

RESPONSIBLE INVESTING

ESG
POLICY
STATEMENT



KEROGEN
Capital



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LETTER FROM THE FOUNDERS

Environmental, Social and Governance (“ESG”) principles are a vital component of our commitment at Kerogen to doing business the right way. We believe these principles are a central commercial priority. We promote the principles within our portfolio companies to ensure safe working conditions, minimal impact to the environment, and mutual respect in the communities where we operate. We believe that ESG initiatives significantly reduce risk, create long-term value and are a competitive advantage.

Since we formalised our ESG framework in 2014, we have continued to develop and expand our approach to ESG related matters, both internally and with our portfolio companies. As a signatory to the United Nations Principles for Responsible Investment (“UNPRI”), we aim to adopt best practices in responsible investing and incorporate ESG into each stage of our investment process. We recognise that material

ESG issues can affect investment performance, and we therefore ensure that these factors are an integral part of our screening, due diligence, decision-making and on-going monitoring processes.

We have dedicated significant resources and senior management oversight to our ESG strategy. Our ESG Sub-Committee is chaired by our Executive Board member Lord Mark Malloch-Brown, the former UN Deputy Secretary-General, and the former Administrator of the UN Development Programme (UNDP), and involves key senior management of the firm.

Our ESG programme involves active engagement with industry organisations, NGOs and ESG experts. In 2018, we became a corporate member of Stanford Natural Gas Initiative, a collaboration of more than 40 research groups at Stanford University, to promote the use of natural gas as a transitional fuel in reducing greenhouse

gas emissions and tackling air pollution. As part of our community engagement, we support a broad range of charitable activities and civic organisations; for example, Kerogen is a long-term supporter of Room to Read, a non-profit organisation that invests in literacy and gender equality through education in 10 low-income countries in Asia and Africa.

Private equity investing depends on the trust of its stakeholders. Kerogen places great importance on its fiduciary duties to its investors and stakeholders. We are committed to effective corporate governance, rigorous compliance processes and ethical business practices. Moreover, we believe that combating corruption is about much more than compliance; our zero tolerance policy on corruption is central to our investment selection, due diligence and asset management.

At Kerogen, our values, cultures, integrity and high ethical standards drive the business decisions we make.

We have developed this booklet to outline our approach to ESG and to demonstrate how we integrate ESG considerations into our activities as well as how we measure our own performance. We also have a set of Business Principles and a Code of Conduct which embody this approach.

The energy industry is at a critical juncture. The world is moving to lower carbon energy sources, while at the same time a growing population globally needs increasing supplies of reliable, affordable energy, particularly in developing countries. A comprehensive socially responsible investing framework is critical to address the key challenges ahead.

YOURS SINCERELY,
Ivor Orchard
Co-Founder, Chairman

Jason Cheng
Co-Founder, Managing Partner



KEROGEN AT A GLANCE

Kerogen is an independent private equity fund manager specialising in the international energy sector

FOUNDED IN 2007 - Offices in Hong Kong and London

3 FUND VINTAGES

US\$2BN AUM - Active co-investment programme

BLUE-CHIP INSTITUTIONAL INVESTOR BASE

INVESTED IN 16 COUNTRIES

ENERGY SECTOR SPECIALIST

ESG FOCUSED INVESTOR

ACTIVE INVESTOR PROVIDING OPERATIONAL VALUE ADD

GROWTH AND EXPANSION CAPITAL

COLLABORATIVE RELATIONSHIPS



STANFORD
NATURAL GAS INITIATIVE



CSR PARTNERS



AWARDS



IVOR ORCHARD, 2019
Lifetime Achievement Award of
Excellence

PRIVATE EQUITY FIRM OF THE YEAR
(Kerogen Capital, 2016)

INNOVATION OF THE YEAR
(Hurricane Energy, 2017)

DEAL OF THE YEAR
(Energean Oil & Gas, 2018)

SMALL CAP COMPANY OF THE YEAR
(Energean Oil & Gas, 2018)



ENERGY COMPANY OF THE YEAR –
SMALL CAP
(Hurricane Energy, 2017)

RESPONSIBLE INVESTING GUIDELINES

Kerogen has been a signatory to the United Nations Principles for Responsible Investment (UNPRI) since 2014. UNPRI is a globally recognised institutional framework, which acts as a voluntary code to assist institutional investors to further safeguard their investments by incorporating ESG assessments into investment practices.



KEROGEN IS ALIGNED TO THE UNPRI PRINCIPLES:

- Principle 1** We will incorporate ESG issues into investment analysis and decision-making processes.
- Principle 2** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- Principle 3** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- Principle 4** We will promote acceptance and implementation of the Principles within the investment industry.
- Principle 5** We will work together to enhance our effectiveness in implementing the Principles.
- Principle 6** We will each report on our activities and progress towards implementing the Principles.

KEROGEN HAS ALSO DEVELOPED ADDITIONAL INDUSTRY SPECIFIC ESG POLICIES
WE ARE COMMITTED TO:

- excluding investment in certain energy projects:

| | | | |
|----------------|---------------------|--|--|
| Mining of coal | Mining of tar sands | Projects involving high composition of CO ₂ or where the CO ₂ cannot be sequestered or otherwise treated | Environmentally sensitive areas such as the Arctic |
|----------------|---------------------|--|--|

- ensuring that development and production plans incorporate long-term solutions to minimise greenhouse gas emissions that may occur as byproducts of extraction and ensure effective management of other waste products, such as sulphur or wastewater
- reducing the carbon footprint of our portfolio companies through policies to address fugitive methane emissions and CO₂ venting, including strategies to reduce routine flaring



RESPONSIBLE INVESTING FRAMEWORK

Kerogen incorporates ESG considerations into each stage of the investment process, from investment selection, through ongoing portfolio management and risk mitigation activities, to exit.

Health and Safety

- Health and safety policy and culture
- Accident prevention
- Occupational health
- Process safety
- Worksite security

Environmental Sustainability

- Environmentally responsible policy and culture
- Environmental impact assessments
- International standards of environmental management
- Monitoring and reporting of all environmental incidents

Corporate Social Responsibility

- Corporate social responsibility policy and culture
- Community engagement and dialogue
- Training and development of local staff
- Infrastructure and social investment
- Local content and domestic market obligations
- Data privacy and cybersecurity

Corporate Governance

- Code of conduct
- Anti-fraud, anti-bribery and anti-corruption policies
- KYC reputational background checks
- Procurement policies
- Compliance with all applicable laws
- OFAC and United Nations sanctions
- Transparency and reporting



Lord Mark Malloch-Brown served in the United Nations as Deputy Secretary-General and Administrator of the United Nations Development Programme. Mark is a Kerogen Executive Board Member and the Chair of Kerogen's ESG Sub-Committee.

“Energy is part of the UN's Sustainable Development Goals. With over 800 million people without access to electricity and almost 3 billion people without access to clean cooking facilities, universal access to affordable, reliable and sustainable energy is essential. In the longer term the world must move as rapidly as possible to a net-zero carbon future and we must manage the transition as responsibly as we can.”

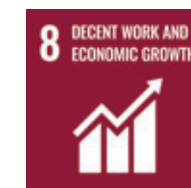
Lord Mark Malloch-Brown

SUSTAINABLE DEVELOPMENT GOALS

We are committed to the achievement of the United Nations' Sustainable Development Goals (SDGs). We have used the UN SDGs to align our investment strategy with opportunities in which we believe we can achieve a positive impact.



**SUSTAINABLE
DEVELOPMENT
GOALS**



The Sustainable Development Goals are a collection of 17 global goals set by the United Nations in 2016 to tackle poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda. The goals were developed to replace the Millennium Development Goals.

THE CASE FOR NATURAL GAS

THE VITAL ROLE OF NATURAL GAS IN MEETING THE UN SDGs

Natural gas has a vital role to play in meeting the UN SDGs. These can be distilled in the case of energy to:

- achieving universal access to modern energy
- addressing climate change
- reducing air pollution

NATURAL GAS' CREDENTIALS IN TACKLING AIR POLLUTION

Natural gas is a remarkably clean fuel, as shown on examination of the main sources of air pollution:

- natural gas releases very few particulate emissions (PM2.5) into the air (in global terms, the combustion of wood and other solid fuels is responsible for more than half of current PM2.5 emissions);
- SO₂ emissions from the use of natural gas are negligible; and natural gas accounts for less than 10% of global energy-related NO_x emissions.

In addition, unlike emissions from the combustion of coal, natural gas does not emit any mercury or other heavy metals.



iea

“ Strong growth in industrial gas consumption helps tackle local air pollution, while the ability of gas-fired power plants to operate flexibly makes them a valuable complement to the rising deployment of wind and solar. ”

Source: IEA
(International Energy Agency)

SENIOR MANAGEMENT COMMITMENT



Kerogen's ESG Sub-Committee is responsible for reviewing the policies and performance in relation to the ESG activities of our portfolio companies; Kerogen's Business Principles; our Code of Conduct; and our Health, Safety and Environmental and Social Performance commitments.

The ESG Sub-Committee meets regularly to set the firm's ESG initiatives and to discuss and review our internal activities and those of our portfolio companies.

The ESG Sub-Committee is led by Ivor Orchard, Co-Founder and Chairman, chaired by Mark Malloch-Brown, and comprises executive members, as well as representatives from investment, legal, investor relations, technical and finance teams.

“As a specialist energy investor, we recognise that our paramount responsibility is to create value while investing responsibly. Kerogen's leadership views responsible investing as a core focus for the fund – our senior team is personally committed to ensure its success.”

Ivor Orchard, Co-Founder & Chairman

KEROGEN'S ESG EVOLUTION

2007



- Licensed by Hong Kong Securities and Futures Commission (SFC)
- Followed the Equator Principles, a risk management framework for determining, assessing, and managing environmental and social risks

2012



- Became a long-term supporter of Room to Read¹
- Initiated annual compliance and ESG survey from our portfolio companies
- Standardised HSE reporting

2014



- Became a signatory of United Nations Principles for Responsible Investment, an internationally recognised set of principles which demonstrate commitment to responsible investment
- Launched Kerogen's first ESG policy statement detailing the firm's commitment to good governance, high environmental standards and positive engagement on social issues
- Formalised an ESG Sub-Committee

2016



- Renewed focus on natural gas investments due to its role in the energy transition to the future energy mix
- Introduced a UK tax avoidance compliance initiatives
- Revamped internal policies and procedures on anti-bribery and corruption
- Updated the annual ESG reporting metrics of our portfolio companies

2018



- Completed a renewable investment in the offshore wind sector
- Formalised a climate-related investment exclusion list
- Joined Stanford University's Natural Gas Initiative (NGI)²
- Introduced standalone cyber security and GDPR / data privacy sections on our portfolio company reporting metrics

2020+



- Promote the adoption of data-driven analytical solutions and proven technologies to improve asset integrity and operating efficiency with greater safety, reduced risk and lower carbon footprint

¹ Non-profit organisation that invests in literacy and gender equality through education in Asia and Africa

² NGI is a collaboration of more than 40 research groups under Stanford's School of Earth, Energy & Environmental Sciences and the Precourt Institute for Energy

ESG IN OUR INVESTMENT PROCESS

Our portfolio management approach to ESG focuses on helping our portfolio companies meet the growing demand for energy in a responsible way by adopting policies and processes based on international standards.

This means operating safely and in compliance with regulations, minimising and managing impact on the environment, engaging positively and sharing benefits with local communities, employees and government, and having a zero-tolerance policy on corruption.

Kerogen aims to learn continuously from its experience and improve its processes and impact on sustainability. Our ESG Sub-Committee undertakes regular portfolio reviews to assess and support our portfolio companies' efforts to improve their ESG performance. Furthermore, we engage with our investors,

other asset managers and external specialists to promote dialogue about responsible investment policies and best practices.

ENGAGING WITH STAKEHOLDERS

Limited Partners:

- Transparency and regular reporting on ESG considerations
- Active dialogue to better tailor our investment strategies that meet LPs' needs while delivering strong risk-adjusted performance

Employees:

- Performance appraisal is linked to Kerogen's Business Principles which underscores our ESG framework
- Regular ESG training

Portfolio Companies:

- Extensive engagement to promote and enhance ESG management
- Transparency and disclosure around ESG activities



| PERFORMANCE METRIC | OBJECTIVE |
|--|---|
| Policy Adoption | To ensure each portfolio company has appropriate ESG policies in place |
| Implementation and Performance Measurement | <div>To ensure each portfolio company implements its policies, including appropriate systems to measure and report ESG performance</div> <ul style="list-style-type: none">• health and safety performance• environmental management• corporate social responsibility initiatives• regulatory compliance |

ENVIRONMENTAL

Protecting the diverse environments in which our portfolio companies operate is a fundamental priority for Kerogen.

We are vigilant in our compliance with applicable environmental laws and attach critical importance to environmental best practices in all our investments.

We work closely with our portfolio companies to minimise the impact of their activities on the environment. We ensure that development and production plans incorporate long-term solutions to minimise greenhouse gas emissions that may be byproducts of extraction and to ensure effective management of other waste products, such as sulphur or wastewater.

We believe strongly that environmentally responsible investing is not only ethical but also conducive to sustainable and successful investing.

Kerogen is committed to reducing the carbon footprint of our portfolio companies through policies to address fugitive methane emissions and CO₂ venting, including strategies to reduce routine flaring.



Ideol's floating foundation for offshore wind

HELP FOR HEROES
Successfully raised donation
and awareness for "Help for
Heroes", a UK charity that
provides lifelong support to
service personnel and military
veterans with injuries,
illnesses and wounds



ROOM TO READ
Kerogen is a long-term supporter
of Room to Read, a non-profit
organisation that invests in literacy
and gender equality through
education in 10 low-income
countries in Asia and Africa

SOCIAL

Kerogen works closely with our portfolio companies to ensure that they adhere to international standards in areas such as healthcare, safety and diversity in the workplace. In addition, we support portfolio companies in developing and implementing social programmes such as community outreach and corporate social responsibility programmes.

Health & Safety
We ensure that our portfolio companies provide a safe workplace for employees and local communities via the adoption of international standards of health and safety. Kerogen advocates the importance of operational health and safety at the Board of Directors of each of its portfolio companies. A safety programme must be supported by effective policy and procedures, safety training, and the creation of a "safety first" culture.

Health and safety performance is monitored continually through regular



reporting from each company, including incident reports and performance measurement against relevant standards and objectives.

Corporate Social Responsibility
Kerogen believes investment in a project has to be aligned with the development goals of the domestic government and industry.

Moreover, we believe responsible corporate citizenship is crucial for long-term sustainability of any business

and is committed to being a responsible member of the communities in which the firm operates. We encourage and support employees to give back to the community through donating time and financial resources to non-profit organisations. We have also taken an active involvement in supporting local charities:

- Changing Young Lives Foundation
- Help for Heroes
- Room to Read
- Run for Paralympians

WOMEN IN ENERGY



PANDION ENERGY

Interview with Bente Flakstad Vold, VP of Exploration & Appraisal, Pandion Energy

What is the biggest challenge with regards to diversity and equality in the energy industry?

The biggest challenge in the industry may be the traditional mindset, which encourages recruiting within homogeneous groups in terms of gender and culture. I think it is important for companies to encourage employees with different backgrounds, genders, personalities and ages to continue advancing their career within the organisation. Equal compensation packages should also be a given for women.

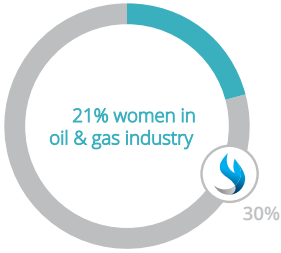
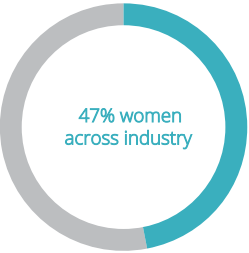
A study¹ showed that women in top management roles has doubled since 2016 in those companies which have

gender diversity policies in place. I think female executives are important role models who inspire other women within the firm. In Norway, we are seeing an increase in women taking senior positions such as the CEOs of Vår Energi, Lundin Norway AS, Petoro, and the Regional Director of UK / Norway of Cairn Energy.

In addition, we are also seeing an increase in interest from female students pursuing higher education in science and technology. Today, more women in the oil and gas industry in Norway have higher education than their male peers.

What are examples of initiatives or policies that can help women become key players in the sector, and have you noticed changes in the sector in terms of gender equality?

I have seen a number of initiatives being put in place by companies to help women become key players,



these include: mentoring and leadership programmes; flexible working hours and work locations; policies to encourage more equal share of parental leave (between the mother and father); and policies against discriminatory treatment to women post maternity leave. All these initiatives have created a more empathetic firm culture and a work place environment that enables women to perform to our full potential despite family responsibilities. That, together with a meritocratic culture and generally greater acceptance of women in management roles across industries in Norway, enables women that are most capable for the job to be promoted to senior leadership positions.

How do you promote diversity at Pandion?

Pandion Energy is a full cycle oil and gas company with 23 employees. The management team has a 50/50 split between women and men. In the

exploration team, which is traditionally male dominated, women comprises about 30% of the team, and our team members also have a wide range of experience ranging between 5 to over 40 years. We have been able to attract a rich variety of talent focusing solely on professional achievements and an outspoken culture on equality and diversity. “Teamwork” is one of our core values and that is reflected in the working environment we have created over the years.

What is your advice to women who are interested in following a similar path?

The best advice I have for young women is to believe in themselves and have the courage to take on new opportunities. Acknowledge gender does not define the quality of work or your expertise. If you are in a management role, it is important to treat staff at all levels with respect and find your own way of leading the team to the common goals.

¹ Northern Research Institute (2016)

GOVERNANCE

Corporate Governance

Private equity investing depends on the trust of its stakeholders, including investors, management teams, partners, local communities, governments and employees. Kerogen places great importance on its fiduciary duties to its investors and stakeholders. Integrity and high ethical standards are at the core of Kerogen's corporate culture.

Kerogen considers good corporate governance as one of the key components to protecting both the long-term value of a company and its potential for growth. Kerogen takes a proactive approach to enhance the awareness of governance issues and risks of our portfolio companies. Our recent annual compliance review process focused on promoting compliance and cybersecurity awareness amongst portfolio companies.

We are committed to effective corporate governance, rigorous compliance processes and ethical

business practices. We have developed a range of policies and principles that protect and enhance Kerogen's operational effectiveness and reputation for integrity. Some of these principles are addressed in the limited partnership agreements (LPAs) of the funds we manage; others are captured in Kerogen's Code of Conduct, Business Principles, Mission and Values, as well as Compliance Manuals.

Furthermore, Kerogen follows the principles of the Extractive Industries Transparency Initiative (EITI), which is the global standard to promote openness and accountable management of natural resources.

Anti-bribery and Corruption

At Kerogen, we believe that combating corruption is about much more than compliance. We firmly believe that integrity, transparency and engagement are key to building trust and long-term partnerships between stakeholders.



A zero-tolerance policy on corruption is central to our investment selection, due diligence and asset management process. The requirement under the LPAs is that Kerogen's business is conducted in compliance with the United States Foreign Corrupt Practices Act of 1977 (FCPA). Kerogen's Compliance Manual and policies adhere to both the FCPA and the United Kingdom Bribery Act 2010 standards. Kerogen conducts compulsory regular training for all its staff to ensure up-to-date understanding of anti-bribery regulatory regimes and their implementation.



CASE STUDIES



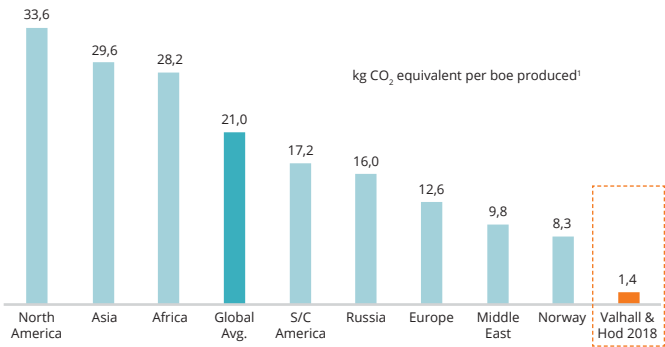
PANDION ENERGY

Valhall & Hod, the key asset of Pandion in Norway, is one of the lowest CO₂-emitting oil and gas operations worldwide. Valhall has benefitted from the electrification with power-from-shore (hydro-electric power) since 2012, which helps minimise fuel consumption.

Environmental and climate considerations are an integral part of Norway's policy for the petroleum industry, which has very high environmental and climate standards compared with those in other countries. The companies operating on the Norwegian continental shelf are world leaders in the use of solutions to reduce and prevent greenhouse gas emissions. Indeed, according to the Norwegian Oil and Gas Association, emissions per unit of oil and gas produced in Norway are less than half of the global average.



GHG EMISSION INTENSITY
Source: Pandion Energy



¹ Source: NOROG, IOGP 2017 data series (2018 not yet published);
Aker BP: 2018 Valhall & Hod 2018 field emissions report, fixed facilities.

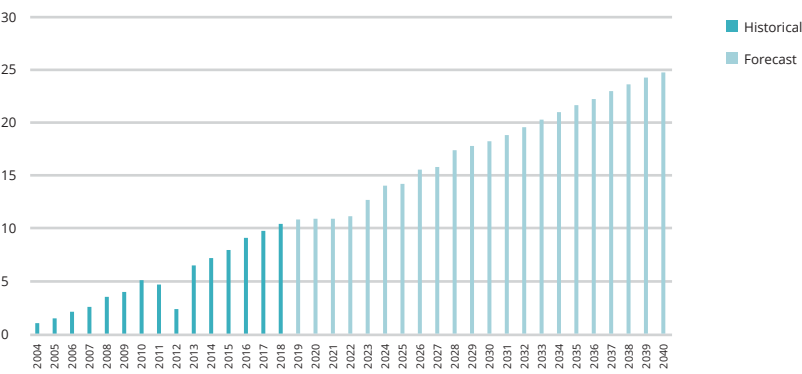
ENERGEAN

Today, Israel is one of the fastest growing gas markets in the world with gas consumption having increased over 10x between 2004 and 2018. The government has recently announced plans to stop using coal by 2030 with the aim to transition to cleaner sources of energy, such as natural gas and renewables. The plan is expected to reduce air pollution in Israel by 60% and provide an accumulated benefit of NIS78.4bn (c.\$22bn) by 2040. The energy and environment ministries noted that since 2015, electricity production from coal has dropped 30%.

Karish and Tanin, wholly owned and operated by Energean Israel, are world class assets with ~2.4 TCF of natural gas resources. The fields are expected to be significant suppliers to the rapidly growing domestic Israeli market and to continue to further energy security of Israel. The Israeli government remains strongly incentivised to promote further gas developments and usage.



ISRAEL DOMESTIC GAS DEMAND (bcm/yr)
Source: BP, Ministry of Energy (Israel)



KEROGEN'S BUSINESS PRINCIPLES

Kerogen's Business Principles set the standard for the way we conduct business. They detail our responsibilities towards our investors, portfolio companies, employees, governments and society. We measure our business performance against these principles and we will terminate prospective investment opportunities if they are in violation of our principles. In partnerships and joint ventures which we do not control, we encourage our partners to apply and adhere to business principles consistent with our own.

Our Values

Kerogen employees share a set of core values: honesty, integrity and respect for all stakeholders. Our values can be encapsulated in the following statements:

- We are committed to delivering the highest standards of professionalism, accountability, ethical integrity and transparency in our dealings;
- We believe in trusted long-term partnerships with talented management based on respect for all cultures and responsible corporate citizenship;
- We believe that innovation, creativity and deep insight based on industry expertise is the key to creating or unlocking value;
- We can create sustainable value for all stakeholders by committing to responsible and sustainable investment practices.

Kerogen has an inclusive culture and fosters diversity in its workforce. We are respectful of different nationalities, cultures and religions as would be expected from a firm engaged in operations around the world.

Kerogen's Code of Conduct

Kerogen's Code of Conduct helps employees and contractors to meet the standards and behaviours expected of them as set out in our Business Principles. The Code of Conduct covers areas including insider dealing, anti-bribery and corruption controls, the safeguarding of confidential information and corporate assets.

BUSINESS PRINCIPLE 1

Private Sector Value Creation

Profitability is essential to achieving our business goals and to our long-term success. We believe the private equity model can not only maximise commercial value, but that investment can be leveraged to drive social, environmental and economic development for local stakeholders.

BUSINESS PRINCIPLE 2

Business Integrity

Kerogen seeks high standards of performance and professionalism founded on honesty, integrity and fairness in our business practices. We select partners and work together based on the same principles of integrity and fairness with zero tolerance for bribery and corruption.

BUSINESS PRINCIPLE 3

Partnership and Alignment

Our partnerships are our most valuable asset. Fostering alignment between all stakeholders is critical to achieving

objectives, managing risks and creating value. We take a long-term approach to our partnerships with each of our stakeholders. We aim to be the private equity manager of choice for investors, portfolio companies, governments and local stakeholders.

BUSINESS PRINCIPLE 4

Communication and Engagement

We are committed to open and transparent communication with our partners, regulatory authorities and all stakeholders. We promote proactive dialogue and seek honest feedback on all our activities.

BUSINESS PRINCIPLE 5

Health, Safety and the Environment

We place great importance on ensuring that operations in which we invest are safe for employees, contractors and nearby communities. We work with partners to develop standards and practices with active monitoring, evaluation and reporting.

We aim to minimise the impact on the environments in which our portfolio companies operate through compliance with relevant environmental regulation and ensuring international standards of practice.

BUSINESS PRINCIPLE 6

Responsible Investment

We integrate economic, environmental and social considerations into our decision-making. Kerogen believes that environmentally and socially responsible investment builds long-term sustainability for the business and reduces risk. We aim to ensure stakeholder support by ensuring ESG concerns are addressed and local communities benefit from investment projects.

BUSINESS PRINCIPLE 7

Compliance

We comply with all applicable laws and regulations in the geographies in which we do business and strive to meet and surpass recommended industry best practice.

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