



Impala Terminals Group

# Sustainability Report 2025

# Critical global storage infrastructure

We deliver world-class storage infrastructure and related services for essential resources to our customers across the globe.

We own and operate infrastructure for the essential resources that underpin everyday life, connecting global markets by providing safe, reliable and efficient storage, handling and movement of liquid, dry bulk and container cargos.

Through a growing diversified portfolio of strategically located terminals, warehouses and multimodal transport assets, Impala Terminals supports the global trade of commodities by providing producers and consumers essential storage and infrastructure solutions worldwide. We facilitate access to international markets, simplify complex supply chains and help to make our customers more efficient.

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## Our strategy

- **Connecting markets:**  
Provide a global infrastructure platform that facilitates the supply of essential resources across international markets
- **Operational excellence:**  
Deliver reliable and efficient liquid and dry bulk end-to-end services for partners and customers worldwide
- **Responsible business:**  
Maintain a firm commitment to the health and safety of our people, protection of the environment and engagement with local communities, aligned with the highest standards and industry best practices

## Our ownership

**Trafigura** IFM Investors 

Impala Terminals is a 50:50 joint venture between leading global supply chain and commodities company Trafigura and global institutional investor and asset manager IFM Investors.

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# At a glance



12%

Reduction in Scope 1 and Scope 2 GHG emissions<sup>4</sup>



USD 1.7 billion

Global portfolio of strategically located storage infrastructure assets



1,700+

Employees globally<sup>3</sup>



0.41

Lost time injury rate<sup>5</sup>



3.7million m<sup>3</sup>

Liquid storage capacity<sup>1</sup>



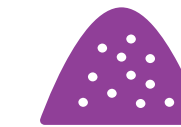
30 terminals

Owned and operated (liquid and dry bulk)



99%

Compliance with preventive maintenance programmes



6.7million tonnes

Dry bulk capacity<sup>2</sup>



266,000

TEU containers handled



0

Severe environmental incidents reported



More data is available in the [Sustainability Databook](#) ↗

- 1 Our liquid storage asset in Rotterdam will increase the liquid storage capacity by 1.3 million m<sup>3</sup> when it becomes fully operational in 2026.
- 2 Dynamic capacity, throughput volumes per annum, expressed in million metric tonnes.
- 3 Number of employees at end of year 2025.
- 4 Reduction in 2025 aggregated Scope 1 and Scope 2 emissions, compared with 2023.
- 5 The number of injuries that resulted in time lost from work amounting to at least one day (or shift) by employees and contractors working on Impala Terminals-owned or managed sites per million hours worked.

# CEO statement

2025 was a breakthrough year for Impala Terminals – one in which we strengthened our performance and financing, positioning the business for long-term, sustainable success.



Impala Terminals  
Rotterdam,  
Netherlands

**Nicolas Konialidis**  
CEO



This, our sixth annual Sustainability Report, showcases the progress we made in 2025 to improve operational efficiency, further enhance our risk management and safety systems, deploy new technologies, develop our people and minimise our impact on the environment. We have built the resilience needed to thrive in an evolving market and regulatory environment, to take advantage of future opportunities and address coming challenges.

As a leading global storage infrastructure owner and operator, Impala Terminals plays an important role in facilitating the transition to a more sustainable global economy.

Our diversified portfolio of storage terminals supports the world's growing need for energy security and enables access to essential metals and minerals critical to the energy transition. We are proud to contribute to the creation of resilient and responsible value chains that connect industries and communities around the world.

## A sustainable platform for future growth

A landmark achievement in 2025 was our successful refinancing and inaugural US private placement – both heavily oversubscribed. These transactions demonstrated strong confidence from institutional investors and underlined the high regard for Impala Terminals as a well-rated, high-performing infrastructure business. This milestone marked the completion of our evolution towards a unified, mature capital structure, consolidating legacy financings under a single platform.

We have made substantial progress in applying technology and digital solutions to strengthen performance, support business expansion, enhance productivity and improve the resilience of our operations. From expanding terminal automation and improving back-office systems, to deploying advanced data management tools, deepening our digital capabilities will be key in enabling us to work smarter, drive productivity and manage risk more effectively.

With increased financial flexibility, a strengthened capital position, and continued significant investment in physical assets, people and technology, we have established a firm foundation to support our future growth ambitions.

## Embedding operational excellence

Operational excellence begins with health and safety, which remains our highest priority and the foundation of everything we do. Early in 2025, we experienced the tragic loss of a contractor at one of our terminals. This deeply saddening incident reinforced our collective commitment to our vision of zero harm. Following a thorough investigation, we responded swiftly by accelerating the implementation of our new contractor management framework and ensuring lessons learned were shared across the business.

Our overall safety performance has improved significantly in recent years, as evidenced by a significant reduction in the number of accidents. Nevertheless, our focus is unwavering, and the elimination of serious injuries and fatalities remains paramount. Our Golden Rules and safe working practices are non-negotiable, and we continue to cultivate a safety culture based on accountability, leadership visibility and care for one another. We have made substantial progress and are on schedule to achieve certification to

the international occupational health and management system standard ISO 45001 for all our terminals globally in 2026 – an important milestone on our journey toward excellence.

We also continue to invest in operational efficiency, people development and capacity expansion. Our group-wide asset integrity plan, underpinned by a new technology platform, is optimising equipment performance and maintenance management across all terminals.

I am especially proud that our teams delivered a strong performance and sector-leading service for our clients during an intensive year of construction across multiple projects and exceptionally high utilisation rates across our global network.

While robust growth over the last 5 years has impacted our ability to meet our absolute GHG emissions reduction target for the dry bulk business, our efficient management of the increased activity has resulted

significant improvements in terms of emissions intensity. Building on this, I am pleased to announce we have introduced a company-wide decarbonisation strategy that will guide our efforts in the years ahead. This includes a new target to reduce GHG emissions by 30 percent by 2032, a key milestone towards a future net zero target.

We have also implemented measures to optimise water use at our terminals and continue to work with external

experts to ensure we uphold the highest standards for environmental stewardship and incident preparedness.

### Investing in our people

We are grounded in collaboration and teamwork, accountability and integrity, and operational excellence and efficiency. We work hard to create the conditions in which our people can succeed, and I recognise the depth of talent and experience across our business. We seek to cultivate the leaders of tomorrow from within Impala, supported by sector leading employee development programmes and a well-established competency framework.

In 2025, we focused on strengthening critical capabilities in key strategic functions, and ensuring we have the right people with the right skills in the right locations. We offer valuable and relevant development opportunities through our learning pathways and training programmes. This investment in our teams – alongside continued capital investment in our infrastructure – is central to building a resilient, high-performing organisation, well positioned for future growth.

Our people come from a wide range of backgrounds, and we value this diversity for the breadth of perspectives and experience it brings. The majority of our workforce are recruited from the local communities

in which we operate. By providing meaningful employment opportunities and engaging actively at the local level, we continue to deepen our relationships with host communities and support the social licence on which our operations depend.

### Looking ahead

2026 promises to be an exciting year. Our state-of-the-art Rotterdam liquids terminal and new dry bulk warehouse in Arica, Chile, will become fully operational, expanding our global portfolio by adding two new strategic hubs to our network.

We will further align our corporate disclosures and related practices with the reporting requirements of the revised Corporate Sustainability Report Directive and the international standards to which we are committed, such as the United Nations Global Compact. These frameworks help ensure our disclosures reflect both the expectations of our stakeholders and the responsibilities we embrace as a global infrastructure business.

Our success in 2025 was made possible through the hard work, collaboration and commitment of our people around the world. Their commitment to deliver operational excellence is what defines Impala Terminals. I am sincerely grateful to the management team and all my colleagues, to our clients, investors and stakeholders, for their continued trust and partnership.

As we move forward, we do so with strong momentum, solid foundations and a shared belief in what we can achieve together. I look forward to the new opportunities ahead – continuing to build a safer, more efficient and more sustainable business for the future.

**Nicolas Konialidis,**  
CEO



Impala Terminals  
Huelva, Spain

# Our business

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Impala Terminals Huelva, Spain

# About us

Impala Terminals is a market leader in the global storage infrastructure industry. We design, build, own and operate infrastructure assets in key, fast-growing community markets.

In total we own and operate 30 dry and liquid terminals in 20 countries and employ over 1,700 people. Our global portfolio of storage infrastructure provides reliable and efficient end-to-end market access for our global customers, which include leading global trading, mining and energy companies.

We focus on operational excellence and efficiency, providing industry-leading capabilities across an extensive range of products and diverse geographical footprint. We operate to a defined Impala framework with the highest environmental, safety, social and governance standards.

Our continued success and ability to deliver reliable, safe and efficient services across our global network depends not only on the quality of our infrastructure and operations, but also on the strength of our organisational culture.

## Performance excellence culture

Through adopting a shared set of cultural principles, we ensure that every employee is aligned with our purpose, committed to safety and sustainability, and empowered to contribute to the resilience and long-term success of the business.



## Performance excellence principles

The behaviours and mindset fostered by our cultural principles underpin our approach across our activities:

### Efficiency

Harnesses skills, business knowledge and operational best practices to perform with exceptional efficiency, quality, and reliability. Champions and embraces innovation, new technologies and process optimisation.

### Accountability and Integrity

Owens actions, decisions, conduct and results. Empowered to speak up. Delivering on company and individual goals with integrity, care and compliance with relevant laws and regulations.

### Collaboration and Teamwork

Works effectively with others, builds positive relationships, and contributes to team goals through open communication, cooperation, and mutual support. Curious and open, with a learning mindset.

# Our assets

Our strategically located storage infrastructure assets connect producers and consumers worldwide, providing market access for essential commodities critical to everyday life.

## Dry bulk assets

We operate a diversified network of ports, terminals and multimodal reception capabilities assets in key locations across Europe, Central & Latin America, providing tailored solutions for the efficient, end-to-end delivery of base metals and diversified cargoes.

Our Dry Bulk terminals facilitate the flow of base metals such as copper, zinc and lead, from source to international end markets safely, efficiently and securely in bulk vessels or containerised lots.

Our blending services enable customers to achieve required product specifications, while also providing access to and optimised use of our storage infrastructure.

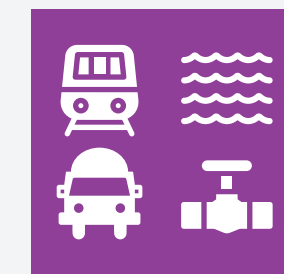
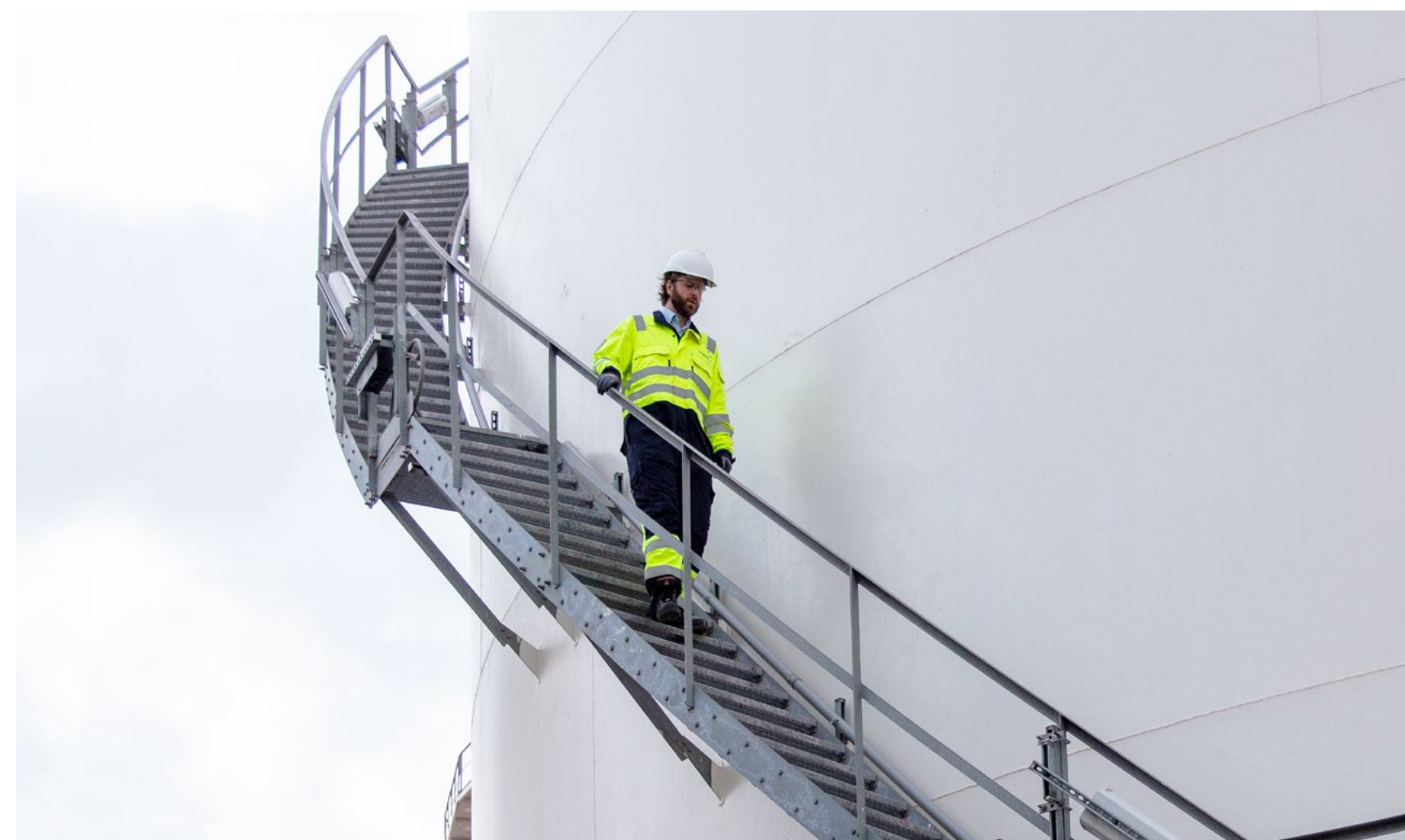
These metals also have wide use across electrical networks, renewable energy, batteries and infrastructure development, all essential to the energy transition and developing economies.

## Liquid bulk assets

We provide bulk liquid energy producers, retailers and traders with safe, clean and efficient storage and handling of their products across Europe, Central & Latin America, Africa, the Middle East and Australia.

Our refined products terminals are primarily located in emerging markets where we provide essential import infrastructure integral to national energy supply security.

Our facilities play a key role in connecting imported products from global refining hubs via Impala port infrastructure to Impala storage terminals and subsequently to local downstream distribution networks by road or rail loading racks.



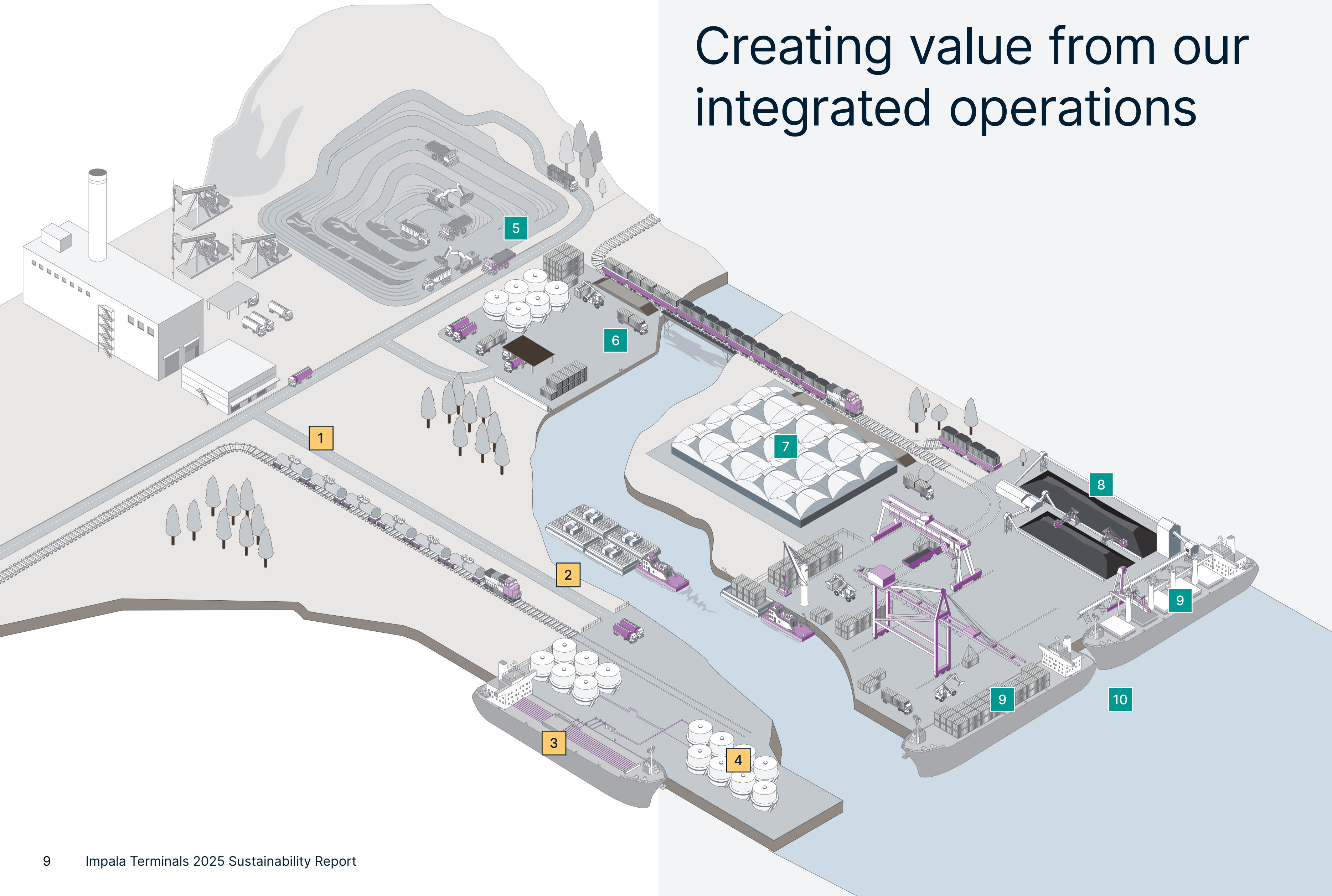
## Asset services

Through multi-modal transport options available to us (train, fluvial, truck or pipeline) we connect inland locations with global trade flows, simplifying complex movements of commodities for our customers.

We provide freight forwarding services, efficiently handling large volumes at competitive rates through strong relationships with major shipping lines and regional carriers specialising in local routes.

Our global asset base and local market knowledge allow us to offer material reception, material and container storage, container stuffing and unstuffing, laboratory sampling and testing, and customs clearance services.

# Creating value from our integrated operations



## Liquid bulk

- 1** Multi-modal transport  
trucks, rail, fluvial

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- 2** Distribution-as-a-service  
to wholesalers and retailer

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- 3** Liquid vessels  
deep sea port access

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- 4** Liquid bulk services  
e.g. blending and additives  
services, bulk storage and  
ship-to-ship cargo transfer

## Dry bulk

- 5** Mines to port  
multi-modal control, security  
services and integrated train  
access

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- 6** Truck  
in/out access

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- 7** Dry bulk services  
blending, roof protection, weighing,  
laboratory, security, bonded  
status, bulk storage and containers  
management

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- 8** Port integrated conveyor belt  
import/export

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- 9** Dry bulk and container vessels

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- 10** Deep sea port access

# Global network

● Liquid bulk assets ● Dry bulk assets ● HQ and regional offices

\* Site under construction



## Central & Latin America

We operate strategically located dry bulk and liquid bulk terminals across Mexico, Ecuador, Chile, Peru, Central America and Paraguay, providing storage and export facilities for mineral concentrates and energy products via truck, rail, barge, bulk vessel and container. Our assets include a major dry bulk terminal in Manzanillo, a concentrates warehouse in Machala, a new dry bulk terminal under construction in Arica (completion due in 2026), Peru's largest covered mineral export facility with rail, truck and conveyor access, ten liquid bulk terminals in Central America, and three Paraguayan terminals supported by one of the largest liquid barge fleets on the waterway.

## Europe and Middle East

We own and operate a dedicated concentrates terminal at Huelva in Spain. Our liquid assets include a terminal in Dubai, four terminals in the UK, and a new terminal under construction in Rotterdam that will provide about 1.3 million cubic metres of advanced liquid storage capacity from 2026.

## Africa

We own and operate liquid bulk terminals in Walvis Bay and Lüderitz in Namibia and in Mozambique, supplying regional energy markets, and provide inland multimodal logistics for concentrates and other cargoes to and from key ports including Dar es Salaam, Durban, Lobito and Walvis Bay.

## Australia

In 2023, we opened a state-of-the-art liquid bulk terminal in Kwinana, expanding Western Australia's fuel import, storage and distribution capacity.

## Global office network

Our central teams are based in offices in Switzerland, Greece, South Africa and Uruguay, with a new office opened in Madrid (Spain) in 2025.

# Responsible business management

Given our essential role in the global commodities supply chain, we recognise the importance of responsible business practices, aligning with industry best practices, and ensuring the resilience and continuity of our operations while protecting the long-term value of our assets.



Our approach to responsible business is built on a set of fundamentals that guide how we operate, make decisions, and create long-term value for all stakeholders. These pillars reflect our commitment to integrity, operational excellence, and resilience, and provide a clear framework for embedding sustainability, risk management, and best practices across every part of the business.

## Assets



Through our extensive network of terminals, infrastructure assets and associated services, we manage the storage, specification and movement of commodities

for our customers. Over recent years we have implemented key capacity growth projects across our operations, and we continue to expand our operations. Our emphasis is on asset integrity, business continuity and operational efficiency.

## Processes



We pride ourselves on our efficiency and high service standards. We have implemented a common management system framework across our operations,

aligned with recognised international operational, environmental and safety standards. We undertake robust risk assessments, implement operational controls such as permit to work, monitor performance and conduct frequent audits across our assets.

## People



Our people are vital to the success of our business. We have built expert knowledge and capacity across our workforce and have structured our teams

so that we have the right people in the right places. And we have improved leadership engagement and capability. We extend our commitments over responsible business practices to our contractors, and we actively engage with the local communities within which we operate.

## Tools



Technology is an enabler of growth and operational efficiency. We have developed and implemented key systems across the business, including a Computerised

Maintenance Management System, and we are upgrading our sustainability data and compliance management systems.

Building on these pillars, our approach to responsible business plays a central role in meeting the expectations of our stakeholders. By embedding integrity, operational excellence, and resilience into the way we operate, we are better equipped to respond to evolving stakeholder needs, anticipate emerging challenges, and demonstrate accountability across all aspects of our business.

Stakeholders provide valuable insights and perspectives that help shape our strategies, policies, and targets. By integrating this feedback into our decision-making, we ensure that our business practices remain relevant, effective, and responsive, while reinforcing trust and confidence in the way we manage and grow the company.



## Aligning with international standards



Recognising the importance of sustainable practices and collaboration, in 2025 we became signatories to and participants in the UN Global Compact, the world's largest corporate sustainability initiative. By joining, Impala Terminals commits to aligning its corporate actions with the ten universal sustainability principles defined by the United Nations. These principles cover topics such as human rights, discrimination, environmental protection and anti-corruption.



We recognise that each of our infrastructure assets operates under unique conditions, depending on its location, the type of activities undertaken, the nature of the commodities it is handling and the regulatory regime it is operating under. In order to ensure they are all managed in a rigorous, consistent and systematic manner across the business, we have implemented quality, environmental and occupational health and safety management systems at our terminals. We are working to ensure all our assets are progressively certified to the International Standards ISO 9001 (Quality Management), ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety Management) and will be launching a pilot on ISO 55001 (Asset Management) during 2026.



Our terminals in Peru and Mexico have achieved certification against the Business Alliance for Secure Commerce (BASC), international standard. The World BASC Organisation, which has a strong presence throughout the Americas, is dedicated to promoting secure commerce through security standards and norms applied throughout the international supply chain. Our BASC certificate is recognition of Impala Terminals as a trusted and secure company by business peers, on the basis of the strength of our security management policies, procedures and practices.

In addition, we participate in a wide variety of industry associations to inform the business and share good practice. These include engagements with organisations such as Oil Spill Response Ltd, the largest international industry-funded cooperative that exists to respond to oil spills wherever in the world they may occur, and LASTFIRE, a joint industry project to develop best practice guidance in storage tank fire hazard management.

## Business continuity and operational resilience

Ensuring business continuity and avoiding disruptions to operations are key priorities for Impala Terminals, given the critical role our infrastructure plays in global supply chains. We focus on strengthening operational resilience, protecting asset value, and ensuring the reliability of our business in the face of physical, operational, and external risks. Through proactive risk management, a strong safety culture, preventive maintenance, and robust emergency and continuity planning, we aim to protect people and assets, maintain uninterrupted service to customers, and support long-term sustainable performance.



Stylianos Tzaferis, COO

“Protecting the value of our assets goes beyond maintenance – it requires strong integrity standards and the ability to respond decisively in a crisis. By embedding asset integrity and crisis management into our operations, we strengthen resilience, protect long-term value and support the sustainable performance of our business.”

### Asset integrity

We seek to ensure that our physical assets and infrastructure operate safely, reliably and efficiently throughout their lifecycle, minimising operational risk and protecting long-term asset value. Asset integrity is a core element of our operational excellence strategy and underpins business continuity, operational resilience and the avoidance of unplanned disruptions across our terminals. By maintaining the reliability of critical infrastructure, we support safe operations, customer confidence and the long-term sustainability of our business.

To strengthen our approach, we have implemented a comprehensive asset integrity plan and a Computerised Maintenance Management System, aligned with the principles of the international asset management system standard ISO 55001, across all our sites.

These initiatives enhance our ability to monitor and analyse asset performance, improve data quality and transparency, and support a shift from reactive to proactive and preventive maintenance.

Our framework also incorporates recognised industry standards, including American Petroleum Institute (API) and the Engineering Equipment and Materials Users Association (EEMUA). In 2026, we will launch a pilot to achieve formal ISO 55001 certification at two selected terminals, marking the first step in our certification process.

Asset-related risks are managed by reducing both the likelihood and potential consequences of failure through systematic inspection, maintenance and monitoring, with particular focus on safety- and business-critical assets such as tanks, pipelines, marine systems, fire protection systems and other key equipment. Our approach aims to prevent loss of containment, structural failures and major accidents, while protecting our people, communities, the environment and our facilities.

We align our asset integrity practices with international standards and recognised industry best practice, supported by global procedures, performance indicators and regular management reviews. Through continual improvement and future certification efforts, we aim to further strengthen the reliability, safety and long-term resilience of our operations.

### Incident management

Our Global Incident Management framework provides a consistent and integrated approach to identifying, managing and escalating incidents that may affect our people, assets, operations or reputation. It establishes clear governance, defined escalation thresholds and coordinated communication and decision-making processes across the organisation, ensuring incidents are addressed at the appropriate level and in a timely manner. The framework spans the full

incident lifecycle, from early detection and response through to recovery, with crisis management forming a key component for high-impact events that require senior leadership oversight and organisation-wide coordination.

As an operator of critical port and storage infrastructure, we recognise that crises may arise from a wide range of operational, environmental and external events, and that the ability to respond quickly and decisively is key to limiting impacts and restoring normal operations. Through regular planning, training and exercises, including scenario-based testing, we seek to maintain a high level of preparedness, strengthen operational resilience and minimise disruption in the event of a major incident or crisis.

While the most immediate and relevant risks we manage today are operational in nature, we also pay close attention to higher-impact emerging risks, including extreme weather events and other physical impacts associated with climate change, as well as cybersecurity threats linked to the increasing digitalisation of our systems.

## CASE STUDY



### Incident preparedness and crisis management

In September 2025 we ran a large-scale crisis simulation exercise facilitated by external experts from Oil Spill Response Limited (OSRL). Our teams in Central America and the Corporate Crisis Management Team (CMT) based in Geneva, Switzerland, participated in a real-time exercise centred on a large spill incident scenario in Rasa, El Salvador. The objective of the exercise was to test the preparedness of the Emergency Management Teams (EMT) in the region and at corporate centre and effectiveness of the crisis management plan in place. The exercise focused on the interface and communication between the regional EMT, the corporate CMT, local external parties including emergency services, and other stakeholders. Learnings from the exercise have been shared for training purposes and further exercises are planned for other regions in 2026.

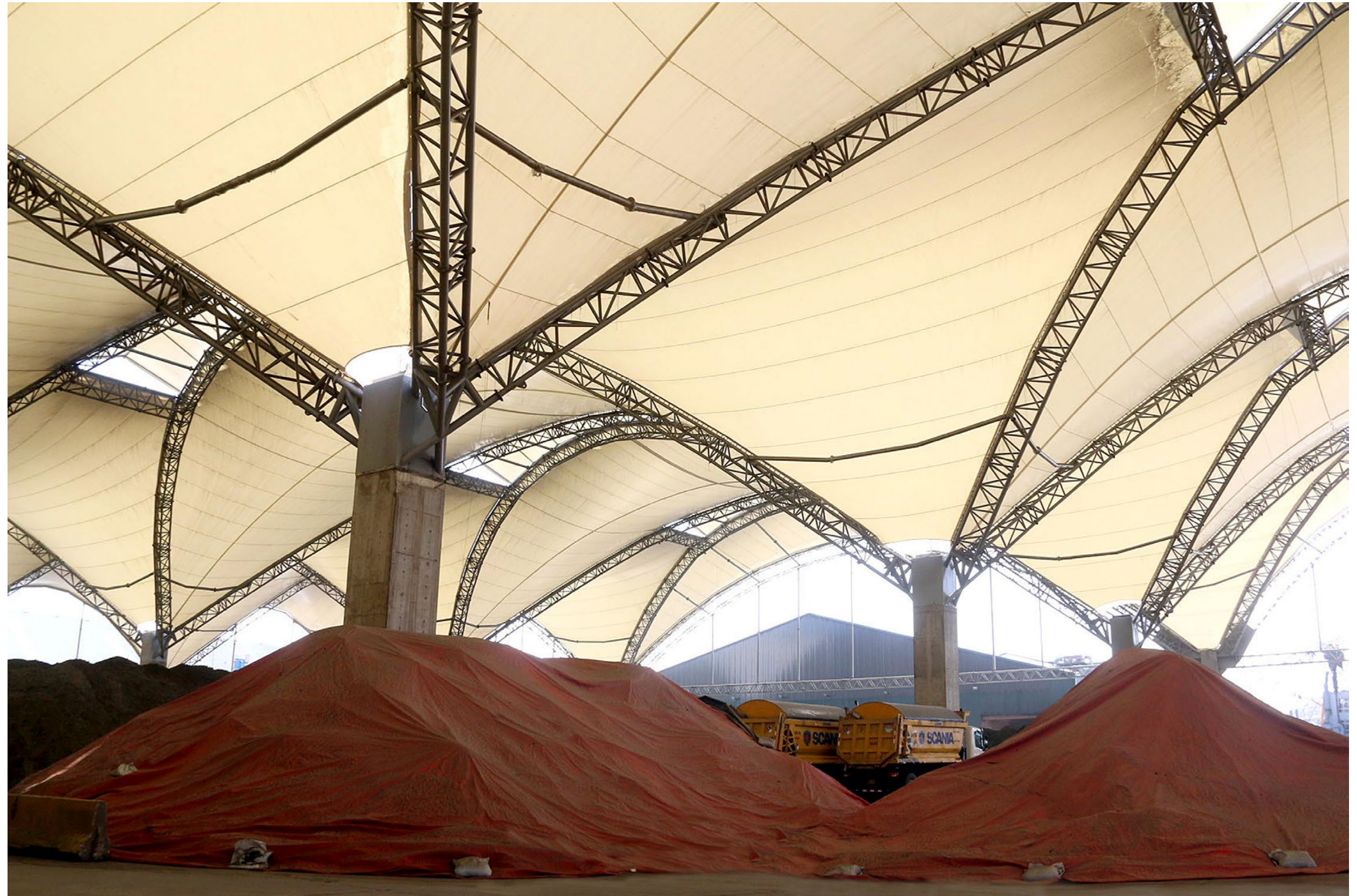
## Our role in the energy transition

We are strategically positioned to support the energy transition. We provide storage, handling and warehouse services for commodities that are vital for the transition to a low-carbon economy.

Our infrastructure assets provide a strategic gateway to the international market for the export of critical metals required to support electrification and renewable energy production and supply. For example, lead and nickel are critical to batteries and electric vehicles. Aluminium is key to the development of lighter, more efficient vehicles and buildings. Copper is essential for electrification and a wide range of renewable energy solutions. And zinc has diverse applications and uses including protecting steel from corrosion.

Our liquid bulk infrastructure assets provide reliable and efficient energy storage solutions to meet the need of communities globally. We are well placed to handle transition new economy fuels, and adapt our infrastructure for other commodities such as sustainable aviation fuel, ethanol and bio-diesel.

This provides the flexibility to meet future markets needs and accommodate the integration of new energy alternatives, in addition to providing the energy security needed during the transition.



# Responsible business enablers

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Impala Terminals Rotterdam, Netherlands

# Governance structure

We are committed to conducting business with integrity, professionalism and diligence. Our governance structure provides strategic direction and oversight, focused on long-term sustainable value creation.

Impala Terminals Group has an independent Board of Directors with extensive industry expertise and commercial experience. The Board is the highest governing body of the Group, responsible for overseeing the Group's strategic direction, ensuring effective management, and protecting the interests of stakeholders, including shareholders, employees and the broader community.

The Board is supported by the Supervisory Committee and the Management Committee. The Supervisory Committee is supported by Audit and Risk Sub-Committee and Nomination and Remuneration Sub-Committee. The Management Committee is supported by the CapEx Sub-Committee and the Health, Safety, Environmental and Community (HSEC) Sub-Committee. Both the Committees and the Sub-Committees include members with relevant expertise and experience.

The Supervisory Committee oversees and monitors the activities of the Group and makes the necessary recommendations to

the Board for approval. Its primary role is to ensure that the Group operates in line with its strategic and business objectives and in compliance with relevant laws, regulations, and internal policies, and that it adheres to sound governance principles. The Audit and Risk Sub-Committee ensures the integrity of financial reporting, maintains effective risk management practices and promotes a culture of compliance and ethical behaviour. The Nomination and Remuneration Sub-Committee oversees key executive nominations, succession planning, remuneration policies and performance evaluation practices.

Our highly experienced Management Committee is responsible for the day-to-day management and operations of the Group. Their primary role is to oversee and implement the Group's strategic objectives, policies and operational plans. It meets monthly to review strategic planning and implementation, approves and review investments for recommendation to the Board and the Supervisory Committee,

and ensures effective operational, financial, compliance and talent management.

The CapEx Sub-Committee reviews and approves CapEx proposals and IT projects, ensuring strategic alignment, financial evaluation, risk management, monitoring and continuous improvement. The HSEC Sub-Committee evaluates HSEC strategy and performance, oversees policies and governance, conducts strategic risk assessments, ensures compliance with international regulations and ESG frameworks, and drives continuous improvement through incident reviews.

Impala Terminals Group governing bodies proactively review its governance structure and strive for continuous improvements in line with good industry practice.

For more details, see our [website](#) ↗

## Global management team



**Nicolas Konialidis**  
Chief Executive Officer



**Guillaume de Contenson**  
Chief Financial Officer



**Stylianos Tzaferis**  
Chief Operations Officer



**Margarita Restrepo**  
Head of Human Resources



**Duncan Armstrong-Prior**  
Chief Technical Officer and  
ESG Lead



**Alexander Isaacs**  
Chief Commercial Officer



**Daniel Cooke**  
General Counsel



**Olivier Fevry**  
Chief Information Officer



**Alison Flynn**  
Head of Global Corporate  
Affairs

# Conduct and Compliance

We are committed to operating in compliance with applicable laws and regulations, and upholding the highest standards of integrity and responsibility.

## Our approach

We have robust compliance processes and standards in place. These are aligned with applicable laws and international standards relevant to our operations and industry.

Our Code of Business Conduct (the Code) sets out the expected behaviours of all our people. These are founded on the values of honesty, integrity and respect. Together with our compliance policies and procedures, the Code reflects our uncompromising stance on responsible business practices. It is the foundation of our compliance programme and provides direction on the correct approach to a variety of day-to-day situations that may be encountered whilst working for Impala Terminals. It is the responsibility of all employees and contractors to uphold the values and standards contained in the Code.

In 2025, we conducted a comprehensive compliance risk review and enhanced processes across the Impala Terminals Group to promote a more consistent and robust approach to compliance.



## Compliance culture

We promote a strong compliance culture in which every employee is expected to understand their personal responsibility to uphold the Code and comply with applicable laws in all jurisdictions where we operate.

Given the evolving regulatory environment and our firm commitment to compliance, we place a high importance on employee communication, upskilling and training. All workers are required to complete mandatory compliance training relevant to their roles, with a high global completion rate maintained across the business and targeted refresher modules introduced for higher-risk functions. Mandatory training topics include anti-bribery and corruption, market abuse, anti-trust and competition law, and anti-money laundering.

In 2025, we developed and delivered a specific training programme for front-line operational teams that covered the key elements of the company compliance programmes. This is in addition to a training programme for office-based professional and administrative staff, and is reflected in the increase in compliance training hours (5,553 in 2025 vs. 3,515 in 2024).

Proactive communication and engagement with managers across the business is carried out to assure awareness of emerging obligations and risks associated with regulatory developments, and a clear understanding of the relevant implications for operations and actions required.

“Operating with integrity is fundamental to how we do business – it means making the right decisions every day, wherever we operate, and holding ourselves to the highest standards of responsibility and ethical conduct. A strong culture depends on every individual understanding their role and having the confidence to speak up, reinforcing a business built on trust, transparency, and accountability.”



Nicolas Konialidis, CEO



## Speak up

We encourage our workforce to speak up and report any concerns or observations related to possible breaches of our standards and principles, without fear of retaliation. Employees and contractors can raise issues through their line manager or through the Legal, Compliance and Human Resources functions. There is also a Global Grievance line, Speak Up, that allows anonymous, 24/7, multilingual reporting via telephone and online, operated by third-party provider NAVEX Global which we subscribe to through shareholder Trafigura.

Speak Up is available to internal stakeholders (employees, contractors) and external stakeholders such as suppliers, local communities and other parties affected by our operations.

Concerns received via the grievance channels are assessed, allocated to relevant departments, and may trigger investigations or other corrective actions, with ultimate oversight by the Audit and Risk Committee.

All grievances are recorded and appropriately addressed in line with our grievance management procedures.

## Counterparty due diligence

The Know Your Counterparty (KYC) onboarding and monitoring is a key process in the assessment of our counterparties. All new counterparties, including suppliers and customers, are required to go through pre-contract KYC checks and screening, and be approved by the compliance team before any payments can be made or received. A failure to follow the KYC process is treated as a serious breach of the Code and may result in disciplinary action.

All counterparties that are classified as high-risk entities or that are linked to high-risk jurisdictions or activities are subject to enhanced due diligence, which may include deeper beneficial ownership verification, additional document requirements and extended independent reviews.

Counterparties are subject to ongoing monitoring and rescreening cycles for money laundering, sanctions, corruption and other related risk factors. The system is regularly reviewed to reflect changes in the risk profile of our counterparties and regulatory requirements.

# Human Rights

We seek to uphold and respect internationally recognised human rights across our operations and value chain.

## Our approach

We seek to avoid causing or contributing to adverse human rights impacts through our activities and supply chain, and to address such impacts where they occur. We have committed to align our corporate actions with the Ten Principles of the United Nations (UN) Global Compact and seek alignment with the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights (UNGPs) and the Voluntary Principles on Security and Human Rights.

Recognising the importance of sustainable practices and collaboration, in March 2025 we became signatories to and participants in the UN Global Compact. The UN Global Compact Ten Principles address human rights, labour standards, environmental protection and anti-corruption, including freedom of association and the right to collective bargaining, the elimination of forced and compulsory labour, the abolition of child labour

and the elimination of discrimination in respect of employment and occupation.

To promote a more systematic approach to assessing salient human right risks, determining and implementing appropriate mitigation measures, and providing access to remedy where required, we are formulating a company-wide Human Rights framework as a longer term initiative.

**WE SUPPORT**



[www.unglobalcompact.org/impala-terminals](http://www.unglobalcompact.org/impala-terminals) ↗

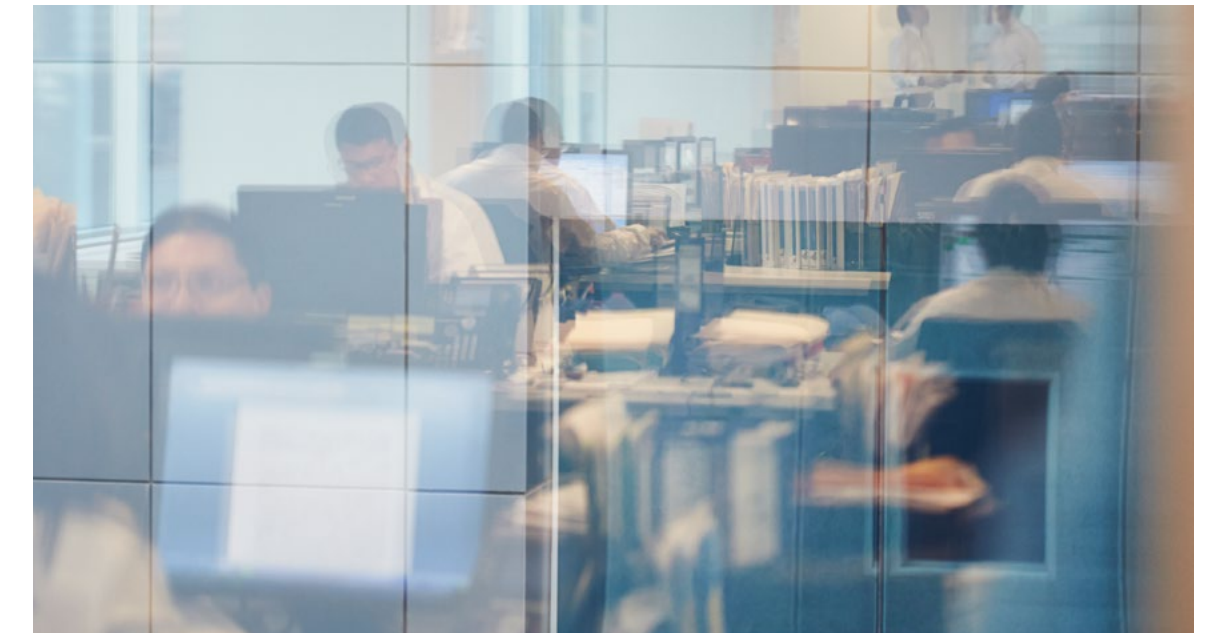
## Embedding human rights across operations

We acknowledge that through our global operations we may inadvertently contribute to or be indirectly linked to adverse human rights impacts. We are committed to progressively improving our understanding of human rights-related risks and addressing impacts across our operations and business relationships. We have established robust employment and human resources processes to mitigate labour-related human rights risks and maintain a consistent global standard within our workforce, regardless of local regulatory strength. These processes include pre-employment background checks, including age verification and assessment of qualifications; policies and procedures that ensure lawful remuneration and working hours, safeguard employee rights, and prohibit all forms of discrimination; access to local labour law expertise; and training to ensure employees understand safe working conditions and expected behaviours.

In our supply chain, we are taking proactive steps to understand and manage potential human rights risks. An initial assessment of modern slavery risks – including human trafficking, forced labour, and child labour – was conducted in our operations in Australia and

the UK, in line with modern slavery regulations. This assessment indicated a low risk in these regions, and we remain committed to expanding our evaluation over time and implementing measures to strengthen oversight across our broader supply chain. All suppliers and contractors are expected to comply with applicable national laws and international standards, treat workers fairly, and provide safe and healthy workplaces

For contractors providing security services, we are building on the global assessment conducted across our assets in 2022 to implement measures aligned with the Voluntary Principles on Security and Human Rights (VPSHR) through our regional security managers. For example, our assets in Latin America reference VPSHR alignment in contracts with security providers, and adherence to these principles was a key criterion in assessing potential providers during the most recent tender process in Paraguay.



## Grievance mechanisms

We are committed to continuous improvement in our human rights performance and encourage all stakeholders to report any concerns related to our actual or perceived human rights impacts through our grievance mechanisms, which include a global hotline and web-based service, in addition to local reporting channels. These allow employees, contractors, suppliers and communities to raise concerns anonymously and without fear of retaliation.

Community-level mechanisms are used to encourage local communities to register concerns, and provide feedback on impacts from Impala Terminals' operations.

To date, no cases of discrimination, child labour or forced labour in our workforce or supply chain have been reported.

# Technology as a growth enabler

Our investments in technology and innovation are key enablers of growth and improved operational efficiency and performance. We have robust controls in place that enhance our cyber threat resilience and manage the risks of increased information and operational technology.

## Our approach

Technology and digitalisation facilitate scalable and resilient operations, promote operational excellence and enable improved transparency. Terminals and associated logistics services increasingly rely on both information technology (which creates, processes, stores, receives and sends information) and operational technology (which monitor and control how physical devices and processes function) to work efficiently. Reliable real-time data is needed to improve business processes and inform decision making.

Our investment in new technologies and systems benefits our business, our customers and our wider stakeholders. It makes our operations more efficient, safer and sustainable. We actively monitor emerging trends to ensure we remain at the forefront of innovation and the deployment of new technologies.

## Embedding a data driven approach

As the company has grown and matured, our focus has evolved from providing essential operational capabilities to implementing technology that transforms the business. In 2025, two particularly significant projects were delivered: the implementation of a new computerised maintenance management system to optimise processes, improve equipment management, and support preventive maintenance planning at our terminals; and the deployment of an automated multimodal (sea, air, road, and rail) supply chain and transport logistics system, built on a leading enterprise cloud platform, to support freight-forwarding services and enhance visibility and control across global operations. Both systems are cloud-based, reflecting the company's digital strategy and contributing to reduced associated emissions by minimising on-site IT infrastructure and improving operational efficiency.

Accurate and reliable data is fundamental to effective management, enabling confident decision-making and efficient use of resources. We aim to extend this approach to other areas, becoming increasingly data-driven by embedding data and analytics into operations and strategy to support improved performance and long-term value creation.

To make the most of this data, we have developed bespoke digital dashboards to monitor performance at key terminals. Through live data aggregation, for example using sensors, actuators and communications network infrastructure, we are able to optimise multiple variables and controls at terminals in real time. This improves our energy efficiency and automates the early detection of abnormal operations, helping to prevent safety and environmental incidents such as leaks or spills.

Our investment in operational technology security complements these initiatives by preventing product releases and ensuring compliance with regulatory requirements. Together, these measures strengthen our health, safety and environmental risk management while maximising operational performance.

Meeting transparency and external sustainability disclosure expectations relies on robust digital technologies and the data management capabilities they provide. Accurate and reliable data forms the foundation for effective sustainability management and informed decision-making. By enabling transparency and traceability, these systems not only build trust with stakeholders but also allow the company to identify and address potential sustainability risks, reinforcing both operational excellence and responsible business practices.

## CASE STUDY



## Advancing operational excellence with AI

Artificial intelligence represents a transformative opportunity to enhance operational efficiency and sustain competitive advantage in global commodity markets. We have begun advancing in this area; for example, in 2025 we initiated a pilot aiming to use computerised CCTV at our terminals in the Netherlands and Peru. This solution applies AI analysis to video streams to detect unauthorised access, identify incorrect use of personal protective equipment (PPE), and flag unsafe acts or hazardous behaviours.

Additional applications – including predictive maintenance, inventory management, energy efficiency, HSE predictive analytics, and operational controls – are under consideration for further development. Together, these efficiency gains support reduced costs, faster decision-making, and improved resource allocation, enabling teams to focus on higher-value strategic activities.



## Cyber security

Our robust controls over information and operational technology enhance cyber threat resilience, protect critical infrastructure, and ensure that people and technology work together safely and securely.

In 2025, our terminals located in highly regulated regions underwent a comprehensive external audit against network and information security (NIS) requirements. This strengthened the security of critical equipment and ensured compliance with strict regulatory standards across the countries where we operate. Building on this assessment, we are developing a global Cyber Security Management System, covering risk assessment, supply chain, business continuity planning, and incident response. To support this, we delivered a training and awareness programme informed by a cyber culture survey to identify workforce competency needs.

Our operations increasingly depend on secure networks and information systems, and we have taken significant steps forward in our deployment of technology and in the application of security measures to ensure we safely deliver greater efficiencies and productivity improvements.

“Our investments in technology are not just about systems – they are about transforming how we operate, make data-driven decisions, achieve operational excellence and deliver value to our customers and stakeholders, preparing the company for future growth.”



Olivier Fevry, CIO

# People at the core

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Impala Terminals Walvis Bay, Namibia

# Our people

We promote a culture centred around collaboration, integrity, accountability, mutual respect and care for each other. We seek to create a working environment in which our people can succeed.

## Our approach

We focus on developing our people and building teams that are well positioned for future challenges. Our culture of operational excellence is defined by accountability, collaboration and efficiency. We succeed when we work together to deliver collective objectives. Everyone has the potential to thrive in our company and we work hard to create the right conditions to make this happen.

We are committed to being a leading world-class integrated global storage infrastructure operator. Our people are key to delivering this ambition. We seek to develop future leaders of our business from within and recognise the enormous talent and experience that exists across the company.

## A growing and diverse workforce

Our people come from a wide variety of backgrounds, and we value this diversity, as it brings a range of perspectives and experiences. The vast majority of our workforce, be that our employees or contractors that work at our assets, are recruited from communities local to our operations. This brings valuable employment opportunities and wider economic benefits to the regions in which we operate and enhances our connections with and understanding of neighbouring communities.

In 2025, we enhanced our capabilities and competencies in key operational and functional positions. We made targeted efforts to ensure that we have the right people with the right skills in the right locations.

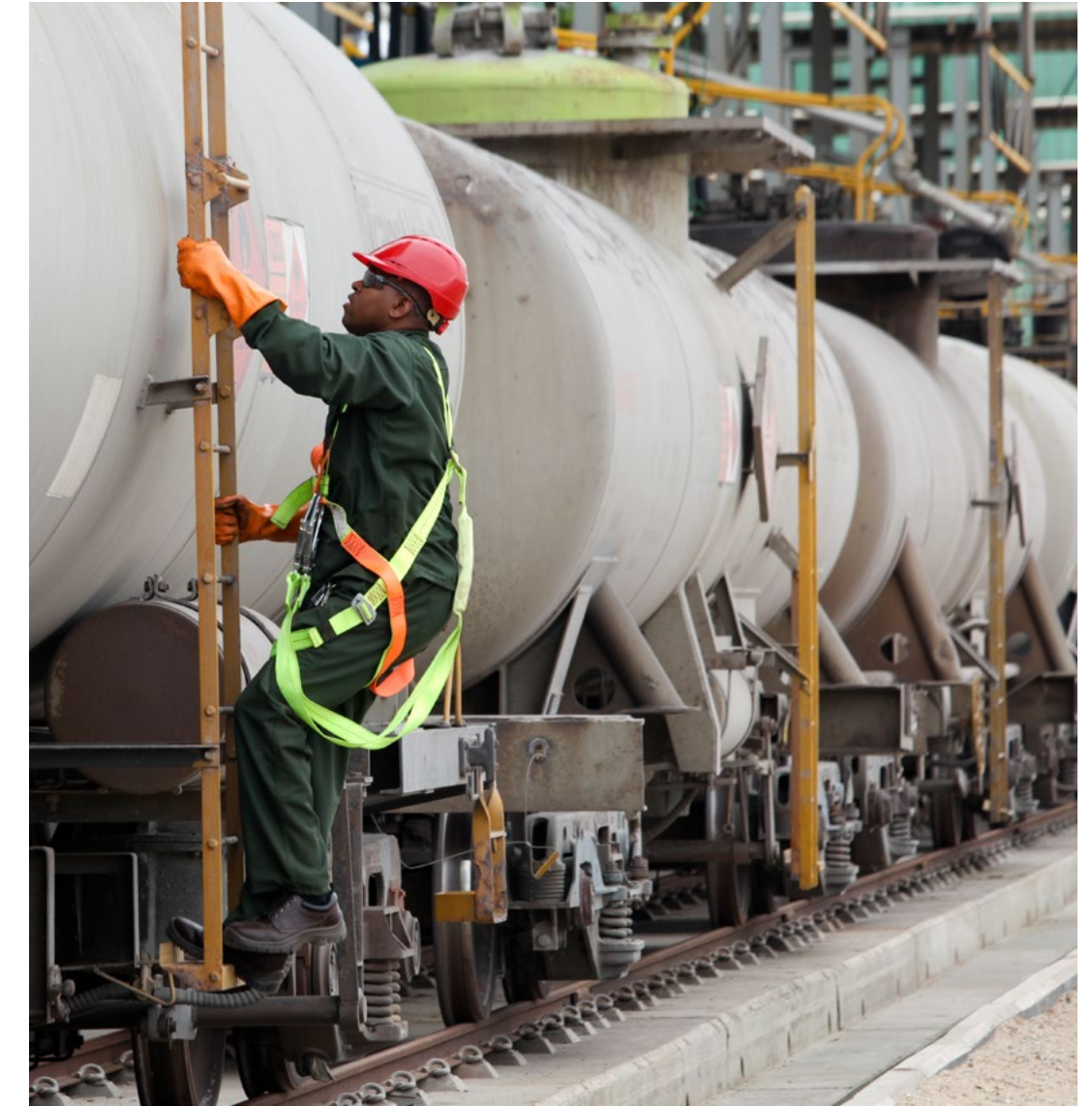
At year end 2025 we employed over 1,700 full-time employees, an increase of nine percent compared to 2024. The regional breakdown of our staff illustrates the diversity of our workforce and operations. We value the range of cultural perspectives and experiences that this provides. We recruit and promote based on merit and irrespective of age, gender, sexual orientation, social background, ethnicity, religion, medical condition or any other legally protected status.

As a result of our strategic investment in expanding our expertise, capabilities, services and assets, we achieved a record

number of new hires in 2025. This reflects growing maturity as a business and strengthens our long-term resilience. Our voluntary attrition rate of 11 percent was slightly above that in 2024.

Our industry is male dominated and this is reflected in our workforce. The proportion of women employees across Impala Terminals in 2025 was 16 percent, consistent with the previous three years.

In 2025, 67 percent of our employees in operational roles globally were covered by a collective bargaining agreement (2024: 66 percent). We seek and support constructive working relationships with labour unions and encourage open communication and dialogue.



### 2025 regional distribution of employees

Region	Count	Percentage
Africa	170	10%
Australia	11	1%
Europe	279	16%
Central & Latin America	1207	70%
Middle East	53	3%

## Talent development

We invest in attracting and nurturing talented individuals, offering an exciting, varied and rewarding career across multiple disciplines worldwide. Our talent development programmes seek to enhance skills in identified key areas for improvement, based on personal development objectives and the expertise required for each individual role, as determined through our competency framework.

In 2025, we launched a new performance review process that incorporated a company-wide talent assessment against key competency requirements. Based on this assessment, we initiated a process to ensure that all critical positions across the business have succession plans by 2026, preparing the company for future growth and supporting business continuity.

Continuous learning is a core element of the employee experience at Impala. In 2025 we established learning paths based on each core competency and department, integrating the competency framework into the revised performance review process. Training during this year was focused on soft skills, leadership, HSEC, compliance, operations and maintenance, including internally developed e-learning courses – a collaborative initiative between the Health & Safety and Learning & Development teams – that achieved an attendance rate of 98 percent.



A particular focus in 2025 was placed on language training programmes, aimed at enhancing internal communication and collaboration across countries and regions. These programmes connect our diverse workforce, fostering inclusion across nationalities and backgrounds. By developing language skills, employees strengthen cross-border teamwork, knowledge sharing, and global collaboration, contributing to both personal development and the company's broader growth objectives.

We continued to build on two flagship development programmes: Learning Weeks and the Global Graduate Programme. Dedicated "Learning Weeks" were delivered at all our sites in the Americas Region, covering topics such as situational leadership, team alliance design, conflict management, accountability,

diversity and inclusion, and effective communication. Following positive engagement and feedback, we plan to extend the programme to other regions in 2026, further strengthening leadership and collaboration capabilities across the business.

In parallel, through our Global Graduate Programme we recruited eight new graduates. This programme provides structured placements, offering valuable experience in operational, management, and functional support roles. Previous graduates have progressed into leadership positions, demonstrating the programme's effectiveness in developing internal talent and reinforcing our long-term succession pipeline.

## CASE STUDY

### Leadership development programme

In 2025, we launched and successfully delivered a leadership development programme based on the Harvard Business School Leadership Principles. The programme is designed to equip selected leaders with the skills and mindset needed to bring out the best in their teams, emphasising the ability to adapt leadership approaches to meet specific challenges and to create the conditions that foster high-performing, engaged teams.

Thirty managers from across the business have successfully completed the training, strengthening leadership capabilities throughout the organisation and supporting a culture of collaboration, accountability, and continuous improvement.

The programme also serves as a platform for knowledge sharing and cross-functional learning, connecting leaders from different regions and departments.

We plan to expand the programme in 2026 by providing this first group of managers with access to the remaining modules in the Leadership specialisation. This will help embed strong, adaptable leadership across the organisation, supporting our strategic objectives, employee development, and long-term business growth.



"The programme content is practical, dynamic and makes you think a lot. It teaches you to consider external viewpoints in addition to your own, and to account for motivation, emotional intelligence, and communication styles. This helps us to adapt our leadership style to challenging situations and find solutions that deliver mutual benefit.

Based on guided discovery learning, we were encouraged to think, share our opinions, and explore alternative responses to situations. This approach helps us to better understand our own leadership style and how to coach others effectively."

Javier Peña, Spain Country Manager and Global Maintenance Co-Head

# The Impala Competency Framework

 <p><b>Operational excellence and efficiency</b> Strong knowledge of our business, operations and best practices to consistently perform with exceptional efficiency, quality and reliability.</p>	 <p><b>Strategic thinking</b> The ability to analyse complex situations, identify priorities, opportunities and risks, and develop long-term strategies that align with organisational goals and objectives.</p>
 <p><b>Accountability and ethical conduct</b> Taking full ownership and responsibility for actions, decisions, conduct and results. Being answerable for achieving work objectives while adhering to company policies, procedures, regulations and laws.</p>	 <p><b>Data-driven decision making</b> The ability to generate clear and reliable information, analyse and interpret data to make informed decisions based on quantitative and qualitative insights.</p>
 <p><b>Collaboration and teamwork</b> The ability to work effectively with others, build positive relationships, and contribute to team goals through open communication, cooperation and mutual support.</p>	 <p><b>Innovation and continuous learning</b> A growth mindset that encourages creative problem-solving, embraces new technologies and processes, and promotes continuous learning and organisational development.</p>
 <p><b>Leadership and team management</b> The ability to inspire, motivate and guide others, build high-performing teams, develop talent, foster a collaborative and inclusive work environment, and drive team performance.</p>	 <p><b>Agility and customer responsiveness</b> The capability to anticipate, adapt, and respond quickly to evolving customer needs, ensuring timely and effective solutions and delivering exceptional service.</p>
 <p><b>Adaptability and resilience</b> The capacity to embrace change, navigate ambiguity, and quickly adapt to shifting customer demands, operational challenges and market conditions.</p>	 <p><b>HSEC awareness and culture</b> Prioritising the health and safety of employees, contractors, and communities, minimising environmental impact, promoting sustainability and embedding HSEC principles into all aspects of operations, decision-making and behaviour.</p>

CASE STUDY



## Building capacity ahead of commissioning in Rotterdam

In 2025, we launched a tailored operational readiness training programme to equip teams for the safe and efficient commissioning of the new Impala Terminals Rotterdam facility, which brought together comprehensive learning modules and hands-on experience to ensure smooth start up performance. Key highlights included:

- Delivered three standalone courses focused on core operational competencies.
- Developed six structured learning paths featuring 40 operational training modules.
- Included practical on the job training, assessed and guided by the Operations Management team.
- Produced two detailed training reports to help local management track progress and completion.

In total, the programme achieved over 1,000 hours of training, supporting both capability building and a culture of operational excellence.

# Health and safety

Health and safety is central to everything we do. Our focus is on promoting a proactive health and safety culture, managing risks and collaborating to keep each other safe.

## Our approach

We believe that every injury is preventable, and we promote a culture where zero injuries is not only a goal, but a mindset. Safety is more than a priority – it is at the core of our business and embedded in every decision and action we take. We aim to create a safe and healthy workplace where everyone can thrive.

Our Health, Safety, Environmental and Community (HSEC) Charter and Strategy articulate our vision, mission and core safety principles. They outline our overall approach to continually improving HSEC performance through collaboration and include detailed actions and targets for Impala at a corporate level and for each terminal. Implementation of the strategy is measured using a combination of leading and lagging performance indicators.

Our global leadership teams, including the General Managers and Terminal Managers for all assets, meet quarterly, chaired by the Global Head of Health, Safety and Environment to review our HSEC

performance and assess progress against strategic objectives. Monthly business reviews are undertaken to evaluate performance against the key performance indicators and share both successes and challenges in order to propagate good practice and seek to resolve issues arising.

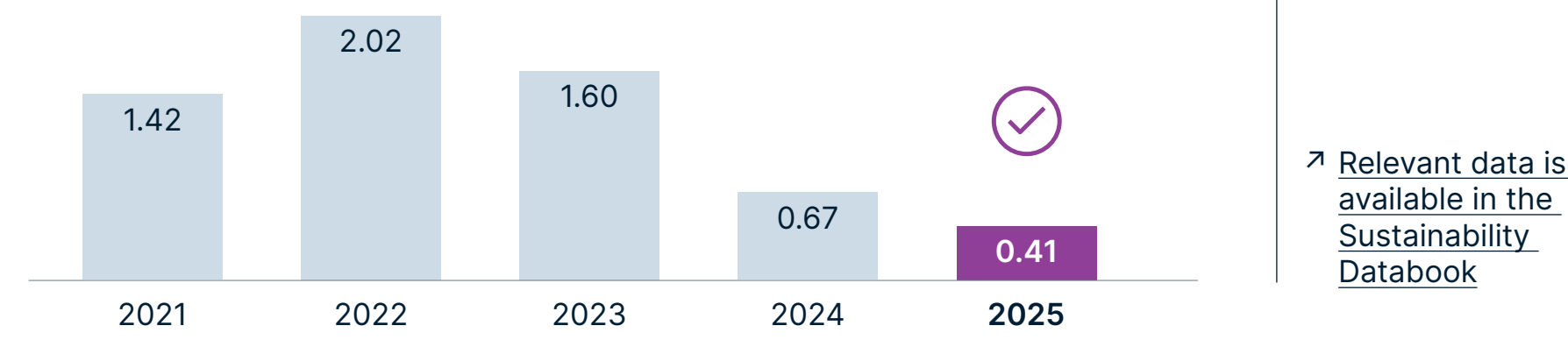
In 2025, we created a HSEC Sub-Committee as a strategic forum for Impala’s leadership to review, guide and govern HSEC performance, consisting of the CEO, COO and relevant functional leads and subject matter experts. Its purpose is to ensure that HSEC priorities are fully aligned with Impala’s corporate objectives, integrated into business planning and embedded in risk management frameworks. The Sub-Committee evaluates global and regional HSEC performance, assesses emerging risks, provides strategic direction, and oversees the policy and standards governance.



## Targets

- ⊗ Zero fatalities
- ✓ 20 percent reduction in the lost-time injury rate

### Lost-time injury rate



## Our five core safety principles:

- **Safety is everyone’s responsibility** – Every team member is empowered and expected to prioritise safety in all aspects of their work.
- **Proactive management is key** – We identify risks before they become incidents through continuous assessment, learning and improvement.
- **Accountability and leadership matter** – Leaders at all levels set the tone by modelling safe behaviours and ensuring all employees have the knowledge and resources to work safely.
- **Open communication** – A culture of trust encourages reporting concerns, learning from near misses, and continuously improving safety practices.
- **Our people and communities always come first** – We value our people and communities above everything else. No task is too urgent or too important that it cannot be done safely and responsibly.

“Our safety culture at Impala is built on proactivity, visible leadership, and collaboration, guiding every decision and action.

By fostering accountability, encouraging open communication, and addressing risks early, we strengthen our safety systems and create a workplace where everyone contributes to health and safety.

Our unwavering commitment to safety and operational excellence has been acknowledged externally, affirming the effectiveness of our strategy, the strength of our safety culture, and the high standards we uphold across our organisation.”



**Shaun Jones**, Global Head of Health, Safety and Environment

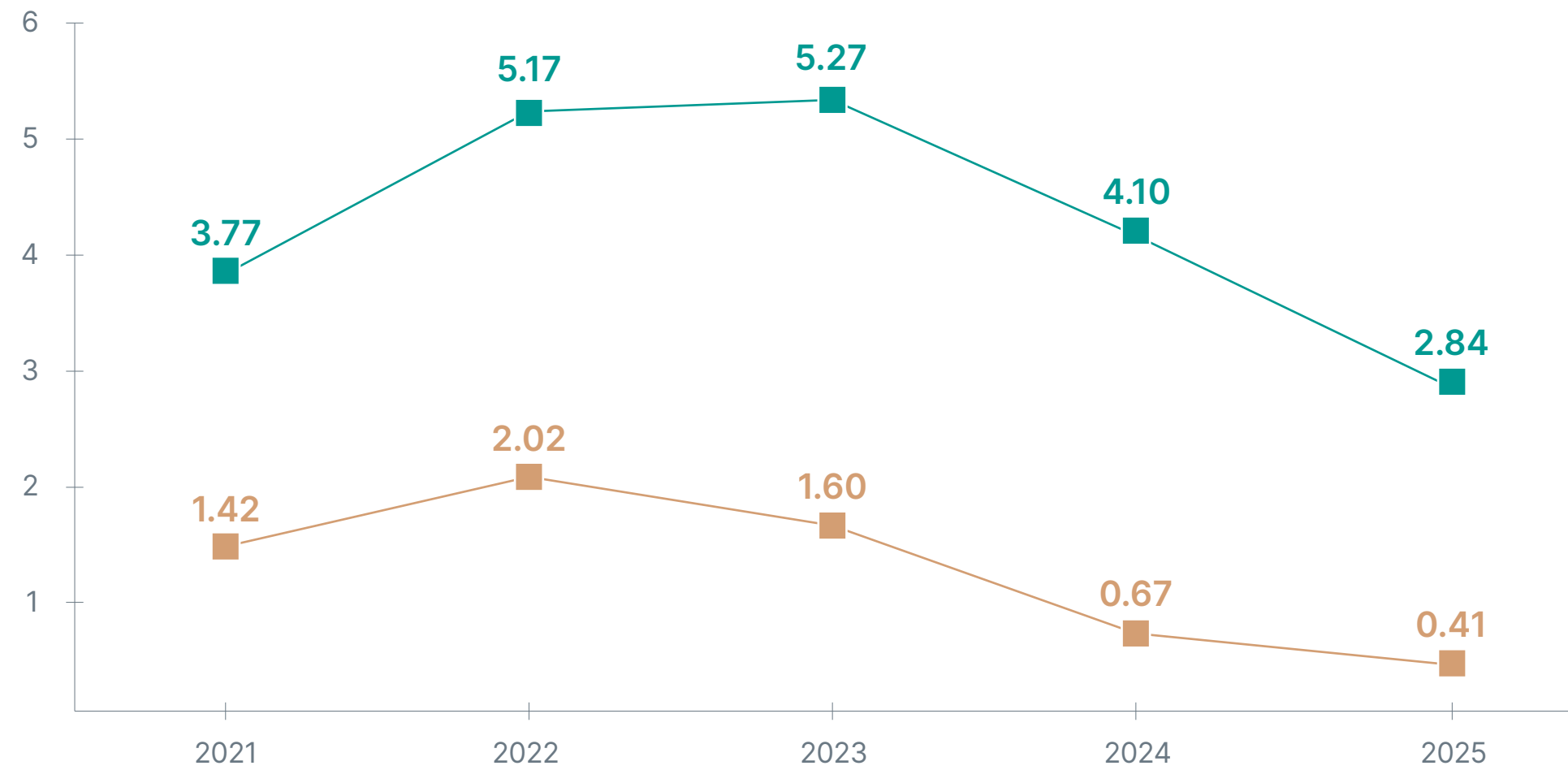
## Our performance

It is with deep regret that we report the fatality of a contractor working at our Nambian operations in February 2025. The circumstances surrounding this tragic event have been thoroughly investigated. In response we held a stand down at all our sites worldwide to share the learnings from the investigation, expedited the implementation of our new contractor management framework, and reinforced accountability for supervision of high-risk activities. Lessons learned have been embedded into updated procedures, along with enhanced training and strengthened contractor management protocols across our global portfolio.

To ensure sustained improvement and accountability, we continue to closely monitor safety performance through a comprehensive set of leading and lagging key performance indicators across our assets. In 2025, our overall lost time injury rate (LTIR) was 0.41, a decrease of 39 percent compared to 2024, and 75 percent on 2023. Our total recordable injury rate (TRIR) was 2.84 in 2025, a reduction of over 30 percent on the previous year.

### Injury rates

- Total recordable injury rate
- Lost time injury rate



In 2025, we further strengthened our HSEC foundations by driving targeted performance improvements and attaining globally recognised accreditations that provide independent validation of our standards and systems. Throughout the year, we prioritised visible leadership, enhanced contractor management, increased hazard awareness across key risk areas, and refined performance reporting. At the same time, we continued to embed our common HSEC Framework across the Group, actively engaging leaders on safety, standardising risk management systems and processes into a single global framework, building organisational capacity and competency through structured training, and delivering targeted campaigns focused on key risk areas.

Continuous improvement remains a priority for Impala, and we firmly believe that true safety depends on each of us

taking responsibility for managing risk and collaborating to keep one another safe. Health and safety training is fundamental to building a strong safety culture and reinforcing competence at all levels of the organisation. In 2025 we designed and rolled out two internal e-learning courses across the business. These focused on risk and hazard awareness and control, as well as the identification and reporting of unsafe acts, unsafe conditions, near misses, and incidents – ensuring that all employees are equipped to apply our systems effectively in their daily work.

This focus on capability building is complemented by targeted operational initiatives to address specific high-risk activities. During the year, we strengthened traffic management at our dry bulk operations in Mexico through improved segregation of people and vehicles, and delivered a focused cable management,

mooring line and rope safety awareness campaign at our fluvial operations in Paraguay – demonstrating how a mature system translates into practical, site-specific risk controls.

Looking ahead, 2026 will focus on embedding and sustaining the initiatives implemented in 2025, ensuring that improvements are consistently applied and fully integrated across the Group. The 2026 HSEC Strategy and associated targets are designed to further reduce incidents, strengthen leading indicators, and measure the effective implementation of our HSE Common Framework. We will also prioritise the implementation of systems that drive operational excellence and efficiency, while maintaining a clear focus on our highest-risk activities, supported by visible and accountable leadership.

### CASE STUDY



## Industry recognition for safety performance

Our teams in Peru and Spain were both proud recipients of insurance industry awards highlighting their commitment to safety excellence in 2025.

In Spain, our Huelva team was awarded the “Cero es mas” accolade by leading accident insurance company MC Mutual. This award is granted to those companies that accumulate a minimum of five consecutive years without lost time incidents, with Impala being the only industrial company of the 19 companies receiving the accolade.

Our Peru team was awarded the prestigious "Safety Excellence Award" by MAPFRE, Latin America's largest multinational insurance company, for their unwavering dedication to fostering a robust safety and health culture. This award recognises companies that develop effective occupational risk management processes, promote continuous performance improvement and demonstrate a consolidated safety culture with visible leadership all levels of management and employees.

These awards recognise the daily efforts of our teams on occupational risk prevention, fostering continuous improvement and reinforcing the safety culture.

## One global Integrated Management System – IMAS

Impala Terminals operates a highly mature Integrated Management System (IMAS) that sets a strong foundation for operational excellence and occupational health and safety. Consistently applied across our global portfolio and embedded in

day-to-day decision-making, IMAS provides a structured, proactive and well-governed framework for managing risk. It integrates critical processes such as management of change, contractor management, permit-to-work systems and dynamic risk assessments, which operate collectively to ensure risks are identified early, assessed rigorously and controlled effectively before work activities commence, equipment is operated, or significant changes are introduced.

A core element of IMAS is the application of Impala Terminals' Golden Rules, which set clear, non-negotiable expectations for safe behaviours and critical controls, reinforcing accountability and consistent risk management across all operations.

The system is aligned with ISO 45001:2018, providing a common global benchmark for occupational health and safety management.

Across all Impala Terminals assets, IMAS defines and enforces consistent requirements for risk assessments, performance standards, operational controls, key performance indicators, inspections and audits. This consistent application enables strong oversight of critical risks while allowing for appropriate, risk-based local implementation.



### CASE STUDY



### ISO 45001 certification

We have achieved a major milestone in the maturity of our occupational health and safety management system, through successful certification of our terminals in Australia, Mexico, Namibia, Mozambique, El Salvador, Honduras and fluvial operations in Paraguay in 2025, and our terminals in Guatemala early in 2026. Combined with sites certified prior to 2025, these locations now represent 90 percent of Impala Terminals' global portfolio, demonstrating consistent implementation of the company's management system across diverse geographies and operating contexts. The remaining terminals are scheduled for certification during the first half of 2026, extending ISO 45001 coverage across all our operations.

The certification of Impala Terminals' African operations, and particularly the Matola terminal in Mozambique, stands out as an example of rapid system development and deployment under more challenging conditions. At Matola, ISO 45001 certification was achieved without the benefit of pre-existing management system certification, requiring the local team to build processes, documentation and behaviours from the ground up.

“Achieving ISO 45001 certification is a significant milestone for our terminal and our people. Building the management system from the ground up has strengthened our operational discipline, clarified accountabilities, and embedded structured risk management into our daily activities, fostering a stronger safety culture across the terminal.

Most importantly, it reinforces our commitment to ensuring that everyone who works at or visits the terminal returns home safely every day. We also recognise our responsibility beyond the terminal's boundaries, and this certification reflects our dedication to operating in a way that safeguards the health and safety of the surrounding community. These efforts support reliable and efficient service delivery while contributing to the sustainable growth and well-being of the region we serve.”

**Orlando Miambo**, Terminal Manager Matola, Mozambique

CASE STUDY

## Safety maturity assessment

In 2025, Impala Terminals underwent an independent safety maturity assessment by leading global consultancy Arup, using its 11-element Safety Maturity Model. Impala was assessed as performing at a high level of maturity, reflecting shared ownership of safety and consistent, proactive risk management.

The review confirmed that governance frameworks are robust, with clear standards, strong oversight of critical risks and visible safety leadership at all levels.

Site-level processes and engagement initiatives demonstrated effective and consistent implementation of the safety management system across the portfolio. Impala's approach to health and safety was assessed as more advanced than that of many peer companies, with particular strength in the consistent management of risks supported by structured controls, training and workforce engagement.



**"Impala has demonstrated a high level of maturity in its approach to health and safety, with consistently strong systems, visible leadership commitment, and an increasingly proactive safety culture across its global portfolio."**

Arup, Health and Safety Maturity Review, October 2025

## Contractor management

Contractor oversight is recognised as one of the most material risks given the high proportion of safety-critical work that is undertaken by third parties. Contractors are subject to mandatory training and ongoing monitoring through direct supervision, regular inspections, permit-to-work reviews, incident reporting and formal audits.

In 2025, contractor management was further strengthened through standardising the HSEC pre-qualification for all on-site contractors, integrating Procurement as strategic internal partners to ensure a coordinated approach and shared responsibility for safety. A contractor's suitability is assessed against the nature, complexity, and potential hazards of the work, taking into account incident history, safety culture, training programs, regulatory compliance, and subcontractor management. This approach supports the selection of suitable contractors for high-risk operations and enables early identification and implementation of appropriate mitigation measures.

Managing large numbers of contractors at a complex terminal presents significant coordination challenges. This is particularly relevant at our Rotterdam terminal in the Netherlands, where construction and pre-commissioning activities

in 2025 involved around 500 contractors delivering approximately 650,000 working hours, with multiple activities carried out simultaneously by different contractors and no lost time incidents reported. In 2025, we implemented a new electronic permit-to-work process to strengthen oversight and control of contractor access to the site. Contractors are validated on entry against the requirements of the relevant permit, improving visibility of personnel movements and activities across the terminal.



CASE STUDY

## Managing contractor risks in live operations

We have completed significant development projects at our liquid terminals in Central America, which involved installing critical new infrastructure including new tanks and an unloading rack over a period of 15 months and involving more than 200 contractor workers (over 340,000 working hours).

Impala applied its global contractor safety management standards, which exceed typical practices in the region. These include requirements for all contractors to have an approved safety plan, a permanent health and safety supervisory team on site, strict adherence to permit to work controls and appropriate PPE, and weekly meetings with contractor representatives.

While the weather conditions in the region added to the complexity of the project, through effective forward planning and proactive risk management, the terminals remained operational throughout the construction without comprising safety. As a result of the rigorous contractor selection, training, oversight and management processes adopted, the work was completed with no lost time incidents reported.

# Community engagement

Our operations generate economic and social value in the communities in which we are located. We seek to create high-quality employment opportunities, partner with local suppliers and actively engage with local community groups.

## Our approach

By establishing long-term operations in host countries, we create local job opportunities and support skills development. We are closely integrated into neighbouring communities and depend on their continued support to operate effectively. We seek to engage with stakeholders and local communities are part of our commitment to responsible operations.

Local hires and contractors are prioritised wherever possible, complemented by support for education, health, environmental initiatives and youth employment programmes that benefit the communities from which the vast majority of our workforce is drawn.

In many regions we are active partners in local community and business organisations or engaged in initiatives co-ordinated by local associations. Our membership of local Port Associations is an example of this, through which we support and promote local community development. Through such collective action, we believe we can achieve greater benefit for the regions in which we operate.

## Local community engagement

We recognise that our activities have the potential to impact neighbouring communities and the importance of collaborating with local communities in order to achieve mutual benefit. We strive to build trust through maintaining an open dialogue and active engagement, enabling a better understanding of community concerns, values and perceptions. This includes understanding when potential changes in our operations could affect local communities. We have grievance mechanisms in place that allow local communities to register concerns and provide access to remedy, in addition to giving us valuable feedback.

Community engagement is managed and implemented locally to reflect specific contexts and needs. At larger assets, dedicated Community Relationship Officers are employed to facilitate transparent, two-way communication and to ensure engagement is culturally appropriate and responsive to community priorities.

### CASE STUDY

## Local community engagement in Rotterdam

Recognising the importance of maintaining good relationships with the local communities in the vicinity of our new terminal in Rotterdam, we initiated a dedicated engagement effort with local village communities to improve awareness of the planned activities at the terminal. Local interested community members were invited to tour the terminal, and provided details of the operations, including the outcome of the extensive Hazard and Operability Study (HAZOP) that has been conducted. In addition to informing the local residents of the site activities and robust

controls in place, this exercise also provided us with valuable feedback and an understanding of the local community priorities.

In 2025, our Rotterdam team also represented Impala for the first time at the annual World Port Day event, taking place on the water around the Erasmusbrug and the nearby harbours and quays. Typically attracting up to 400,000 visitors, the event includes shows, demonstrations, excursions, and activities all related to the Port of Rotterdam. There was a lot of interest in Impala as one of the newest entrants to the port at our stand, with information, videos, and activities including a children's colouring competition and bus tours of our new terminal.



## Community support projects

We contribute to community development through targeted community support projects. Typically involving donations in kind, employee time or direct funding, these projects bring clear benefits to communities over and above our core business activities. We support a wide range of community activities and organisations, and in 2025 the projects covered the following themes:



## Support to local emergency services

In 2025 we provided fire-fighting equipment to the local fire department in Paraguay, and fuel to the national fire service and Red Cross in Honduras. We also provided maintenance services and equipment to emergency services in local to our terminal in Callao, Peru.

### CASE STUDY

## Skills development programme

The Time Out Programme aims to develop social, emotional and academic skills in children and young people from the communities that surround our dry bulk terminal in Callao, Peru. The programme includes educational and recreational

activities designed to promote teamwork and respect, strengthen cultural identity and artistic expression, and improve academic performance. An annual highlight of the programme is the festive closing show, where the children spend time with their families and Impala employees. Over 80 children participated in 240 workshops in 2025.



## Improving the lives of children and young people

We seek to cultivate close ties with neighbouring communities, especially through supporting the education and well-being of children and young people. At our terminal in Peru we have delivered several programmes for children in the local area with a focus on education and health. This includes an ongoing community health programme, which aims to alleviate health problems in the local community and across our workforce, through education on illness prevention, providing access to health services and

promoting healthy habits. The programme is structured around health campaigns with a focus on specialised medical care and preventive health services, health care promotion days which raise awareness of the importance of adopting preventive practices at home, and health promotion workshops in educational institutions to encourage healthy habits from an early age. In 2025 over 900 members of the local community benefited from this programme.

We also donated food and cleaning supplies to children's groups and vulnerable families in the neighbouring communities of our terminal in Paraguay.



## Environmental protection

We continue to support environmental projects and participating in community cleanup campaigns. In Manzanillo, Mexico, our terminal teams organised a beach clean-up campaign in 2025 that brought together around 100 participants, including employees, contractors, their families, and local community members. The initiative focused on collecting and recycling waste materials harmful to marine ecosystems while fostering environmental awareness among participants. Our terminal in Callao, Peru undertook a similar campaign for volunteer employees in 2025.

By encouraging the reduction of plastic use and the adoption of more sustainable practices, these campaigns help strengthen community engagement and promote collective action to protect local coastlines and public health.

Our Callao Terminal also ran a series of environmental training workshops for students, parents, and teachers from three local schools. These workshops focused on the responsible management of natural resources, and promoting sustainable behaviours at home and at school. And our terminal at San Antonio in Paraguay delivered a recycling awareness campaign, encouraging the use of the recycling facilities provided by the terminal for the neighbouring community.

## Donations to charities and vulnerable groups

In 2025, we donated food and other vital supplies to community groups local to our operations in Paraguay, Honduras, Mexico and El Salvador. Additionally, in Peru we supported local vulnerable families through regular bulk donations of food to 21 local community kitchens. We also seek to strengthen the employment prospects of local women and young people through providing training in new skills and supporting local small businesses and entrepreneurs.

### CASE STUDY

## Support for employee charity events

We support local and regional charitable causes by matching funds raised by employees.

Employees in our UK business have a proud history of supporting local causes that offer a range of support and guidance to them and their families in times of need, and which support the wellbeing of the communities and natural environment around our facilities.

In 2025, UK employee-driven fundraising events at our Milford

Haven site resulted in significant donations to charities that support research into health issues such as prostate cancer and organisations dedicated to the conservation of the natural environment and cultural heritage.

Since 2021 UK employee fundraising efforts, together with company matched funding, has raised more than £90,000 for charities that provide support for children and adult health challenges, ranging from juvenile diabetes to multiple sclerosis, cancer and specialist hospital care for families.



# Environmental stewardship

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<a href="#">Environment</a>	<a href="#">37</a>



Impala Terminals Huelva, Spain

# Climate

We strive to reduce our greenhouse gas (GHG) emissions, and we work with customers, investors and other stakeholders to support their GHG reduction goals and decarbonise supply chains.

## Our approach

We seek opportunities to improve energy efficiency, integrate on-site solar or grid-supplied electricity from renewable energy sources, increase electrification of equipment used and adopt other measures to reduce emissions. Improvements in infrastructure operational efficiency have contributed to reducing our GHG emissions and our resilience planning includes asset adaptation to the effects of a changing climate.

We have made improvements to the measurement of GHG emissions across our operations and we are committed to further transparency in the reporting of emissions and climate risk assessments in future years.

In 2025, we established a strategic forum for Impala's leadership to review, guide, and govern HSEC performance. Comprising of the CEO, COO, relevant functional leads and subject matter experts, the HSEC Sub-Committee's remit includes monitoring and oversight of progress on climate-related goals and climate risk assessments and ensuring that climate considerations are integrated into decision-making and strategic planning.

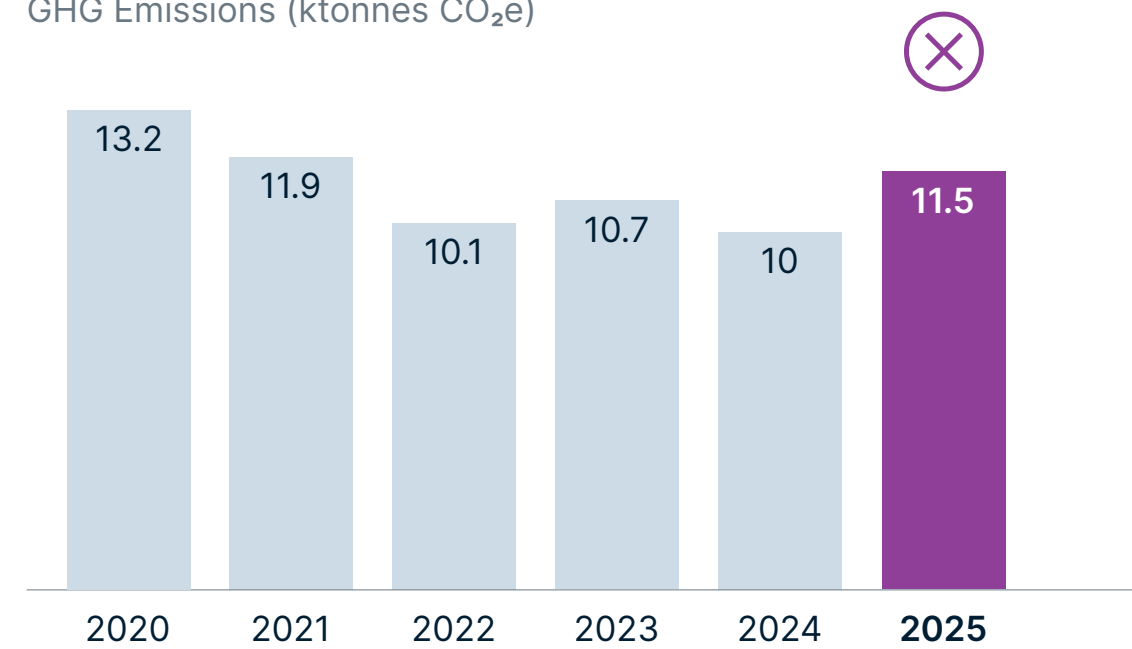
## Targets

- ⊗ To reduce the Scope 1 and Scope 2 GHG emissions from our dry bulk assets by 30 percent by the end of 2025 against our 2020 baseline \*

- ✓ Achieved
- ⊗ Not achieved

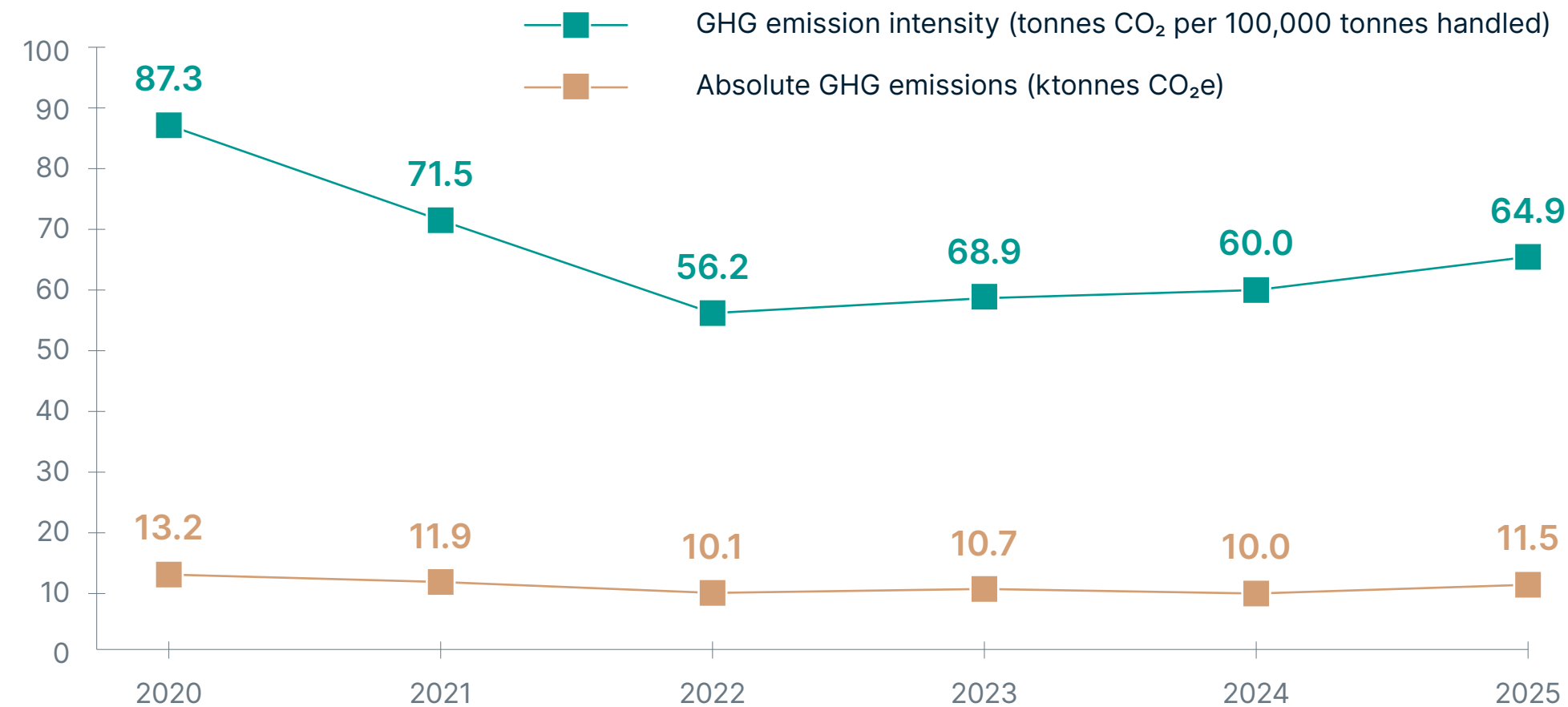
\* Target not achieved (reduced by 13 percent) due to significantly higher activity levels

GHG Emissions (ktonnes CO<sub>2</sub>e)



↗ Relevant data is available in the Sustainability Databook

## Dry Bulk Assets Absolute GHG Emissions and GHG Emissions Intensity



## Our performance

In 2025, our total Scope 1 GHG emissions were approximately 35,460 tonnes CO<sub>2</sub>e and our Scope 2 GHG emissions were 4,701 tonnes CO<sub>2</sub>e. This represents a Group-wide decrease of approximately 12.5 percent against our 2023 baseline year.

In 2020, we set a target to reduce Scope 1 and Scope 2 emissions from our dry bulk infrastructure assets by 30 percent by the end of 2025. Our 2025 greenhouse gas emissions reflect a 13 percent absolute reduction over this period. Increased volumes handled at our dry terminals drove higher operational activity, which partially offset further absolute emissions reductions. Despite this growth, we improved energy efficiency and operational performance across our assets. As a result, emissions intensity declined by 26 percent between 2020 and 2025, demonstrating our ability to manage higher volumes while materially lowering emissions per unit of throughput.

We track our Scope 3 GHG emissions associated with Fuel and Energy Related Activities and Upstream Transportation and Distribution (categories 3 and 4 under the GHG Protocol guidance). We are seeking to extend our reporting to other Scope 3 categories in future years.



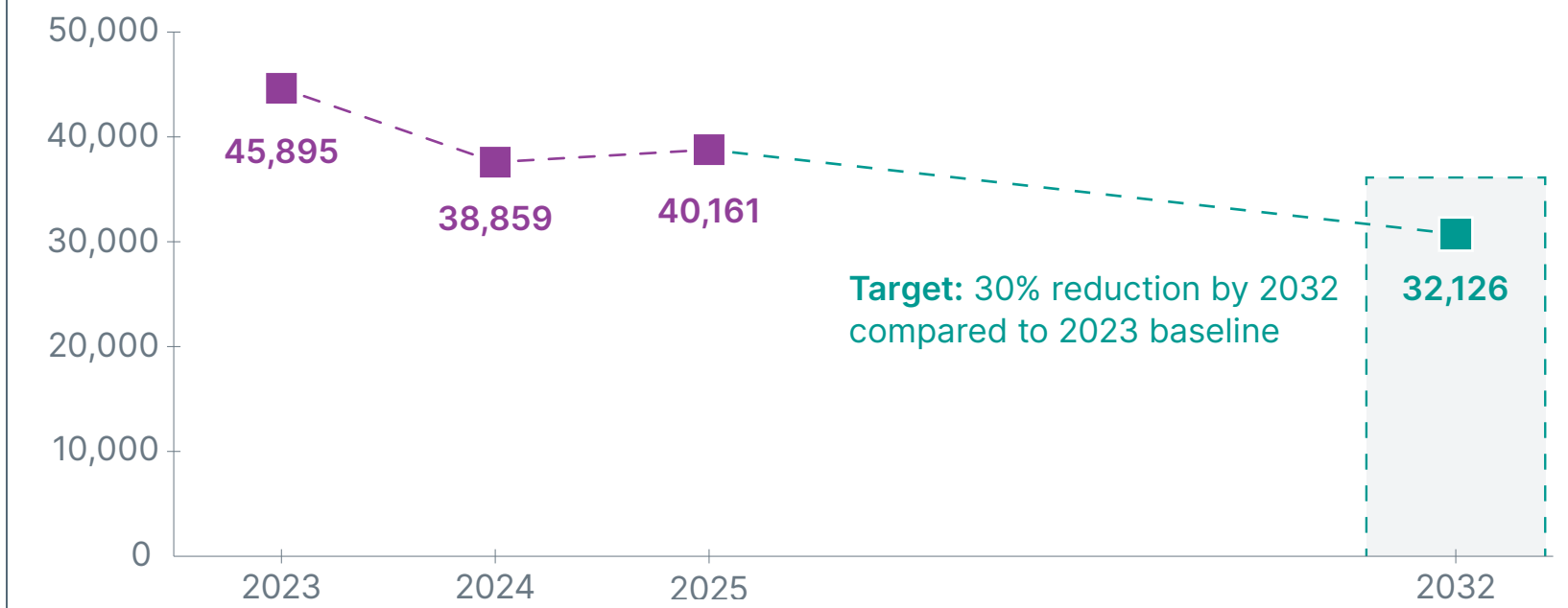
## Decarbonisation strategy

In 2025 we developed a multi-year high level decarbonisation plan focused on reducing fuel consumption across operations, investment in low carbon technologies and increasing the use of renewable energy. This represents a significant step in our approach to reducing emissions and managing climate risk.

We have set a new target of a 30 percent GHG emissions reduction by 2032 compared to our 2023 baseline, covering all our operations rather than limited to dry bulk infrastructure assets as per our previous target. This is an important milestone on our pathway towards a future net zero target. It helps to position the Group ahead of emerging disclosure and related regulatory requirements, address the expectations of investors and other stakeholders, leverage operational efficiency opportunities, and enhance our resilience to future energy market disruptions.

Our strategy includes various measures to reduce Scope 1 GHG emissions including, for example, enhancing energy and fuel use efficiency at our terminals, driver training and awareness, increasing the use of electric vehicles and machinery, introducing low carbon fuels where available and continuing to use conveyors to replace truck transport.

Pathway to reduce our operational GHG emissions (tonnes CO<sub>2</sub>e)



To address Scope 2 GHG emissions we plan to install additional solar panels, increase the proportion of electricity sourced from certified third-party renewable energy suppliers, as well as general efficiency measures. The cloud-based strategy of the company will also contribute to this area.

We recognise the importance of working closely with suppliers and partners in order to achieve GHG reductions, and the need to collaborate across internal functions, such as the operations, maintenance and procurement teams. Our ability to deliver on our decarbonisation ambition will also depend on future technology solutions, in particular to address hard to abate emissions. Our strategy is built around by a whole lifecycle approach, aligning transition actions with natural replacement cycles to avoid unintended consequences such as the premature disposal of serviceable assets.

As an example of collaboration and future technology advances, in September 2025 we partnered with logistics provider to pilot the use of an electric truck to transport wire rod coils from our Huelva terminal to the Port of Seville, a journey of around 105 kilometres taking just over one hour. By switching to the electric vehicle, we avoided an estimated 0.49 tonnes of CO<sub>2</sub> emissions on a single trip. While modest in absolute terms, this was an important practical test of how low carbon road transport can be integrated into our day to day operations. The experience has provided valuable insights that has informed our approach and helped us recognise that the pace of our own emissions reductions will depend in large part on the evolution and wider availability of low carbon technologies and supporting infrastructure.

## Climate risk assessments

Climate change risks are integrated into our Major Accidents Risk Assessment (MARA) process as a first step, assessing the potential impact of various extreme weather events to determine the necessary protection measures. In addition, climate risk assessments have been conducted for selected facilities to evaluate long term risks associated with a changing climate and to determine where such risks may give rise to material financial or strategic impacts on the business.

A portfolio level screening exercise identified the Manzanillo facility, located on the Mexican coast within the Northeast Pacific basin, as being particularly exposed to acute physical risks associated with tropical cyclones.

These climate risk and related assessments generate decision useful information that informs long term asset development plans, capital investment decisions and resilience measures across the asset base. The importance of robust physical climate risk assessments continues to increase as the evidence base grows regarding the impacts of extreme weather events on critical infrastructure, supply chains and neighbouring communities. For example, in 2024 certain assets in Central America recorded a greater reliance on backup site generators following electricity grid disruptions driven by more frequent and intense storms and other severe weather events across the region.



Additional climate risk assessments are planned for future years, reflecting their important role in business continuity planning and asset resilience, specifically in relation to the integration of climate risk into the emergency plans of terminals located in high-risk areas. Subsequent climate risk assessments will be aligned with the EU Corporate Sustainability Reporting Directive (CSRD) requirements and cover both physical and transition risks. This will provide management with key additional insights regarding climate-related policy and legal developments, technological changes, market responses, and reputational considerations.

## Renewable energy generation

Overall, in 2025, 45 percent of the electricity consumed at our infrastructure assets worldwide was from either self-generated solar power or certified renewable supply (2024: 45 percent). This renewable energy consumption avoided the emission of 3,153 tonnes of CO<sub>2</sub>.

We have installed solar panels in nine of our terminals, which we are now benefiting from in terms of generating cost savings and reduced emission. In addition to increasing on-site renewables, our decarbonisation strategy also considers the availability of third-party renewable energy supply. This is particularly the case for new offices and assets, such as Madrid and Rotterdam, which have contracted renewable energy for their supply.

We have existing contractual arrangements in place for certified renewable sourced electricity with energy suppliers for our infrastructure assets in Spain and Peru. Through guarantees of renewable origin schemes, verified by national agencies, we support domestic renewable energy production projects and buy renewable electricity under an internationally developed framework

We are also hosting the MorGen Energy planned 20MWe green hydrogen production project at our facility in Milford Haven, UK. When in operation, the green hydrogen produced at Milford Haven will be primarily used to decarbonise port and industrial operations within South Wales. This is a further example of how our storage terminals are able to adapt to energy transition market opportunities.

### CASE STUDY



## On-site solar analysis

We have made significant investments in solar energy projects at nine of our terminals worldwide. In 2025, we conducted an analysis of the performance of these projects in terms of renewable energy generated, savings achieved and GHG emissions avoided.

As of September 2025, our installed generation capacity is approximately 1,500 kWp. We have generated a total of 5,890 MWh of renewable energy and achieved 1,386 tCO<sub>2</sub>e of avoided GHG emissions.

We have identified some cases of power generation shortfall, as the efficiency of solar panels can

be significantly impacted by dust accumulation, cleaning frequency and preventive maintenance requirements.

The detailed findings from this analysis are being used to optimise the operational performance of existing solar installations and to identify the most suitable locations for subsequent solar projects beyond critical weather-based factors. For example, evaluating the trade offs between installing panels at roof level, which minimises interference with terminal operations but necessitates additional access and safety measures for maintenance and cleaning, and ground mounted installations, which typically require the allocation of valuable land within the terminal footprint.

# Environment

We are committed to minimising our environmental impact by optimising resource use and protecting biodiversity across our global assets.

## Our approach

We aim to apply best practice in environmental management across our operations and encourage the same high standards across our supply chain. Environmental risks and impacts associated with development projects are proactively identified and assessed through environmental and social impact assessments. We are committed to safeguarding the environment and communities through effective spill prevention and management strategies. Our focus is on prevention, containment and rapid response to ensure any incidents have minimal impact.

## Targets

✔ Zero serious environmental incidents \*

- ✔ Achieved
- ✘ Not achieved

↗ [Relevant data is available in the Sustainability Databook](#)

\* Serious environmental incidents are those classified as 'Level 4' or 'Level 5' environmental events in the Impala incident reporting system.



## Environmental risk management

We have further improved our environmental management manual and plans, which establish the criteria for environmental management systems at asset level, aligning them with our Integrated Management System – IMAS. The system is aligned with the International Standard for Environmental Management System ISO 14001:2015, providing a common global benchmark for environmental management.

Currently, half of our terminals are already certified, and we are working towards all our terminals being certified to ISO 14001 by the end of 2027. We conduct internal management system audits to verify implementation of the environmental management procedures and risk assessment processes, as well as compliance with regulatory requirements.

Our management system outlines the processes used to identify and evaluate significant environmental aspects, compliance obligations and risks associated with our operations. It also provides guidance on the operational controls and emergency response plans to be adopted

at a facility level, depending on the specific activities, materials managed and location of each asset.

We strive to eliminate environmental incidents and reduce the risk of any negative impacts if they do occur. In 2025, we recorded no serious environmental incidents, defined as an uncontained release of liquids (hydrocarbons or chemicals) of over 51 barrels (or 8,000 litres) or a dry spill of over seven tonnes.

All terminals maintain site-specific emergency response plans which are tested and refined through regular drills. All incidents are communicated and investigated in line with our incident reporting process, and lessons learned shared across the business to support continuous improvement and best practice.

In 2025, improvements to our data collection processes resulted in more accurate and comprehensive reporting. This prompted the restatement of certain environmental data points for 2024, as indicated in the Sustainability Databook. We anticipate further improvements in data collection and management as we start the transition to a new cloud-based environmental, health and safety data management platform in 2026.

## CASE STUDY



## Incident preparedness award

In 2025 our team in El Salvador were recognised with a special award by the Salvadoran Coast Guard and Central American Department for Maritime Transportation (COCATRAM) for incident prevention preparedness. This prestigious accolade reflects the exemplary level of preparedness and response capacity, particularly in the area of oil spill response and environmental protection.

## Waste management

We follow the principle of the waste hierarchy in order to minimise the impact of waste generation on human health and the environment. This prioritises the prevention or reduction of waste generated, followed by reuse, recycling, energy recovery and, as a last resort, disposal to landfill.

Our waste management practices comply with local waste laws and regulations. All waste materials are securely contained on-site. Where we are unable to reuse or recycle waste materials on-site, these are transferred to licensed waste management contractors, who are carefully selected and monitored to ensure that waste is managed in line with contractual and regulatory requirements.

In 2025, the Group generated 5,429 tonnes of waste across its global asset base, of which 46 percent was non-hazardous and 54 percent hazardous.

We continue to implement initiatives to increase the proportion of waste diverted from disposal and to reduce overall waste generation over time. In addition, we are addressing inconsistencies in the classification of wastes across our terminals, to ensure that data reporting in the future is more accurate and reliable.



## Biodiversity and protected areas

We recognise the importance of protecting biodiversity and natural habitats. We take action to mitigate the risk of negative impacts from our operations. We are committed to not operating in World Heritage Sites and to respecting legally designated areas of cultural or natural heritage.

None of our sites are located within designated protected areas, however, six terminals are situated within 1 km of such areas. These include our Huelva terminal in Spain, less than 1 km from the Odiel and Tinto marshes and Huelva coastal lagoons, a Natura 2000 site renowned for its rich wetland habitat and vulnerable bird species. Our Milford Haven

terminal in the UK is within 1 km of the Pembrokeshire marine protected area and Milford Haven Waterway, a site of special scientific interest. Our Belfast terminal is within 1 km of the Strangford and Lecale area of outstanding natural beauty and our Jebel Ali terminal in the UAE is within 1 km of a wetland sanctuary. The Namport Luderitz terminal in Namibia is within 1 km of a marine protected area and the Santo Tomás terminal in Guatemala is within 1 km of the Cerro San Gil watershed protection reserve and the Bahía de Santo Tomás protected area. An additional seven terminals are within 5 km of designated protected areas.

We assess and manage the environmental risk for all sites to ensure our operations do not impact on nearby protected areas.

## Water management

We are committed to conserving and protecting water resources, especially in areas experiencing water scarcity. Our sites have been reviewed using the Aqueduct Water Risk Atlas tool, identifying eleven terminals in high or very high-water stress areas. This analysis informs our strategies to mitigate business risks related to water stress and supports the prioritisation of certain assets for water treatment, recovery systems, rainwater collection, and closed-cycle truck washing facilities.

In 2025, our global total water withdrawal was 322 megalitres (2024: 263 megalitres). This increase was due to improvements in data collection, to ensure that all our water use across the business is adequately accounted for.

Our liquid terminals mainly use water for domestic purposes and for maintenance activities, for example maintenance activities and testing of our firefighting systems.

Our dry bulk assets typically use water to prevent airborne particulate emissions through the dampening of material stockpiles, road spraying and truck washing. These are our most water-intensive operations, and our terminals in Callao, Peru, and Manzanillo, Mexico, are situated in high or extremely high water stress regions.

### CASE STUDY

## Water optimisation in resource-scarce regions

We are committed to adopting robust water optimisation practices across our operations, particularly in regions high water stress, in order to minimise their impact on local supply.

At our dry bulk terminals in Manzanillo, Mexico, and Huelva, Spain, projects have been implemented to reduce water demand, including wastewater

collection, treatment and reuse, and installing rainwater storage systems. In 2025, a total of 38,000 cubic metres of rainwater was collected for use.

Our dry bulk terminal in Callao, Peru, operates a truck washing unit that recovers all water used for the washing. In 2025, approximately 7,000 cubic metres of water was recycled and reused through this system, rather than being sourced from the groundwater wells onsite. A smart metering device is being installed in 2026 to better monitor the use of the recycled water.



# Appendices

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Impala Terminals Kwinana, Australia

# About this report

This report highlights the Impala Terminals approach to the reporting of environmental, social and governance (ESG) performance and impacts for the financial year 2025.

## Report scope and boundaries

This report and the accompanying 2025 Sustainability Databook covers the 30 owned and operated liquids and dry bulk terminals in 20 countries across Central and South America, Europe, the Middle East and Africa, and Australia. Performance data associated with the construction of our new terminal at the Port of Rotterdam in the Netherlands is included in the health and safety, compliance and people-related data, and is excluded from the environmental, climate, energy and communities-related data. Impala Terminals branded non JV assets that are owned and managed solely by Trafigura do not form part of the Impala Terminals joint venture and therefore are not included in the data and performance analysis within this report.

Unless stated otherwise, all data included in this report and the 2025 Sustainability Databook refer to the financial year 2025, from January 1, 2025 to December 31, 2025. Some of the data published reflects the rounding up or down of subtotals.

We report our health, safety and environmental data where we have a majority shareholding in the asset on a 100 percent basis. Compliance and people-related data cover employees in our direct employment, unless otherwise stated.

Our GHG emissions reporting is aligned with the GHG Protocol and defined in detail in our internal GHG reporting procedures. Carbon dioxide equivalent (CO<sub>2</sub>e) emissions are reported in metric tonnes throughout the report unless otherwise stated. Our GHG emissions reporting includes the Kyoto Protocol greenhouse gases carbon dioxide, methane, nitrous oxide, sulphur hexafluoride, nitrogen trifluoride, perfluorocarbons and hydrofluorocarbons. When actual data are not available, estimations based on data from other assets or reliable external references are incorporated. The main emission conversion factors used are those developed by the International Energy Agency (IEA), the UK Department for Energy Security and Net Zero and by the Global Logistics Emissions Council (GLEC).

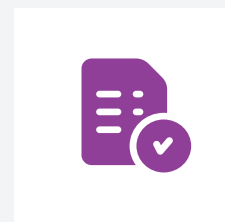
We report sustainability data for assets from the first full financial year of ownership or operation. In some instances, we have restated figures from previous years to reflect changes in the portfolio, changes in reporting principles or improvements in our data collection and analysis processes. In the case of restatements of over five percent, considered to be material restatements, we provide explanations regarding the revised data in the 2025 Sustainability Databook.



## Our material topics

The output from our materiality assessment helps us determine what matters most and where we focus our effort. It guides our sustainability approach and the content of this report. A list of our current material ESG topics is provided below.

Building on this, we are undertaking a double materiality assessment, aligned with the requirements of the EU CSRD, to identify the ESG impacts, risks and opportunities relevant to our own operations and across our value chain. This considers the perspective of the business and our stakeholders.



### Conduct and compliance

Ensuring our activities comply with applicable laws and regulations and that employees abide by our Code of Business Conduct.



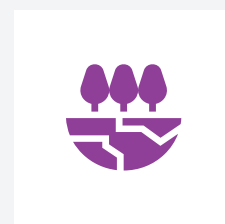
### Our People

Attracting, developing and retaining the best people in a working environment that promotes integrity, diversity, equal opportunity and mutual respect.



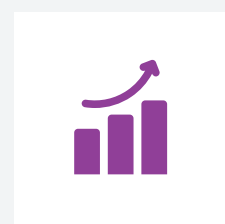
### Human Rights

Upholding and respecting internationally recognised human rights in our operations and our value chain.



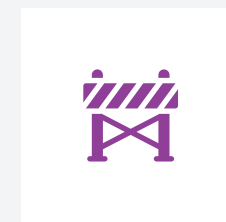
### Climate change

Reducing our greenhouse gas emissions, supporting the energy transition, helping our customers meet their carbon-related goals and adapting our business to meet the risks and opportunities of a changing climate.



### Business continuity

Maintaining safe and effective operations during and after disruptive events, by preparing for, responding to and recovering from incidents with minimal interruption.



### Health and safety

Operating safely and protecting the health and wellbeing of employees, contractors, the local communities where we operate and those affected by our activities.



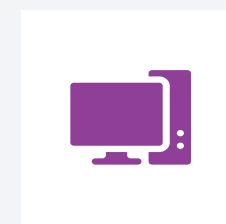
### Environment

Minimising adverse impacts from our operations on the natural environment and preserving biodiversity and natural resources.



### Community engagement

Engaging and supporting economic and social benefits for the local communities in which we are located.



### Technology and Cyber Security

Maximising the possibilities that technology provides and protecting our operations against the effects that cybersecurity risks may have on the availability and integrity of our systems.

## Reporting frameworks

This report has been prepared with reference to the Global Reporting Initiative (GRI) and forms part of our United Nations Global Compact (UNGC) Communication on Progress on the implementation of the ten UNGC Principles. It is accompanied by a reference framework content index, which maps our disclosures against the GRI Standards, the UNGC and the WEF Stakeholder Capitalism metrics.

# Sustainability databook

Climate and energy		2025		2024		2023		2022		2021		2020	
Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions		tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%
Scope 1 GHG emissions	1	35,460		33,727		41,471		33,494		31,844		28,026	
Scope 2 GHG emissions (market-based method)	2	4,701		5,132		4,424		990		2,581		3,229	
Scope 2 GHG emissions (location-based method)	3	7,475		7,208		7,776		4,197		3,572		3,075	
Scope 1 and Scope 2 GHG emissions (market-based method)		40,161		38,859		45,895		34,484		34,425		31,255	
Scope 1 GHG emissions: Dry bulk assets		9,935		8,782		9,372		9,082		9,304		9,982	
Scope 2 GHG emissions (market-based method): Dry bulk assets		1,565		1,241		1,316		990		2,581		3,229	
Scope 1 and Scope 2 GHG emissions: Dry bulk assets		11,500		10,023		10,688		10,072		11,885		13,211	
Scope 1 and Scope 2 GHG emissions: Dry bulk assets - % variation from baseline year.			13.0		24		19		24		10		
Scope 3 GHG emissions		tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%	tCO <sub>2</sub> e	%
Scope 3 GHG emissions	4	133,543		142,898		147,273		174,040		146,376		119,909	
Breakdown of Group Scope 3 emissions by category:													
- Category 3: Fuel and Energy Related		18,239	14	15,078	11	15,741	11	15,707	9	12,688	9	8,057	7
- Category 4: Upstream Transportation and Distribution		115,304	86	127,820	89	131,639	89	158,333	91	133,688	91	111,851	93
Fuel use		GJ	%	GJ	%	GJ	%	GJ	%	GJ	%	GJ	%
Total fuel consumption	5	579,467		448,574		619,713		443,077		411,583		364,001	
Primary fuel source:													
- Diesel		253,475		142,826	32	269,681	43	117,982	27	110,945	27	123,434	34
- Gasoline / Fuel oil		7,781		8,252	2	7,231	1	748	0	752	0	1,927	1
- LPG		4,624		2,260	1	3,065	0	2,538	1	2,752	1	783	0
- Marine diesel		313,587		295,235	66	339,737	55	321,810	73	297,134	72	237,858	65

1. Scope 1, Scope 2 and Scope 3 GHG emissions for 2024 and 2023 include the liquid storage assets acquired in Q4 2022.
2. Scope 2 emissions have been calculated using the market-based methodology, using supplier specific emission factors and residual mixes, in line with the GHG protocol Scope 2 guidance.
3. Scope 2 emissions using the location-based method, calculated based on the average emissions intensity of the local power grids.
4. Scope 3 emissions include GHG Protocol Category 3: Fuel and Energy Related emissions, and Category 4: Upstream Transportation and Distribution emissions. These are considered to be relevant Scope 3 Categories based on volume and the ability of Impala to influence the values.
5. Fuel use data includes the liquid bulk assets acquired in Q4 2022 for the first time in 2023.
6. The total fuel consumption for 2024 was restated in 2025 due to a correction in the diesel and LPG values resulting in an overall increase of 13 percent.

Climate and energy (Continued)		2025		2024		2023		2022		2021		2020	
Electrical energy consumption	7	MWh	%	MWh	%	MWh	%	MWh	%	MWh	%	MWh	%
Total electricity consumption		33,726		32,880		33,388		18,428		16,165		14,175	
Share of electrical energy from renewable sources			45		45		45		55		80		34
Purchased electricity from certified renewable sources	8	13,627		12,958		17,042		14,246		5,364		709	
Self-generated non-fuel renewable energy		1,679		1,825		1,515		496		132		0	
Total renewable energy consumption		15,307		14,783		18,558		14,742		5,496		709	
<b>Energy use</b>		<b>MWh</b>		<b>MWh</b>		<b>MWh</b>		<b>MWh</b>		<b>MWh</b>		<b>MWh</b>	
Total energy consumption (fuel use and electricity)	9	194,689		173,852		205,531		141,505		130,494		115,287	

7. Electricity consumption and renewable energy data includes the liquid bulk assets acquired in Q4 2022 for the first time in 2023.

8. Renewable energy sources includes purchases of renewable energy certificates, in line with the RE100 Technical Criteria.

9. The total energy consumption for 2024 was restated in 2025 due to a correction in the fuel use values, resulting in an overall increase of 11 percent.

Environment		2025		2024		2023		2022	
Environmental incidents		Number		Number		Number		Number	
Total number of environmental incidents reported	1	94		64		116		119	
Total number of serious environmental incidents reported	2	0		0		1		0	
Environmental management systems	3	Number	%	Number	%	Number	%	Number	%
Total number of sites certified to internationally recognised environment management standards	4	15	50	15	50	15	50	6	100
Total percent of sites with an environmental management system as required under the Group HSEC Management System Framework		30	100	30	100	30	100	6	100
HSE fines and penalties		USD		USD		USD		USD	
Total value of HSE-related fines and penalties		0		0		30,000		0	

1. An environmental incident is any event that causes, or has the potential to cause, damage or loss related to hydrocarbon or chemical spills, discharges, emissions to the atmosphere including dust, waste disposal, biodiversity, noise, odour, blast or vibration as well as archaeological or cultural heritage.

2. A severe environmental incident is considered a category 4 event, such as a hydrocarbon spill of over 51 barrels, and category 5 event, the most severe incident category.

3. Data on environmental management systems includes the liquid storage assets acquired in Q4 2022.

4. The data for environmental management systems certified to ISO14001:2015 relates to industrial sites as of 31st December 2025. Excludes terminals under construction.

Environment	(Continued)	2025		2024		2023		2022	
<b>Waste</b>	5	<b>Tonnes</b>	<b>%</b>	<b>Tonnes</b>	<b>%</b>	<b>Tonnes</b>	<b>%</b>	<b>Tonnes</b>	<b>%</b>
Total non-hazardous waste		2,508	46	1,223	52	1,182	55	311	28
Total hazardous waste		2,921	54	1,127	48	965	45	809	72
Total waste generated		5,429		2,350		2,147		1,120	
<b>Water withdrawal</b>	6	<b>ML</b>	<b>%</b>	<b>ML</b>	<b>%</b>				
Total water withdrawn		322		263					
Surface water			28		22				
Groundwater			29		47				
Third party			43		31				
<b>Water stress and water risk exposure</b>	7	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Total number of sites located in high or very high water stress areas		11		11		11		1	
<b>Distribution of Impala Terminals sites based on water stress:</b>									
- Low water stress		3	12	3	12	3	12	1	33
- Low to medium water stress		6	23	6	23	6	23	0	0
- Medium to high water stress		6	23	6	23	6	23	1	33
- High water stress		10	38	10	38	10	38	0	0
- Extremely high water stress		1	4	1	4	1	4	1	33
<b>Biodiversity</b>		<b>Number</b>		<b>Number</b>		<b>Number</b>		<b>Number</b>	
Number of sites within one kilometre of a protected area		6		6		6		1	
Number of sites between one and five kilometers of a protected area		7		7		7		0	
<b>Cultural Heritage</b>		<b>Number</b>		<b>Number</b>		<b>Number</b>		<b>Number</b>	
Total number of sites located in World Heritage sites		0		0		0		0	

5. Waste data includes that for the liquid bulk storage assets acquired in Q4 2022 for the first time in 2023. Waste data for 2024 has been restated due to correction in reported values, resulting in an overall increase of 10 percent. The variance in 2025 is due to increased cleaning of tanks at a number of our liquid terminals creating substantial volumes of hydrocarbon sludge and associated wastes, construction and maintenance activities at various terminals and significant improvements in data collection.

6. Water withdrawal data reported for the first time for all terminals in 2024. Data for 2024 has been restated in 2025 due to corrections made in the categorisation of water sources.

7. Water stress and water risk exposure includes consideration of the additional liquid bulk storage assets for the first time in 2023. Water stress areas are as defined by the in the World Resources Institute Aqueduct Water Risk Atlas.

Health and safety	2025		2024		2023		2022		2021		2020	
Workplace safety	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Fatalities	1	1	0		0		0		0		0	
Lost time injuries	3	4	5		10		9		6		6	
Lost time injury rate (LTIR)	4	0.41		0.67		1.60		2.02		1.42		1.59
Total recordable injuries	5	28	29		33		23		16		14	
Total recordable injury rate (TRIR)	6	2.84		4.10		5.27		5.17		3.77		3.63
Near misses reported		607	2,106		2,392		1,280					
Near miss reporting frequency (NMRF)	7	61.63		299		382		288				
Road traffic accidents	8	1	2		10							
Road traffic accident frequency (RTAF)	9	0.21		0.29		1.80						
Number of unsafe acts reported		5,815	6,212		2,315							
Number of unsafe conditions reported		10,876	12,344		5,437							
Working hours (employees and contractors)		9,849,035	7,407,958		6,267,557		4,447,545					
<b>HSEC Training</b>		<b>Number</b>	<b>Rate</b>	<b>Number</b>	<b>Rate</b>	<b>Number</b>	<b>Rate</b>	<b>Number</b>	<b>Rate</b>			
Total HSEC training hours		51,985		71,213		82,147		47,751				
HSEC training hours per employee			30		45		55					
<b>Occupational health and safety management systems</b>		<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>			
Total number of sites certified to International Standard ISO 45001:2018	10	23	77	11	37	11	37	5	83			
Total percent of sites with an occupational health and safety management system as required under the Group HSEC Management System Framework		30	100	30	100	30	100	6	100			

1. Includes the death of any employee or contractor of Impala Terminals as a result of an occupational injury or disease sustained on site or undertaking a work-related activity on behalf of Impala Terminals.
2. Number of fatalities per one million hours worked.
3. Lost time injuries are an injury to an employee or contractors of Impala Terminals sustained on site or undertaking a work-related activity on behalf of Impala Terminals that results in the loss of work amounting to at least one day (or shift).
4. The number of injuries that resulted in time lost from work amounting to at least one day (or shift) by employees and contractors working on Impala Terminals-owned or managed sites per one million hours worked.
5. Total recordable injuries (TRI) are the sum of fatalities, lost time injuries, restricted work injuries and medical treatment injuries to an employee or contractor of Impala Terminals sustained on site or undertaking a work-related activity on behalf of Impala Terminals. This metric represents all injuries that require medical treatment beyond first aid.
6. The number of TRIs at Impala Terminals-owned or managed sites per one million hours worked.
7. Number of near misses reported per one million hours worked.
8. A road traffic accident (RTA) is defined as any accident to a transportation vehicle which occurs on a public road. A vehicle collision or vehicle damage which occurs on site will be recorded as a property damage incident. A RTA includes a 'crash' involving light duty vehicles, heavy duty vehicles, heavy duty plant equipment (bulldozer, earthmoving equipment, etc.), buses or coaches, cars and motorcycles which occur on a public road. Vehicles operated on fixed rails and vehicles which are not capable of more than 10 mph (16 kph) are excluded. Data on road traffic accidents is not reported for years prior to 2023.
10. This represents the number of terminals certified by a third party to the occupational health and safety management systems, ISO45001:2018, or equivalent as of 31st December 2025. Data excludes the terminal under development at the Port of Rotterdam. An additional four sites were in the process of certification to ISO45001 at the end of 2025. Data for 2023 has been restated on the basis of Impala Terminals JV owned and operated assets only.

Our people	2025		2024		2023		2022		2021		2020		
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	
<b>Employee numbers</b>													
Number of employees at year-end	1	1,720	1,578		1,490		933		819		759		
New employees hired		380	277		328		205		178		103		
Commercial / Professional (white collar)	2	706	41	686	43	645	43		41		37		29
Technical / Operational (blue collar)		1,014	59	892	57	845	57		59		63		71
Full time		1,711	99	1,573	100	1,489	100		99		99		99
Part time		9	1	5	0.3	1	0		1		1		1
Permanent contract		1,463	85	1,314	83	1,410	95		97		97		-
Temporary contract		257	15	207	13	80	5		3		3		-
Locally recruited employees		380	100	276	100		98		99		97		97
Employees covered by collective bargaining agreements (proportion of blue collar workers)		681	67	593	66	337	40		55		78		75

1. Number of people employed by the Impala Terminals joint venture as at year end. Employees included are those directly employed by, or 100 percent sub-contracted to, the Impala Terminals joint venture. The significant increase in 2023 is largely due to the inclusion of employees associated with the liquid storage assets acquired in Q4 2022 for the first time.

2. New hires in the financial year, remaining in the business at year end.

3. 2025 data includes all managerial roles (CEO -3). Previous years data was limited to CEO - 1 and - 2, the most senior management roles.

Gender diversity	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	
Male	1,436	83	1,314	83	1,254	84		84		86		88	
Female	284	17	264	17	236	16		16		14		12	
Women in Executive and Senior Management Roles	3	42	22	17	35		33		25		-		-
Gender distribution of Global Management Team		2	25	3	33		2		22				

**Gender of Global Graduate Programme hired intake:**

- Male	6	75	7	64	5	45		20		80		80
- Female	2	25	4	36	6	55		80		20		20

Age group	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Under 30 years	369	21	345	22	335	22		30		31		27
30 - 50 years	1,127	66	1,025	65	953	64		62		61		65
Over 50 years	224	13	208	13	202	14		8		8		8

Our people	(Continued)		2025		2024		2023		2022		2021	
Regional distribution			Number	%	Number	%	Number	%	Number	%	Number	%
Africa			170	10	165	10	151	10	31	3		
Australia			11	1	11	1	59	4	0	0		
Europe			279	16	214	14	205	13	52	6		
Central & Latin America			1,207	70	1,134	72	1,076	69	850	91		
Middle East			53	3	54	3	59	4	0	0		

1. The increase in KYC assessments undertaken 2024 is in part due the integration of the liquid bulk terminals into the Impala Terminals KYC process.

Attrition	Number	%	Number	%	Number	%	Number	%	Number	%
Total number of leavers	340	20	293	19	262	18	167		170	
Voluntary attrition rate	195	11.3	136	8.6	122	8.2		9.3		9.3
Proportion of involuntary leavers		43		54		53		48		55
Proportion of voluntary leavers		57		46		47		52		45
Total training hours	102,170		95,573		82,538		48,372			
Average number of training hours per employee	59		61		55		52			

Compliance and Conduct	2025		2024		2023		2022	
Know Your Counterparty (KYC) assessments	Number	%	Number	%	Number	%	Number	%
KYC assessments undertaken	3,357		5,008		3,846		3,701	
<b>Outcome of KYC assessments:</b>								
- Approved following initial review	3,177	95	4,529	90	3,677	96	3,447	93
- Approved following further information provided	158	5	366	7	131	3	210	6
- Rejected	22	1	113	2	38	1	44	1

Compliance training	Number	%	Number	%	Number	%	Number	%
Total mandatory compliance training courses completed by employees	5,553		3,515		2,888		772	
Completion rate of mandatory compliance training by new-starter and existing employees		100		99		100		98

Our communities	2025		2024	
Community Support Programmes	USD		USD	
Total amount disbursed	266,500		295,100	

# Sustainability reporting framework reference index

This reference index accompanies the Impala Terminals 2025 Sustainability Report, which has been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards, is aligned with the World Economic Forum's set of core 'Stakeholder Capitalism Metrics', as applicable to Impala Terminals, and forms part of our United Nations Global Compact (UNGC) Communication on Progress on the implementation of the ten UNGC Principles. It is designed to help stakeholders locate the relevant disclosures against each reporting framework. The data in the 2025 Sustainability Report relate to the reporting period from January 1, 2025, to December 31, 2025, unless otherwise stated.

GRI Content Index		
<b>Statement of use:</b> Impala Terminals has reported the information cited in this GRI content index for the period from January 1 2025 to December 31 2025 with reference to the GRI Standards.		
<b>GRI 1 used.</b> GRI 1: Foundation 2021		
GRI standard	Disclosure title	Location
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	2025 Sustainability Report, page 2
	2-2 Entities included in the organisation's sustainability reporting	2025 Sustainability Report, About this report, page 40
	2-3 Reporting period, frequency and contact point	2025 Sustainability Report, About this report, page 40
	2-4 Restatements of information	2025 Sustainability Report, About this report, page 40
	2-6 Activities, value chain and other business relationships	2025 Sustainability Report, Our business, pages 6 – 14
	2-7 Employees	2025 Sustainability Report, Our people, page 23 2025 Sustainability Databook, Our people
	2-9 Governance structure and composition	2025 Sustainability Report, Governance structure, page 16
	2-13 Delegation of responsibility for managing impacts	2025 Sustainability Report, Governance structure, page 16
	2-17 Collective knowledge of the highest governance body	Impala Terminals website: Our management team
	2-23 Policy commitments	Impala Terminals website: Responsibility, HSEC and Compliance
	2-24 Embedding policy commitments	2025 Sustainability Report
	2-25 Processes to remediate negative impacts	2025 Sustainability Report: Conduct and compliance, page 17
	2-26 Mechanisms for seeking advice and raising concerns	2025 Sustainability Report, Conduct and compliance, page 18
	2-27 Compliance with laws and regulations	2025 Sustainability Report, Conduct and compliance, pages 17 – 18
	2-28 Membership associations	2025 Sustainability Report, Responsible business management, page 12
2-29 Approach to stakeholder engagement	2025 Sustainability Report, Responsible business management, page 12	
2-30 Collective bargaining agreements	2025 Sustainability Report, Our people, page 23 2025 Sustainability Databook, Our people	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	2025 Sustainability Report, Our material topics, page 41
	3-2 List of material topics	2025 Sustainability Report, Our material topics, page 41
	3-3 Management of material topics	2025 Sustainability Report
<b>GRI 101: Biodiversity 2024</b>	101-2 Management of biodiversity impacts	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
	101-5 Locations with biodiversity impacts	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment

GRI standard	Disclosure title	Location
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	2025 Sustainability Report, Conduct and compliance, pages 17 – 18
	205-3 Confirmed incidents of corruption and actions taken	2025 Sustainability Report, Conduct and compliance, pages 17 – 18
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	2025 Sustainability Report, Climate, page 34 2025 Sustainability Databook, Climate and energy
	302-4 Reduction of energy consumption	2025 Sustainability Report, Climate, page 34 2025 Sustainability Databook, Climate and energy
<b>GRI 303: Water and Effluents 2018</b>	303-2 Management of water discharge-related impacts	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
	303-3 Water withdrawal	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
	303-5 Water consumption	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	2025 Sustainability Report, Climate, pages 34 – 35 2025 Sustainability Databook, Climate and energy
	305-2 Energy indirect (Scope 2) GHG emissions	2025 Sustainability Report, Climate, pages 34 – 35 2025 Sustainability Databook, Climate and energy
	305-3 Other indirect (Scope 3) GHG emissions	2025 Sustainability Report, Climate, pages 34 – 35 2025 Sustainability Databook, Climate and energy
	305-5 Reduction of GHG emissions	2025 Sustainability Report, Climate, pages 34 – 35 2025 Sustainability Databook, Climate and energy
<b>GRI 306: Effluents and Waste 2016</b>	306-3 Significant spills	2025 Sustainability Report, Environment, page 37 2025 Sustainability Databook, Environment
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
	306-2 Management of significant waste-related impacts	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
	306-3 Waste generated	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
	306-4 Waste diverted from disposal	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment
	306-5 Waste directed to disposal	2025 Sustainability Report, Environment, page 38 2025 Sustainability Databook, Environment

GRI standard	Disclosure title	Location
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	2025 Sustainability Report, Our people, pages 23 – 25 2025 Sustainability Databook, Our people
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	2025 Sustainability Report, Health and safety, pages 26 – 29 2025 Sustainability Databook, Health and safety
	403-2 Hazard identification, risk assessment, and incident investigation	2025 Sustainability Report, Health and safety, pages 26 – 29
	403-5 Worker training on occupational health and safety	2025 Sustainability Report, Health and safety, pages 26 – 29 2025 Sustainability Databook, Health and safety
	403-8 Workers covered by an occupational health and safety management system	2025 Sustainability Report, Health and safety, pages 26 – 29 2025 Sustainability Databook, Health and safety
	403-9 Work-related injuries	2025 Sustainability Report, Health and safety, pages 26 – 29 2025 Sustainability Databook, Health and safety
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	2025 Sustainability Report, Our people, pages 23 – 25 2025 Sustainability Databook, Our people
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	2025 Sustainability Databook, Our people
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	2025 Sustainability Report, Human rights, page 19
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	2025 Sustainability Report, Community engagement, pages 30 – 32
	413-2 Operations with significant actual and potential negative impacts on local communities	2025 Sustainability Report, Community engagement, pages 30 – 32

WEF IBC Stakeholder Capitalism Metrics Index				
Core Pillar	Theme	Core Metrics	Reference	Page
<b>Principles of Governance</b>	Governing purpose	Setting purpose	2025 Sustainability Report, Critical global storage infrastructure	2
	Quality of governing body	Governance body composition	2025 Sustainability Report, Governance structure	16
	Stakeholder engagement	Material issues impacting stakeholders	2025 Sustainability Report, About this report	12
	Ethical behaviour	Anti-corruption	2025 Sustainability Report, Conduct and compliance	17
	Ethical behaviour	Protected ethics advice and reporting mechanisms	2025 Sustainability Report, Conduct and compliance; Human rights	17, 19
	Risk and opportunity oversight	Integrating risk and opportunity into business process	2025 Sustainability Report, Responsible business management	11
<b>People</b>	Dignity and equality	Diversity and inclusion	2025 Sustainability Report, Our people 2025 Sustainability Databook, Our people	23
	Dignity and equality	Risk for incidents of child, forced or compulsory labour	2025 Sustainability Report, Human rights	19
	Health and well-being	Health and safety	2025 Sustainability Report, Health and safety 2025 Sustainability Databook, Health and safety	26
	Skills for the future	Training provided	2025 Sustainability Report, Our people 2025 Sustainability Databook, Our people	23
<b>Planet</b>	Climate change	Greenhouse gas (GHG) emissions	2025 Sustainability Report, Climate 2025 Sustainability Databook, Climate and energy	34
	Nature loss	Land use and ecological sensitivity	2025 Sustainability Report, Environment 2025 Sustainability Databook, Environment	37
	Freshwater availability	Water consumption and withdrawal in water-stressed areas	2025 Sustainability Report, Environment 2025 Sustainability Databook, Environment	38
<b>Prosperity</b>	Employment and wealth generation	Absolute number and rate of employment	2025 Sustainability Report, Our people 2025 Sustainability Databook, Our people	23

UN Global Compact Principles Index		
Area	Principle	Reference
Human rights	1. Businesses should support and respect the protection of internationally proclaimed human rights.	Responsible business enablers: Human Rights
	2. Businesses should make sure that they are not complicit in human rights abuses.	Responsible business enablers: Human Rights
Labour	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	People at the core: Our people
	4. Businesses should uphold the elimination of all forms of forced or compulsory labour.	Responsible business enablers: Human Rights
	5. Businesses should uphold the effective abolition of child labour.	Responsible business enablers: Human Rights
	6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	People at the core: Our people
Environment	7. Businesses should support a precautionary approach to environmental challenges.	Environmental stewardship
	8. Businesses should undertake initiatives to promote greater environmental responsibility.	Environmental stewardship
	9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environmental stewardship
Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery.	Responsible business enablers: Conduct and compliance



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Last updated: April 2026