

FORWARD

C&N Holdings Limited (hereinafter referred to as "We" and "C&N") together with its subsidiaries (collective as the "Group") set its footprint into the transport and storage services to the logistics industry in Singapore, offering trucking and hubbing services to customers. Trucking services refer to the delivery of cargo, primarily containers, from the customers' designated pick up point to their designated delivery point. Hubbing services refer to the handling and storage of laden and empty containers at our logistics yard or other locations designated by our customers.

This report is the first Environmental, Social and Governance ("ESG") Report (the "Report") issued by C&N, which contains the policies, measures, and performance of the Group in respect of ESG to allow better understanding of each stakeholder on the sustainability and development directions of the Group. This Report is prepared in Chinese and English, which has already been uploaded to the Company's website at www.cnlimited.com. In case of any inconsistency or discrepancy between the Chinese version and the English version, the English version shall prevail.

The presentation currency of this report is in Singapore dollars.

Scope of report

The Report focuses on the operations of trucking services of the Group during January to December of 2017 ("the reporting period"). The Group will gradually expand the scope of disclosure by continuously optimizing the internal information collection procedures.

Basis Preparation

The report is prepared pursuant to the "comply or explain" provisions under the ESG guide (the "Guide") issued by the HKEx. To ensure the accuracy of environment-related KPIs, the Group has engaged GRC Chamber Limited, a consulting firm, in assisting our management team in conducting a materiality assessment. The last section of this Report provides complete indexing to allow easy comprehension of this Report in accordance with the Guide.

Confirmation and approval

All information contained herein is collected from the official documents, statistics of the Group, and the management and operation data collected through the Group's system. The Report was approved by the board of directors on 27 June 2018.

Stakeholders' Feedback

The Group highly values the opinions of stakeholders. Should you have any enquiries or comments regarding the content or form of this Report, please contact us at business@cnlimited.com.

MESSAGE FROM THE MANAGEMENT

C&N Holdings Limited focuses on the trucking services in Singapore. With our listing company status and IPO proceeds obtained, our Group is positioned to enter a new era of growth. While developing our businesses, the Group is committed to stepping up its efforts in social aspect and minimizing the impact of its operations on the environment.

Adhering to its people-oriented philosophy of operation, the Group has established employment policies to safeguard employee's rights and ensure they enjoy equal opportunities and welfare. The Group attaches great importance to the well-being of employees by prohibiting any harassment or discrimination and establishing clear penalties policy and procedures.

The Group is committed to providing a safe working environment. By establishing a health management system for employees and regulations on management of accidents at workplace, work hazards at different workplace are prevented.

To manage the environmental and social risks arising from the supply chain, the Group has formulated management policies to screen and evaluate sub-contractors and employees, especially our drivers, with particular emphasis on their performance in terms of integrity, work safety, and responsibilities. The Group has been maintaining close relationship with sub-contractors and employees with an aim to promote the sustainable development of the Group and the industry.

The management of the Group is open to all opinions and suggestions from all stakeholders, and has been proactively preparing for its long-term sustainable development plan. It is expected that the Group will leverage on the national policies during the process of business development and make contribution to the well-being of the next generation.

The Board of Directors of **C&N Holdings Limited**

FINANCIAL PERFORMANCE

During the year, C&N has successfully listed on the GEM Board of the Stock Exchange of Hong Kong Limited (Stock code: 8430.HK). Our direct economic value generated and distributed to the concerned stakeholders by the Group in 2017:

Direct economic value generated	Direct beneficiary	as at 31.12.2017
Revenue ¹ Other income ¹	Investors, Customers Investors, Customers	30,822,059 284,072
Distributed economic value	Direct beneficiary	as at 31.12.2017
Cost of sales ¹ Finance costs ² Taxes ²	Suppliers Lenders Government	23,986,785 175,464 292,336
Economic value retained	Direct beneficiary	as at 31.12.2017
Retained for C&N Holdings Limited's sustainable operation and development ³	Investors, customers, employees	271,793
Net cash flows generated from operating activities ²	Investor, suppliers, lenders	2,684,654

Notes to the table above:

- 1. Figure extracted from FY2017 audited consolidated statement of profit or loss and other comprehensive income
- 2. Figure extracted from FY2017 audited consolidated cash flow statement
- 3. Figure extracted from FY2017 audited consolidated statement of changes in equity

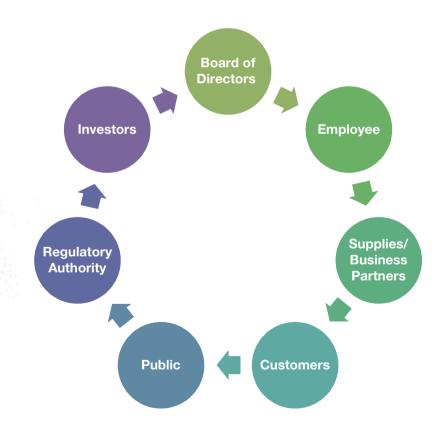
COMMUNICATION WITH THE STAKEHOLDERS

Stakeholder engagement is an important component in consistent improvement of sustainability performance. Engaging with stakeholders and understanding their views would allow the Group to propel its business practice closer to the satisfaction of stakeholders' needs and expectations and properly manage opinions from different stakeholders.

C&N has been constantly communicating with key internal and external stakeholders via diverse channels, which enable them to have the opportunity in understanding the Group's development and operation directions and allow the Group to listen to their opinions and thereby prioritizing different issues and developing corresponding measures or procedures.

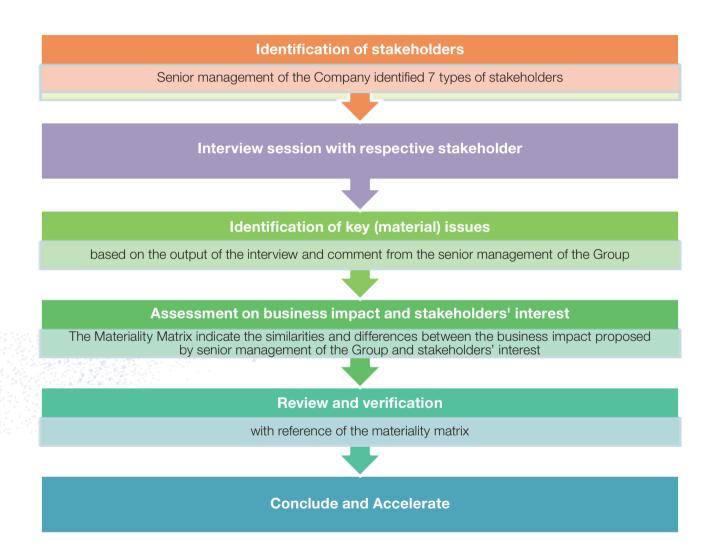
Stakeholders Identification

Based on the communications frequencies and experience with relevant stakeholders, the Group has identified seven different groups of major stakeholders, which are government & regulatory authorities, shareholders & investors, Board of Directors, employees, customers, suppliers & business partners, and community & public.



MATERIALITY ASSESSMENT

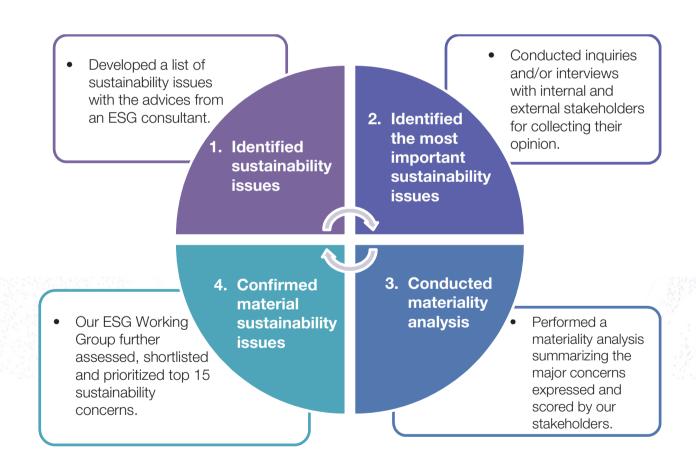
- Owing to better support and development of our reporting and strategic decision-making, the Group managed to perform the 1st Materiality Exercise this year to identify the material issues that have the most impact on the environment, society and economy, and those matter most to our stakeholders and business are ensured to be prioritised.
- These environmental, social and governance (ESG) concerned issues are identified and evaluated in order to determine current and future opportunities and risks for the Group's revenues, reputation and costs.



ANALYSIS OF MATERIALITY AND RELEVANCY

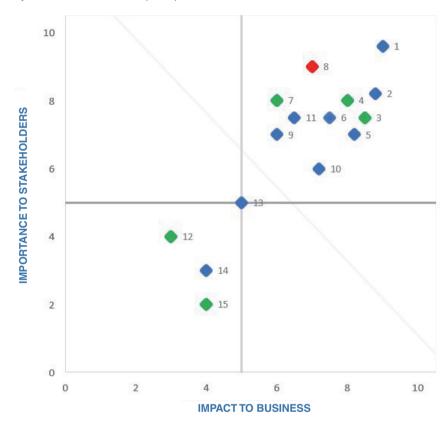
The ESG Guide encourages an issuer to identify and disclose ESG information that is material and relevant to C&N's business. We identify key issues based on the expectation and demand from our stakeholders with reference to the "Environmental, Social and Governance Reporting Guide", and industry characteristics. Materiality assessment is prepared as a reference of disclosure for the report based on the analysis of the response from our stakeholders.

We established an ESG working group, consisting of our Directors and Senior Management. The ESG working group is responsible for directing the overall ESG strategy, developing KPI measures and deploying relevant action plans. The ESG working group has taken key steps in collecting stakeholders' opinion and performing materiality analysis.



MATERIALITY MATRIX

Top 15 issues has been identified and scored by stakeholders according to their importance to them in the ESG aspects. The materiality matrix of the Group is presented below.



Top 15 material issues (in descending order of importance)

- 1 Business performance
- 2 Provide and promote a healthy and safe workplace
- 3 Employment management system
- 4 Employee diversity and equal opportunities
- 5 Regular performance assessment with analysis on operational, costing, financial data
- 6 Managing and monitoring operational risk
- 7 Continuous training and refreshing skills
- 8 Efficiently use of resources to minimize emissions
- 9 Profitability
- 10 Corporate governance enhancement
- 11 Compliance with laws and regulations
- 12 Direct and indirect negative impact on operation and human rights
- 13 Compliance operation
- 14 Quality management
- 15 Greater communication and contact with stakeholders

Basis of our preparation

We based on our materiality assessment to determine the focus of disclosure during the year. Amongst all, we will focus on disclosing items as required disclosure in the ESG Guide.

We understand that we should make further disclosure on Environment aspect. In a situation where system for collecting and consolidating certain ESG data has not been effectively deployed in previous years, we had limited information for disclosing certain KPI in the Environment aspect. It is our commitment to improve the related data collection system and disclose further information in the future.

We believe that each year's business performance, overall situation of the industry and other factors will affect the experience of different stakeholders, and thus their expectation and demands on different items. We will continue to collect stakeholder's feedbacks and disclose further information based on the results in various assessments.

OUR ENVIRONMENT ASPECT

C&N places high regards on the environmental protection, formulates and implements the ESG Regulations, stipulating its responsibilities and commitment in environmental aspect, with an aim to use natural resources effectively and minimize the emissions from its business operation and reduce its material impacts on the environment.

Our Group and operations does not directly generate industrial pollutants and did not incur any cost of compliance with applicable environmental protection rules and regulations.

During the reporting period, we strictly complied with all the applicable laws and regulations relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste, including, but not limited to the Environmental Protection and Management Act (Chapter 94A of Statutes of Singapore) ("EPMA").

Energy Efficiency Management

Electricity consumption of our corporate office, fleet and fuel consumption of our trucking business is the major contribution to our greenhouse gas emission and energy footprints. In 2017, the Group adopted the concept of efficiency use of diesel fuel and performed measures such as matching efficiency of vehicles and routing, monthly assessment on diesel fuel consumption per vehicle and trip. In the view of electricity consumption, the Group advocated the concept of green office and implemented measures such as maintaining indoor temperature at an optimal level for comfort, turning off idle lighting, air conditioning and electronic devices before leaving the office.

Through the above mitigation measures, the Group believes that it will change the behaviour of the use of energy in the workplace and finally achieve the goal of reducing the greenhouse gas emission and protecting our environment.

Non-hazardous Waste Management

The Group's business nature does not involve much in consumptions of natural resources except electricity and fuel. During the reporting period, the non-hazardous wastes generated by the Group were mainly paper and printing supplies of office. When using paper, employees are encouraged to use double-sided paper, black and white or recycled papers when printing or photocopying documents.

In 2017, the actual consumption of paper has comparatively increased, partially due to the expansion of operations. However, the Group believes that the improvement of their filling system has relatively improved the effectiveness of paper usage.

Environmental Performance

Our operation did not generate significant amount of non-hazardous waste and water wastage/pollution, and accordingly, we did not maintain those record.

Electricity consumption and diesel usage are the major sources of greenhouse gas ("GHG") emissions. Although we did not collect and consolidate sufficient information in trucking operation in the past, we will improve the related data collection system and disclose further information in 2018 and onward.

Based on the Group's resource consumption in reporting period, the Group's GHG emissions are estimated by reference to the "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes)" issued by the Hong Kong Environmental Protection Department and the Electrical and Mechanical Services Department, as detailed in the table below:

Energy use and emissions	Unit	FY2017	Intensity (unit/sales in thousand)
Electricity	kWh	38,706	1.26
Diesel fuel	liter	3,559,006	115.47
Greenhouse Gas Emission	CO ₂ e (tones)	9,337	n/a
Sulphur Oxides	g	57,300	n/a
			Intensity
Use of resources	Unit	FY2017	(unit/sales in thousand)
Paper	kg	3,250	0.11
Water	Cu M	260	0.01

Notes to the above two tables:

- 1. Intensity is calculated by the total amount consumption divided by the revenue from operation for Financial Year 2017, approximately \$\$30.822 million.
- 2. This is the record on electricity consumption started from July December FY2017.
- 3. The GHG emission figure & air emission here excluding data from vehicles due to insufficient record FY2017.
- 4. Emission factor of electricity reference to Singapore's average Operating Margin ("OM") Grid Emission Factor ("GEF").

SOCIETY ASPECT

B1/B4 · Employment & Labour Standards

In trucking services, we owe much of our success to a team of dedicated and efficient workforce. We recognise that our people essentially form the foundation on which we fulfil goals and continuously drive our business to new levels of milestone. We are determined to provide a desirable workplace and stable career environment to our employees.

Employees are regarded as the Group's greatest and most valuable asset and the core of its competitive advantage. The Group considers that the working environment and benefits offered to the employees and dispatched workers have contributed to building good staff relations and retention.

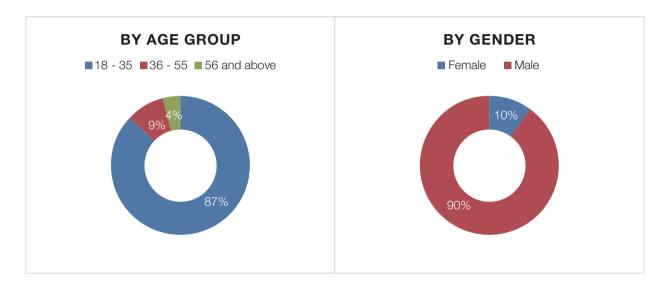
Equality and diversity is highly respected. Our remuneration, promotion and termination system and decision are irrespective of gender, age, race, religion, political affiliation, and national origin. We safeguard the rights of our employees in relation to compensation, welfare, working hours, anti-child labour and anti-force labour. We also provide a whistle blowing system for employees to express their opinions.

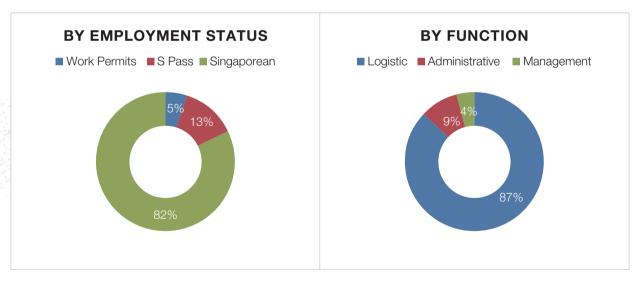
During the reporting period, we are strictly in compliance with all the applicable laws and regulations relating to employment and labour standards, including, but limited to the Employment Act (Chapter 91 of Statutes of Singapore) ("EA") which is administered by the Ministry of Manpower ("MOM"), the Employment of Foreign Manpower Act (Chapter 91A of Statutes of Singapore) ("EFMA"), the Employment of Foreign Manpower (Work Passes) Regulations 2012 ("EFMR") and Central Provident Fund of Singapore ("CPF").

We strictly prohibit use of child labour and forced labour.

Employee structure

The Group attaches great importance to human resources management. As at the year ended 2017, we have 164 employee including 136 qualified drivers. During the year, we have 9 joiners and 21 leavers mostly belong to the logistic department.





Notes to the above four charts:

- 1. Figures are rounded to the nearest integer
- 2. Figures are averaged for the reporting period

B2 · Health and Safety

We understand that the maintenance of a healthy and safe working environment and the operational efficiency of an enterprise are closely related. We are committed to protect our employee from potential occupational hazards and health and safety risks.

Health and safety requirements are incorporated into the Group's policies for all employees to comply with. According to our safe work procedures and employee handbook, smoking and abuse of alcohol and drugs are prohibited in the workplace. The Group provides induction programs and safety training programs to new employees such that they can be familiar with our corporate policies in relation to health and safety matters as quickly as they can. The Group also maintains the risk management system including procedures of identification and prevention of risks and hazards in the working area and follow-up actions for accidents or personal injuries. In support of our commitment to provide a safe and healthy work environment, we have also implemented following measures:

Occupational and safety measures

- Safe and healthy work environment Provide clean & tidy common space including corridors and pantry;
 - Inspects the condition of vehicle and equipment periodically;
 - Provide sufficient ventilation and lighting system in the workplaces; and
 - Enhance employees' safety awareness.



We have strictly adhered to all applicable laws and regulations in relation to health and safety, including, but not limited to the Workplace Safety and Health Act (Chapter 354A of Statutes of Singapore) ("WSHA") and the Work Injury Compensation Act (Chapter 354 of Statutes of Singapore) ("WICA"). Our Group has confirmed that it is in compliance with the MOM's requirements and has maintained the work injury compensation insurance as mandatory.

B3 Staff Development and Training

The Group values the development of its employees and we provide refresher courses to ensure that the drivers are up to date with the latest safety regulations, while our customers may also conduct their own safety courses for our drivers who operate within their premises. For example, the port operator conducts regular training courses to train new drivers so they would be able to maneuverer the prime movers safely inside the port.

Welfares and safeguards

A sustainable and stable workforce is in the means to better facilitate every parties, creating common values with the hope to deliver up-standard quality service for a sustainable development and future.

To achieve the goal, we also put a strong emphasis on assuring comprehensive welfares and safeguards for employees. The Company implemented a compensation and benefits system to further provide employees with competitive remuneration. On top of legislated requirements relating to employee compensation, our full-time employees are entitled to medical care, dental benefits, business travel accident insurance, matrimonial leave, and paternity leave.

We are eager to provide a harmonious working environment for our employees. We offer various leisure and gathering events to light up the office atmosphere and enhance bonding among employees.

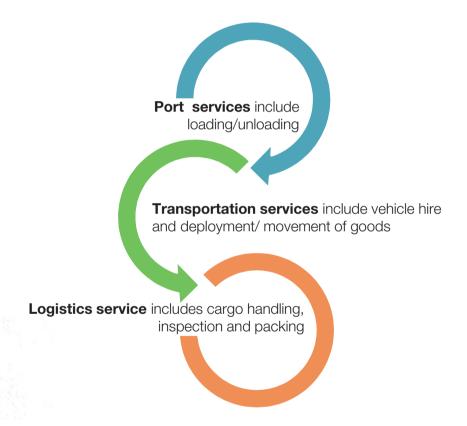


Our FY2017 annual dinner with all of our employees

B5 Supply Chain Management

As a leading transport and storage service provider in Singapore, our Group offers trucking and hubbing services to our customers locally and globally. We are well equipped with 125 prime movers, 491 trailers, 6 reach stackers and 7 lorries. Our fleet is supported by 136 qualified drivers in handling and storage of empty containers and laden at our logistics yard, which is regarded as hubbing services, and in providing the timely and quality cargo delivery service from pick up station to delivery station designated by customers, which is regarded as trucking service.

Value chain, the transportation and storage sector



Our Group's main business segment falls within the Transportation services of the above value chain diagram. Being the top 5 transportation and logistics company in Singapore, C&N endeavours to up-keep the reputation, built and excel in the business performance. Over the years, the Group managed to have a stable and close relationship with a list of suppliers who keep providing quality goods and services in contribution to our business.

Quality Management

The Group emphasises the quality management of its services and is committed to providing customers with reliable and flexible services. Our quality control policy can be divided into two segments and they have provided a solid platform for us to deliver our services in a reliable and flexible manner to meet our customers ever-changing demand and market needs.



our reliable service force

Macro quality control mechanism

Vehicle selection

The selection of the brand and model of vehicles to purchase is important as it impacts on the ability of our Group to deliver reliable trucking services in a timely manner and concurrently provide a safe working environment for our drivers.

Regular vehicle inspection

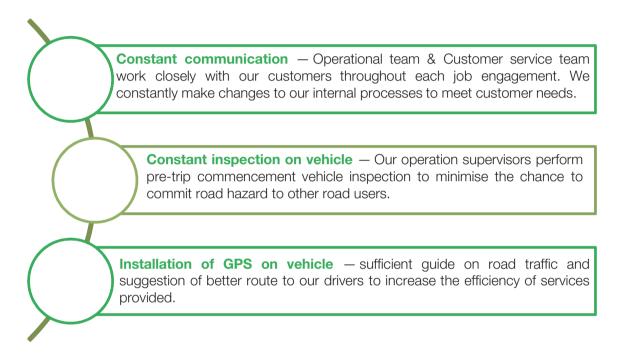
Regular vehicle maintenance regime for our vehicles is implemented. All vehicles in our fleet are subject to regular inspection as regulated by the Land Transport Authority of Singapore ("LTA") with the view that vehicles which are not roadworthy can be a potential hazard to other road users and that regular inspections help to minimise vehicular breakdowns and road accidents.

Safety courses for drivers

As drivers are operating heavy vehicles such as prime movers, reach stackers and lorries, we require all drivers to attend relevant safety courses. We conduct in-house safety courses for all our drivers. Our customers and suppliers may also conduct their own safety courses for our drivers who operate within their premises.

B6 Quality Management & Product Liability

With a solid foundation, we also have daily operational quality control measures to safeguard our resource and maintain the stability and reliability of our workforce.



Selection of suppliers and sub-contractors

We not only consider commercial benefits during the quotation processes, but also assess their track records in relation to prior performance, reputation, corporate capacity, customer feedback. We did not enter into any material contractual agreement with suppliers or sub-contractors in the reporting period.

Handle of sensitive information

In our course of operation, we are not required to handle advertising, labelling, and privacy matters of customers, suppliers, and business partners. We have confidentiality policy implemented in our Employee handbook which requires our employee to maintain confidentiality with respect to confidential information pertaining to operations.

Customers' feedbacks

The Group pays high attention to the quality and safety of its services. The Group has established relevant quality and safety inspection policies for different projects, communicates with our customers and confirms their project expectation and direction prior to launching any project, and actively coordinates projects with customers in the process of providing services. In the reporting period, we do not have any material complaints.

During the reporting period, we have strictly complied with all the applicable laws and regulations relating to health and safety, advertising, labelling and privacy matters relating to products and services provided. There are no claims or compensations or requests of such in relation to service liability.

B7 Anti-Corruption

The Group is committed to upholding a high standard of business ethics and to prohibit bribery and corrupt practices. Anti-corruption procedures are put into our practice and embedded in our employee handbook, human resource policy, and whistle blowing policy covers similar standard in regulating employee to possess business ethics.

During the reporting period, we are strictly in compliance with all the applicable laws and regulations relating to bribery, extortion, fraud and money laundering, including, but not limited to The Prevention of Corruption Act (Chapter 241) and Competition Act (Chapter 50B) of Singapore.

We will take disciplinary or legal actions against any acts of bribery and corruption. During the reporting period, there were no record on any corruption-related cases or any reports of suspected cases which involved the Group or its employees.

B8 · Community Investment

We did not have a policy on community engagement during the reporting period.

Our ESG working group will study and set forth the director of community investment and related focus areas of concerns, and will disclose our community engagement in coming years.

APPENDIX 1: HKEX ESG REPORTING GUIDE INDEX

SEHK ESG Reporting Gu	ide General Disclosures	Reference Section/Remark	Comply or Explain
A. Environment A1 Emission	Information on:	Our Environment.	Complied
	(a) the policies; and		
	(b) compliance and material non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, generation of hazardous and non-hazardous wastes, etc.		
KPI A1.1	The types of emissions and respective emissions data.	Insufficient data maintained in FY2017, will improve in FY2018.	Explained
KPI A1.2	Greenhouse gas emissions in total, and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Insufficient data maintained in FY2017, will improve in FY2018.	Explained
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Not applicable — No hazardous waste was generated.	Explained
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Not applicable — non-hazardous waste generation is considered insignificant, please refer to the section "Environmental performance".	Explained
KPI A1.5	Description of measures to mitigate emissions and results achieved.	Our Environment — Energy Efficiency Management.	Complied
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	Not applicable — No hazardous waste was generated while non-hazardous waste were insignificant. Please refer to "Environmental performance".	Explained
A2 Use of Resource	Policies on efficient use of resources including energy, water and other raw materials.	Our Environment — Environmental performance.	Complied
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Our Environment — Environmental performance.	Complied

SEHK ESG Reporting Gu	ide General Disclosures	Reference Section/Remark	Comply or Explain
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Our Environment — Environmental performance.	Complied
KPI A2.3	Description of energy use efficiency initiatives and results achieved.	Our Environment — Environmental performance.	Complied
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	Not applicable — water consumption was insignificant.	Explained
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Not applicable — Packaging materials used in operation were insignificant.	Explained
A3 The Environment and Natural Resources	Policies on minimizing the operation's significant impact on the environment and natural resources.	Not applicable — we did not have significant impact on environment and natural resources during our operation.	Explained
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Not applicable. We did not have activities of significant impact on the environment and natural resources.	Explained
B. Social			
B1 Employment	Information on:	Employment.	Complied
	(a) the policies; and		
nen er Toere, viite hijvis	(b) compliance with relevant laws and regulations		
	that have a significant impact on the issuer relating to compensation and dismissal,		
	recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-		
1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	discrimination, and other benefits and welfare.		
B2 Health and Safety	Information on:	Health and Safety.	Complied
	(a) the policies; and		
	(b) compliance and material non-compliance with relevant standards, rules and regulations on providing a safe working environment and protecting employees from occupational hazards.		

SEHK ESG Reporting Guide General Disclosures		Reference Section/Remark	Comply or Explain	
B3 Development and Training	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.		Staff Development and Training.	Explained
B4 Labour Standard	Information on:		Employment & Labour Standards.	Complied
	(a)	the policies; and		
	(b)	compliance and material non-compliance with relevant standards, rules and regulations on preventing child or forced labour.		
B5 Supply Chain Management		es on managing environmental and social risks upply chain.	Supply Chain Management.	Complied
B6 Product Responsibility	Information on:		Quality Management and Product	Complied
	(a)	the policies; and	Liability.	
	(b)	compliance and material non-compliance with relevant standards, rules and regulations on health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		
B7 Anti-corruption	Inform	nation on:	Anti-corruption policies and practices are embedded into different area of our policies. Please refer to "Anti-corruption" section for details.	Explained
	(a)	the policies; and		
	(b)	compliance and material non-compliance with relevant standards, rules and regulations on bribery, extortion, fraud and money laundering.		
B8 Community Investment	Policies on community engagement to understand the community's needs where it operates and to ensure its activities take into consideration communities' interests.		Our Group is in consideration of setting up a policy on community investment in the future.	Explained