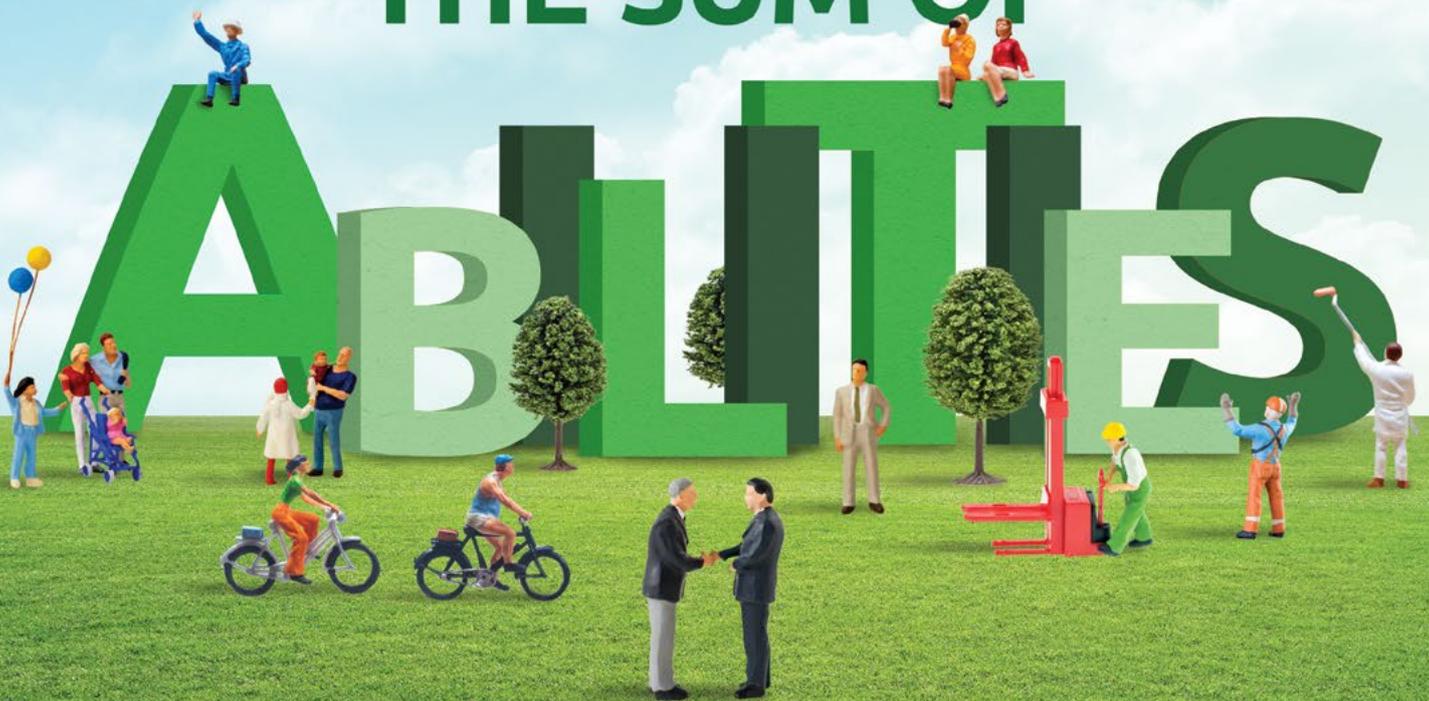




KING WAN
CORPORATION
LIMITED

THE SUM OF



Sustainability Report 2021

The new normal is volatile,
uncertain, complex and ambiguous.
Hearteningly, the sum of our abilities
has not only empowered King Wan
to overcome challenges in the
environment, but also brought about
opportunities that enable us
to realise a positive future.





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Message from Chairman

Dear Stakeholders,

The past financial year – FY2021 – was an unprecedented year for King Wan Corporation Limited and its subsidiaries (“King Wan” or the “Group”), and businesses worldwide. The disruptions and uncertainty that the global pandemic brought to all aspects of our business cannot be overstated, contributing to rising costs of materials and labour, and project suspensions and delays.

As the world scrambled to tackle the challenges the COVID-19 pandemic brought and live with the new normal, dealing with the pandemic and the deep uncertainty ahead has reinforced the importance of corporations being resilient, adaptable, and sustainable.

In this 4th Sustainability Report of King Wan, we have set aside a section to highlight our COVID-19 response - the ways we have worked to prioritise the safety of our employees and workers, adapting to the new ways of working, and seizing opportunities that the pandemic brought.

King Wan recognises the importance of sustainability and actively embraces sustainability practices in the Group’s strategic formulation process. It is our belief that by doing so, we can:

- achieve sustainable growth;
- care for our people; and
- protect our environment.

The challenges faced in the past year has strengthened our commitment to sustainability, and we will continue to work towards integrating sustainability practices throughout the organisation to create long-term value for all our stakeholders, and do our part in building a safe, sustainable and resilient corporation.

Chua Kim Hua
Chairman

SUSTAIN + ABILITY =

SUSTAINABILITY





STABLE + ABILITY =
STABILITY

About this Report

Reporting Period and Scope

We have adopted the international reporting framework, Global Reporting Initiative ("GRI") standards for our sustainability report for the financial year ended 31 March 2021.

Our sustainability report has been prepared in accordance with the GRI standards: Core option. This report includes activities organised by King Wan for the period from 1 April 2020 to 31 March 2021, and covers environmental, social and governance ("ESG") factors of its core businesses in Singapore that are deemed material by the King Wan Board of Directors (the "Board"). We have not sought external assurance for this report.

The report also incorporates the primary components of sustainability reporting requirements set out in Singapore Exchange Securities Trading Limited ("SGX-ST")'s Listing Rule 711B and Practice Note 7.6.

Reporting Process

The Group has established a Sustainability Task Force, comprising members from senior management and a risk management team, maintaining oversight in the sustainability efforts of work teams across different business units and departments including project, contract, servicing, finance, information technology and human resource.

The Sustainability Task Force reviews the Group's sustainability objectives, challenges, targets and progress to ensure their alignment with the Group's strategic direction, and supervises the implementation and tracking of sustainability data and progress of various work teams.

King Wan aims to continuously improve this process in order to ensure that our data collection is effective and robust.

Board Statement

The Board is committed to sustainability and oversees the process to engage stakeholders and identify material topics. They approve the material ESG factors identified by the Sustainability Task Force.

The Board regularly reviews as well as oversees the management and monitoring of these factors and take them into consideration in the determination of the Group's strategic direction and policies.

For the purpose of SGX-ST's Listing Rule 711B and Practice Note 7.6, the Board confirms that it has determined the material ESG factors and overseen the management and monitoring of the material ESG factors.

Sustainability Targets

For Our Business Operations



Goal 1:

We strive to reduce energy and water consumption for our dormitory, corporate office and mobile loo business.



Goal 2:

We target to adopt innovative technologies for our construction segment to reduce wastages and increase efficiency.

In Communities Where Our Operations are



Goal 1:

We will continue to engage with charitable organisations and various institutions by participating in community service that helps to improve the community's well-being.

For Our Employees



Goal 1:

Goal 1: We aim to introduce more diversity into our workplace – in terms of gender, nationality and age group mix – to strengthen our competency while providing fair and equal employment opportunities for all.



Goal 2:

We will continue to engage and develop our employees, enabling each of them to realise their full potential.



Goal 3:

We are committed to achieving zero fatalities and injuries through prioritising occupational health and safety.

CAPABLE + ABILITY =

CAPABILITY



Stakeholders' Engagement

Stakeholder Group	Engagement Platform	Issues of Concern
Our employees	<ul style="list-style-type: none"> • Regular dialogue sessions with management • Team building via virtual meetings (Zoom and Microsoft Teams) • Employees volunteer in corporate social responsibility programmes • Quarterly learning and development • Performance appraisal • Mobile broadcasts through WhatsApp 	<ul style="list-style-type: none"> • Remuneration and benefits • Training and development • Legal and compliance • Health and safety
Our customers	<ul style="list-style-type: none"> • Site meetings • Customers' survey • Ongoing dialogue • Virtual meetings (Zoom, Microsoft Teams and Google Meet) 	<ul style="list-style-type: none"> • Data privacy
Our suppliers and subcontractors	<ul style="list-style-type: none"> • Annual vendor evaluation • Site meetings • Written communication 	<ul style="list-style-type: none"> • Health and safety • Legal and compliance
Our investors	<ul style="list-style-type: none"> • Annual General Meeting • Corporate website • Media release • Annual report • Sustainability report 	<ul style="list-style-type: none"> • Economic impact • Corporate governance
Government and regulators	<ul style="list-style-type: none"> • Government websites and emails • Immediate notification from regulators on occurrence of incidents • Consultation 	<ul style="list-style-type: none"> • Fines and penalties from various regulatory agencies • Legal and compliance
Our community	<ul style="list-style-type: none"> • Corporate website • Charity events 	<ul style="list-style-type: none"> • Economic impact • Corporate governance
Media	<ul style="list-style-type: none"> • Media releases 	<ul style="list-style-type: none"> • Financial results • Key developments in securing of contracts

Sustainability Contact

Your feedback is important in helping us improve our sustainability practices. If you have any comments or feedback, please email to us at egm.2021@kingwan.com.sg.

Material Key ESG Factors

From the results of our stakeholders' engagement, the Group has identified the following ESG factors to have material impact on our operations.

Primary Factors	Material Factors	Performance Measure	Addressed in Report
Economic	1) Economic performance	<ul style="list-style-type: none"> Total economic value 	Economic contribution to society
	2) Anti-corruption	<ul style="list-style-type: none"> Number of incidents 	Legal compliance and corporate governance
Social	1) Employment	<ul style="list-style-type: none"> Rate of staff turnover 	Labour practices and conducive work environment
	2) Occupational health and safety	<ul style="list-style-type: none"> Number of accidents, fatality 	Workplace safety and health
	3) Training and development	<ul style="list-style-type: none"> Number of training hours 	Labour practices and conducive work environment
	4) Diversity and opportunity	<ul style="list-style-type: none"> Percentage of male and female employees 	Labour practices and conducive work environment
	5) Local community	<ul style="list-style-type: none"> Total donation and volunteering hours 	Corporate social Responsibility Initiative
	6) Customer health and safety	<ul style="list-style-type: none"> Number of non-compliance incidents 	Workplace safety and health
	7) Customer privacy	<ul style="list-style-type: none"> Average Construction Quality Assessment System ("CONQUAS") score Number of breach incidents 	Workplace safety and health Legal compliance and corporate governance
Environment	1) Energy efficiency	<ul style="list-style-type: none"> Electricity consumption (Kwh) 	Environmental initiative
	2) Water, Effluents and Waste	<ul style="list-style-type: none"> Water consumption (m³) Carbon emission (CO₂) 	Environmental initiative
	3) Environmental compliance	<ul style="list-style-type: none"> Number of fines Participation in Building and Construction Authority ("BCA") Green Mark projects 	Legal compliance and corporate governance Environmental initiative



King Wan's COVID-19 Response

As part of our business continuity plan, we assembled a management-led Task Force with key employee representatives in February 2020. Standard operating procedures were drawn up in response to COVID-19 scenarios and disseminated. We had regular employee communications and broadcast advisories to keep them updated on the latest developments and our work arrangements.

The safety and well-being of our stakeholders was paramount, and we took all necessary precautionary measures in accordance with the guidelines from the Singapore government.

Employee Health, Safety and Well-Being

We distributed masks and hand sanitisers to our employees, strengthened sanitation measures in the office, and increased disinfection frequencies of high touch points in the office.

Frontline employees were provided with masks and Personal Protective Equipment (PPE), and training on their use.

We provided temporary accommodations for employees who chose to relocate to continue working in Singapore when Malaysia initiated the Movement Control Order in March 2020, as well as facilitated our employees in telecommuting and provided IT support arrangements for remote working.

Employees were also engaged with regular teleconferences and broadcasts to provide a summary of resources available, such as where to seek healthcare hotlines and safe management measures.

Migrant worker community

We also especially reached out to ensure the well-being and safety of the section of our community that was thrust into the spotlight during the pandemic – our migrant worker community.

We supported them with provision of daily necessities and food, paying special attention for muslim migrant workers when they fast during the Ramadan period.

We also provided for their Wi-Fi and mobile data needs, and avenues to connect to our team of employee volunteers in ensuring their health mental disposition.

A team of employees also stepped up to volunteer in cleaning and disinfecting the worker's dormitory on our premises.

Here were some of the other ways we supported our employees and community during the pandemic:

- Provision of hand sanitisers at several points in the office, warehouse and worker's dormitory;
- Deferment of all non-essential events;
- Implementation of stringent measures on safe distancing in the office, warehouse and worker's dormitory;
- Delivery of food to employees who have no local dependents during the lockdowns;
- Escalated upskilling through online learning on relevant topics for employees ; and
- Expanded usage of cloud-based resources to synchronise and collaborate work among employees.



Employees volunteering to pack dates for migrant workers during Ramadan



Employees stepped up in cleaning and disinfecting our worker's dormitory

King Wan's COVID-19 Response



Our COVID-19 Task Force



COVID-19 Task Force educating migrant workers on how to use the oximeter



Employees volunteering and helping migrant workers with the oximeter



COVID-19 Task Force visiting the dormitories



COVID-19 Task Force educating a migrant worker on how to use the TraceTogether app on his devices

Supporting Customers

Our engineering and technical teams worked 24/7 to ensure minimal disruption of our essential services during the Circuit Breaker period.

Our team also participated in the quick conversion of existing multi-storey carparks to temporary living quarters for the migrant workers.

Additional resources were deployed at key premises such as hospitals, polyclinics, Government Community Care Facilities, Community Isolation Facilities and dormitories to meet enhanced sanitation needs.

Our engineering team also innovated and provided modified portable lavatories to meet customer needs and adhere to space constraints at some of these facilities.

Economic Contribution to Society

The Group provides Mechanical and Electrical (“M&E”) engineering services and portable lavatories in Singapore. We also have direct investments in vessel Ownership and Chartering, Property Development and operations in Workers’ Dormitory through our network of subsidiaries and associates in Singapore, Thailand and China. The Group operates our various business segments in accordance to the adopted sustainability practices through close collaboration with business partners to identify arising sustainability opportunities and risks.

The Group’s performance has a direct impact on our key stakeholders, including employees, customers, suppliers, government and investors. We therefore aim to deliver economic benefits through effective project management, efficient resource management, stable contribution to public finance and services, community engagement, bringing sustainable growth to our enterprise and ecosystem.

For more information on the Group’s business and financial performance, please refer to pages 8 to 9 of the Annual Report.

Punggol Point Cove



Corporate Social Responsibility Initiative

Company Contribution



Number of hours

2,400



Amount of contribution

\$4,720

Corporate Social Responsibility (CSR)

Corporate social responsibility ("CSR") has evolved over the years to become an integral part of the organisation. It has expanded to more dimensions such as corporate responsibility to our stakeholders – our shareholders, employees, customers, suppliers, sub-contractors and the wider community. We actively seek to play a part

to improve the environment and contribute to the well-being of the communities in which we live and do business.

We encourage our employees to volunteer at the individual and corporate level. Some of our initiatives this year include:

Care to Clean and Disinfect

During the pandemic lockdown, a group of our employees, geared in masks, face shields and personal protective equipment, stepped forward and initiated to serve our migrant workers by cleaning and disinfecting their dormitory. It was hot, strenuous and draining work, but it was a humbling experience which reminded us of what our migrant workers experience daily over the past years, as they built our houses and roads, and provided services to us.

Care to Pack and Deliver

During Ramadan this year, Muslim migrant workers had to fast under Circuit Breaker conditions, while being quarantined. Our team prepared dates (kurma) and packed them in smaller packets for individual distribution. Dates are a staple for Muslims to break their fast as it helps to boost their energy and is also a good supplement for nutrition. Our Muslim employees took time to go from room to room in the dormitory to explain and remind our migrant workers to practice safe distancing when performing their prayers. There were others who delivered food during the early hours of the morning island-wide to migrant workers staying at other locales.

Care to Trim

On 19 July 2020, a group of our migrant workers residing at the former Ngee Ann Polytechnic spent their Sunday morning helping to trim 1.5 hectares of overgrown grass around HDB blocks in Toh Yi. It was hard to maintain the estate's landscaping during that period as workers in many horticultural firms had not been cleared by the authorities to resume work. Our workers were happy to have a chance to contribute and give back.

Care to Gift and Engage

Since 2014, we have been working with the Muscular Dystrophy Association (Singapore) ("MDAS") in support of their mission to maximise the quality of life of people with Muscular Dystrophy and their families, to integrate into society and support research towards a cure. All corporate funds raised are channelled into supporting MDAS' essential programmes and services for beneficiaries such as therapy sessions to help slow down muscle deterioration and transport subsidies for fetching beneficiaries between home and school in specialised vehicles. We also continue to promote opportunities for young adults with severe muscular dystrophy to be meaningfully employed by engaging them for print or web-based collaterals, through BizPower – a centre-based employment programme run by MDAS.

Legal Compliance and Corporate Governance

King Wan values corporate governance and legal compliance. It is of paramount importance that the Group abides by legal and regulatory requirements and is in compliance with, including but not limited to, the Code of corporate Governance issued by Monetary Authority of Singapore and guidelines provided by BCA,

Ministry of Manpower ("MOM"), Singapore Civil Defence Force ("SCDF"), National Environmental Agency ("NEA") and other relevant regulators.

For further details on Corporate Governance, please refer to pages 17 to 40 of the Annual Report.

Conflict of Interest Policy

The Company has set out procedures governing all interested persons transactions to ensure that they are carried out at arm's length, on normal commercial terms and not be detrimental to the interests of the Group and our shareholders.

In FY2021, there were no identified conflicts of interest between the Group and any interested party.

Customer Privacy Policy

King Wan protects the privacy and confidentiality of our customers' information. We do not divulge or sell personal information to third parties for marketing or promotional purposes. All employees are guided by King Wan's Code of Business Conduct and Ethics.

In FY2021, there were no identified cases regarding breach of customer privacy or loss of customer data.

Anti-Corruption Policy

King Wan takes a strong stand against corruption and bribery in the Group. We provide an accessible platform for employees and third parties to raise concerns about any wrongdoing and improper conduct within the Group.

New employees are trained on the Code of Business Conduct and Ethics and briefed on the whistle-blowing policy.

In order to facilitate the reporting of suspected cases of fraud, corruption, workplace harassment or other improper activities, independent investigations are carried out in a timely manner. Appropriate action will be taken to correct any weaknesses in internal controls and policies to prevent a recurrence.

In FY2021, there were no incidents of corruption and no public legal cases brought against the Group or its employees.

Compliance with Laws and Regulations

The Group has put in place policies and procedures to ensure compliance with relevant laws and regulations, particularly those relating to BCA, MOM, SCDF and NEA. At the corporate level, we also ensure that we are in compliance with the SGX-ST Listing Rules, Securities and Futures Act and the Singapore Companies Act.

Through constant monitoring, evaluation, and auditing of our ISO 45001:2018 certified Occupational Health and Safety ("OH&S") management system, King Wan actively ensures that all our activities and operations comply with existing regulatory requirements. Any changes and non-compliance with the relevant laws are made known to the management, and actions are taken to ensure compliance.

Towards ensuring continued improvement, we have reviewed and streamlined our processes to improve and tighten the procedures at construction sites. In addition, we have implemented an ISO 14001:2015 certified Environmental, Health and Safety standard ("EHS") management system.



Environmental Initiative

At King Wan, we strive to carry out our business operations in a socially responsible manner and are committed to protecting the environment. We believe that the efficient use of natural resources such as energy and water will contribute positively to the Group's sustainable growth in the long term.

We continue to use more energy-efficient lightings and lift in our office building, thereby reducing electricity consumption. Additionally, we use water-efficient fittings and fixtures in our corporate office to reduce water consumption, as well as adopt environmentally

friendly methods of waste disposal in our desilting business.

The management also strongly encourages and reinforces the importance of practising the 3Rs (i.e. reduce, reuse and recycle) in our daily operations – the responsible usage of electricity, water and paper by every employee. King Wan believes that every small effort counts and goes a long way in contributing to the conservation and protection of the earth's natural resources.

Energy Efficiency

As a result of our continuous efforts to reduce energy and water consumption, as well as reduced usage during the pandemic due to capacity changes, we recorded a 13.8% reduction in electricity consumption and a 46.9% reduction in water consumption. This improvement allowed us to reduce our carbon footprint and enjoy 15.9% cost savings on our electricity bills, and 46.9% savings on our water bills.

Electricity Consumption FY2021



CO₂ Emission



Water Consumption FY2021



BCA Green Mark

King Wan is a provider of M&E services to numerous BCA Green Mark Projects. We are committed to work with our valued business partners to construct high quality developments for the communities where our operations are found. Central to the realisation of this mission is our proactive adoption of sustainable construction methods and integration of innovative technologies to enhance environmental performance.

The BCA Green Mark projects undertaken by King Wan during the financial year are listed below:

BCA Green Mark Gold^{Plus}

- Daintree Residence (Electrical)

Workplace Safety & Health

At King Wan, we are guided by our philosophy “Lead the Way – Safety First” in our care for our employees and communities. Workplace safety and health (“WSH”) is of paramount importance to us. We firmly believe that work progress cannot be achieved at the expense of safety. Management sets the tone by defining and enforcing clear WSH management guidelines, fostering a safe and conducive working environment.

We place great emphasis on proper installation methods, fire and emergency safety compliance, maintenance of equipment and materials integrity. Qualified professionals such as engineers and technical supervisory staff are engaged to monitor construction progress and ensure that developments are built in accordance with building regulations and codes. All our employees and subcontractors are expected to meet King Wan’s high standards of quality, safety and sustainability for projects.

COVID-related measures

As covered in the section “King Wan Group’s COVID-19 Response”.

Health and Safety Policies

Our commitment to WSH is based on the belief that a good working environment not only makes our employees safer, but also enables them to focus better, enjoy high work morale, and increase their work productivity and efficiency.

Safety Courses and Training Hours

We ensure that our employees are adequately orientated on site safety measures and regulations, in addition to being well-trained in WSH standards and regulations through WSH courses. Employees with designated job scope are also further assessed based on specialised requirements and sent for training in relevant courses.

Our endeavour in achieving and maintaining high WSH standards sees King Wan putting in place a comprehensive Safety and Health management system, which has been certified in ISO 45001, ISO 9001:2015 and awarded with the bizSAFE Star accreditation.

Regular Health and Safety Meetings

During our regular project meetings, latest health and safety matters and reports on any related issue or incident are prioritised and promptly highlighted. Attendees are also constantly reminded to follow recommended safety measures and regulations. Relevant findings and new policies are communicated in a timely manner to the rest of the project team.

Our respective Project-in-charge will also carry out regular site safety inspections to ensure that WSH standards and measures are fully observed at all times.

In FY2021, we have achieved zero fatalities both at the corporate office and project sites.

The quality of our project determines how well we add value to our customers. It is our priority to deliver innovative green designs, high standards of workmanship without compromising on functionality or price. Established in 1989, CONQUAS is the industry benchmark for quality and workmanship standards of construction projects in Singapore. With an average CONQUAS score of 97.03, King Wan’s score is significantly above the latest industry’s average of 90.1 obtained from BCA’s website.



Labour Practices and Conducive Work Environment

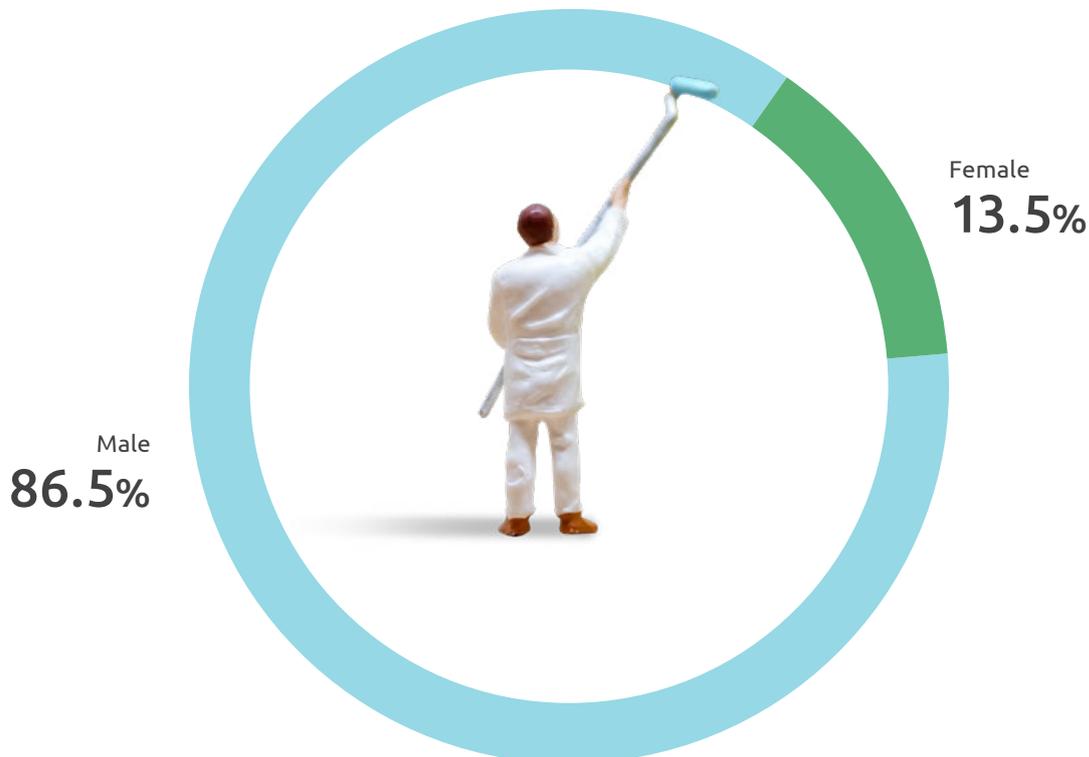
We recognise our employees as the Group's most important asset, vital to our business sustainability. We strongly believe that with fair remuneration, the provision of equal opportunities, and a culture of nurturing and empowering through training and development, our engaged workforce will be able to contribute positively to the Group. This process has been responsible for building a dynamic culture at King Wan.

We have a Human Resource ("HR") framework with goals and objectives to attract, retain and develop a motivated and modernised workforce. Our HR policies, which cover

our employees from recruitment to retirement, are reviewed regularly to ensure relevance and effectiveness. We encourage our staff to provide feedback to help us align expectations and make decisions.

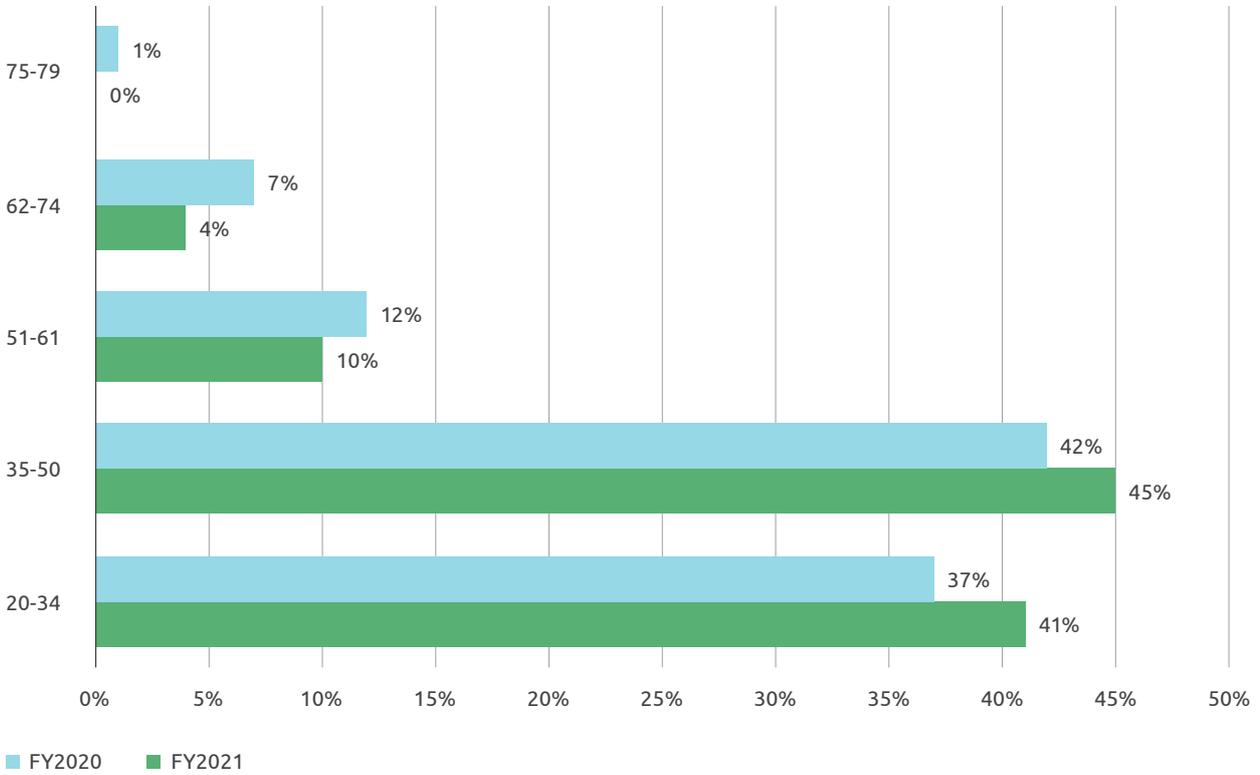
One of our core values at King Wan is to perform our jobs at the highest level of integrity and professionalism. As such, we are fully committed to comply with all applicable Singapore local employment laws, regulations and training requirements stipulated by various agencies such as BCA, MOM and SCDF.

Gender Ratio of Full Time Employees Gender demographics FY2020



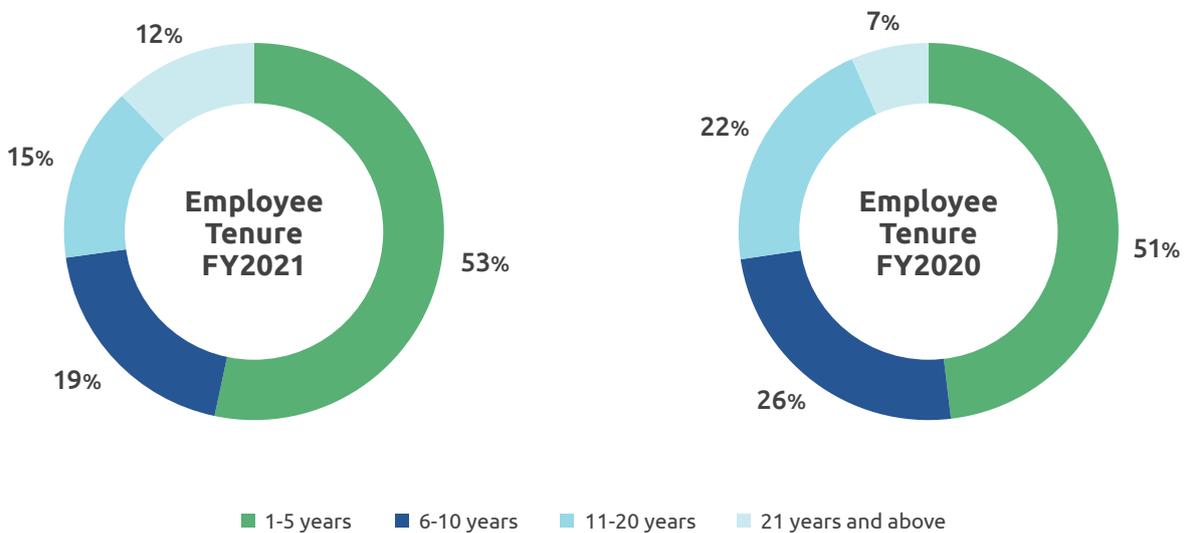
King Wan has a headcount of 306 full-time employees for our Singapore operations. Currently, there are no part-time or temporary employees.

Age Demographic



Employee Retention

King Wan’s success in employee engagement is evident from our employees’ average length of service. As illustrated in the figures below, nearly half our staff has stayed with King Wan for more than 5 years.

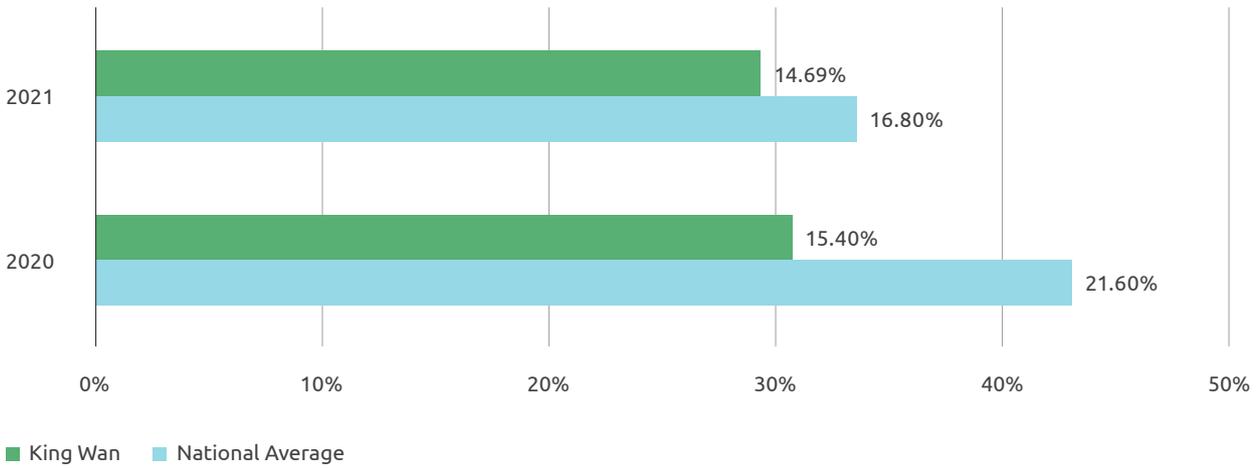


Labour Practices and Conducive Work Environment

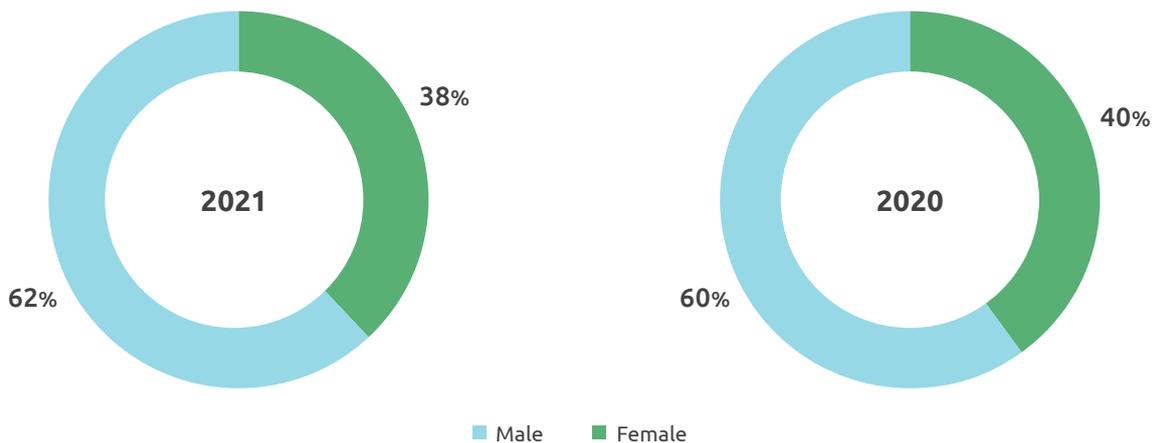
Employee Turnover Rate

Our employee turnover rate at 14.69% is below the national average of 16.8% for the construction sector in 2020 – obtained from MOM’s website.

Employee Turnover to National Average Rate (%)



Gender of Heads of Department



100% of Heads of Department (“HODs”) for Singapore operations are either Singaporean or Permanent Residents, hired from our local community. In FY2021, 38% of our 21 HODs were female.

Benefits and Welfare

Besides competitive remuneration, we take care of our employees through comprehensive welfare and benefits schemes, including but not limited to insurance coverage, medical and dental benefits for our full-time employees in Singapore.

Pro-family Benefits

King Wan provides benefits and adopts welfare practices in line with the Singapore government's pro-family legislation. Parents whose children are Singapore Citizens at birth get to enjoy maternity leave of 16 weeks and paternity leave of two weeks respectively, as advocated by the government.

Fair Remuneration

King Wan's compensation packages are aligned with internal parity and market benchmarks. King Wan offers fair and competitive remuneration packages based on employees' performance, and expected roles and responsibilities. This is to ensure that we remain competitive in attracting talent, which is key to our sustained growth. King Wan also has a well-structured and open annual performance appraisal system which is reviewed periodically and enhanced to ensure open communication between employees and their reporting officers.

Competitive Remuneration

Remuneration is recommended by the HR Department and the respective HODs, and approved by the Remuneration Committee which consists of members from King Wan's Board of Directors. Compensation packages are benchmarked against market surveys to ensure relevancy of King Wan's salaries to the industry and overall market.

Central Provident Fund ("CPF") Scheme and Contributions

The CPF is a comprehensive social security savings plan which aims to provide working Singaporeans and Permanent Residents with a measure of financial security and confidence in their old age. CPF contribution is computed based on a percentage of the employee's monthly salary and varies with the employee's age.

Employee Relations

Performance-Based Appraisal

As an organisation committed to meritocracy, our rewards and compensation policies emphasise employees' performance. This is judged not only based on what employees have achieved in the review period, but also on how it is achieved. Annually, our employees will receive performance and career development reviews. Our performance management process is reviewed periodically to incorporate employees' feedback and enhancements to the system.

Employee Development

	2021	2020
Total Training Hours	5,143	5,907
Average Training Hours per Employee	16.81	19.50

King Wan believes that for the Group to grow and stay relevant in this competitive business landscape, it is critical that we invest in our employees' learning and development and equip them with knowledge and relevant skills to perform well in their jobs. The Group strives to develop our employees through training, job rotation and internal promotion opportunities. Training needs are identified and implemented at the start of each year. We encourage employees to take up relevant job-related skill courses.

The number of total training hours clocked in FY2021 was 5,143 hours, lower than the 5,907 hours recorded in FY2020, largely due to the increased difficulties of attending hands-on, in-person courses during the pandemic.

However, even during the circuit-breaker, our staff also attended more than 1,100 hours of digital training courses, taking full advantage of downtime to upgrade and develop key skills.

GRI Standards Content Index

The King Wan Corporation Annual Report (AR) 2021 can be found at <https://www.kingwan.com/en/investor-relations/annual-reports.html>.

Disclosure No	Description	Reference
GRI 102: General Disclosures 2016		
Organizational profile		
102-1	Name of the organization	Cover
102-2	Activities, brands, products, and services	Page 9, AR 2021 Corporate Profile, Page 2
102-3	Location of headquarters	Back Cover
102-4	Location of operations	AR 2021 Corporate Profile, Page 2
102-5	Ownership and legal form	AR 2021 Corporate Profile, Page 2
102-6	Markets served	AR 2021 Corporate Profile, Page 2
102-7	Scale of the organization	AR 2021 Financial Charts, Page 9
102-8	Information on employees and other workers	Page 14
102-9	Supply chain	AR 2021 Business Review, Page 13-15
102-10	Significant changes to the organization and its supply chain	NIL
102-11	Precautionary Principle or approach	Page 3
102-12	External initiatives	Page 11-13
Strategy		
102-14	Statement from senior decision-maker	Page 2
102-15	Key impacts, risks, and opportunities	AR 2021 Business Review, Page 13-15
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	AR 2021 Our Values, Page 3
102-17	Mechanisms for advice and concerns about ethics	Page 11
Governance		
102-18	Governance structure	AR 2021 Corporate Governance Report, Page 17-26
102-19	Delegating authority	AR 2021 Corporate Governance Report, Page 18
102-20	Executive-level responsibility for economic, environmental, and social topics	Page 3
102-21	Consulting stakeholders on economic, environmental, and social topics	Page 6
102-22	Composition of the highest governance body and its committees	AR 2021 Corporate Governance Report, Page 17-26

Disclosure No	Description	Reference
GRI 102: General Disclosures 2016		
102-23	Chair of the highest governance body	AR 2021 Corporate Governance Report, Page 20
102-24	Nominating and selecting the highest governance body	AR 2021 Corporate Governance Report, Page 23-26
102-25	Conflicts of interest	Page 11
102-26	Role of highest governance body in setting purpose, values, and strategy	AR 2021 Corporate Governance Report, Page 17-26
102-27	Collective knowledge of highest governance body	AR 2021 Corporate Governance Report, Page 17-26
102-28	Evaluating the highest governance body's performance	AR 2021 Corporate Governance Report, Page 23-26
102-29	Identifying and managing economic, environmental, and social impacts	Page 3
102-30	Effectiveness of risk management processes	AR 2021 Corporate Governance Report, Page 32-37
102-31	Review of economic, environmental, and social topics	Page 3
102-32	Highest governance body's role in sustainability reporting	Page 3
102-35	Remuneration policies	AR 2021 Corporate Governance Report, Page 27-31
102-36	Process for determining remuneration	AR 2021 Corporate Governance Report, Page 27-31
Stakeholder engagement		
102-40	List of stakeholder groups	Page 5
102-42	Identifying and selecting stakeholders	Page 5
102-43	Approach to stakeholder engagement	Page 3
102-44	Key topics and concerns raised	Page 6
Reporting practice		
102-45	Entities included in the consolidated financial statements	AR 2021 Notes to the Financial Statements, Page 100-103
102-46	Defining report content and topic Boundaries	Page 6
102-47	List of material topics	Page 6
102-48	Restatements of information	NIL
102-49	Changes in reporting	NIL
102-50	Reporting period	Page 3
102-51	Date of most recent report	Page 3
102-52	Reporting cycle	Page 3
102-53	Contact point for questions regarding the report	Page 5
102-54	Claims of reporting in accordance with the GRI Standards	Page 3
102-55	GRI content index	Page 18
102-56	External assurance	NIL

GRI Standards Content Index

Disclosure No	Description	Reference
GRI 200: Economic		
<i>GRI 201: Economic Performance 2016</i>		
201-1	Direct economic value generated and distributed	AR 2021 Financial Charts, Page 9
<i>GRI 202: Market Presence 2016</i>		
202-2	Proportion of senior management hired from the local community	Page 16
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