

2019 SUSTAINABILITY REPORT



**ANCHORING
SUSTAINABILITY INTO
BUSINESS PRACTICE**



**Tristar offsets
25% of group
emissions
through UNFCCC
certified
program.**

TABLE OF CONTENTS

1		GROUP CEO STATEMENT	4
2		KEY ACCOMPLISHMENTS	6
3		BUSINESS FOR PURPOSE	8
4		GLOBAL PRESENCE	12
5		AWARDS AND RECOGNITIONS	14
6		REPORTING FRAMEWORK	16
7		SUSTAINABILITY ROADMAP	22
8		GOVERNANCE, RISK AND COMPLIANCE	24
9		TECHNOLOGY ADOPTION	30
10		BUSINESS HIGHLIGHTS	32
11		ECONOMIC PERFORMANCE	40
12		ENVIRONMENTAL STEWARDSHIP	44
13		EMPOWERING OUR PEOPLE	66
14		STRENGTHENING COMMUNITY PARTNERSHIPS	76
15		LEADING A CULTURE OF SAFETY	90
16		GRI CONTENT INDEX	110



“

I call upon all businesses to adopt and work towards the advancement of the 17 SDGs.”

GROUP CEO STATEMENT

I am pleased to present our eighth consecutive Sustainability Report which highlights our group's 2019 achievements reflecting on the theme 'Anchoring Sustainability into Business Practice'. The report which focuses on Tristar's action towards environmental protection, social sustainability and corporate governance enhancement, adopts the internationally recognized GRI Standards.

As a responsible business operating in the logistics industry, we have anchored our sustainability strategy with the adoption of the Environmental, Social and Governance (ESG) framework in line with the UN Global Compact (UNGC) Ten Principles and UN Sustainable Development Goals (SDGs). The commitment to integrating governance and safety within our operations are emphasized through Tristar's robust safety culture and high quality service to our customers and stakeholders.

In 2019, we achieved a 13% increase in direct economic value compared to the previous year mainly due to organic growth across all segments of our business. With the strategic ESG framework implemented by the CSR Committee, we have initiated renewable energy projects in the region and achieved 22% reduction in water use intensity compared to the baseline, aligned with SDG No. 12 on Responsible Consumption and Production. Our warehouse in JAFZA South received the prestigious US Green Building Council LEED Gold certification for its integration of green building standards.

In November 2019, we launched the inaugural Tristar 'Safety at Sea' conference

highlighting the importance of managing the emotional well-being of crew at sea. We also organized the first Tristar road safety seminar in Saudi Arabia in April 2019 which was well attended by customers and other stakeholders.

Our commitment towards SDG No. 5 on Gender Equality was reinforced with the signing of UN's Women's Empowerment Principles. In the same vein, as a Board member of the UNGC UAE Local Network, I call upon other businesses to adopt and work towards the advancement of the 17 SDGs.

I would like to conclude in saying that the disclosure of progress on social, environmental and governance metrics should continue unabated even as we are faced with mounting economic and global health challenges due to COVID-19.

We will aim to optimize social and business value for society and our stakeholders using our core business to deliver financial returns and in parallel help our community and society to meet their own challenges.

We will continue with our journey to transform our business model targeting improved performance and environmental and societal sustainability. For this we will continue to combine sustainability with a competitive and resilient business model that will determine our success in the years to come.

EUGENE MAYNE

KEY ACCOMPLISHMENTS

ENVIRONMENTAL



Tristar offsets 25% of group emissions through UNFCCC program



22% reduction in water use intensity compared to baseline



Adoption of Renewable Energy Alternatives



Achievement of LEED Gold Green Building certification for UAE, JAFZA Warehouse



Over 600 trees planted across the group

SOCIAL



Tristar becomes a signatory of Women's Empowerment Principles



Tristar conducted road and marine safety campaigns for community in UAE and KSA



Fair Labor and Anti-Corruption trainings and awareness



9th consecutive year for blood donation in Tristar HQ



7th consecutive year of Tristar Toastmasters Club



Partnerships with EEG, UNGC UAE, RTA, RoSPA

NEXT STEPS

GOVERNANCE



**GCEO elected as UNGC
UAE Local Network Board
Member**



**Integration of the CSR
Framework to an ESG
(Environmental, Social and
Governance) Framework**



**Achieved a 13% increase in
sales compared to 2018**



**Received the Golden
Peacock Award across 3
categories: Occupational
Health and Safety;
Sustainability and CSR**



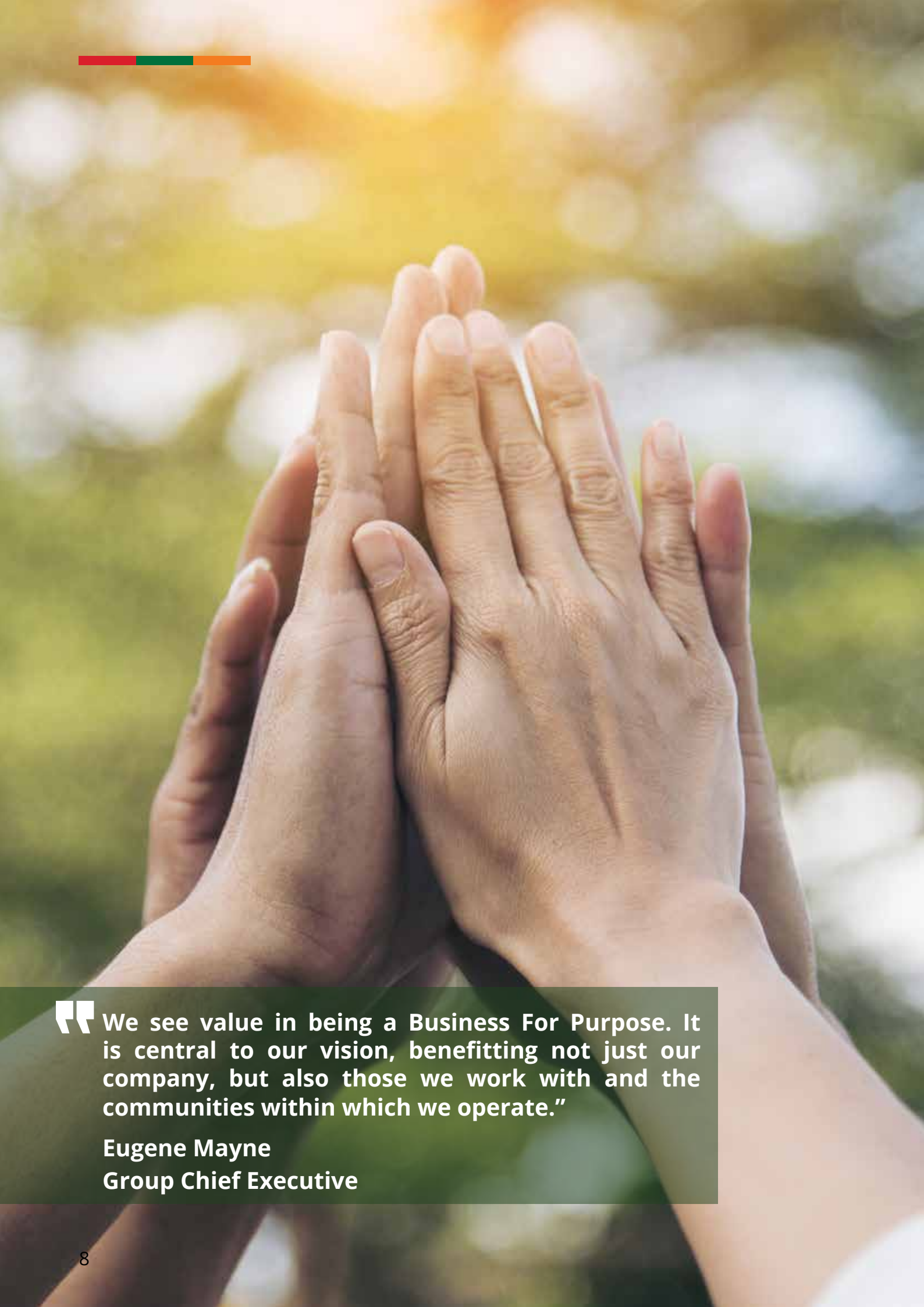
**Integration
of solar
energy**



**Strengthening
Business
Resilience**



**Development
of a Group ESG
Manual**



“We see value in being a Business For Purpose. It is central to our vision, benefitting not just our company, but also those we work with and the communities within which we operate.”

**Eugene Mayne
Group Chief Executive**

A BUSINESS FOR PURPOSE

Tristar is a global integrated logistics business, head-quartered in Dubai, which offers end to end fuel logistics solutions to blue-chip clients including international and national oil companies and international NGOs.

Tristar's integrated energy logistics platform spans road and maritime transportation, specialized warehousing, fuel farms, commercial aviation refueling and remote fuel supply operations.



Tristar operates in more than 20 countries across 3 continents and has a 21-year proven legacy of operational quality making it a partner of choice to its customers, with a track record of profitable growth.

The company operates to the highest international health, safety, environmental and compliance standards and has received awards for its exemplary record of operational and safety excellence.

KEY BUSINESS SERVICES



Road Transport and Warehousing



Maritime Logistics



Fuel Farm



Fuels



VISION & MISSION



OUR VISION

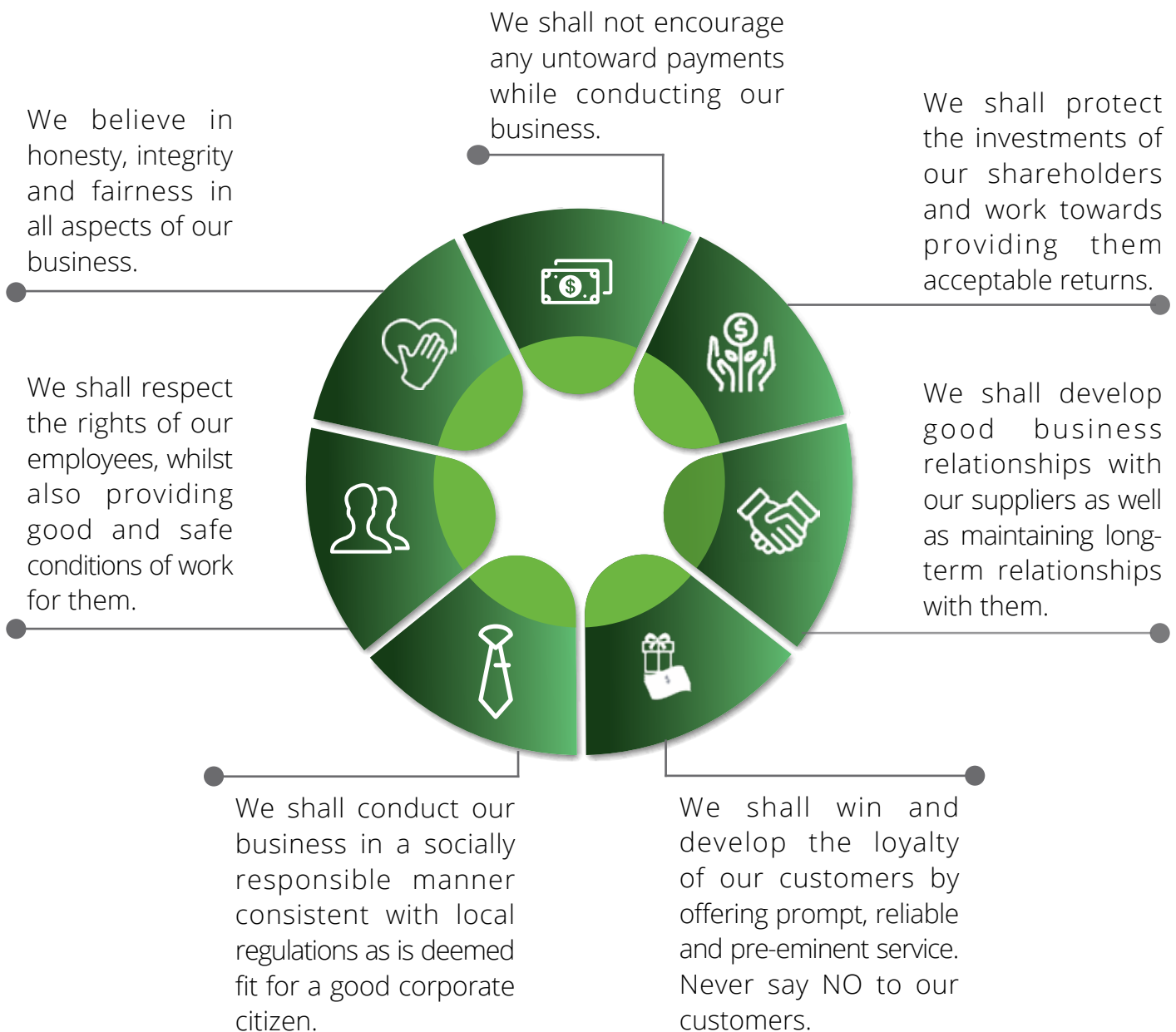
To be a globally recognized Ship Owning and integrated Liquid Logistics company offering best in class services without compromising our core values and commitment to manage our business to the highest health, safety, environmental and compliance standards.

OUR MISSION

To develop and retain a qualified workforce to offer pre-eminent customer service, grow shareholder value and respect communities in which we conduct our business.



CORE VALUES & BUSINESS PRINCIPLES





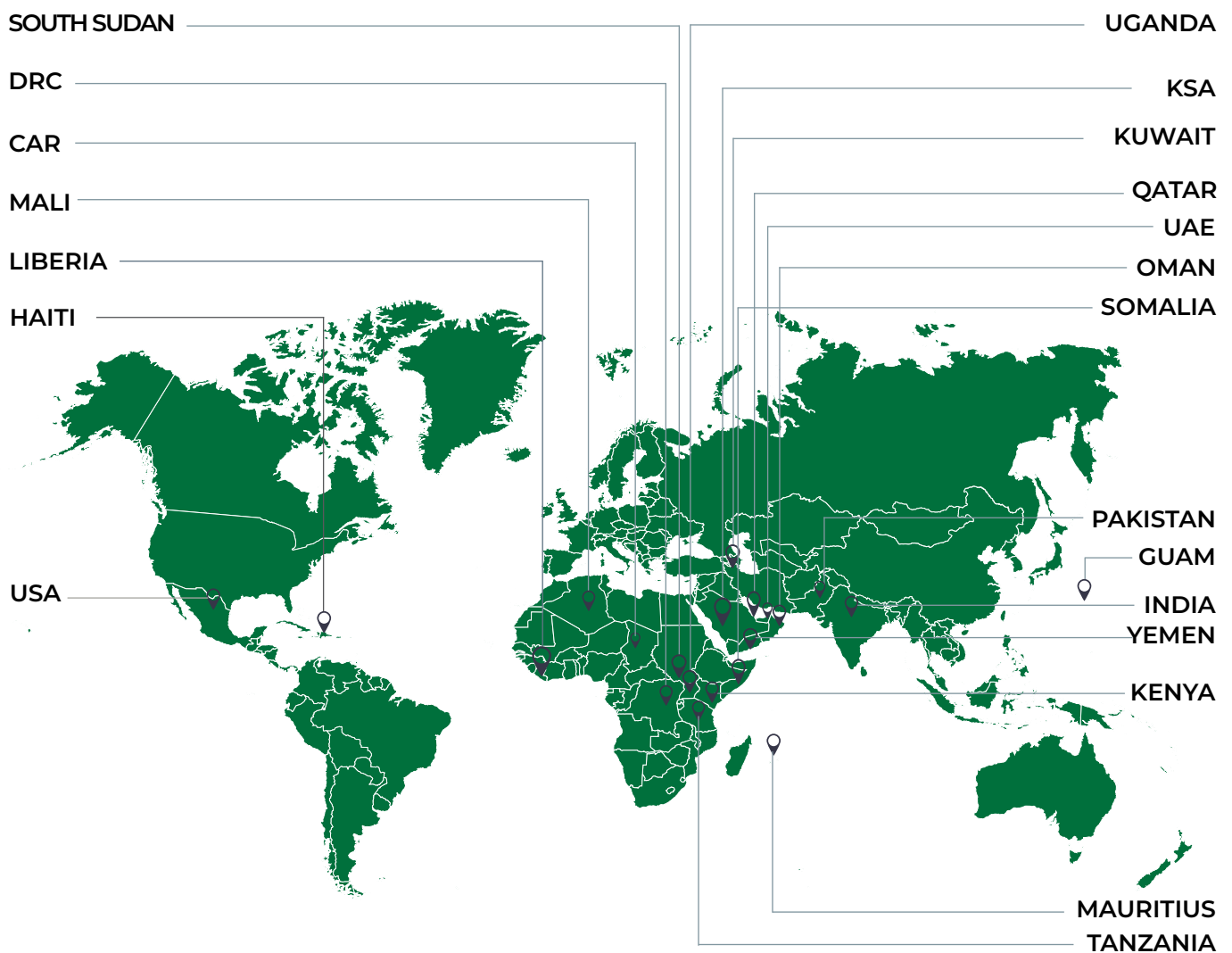
We're looking to leverage our presence in Africa to expand fuel supply to various international NGOs."

**Eugene Mayne
Group Chief Executive**

GLOBAL PRESENCE

Tristar prides itself on striving for the greatest value for its customers and shareholders, while also being at its core, a Business for Purpose. This ranges from protecting the planet to ensuring the well-being of Tristar's

employees and the communities with which it engages. At Tristar, 'Giving Back is Getting Back', and Tristar sees value across its customer, employee and community engagement activities.



AWARDS AND RECOGNITIONS



CSR Label



RoSPA Gold Award



**Happiness @ Work Place Awards
Highly Commended**



**Oman Oil Marketing Co.
Transporter of the Year**



**Logistics Middle East Awards
Technology Solutions Provider
of the Year**



**Golden Peacock Award for
Occupational Health and Safety**



**Golden Peacock Global
Award for CSR**



**Llyod's Middle East Awards Ship
Operator of the Year**



**Golden Peacock Global Award
for Sustainability – Special
Commendation**



**MEED Transport/Logistics
Company of the Year Award**



Tahawultech CIO100 Awards



**International Business
Excellence Award for
Sustainability - 2nd place**



Tristar's 2019 Sustainability Report has been developed in accordance with the GRI Standards.

REPORTING FRAMEWORK

Tristar's 2019 Sustainability report with the theme Anchoring Sustainability into Business Practice has been developed in line with the GRI Standards. GRI Standards are the most

commonly used sustainability reporting standard and were the first standards to be published worldwide.



The structure provides a framework to follow best practices for companies to transparently report on a range of social, environmental and economic aspects. This report has been prepared in accordance with the GRI Standards: Core option.

The scope of this report covers 16 countries and territories: UAE, Oman, Kuwait, Qatar, Kingdom of Saudi Arabia, Pakistan, Haiti, Guam, Kenya, Central African Republic, Uganda, South Sudan, Democratic Republic

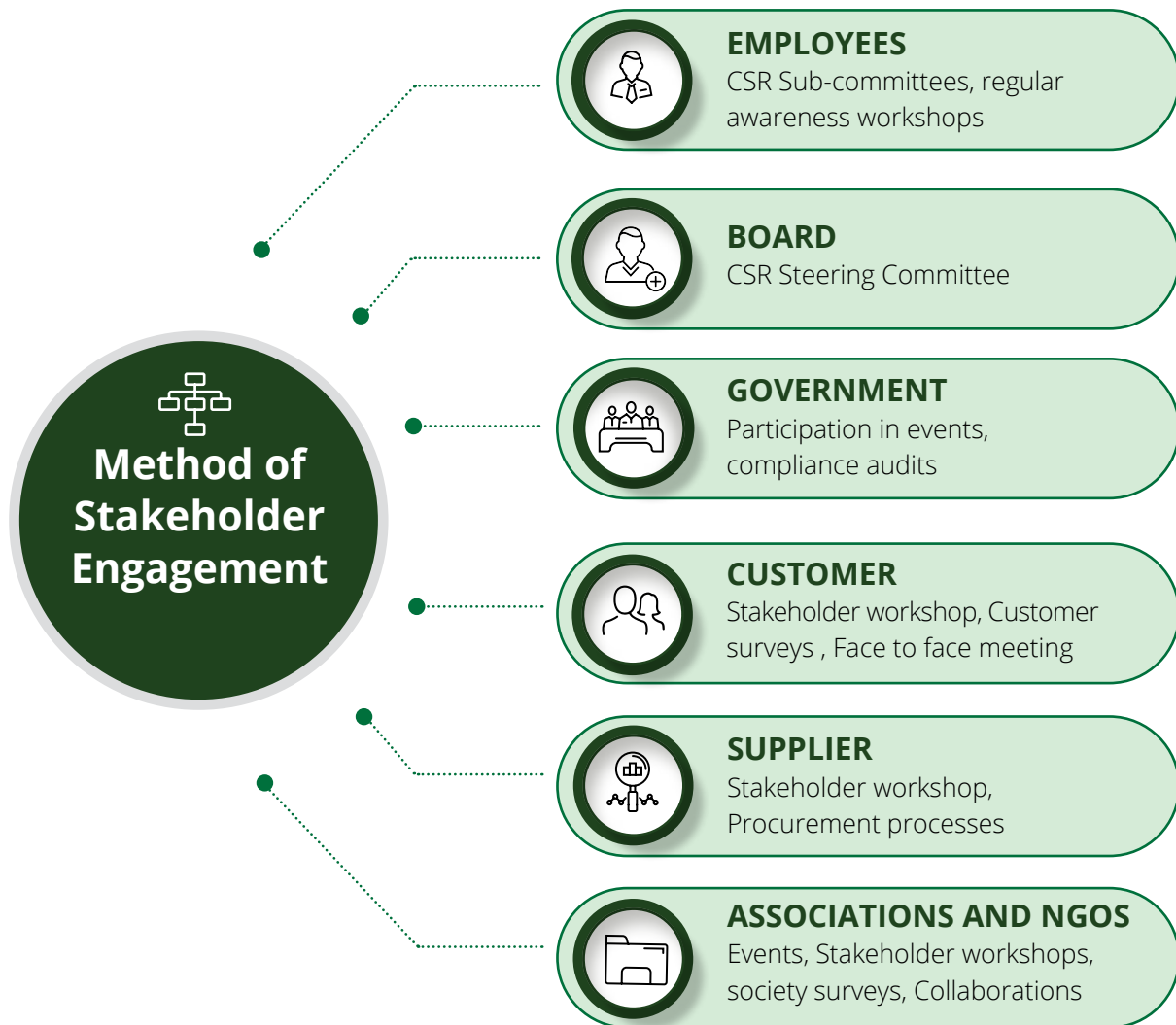
of Congo, Tanzania, Somalia and Mali on the basis of operational size and impact.

Tristar's commitment to the United Nations Sustainable Development Goals and Global Compact Ten Principles are highlighted through the course of this report. The GRI Content Index included in the report outlines references to the UN Sustainable Development Goals based on the mapping tool published by the SDG Compass.

STAKEHOLDER ENGAGEMENT

For Tristar, the overall aim is to achieve a positive impact on the society while maximizing the shared values for the business and the stakeholders. Including stakeholders in CSR initiatives has allowed Tristar to demonstrate their values, engage their employees and communicate with

the public on how they operate and the responsible choices they make, to ensure a sustainable future. It has helped Tristar pave the way for partnerships between businesses and society that are based on common goals and shared actions to deliver impact-driven outcomes.



STAKEHOLDER WORKSHOP

Tristar conducted an external stakeholder workshop and an internal stakeholder survey to develop a materiality assessment. The workshop was designed to facilitate discussions around global sustainability commitments, Tristar's sustainability strategy, and initiatives and obtain stakeholder feedback. Twenty-six external stakeholders representing customers, suppliers, associations and NGOs attended

and provided their input during the workshop. Feedback was also obtained from the CSR Steering Committee members, department heads and country managers across Tristar Group.

The survey results which collected stakeholder's input on key sustainability aspects for Tristar has been consolidated in the Materiality Assessment graph.



STAKEHOLDER SURVEY

CUSTOMER SURVEY

The below feedback was collected from key customers through a detailed online survey.



95.7% of respondents agreed that Tristar delivers results and quality as per their expectations.



100% of customers were satisfied with the accessibility and approachability of Tristar's Senior Management.



100% of respondents considered Tristar as one of their preferred suppliers.



91% stated that communication from Tristar was transparent, factual and timely.



91.3% reported that all Tristar deliveries adhered to safety and quality requirements.

SOCIETY SURVEY

Tristar's society survey was conducted through tailored surveys for 6 specialized stakeholder categories.



100% of governmental entity partners reported that Tristar responds to their needs as a stakeholder.



86% of governmental partners responded that Tristar's operations were being conducted in line with International Best Practices.



100% of NGO and other relevant organizations responded that their partnership with Tristar ranged from strong to extremely strong.

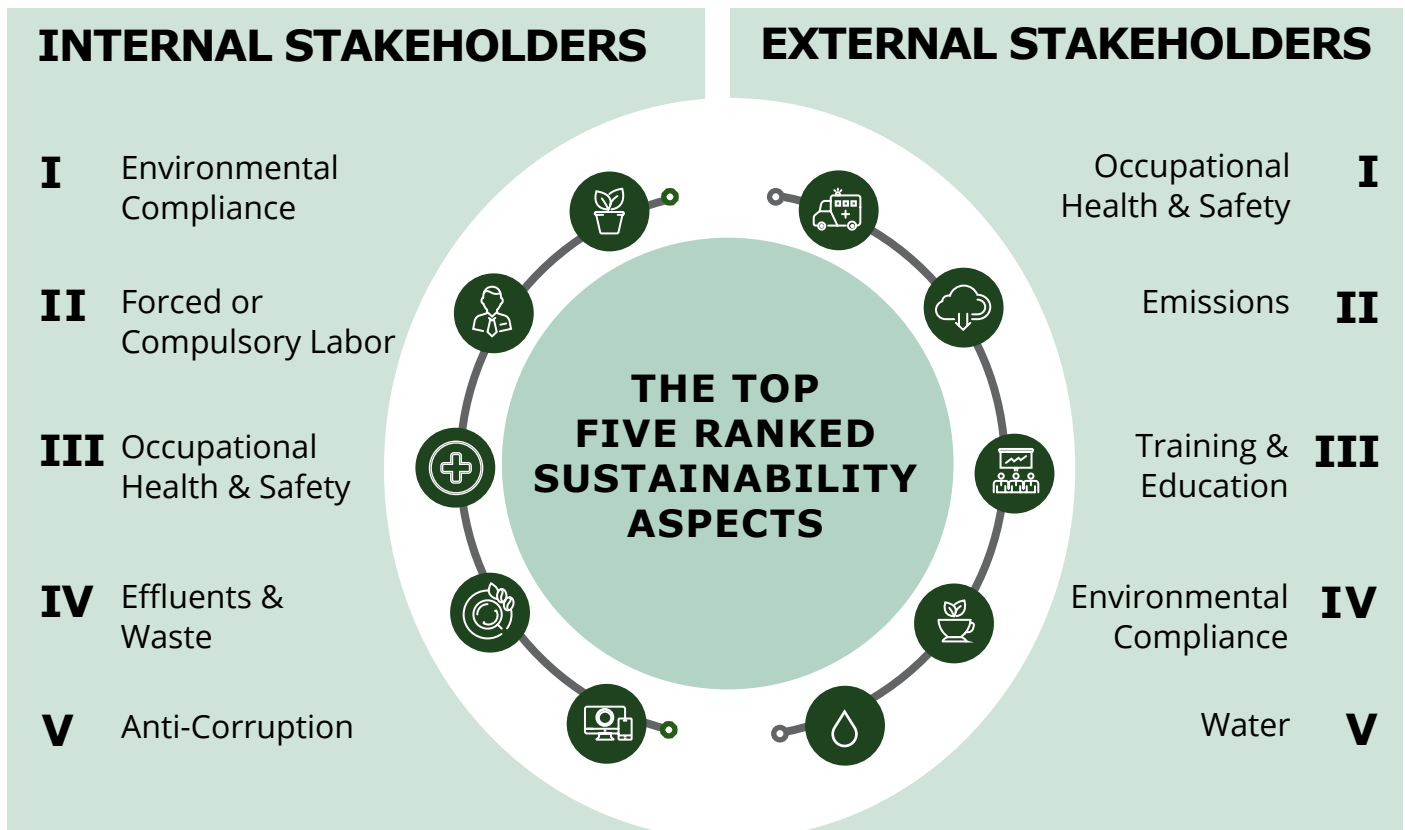


100% of Groups and Trade Associations see Tristar as a responsible business.

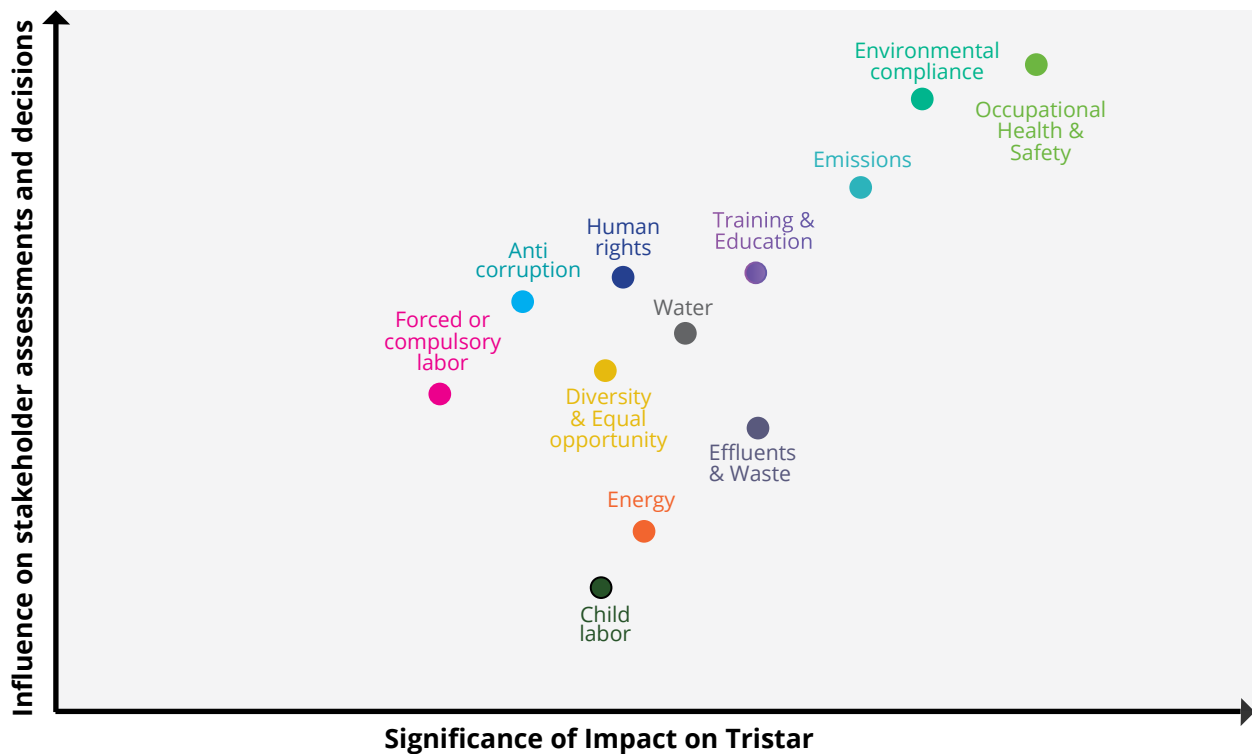


100% of stakeholders reported that they can trust Tristar in the long run.

MATERIALITY ASSESSMENT

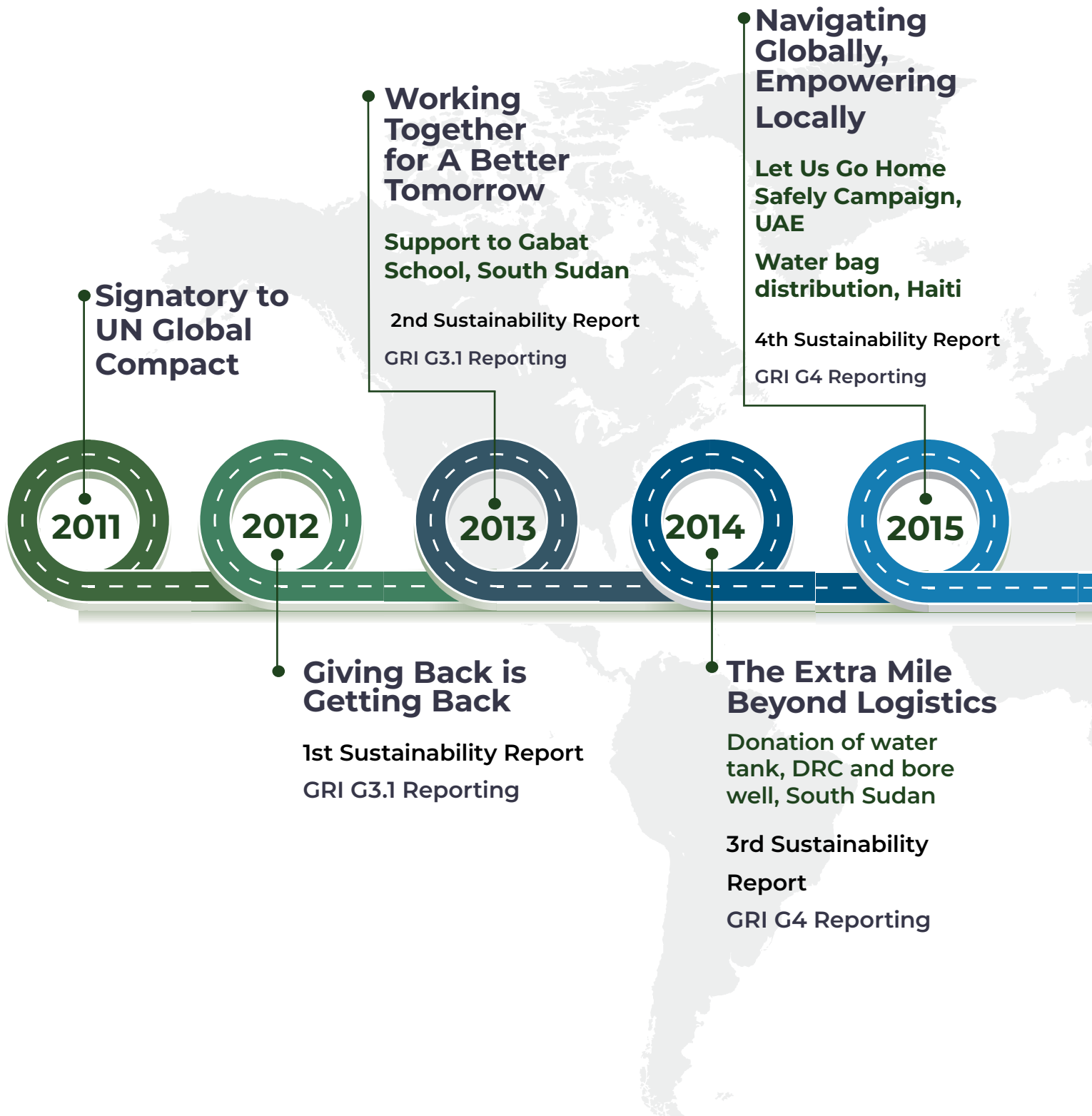


TRISTAR MATERIALITY ASSESSMENT





SUSTAINABILITY ROADMAP







Tristar always strives to achieve best-in-class corporate governance by embracing an Integrated Governance, Risk Management and Compliance (GRC) approach.

GOVERNANCE, RISK AND COMPLIANCE

GOVERNANCE FRAMEWORK

Tristar's Corporate Governance Rules are intended to ensure good, responsible, value-focused management of the business by

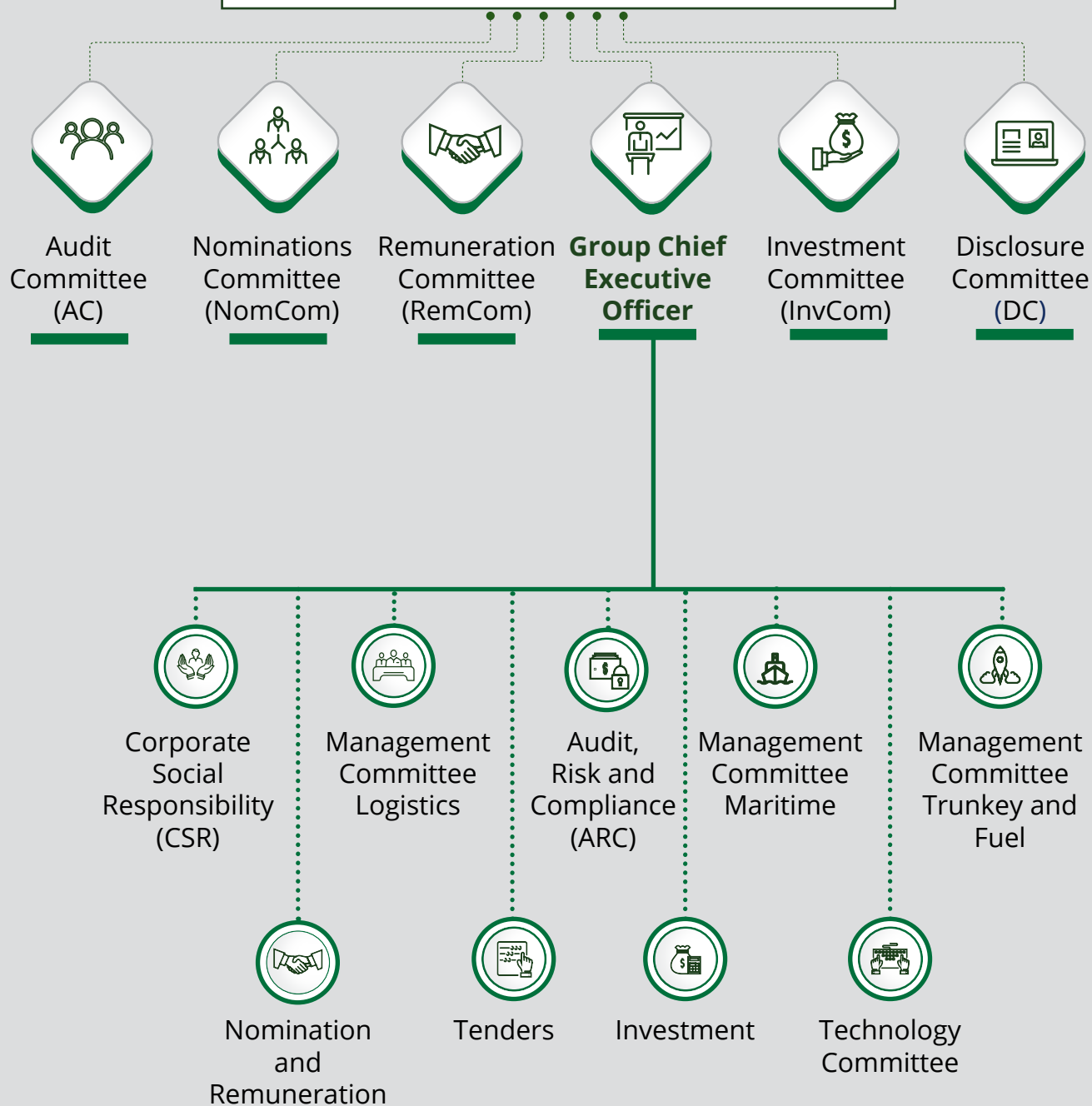
maintaining a culture of ethical behavior and compliance aligned with our values and mission.



The Board of Directors is the highest level of Authority within Tristar, which provides the Strategic Direction to sustain and enhance the long-term value of Tristar to Stakeholders, by building on our Core-theme of Business for Purpose.

Tristar continues to cascade the Strategic Direction of the Board of Directors through its Management Committees under the leadership of the Group Chief Executive Officer and a carefully selected fit-for-purpose Governance Framework of Management Committees.

BOARD OF DIRECTORS



ESG FRAMEWORK

In 2019, Tristar integrated its overall Corporate Governance and CSR Framework to create an ESG (Environmental, Social and Governance) Framework, integrating the planning, monitoring and execution of all activities,

which support our Sustainability Goals. The Governance structure at Tristar also drives internal accountability, regulatory compliance, oversight on policy and ensuring Ethical Conduct of Business across the ranks.

GIVING BACK IS GETTING BACK

ESG FRAMEWORK

PLANET

ENVIRONMENT

Carbon Emission Management

Environmental Best Practices

PEOPLE

SOCIAL

Education & Partnership

Community Engagement
Health & Safety Best Practices

PROFIT

GOVERNANCE

Responsibility & Compliance

Independency & Transparency

Board & Cross Functional Committee
Commitment & Accountability

Working Together for a Better Tomorrow

Navigating Globally Empowering Locally

Positive Returns for all Stakeholders

RISK MANAGEMENT

Corporate Performance is driven by an effective and responsible approach to the risks and opportunities arising in connection with business operations. The early identification and management of

business risks/ opportunities form the fundamental back bone of the functioning of the Management Committees to achieve Strategic Goals and Stakeholder value.



COMPLIANCE

CULTURE

Compliance is an integral component of Tristar's corporate and leadership culture. We ensure that our business activities comply with the applicable laws and regulations, in spirit rather than just in letter. Our compliance activities also focus on preventing and consistently combating corruption and other forms of corporate crime. Anti-corruption and Code of Ethics policies serve as the mandatory requirement for all of Tristar

Group's employees and subcontractors. Increasing awareness among our employees remains of great importance because only an employee who is risk-aware can recognize risks and manage them. We ensure early detection of these compliance risks as well as the introduction of relevant countermeasures. This work includes constant communication and process improvements.

COMMITMENT

Tristar is also committed to operating in a fair and responsible manner and is committed to the UN Global Compact Ten Principles covering Human Rights, Anti-corruption, Labor and Environment.

Tristar is committed to complying with all applicable laws and providing equal employment opportunities. It is Tristar's policy to recruit, hire and promote staff at all job levels, employees and applicants for employment without regard to race, color, religion, ancestry, national origin, age, gender, marital status, sexual orientation, disability or veteran status. In support of its commitment

to equal employment opportunity, Tristar regularly participates in programs, both internal and external, which promulgate such policies and practices.

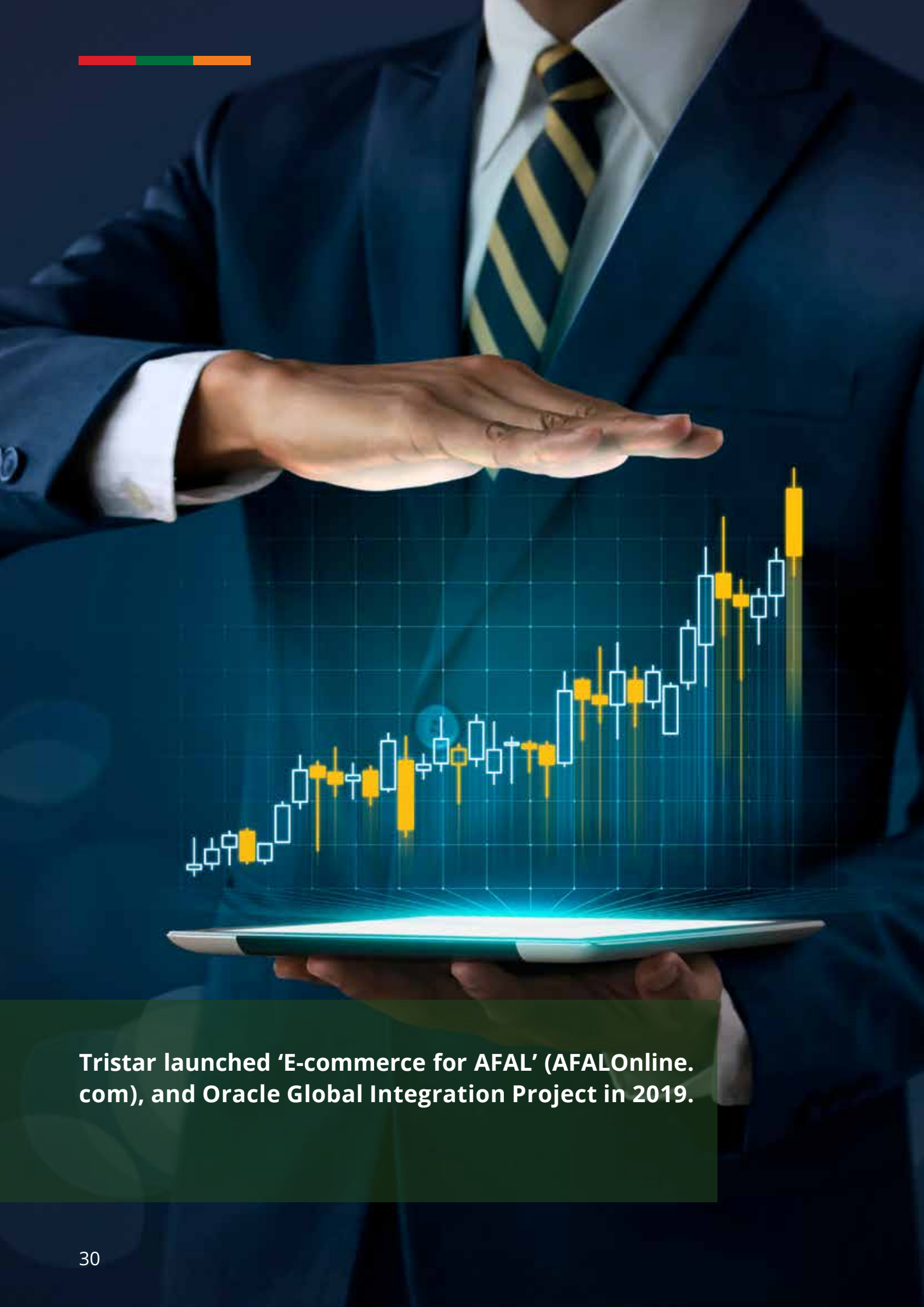
In 2019, a group of supervisors and staff were trained on the Fair Labor 'Train the Trainer' program conducted by Agility. Tristar then rolled out an Anti-Corruption and Fair Labor training program to the country heads and representatives of other operations through an online webinar. Through this training, 249 employees were trained on Tristar's policies and compliance to Anti-corruption and Fair labor practices.



REPORTING

The status of the Governance Activities across the Group are reviewed and reported through the Audit, Risk & Compliance Committee with inputs from the Enterprise Risk, Compliance and Audit related activities across the organization. This would include the Risk Dashboards, Internal Audit Plans, Key Internal Audit Recommendations and their status, Compliance Monitoring Status and other Governance Matters.

Looking ahead, Tristar is developing a Maturity Model for an Integrated Governance, Risk & Compliance (GRC). This would continue to build our business resilience by focusing on enhancing our governance structure, understanding and building our risk and compliance culture, implementing and improving our GRC program, and using technology to be agile, efficient and effective.



Tristar launched 'E-commerce for AFAL' (AFALOnline.com), and Oracle Global Integration Project in 2019.

TECHNOLOGY ADOPTION

In 2019, Tristar jumped to the race to adopt the latest 21st century technologies.

The IT team focused on the development of a three year Information & Technology Strategy Roadmap to revamp Group's processes and

procedures accordingly. Tristar Adopts the latest technology as it understands the role of End-to-End Automation and Robot Processing which will soon be part of day-to-day life in 2020 and beyond.



Tristar launched 'E-commerce for AFAL' (AFALOnline.com), and Oracle Global Integration Project with Transportation Management, Warehouse Management and Human Capital management systems. The adoption of these systems has helped Tristar reach the highest level of integration and automation of Data flows with the aim to become Paperless by December 31st 2022.

Fleet Management Solutions, Fuel Monitoring System and Internet of Things are few of the technologies already in place. Route Optimizer and Artificial Intelligence are some of the systems that are soon to be adopted by the organization. Projects include centralization of the HQ Servers, the Entire Group Accounting System (Oracle EBS) and consolidation of

the Reporting system with the Financial Consolidation Cloud Service of Oracle (FCCS).

Tristar has also invested a lot in building Security and Cyber Security Solutions to protect the organization from external threats and from internal abnormal behaviors. The implementation of the Dark Trace Technology continues to protect Group data information from threats like Ransomware Attacks.

In 2020, the IT Department will be working towards ISO 27001 Certification which will ensure Data Security and General Data Protection Regulation (GDPR) Compliance for the Entire Group. This is expected to be completed within 2020.



Tristar plans to continue building logistics partnerships with various customers in the energy industry.

BUSINESS HIGHLIGHTS

ROAD TRANSPORT & WAREHOUSING (RTW)

UNITED STARS CONTRACT WITH SABIC, SIGAS

Tristar Group's JV in Saudi Arabia, United Stars, signed an agreement with SABIC to provide liquid chemicals transport services. This is the second project of United Stars with the global leader in diversified chemicals based in Riyadh. United Stars also signed with Saudi Industrial Gas Co. Ltd. (SIGAS) to transport liquid gases to

different locations in the Kingdom, specifically to remote oil and gas rigs. SIGAS is a member of the Linde Group which is a world leading supplier of industrial, process and specialty gases. United Stars also began full-fledged operation of its Dangerous Goods Warehouse in 2019.



TRISTAR QATAR CONTRACT WITH TEYSEER GROUP

Tristar Qatar entered a contract with Teyseer Group for the storage and supply of bulk lubricants for a period of three years. Teyseer exclusively represents EXXONMOBIL (Mobil

and Esso) including their ranges of lubricants and oils in Qatar. Tristar Qatar also signed a contract with Air Liquide for the transportation of liquid helium in the country.

TRISTAR OMAN SHELL CONTRACT RENEWAL

In Oman, Tristar successfully renewed a five year contract with Shell for the transportation

of fuels to different industrial and filling stations across Oman.

JOINT VENTURE ON HAZARDOUS GOODS IN JAFZA

The Tristar Group and the Stevens Group in the Netherlands have launched the Tristar Hazmat FZCO in the Jebel Ali Free Zone which will provide logistics and supply chain management of hazardous goods and substances throughout the Middle East. The Stevens Group is one of the world's leading specialist logistics and supply chain management networks for hazardous cargoes.

"The JV will complement Tristar's existing Dangerous Goods business and infrastructure to ensure that we import and implement international best practices for safe storage, handling and distribution of all classes of Hazardous Materials"

Eugene Mayne, Tristar Group CEO.



FUTURE PLANS



MINING LOGISTICS

Tristar aims to expand into the mining logistics sector through a contract with the Jindal Group for the road transportation of crushed limestone, a raw material used in the construction sector.



FUEL HOME DELIVERY SERVICE

In Oman, Tristar plans to offer fuel home delivery services for petrol and diesel to avail new market opportunities.



PETROLEUM AND GAS PRODUCTS

Tristar plans to continue building partnerships with various industrial customers in the road transportation of petroleum and gas products across the UAE.



DUQM WAREHOUSE

Tristar aims to expand its operations in Oman with the acquisition of land area within the Port of Duqm for storage of products. This expansion would further strengthen the company's value proposition to serve customers in the region with the highest level of quality, health, safety and environmental standards.

CUSTOMER TESTIMONIALS

**Mr. Bhanu Nayal Singh,
Customer Fulfilment Manager, ME-Pakistan-Egypt at BP (UAE)**

Said after the completion of a bulk delivery through Tristar's vessel: "There are so many occasions where we stretch our boundaries to ensure customers' needs are fulfilled and I would like to thank you for showcasing this. Customer First – that is the priority that was shown today."



**Mr. Manikantan Kulukkallure,
Logistics Manager at BP (UAE)**

Thanked the members of the Tristar team for their support in loading 64 containers in three days in a safe manner during a particular operation in 2019. Mr. Manikantan commented: "Thanking the Tristar management and staff who worked as one team to achieve the target. A super performance!"



**Mr. Moses Kamble,
Operations Manager at Hamburg Trading House (UAE)**

Appreciated the Tristar team for their continuous support over the years. He stated their "outstanding support resulted in 100% deliveries on time with no delays, including support during urgent orders over weekends with appropriate reporting of unsafe acts and strict compliance with PPE requirements by the team".



**Mr. Binu Damodaran,
Technical team leader at Linde (Qatar)**

Praised Tristar's heavy duty driver Mr. Chitra Bahadur for 'showcasing high commitment and compliance of all safety requirements' (seatbelt, speed, vehicle checklist) during a surprise spot check. Mr. Binu made a call from an unknown number to the driver which was unanswered during the time of duty, adhering to Tristar's safety rules of not using mobile phones during driving.



SHIPPING HIGHLIGHTS

BUSINESS HIGHLIGHTS

Tristar signed firm contracts for six new build 25,000 MT DWT, IMO Type 2 Oil and Chemical Tankers in December 2018. The vessels are being built to the latest specifications with an improved hull form design. They will meet all the latest regulations and are fitted with Tier 3 Engines to reduce emissions to comply with Tier 3 NOX requirements. The ships are expected to be on the water starting from June 2020. The Shipping Business has expanded significantly in the

past three years. The Gulf Ship Finance Forum conference in March 2019 was a good opportunity to join business partners and reflect the company's growth story to a wider shipping audience. Tristar Shipping CEO Chris Peters stated that "Tristar is now recognised as a shipping leader in the region and is seen as a go to company by many of the Oil majors when looking to find partners for new projects."



The Tristar Ruby vessel has a cargo carriage capacity of 155,000 cubic metres. Two LR2s and one LR1 tankers have been time chartered in 2019 and have been traded with Shell, Total, Trafigura, Vitol, etc. Tristar's Coastal Shipping arm signed a new charter party with Shell in Oman to serve their Ministry of Defense contract. The Coastal Team also took delivery of a 2,600 DWT Tanker which will be on long term time charter to Shell Oman. It has also successfully took over the group's first LNG supercarrier, the British Ruby (renamed Tristar Ruby), which will be on

long time charter with BP for the next four years. The tanker will be the first LNG vessel to be added to the Tristar fleet of 30 ocean-going vessels. The vessel has a cargo carriage capacity of 155,000 cubic metres. Two LR2s and one LR1 tankers have been time chartered in 2019 and have been traded with Total, Traficura, Vitol, etc. Tristar's Coastal Shipping signed a new charter party with Shell in Oman to serve their Ministry of Defense contract. The Coastal Team also took delivery of a 2,600 DWT Tanker which will be on long term time charter to Shell Oman.

ENGAGEMENT WITH CREW

Tristar has increased its engagement with the crew and introduced enhanced pre-joining medical testing for the officers and crew. The Coastal Shipping Team conducted a Health Campaign with the SOHAR Port and Freezone on April 16, 2019 benefiting 120

seafarers and port workers. The initiative was supported by Sohar Industrial Port Company (SIPC) along with Lifeline Hospital, the government Sohar Hospital and Port Community members.



In order to monitor the speed and performance of vessels, the group has engaged a third party weather routing service provider who would track them on a daily basis and provide the Master with weather and routing advice. Tristar is also actively endeavouring to use smartship technology

to improve performance and carry out predictive maintenance. Trials of the two systems are ongoing. In line with the group's environmental objective to reduce the consumption of disposable plastic, stainless steel water bottles were provided to every officer and crew upon joining the vessel.

PLANS FOR 2020

A dedicated helpline will be set up for all vessels. This will be handled by the Sailors' Society of the UK. All crew and their families will be encouraged to use the helpline which will be available 24/7. There will be a facility to have a chat or interaction using social media platforms such as WhatsApp, etc.



TURNKEY HIGHLIGHTS

To maintain uninterrupted supplies and to sustain the Fuel Operations for the Peace Keeping Mission in Mali, additional storage tanks were established by installing fuel bladders at Bamako, Mopti, Gao and Timbuktu as well as ISO Tank Containers at Bamako and Mopti. Tristar continued product supplies in the new supply routes from Benin, Lome, Togo and Niger, which provided operational benefits to Northern and Southern Mali.

Tristar also started moving fuel by barges and continued product replenishment for the Mission to transport Diesel from Mopti to Timbuktu. In addition, Tristar commenced Jet A1 transportation by barge in 4 x ISO Tank Containers from Mopti to Timbuktu. Tristar assisted in commissioning of client's storage tanks for operations at Menaka, Mopti, Timbuktu, Bamako and Douentza. Tristar also mobilized 65 Fuel Trucks in 2019 to support uninterrupted supplies.

During a deteriorating security situation in Central Mali, the company hired a chartered aircraft to ensure smooth transportation of Jet A1 fuel from Bamako to Timbuktu and Tessalit. Tristar deployed additional manpower to enhance smooth operations. It also ensured and encouraged local participation, through hiring Malian Nationals from local communities and providing them

training to enhance skill development to work in a multi-cultural environment as per international standards. Presently, 137 Malian female and male nationals are directly working with Tristar to cater the fuel and distribution services to the MINUSMA in addition to supporting other locally based staff and businesses through contracts and purchases.

In South Sudan, additional tankages were mobilized in more than 8 distribution points to meet the requirements during the crisis/wet season more efficiently. Tristar also dispatched 61 Fuel Trucks into operations to transport fuels from main hub to team sites and to refuel generators.

Tristar maintained continual awareness for environment protection in the event of accidental fuel spills during operations and implemented effective measures to avoid any damage to the environment. During 2019, Tristar modified old Oil Water Separators in all the fuel sites to make them efficient and operable. The company also has installed fixed Fire Fighting Facility in three sites, i.e., Juba, Bor and Malakal in South Sudan in 2019 to reduce the risk involving fire hazards. Two more sites in Bentiu will be mobilized in 2020.





In 2019, Tristar Group achieved a 13% increase in sales from the previous year.

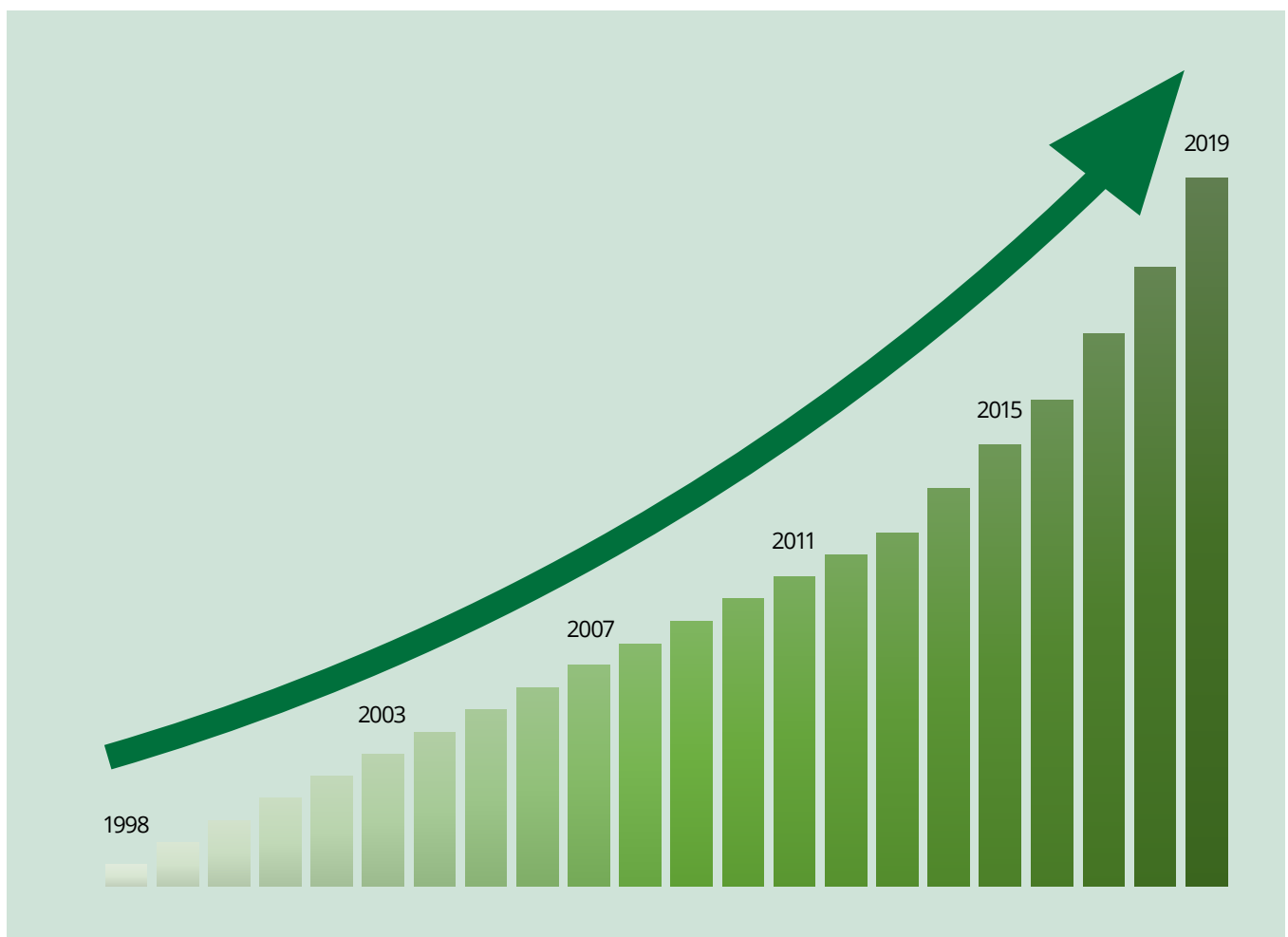
ECONOMIC PERFORMANCE

Tristar Group continued to deliver growth despite regional and economic challenges in 2019. It has generated Direct Economic Value (Sales) of \$514 million which is a 13% increase from the previous year, with EBITDA earnings of \$103 million.

Growth was mainly driven by improvements in the Fuel and Maritime segments. Fuel sales increased mainly in Africa and Yemen. Maritime commenced its Tanker chartering business and successfully acquired an LNG Vessel for a long term contract with an Oil Major. Additionally, improvements

were realized in the Road Transport and Warehousing segments coming from new contracts win and ramp-up of existing contracts. Dangerous Goods Warehousing in KSA and Chemical Storage Terminal in UAE commenced operations in 2019.

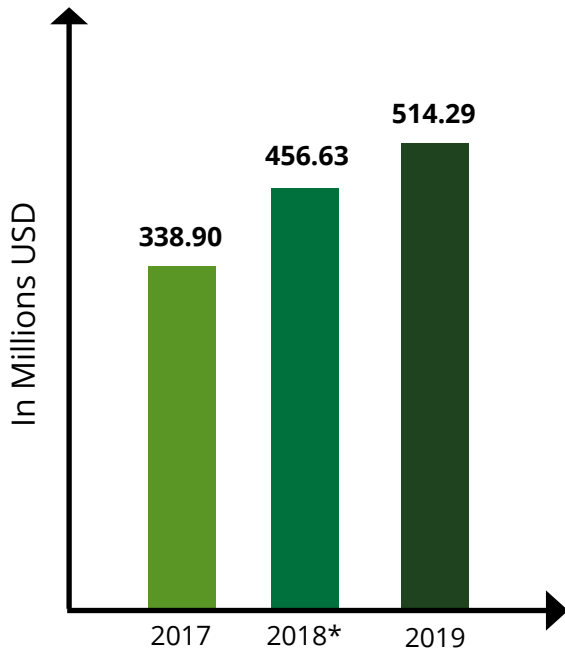
Tristar is focusing on a growth and diversification strategy across all business segments while new vessels in the Maritime segment are expected to be delivered in the second half of 2020. In addition, Tristar will be investing in new fuel farms in Africa to seed future growth.



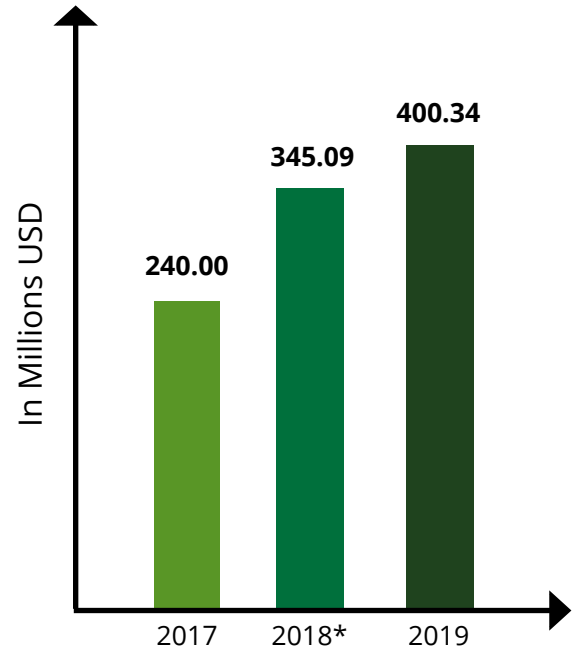


FINANCIAL DATA

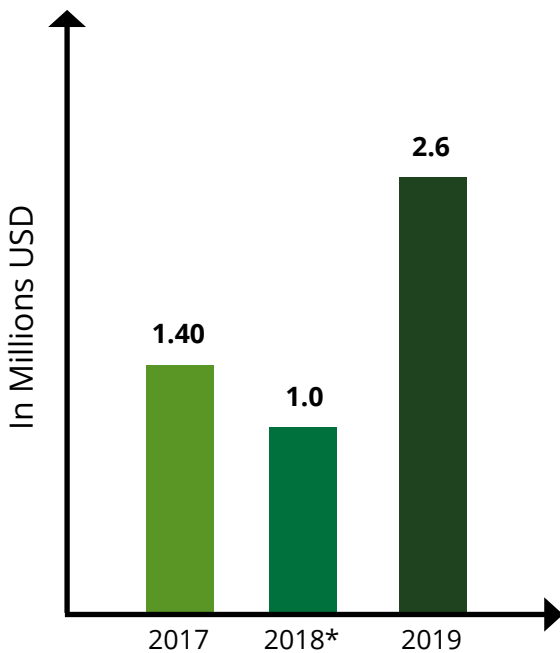
**Direct Economic Value Generated
(Sales)**



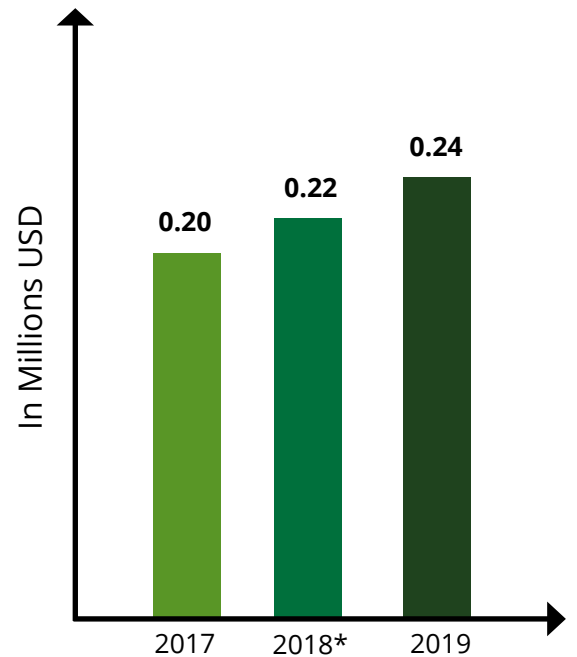
Operating Costs



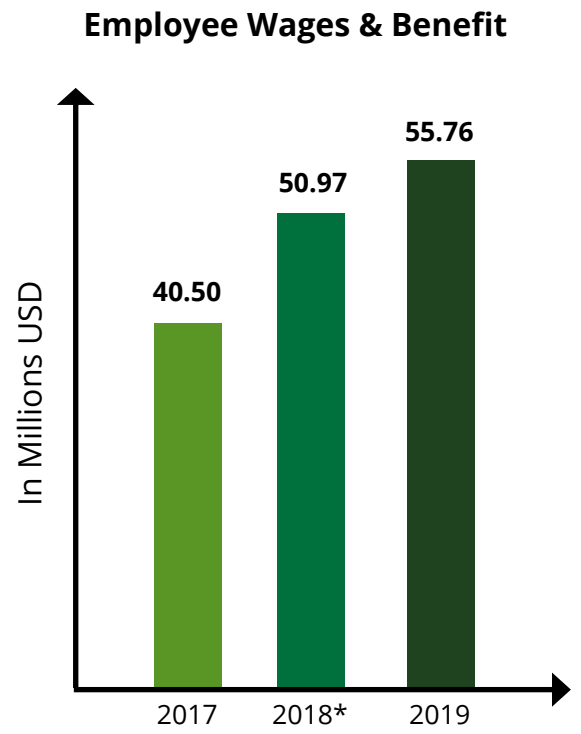
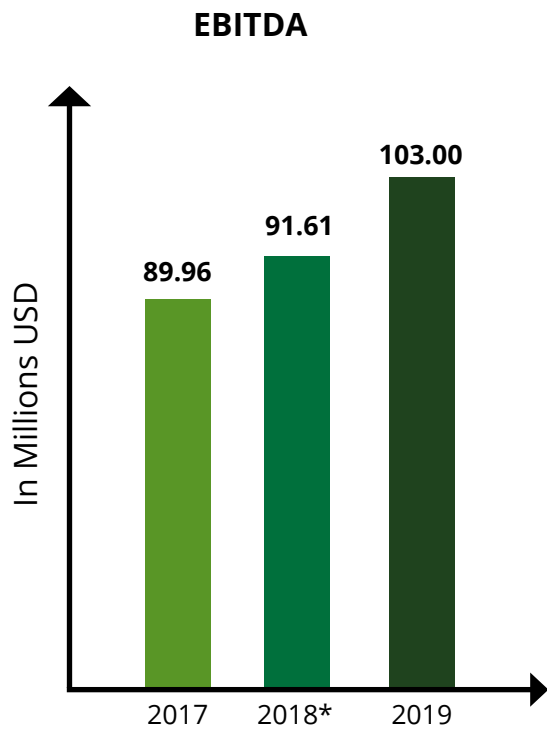
Payments to Governments



Community Investment



*2018 numbers are comparative from 2019 financials





Tristar achieved a 22% reduction in water use per employee and paper consumption when compared to the baseline of year 2017.

ENVIRONMENTAL STEWARDSHIP



Target 12.5:

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse



Target 13.3:

Improve education, awareness - raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

As a responsible business, Tristar aims to reduce its environmental impact and tackle global challenges around water preservation, use of fossil fuels, waste management and carbon emissions.

On the occasion of the 2019 World Environment Day, Tristar Group CEO Eugene Mayne, said: "We have and will continue our support towards the advancement of the 17 UN Sustainable Development Goals as we have an obligation to recognize and promote the need for stability of our environment and to acknowledge the social impact of our business in the communities in which we operate. We at Tristar believe that Business for Purpose must rank at par with Business for Profit and we will continue to champion this mission in the years to come."



SUSTAINABILITY IN SUPPLY CHAIN

Tristar aims to integrate sustainability in its supply chain and has introduced sustainability aspects as part of its revised procurement policy. Tristar engaged with its suppliers periodically on environmental and social aspects. Future plans include

incorporating sustainability as part of the supplier code of conduct. This chapter will focus on Tristar's action towards SDG No. 12 on Responsible Consumption and Production and SDG No. 13 on Climate Action.



Emirates Environmental Group Chairperson Habiba Al Marashi commended Tristar for being a homegrown responsible business and commented on the release of the company's 2018 report.

"I was here at the launch of the 1st edition of the sustainability report and I am delighted to be launching the 7th edition of our corporate member – Tristar's report, a company that has truly embraced the concept of responsible business. I am sure Tristar will continue to be committed to reporting on its initiatives leading by example, and I hope to be part of all the sustainability milestones throughout its journey."



WATER

Water is an important natural resource required for individuals and life on the planet. At Tristar, we are committed to the efficient and optimized use of water in order to conserve the resource for future generations.

From the 2018 Sustainability Report, Tristar has started publishing water use intensity, i.e. water use per employee to provide a more accurate comparison to the baseline. The average 2017 water consumption per employee has been set as the baseline due to similar scope of operations. It is to be

noted that the consumption is exclusive of water consumption from the tanker washing services which is offered by Tristar in certain operations and irrigational purposes.

The table on the following page provides a detailed breakdown of water use intensity across the Group. It is imperative to note that the total water consumption in UAE, South Sudan and our shipping vessels include employees who live 24/7 at the company accommodation and the vessels.




There was a 22% reduction in water use per employee when compared to the baseline of year 2017. A total of 42 inefficient water fixtures were replaced to further enhance water efficiency and usage across various Tristar operations.


Tristar has built wastewater treatment facilities and initiated rainwater harvesting in its

applicable operations to recycle and reuse the water resource. Through these measures the dependability on fresh water and desalinated water is reduced, the negative health and community impact through the direct release of hazardous waste water is eliminated, and it has provided cost reductions in the long term.

WATER MANAGEMENT

WATER USE PER EMPLOYEE IN KL IN 15 OPERATIONS

 ANALYSIS PER EMPLOYEE			
	2017	2018	2019
UAE	51	49	53
Oman	20	11	5
Kuwait	14	16	23
Qatar	59	53	28
KSA	12	10	9
Pakistan	0.93	0.43	0.83
Haiti	1.50	1.72	1.60
Guam	89	106	112
Kenya	0.22	0.26	0.25
CAR	47	49	47
Uganda	24	18	16
DRC	N/A	3	5
Tanzania	5	24	7
Somalia	N/A	32	1
Mali	N/A	0.20	0.05
Group water consumption in offices per employee	37	29	28

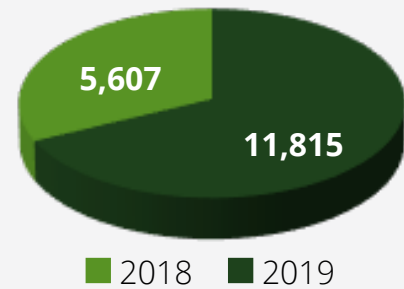
 SHIPPING CONSUMPTION		
	2018	2019
Shipping* consumption per employee	1142	1765

*The number of shipping vessels increased from 15 to 19 vessels from 2018 to 2019. The data on water consumption was collected in 2019 for the past two years to measure and manage the consumption in a sustainable manner.

RECYCLING AND REUSING WATER

In 2019, over 11,815 KL of water was reused, with a majority of the water being recycled at our UAE facilities using our Effluent Treatment Plants. Through our Effluent Treatment plants in the UAE, we ensure our hazardous wastewater is managed in a safe manner, thereby reducing the demand for freshwater use through desalination.

WATER RECYCLED AND REUSED BY TRISTAR (KL)



EFFLUENT TREATMENT PLANT

On identifying the issue of the high amount of hazardous wastewater generation at Tristar from chemical tanker washing bays, a Tristar CSR sub-committee suggested installing an Effluent Treatment Plant (ETP) during one of their monthly meetings to address various community challenges. In line with one of our core values of conducting our

business in a socially responsible manner, the top management gave the go-ahead to champion the idea of installing the ETP thus initiating discussion and consultation with key stakeholders such as employees, government entities and specialist agencies in the implementation of the Effluent Treatment Plant (ETP) project.



The installation of the ETP has resulted in community health protection, economic savings, reduction in the consumption of freshwater resources and greenhouse gas emissions. With a robust framework to allow the involvement of all stakeholders in sustainability projects, Tristar went one step further to install a 2nd automated

state-of-the-art ETP in its newest facility in the UAE. In 2019, the primary ETP at HQ was upgraded to ensure the water recycled was also reused for irrigation and other purposes within the facility similar to the second automated ETP installed at Tristar JAFZA South.

FUEL MANAGEMENT

As a logistics service provider, Tristar relies on fossil fuels for mobility and providing efficient service to our customers.

The diesel purchased by Tristar is ultra-low sulphur diesel as per the Emirates Authority for Standardization & Metrology (ESMA) regulations and Euro 5 diesel standard. It is more sustainable because it has less than 10ppm of sulphur compared to 500ppm in the diesel content previously used in the region.

In line with UN SDG No. 12 on Responsible Consumption and Production, Tristar has adopted measures to ensure the efficient usage of fuel in its operations. Tristar ensures regular maintenance of its vehicles and implements driver awareness and trainings to increase fuel efficiency and

reduce pollutants and contaminants emitted from vehicle exhausts.


Tristar conducted a biodiesel pilot in 2019 with the aim to study the feasibility of incorporating the use of renewable fuel sources in its operations.

With long term sustainability goals, Tristar aims to acquire vehicles with the newest efficient and environmentally advanced technology. In 2019, Tristar acquired Euro standard compliant vehicles in its various operations as indicated in the table. Furthermore, Tristar aims to assess the availability, performance, safety features of electric/hybrid heavy duty vehicles in the future in order to reduce the reliance on fossil fuels.



FUEL EFFICIENCY

NUMBER OF FUEL EFFICIENT VEHICLES ACQUIRED

	OPERATION	No. of fuel efficient vehicles	Vehicle Standard
UAE		48	EURO V – 43 vehicles EURO IV – 3 vehicles EURO III - 2 vehicles
KSA		4	Euro IV
Oman		8	Euro III
South Sudan		65	Euro II
Pakistan		2	Euro II
Total		127	

Tristar is adopting the necessary measures for 2020 and beyond in preparation to comply with the International Maritime Organisation (IMO) 2020 rules on sulphur in fuel oil. The new regulations by IMO is mandatory and caps the Sulphur content in fuel oil to 0.5% to reduce air pollution from


the shipping sector. Since 2018, Tristar has been measuring and reporting on our fuel consumption from the shipping sector. This year, three more vessels have been added to our shipping sector scope with increased distance traveled to fulfill our customer requirements.



FUEL CONSUMPTION

The Group's fuel consumption has been displayed in the table below. Distance traveled in our Road and Transport sector has increased by more than 33% from baseline of 2017. There was a 4% increase in distance traveled by our shipping vessels from 2018.

FUEL (DIESEL) CONSUMPTION FROM SIXTEEN OPERATIONS

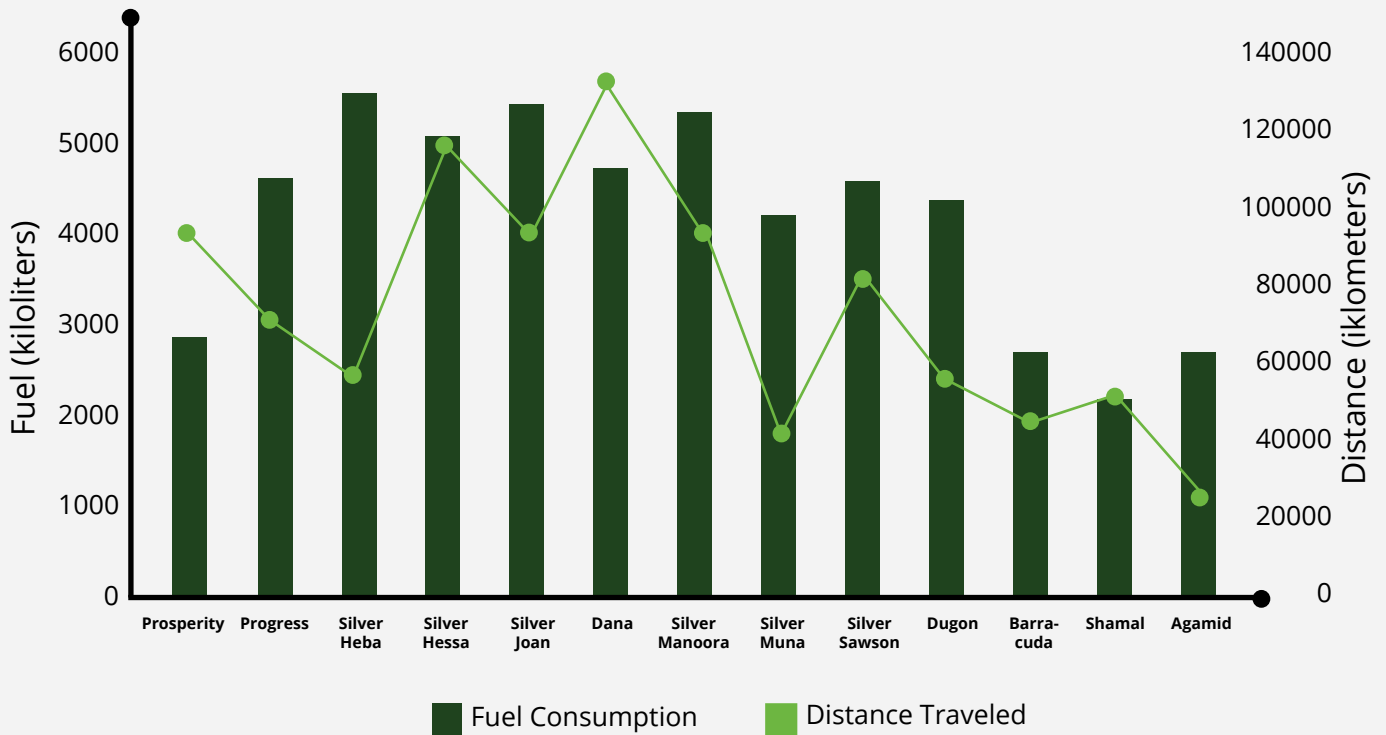
 FUEL CONSUMPTION OPERATION IN KL			
	2017	2018	2019
UAE	7,599	7,300	11,233
Oman	1,394	1,491	2,219
Kuwait	1,151	1,147	1,062
Qatar	222	181	255
KSA	937	1,031	1,566
Pakistan	2,163	2,265	2,456
Haiti	136	70	11
Guam	61	52	14
Kenya	1,005	1,526	1,706
CAR	574	574	646
Uganda	9	6	134
South Sudan*	860	905	705
DRC	N/A	63	10
Tanzania	129	435	636
Somalia	68	143	102
Mali	70	333	453
Total for vehicles	16,570	17,846	23,208
Total for shipping**		50,929	55,829
Total Group Fuel Consumption		68,775	79,037

*South Sudan data updated according to operational changes.

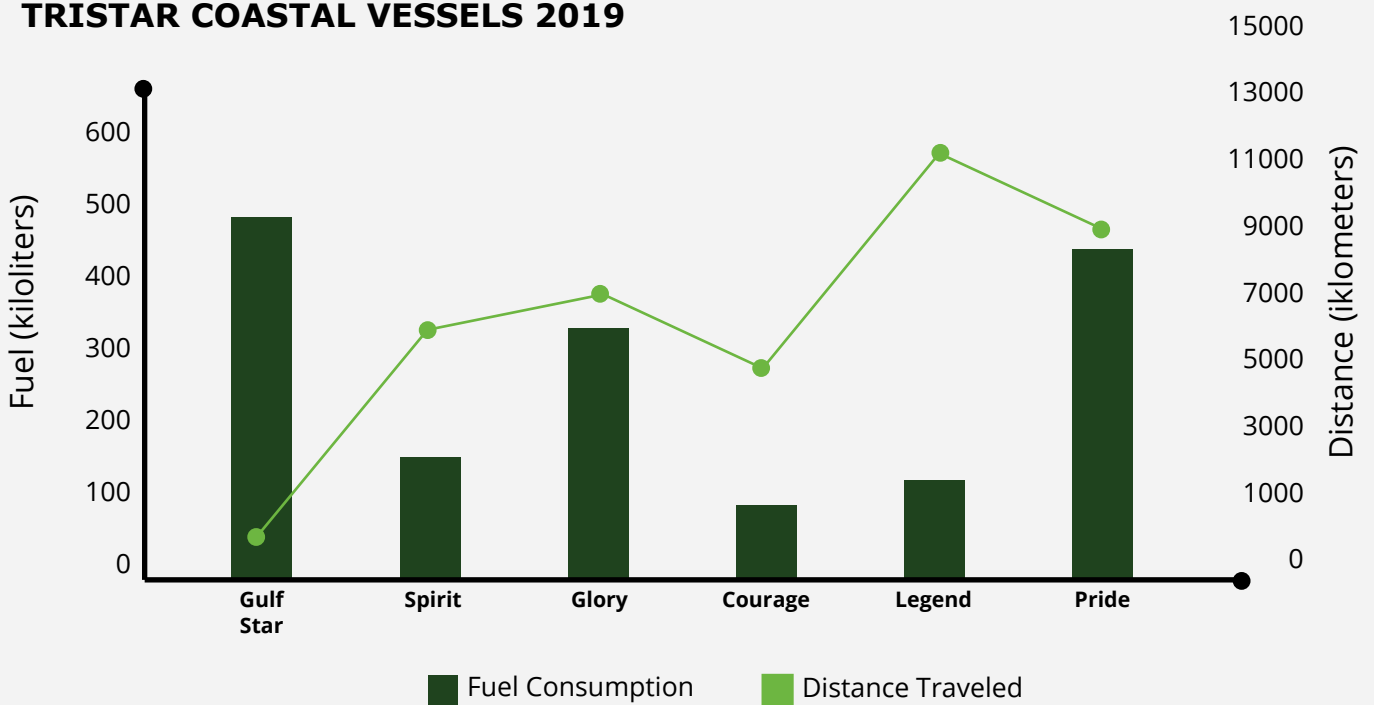
**Shipping data updated from 2018 onwards (15 vessels included in 2018 and 19 vessels covered in the scope for 2019).

FUEL CONSUMPTION BY VESSELS

TRISTAR OCEAN VESSELS




TRISTAR COASTAL VESSELS 2019



Note: The difference in fuel consumption in comparison to other vessels is due to the difference in engine power and the use of generators which are operational full time. Hence, the noted difference between distance traveled and fuel consumption by the vessels.

ELECTRICITY


In order to transition away from fossil fuel driven electrical energy in our operations, we have undertaken several measures. At our headquarters in UAE, we have initiated a rooftop solar project of 350kWp subject to expansion that is expected to be commissioned by 2020. Across our various operations, 394 conventional energy intensive lights have been replaced with LEDs in 2019, a 25% increase from the number of lights replaced in 2018. This is related with the UN SDG No. 12 on Responsible Consumption and Production and SDG No. 13 on Climate Action. The table indicates the electricity consumption across 14 operations. The additional electricity demand was due to business expansion in several operations including UAE and Pakistan in the year 2019.

 NO. OF LIGHTS REPLACED TO LEDS		2019
UAE	251	
Kuwait	8	
Qatar	11	
KSA	18	
Pakistan	17	
Kenya	9	
Uganda	3	
South Sudan	73	
Tanzania	4	
Total	394	



ELECTRICITY CONSUMPTION

ELECTRICITY CONSUMPTION MWH FROM 14 OPERATIONS

 ELECTRICITY CONSUMPTION MWH	<div> <div>2017</div> <div>2018</div> <div>2019</div> </div>		
	2017	2018	2019
UAE	2536	3133	3799
Oman	90	79	89
Qatar	45	43	41
KSA	39	42	46
Pakistan	35	43	130
Haiti	0.17	0.14	2
Guam	390	388	388
Kenya	18	26	15
CAR	229	229	229
Uganda	9	9	9
DRC	NA	1	2
Tanzania	15	11	7
Somalia	136	327	68
Mali	N/A	N/A	4
Total	3542	4331	4829

Kuwait operations do not have a separate meter. South Sudan operations derive electricity from generators.

GREEN CERTIFICATION

JAFZA SOUTH WAREHOUSE RECEIVES LEED GOLD CERTIFICATE

Buildings consume a substantial amount of energy and water, with potential impact to human health. Tristar's new warehouse at JAFZA South was built in line with sustainable building aspects and received the U.S. Green Building Council LEED Gold certificate for compliance with LEED green building standards. LEED, or Leadership in Energy and Environmental Design, is the most widely used green building rating system in the world.

Through the adoption of green building standards, Tristar has achieved energy savings of up to 300 MWh/year compared to the energy consumed by a standard building of its size and subsequent 131 tons of carbon emission reduction. LEED certified buildings are demonstrating increased retention rates and increased productivity benefits for employers.



PAPER CONSUMPTION

Promoting UN SDG No. 12 on Responsible Consumption and Production, Tristar aims to use natural resources in an efficient manner, taking appropriate measures to reduce its usage where possible. As a business, while we continue to digitize certain areas of our operation, there is a dependence on paper

usage which we measure and manage sustainably. There was a 22% reduction in paper consumption from 2017 baseline due to increased employee awareness, reduction of paper based processes and additional initiatives.

PAPER CONSUMPTION IN 16 OPERATIONS

	PAPER CONSUMPTION PER OPERATION IN KG			
		2017	2018	2019
UAE		5862	5612	3708
Oman		295	310	180
Kuwait		125	100	125
Qatar		180	140	30
KSA		92	98	119
Pakistan		82	90	584
Haiti		635	467	217
Guam		120	329	340
Kenya		400	450	480
CAR		454	450	386
Uganda		75	50	28
South Sudan		841	798	875
DRC		N/A	12	10
Tanzania		12	150	144
Somalia		141	157	63
Mali		144	432	417
Total		9458	9645	7706

WASTE MANAGEMENT

Tristar tackles the global sustainability issue of plastic waste by refusing single-use plastic bottled water. Following the 2018 World Environment Day theme of 'Beat Plastic Pollution', Tristar rolled out the substitution of plastic bottles with the use of glasses and distributed reusable bottles to its employees. The campaign was initiated with an internal awareness session on the effects of plastic pollution which included a pledge from employees on going plastic-free. Tristar has eliminated the use of single-use plastic bottles

at its headquarters in the UAE, Saudi office, South Sudan, Guam and other operations. Additionally, materials such as paper, e-waste and other plastic items are recycled at the offices in partnership with local recycling partners. In the UAE, the Tristar CSR Planet Team's combined efforts to implement a recycling program at its various facilities led to Tristar being recognized by the Emirates Environmental Group (EEG) as one of the top three collectors under the Plastic category during the months of April, May and July 2019.



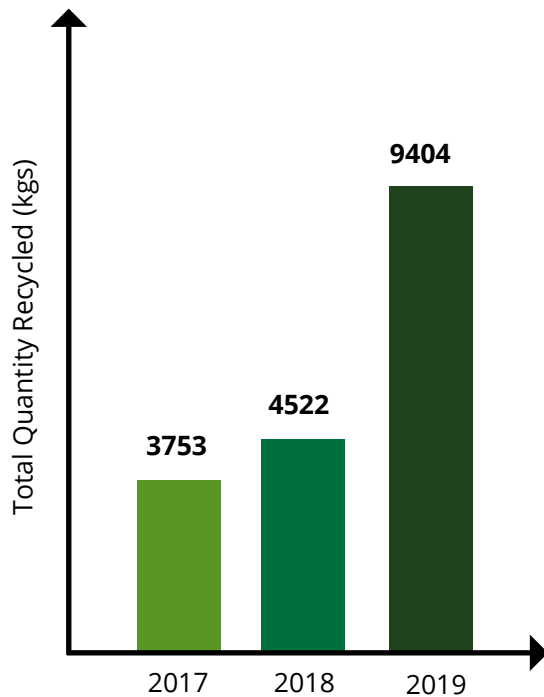
Tristar is a registered corporate member of EEG which is a professional working group devoted to protecting the environment through the means of education, action programmes and community involvement. The EEG was founded by Emirati environmentalist Habiba Al Marashi in 1991. EEG is the first environmental NGO in the world to be ISO 14001 certified and the only organization of its kind in the UAE with accredited status to the United Nations Convention to Combating Desertification (UNCCD) and the United Nations Environmental Programme (UNEP).



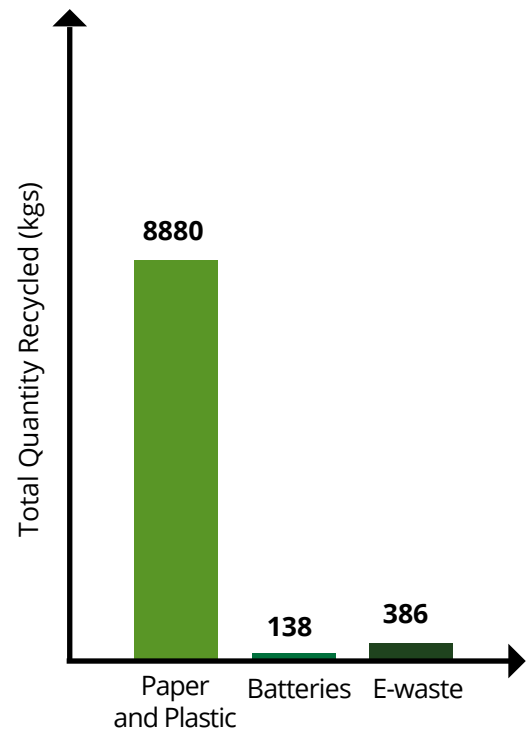
WASTE RECYCLING

Through these initiatives, Tristar increased its recycling output by 15% across the Group when compared to 2017 baseline.

Recycling Quantity Comparison by Year

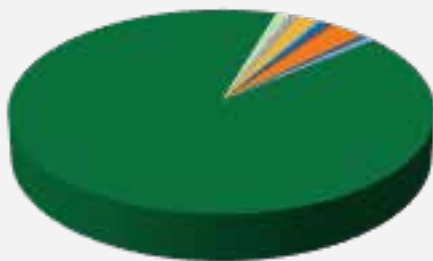


Waste Recycling at Tristar 2019



TOTAL RECYCLED AMOUNT BY TRISTAR OPERATIONS

2019 Quantity of Waste Recycled by Operation (kgs)



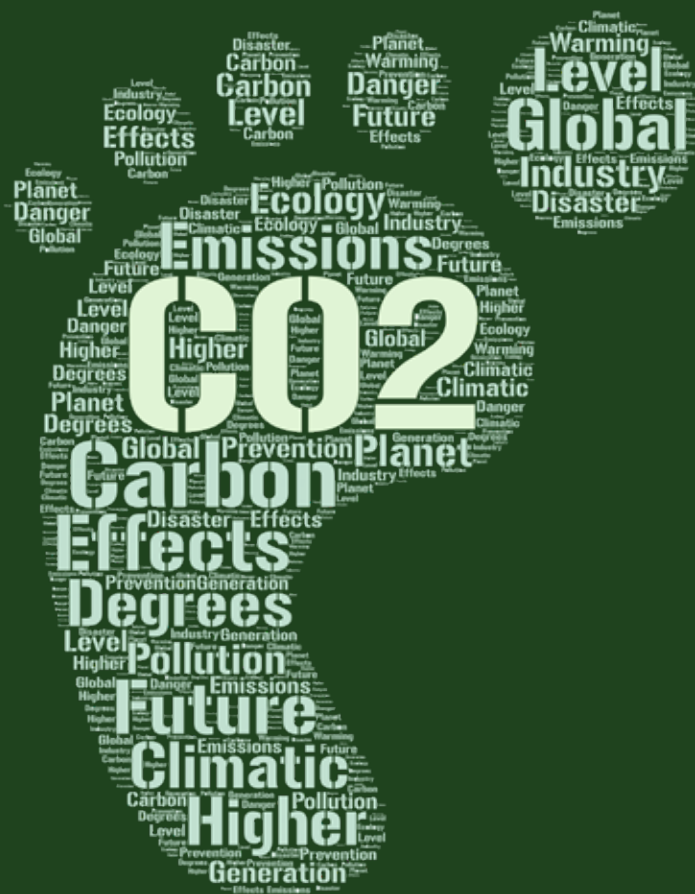
UAE - 8531	Kenya - 30
Oman - 101	CAR - 265
Kuwait - 91	Uganda - 8
Qatar - 156	South Sudan - 45
KSA - 21	DRC - 2
Haiti - 5	Tanzania - 12
Guam - 82	Mali - 55

EMISSIONS

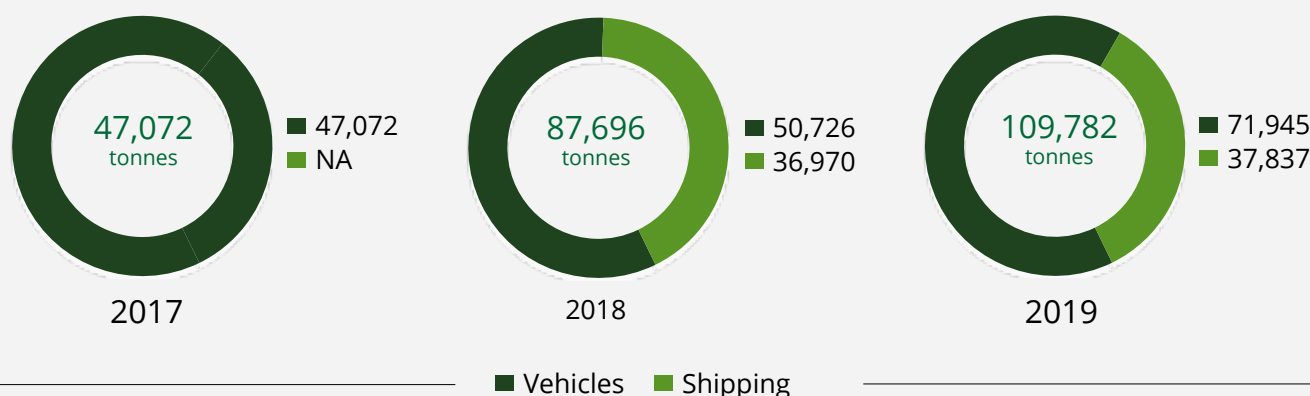
Climate change is an increasing concern globally, with adverse impact on the planet and people. At Tristar, we are continuously on the path to reduce our greenhouse gas emissions with a specific focus on carbon emissions.

SCOPE 1

Tristar measures and reports on emissions from fuel consumed by our road transport vehicles and shipping vessels under direct emissions. Tristar has adopted effective journey management, load planning and fuel-efficient vehicles and vessels as a pathway to reduce fuel dependency and ultimately reduce the organization's Scope 1 greenhouse gas emissions.



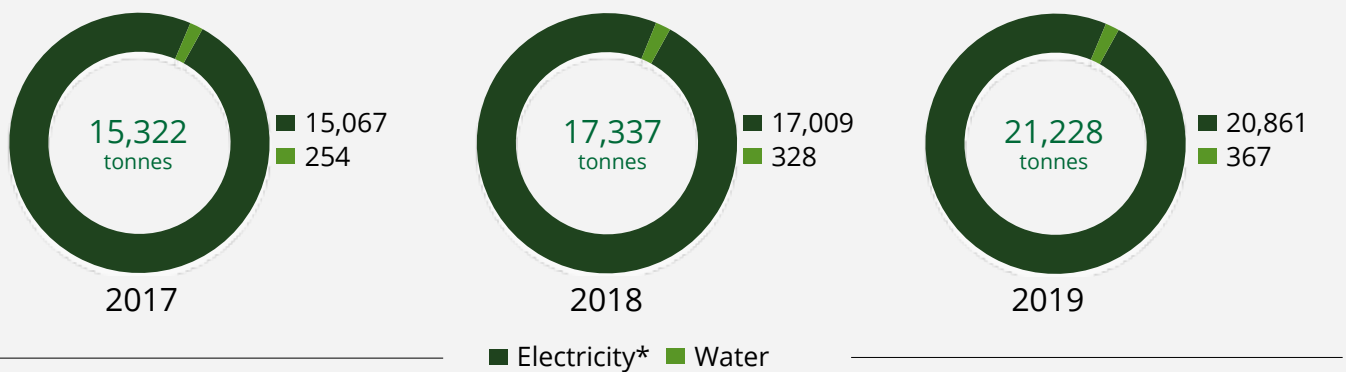
Scope 1 emissions in tonnes of carbon dioxide equivalent



SCOPE 2

Under scope 2, Tristar understands the environmental impact from electricity consumption with particular emphasis to the carbon emissions from electricity generation. The below table focuses on the carbon dioxide emissions from electricity consumption across 14 operations with the exception of the South Sudan and Mali operations that utilize generators for power.

Scope 2 emissions in tonnes of carbon dioxide equivalent

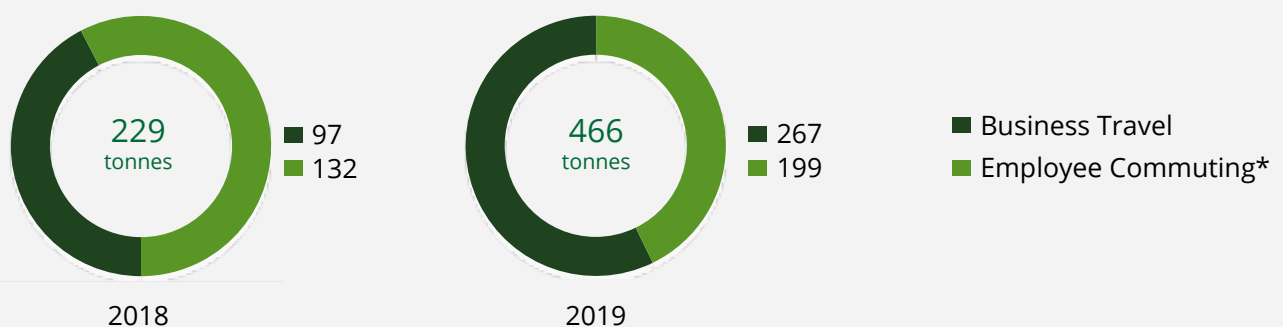


*New operations added to the scope in the UAE

SCOPE 3

Data on employee commuting at the head office in UAE and other operations were collected during car free day campaigns. Employees are also encouraged to use shuttle buses or public transport where available.

Scope 3 emissions in tonnes of carbon dioxide equivalent

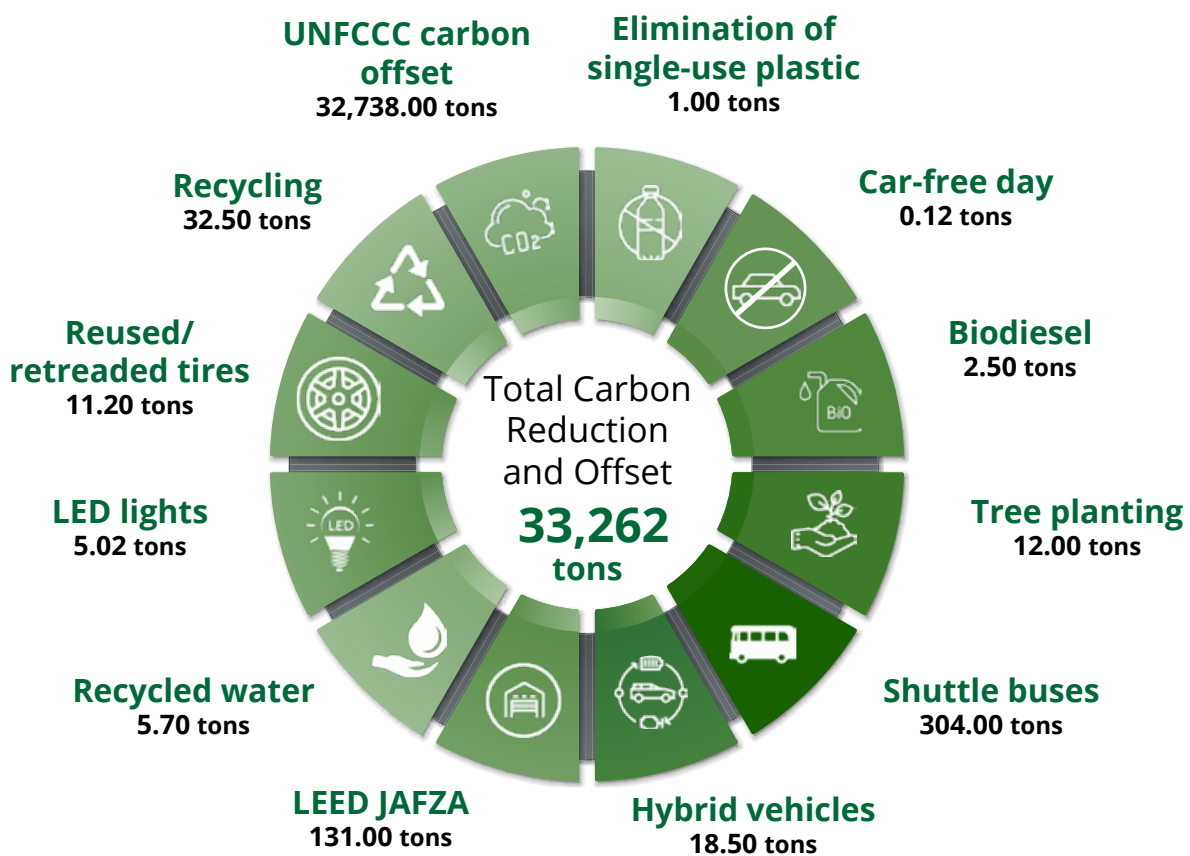


*Employee commuting data has been reported where data was available

CARBON REDUCTION AND OFFSET

Tristar is committed to environmental protection and has implemented several projects to reduce and offset carbon emissions across the Group. Our JAFZA South facility in the UAE is LEED Gold certified and

was built in accordance to green building standards. Therefore, when compared to a conventional warehouse of its size, the Tristar warehouse had an electricity saving of over 301 MW in 2019.



This can be converted into 151 tons of carbon emission reduction since the electricity consumed in the UAE is obtained from fossil fuels.

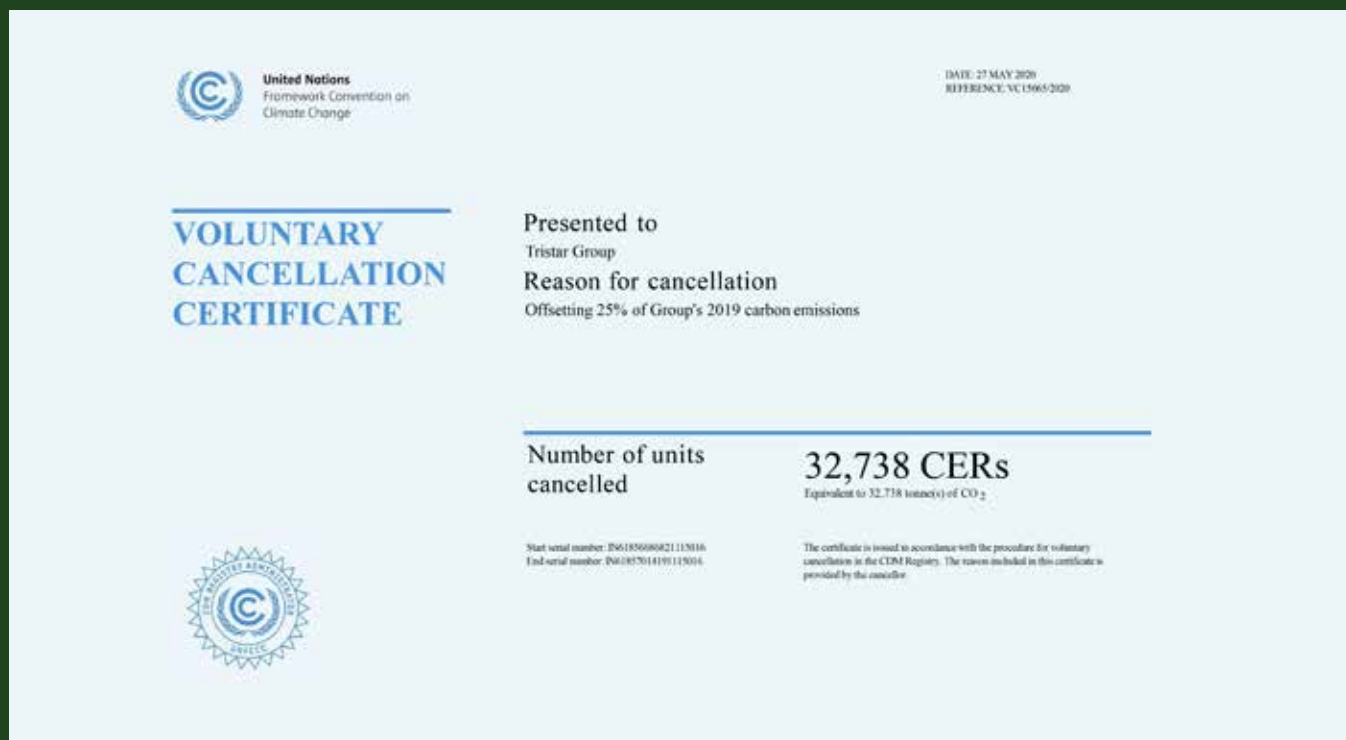
The incorporation of three hybrid vehicles in the corporate fleet replacing standard petrol cars led to 18.5 tons of carbon emission reduction due to higher fuel efficiency of

between 21-23 km/liter through the use of hybrid technology. Annually, Tristar staff plant trees on World Environment Day on June 5 and in 2019 the number of trees planted is estimated to offset and sequester 12 tons of carbon. Moreover, the renewable biodiesel pilot project led to a reduction of over 2.5 tons of carbon emission equivalent.

TRISTAR OFFSETS 25% OF GROUP EMISSIONS

In line with our ESG target for 2019, Tristar has offset 25% of group emissions through the voluntary UNFCCC carbon offset program. This year, Tristar participated by supporting a Clean Development Mechanism (CDM) project through the UN Framework of Convention on Climate Change (UNFCCC) Climate Neutral Now program. CDM is a flexible mechanism under the Kyoto Protocol to assist developing

countries to achieve sustainable development through UN Certified Emission Reductions (CERs), which measure carbon emissions reduced through offsetting in tonnes of CO₂ equivalent. Climate Neutral Now is UN Climate Change's initiative launched in 2015, in line with Paris Agreement to support the achievement of a climate neutral world.



This year, Tristar offset 32,738 carbon emission tons, by supporting the reforestation of degraded land by Mangalam Timber Products Limited (MTPL), part of B K Birla Group in India. The CDM approved project in the states of Orissa, Andhra Pradesh and Chattisgarh has benefits of carbon sequestration and will be managed under the guidance of the Farm Forestry Scheme. A majority of the farmers participating in the program are marginal farmers owning areas of land across several

districts. The fast growing Eucalyptus tree species has been chosen for this project, to be planted on degraded farm land. This ensures soil erosion control, increase in soil organic matter and serves as an employment opportunity as well as income generation for the local community. Through supporting this project, Tristar has contributed to advancing economic growth and social welfare protection.

ADOPTION OF RENEWABLE ENERGY

Tristar intensifies its commitment towards climate action through the adoption of renewable energy at its headquarters in the UAE. On July 11, 2019, Tristar signed an agreement with TOTAL SOLAR for a 15-year period to install 350 kWp solar on its facility's rooftop which could be further expanded in the future.

TOTAL SOLAR offers more than 40 years of experience in the field of leading solar power

and storage solutions. Carbon footprint reduction through investment in renewable energy is a key aspect of Tristar's sustainability strategy. This initial project offers the potential reduction of up to 262 metric tons of carbon dioxide emission reduction per year. This is in line with Tristar's commitment towards UN SDG No. 13 on Climate Action and the UAE's Energy Strategy 2050, which aims to increase the contribution of clean energy in the total energy mix to 75% by 2050.



Tristar South Sudan installed a solar light system as an emergency backup for the children's ward at Wau Teaching Hospital, one of the only two functioning teaching hospitals in South Sudan. The emergency lighting was requested by the Ministry of Health to address power outages whenever its only generator at the hospital fails. The system has 36 LED lamps in two children's wards with each ward consisting of four rooms, two toilets, and a pharmacy, store and veranda. The solar light

system was inaugurated on March 23 by the Health Minister of Wau County, Dr. James Patrice Ibrahim.

With the aim to integrate renewable energy and reduce fossil fuel dependency, Tristar has initiated a project involving the use of biodiesel for its vehicles in the UAE. Through this project, Tristar has reduced 2.5 tons of carbon emissions with a distance traveled of 28,551 kms.

TREE PLANTING ACROSS THE GROUP

Tristar volunteers supported Dubai Chamber's Engage Dubai initiative by participating in the 'Give A Ghaf' Program by dedicating their time along with other volunteers in transferring and repotting hundreds of ghaf seeds at the Al Barari nursery on April 10. The Ghaf is a drought-tolerant, evergreen tree which is possibly the sturdiest plant of the harsh desert environment in the UAE. It can be seen growing on low sand dunes, undulating sand sheets and along margins of gravel plains mostly in the emirates of Abu Dhabi, Dubai, Sharjah and Ras Al Khaimah.



World Environment Day on June 5 was celebrated across Tristar with the annual tradition of planting trees. World Environment Day on June 5 was celebrated across Tristar with the planting of trees by employees and stakeholders. On December 19, several staff the EEG's initiative 'For Our Emirates We Plant' at Sidra nature reserve in Ras Al Khaimah and Al Qudra Lakes in Dubai.

Tristar conducted a global webinar coinciding with Earth Day on April 22 to increase awareness on the anthropogenic impact on Earth. Post the webinar which had the participation from some overseas locations, staff at the head office in Dubai received small plants in recycled coffee containers. Office plants can contribute to better air quality in the office and lower stress among staff.

Below table indicates the number of trees planted across the group in 2019.

Operational Regions	Number of Trees Planted
GCC	68
Asia-Pacific	146
Africa	438
Total	652

Volunteers from the CSR Planet team, represented Tristar and planted a total of 36 native Sidra and Ghaf trees at the two locations.

Tristar qualified for the 36 trees by collecting 3,558 kilograms of plastic materials and 3,280 kilograms of paper for recycling, i.e., more than the set target of the 'One Root One Communi-Tree' campaign conducted by EEG.



Tristar offers a conducive work environment and is committed to be an equal opportunity employer.

EMPOWERING OUR PEOPLE

OUR EMPLOYEES

At Tristar, the people are the greatest asset who are engaged to reach their full potential in an open and conducive work environment that provides development opportunities to lead effective and productive operations.

In 2019, Tristar was awarded the prestigious JSW project and successfully recruited and trained 100 Tipper drivers as per the requirement within a span of three months.

Throughout the year, there were key platforms of employee engagement.



Employee Engagement Activities 2019:

- Blood Donation
- Bowling
- DPL Sports Championship
- Women's Day Celebration
- Dubai Marathon
- Monthly Birthday Celebrations
- Roof Top Farming
- Flu Vaccination
- Annual Staff Party
- Diwali Lunch
- Dance Fitness Sessions
- Daily Stretch Break
- Drug Awareness presentation by Dubai Police
- International Yoga Day
- Sports Tournament
- Financial Literacy Session – non-admin staff

EMPLOYEE ENGAGEMENT

HAPPINESS AND WELL-BEING OF EMPLOYEES

Tristar encouraged staff participation in various activities like Cricket, Football, Carom, Bowling, Dance Fitness Sessions, Marathons, Weight Loss Programs, Festival celebrations, and Toastmasters sessions throughout the year for personal and skill development.

Tristar has provided a comfortable and safe environment to ground staff with the inauguration of new centralized accommodation with state of the art facilities such as high standard cooking equipment and internet services.



TOWN HALL MEETING

On July 27, office and admin staff gathered in a Town Hall meeting where Group CEO Eugene Mayne answered several questions related to job security, work-life balance, future

plans of the company, and organizational issues, among others. The event ended on a high note with a Bingo/Tambola where six individuals won cash prizes.



YEAR-END GATHERING

The Annual Staff Party held on December 13 was another employee engagement event where families of employees celebrated the festive season at Caesars Palace, Bluewaters Island.

Several kids activities like face painting and arts and crafts were available to engage the children of the staff to also enjoy the gathering. Our Group CEO gave his yearend speech highlighting major achievements and growth areas and disclosed some future

plans for 2020. He also appreciated all the dedication and hard work of the staff and thanked the families for supporting their spouses.

The employees who worked for more than 15 years were awarded the Long Service Award in recognition of their commitment and loyalty. Everyone enjoyed the evening, dancing to the tune of the DJ and Live Band with more than 100 staff winning Raffle prizes at the event.





DIVERSITY AND INCLUSIVENESS

UAE	
Afghani	1
American	1
Bangladeshi	28
Belgian	1
British	1
Commorian	1
Emirati	3
Filipino	16
French	1
Ghana	1
Indian	666
Lebanese	2
Nepali	33
Nigerian	1
Omani	1
Pakistani	351
Palestinian	1
South Sudanese	1
Sri Lankan	7
Syrian	2
Ugandan	1

KSA	
Indian	36
Nepali	6
Pakistani	71
Saudi	12
Sudanese	3
Bangladeshi	1

QATAR	
Indian	17
Nepali	7
Sri Lankan	1

OMAN	
Indian	57
Pakistani	29
Omani	35
Bangladeshi	5

KUWAIT	
Palestine	1
Indian	56
Bangladeshi	8
Nepali	5
Sri Lankan	7

HAITI	
Indian	5
Haitian	3

PAKISTAN	
Pakistani	349



KENYA

Indian	9
Kenyan	92

DRC

Indian	3
Congolese	17

TANZANIA

Tanzanian	34
Indian	2

CAR

Central African	240
Cameroonian	2
Nepali	1
Indians	43
Kenyan	1
Ugandan	1

SOMALIA

Indian	18
Ethiopian	2
Kenyan	4
Ugandan	3
Sri Lankan	2
Filipino	1
Nepali	4
Ghanaian	3

MALI

Indian	39
Senegalese	1
Malian	169
Nepalese	2
Pakistani	1
Filipino	3
Sierra Leonean	2
Congolese	1
Kenyan	2

UGANDA

Nigerian	1
Sudanese	1
Indian	2
Ugandan	3

GUAM

American	30
Filipino	1
Micronesian	1
Indian	2

SOUTH SUDAN

South Sudanese	130
Indians	79
Bangladeshi	5
Kenyan	6
Nepalese	4
Pakistani	4
French	1

Note: Data includes local, international and contract workforce.

FUTURE PLANS

Tristar plans to appoint a new Chief Human Resources Officer in the beginning of January 2020 to head the group's HR functions and lead the integration of projects. In 2020, new programs will include the creation of HR Business Partner roles to assist in the

implementation of the HR strategy in the respective business sectors. Competency mapping and grading structure for employees would be evaluated and revamped according to the new strategy.



Tristar will be aiming to integrate Oracle HCM in 2020. It will also provide equal opportunity to people of determination and employ and empower them with a sense of belonging. There are also continuous plans to expand the recruitment of UAE Nationals, to add to the diverse pool of various nationalities creating a

multicultural workforce. In addition, the One Company One Policy across all entities and locations of Tristar will be implemented to ensure all employees understand the vision and strategy of the company to be able to move in the same direction.

WOMEN'S EMPOWERMENT PRINCIPLES



Mr. Mayne signed the Women's Empowerment Principles (WEPs) on March 8, coinciding with International Women's Day. The signing was witnessed by CSR and Sustainability Assistant Manager Ashwatha Mahesh. Tristar became a WEPs signatory across 13 countries of operation.

The WEPs is a joint initiative from UN Women and UNGC to enable businesses to empower women and take decisive action in the workplace, marketplace

and community. "True empowerment means providing equal opportunities to men and women alike. Women in leadership positions provide the right balance to protect the future of the enterprise", said Mr. Mayne. Tristar has been strengthening its commitment towards more inclusive and gender diversity within the company in the past years.



Speaking about the importance of WEPs and Tristar joining the movement, Alice Laughler, The Chair of UAE WEPs Task Force stated: "The Women's Empowerment Principles agenda celebrates diversity, champions inclusion, and empowers women to participate fully in the economy. The platform offers like-minded companies guidance on advancing gender equality and women's empowerment in the workplace, marketplace and community."



Support for the WEPs has gathered global momentum where thousands of companies worldwide are now WEPs champions thereby contributing to UN SDG Goal No. 5 on Gender Equality.

CAREER DEVELOPMENT CASE STUDY

I joined Tristar Group in March 2017 as an Office Boy. I worked very hard. When Mr. Eugene Mayne saw my potential he recommended me for an administrative role. I was transferred to the Procurement Department as Procurement Assistant in May 2019 where I continue to work very hard. I am hungry for valuable work and progress in my life so I am doing my best.

Tristar Group is a huge company and everyone has helped me to be more professional and to further improve my strengths. Each day is a challenge and it is really exciting to work in Tristar and get to grow in every sphere.

I am also fortunate to be able to participate in the Toastmasters Club which has helped me to greatly improve my communication skills and confidence in speaking in front of people. There are different activities, too, like CSR projects and many special events.

Recently, I passed the driving license test and I know this will lead to other roles in the future. I am forever grateful to Mr. Mayne and to the Tristar Family for giving me this wonderful opportunity.

Babi Manikanta Reddy







Tristar is committed to giving back to the communities where it operates through the engagement of employee volunteers and support towards community projects.

STRENGTHENING COMMUNITY PARTNERSHIPS



UNGC UAE LOCAL NETWORK BOARD



SDG 17.17:

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Tristar Group CEO Eugene Mayne was elected to the UN Global Compact Local Network UAE Board of Directors on April 3 2019. As a responsible business, Tristar has been an active Signatory of the UN Global Compact (UNGC) since 2011 and upgraded its commitment by becoming a Participant. The company has upheld the UNGC Ten Principles on human rights, labor, environment and anti-corruption ever since. It has also been supporting some of the 17 UN Sustainable Development Goals in the communities where it operates.

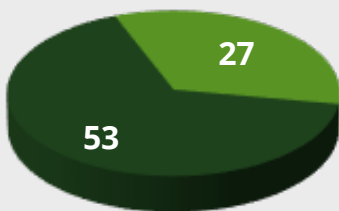
The UN Global Compact Network UAE was launched in 2015 and has successfully raised awareness on and supported the implementation of the Ten Principles and the SDGs. Crafted as a multi-stakeholder body, the Board of Directors will provide ongoing strategic and policy advice for the Local Network in the UAE and be instrumental in helping to bring business to the table in support of the UN 2030 Agenda which envisages “a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination”.

MY SOCIAL RESPONSIBILITY PROGRAMME

Tristar is committed to giving back to the communities where it operates and as a people-driven organization the employees lead this drive by supporting various social causes. The 'My Social Responsibility Programme' initiated in 2018 encourages employee-volunteers to donate their time towards community development with support from the three internal CSR sub-committees.

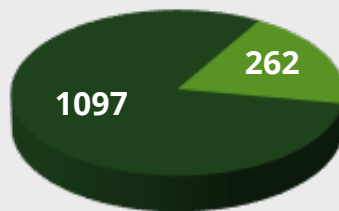


**NUMBER OF
ACTIVITIES**



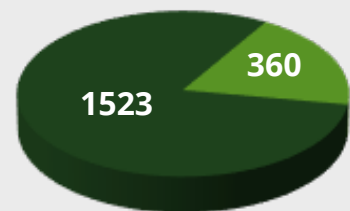
■ 2018 ■ 2019

**NUMBER OF
VOLUNTEERS**



■ 2018 ■ 2019

**NUMBER OF
VOLUNTEER HOURS**



■ 2018 ■ 2019



ENHANCING SUSTAINABILITY AWARENESS

DUBAI CONVENTION OF THE INSTITUTE OF DIRECTORS (IOD), INDIA

Tristar Group CEO Eugene Mayne was a panelist at the Dubai Convention of the Institute of Directors (IoD), India in March, where he urged the audience to 'leave no one behind' in building a Business for Purpose

which is sustainable for decades. The panel discussion was about 'Future Proofing Enterprise and Creating High Performance Boards'.

UN GLOBAL GOALS WORKSHOP

Tristar led a workshop on UN Global Goals to increase awareness on the SDGs in partnership with Quality Indeed Consulting on April 30.

Speaking at the event, Tristar Group CEO Eugene Mayne called on companies in the UAE to support the Global Goals focused to end poverty, protect the planet, and ensure prosperity for all people of the planet. The 17 sustainable development goals which came into force in 2016, has 169 targets on global issues to be achieved by 2030. As a board member of the UN Global Compact Local

Network UAE, Mr. Mayne also reiterated that business leaders must support the Ten Principles of the UN Global Compact 'not just by lip service but by action'. The event saw the participation of executives and CSR professionals from various private and public entities, including representatives from the UN Global Compact Local Network Board. Sunil Thawani from Quality Indeed concluded the event by encouraging attendees to become 'Goal Keepers' and register as Partners under SDG No. 17.



CLIMATE CHANGE EEG PANEL DISCUSSION

Tristar Group CEO Eugene Mayne was one of the guests at the Emirates Environmental Group (EEG) Panel Discussion on 'Climate Change: Time for Action'. Held at Modul University Dubai on June 19, the panelists presented how their respective organizations are addressing climate change through various policies and projects. "Going green is not a choice anymore, it is a responsibility,"

said Mr. Mayne as he elaborated on the efforts taken by Tristar as a responsible business. The other panelists led by EEG Chairperson Habiba Al Marashi were Ali Al Jassim, CEO of Etihad ESCO; Dr. Suhail AlGhfeli, Assistant Professor in Environmental Engineering at Zayed University; and Brigitte Dierckx, Sustainability Manager at Engie.



“

Business cannot survive in a world in which people don't and everyone deserves access to clean air and water, and a sustainable economy.

”

TRISTAR SHARES GREEN BUILDING BEST PRACTICES AT DUBAI CHAMBER

On October 22, Tristar participated in the Green Buildings seminar by sharing best practices on recent projects undertaken by the company to reduce its environmental footprint. The seminar featured case studies and presentations from Tristar Group, Transguard Group, Serco Middle East and Veolia Middle East on recent projects undertaken by the companies in an effort to reduce their environmental footprint.

Tristar Assistant Manager CSR & Sustainability Ashwatha Mahesh stressed the importance of shifting towards clean energy and recycling materials to reduce the amount of waste going to landfills, in addition to monitoring indoor air quality, all of which are practices that the company implements at its LEED Gold Certified warehouse at JAFZA South in UAE.

LEADERS IN LOGISTICS SUMMIT



Tristar was established not only to provide safe operations in over 20 countries and territories, but also to build a sustainable business that contributes positively to communities. This was the key message by Tristar Group CEO Eugene Mayne at the Leaders in Logistics Summit on November 26.

Tristar is built on the foundation of 'Business for Purpose' and is guided by an Environmental, Social and Governance (ESG) framework, he said. "Business cannot survive in a world in which people don't and everyone deserves access to clean air and water, and a sustainable economy," he added and further stressed "we need to be responsible for road safety not just within our own organizations, but with our partners as well, particularly the third parties we work with globally."



SUSTAINABLE DEVELOPMENT CONGRESS

Tristar was invited to participate at the 11th Annual Sustainable Development Congress Week organized by the Alleem Business Congress on July 23. Tristar Group Chief Administrative Officer Balaji Nagabhushan presented the company's initiatives towards the advancement of the UN Sustainable Development Goals.

The annual congress was a brainchild of Dr. Rasheed Alleem when he was still the Director General of the Hamriyah Free Zone Authority. Dr. Alleem is the current Chairman of the Sharjah Electricity and Water Authority (SEWA).



ANNUAL LONDON GLOBAL CONVENTION OF THE INSTITUTE OF DIRECTORS (IOD), INDIA

Tristar Group CEO Eugene Mayne gave a Special Address at the IoD, India's Annual London Global Convention opening on November 13 held at the House of Lords.

He was also a speaker at the plenary session on sustainability held on November 14 where he joined a panel of industry leaders who discussed the importance of sustainability in relation to the 17 UN Sustainable Development Goals.



INTERNATIONAL CONFERENCE OF THE INSTITUTE OF DIRECTORS (IOD), INDIA

Tristar Group Chief Administrative Officer Balaji Nagabhushan presented Tristar's sustainability initiatives in one of the panel discussions with the theme "Climate Resilient

Smart Cities: Opportunities for Innovative Solutions" at IoD, India's '21st annual World Congress on Environment Management and Climate Change' on July 4 in Bangalore, India.

PARTICIPATION AND PARTNERSHIP WITH HUMANITARIAN LOGISTICS ASSOCIATION (HLA) CONFERENCE

Tristar Group Director for Business Development Karl Mason was one of the speakers at the Annual General Assembly of the Humanitarian Logistics Association (HLA) on October 1 in Nairobi, Kenya. With the theme 'Enhancing public and private sector engagement in Humanitarian Logistics

– shaping the next decade', Mason pointed out that there was a clear difference between commercial logistics and humanitarian logistics when he highlighted Tristar's long record of operations with the humanitarian community in Africa.



He also emphasized the need to have ready-to-deploy personnel with the capacity for rapid response to disaster/emergencies. "Work smarter, not harder, with what you have. Leverage technology to get the most from donor money," Mason added. The HLA is a UK-based non-profit, international membership association for humanitarian

logistics professionals and organizations that respond to take relief and create infrastructure for those affected by global emergencies. "It was a great pleasure to host Karl at the event. He made an excellent presentation that was very well received", said George Fenton, Chief Executive of HLA.

PARTNERSHIP WITH UN GLOBAL LOGISTICS CLUSTER AND WORLD FOOD PROGRAMME (WFP) IN SOUTH SUDAN

Tristar provided warehouse safety training to humanitarian logisticians to enable a safer and more efficient warehousing and distribution operation. The Tristar South Sudan Team led by Country Manager Ravneesh Aujla collaborated with the UN Global Logistics Cluster and the WFP to conduct the training session on October 17. More than 100 national staff working in storage facilities (warehouse assistants, storekeepers, tally clerks) from 53 humanitarian organizations took part in the trainings in three locations (Bentiu, Juba and Rumbek) across the country. The objective of the one-day course was to educate learners about managing the risks of working in a warehouse to help prevent accidents and injuries. Mesfin Woghe, Aviation Operations Manager at Tristar South Sudan, facilitated the training on personal safety, manual handling and worksite safety. The feedback from the participants were positive with 94% of participants rating the training as excellent and relevant for their work. The Logistics Cluster provides coordination and information management to support operational decision-making and improve the predictability, timeliness, and efficiency of the humanitarian emergency response.



EXTENSION OF PARTNERSHIP WITH SOUTH SUDAN FOOTBALL ASSOCIATION



Tristar reaffirmed its partnership with the South Sudan Football Association with the signing of another agreement for a further three years to support the salary of a foreign coach and his assistant as well as the funding of the team jerseys.

Tristar's community initiatives support the youth of local communities by providing opportunities for them to pursue sports and receive professional coaching.

EXTENSION OF SUPPORT TO GABAT SCHOOL, SOUTH SUDAN

Tristar handed over a new classroom with furniture and a girls' toilet block to Gabat Primary School. Minister of Education of Jubek State Dr Wani Ladu attended the handing over ceremony with Tristar South Sudan Country

Manager Ravneesh Aujla. Tristar also added three more computers to accommodate the growing number of students to the computer lab set up by in 2018 at the school.



Tristar employees in the UAE donated books with the aim to establish a book library at the Gabat Primary School. Tristar Group CEO Eugene Mayne presented the library to Jubek State Minister of Education Dr. Wani Sule Lado, With them are the school's principal George Alex and Mr. Aujla.

More than 4,369 students have benefitted from Tristar's support to the Gabat Primary School and Yapa School since Tristar initiated its educational support to South Sudan in 2009.

STUDENT ENGAGEMENT

About 40 MBA students from India who were enrolled at the Institute of Management Technology (IMT) Business School and 22 students from UAE's Heriot Watt University, accompanied by their professors, visited the Tristar Head Office in 2019.

The Tristar Team led by Group Chief Administrative Officer Balaji Nagabhushan hosted the students who were provided insights into the operations of a logistics business.

Dr. Gita Bajaj, professor at the IMT Business School commented:

"Special thanks to all the department heads who took time from their busy schedules to guide our students through the processes of the logistics Industry. Compliments also for the many awards that your Company has won for its CSR initiatives and the zeal and commitment with which the entire team pursues its goals. It was also heartening to know your commitment to Education and Road Safety."



ROAD SAFETY FOR FUTURE GENERATION

Tristar has conducted various road safety awareness campaigns in the community, specifically to children through building private-public partnerships.

Tristar as a major logistics company is highly aware of the potential road dangers. According to the World Health Organization (WHO), there are around 1.35 million fatalities annually from road traffic accidents. It also said that road traffic injuries were among the top 10 leading causes of death and are now a global public health problem. To prevent road accidents, the company has deployed several innovative initiatives and is very proud of its safety record and as a responsible part of the wider GCC community, shares its best practices through community road safety awareness campaigns.

Tristar in partnership with RTA conducted a road safety awareness campaign at a local primary school in 2019.



SDG Target

3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents



OVERVIEW OF ROAD SAFETY CAMPAIGNS



In 2011, in collaboration with Total Middle East and with the support of Dubai Police, the project called “My First License - I Know My Road Rules”, aimed to increase the road safety awareness to over 5,000 school children. Each session with the children included a road safety lecture from experts followed by a road safety quiz. At the end of each session each student was issued a plastic license bearing their photo, name and school name.



In 2015, Tristar in partnership with RoSPA launched a successful road safety awareness campaign among senior high school students. The Gulf News May 5 edition used the headline “Young drivers are more prone to accidents” while The National on the same day said: “‘Horror videos’ send message.” The reporters of both newspapers attended the awareness session at the GEMS Wellington Academy-Silicon Oasis for Year 12 students who were in the 17 to 18 years age bracket and were about to apply for a driving license.



In 2014, Tristar suggested and launched the Road Safety Task Force with the Dubai Chamber’s Center for Responsible Business (CRB).



Since 2017, Tristar has led several seminars on road safety and hosted other organizations to share its best practices through Dubai Chambers’ CRB.



In 2014, Tristar partnered with the Roads and Transport Authority (RTA) of Dubai and the Royal Society for the Prevention of Accidents (RoSPA) of the United Kingdom to implement a road safety project called “Let us go home safely” with a target of training heavy vehicle drivers in the UAE. More than 500 heavy vehicle drivers were trained through this campaign.



Also in 2019, Tristar conducted a road safety campaign in partnership with RTA in-line with the 48th UAE National Day for primary school children to spread the message of road safety to parents and the wider community.



In 2019, Tristar conducted a road safety seminar for all its stakeholders and industry peers in the Kingdom of Saudi Arabia. All the speakers reiterated that 95% of all road accidents are preventable because they are caused by human errors.

CAPACITY BUILDING

The projects are therefore aimed at tackling the issue at the root by raising awareness among children and students who are high-risk road users and the next generation of drivers. The aim was also for the learnings and message to be cascaded to the families of the children to ensure safer roads for all road users. The skills imparted during the projects were aimed to create behavioral change among the participants, which can be taken back to their family and friends. Since

2011, Tristar has been spreading road safety awareness within the community through partnerships with various organizations. Our road safety project complements UNGC Principles as well as UN Sustainable Development Goal No. 3, specifically target 3.6 by 2020, halve the number of global deaths and injuries from road traffic accidents. The project is also in-line with the Dubai Police vision to reduce road deaths to zero by 2020 and Tristar's Goal Zero.





Leadership is the keystone of a successful proactive HSE culture towards achieving Goal Zero. ”

M.S. Sridhar
Group HSEQ & Sustainability Manager

LEADING A CULTURE OF SAFETY

Tristar has committed to support and adopt the 17 UN Sustainable Development Goals – particularly Goal No. 3 on Good Health & Well-being and the UN Global Compact Ten Principles. Tristar works towards maintaining good health, upholding safety and preserving

the environment. With the guidance and visionary leadership of Group CEO Eugene Mayne, HSEQ is a top priority from decision making to operational execution and is an important obligation in all phases of Tristar Operations.



Tristar continues to enhance the established Integrated HSEQ Management System in all processes and operations as part of a continual improvement in achieving 'Goal Zero' initiatives and sustainable operational excellence.

In 2019, Tristar got two major HSE recognitions namely the Occupational Health and Safety Gold Award from RoSPA UK and the Golden

Peacock Occupational Health & Safety Award from the Institute of Directors (IOD), India which demonstrated the company's commitment to HSE. Tristar continued to hold regular meetings of the APEX HSEQ & Sustainability Committee to drive HSEQ and Sustainability Ownership to the line management in achieving the intended HSEQ performance.

HSE CHAMPION PROGRAM

The Group HSEQ Department arranged the HSE Champion Training for key line supervisors based in various locations in the UAE on December 28, 2019. The objective of the HSE Champion training was to develop more HSE leaders in line with the Group CEO's vision within the company to influence the workforce on a day in and day out basis between management and the ground workforce.

The training was held at the Head Office Training Room and was attended by 13 employees. The HSE Champion training

covered the following: Lead Safety and Role of HSE Champions, Enforcement of HSEQ and Sustainability Policies, Risk Identification and Management, Permit To Work system, Incident and Emergency Management, Measuring Proactive and Reactive Performance, Disciplinary Actions and Rewards, and the sustainability strategy and practices of the company.

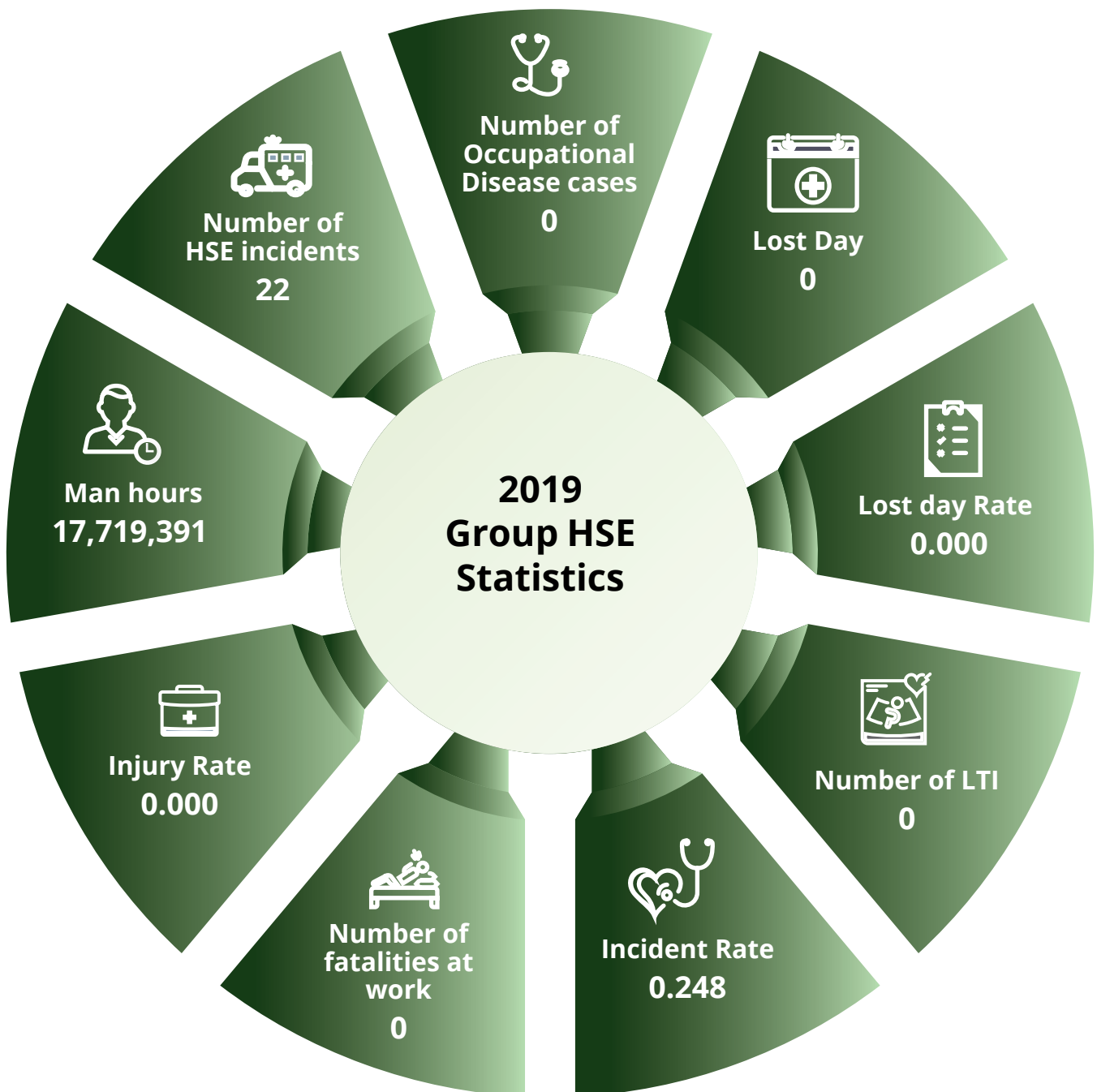
Group HSEQ & Sustainability Manager M.S. Sridhar conducted the training and the same module is extended across the global network through the respective HSEQ Advisors.



HSE STATISTICAL PERFORMANCE

HSE records in 2019 show yet another year without any fatality. The establishment of IMS Objectives and Targets helped to identify

the reactive and proactive key performance indicators of the organization.



EMERGENCY RESPONSE & PREPAREDNESS

RTW MEGA DRILL EXERCISE

The Road Transport and Warehousing Dubai and Abu Dhabi branches jointly collaborated to test the company's Emergency Response preparedness on June 27, through a 'Mega Rollover Drill' with a Fuel Tanker simulation of a driver injury, spillage and fire.

The drill scenario had a tanker loaded with 36,000 liters of Diesel which rolled over in the I-CAD 3 area in Abu Dhabi after the driver was forced to apply harsh brake to avoid collision with a 3rd party vehicle which suddenly swerved in front of the tanker.

The driver was not badly hurt because he was wearing a seat belt. He was able to get out of the prime mover from the right door as the prime mover and tanker had fallen to the left side. Simultaneously the 3rd party vehicle hit the rear side of the tanker, which resulted in product leakage. The driver immediately went back to the prime mover to get the Spill Kit, Portable Fire Extinguisher, TREM Card and Safety Data Sheet (SDS) of Diesel. Once he

reached the spillage area, a fire broke out ignited by the spark of the exhaust of passing another 3rd party vehicle.

The driver then ran 200 meters away from the incident site since it was out of his control and called 999 for Civil Defense and Ambulance assistance.

The driver then called the Tristar Hotline and informed the Base Coordinator of the Dubai branch about the incident. The Base Coordinator-Dubai then informed the Incident Commander-Dubai and Group HSEQ & Sustainability Manager and set up the crisis management room along with the Communication Team Leader.



The Incident Commander-Dubai then informed the Incident Commander-Abu Dhabi about the spillage thereby activating the Tristar Abu Dhabi ERP. The authorities such as the Police, Civil Defense and Ambulance did their part in the emergency situation. Once the fire was put off, the Civil Defense handed over the incident site to the Incident Commander-Abu Dhabi who oversaw the product transfer.

The Abu Dhabi branch's Emergency Controller and HSEQ Advisor subsequently arranged to

lift the tanker with a mobile crane following the Permit To Work (PTW) system which ensured that HSE controls are being executed. With the help of the Emergency Response Team, the site clean-up was done and all the waste materials were removed.

The Incident Commander-Abu Dhabi then called off the drill and informed the Head Office's Incident Commander about the progress. Also, the customers and authorities were simultaneously informed.



The mega rollover drill was monitored by customers such as ADNOC, Shell, BP, Total, Linde and others guests namely Abu Dhabi Civil defense, Police and Ambulance. After the drill, the Group HSEQ & Sustainability Manager conducted a de-briefing session with the Abu Dhabi ERP Team, customers and authorities and discussed the pros and

cons of the drill. Tristar Road Transport and Warehousing GM Shivananda Baikady then closed the de-briefing and thanked everyone for their participation. The Abu Dhabi Civil Defense gave a rating of 100% for the mega drill response, thereby confirming that Tristar is prepared and trained to tackle an emergency situation such as a vehicle rollover.

OIL SPILL DRILL

In line with ERP testing for Tristar vessels in 2019, the Shipping Team conducted the test on Tristar Spirit, a 'Bunker Oil Tanker' which is under Fleet Management Limited and chartered to Shell. During the testing, the team simulated an oil spill and oil slick in the water during her routine bunker supply operations. A Full Scale Tier 2 Oil Spill Exercise was conducted by involving Tristar Energy, Shell, Fleet Management Limited, Port Authority, Port Agent, Class and UAE Flag Authorities. This allowed the company to evaluate the capability of the entire team to combat an oil spill on the vessel. In addition, the drill helped test the capabilities of Tristar Energy in dealing with emergency occurring on board vessels at any time.



ANNUAL SAFETY DAY



The Tristar Shipping Business conducted its Annual Safety Day on December 9 and 10 at the Port of Fujairah and SOHAR Port and Freezone, respectively. The Fujairah event was attended by representatives from Shell, BP, Synergy, FML, and Port of Fujairah. "Being one of the leading private shipping companies, we actively promote team building practices which aim to improve the safety awareness, knowledge and performance of our floating staff," explained Tristar Shipping Fleet Manager Henri B. de Gersigny during the gathering. The following topics were discussed in the event: Enclosed Space Entry, Mental Health, Identifying Near Misses, Weak Signals, as well as General Safety in port and onboard the vessels. The event was followed by Tristar Shipping CEO Chris Peters carrying out a visit onboard Tristar Glory where he commended the staff for their efforts in managing and operating the vessel in a safe and efficient manner. Mr. Peters reiterated that Tristar's most important resource is its employees and their Health and Safety are top priorities.

SAFETY AT SEA CONFERENCE

Tristar conducted a “Safety At Sea” conference on November 10, 2019, highlighting the importance of managing the mental and physical wellbeing of crew at sea. Group CEO Eugene Mayne shared the findings of the P&I Club that the rate of suicide among seafarers has more than tripled since 2014.

The conference stressed on addressing the topic of mental health among seafarers due to the nature of their job. In addition to reaching more than 150 conference attendees, the sessions were also live streamed to over 500 seafarers in crewing centers in India and the Philippines.



Speakers at the session included Bharat Batia, Maritime Manager at Shell Ports and Terminal Assurance; Susie Hill, Global Health Promotion Manager; CPO Anne McGarva, Royal Navy - UKMTO; and Ajit Natu, Head of Tanker Operations, Fleet Management Ltd. Furthermore, the conference hosted panel discussions with industry speakers who covered topics such as Preventing Mooring Rope Failures, Crew Mental and Physical Well-being, IMO 2020, Cyber Risk

Management, Smart Ship and Artificial Intelligence for Ships.

As a follow up, Tristar arranged an interactive training session for 30 senior ship staff on December 10, 2019 in Mumbai, India. Participants were trained in Psychological First Aid and were shown how to be able to detect symptoms of mental distress and how to deal with those in distress.

SAFETY PARTNERSHIPS

TRISTAR-SHELL PARTNERS IN SAFETY

Tristar Shipping led by COO David Pereira and Commercial Director Shailesh Bildikar organized the Shell Partners in Safety (PiS) Forum on June 18 in Dubai which was attended by managers from Shell, Bahri Shipping, VM International, Gulf Energy Maritime, Emarat Maritime, ITM Dubai, UACC and Red Sea

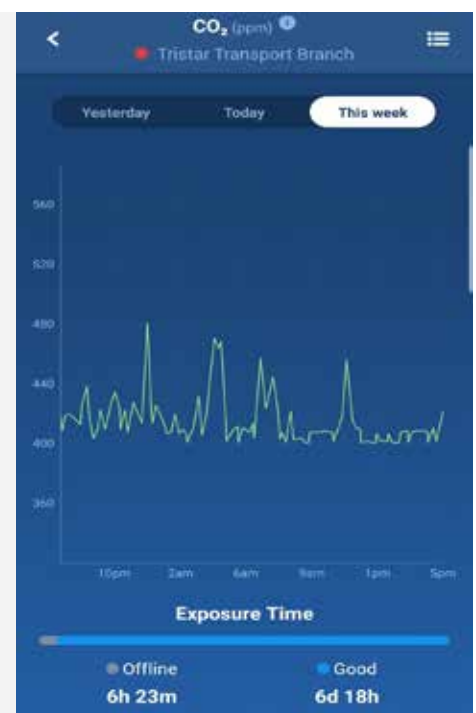
Marine. The PiS Forum shared best practices in order to achieve a step-change in safety performance. The forum also discussed critical matters such as security of ships in the region, as well as encouraged ideas to develop procedures to safe guard vessels.



LIVE AIR QUALITY MONITORING AT JAFZA AND KSA WAREHOUSE

Tristar has installed live air quality monitoring stations at its JAFZA and KSA warehouse to ensure the highest health and safety measures for our employees. The monitor is equipped to provide emergency alerts in the unlikely scenario of any air pollutants exceeding regulatory standards in order to initiate remedial action.

'The DMCC 5-Star Rating Certificate was received by Tristar HQ Warehouse for the 4th time and by Warehouse 2 for the 3rd time.'



ROAD SAFETY AWARENESS CAMPAIGNS

TRISTAR ROAD SAFETY SEMINAR IN KSA

Tristar hosted a Road Safety Seminar in Riyadh, Kingdom of Saudi Arabia on April 17.

Tristar Group CEO Eugene Mayne opened the seminar and said that to reduce road accidents and fatalities, drivers should change bad habits like speeding, talking on the mobile phone while driving and not following rules. He added that Tristar will continue to spread road safety awareness in the Kingdom.

Tristar has been promoting road safety awareness in the United Arab Emirates for several years in collaboration with the Center for Responsible Business of Dubai Chamber and the Traffic Department of the Roads and Transport Authority.



The first speaker, Robert Burgon, Executive Head of Training at the Royal Society for the Prevention of Accidents (RoSPA) explained that drivers can avoid accidents by being

focused while driving so that they don't get distracted and ensure they make the right judgements specially at junctions and intersections.

ROAD SAFETY EXPERTS FROM KSA

The other KSA-based road safety experts were Farhad Amer, Head of HSE at FAHSS/ TUV NORD; Muhammad Farhan, Saudi Aramco Chair Professor and Director of Traffic and Transportation Engineering at University of Dammam; Mohammed Hawsawi, Global SC EHSS and Sustainability

at SABIC; and Muath Alturaif, Civil Engineer at National Road Safety Center – KSA who shared their best practices in Road Safety. All the speakers highlighted that 95% of all road accidents are preventable because they are caused by human errors.

"I would like to thank Tristar for organizing this seminar, and creating this opportunity to share the knowledge and learn about road safety and for giving us the platform to connect and build the relations with the different organizations," expressed Ms. Miasem Bajowaiber, the only woman speaker at the event. She is a civil engineer with the National Road Safety Center – KSA.



"Cars are dangerous machines. It is important to understand the risks associated with cars so paying attention to the rules and following them is essential for avoiding road accidents. With having a background in civil engineering in the road safety field, it is helping me getting involved with the road infrastructure and design guidelines in order to design and regulate safer roads for our transport system," she added.



RTA AND TRISTAR JOINT ROAD SAFETY CAMPAIGN

Tristar supported the Dubai Road Transport Authority's Campaign 'Road Safety is the Responsibility of All'. As part of the campaign, Tristar organized a 'Kid's Traffic Arena' for

the school children at Dubai Modern School, providing them safe driving rules like stopping at pedestrian crossings, wearing seat belt, not using mobile phone while driving, etc.



Tristar volunteers guided 10 children in a given time to 'drive around' in pedal cars inside the traffic arena. The idea behind the campaign was to increase road safety awareness among

school children who can remind their parents who drive to follow basic traffic rules and road safety guidelines like not using mobile phone while driving.





DUBAI CHAMBER – ROAD SAFETY AWARENESS

On March 28, 2019, Dubai Chamber of Commerce and Industry hosted a seminar at its premises as part of its effort to raise awareness about road safety among the local business community. The seminar was organized by members of the chamber's Sustainability Network's Road Safety Task Force, to highlight safe driving practices and

the importance of seat belts in protecting the safety of drivers. The event featured a presentation from Tristar RTW, Assistant GM for Operations Arundhan Alphonse on changing drivers' behavior to eliminate road accidents and fatalities. Tristar is the Lead company of the Road Safety Task Force since 2014.

A DAY WITHOUT ACCIDENT – DUBAI POLICE CAMPAIGN

For the second consecutive year, Tristar has supported Dubai Police's 'A Day Without Accident Campaign'. Dubai Police encouraged drivers in Dubai to make an online pledge and urged them to drive safely and have an accident-free day on September 2, which is the start of the new academic year. To ensure smooth traffic on the first day of school, Dubai Police had extended the campaign to encourage pedestrians and other road users to follow safe road behaviors. The Group HSEQ Team, along with the Road Transport

Operations Team, promoted the campaign on August 30 at the new staff accommodation. Around 181 drivers and administrative staff participated in the campaign and showcased their commitment towards road safety.





ROSPA HEALTH & SAFETY EXCELLENCE FORUM

Tristar Group CEO Eugene Mayne shared the company's international best practices on road safety at the RoSPA Health and Safety Excellence Forum held at the Waldorf Astoria Financial Centre Dubai on October 21.

Mr. Eugene Mayne presented the Occupational Health and Safety challenges faced by Tristar and how Tristar's 4 E's HSEQ Management System have helped to overcome the challenges to achieve a high level of road safety performance over the years. Tristar is a 10-time RoSPA Gold Award recipient for consistently leading a very high level of performance in health and safety management systems and culture. Tristar has partnered with RoSPA in its Road Safety Awareness campaigns since 2014 in the UAE, Oman and recently in the KSA.



EXTERNAL HSEQ COMPLIANCE AUDIT

GPCA (GULF PETROCHEMICALS AND CHEMICALS ASSOCIATION) - GULF SQAS AUDIT

Gulf Sustainability & Quality Assessment System is a system to evaluate the quality, safety, security and environmental performance of Logistics Service Providers and Chemical Distributors. The Gulf SQAS Assessment scope covered the Tristar Head Office with Transportation and Warehousing services and the JAFZA South facility's Warehousing and ISO Tank Cleaning services.

It was an eight day exclusive audit at the Head Office and JAFZA South facility where the auditor, Francisco José from Spain, carried out the audit on HSSEQ (Health, Safety, Security, Environment & Quality) performances of the Road Transportation, Warehousing and ISO Tank Cleaning services. Collectively, the Tristar Head office and JAFZA South scored more than 90%.



The Gulf Petrochemicals and Chemicals Association (GPCA) represents the downstream hydrocarbon industry in the Arabian Gulf. It supports the region's petrochemical and chemical industry through advocacy, networking and thought leadership initiatives. Tristar has been assessed by SQAS since 2012.

CHEMICAL DISTRIBUTION INSTITUTE-TERMINALS (CDI-T) ASSESSMENT

Tristar owns and operates a Chemical Terminal in Jebel Ali Free Zone in Dubai. The Tristar Chemical Terminal is a member of the Chemical Distribution Institute – Terminal (CDI-T) and has undergone an assessment by the CDI-T assessor to demonstrate the company's commitment to Responsible Care

and compliance to the Chemical Supply Chain's Sustainability Triangle.

The TCT was inspected successfully by the CDI-T Assessor on November 2019. The TCT is listed as 'Tristar Transport LLC (branch) (T)' in CDI T members' list.



ISO SCOPE EXTENSION & SURVEILLANCE AUDITS

Tristar's Integrated Management System (IMS) extended its geographical scope to cover JAFZA South facility, Kingdom of Saudi Arabia and Oman for ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards by DNV GL. To achieve certification, Tristar's IMS was audited for 10 man-days in the three locations and one man-day at the Tristar Head Office. ISO Scope Extension audit was completed successfully without any

major non-conformance and the auditors recommended for certifications for all three facilities. The first surveillance audit for ISO 39001:2012 for the Head Office was completed successfully without any non-conformance and the certification status is being maintained. Also the second periodic audit for the Road Transport and Warehousing (RT&W) IMS was completed successfully in November 2019.

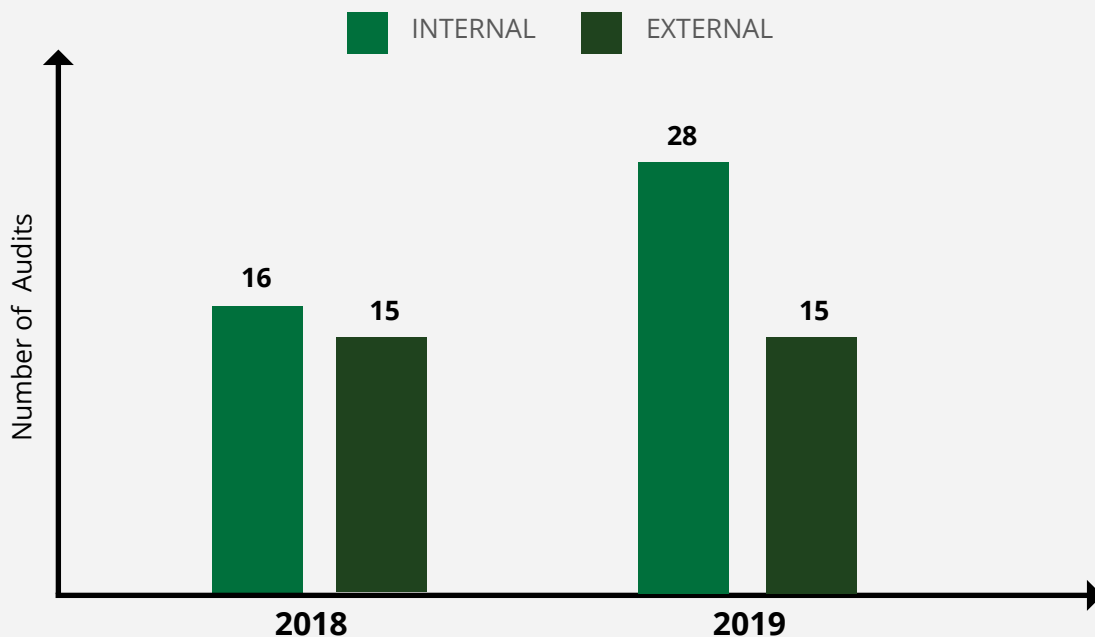
INTERNAL AND EXTERNAL HSEQ MS AUDITS

Tristar makes sure that all operations are carried out with highest standards of Health, Safety, Security, Environment and Quality (HSSEQ) in order to achieve Operational Excellence. To evaluate the HSSEQ compliance status and with the intention of continual improvement of the Integrated Management System (IMS), the group's HSEQ Assurance Team conducted the HSEQ MS Audits across Operative Locations, Corporate Processes, Accommodation and Contractors. The operative locations includes RT&W Operations, Shipping division and Remote Fuel and Turnkey Operations.

In addition, Tristar was audited by customers and other certification/accreditation bodies more than 15 times in 2019. These external audit includes audits by Tristar's esteemed customers like Shell, BP, Total, ADNOC and other International HSEQ Compliance Standards like ISO, Gulf SQAS, DMCC, ISM Code, CDI-T and JIG.



Group HSEQ MS Internal & External Audits



GROUP CAMPAIGNS AND TRAININGS

GLOBAL SAFETY DAY

Tristar celebrated the International Labor Organization's World Day for Safety and Health at Work (April 28) and the UN Road Safety Week (May 6 to 12) on May 2, 2019. Every year Tristar drives the Safety Culture with its own theme. In 2019, Tristar launched the safety theme: 'Safety is an obligation that cannot be achieved on a fix it tomorrow attitude'. In the UAE, this campaign was held at the Tristar HQ Training hall with several customers and Tristar employees in attendance. The external speakers included

Roshan Menon of Emirates Airlines, Arinana Rajarao of Shell and Abdelrahman Elshami of Continental Middle East who all shared their best HSE and Road safety practices.

A firefighting simulator was set up outside the Head Office building where employees and guests had the opportunity to have a practical experience in firefighting. All operations in the UAE and across the global network also conducted their own programs using the same theme.



Tristar awarded "HSSEQ Employee of the Year 2019" to Mr. Hanifa Ismail from Tristar Transport - Dubai for Gold Category, Mr. Kavin from Tristar Chemical Terminal - JAFZA for Silver Category and Mr. Pritma Shina from Tristar Fuel Operation - South Sudan for Bronze Category.

WORLD ENVIRONMENT DAY

World Environment Day (WED) on June 5, 2019, was celebrated across the Tristar global network with the annual tree planting activities and the theme of the year was 'Beat Air Pollution'. More than 600 saplings and trees were planted which highlights Tristar's ongoing commitment to carbon management and environmental protection.

In addition, about 50 children of UAE and global staff participated in a coloring competition with the theme of 'Air Pollution' initiated by the Recreation and Happiness Committee. The colored sheets were displayed at the Head Office in Dubai.

Tristar UAE celebrated WED on June 16 with over 90 staff in attendance and an opening address from the Group HSEQ and Sustainability Manager M.S. Sridhar. Two external speakers at the event - Vishnu Sunil Research Officer of Emirates Environmental Group (EEG) and P.R. Jagannathan, Manager Sustainability, Trakhees, talked about the UN Sustainable Development Goals and International and Local Environmental Best Practices, respectively. Tristar also launched its 2018 Sustainability Report at the event with Tristar Group CEO Eugene Mayne handing over the first copy to EEG Chairperson Habiba Al Marashi.



QUARTERLY SAFETY MEETINGS

Tristar conducted Quarterly Safety Meetings for the year 2019 to further enhance the drivers' commitment to uphold the highest HSE culture. In the first meeting on February 22, Group CEO Eugene Mayne challenged every driver to not only avoid accidents but also to avoid road traffic violations. Driver Behavior Based Safety was explained by Gulf SQAS Assessor Francisco José. The second speaker, Piero Ricotti of TECNOSISTEMI SOLUTIONS, had a Hearts & Minds session on how to 'Arrive Alive'. The participants including the guests took a pledge to uphold the Tristar's 5S Road Transport Golden

Rules led by Kannan Vilasini Driver and Fleet Management Supervisor.

The next Quarterly Safety Meeting was held on July 26 at the Dulsco Events Arena in Al Quoz, Dubai, where GM for Road Transport and Warehousing Shivananda Baikady highlighted to drivers the staggering number of injuries from road accidents. According to the World Health Organization, about 1.35 million die because of a road traffic crash, but between 20 and 50 million people suffer non-fatal injuries, with many incurring a disability because of their injury.



Tristar has awarded 766 drivers in the year 2019 across the group.

The last meeting for 2019 was held on November 15 where Tristar Group HSEQ & Sustainability Manager M.S. Sridhar opened the meeting with theme of the World Day of Remembrance for Road Traffic Victims 'LIFE IS NOT A CAR PART'. Guest speakers were from Shell, Total and DOW Chemicals. A number of drivers were rewarded for using their Stop Work Card and for qualifying under the

Drivers' Professional League. Tristar Group operations in South Sudan and Central African Republic also conducted their own Quarterly Safety Meeting on August 2 in Juba and August 10 in Bangui, respectively. In Bangui, fire safety was discussed while in Juba the participants were briefed on HSEQ KPIs, LFI and health issues such as the Ebola virus.

GRI CONTENT INDEX



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure	Page number(s) and/or direct answers	UN SDGs	Omission		
				Part Omitted	Reason	Explanation
GRI 101: Foundation 2016						
General Disclosures						
GRI 102: General Disclosures 2016	Organizational profile					
	102-1 Name of the organization	Tristar Transport LLC				
	102-2 Activities, brands, products, and services	09,10				
	102-3 Location of headquarters	54				
	102-4 Location of operations	13				
	102-5 Ownership and legal form	Tristar is a subsidiary of Agility, which owns the majority of its shares				
	102-6 Markets served	9,10,13				
	102-7 Scale of the organization	9,10,11,13				
	102-8 Information on employees and other workers	66-68,70-74	8			
	102-9 Supply chain	Tristar’s supply chain consists of suppliers of our fleet, maintainance services/parts and fuel				
	102-10 Significant changes to the organization and its supply chain	None				
	102-11 Precautionary Principle or approach	45,47,49,51,56,59,62				
	102-12 External initiatives	78,79,83-89				
	102-13 Membership of associations	4,5,58,73				
	Strategy					
	102-14 Statement from senior decision-maker	4,5				
	Ethics and integrity					
	102-16 Values, principles, standards, and norms of behavior	10,11,25-29	16			
	Governance					
	102-18 Governance structure	25,26				
102-21 Consulting stakeholders on economic, environmental and social topics	18-21	16				

GRI Standard	Disclosure	Page number(s) and/ or direct answers	UN SDGs	Omission		
				Part Omitted	Reason	Explanation
General Disclosures						
GRI 102: General Disclosures 2016	Stakeholder engagement					
	102-40 List of stakeholder groups	Board, Employees, Govern- ment, Customer, Supplier, Associations and NGOs				
	102-41 Collective bargaining agreements	Collective bargaining agreements are not cur- rently permitted in the UAE.				
	102-42 Identifying and selecting stakeholders	18				
	102-43 Approach to stakeholder engagement	19				
	102-44 Key topics and concerns raised	21				
	Reporting practice					
	102-45 Entities included in the consolidated finan- cial statements	17				
	102-46 Defining report content and topic Bound- aries	17				
	102-47 List of material topics	21				
	102-48 Restatements of information	None				
	102-49 Changes in reporting	None				
	102-50 Reporting period	Calendar year 2019				
	102-51 Date of most recent report	The sustainability report for the year 2018 was published in the year 2019				
	102-52 Reporting cycle	Annual				
	102-53 Contact point for questions regarding the report	CSR@tristar-group.co				
	102-54 Claims of reporting in accordance with the GRI Standards	17				
	102-55 GRI content index	110				
	102-56 External assurance	Tristar has not sought external assurance of the report				

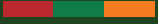


GRI Standard	Disclosure	Page number(s) and/ or direct answers	UN SDGs	Omission		
				Part Omitted	Reason	Explanation
Material Topics						
GRI 200 Economic Standard Series						
Economic Performance						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41,42,43				
	103-2 The management approach and its components	41				
	103-3 Evaluation of the management approach	41				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	42,43	8			
Anti-corruption						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	25				
	103-2 The management approach and its components	25,26				
	103-3 Evaluation of the management approach	25,26,27				
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	29	16			
GRI 300 Environmental Standards Series						
Energy						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54				
	103-2 The management approach and its components	54				
	103-3 Evaluation of the management approach	54				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	55				
	302-4 Reduction of energy consumption	54,55	12			

GRI Standard	Disclosure	Page number(s) and/or direct answers	UN SDGs	Omission		
				Part Omitted	Reason	Explanation
Water						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	47				
	103-2 The management approach and its components	47				
	103-3 Evaluation of the management approach	47				
GRI 303: Water 2016	303-1 Water withdrawal by source	48				
	303-3 Water recycled and reused	49	6,12			
Emissions						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	60				
	103-2 The management approach and its components	60				
	103-3 Evaluation of the management approach	60				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	60				
	305-2 Energy indirect (Scope 2) GHG emissions	61				
	305-3 Other indirect (Scope 3) GHG emissions	61				
	305-5 Reduction of GHG emissions	62	13			
Effluents and Waste						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	58				
	103-2 The management approach and its components	58				
	103-3 Evaluation of the management approach	58				
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	49	6,14			
	306-2 Waste by type and disposal method	59	6			
Environmental Compliance						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,110				
	103-2 The management approach and its components	9,110				
	103-3 Evaluation of the management approach	9,110				
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	During the reporting period no non-compliance with environmental laws and regulations were reported within Tristar's operations				



GRI Standard	Disclosure	Page number(s) and/or direct answers	UN SDGs	Omission		
				Part Omitted	Reason	Explanation
GRI 400 Social Standards Series						
Occupational Health and Safety						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	91,104				
	103-2 The management approach and its components	99-106				
	103-3 Evaluation of the management approach	91,92,104-106				
GRI 403: Occupational Health and Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	93				
Training and Education						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	67,72				
	103-2 The management approach and its components	67,72				
	103-3 Evaluation of the management approach	72				
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	68,72	8			
	404-3 Percentage of employees receiving regular performance and career development reviews	100% of Tristar employees receive regular performance and career development reviews				
Diversity and Equal Opportunity						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	70,71				
	103-2 The management approach and its components	70,72				
	103-3 Evaluation of the management approach	70,73				
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	Salary structure at Tristar for particular position is same irrespective of gender. The ratio is 1:1.	5,8			
Local Communities						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	78				
	103-2 The management approach and its components	77				
	103-3 Evaluation of the management approach	77,79-85				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	78-89	3,4			



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