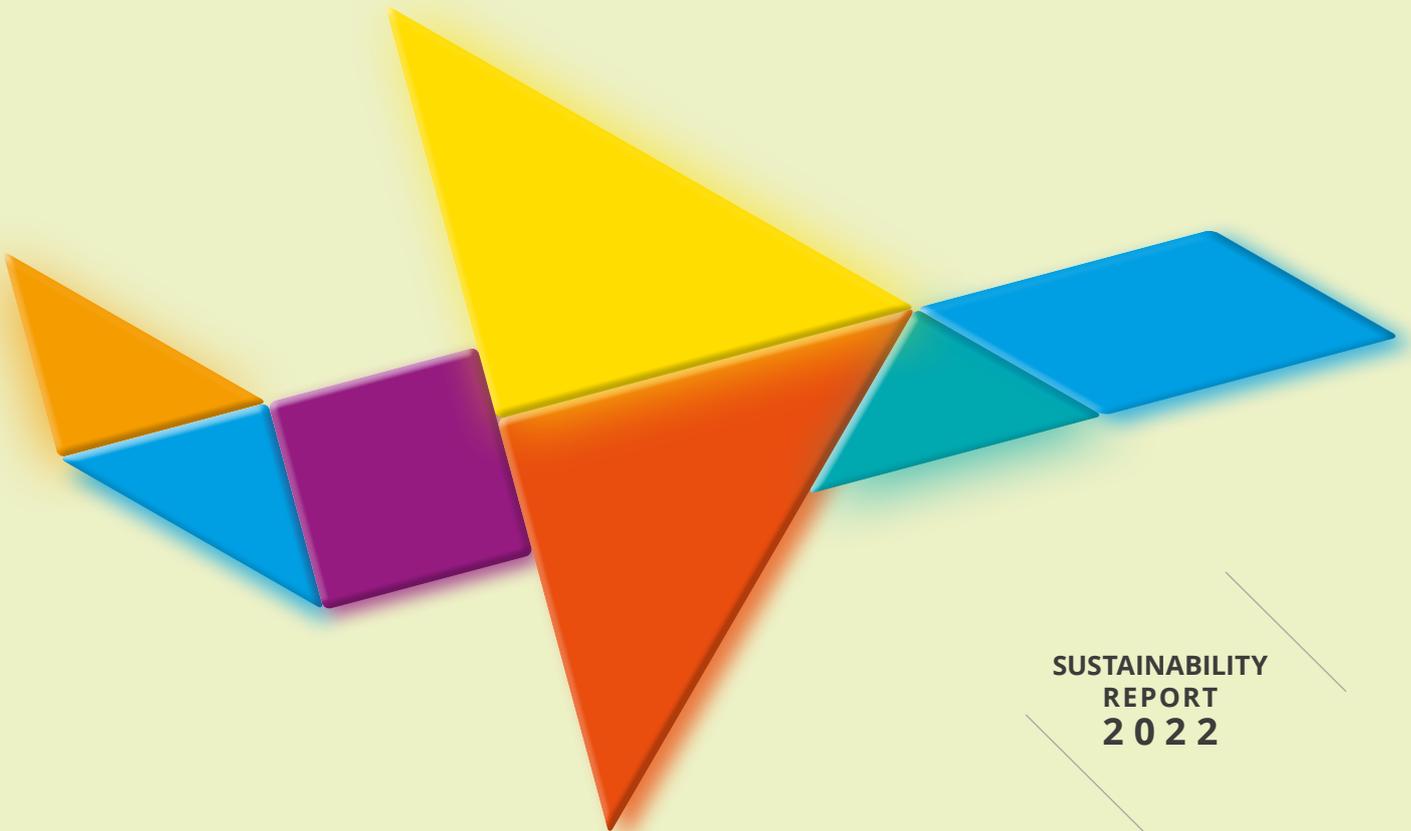




**KING WAN
CORPORATION
LIMITED**

Transformation Taking Flight

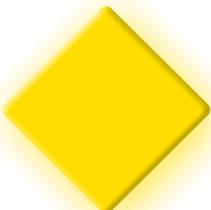
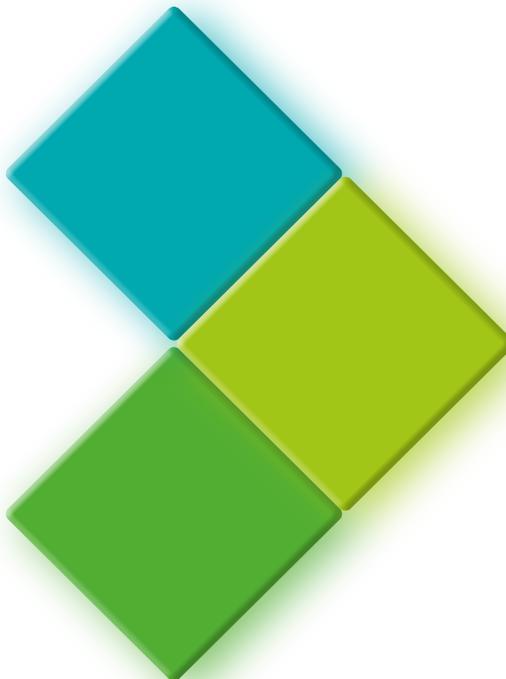


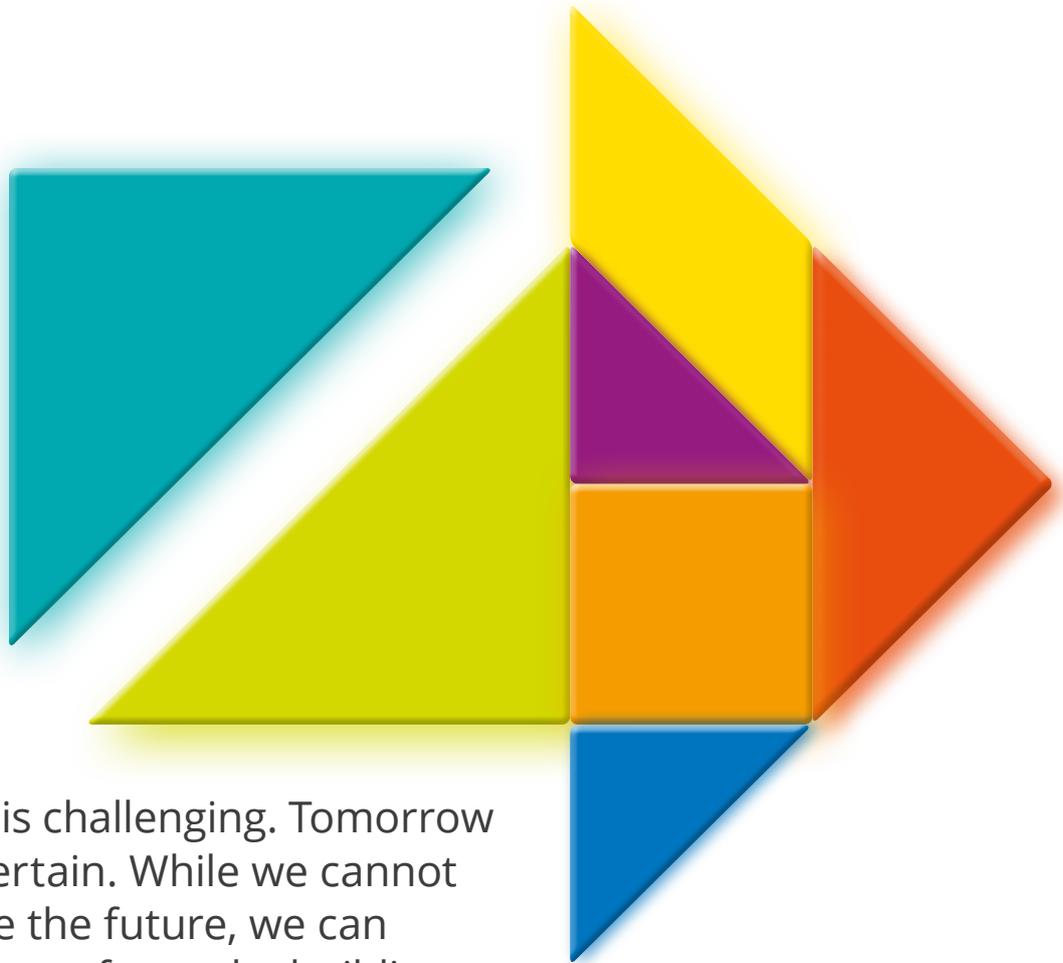
**SUSTAINABILITY
REPORT
2022**



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Today is challenging. Tomorrow is uncertain. While we cannot change the future, we can decide our future by building towards it today. Through embracing the right mindset and attitudes and continuously strengthening our skills, we will be – in good shape to soar higher and further tomorrow.

MESSAGE FROM CHAIRMAN

Dear Stakeholders,

After the unprecedented challenges that FY2021 brought, FY2022 has been a year characterised by its fair share of global economic, climate and social disruptions as well. For most of Singapore and the world, this has been a year about recovery and showing strength and resilience.

In this 5th Sustainability Report of King Wan Corporation Limited (“King Wan” or the “Group”), we continue to build on our previous years of adopting sustainable practices, navigating and adapting to the numerous challenges in these uncertain times.

To reiterate, King Wan acutely 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
- Protect our environment

In this past year, apart from focusing our efforts in creating sustainable growth within our existing business platforms, we have also ventured into two new business initiatives providing green solutions:

1. King Wan Eco Solutions Pte. Ltd. – a joint venture with Evercomm Singapore Pte Ltd, where we empower enterprises by using digital solutions and technology to identify areas of energy saving opportunities. From there, we can then help them implement the solutions through green retrofitting, to achieve their sustainability goals and objectives.
2. K & W Eco Plus Pte. Ltd. – a wholly owned subsidiary that distributes environmentally friendly and durable packaging and tableware products made from sugarcane bagasse.

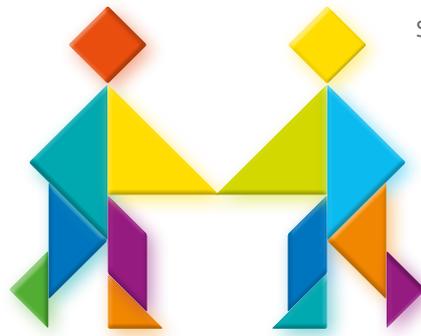
Sustainability is an essential and existential issue. King Wan will continue to work towards integrating sustainable practices throughout the organisation to create long-term value for all our stakeholders, and play our part in building a safer, greener, and more resilient world.

Chua Kim Hua
Chairman



BOARD STATEMENT

The Board of Directors (the “Board”) is committed to sustainability and oversees the process to engage stakeholders and identify material topics. They approve the ESG material 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 Company’s strategic direction and policies.

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 2022 (“FY2022”).

Our sustainability report has been prepared in accordance with the GRI standards: Core option. This report includes activities organised by King Wan Corporation Limited for the period from 1 April 2021 to 31 March 2022, and covers environmental, social and governance (“ESG”) factors of its core businesses in Singapore that are deemed material by the King Wan 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.

Beyond This Report

SGX has introduced several changes to listed companies’ sustainability reporting for financial years beginning in or after January 2022. Some of them will apply to the Group for next year’s report (FY2023).

These changes include:

1. mandatory training on sustainability matters for all directors; and
2. subjecting the sustainability reporting process to internal review.

In addition, SGX has also introduced a phased approach to mandatory climate disclosures consistent with the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”).

The TCFD is an international task force set up by the Financial Stability Board to provide information to investors about what companies are doing to mitigate the risks of climate change, as well as be transparent about the way in which they are governed. For King Wan, we will be disclosing based on these recommendations latest by the FY2025 report.

In view of this, we have put in place a team to address and comply with the new requirements starting from next year’s report. These include seeking internal audit and review, ensuring our directors attend the necessary training, as well as preparing a roadmap for climate-related disclosures in accordance with TCFD recommendations.

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.



SUSTAINABILITY TARGETS

For Our Business Operations



Goal 1:

We strive to reduce energy, water consumption and emissions 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:

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.



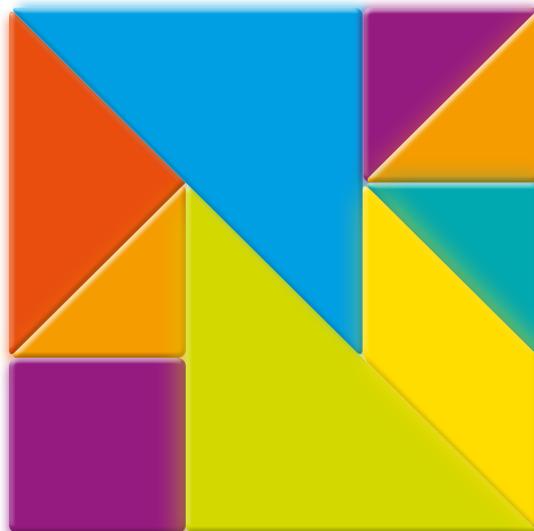
Goal 2:

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



Goal 3:

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



STAKEHOLDERS' ENGAGEMENT

Stakeholder Group	Engagement Platform	Issues of Concern
Our employees	<ul style="list-style-type: none"> • Regular dialogue sessions with Management • 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 • Networking events • Customers' survey • Ongoing dialogue • Virtual meetings (Zoom, Microsoft Teams, 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 • Company website • Media release and interviews • 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"> • Company 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 new contracts

Sustainability Contact

Your feedback is important in helping us improve our sustainability practices. If you have any comments or feedback, please send it to us at <https://kingwan.com/contact/>

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.

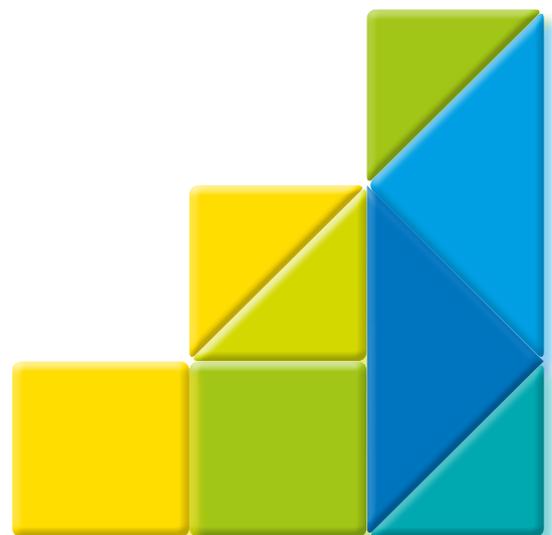
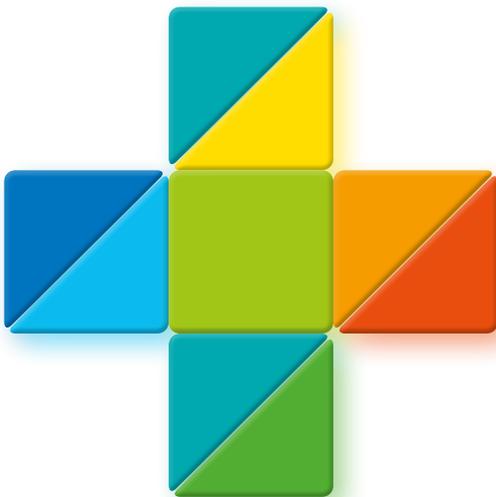
Primary Factors	Material Factors	Performance Measure	Addressed in Report
Economic	1) Economic performance	• Total economic value	Economic contribution to society
	2) Anti-corruption	• Number of incidents	Legal compliance and corporate governance
Social	1) Employment	• Rate of staff turnover	Labour practices and conducive work environment
	2) Occupational health and safety	• Number of accidents, fatality	Workplace safety and health
	3) Training and development	• Number of training hours	Labour practices and conducive work environment
	4) Diversity and opportunity	• Percentage of male and female employees	Labour practices and conducive work environment
	5) Local community	• Total donation and volunteering hours	Corporate social Responsibility Initiative
	6) Customer health and safety	• Number of non-compliance incidents • Average Quality Assessment System (CONQUAS) score	Workplace safety and health Workplace safety and health
	7) Customer privacy	• Number of breach incidents	Legal compliance and corporate governance
Environment	1) Energy efficiency	• Electricity consumption (kWh)	Economic contribution to society
	2) Water, Effluents and Waste	• Water consumption (m ³) • Carbon emission (CO ₂)	Environmental initiative
	3) Environmental compliance	• Number of fines • Participation in Building and Construction Authority ("BCA") Green Mark projects	Legal compliance and corporate governance Environmental initiative

ECONOMIC CONTRIBUTION TO SOCIETY

The Group provides Mechanical and Electrical (“M&E”) engineering services and rental of portable lavatories in Singapore. We also have direct investments in Vessel Ownership and Chartering, Property Development, Operations in Workers’ Dormitory and Green Solutions through our network of subsidiaries and associates in Singapore, Thailand and China. The Group operates our various business segments in accordance with 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, bring sustainable growth to our enterprise and ecosystem.

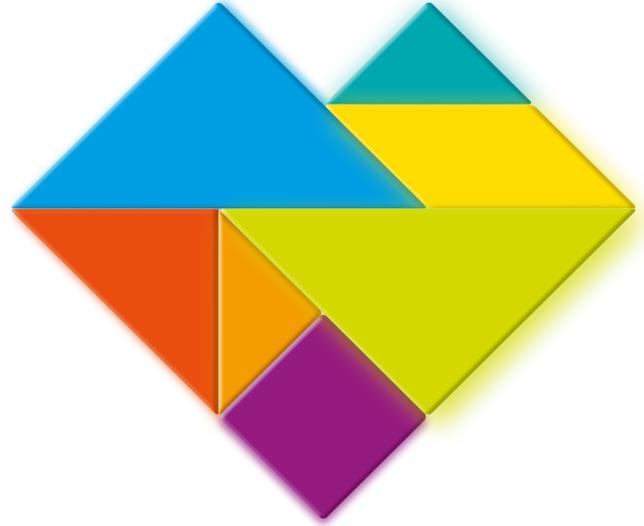
For more information on the Group’s business and financial performance, please refer to pages 8 & 9 and pages 13-15 of the Annual Report.



CORPORATE SOCIAL RESPONSIBILITY INITIATIVE

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, subcontractors 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.

Community engagement is one of the key cornerstones of King Wan’s CSR alongside the concern with the workplace, the marketplace and the environment.



“Fit for Fund” Challenge

Company Contribution



Total Number of Steps
23,459,300



Amount of Contribution
\$10,443.00



Against the unprecedented backdrop of a global pandemic and restrictions on the movement of people, we had to considerably rethink our new CSR initiative and how we could effectively adapt to continue serving our beneficiaries from the Muscular Dystrophy Association (Singapore) (“MDAS”), an organisation we have partnered with for the past 8 years.

As we could not safely coordinate in-person volunteering and bonding due to the pandemic, our team developed socially-distanced alternatives that were inclusive and enabled interaction remotely.



MDAS beneficiaries and their caregivers participating in the activity.

This year's planned event to commemorate our 44 years of establishment took on a giving-back approach as we launched our "Fit for Fund" Challenge. It was a 4-weeks long programme where King Wan's employees, together with the MDAS's beneficiaries and their caregivers, participated with their families to walk, jog, cycle, and ride to achieve the weekly steps count target of 4.4 million steps as one cohesive team.

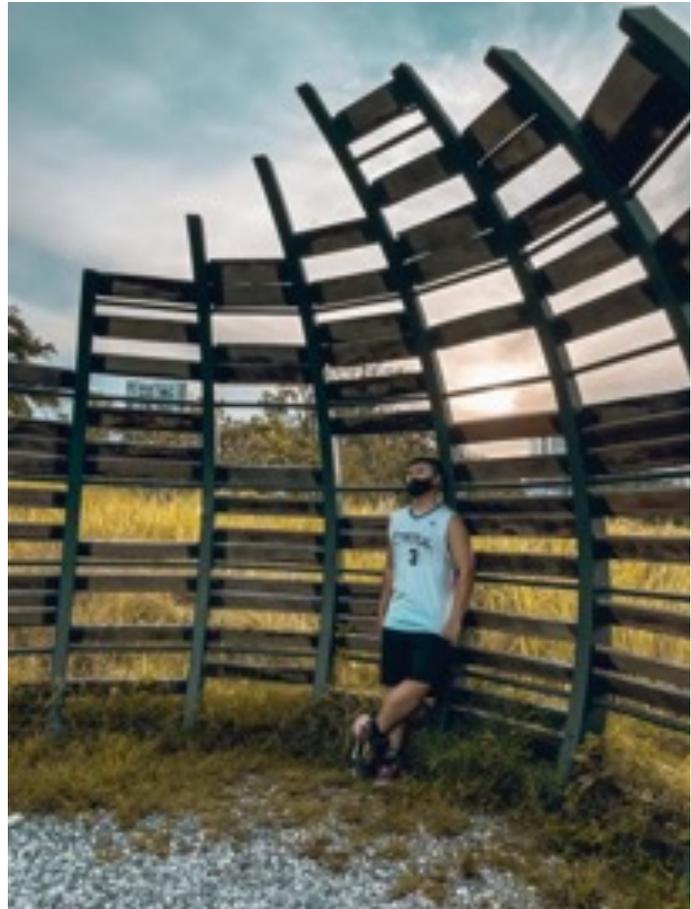
During the challenge period from 30 June 2021 to 27 July 2021, we managed to clock a total of 23,459,300 steps, exceeding our target goal of 17,600,000 steps, and raised total funds of \$10,443 for our beneficiaries.

We were happy to see the active engagement of our employees whose team spirit were on full display. They constantly encouraged and

motivated one another virtually via instant messaging as they worked towards a common goal. We were also delighted to learn that many of them had their families involved to contribute towards this meaningful programme, while improving their overall wellness and spending quality family time.

All funds raised will go to supporting MDAS's operating expenditure in providing essential programmes and services such as physiotherapy, life skills training, respite care and transport subsidies for over 500 beneficiaries.

Other than raising funds, we remain committed to offer young adults with severe muscular dystrophy the opportunity to engage in rewarding freelance employment such as the designing of our print collaterals, through their centre-based employment programme "B-Hive".

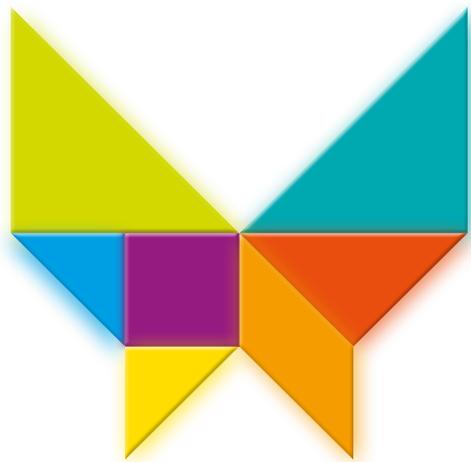


Our employees clocking the steps and distance, both on bikes and on foot.

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 42 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 FY2022, 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 FY2022, 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.

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 FY2022, 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.

In July 2021, we installed IoT ("Internet of Things") sensors in our corporate office and dormitory to assist in monitoring our electricity, air-conditioning, and water usage patterns. The gathering of this data was an important first step towards identifying areas of potential energy savings and optimising usage for King Wan in the upcoming years.



Energy Efficiency

For FY2022, we recorded a 4.5% reduction in electricity consumption and a 12.1% reduction in water consumption for our corporate office and dormitory, even as the industry and work environment reopened gradually. This was partly a result of our continuous efforts to reduce energy and water consumption, and partly due to scaling down of the numbers of our dormitory residents.

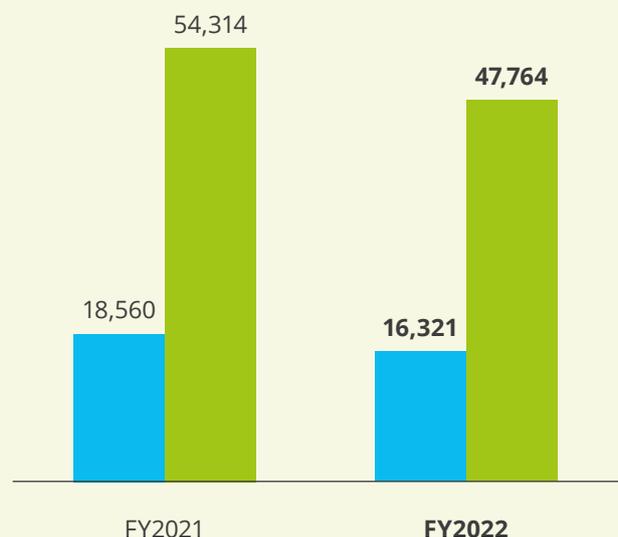
This improvement allowed us to reduce our carbon footprint and enjoy 12.1% savings on our water bills. While our electricity consumption decreased, rising electricity costs over the past year meant that our electricity bills increased by 14% from the previous year.

For this financial year, we have also started tracking and reporting our scope 1 emissions (emissions released from company-owned sites and vehicles), in addition to our scope 2 (purchased electricity) emissions. We will strive to reduce our total scope 1 and 2 emissions next financial year, in line with our broad sustainability goals stated on Page 4 of the report.

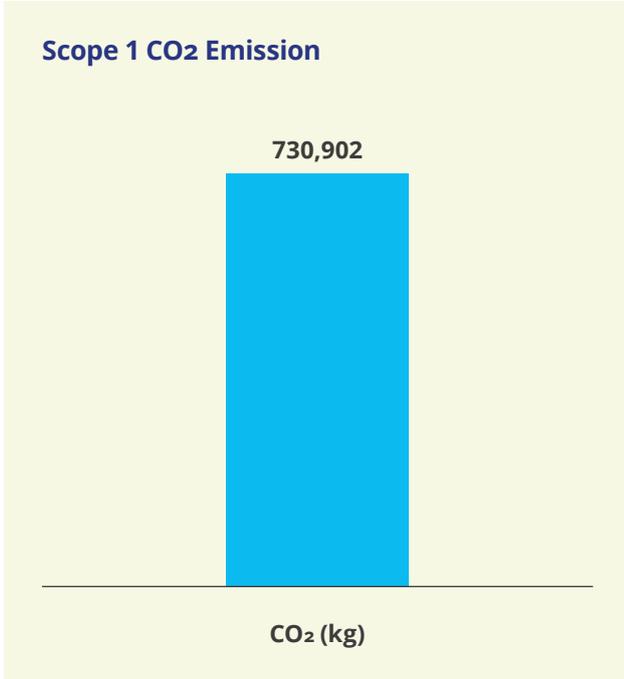
Water, Effluents and Waste

Water Consumption FY2022

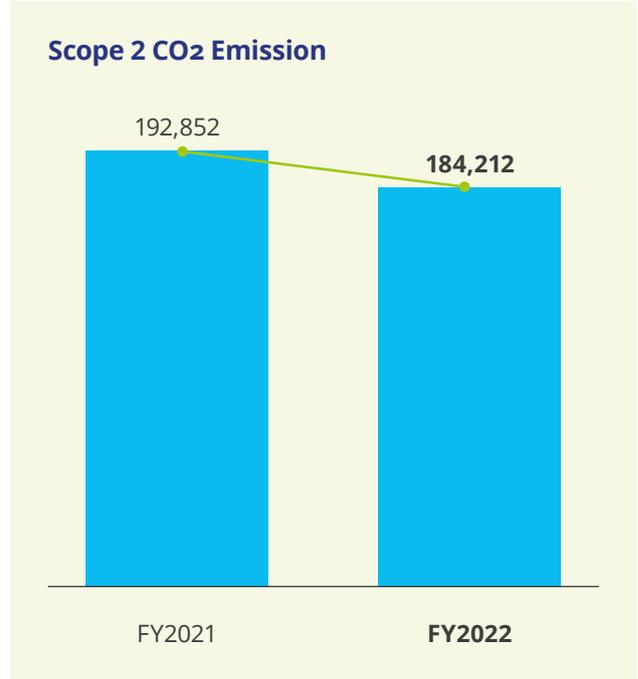
■ Water (M³) ■ Amount S\$



ENVIRONMENTAL INITIATIVE



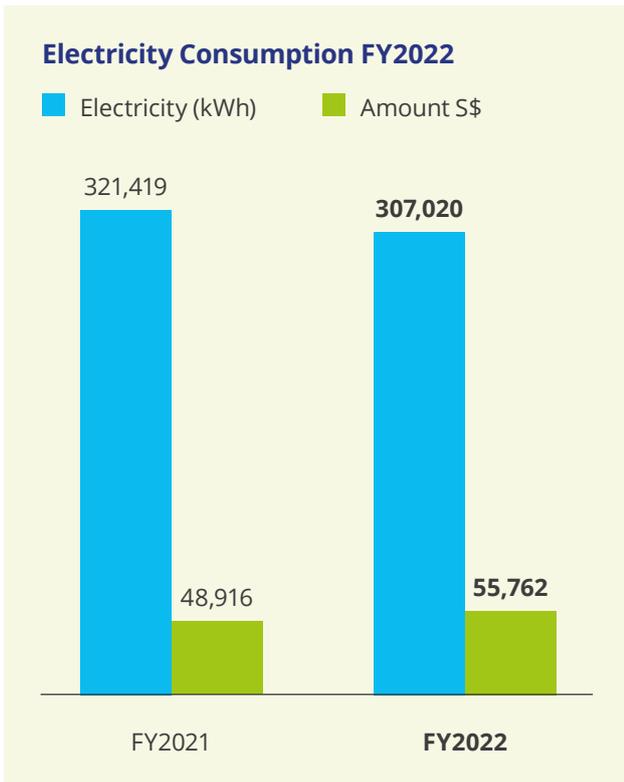
* There is no data to compare against for this category as this is the inaugural year of measuring this set of emissions.



* CO₂ emission derived from corporate office and dormitory energy usage (1 kWh = 0.6kg CO₂)

* CO₂ emission from diesel usage (1 litre = 2.7kg CO₂)

* CO₂ emission from petrol usage (1 litre = 2.3kg CO₂)



BCA Green Mark

King Wan is a provider of M&E services to numerous BCA Green Mark Projects over the years. 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 Platinum

- A&A Grand Hyatt Hotel (Air-Conditioning and Mechanical Ventilation)

BCA Green Mark Gold^{Plus}

- Executive Condominium at Tengah Garden Walk (Sanitary & Plumbing)

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.

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.

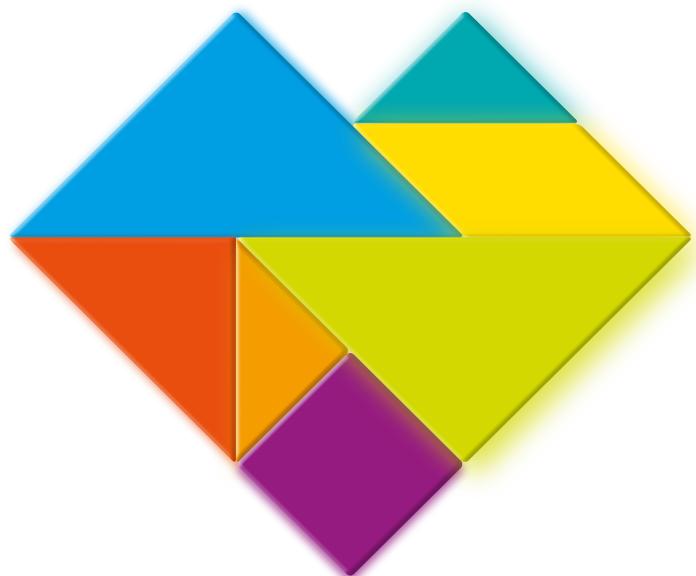
Regular Health and Safety Meetings

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 FY2022, 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 97.01, King Wan’s score is above the latest industry’s average of 91.9 obtained from BCA’s website.

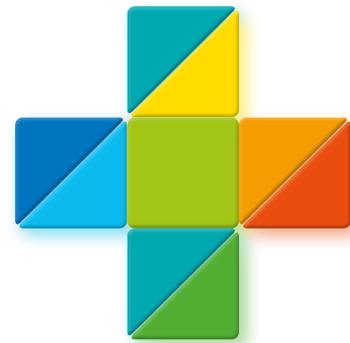


LABOUR PRACTICES AND CONDUCTIVE WORK ENVIRONMENT

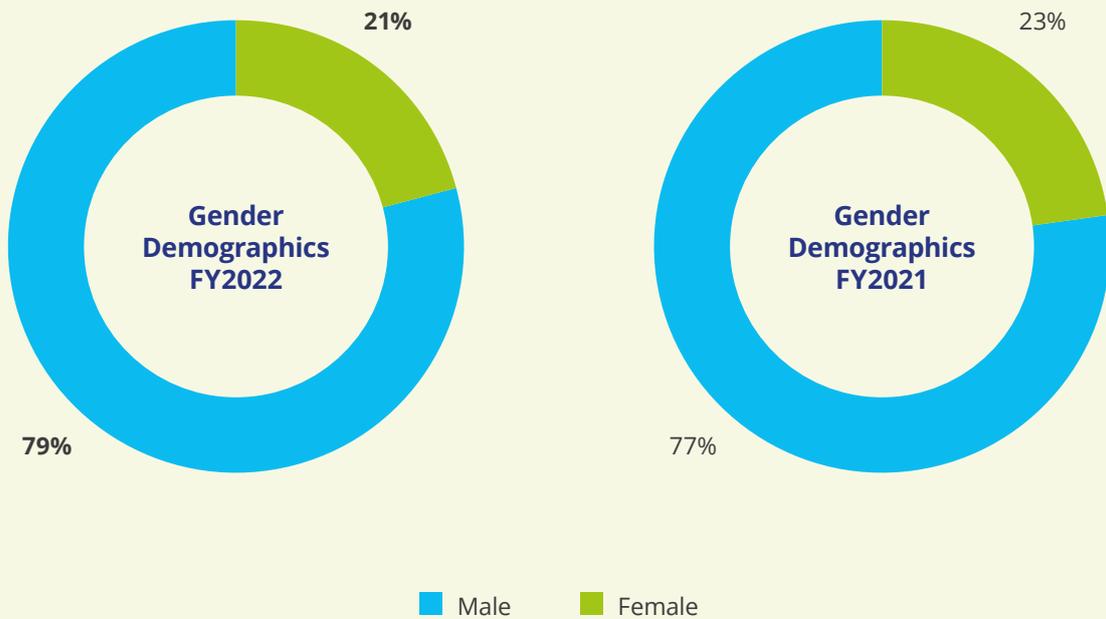
We recognise our employees as the Group’s most important asset, vital to our business sustainability. We strongly believe that with fair remuneration, the provision of equal opportunities, and a culture of nurturing and empowering through training and development, our engaged workforce will be able to 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.

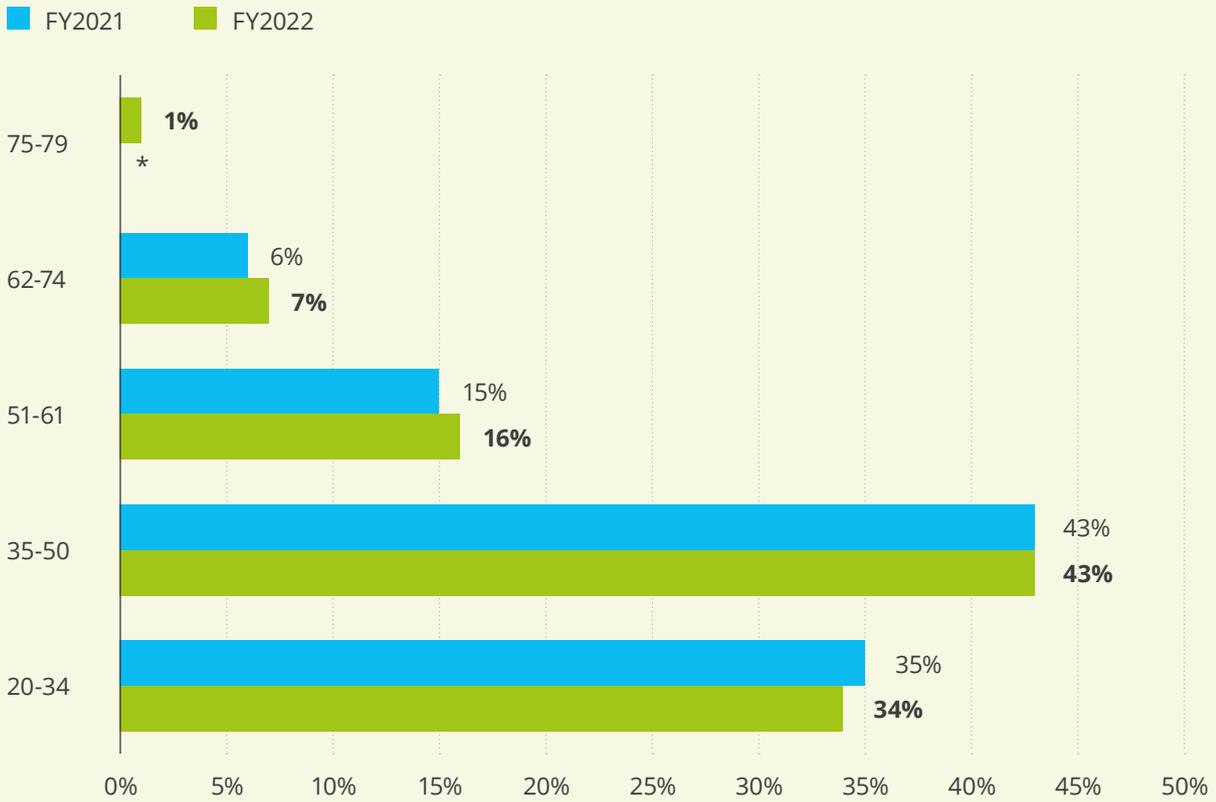


Gender Ratio of Full Time Employees



King Wan has a headcount of 377 full-time employees for our Singapore operations. In that number, 194 are non-construction workers, and 183 are construction workers. For this year’s report, the figures shown for this section and all following sections are for King Wan’s non-construction workers. Currently, there are no part-time or temporary employees.

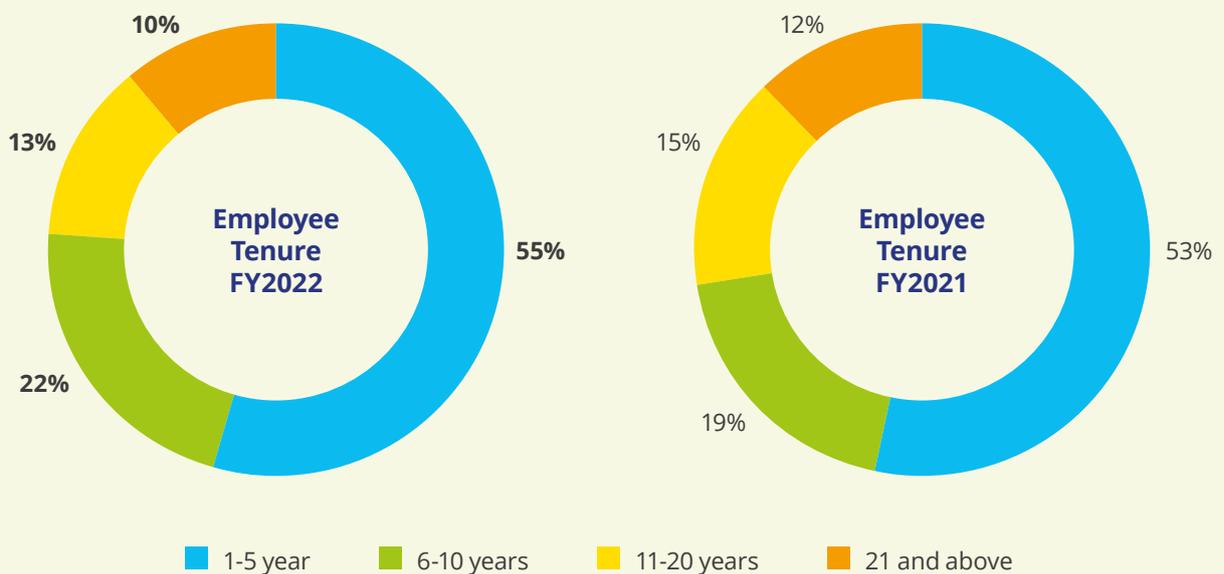
Age Demographic

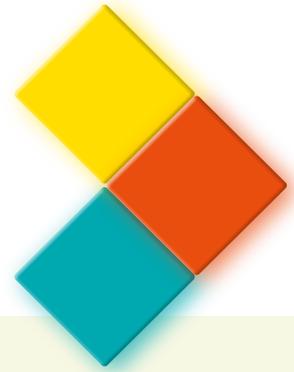


* Less than 1%

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 regular staff has stayed with King Wan for more than 5 years.





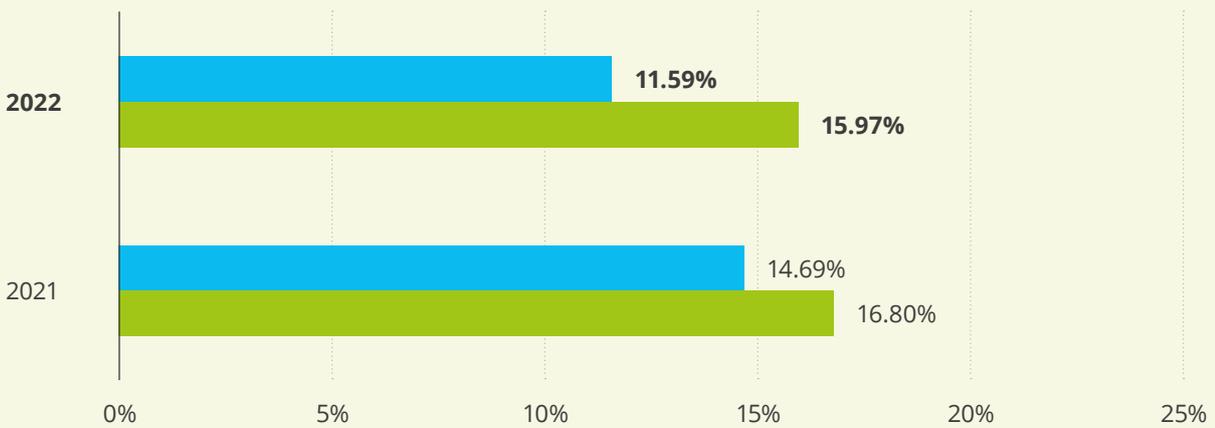
LABOUR PRACTICES AND CONDUCTIVE WORK ENVIRONMENT

Employee Turnover Rate

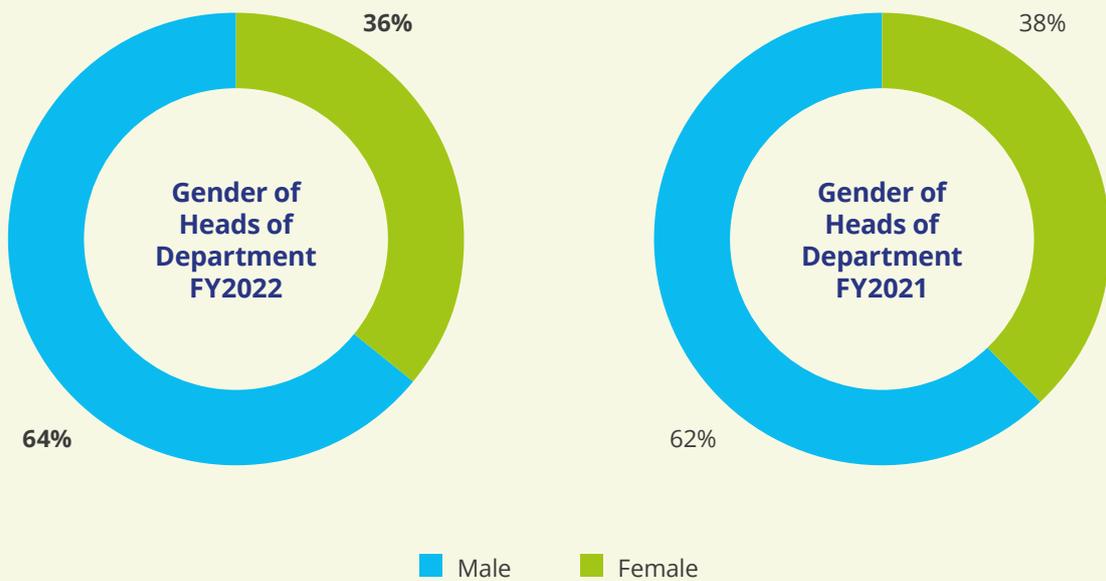
Our employee turnover rate at 11.59% is below the national average of 15.97% for the construction sector in our 2021 financial year – obtained from MOM’s website.

Employee Turnover to National Average Rate (%)

King Wan National Average



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 FY2022, 36% 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

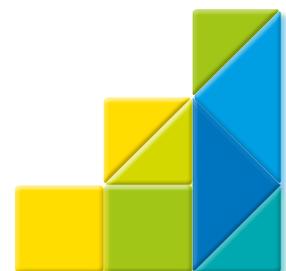
	2022	2021
Total Training Hours	3,457	3,255
Average Training Hours per Employee	17.55	15.07

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 FY2022 was 3,457 hours, higher than the 3,255 hours recorded in FY2021, partly due to slightly more relaxed social distancing measures compared to the previous year.

Average training per employee increased from 15.07 hours to 17.55 hours.



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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 7, Annual Report ("AR") Corporate Profile, Page 2
102-3	Location of headquarters	Back Cover
102-4	Location of operations	AR Corporate Profile, Page 2
102-5	Ownership and legal form	AR Corporate Profile, Page 2
102-6	Markets served	AR Corporate Profile, Page 2
102-7	Scale of the organization	AR Financial Charts, Page 8-9
102-8	Information on employees and other workers	Page 14
102-9	Supply chain	AR 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	10-13
Strategy		
102-14	Statement from senior decision-maker	Page 2
102-15	Key impacts, risks, and opportunities	AR Business Review, Page 13-15
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	AR Our Values, Page 3
102-17	Mechanisms for advice and concerns about ethics	Page 10
Governance		
102-18	Governance structure	AR Corporate Governance Report, Page 17-27
102-19	Delegating authority	AR 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 Corporate Governance Report, Page 17-27

Disclosure No	Description	Reference
GRI 102: General Disclosures 2016		
Governance		
102-23	Chair of the highest governance body	AR Corporate Governance Report, Page 23
102-24	Nominating and selecting the highest governance body	AR Corporate Governance Report, Page 24-27
102-25	Conflicts of interest	Page 10
102-26	Role of highest governance body in setting purpose, values, and strategy	AR Corporate Governance Report, Page 17-27
102-27	Collective knowledge of highest governance body	AR Corporate Governance Report, Page 17-27
102-28	Evaluating the highest governance body's performance	AR Corporate Governance Report, Page 27
102-29	Identifying and managing economic, environmental, and social impacts	Page 3
102-30	Effectiveness of risk management processes	AR Corporate Governance Report, Page 33-38
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 Corporate Governance Report, Page 28-32
102-36	Process for determining remuneration	AR Corporate Governance Report, Page 28-32
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 Notes to Financial Statement, Page 103-106
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

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GRI 102: General Disclosures 2016		
Reporting practice		
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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 200: Economic		
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	AR Financial Charts, Page 8-9
GRI 202: Market Presence 2016		
202-2	Proportion of senior management hired from the local community	Page 16
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Page 10
205-2	Communication and training about anti-corruption policies and procedures	Page 10
205-3	Confirmed incidents of corruption and actions taken	Page 10
GRI 207: Tax 2019		
207-1	Approach to tax	AR Notes to Financial Statement, Page 83-84
207-2	Tax governance, control, and risk management	AR Notes to Financial Statement, Page 83-84
GRI 300: Environmental		
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Page 11-12
302-4	Reduction of energy consumption	Page 11-12
GRI 303: Water and Effluents 2018		
303-5	Water consumption	Page 11-12
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Page 11-12
305-2	Energy indirect (Scope 2) GHG emissions	Page 11-12
305-5	Reduction of GHG emissions	Page 11-12

Disclosure No	Description	Reference
GRI 400: Social		
GRI 401: Employment 2016		
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401-3	Parental leave	Page 17
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Page 10, 13
403-2	Hazard identification, risk assessment, and incident investigation	Page 13
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 13
403-5	Worker training on occupational health and safety	Page 13
403-6	Promotion of worker health	Page 9
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 13
403-8	Workers covered by an occupational health and safety management system	Page 13
403-9	Work-related injuries	Page 13
GRI 404: Training and Education 2016		
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404-2	Programs for upgrading employee skills and transition assistance programs	Page 17
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Page 14, 16
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Page 8-9
GRI 416: Customer Health and Safety 2016		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 13
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 10



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