we engaged employees through quarterly cyber updates, focusing on threats, trends and industry developments. Cyber Awareness Month was also launched in 2024, highlighting cyber risk areas such as AI and deepfake technologies. A mini video series was also initiated to recap training sessions.

For 2024, the training programs for cybersecurity and personal data protection achieved completion rates of 99% and 96% respectively.

2024 TARGET

Ensure **100% of office-based employees are trained in cybersecurity** topics and the Group's Personal Data Protection Policy

2024 PERFORMANCE

99%
of employees trained in **cybersecurity**

96%
of employees trained on **Personal Data Protection Policy**

GRI Content Index

Statement of use	KGSg has reported the information cited in this GRI content index for the period from 1 January 2024 to 31 December 2024 with reference to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure No	Disclosure Title	Page Number and Reasons for Omissions, if applicable
General Disclosures			
GRI 2: General Disclosures 2021	2-1	Organisational details	About Us, page 5
GRI 2: General Disclosures 2021	2-2	Entities included in the Organisation's Sustainability Reporting	About Us, page 5
GRI 2: General Disclosures 2021	2-3	Reporting Period, Frequency and Contact Point	About this Report, page 10
GRI 2: General Disclosures 2021	2-4	Restatements of Information	About this Report, page 10
GRI 2: General Disclosures 2021	2-5	External Assurance	About this Report, page 11 We have obtained external pre-assurance for our Scope 1 and 2 emissions for FY2024 data.
GRI 2: General Disclosures 2021	2-6	Activities, Value-Chain and Other Business Relationships	About Us, Our Global Operations, page 6
GRI 2: General Disclosures 2021	2-9	Governance Structure and composition	Our Approach, Our Sustainability Governance, page 12
GRI 2: General Disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts	Our Approach, Our Sustainability Governance, page 12
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	Our Approach, Our Sustainability Governance, page 12
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	Our Approach, Our Sustainability Governance, page 12
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	Confidential information due to the nature of KGSg's organisational structure.
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns	Our Approach, Stakeholder Engagement, page 14

GRI Standard	Disclosure No	Disclosure Title	Page Number and Reasons for Omissions, if applicable
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body	Our Approach, Our Sustainability Governance, page 12
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	About Us, page 5
GRI 2: General Disclosures 2021	2-23	Policy Commitments	Our Approach, Our Sustainability Governance, page 12
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	Our Approach, Our Sustainability Governance, page 12
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	Practicing Responsible & Transparent Management, Fair & Ethical Business Practices, page 55 Ensuring the Well-Being of Our Employees & Society, Fair & Transparent Employment Practices, page 43
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Practicing Responsible & Transparent Management, Fair & Ethical Business Practices, page 55 Ensuring the Well-Being of Our Employees & Society, Fair & Transparent Employment Practices, page 43
GRI 2: General Disclosures 2021	2-27	Compliance with laws and regulations	Practicing Responsible & Transparent Management, Fair & Ethical Business Practices, page 54
GRI 2: General Disclosures 2021	2-28	Membership associations	Digitalisation and Innovation, page 57
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Our Approach, Stakeholder Engagement, page 14
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.
Topic Specific Disclosures			
GRI 3: Material Topics 2021	3-1	Process to determine Material Priorities	Materiality, Our Assessment Approach, page 15
GRI 3: Material Topics 2021	3-2	List of Material Priorities	Materiality, Our Targets and Commitments, page 17

RESPONSIBILITY

Fair and Transparent Employment Practices			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Practicing Responsible & Transparent Management, Fair & Ethical Business Practices, page 54

GRI Standard	Disclosure No	Disclosure Title	Page Number and Reasons for Omissions, if applicable
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Practicing Responsible & Transparent Management, Fair & Ethical Business Practices, page 55
	205-3	Confirmed incidents of corruption and actions taken	Practicing Responsible & Transparent Management, Fair & Ethical Business Practices, page 55
Supply Chain Management			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Practicing Responsible & Transparent Management, Supply Chain Management, page 56
Digitalisation and Innovation			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Practicing Responsible & Transparent Management, Digitalisation & Innovation, page 57
Cybersecurity and Data Privacy			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Practicing Responsible & Transparent Management, Cybersecurity & Data Privacy, page 58

ENVIRONMENT

Energy & GHG Emissions			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Energy & GHG Emissions, page 21
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Protecting the Environment, Energy & GHG Emissions, page 28 GHG Emissions Inventory, page 64
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Protecting the Environment, Energy & GHG Emissions, page 28 GHG Emissions Inventory, page 64
	305-2	Other indirect (Scope 2) GHG emissions	Protecting the Environment, Energy & GHG Emissions, page 28 GHG Emissions Inventory, page 64
	305-4	GHG emissions intensity	Protecting the Environment, Energy & GHG Emissions, page 28
	305-5	Reduction of GHG emissions	Protecting the Environment, Energy & GHG Emissions, page 28
Water Use & Management			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Water Usage & Management, page 30
Waste Management			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Waste Management, page 32

COMMUNITY

GRI Standard	Disclosure No	Disclosure Title	Page Number and Reasons for Omissions, if applicable
Pollution Management			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Protecting the Environment, Pollution Management, page 33
GRI 306: Waste 2020	306-3	Significant spills	Protecting the Environment, Pollution Management, page 35
Employee's Health, Safety and Well-Being			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the Well-Being of Our Employees & Society, Employee Health, Safety & Well-Being, page 38
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	Ensuring the Well-Being of Our Employees & Society, Employee Health, Safety & Well-Being, page 40
	403-6	Promotion of worker health	Ensuring the Well-Being of Our Employees & Society, Employee Health, Safety & Well-Being, page 42
	403-9	Work-related injuries	Ensuring the Well-Being of Our Employees & Society, Employee Health, Safety & Well-Being, page 39
Fair and Ethical Business Practices			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the Well-Being of Our Employees & Society, Fair & Transparent Employment Practices, page 43
	405-1	Diversity of governance bodies and employees	Ensuring the Well-Being of Our Employees & Society, Fair & Transparent Employment Practices, page 44
Future-Proofing KGSg's Workforce			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the well-being of our employees and of society, Future-proofing Kuok Group Singapore's workforce, page 45
GRI 404: Training and Education 2016	404-1	Average hours of trainings per year per employee	Ensuring the well-being of our employees and of society, Future-proofing Kuok Group Singapore's workforce, page 45
	404-2	Programs for upgrading employee skills and transition assistance programs	Ensuring the well-being of our employees and of society, Future-proofing Kuok Group Singapore's workforce, page 46
	404-3	Percentage of employees receiving regular performance and career development reviews	Ensuring the well-being of our employees and of society, Future-proofing Kuok Group Singapore's workforce, page 46
Positive Community Impact			
GRI 3: Material Topics 2021	3-3	Evaluation of the management approach	Ensuring the well-being of our employees and of society, Positive Community Impact, page 47

APPENDIX:

GHG Emissions Inventory

	PaxOcean		PCL		POSH
	2023	2024	2023	2024	2023
Total energy consumption (MWh)	135,356	133,800	1,364,588	1,105,071	1,316,920
Scope 1 emissions (tCO_2e)	17,057	15,233	378,560	306,412	353,396
Scope 2 emissions – Location-based (tCO_2e)	42,880	56,129	202	179	174
Scope 2 emissions – Market-based (tCO_2e)	42,880	56,129	202	179	174
Total Scope 1 and 2 emissions – Location-based (tCO_2e)	59,937	71,362	378,763	306,591	353,570
Total Scope 1 and 2 emissions – Market-based (tCO_2e)	59,937	71,362	378,763	306,591	353,570

APPENDIX:

GHG Methodologies

This section describes the methodologies used in compiling and calculating our GHG data.

Data Scope

Our GHG emissions inventory has been consolidated based on the organisational boundary of operational control, across the five business units: PaxOcean, PCL, POSH, Allgreen and K2. The methodology is guided by the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Scope 1 Emissions

Scope 1 emissions reflect GHG from fuels combusted during the business units' operations. This includes fuels used by ships and vessels in PCL and POSH, as well as diesel used by onsite generators, forklifts, boom lifts and air compressors from PaxOcean, Allgreen and K2. It excludes fuels directly procured and used by customers while using the business units' assets, such as from sub-chartered ships.

	Allgreen		K2		KGSg (Total)	
2024	2023	2024	2023	2024	2023	2024
1,173,856	23,796	54,836	249,888	365,210	3,090,548	2,832,773
315,040	0	6	29	62	749,042	636,497
76.0	9,937	29,518	558	3,093	53,752	88,996
76.0	9,937	29,518	0	2,049	53,194	87,951
315,116	9,937	29,524	587	3,156	802,794	725,749
315,116	9,937	29,524	29	2,111	802,235	724,704

Scope 2 Emissions

Scope 2 emissions reflect GHG from electricity consumption across both maritime and non-maritime operations. This excludes electricity used and controlled by customers, such as from Allgreen's tenanted areas and K2 serviced areas.

Emission Factors

Scope 1 emissions of our operations align with the greenhouse gases covered under the GHG Protocol, Sustainable Energy Authority of Ireland and IMO 2021 MEPC.364(79).

Scope 2 grid emission factors were obtained from the respective national databases. The emission factor for Singapore was obtained from the Energy Market Authority, China from CCN China, Ireland from the Sustainable Energy Authority of Ireland, Malaysia from the Energy Commission of Malaysia, Philippines from the Republic of the Philippines Department of Energy 2015-2017 National Grid Emission Factor, Indonesia from the Indonesia Ministry of Energy and Mineral Resources and India from the Central Electricity Authority of India. Emission factors for Indonesia (Batam), Saudi Arabia and Brunei, were obtained from ESG Platforms, specifically Carbon Footprint and United4efficiency.

Feedback

We welcome and value any feedback on this report that could help improve our sustainability performance and reporting. If you have any questions regarding this report or our sustainability initiatives, please reach out to us at **corpcomms@kuokgroup.com.sg.**

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