OVERCOMING PARALYSIS



Reflections from the GenZero Climate Summit 2025



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FOREWORD

The imperative to act on climate has never been clearer, nor the obstacles more complex. The pathways to decarbonisation are now well within reach, but we risk stalling at the very moment when momentum is most critical.

A confluence of inflationary pressures, geopolitical instability, regulatory ambiguity, and an inability to scale carbon markets has raised fresh concerns that global climate action may be slipping into paralysis.

That is why this year's GenZero Climate Summit 2025 was focused on breaking through these barriers, moving from indecision to commitment, and from inertia to meaningful action. One of the clearest takeaways is the urgent need to shift the climate conversation, from one rooted in moral obligation to one grounded in economic value. While societies may remain divided on the pace and priority of climate action, the business case for investing in a net-zero future is now undeniable.

Climate solutions that once demanded a hefty green premium can now offer a sizeable green discount. Through carbon markets, the adoption and deployment of renewables have scaled up considerably, particularly in developing countries. Today, they have become more economical than their fossil-fuel counterparts in many parts of the world.

Carbon markets have played a pivotal role in scaling these solutions, yet today's uncertain environment has led many investors to focus on short-term, low-capex climate tech.



If we are to achieve net-zero by 2050, we must go further by supporting high-impact nature-based projects, and investing in critical yet still-maturing solutions for hard-to-abate sectors like sustainable aviation fuel. Carbon markets, when well-regulated and trusted, remain one of our most effective tools for directing capital where it is most needed. At the Summit, we emphasised the need to focus on near-term value, not just values. Sustainability must make commercial sense by 2030 if we are to win over detractors concerned by pressing issues such as energy insecurity and the cost of living. To stay on TRACK, we need Talent, Regulation, Access, Capital, and Knowledge.

Talent was a central theme of our inaugural **GenZero** Climate Summit Insights event on 5 May. Building a pipeline of skilled professionals - project developers, verifiers, analysts - requires coordinated action across the public and private sectors, academia, and civil society. The private sector, in particular, brings vital expertise and innovation to the table.

Regulation must also catch up with ambition. Stronger carbon pricing, aligned standards, and thoughtful oversight of the carbon market are key to giving businesses the clarity and confidence to invest.

Next is Access. Without the free flow of talent, capital and ideas, meaningful progress is impossible. We need to eliminate the friction that keeps transformative solutions bottled up in silos.

To scale impact, Capital remains essential for growth. There are encouraging signs that international carbon credits could be accepted by compliance regimes. With the harmonisation of standards in place, there could be much greater flows of climate finance from developed countries to developing ones.

Finally, Knowledge must be expanded and shared. Professionalising the carbon industry, developing skills frameworks, and investing in robust, transparent science will support innovation and build the credibility and environmental integrity the market needs. Collaboration across governments, industry, and academia is crucial here.

We hope this post-summit report provides a useful summary of the in-depth discussions during the GenZero Climate Summit, as well as helpful insights on how we can collectively move beyond inaction and indecision. You can watch the session replays on-demand on our website here.

With clarity and conviction around what is needed to address the root causes of inertia, we can overcome the paralysis of climate "inaction" and build the resilient, net-zero future that the world demands.

FREDERICK TEO CEO, GenZero



AT A GLANCE PHOTO HIGHLIGHTS



















AT A GLANCE KEY TAKEAWAYS

These are the key takeaways from the insights shared:



GREATER REGULATORY CLARITY WILL BE IMPORTANT IN DRIVING CLIMATE ACTION

Standard-setting bodies and policymakers have a critical role to play in promoting pragmatic, harmonised rules for carbon markets and corporate decarbonisation. Clarity will build confidence, drive participation, and enable consistent action.

The discussions captured in this report reflect the urgent need to overcome inertia and align financial regulatory, and operational systems with meaningful climate outcomes.

As made clear throughout the Summit, real progress demands coordinated action across multiple fronts – regulation, integrity and innovation.



WE NEED TO UNLOCK CAPITAL FOR EMERGING PROJECT TYPES

Financial momentum will be important in scaling impactful climate solutions, particularly for hard-to-abate sectors. There is an urgent need to direct catalytic capital towards high-potential but underfunded segments such as sustainable aviation fuel and transition credits.



ARTICLE 6 INTEGRATION WILL DRIVE CROSS-BORDER FINANCE FLOWS

Enhanced interoperability between international carbon credits and compliance markets will unlock much-needed capital. Ensuring that mechanisms such as the EU ETS and CORSIA embrace international credits will catalyse the flow of finance to climate solutions across the globe.



CREDIBLE CLAIMS FRAMEWORKS WILL BE KEY TO CORPORATE DECARBONISATION

The wide-scale adoption of robust, harmonised guidance on corporate claims (e.g. VCMI, ISO Net Zero) will help counteract against "greenhushing" and empower corporates to communicate their transition plans and decarbonisation pathways with greater confidence.



THERE IS A NEED TO OVERCOME FALSE CHOICES ON CLIMATE SOLUTIONS

False dichotomies and raging debates between nature-based and tech-based solutions, or reductions and removals are unhelpful to solving for the climate crisis. All credible efforts must be recognised and supported within a balanced net-zero framework.



ACTION, NOT HESITATION, AMIDST MACROECONOMIC HEADWINDS

Despite broader macroeconomic headwinds, the cost of inaction on climate far outweighs the risks of decisive action. There is a need to prioritise pragmatic and scalable solutions that brings both economic value and climate impact.



Climate Summit

FROM INERTIA TO ACTION UNLOCKING MOMENTUM FOR SYSTEMIC CHANGE

PANEL DISCUSSION ON

Overcoming Paralysis Across Financing, Regulation, and Policy

PANELLISTS

RACHEL KYTE

Special Representative for Climate, UK Government

RAVI MENON

Ambassador for Climate Action and Senior Adviser, National Climate Change Secretariat (NCCS), Prime Minister's Office, Singapore

TOM MONTAG

CEO, Rubicon Carbon; Board Member, Goldman Sachs

MODERATOR

KIMBERLY TAN

Head of Investments, GenZero

"We're still seeing coalitions of the working getting on with it."

RACHEL KYTE

Special Representative for Climate, UK Government

We already have the climate solutions needed to take us most of the way to net zero. Scaling those solutions, however, has become more challenging in recent months as major actors have backed away from global climate commitments.

At the opening panel of the GenZero Climate Summit in Singapore, speakers representing governments and the private sector reaffirmed their commitment to decarbonisation and discussed what is needed to tackle barriers impeding progress and overcome paralysis along three main lines: financing, regulation and policy.

Momentum for Climate Action Endures

Rachel Kyte, the UK's Special Representative for Climate, acknowledged that multilateral climate action is "fraying at the edges". Still, she pointed out that many countries and businesses are determined to accelerate progress. "We're still seeing coalitions of the working getting on with it," she said.





Kimberly Tan





Scaling Climate Action Hinges on Unlocking Finance

Ravi Menon, Singapore's Ambassador for Climate Action and Senior Adviser, National Climate Change Secretariat, pointed out that every dollar of climate finance delivers about 30% more emissions reductions in the Global South than in wealthier nations.

As such, carbon markets and blended finance offer two of the most effective levers to achieve more reductions from private capital, he said.

"They need to be part of the larger discussion of the climate finance agenda," he said during the opening panel discussion at the GenZero Climate Summit. Menon also stressed the importance of transition planning and to "not reject out of hand anything to do with coal, because that is going to set the climate back."

According to Kyte, transition pathways for different sectors must be clearly delineated, because what can be expected of a petrochemical company and a bank are very different. Establishing clear and credible plans and expectations is key to enabling firms in hard-to-abate sectors to access transition finance via carbon markets.

Kyte singled out Singapore as leading the way in advancing carbon markets, clean tech and climate resilience, and thereby encouraging others to the join the effort.

Kyte also noted that a major goal of the upcoming COP30 climate summit later this year "is to get finance moving into nature." This is apt given COP30's location in Belém, Brazil – which is part of the Amazon region.

Again, carbon markets can play a vital role in making forest conservation more economically viable in the near term. But to do so, Menon stressed the need to do away with the "false dichotomy" that currently prioritises tech-based solutions over nature-based ones.

Greater Clarity and Action Is Required Now

Tom Montag, CEO of Rubicon Carbon and a Board Member of Goldman Sachs, said that around 53 companies accounted for about 80% of global carbon credit retirements in the first quarter of 2025.

This narrow concentration reflects a general reluctance among businesses to participate in carbon markets at the moment, he said, reflecting reputational concerns as well as anticipation of changes in standards.

Another thing standing in the way of scaling carbon credits, said Montag, is that the commercial case is not fully understood. "People currently treat them more like philanthropy than a financial instrument," he said.

He also pointed out that carbon markets have yet to factor in the time value of credits, even though it is quite likely that reducing a tonne of carbon today is worth much more than doing so 10 years from now.

Meanwhile, issues such as the cost-of-living crisis, business uncertainty and geopolitics have emerged as most pressing concerns among voters in several countries, taking attention away from the climate agenda, said Menon.

But failing to act now means having to contend with a disorderly transition later, which is much more damaging for businesses and communities in the long run, he said. "It is better to be ahead of the game, to start adjusting slowly but surely, step by step, so that when it comes, you are ready for a low-carbon world."

"Carbon markets and blended finance offer two of the most effective levers to achieve more reductions from private capital. They need to be part of the larger discussion of the climate finance agenda."

RAVI MENON

Ambassador for Climate Action & Senior Adviser, National Climate Change Secretariat, Prime Minister's Office, Singapore



FROM INERTIA TO ACTION UNLOCKING MOMENTUM FOR SYSTEMIC CHANGE

PANEL DISCUSSION ON

Implementing Transformational Changes to Reinvigorate Carbon Markets

PANELLISTS
DANIEL KLIER

CEO, South Pole

HUGH SALWAY

Senior Director for Market Development and Partnerships, Gold Standard

MARK KENBER

Executive Director, Voluntary Carbon Markets Integrity Initiative (VCMI)

OI-YEE CHOO

CEO, Climate Impact X (CIX)

MODERATOR ASHLEY CHAN

Investment Director, GenZero

Harmonised standards, repeatable deal structures and technology can be key enablers of change in the global carbon markets.

That was the message from a panel of market experts at the GenZero Climate Summit 2025.

Greater Harmonisation and Interoperability Will Be Key for Growth

Mark Kenber, Executive Director at the VCMI, cited market fragmentation as one the biggest current hurdles. He highlighted the need for internationally harmonised standards that allow for some regional variation.

"We need to get to a joined-up regulatory system driven by incentives and policies that not only enable, but require companies to look at carbon markets as part of a broader framework for their decarbonisation," he said.

Hugh Salway, Senior Director for Market Development and Partnerships at Gold Standard, agreed that there was a concerning trend of fragmentation rather than harmonisation. He believes greater harmonisation was needed around standards, citing ICVCM and CORSIA as models, as well as harmonisation in infrastructure, especially as governments set up national and regional registries.





Climate Summit

"We are in a period now where governments – for Article 6 – are having to set up national registries. We are also in a position where we have new standards which are coming through with their own registries, and the big question is how does this all fit together? We need systems that work together internationally to enable market scaling."

Advancing Infrastructure and Technology Will Drive Scale

The panel also addressed the commercialisation and bankability of carbon. Daniel Klier, CEO of South Pole, said that he is encouraged by the momentum and market progress he has been seeing, with large pension funds and infrastructure asset managers looking to deploy capital. Meanwhile, governments were also starting to see a functioning carbon market as critical to delivering growth, energy security, and net zero.

To scale supply, he believes that we will need more repeatable deal structures. "I think we need to start to borrow more of the playbooks that worked in the financial markets, and not reinvent everything."

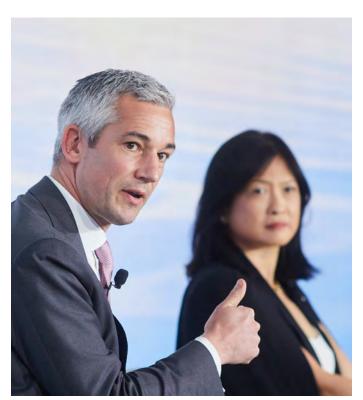
Oi-Yee Choo, CEO of CIX, noted that it was important to help companies know how they can participate in carbon markets. Large corporates with big sustainability teams would know how to navigate the market, but many still do not.

"Because the market is very fragmented and off-screen, any corporate who does not have sufficient resources struggles to even start that process of buying carbon credits and portfolio curation. Market infrastructure would need to evolve towards trusted exchanges," she said.

Speaking on demand signals and corporate guidance, Kenber shared that corporate guidance and claims codes are a starting point to enable harmonisation and interoperability across markets. Greater regulation and policy clarity are also needed beyond guidance.

Salway shared that he hopes that the market will look fundamentally different in 5 years through digitalisation. For instance, digital monitoring, reporting, and verification (MRV) is being mainstreamed across carbon projects for greater accuracy and transparency, and artificial intelligence is being implemented to enhance project development processes and reduce barriers to small project owners. Technological advancements in the form of enabling interoperability across registry infrastructure has also been promising.

To catalyse action to scale carbon markets, GenZero launched a guide highlighting critical areas where decisive leadership is needed to reinvigorate the growth and effectiveness of carbon markets. We also issued a joint Call to Action statement to urge governments and regulators to strengthen oversight of carbon markets, support the use of high-integrity credits, and unlock greater private sector investment. Read more about our Call to Action on the next page.



Daniel Klier and Oi-Yee Choo

"We need to start to borrow more of the playbooks that worked in the financial markets, and not reinvent everything."

DANIEL KLIERCEO, South Pole



IN THE NEWS

Joint Call to Action to Strengthen Regulatory **Oversight and Integrity in Carbon Markets**

GenZero, together with ICVCM and VCMI, have issued a joint Call to Action urging governments and regulators to strengthen oversight of carbon markets to reinforce climate ambition, support high-integrity credits, and unlock private sector investment.

The organisations listed five priorities to strengthen the enabling environment for carbon markets. They called for no requirement for corresponding adjustments when companies voluntarily use high-integrity credits, arguing that voluntary corporate climate action should not be penalised.

They also sought equal recognition for carbon reductions and removals, with no artificial hierarchies. They also noted that decarbonisation would require both technology and nature-based solutions, and that regulatory frameworks should support both. They argued for governments to take the lead in stimulating market demand, and finally called for the promotion of integrity through the development of transparent market infrastructure.

Frederick Teo, CEO at GenZero, said: "Now more than ever, we must work together to build transparent, trusted, and effective carbon markets that drive real-world decarbonisation. This call to action reflects our shared belief that well-regulated voluntary markets can scale innovation, mobilise capital, and accelerate global climate progress."

Download the Call to Action here.

Call to Action Statement by Non-State Actors

Five Priorities for Strengthening the Enabling Environment for **High-Integrity Carbon Markets**

In light of economic uncertainty, geopolitical tensions, and slowing climate ambition, we remain committed to supporting high-integrity carbon markets, and welcome dialogue with policymakers. To restore momentum and scale decarbonisation, we urge policymakers to address the following five priorities in developing guidance, enabling policy and regulations on carbon markets that deliver high environmental, financial and social integrity:

1. Voluntary Corporate Action Can Complement Article 6

I. Voluntary Corporate Action Can Complement Afficie b While host countries have the option to authorise mitigation outcomes for voluntary corporate use, this is not always required Voluntary corporate action, based on credible claims can serve a vital role financing climate action towards Nationally Determined Contributions, as a complement to countries' use of Article 6. Host country guidance should recognise the role of voluntary corporate action and identify priority sectors for investment, while demand-side guidance for companies should enable transparent disclosures and credible claims.

2. Both Reductions and Removals Are Critical

Cuidance should recognise the important role of both emissions reductions (e.g. reduced deforestation, methane abatement) and emissions removals (e.g. afforestation, direct air capture). Reductions not made today will increase our need for removals later. Appropriate recognition will help to scale finance and technology across the full mitigation spectrum, for which incentives are needed to maximise near- and long-term climate solutions. The integrity of the carbon credit and its appropriate use matter most.

3. Technology and Nature-Based Solutions Must Both Play a Role

5. Iecnnology and nature-based Solutions Must Both Play a Role Technology and nature-based solutions serve complementary roles and must both be supported. Nature-based solutions, backed by strong monitoring and compensation mechanisms to ensure that risks of non-permanence are addressed, are available now it scale and at affordable prices. These are vital while our ability to scale technology-based solutions grows. The transition to net zero requires investment at scale into both domains. Guidance should ensure that both types of carbon credits are high-quality and integrated into corporate climate strategies.

4. Strengthen Government Leadership

- 4. Sterigther to overimment. Leadership a. Deploy government-led demand and catalysts: Governments can play a more proactive role through public procurement and offtake mechanisms, especially for first-of-a-kind (FOAK) and transition-related projects aligned with multilateral standards stablished under Paris Agreement, as well as internationally recognised standards and meta-standards that are aligned with the principles of Article 6 of the Paris Agreement. Such efforts can reduce risks and harmonise carbon markets around a common understanding of high-quality carbon credits.
- b. Empower host countries: The responsible use of carbon markets require alignment with host countries' NDCs and long-term low-emissions strategies to enhance credibility and policy coherence. Transparency around adjusted and non-adjusted credits is essential, with costs of providing a corresponding adjustment acknowledged, as well as those that meet just transition standards or deliver co-benefits to local communities. Equitable benefit-sharing, community safeguards, and inclusive development must be embedded within policies. Capacity building needs must be recognised and resourced in order to drive lasting climate and social outcomes.

5. Strengthen Market Integrity, Claims Credibility, and Transparency

Transparent and interoperable market structures are essential to enable high-integrity carbon markets. Policymakers can support credible standards, claims codes, and disclosure requirements that enable companies to confidently use high-quality credits. Consistent rules for MRV, registries, and data taxonomy and access — alongside innovations like carbon ratings agencies — can lower costs, build trust and improve price discovery.







FROM DIVISION TO ALIGNMENT

OVERCOMING FALSE CHOICES AND REFRAMING NARRATIVES

PANEL DISCUSSION ON

Navigating Demand and Supply Integrity for Scalable Carbon Markets

PANELLISTS

AMY MERRILL

CEO, Integrity Council for the Voluntary Carbon Market (ICVCM)

CHANDRA SHEKHAR SINHA

Global Lead for Carbon Markets and Finance, The World Bank

PETER BAKKER

President and CEO, World Business Council for Sustainable Development (WBCSD)

PERUMAL ARUMUGAM

Manager, Mitigation Division, United Nations Framework Convention on Climate Change (UNFCCC) Secretariat

SCOBIE MACKAY

CEO, Imperative

MODERATOR ANSHARI RAHMAN

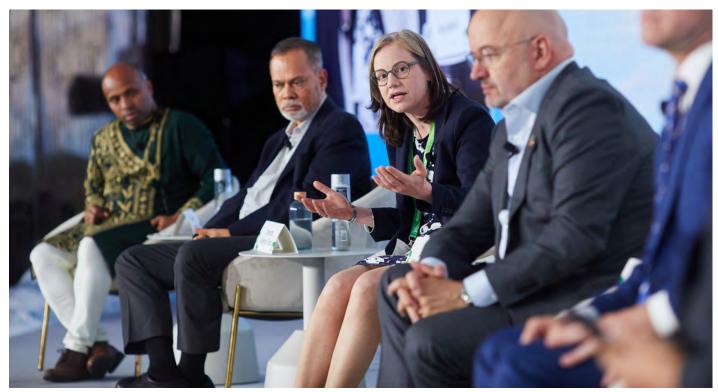
Policy & Analytics Director, GenZero

Carbon markets must be built on a foundation of trust, transparency, and integrity in order to realise its full potential to drive investments towards sustainable solutions.

Although the carbon markets have faced issues surrounding quality in the recent years, it is key that the narrative needs to shift towards spotlighting the steps forward and progress that is being made to build carbon markets back better.

Among the various efforts to achieve a well-functioning carbon markets is the Paris Agreement Crediting Mechanism (PACM), which was fully operational following a landmark COP29 climate summit last year. PACM represents a new-and-improved UN-governed crediting mechanism that seeks to supply high-integrity credits for voluntary and Article 6 markets.

It requires host countries to approve all activities and participants before they can register with PACM. "That provides greater legal certainty and confidence for investors engage in projects" said Perumal Arumugam, Manager, Mitigation Division, UNFCCC Secretariat. "Ultimately, the success of the mechanism is not in just how many new Article 6.4 activities are being implemented on the ground, but in how it can act as a benchmark of quality for high-integrity projects."







This is not the only solution in place to ensure greater integrity and transparency for carbon markets. ICVCM plays a critical role as arbiters of quality on the supply-side through the Core Carbon Principles which outline 10 fundamental quality principles that help form a collective threshold for high-integrity carbon credits.

Amy Merrill, CEO of the ICVCM said, "Methodologies and projects are now increasingly being designed with the Core Carbon Principles in mind. We are seeing movement and momentum in the markets as an increasing number of people are engaging in a collective endeavour to create a more scalable and trustworthy market."

Scobie Mackay, CEO, Imperative, offered a practitioner's perspective on this shift in lens when developing a high-quality carbon project. "We have to bring greater discipline, dependability, and professionalism to the way we develop carbon projects if we want institutions to invest," he said. "We are not going to succeed in scaling the carbon markets unless we get the development and operationalisation of these carbon projects right."

Greater Simplicity and Flexibility Will Be Needed To Scale Corporate Action

Peter Bakker, President and CEO of WBCSD, which represents 250 of the world's biggest companies, reiterated the need to spur corporate demand and scale corporate participation in the carbon markets. He underscored the need for greater simplicity and flexibility, and an end on the bias towards certain types of carbon projects over others.

"We need a collective effort to simplify the story. A tonne removed, whether it is reduction, removal, nature-based or tech based – is a tonne removed," he said. "We do not have the luxury of time to have these definitional debates." Merrill echoed the need for flexibility. "I think we all need to be really cognisant that at global level, the consensus was there are many ways to do this," she said. "The challenge is to take the flexibility that is accepted at a country level and adopt it at a corporate level in order to incentivise greater action."

"A tonne removed, whether it is reduction, removal, nature-based or tech-based – is a tonne removed. We do not have the luxury of time to have these definitional debates."

PETER BAKKER

President and CEO,
World Business Council for Sustainable Development

IN THE NEWS

Global Corporates Maintain Commitment to Climate Action



GenZero has signed a Memorandum of Understanding (MoU) with Chinese multinational Tencent, bringing together their shared ambition and complementary capabilities to accelerate global decarbonisation efforts.

Under this partnership, Tencent will have the opportunity to offtake at least one million verified, high-quality carbon credits from GenZero's investment portfolio over a 15-year period. This represents a meaningful step towards advancing carbon market trust, transparency, and real-world climate impact.

GenZero and Tencent will also focus on a number of other priorities within the partnership. These include de-risking high-quality carbon projects through the support of pre-feasibility studies, as well as strengthening market integrity with robust MRV technology. They will also seek to improve liquidity through robust market mechanisms, and explore opportunities to invest in and scale climate solutions by leveraging their respective networks to identify promising investment prospects that could benefit from co-investment.

"Tencent has already demonstrated considerable leadership in driving the next generation of climate technologies and we are delighted to have entered into this broad partnership that encompasses all three areas of our core approach: nature-based solutions, technology-based solutions, and carbon ecosystem enablers," said Frederick Teo, CEO of GenZero. "Tencent's support will help address critical funding gaps to achieve regional net-zero goals."





Public and Private Efforts Can Jointly Accelerate Decarbonisation Globally

Merrill explained how governments and corporates could accelerate decarbonisation by improving communication with each other. Corporate climate action and governments' nationally determined contributions (NDCs) should be seen as complementary.

"If you're a corporate you need to understand what your government is thinking about delivering on its NDC. If you're a government you need to be listening to your corporates about the spaces in which they can see mitigation happening and enabling them to take those moves," she said. "When you have those government-corporate conversations, you unlock the mitigation that doesn't otherwise happen and finance that doesn't otherwise flow."

Chandra Shekhar Sinha, Global Lead for Carbon Markets and Finance, The World Bank, further highlighted the progress being made on the government level, noting the growing positive momentum towards building up the carbon markets. Countries such as Germany and France have recently shown support for carbon markets, and over 30 developing countries have advanced their thinking and begun designing carbon pricing instruments, supported by The World Bank.

In this regard, countries should view carbon markets within the broader context of NDC implementation, and start with pilots to gain experience and not get caught up by analysis paralysis. "It is important that we move and take action today. Start with a pilot carbon project, learn from that experience, and at the same time diversify your policy instruments, rather than worry about whether or not the corresponding adjustments will be a problem."

"We are seeing movement and momentum in the markets as an increasing number of people are engaging in a collective endeavour to create a more scalable and trustworthy market."

AMY MERRILL

CEO, Integrity Council for the Voluntary Carbon Market

"We have to bring greater discipline, dependability, and professionalism to the way we develop carbon projects if we want institutions to invest."

SCOBIE MACKAY CEO, Imperative







FROM DIVISION TO ALIGNMENT

OVERCOMING FALSE CHOICES AND REFRAMING NARRATIVES

PANEL DISCUSSION ON

Rethinking the Role of Reductions and Removals in Achieving Net Zero

PANELLISTS

BEN CALDECOTT

Founding Director, Oxford Sustainable Finance Group, University of Oxford Smith School of Enterprise and the Environment

CHRISTOPH GEBALD

CEO, Climeworks

TOMMY RICKETTS

CEO and Co-founder, BeZero Carbon

WILL MCGOLDRICK

Regional Managing Director of Asia Pacific, The Nature Conservancy (TNC)

MODERATOR

HOON LING MIN

Investment Director, GenZero

Carbon removal credits, generated by tree planting or carbon capture technologies, currently command a significant premium compared to reduction credits, derived from projects such as forest conservation. The perception that removals are better or more credible than reductions is amplified by various industry level guidelines and corporate directives that only permit the use of removals for corporate claims.

Still, the ICVCM has made clear that several reduction methodologies can provide high-quality carbon credits that create real, verifiable climate impact.

We need both removals and reductions to get to net zero as quickly as possible. That was the key takeaway from the panel discussion at the GenZero Climate Summit.

Conserving and Protecting Nature Remains Critical

Will McGoldrick, Regional Managing Director of Asia Pacific, TNC, said that reduction credits play a vital role in creating economic incentives to protect the world's natural carbon repositories.



Climate Summit

"While restoration is also very important, we can't get away from the fact that the existing, intact natural systems are much more biodiverse and generally hold much more carbon," he said.

"There's a desire and willingness from corporations, communities and NGOs [non-governmental organisations] to find a way to protect these forests," said McGoldrick. "But if there's no economically viable pathway, it is very hard to see how we'll move away from business as usual." Ben Caldecott, Founding Director, Oxford Sustainable Finance Group, University of Oxford Smith School of Enterprise, said the limited size of the carbon market has created a "zero-sum-game dynamic" in carbon markets, even though global net zero is clearly not a zero-sum game.

"The carbon market is not of the scale that we need it to be," he said. "The way we can scale it is by focusing on integrity and quality because that is going to inspire the trust needed for policymakers and others to use carbon markets as an instrument to achieve policy objectives."

Shift in Narrative and Focus Will Be Critical

Christoph Gebald, CEO, Climeworks, said carbon markets should provide a portfolio of solutions. "Not only is this a customer need, but it is also scientifically proven that portfolios are more economical, and require less land, energy, and water than single solutions because there are scaling limits to each of those," he said.

Moreover, Gebald pointed out that a portfolio approach can help mitigate risks in the carbon market. "If you take two perceived extremes such as Direct Air Capture machines and reforestation, they are beautifully uncorrelated. This is important to scaling this industry as you'd want to avoid too much correlation to mitigate risks."

Tommy Ricketts, CEO and Co-founder, BeZero Carbon, acknowledged that when it comes to the drivers of risk in determining ratings for carbon credits – namely, additionality, carbon accounting and permanence – "there's a small bias for those risk factors to be slightly better when it comes to removals."

BeZero rates 510 projects, including both removal and reduction projects, on a scale of AAA to D. Its sole AAA rating is for a removal project: a direct air capture plant in Iceland. But he emphasised that bias is small. Ultimately, said Ricketts, "integrity is in standards and project level analysis."

"While restoration is also very important, we can't get away from the fact that the existing, intact natural systems are much more biodiverse and generally hold much more carbon."

WILL MCGOLDRICK

Regional Managing Director of Asia Pacific, The Nature Conservancy

"The way we can scale [carbon markets] is by focusing on integrity and quality."

BEN CALDECOTT

Founding Director, Oxford Sustainable Finance Group, University of Oxford Smith School of Enterprise and the Environment





EARLY-STAGE TO IMPACT SCALING NASCENT YET CRITICAL SOLUTIONS

PANEL DISCUSSION ON

Transition Credits as an **Enabler for Asia's Just Transition**

PANELLISTS ERIC FRANCIA

President and CEO, ACEN

ALBERT P DELA CRUZ SNR

Commissioner, Climate Change Commission, the Philippines

JOSEPH CURTIN

Managing Director, Power & Climate, The Rockefeller Foundation

NAT KEOHANE

President, Center for Climate and Energy Solutions (C2ES)

SHINICHIRO SUZUKI

CEO, Diamond Generating Asia (DGA)

MODERATOR

FREDERICK TEO

CEO, GenZero

Phasing out coal power is a central challenge in Asia's energy transition. The panel highlighted that a quarter of all carbon dioxide emitted globally comes from coal-fired power plants in Asia Pacific.

Yet coal remains the foundation of Asia's power grids especially as the region's economy and population continues to grow at steady pace. Around 90% of coal plants in the region have a long-term offtake contract, and the average age of a coal plant is 15 years.

"That is tens of billions of tonnes of carbon emissions that are locked in," said Joseph Curtin, Managing Director, Power & Climate, The Rockefeller Foundation. "We need a new solution."

The shift from coal to cleaner energy therefore requires systemic change and practical incentives. Speaking on a panel moderated by GenZero CEO Frederick Teo, representatives of ACEN, Mitsubishi Corporation and the Rockefeller Foundation went on to outline how an innovative financing mechanism involving transition credits is being developed to accelerate the early closure of a coal-fired power plant in the Philippines.







"We are excited about this pilot," said Albert P Dela Cruz, Commissioner of the Philippines Climate Change Commission. "It has the potential to be the first project utilising transition credits in Southeast Asia and if successful, it could perhaps be replicated globally."

ACEN CEO Eric Francia explained that the proceeds from the issuance of the transition credits will go towards financing the additional cost of replacing the coal-fired power plant with clean energy, as well as compensating existing stakeholders and the local community.

While solar is now competitive with coal in terms of cost per kilowatt-hour generated, battery storage to address the intermittency of solar results in a 30% price premium. Large-scale solar projects also require significant amounts of suitable land and investment in transmission lines. Transition credits can therefore help to support the cost of replacing baseload coal-fired power plants with renewables-plus-storage projects.

"Our aspiration here really is to make it a proof of concept so that this will be replicable and scalable not only in the Philippines but globally," said ACEN CEO Eric Francia.

Many global multinationals are interested in the concept of transition credits as a way to accelerate decarbonisation in their value chains, according to Nat Keohane, President of C2ES.

Launching Kinetic Coalition at the Summit, Keohane told the audience that over 20 potential buyers including Amazon and PepsiCo have joined the platform which is working to aggregate corporate demand for transition credits. "The most effective way they can help reduce emissions in their Scope 3 is by directly addressing the systems that are producing energy in their value chains," he said. Throughout the session, panellists also emphasised the need to ensure a just transition for local communities whenever transition credits are deployed.

This underlying principle has been baked into the methodology developed by Rockefeller and its partners in the Coal to Clean Credit Initiative (CCCI). The methodology applies the same stringent reporting requirements to the social impacts of the project as it does to the emissions reductions themselves. "The just transition is not an afterthought; it is a central component to the methodology," said Curtin. "No just transition, no carbon credits."

"Our aspiration here really is to make it a proof of concept so that this will be replicable and scalable not only in the Philippines but globally."

ERIC FRANCIAPresident and CEO, ACEN

IN THE NEWS Philippines Pilot Project Wins Further Backing



In a major announcement on the sidelines of the GenZero Climate Summit 2025, Mitsubishi Corporation and its subsidiary Diamond Generating Asia (DGA) signed up to a pioneering effort to use transition credits to accelerate the retirement of a 246-megawatt coal-fired power plant in the Philippines and replace the output with clean energy.

Mitsubishi joins a Memorandum of Understanding (MOU) that was originally signed in 2024 between Philippines renewable energy company ACEN, GenZero, and Keppel. The power plant in question, the 246 MW South Luzon Thermal Energy Corp (SLTEC) coal plant, is already due for decommissioning in 2040 – 25 years ahead of its original schedule – as a result of an earlier deal under the Asian Development Bank's Energy Transition Mechanism, signed in 2022. ACEN is now seeking to accelerate SLTEC's retirement to 2030 through the use of transition credits.

At the Summit, Verra CEO Mandy Rambharos also announced the standard setter's approval of the methodology proposed by the Coal to Clean Credit Initiative (CCCI), handing the framework a further boost.

Shinichiro Suzuki, CEO of DGA, said: "What makes this project truly unique is not only the early retirement of a coal-fired power plant, but also its replacement with equivalent generation of new renewable energy – enhancing both the scale of clean energy deployment and the integrity of the carbon credits generated. For Mitsubishi and DGA, this initiative supports our deep commitment to decarbonisation and contributes to ongoing discussions on emission trading frameworks between the Philippines and Japan."



Climate Summit

EARLY-STAGE TO IMPACT SCALING NASCENT YET CRITICAL SOLUTIONS

PANEL DISCUSSION ON

Scaling Sustainable Aviation Fuel in Asia Pacific

PANELLISTS
ROBERT BOYD

APAC Sustainability Lead, Boeing

PARK KYUNG-AH

Chief Sustainability Officer, Temasek

MEGUMI MUTO

Deputy Chief Sustainability Officer, Mizuho

LEE WEN FEN

Chief Sustainability Officer, Singapore Airlines

MODERATOR NICHOLAS ONG

Assistant Vice President, Investments, GenZero

Sustainable aviation fuel (SAF) accounts for less than 1% of global aviation fuel today. Scaling up production and adoption of SAF is crucial to hastening the decarbonisation of the hard-to-abate aviation sector.

In a special session on the sidelines of the GenZero Climate Summit, panellists from across the aviation value chain agreed that it will take a coordinated effort to help SAF scale and become economically viable.

"No single party, be it airlines or governments, can shoulder the cost of SAF alone. Everybody needs to get involved," said Lee Wen Fen, Chief Sustainability Officer, Singapore Airlines.

Private sector participation is critical, said Megumi Muto, Deputy Chief Sustainability Officer, Mizuho. "It is really about market creation, on both the supply and demand side."

On the supply side, Muto highlighted the "Tokyo Fry to Fly" initiative, spearheaded by several private corporations working with the Tokyo Metropolitan Government to collect used cooking oil as feedstock for SAF production. "The demand side of market creation is more challenging," acknowledged Muto. The effort would benefit from clearer Scope 3 reduction mandates in Japan, she said.





That is where SAF certificates (SAFc) come in.

Speaking at the launch of the Green Fuel Forward initiative to build capacity on aviation decarbonisation and catalyse demand for SAF in Asia, Lee endorsed efforts to bolster and incentivise corporate demand for lower-carbon fuels in order to direct capital towards lowering the green premium associated with SAF.

Because SAFc is a nascent offering, building awareness among would-be buyers is vitally important. Lee said that after Finnish SAF producer Neste launched its Singapore operations in 2023 and rolled out the first batch of locally produced SAF, Singapore Airlines ramped up its engagement with corporates.

"Corporates and freight forwarders, by purchasing SAFc to offset their travel or freight emissions, can massively contribute to the decarbonisation of aviation," she said. The purchase of SAFc helps offset the production costs of SAF thereby lowering its cost premium and improving its economic viability for airlines. Improved affordability drives greater uptake, encourages broader adoption as low-carbon fuel costs decline, and creates a virtuous cycle for aviation decarbonisation.

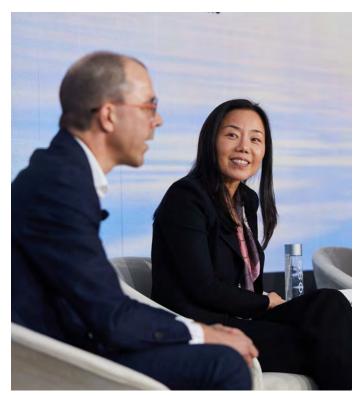
Strong and well-aligned policy frameworks are also essential to supporting demand-side measures by establishing an enabling environment for aviation decarbonisation. Singapore's approach – particularly its innovative mandate model, which applies a levy on air tickets to finance direct SAF procurement for airlines – was commended by Robert Boyd, APAC Sustainability Lead at Boeing. "This is the most observed SAF policy in the world. It is transparent and easy to understand," he noted. When effectively coordinated, robust policies and strong demand signals can act in concert and serve as powerful catalysts for scaling aviation decarbonisation efforts globally.

With greater policy and regulatory clarity, Southeast Asia is well-positioned to lead the region for SAF. "We have the potential to supply 12% of the SAF needed to get the entire aviation industry to net zero by 2050," said Park Kyung-Ah, Chief Sustainability Officer, Temasek. "So, if we do it in the right way, we can be a hub and an actual exporter of SAF and SAF credits."

"No single party, be it airlines or governments, can shoulder the cost of SAF alone. Everybody needs to get involved."

LEE WEN FEN

Chief Sustainability Officer, Singapore Airlines



Robert Boyd and Park Kyung-Ah



Megumi Muto and Lee Wen Fen



IN THE NEWS

A Landmark Commitment for Sustainable Aviation Fuel



A COLLABORATION BETWEEN THE WORLD ECONOMIC FORUM AND GENZERO

The World Economic Forum (WEF), in collaboration with GenZero, has launched Green Fuel Forward, an initiative designed to scale demand for Sustainable Aviation Fuel (SAF) in the Asia-Pacific region.

Announced during the GenZero Climate Summit 2025, Green Fuel Forward seeks to catalyse demand for SAF and ultimately contribute to scaling up production facilities in the region.

"Green Fuel Forward can provide the technical clarity and corporate commitment needed to scale SAF adoption by bringing together key industry players to drive the market forward," said Frederick Teo, CEO at GenZero. "By mobilising corporates and airlines, we can create the certainty needed to spur innovation, scale production, and make lower-emission flights a reality."

SAF uses renewable and waste-derived feedstocks to reduce emissions by up to 80%, according to the International Air Travel Association. But it is still expensive, costing 3 to 5 times more than conventional fuel, and regulatory approaches differ around the world.

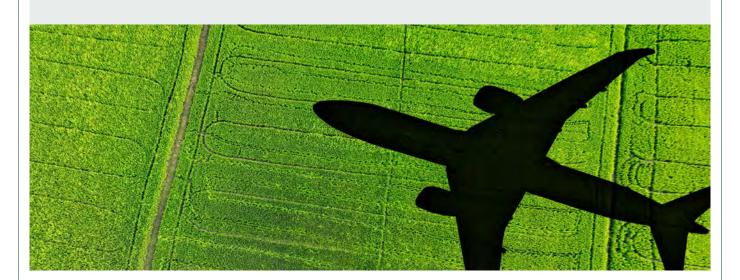
The APAC region is well-suited to meet these challenges. It has abundant feedstock resources and countries including Singapore, Australia and Japan are increasingly developing a supportive policy environment – Singapore's Sustainable Air Hub Blueprint is one example.

"Asia Pacific accounts for one third of passenger traffic and is the fastest-growing region – by 2040, it could be as much as half," said Puar Si Liang, Assistant Vice President in the Strategy and Development Group (Policy & Analytics) at GenZero. "We cannot decarbonise the aviation industry without the Asia Pacific region."

Green Fuel Forward aims to unite airlines, such as Singapore Airlines, Boeing, and Qantas, with logistics providers and corporates operating in APAC under one shared mission: to boost demand for SAF. Clearer demand signals and purchases of SAFc will also go a long way in enabling aviation decarbonisation by lowering the cost premium associated with SAF. This in turn fosters a positive feedback loop that allows for wider SAF adoption and accelerates industry decarbonisation efforts

"We are thrilled to expand the World Economic Forum's aviation decarbonisation efforts by creating a targeted program to unlock Asia-Pacific's immense potential," said Laia Barbarà, Head of Climate Strategy, World Economic Forum. "Green Fuel Forward will complement our well-established and ongoing Airports of Tomorrow and First Movers Coalition activities, increasing knowledge sharing, empowering organisations to procure SAF and creating additional networking opportunities for our local partners and stakeholders."

To find out more please visit the website.





FROM AMBITION TO LEADERSHIP DEVELOPING SOUTHEAST ASIA'S GREEN ECONOMY





In collaboration with





Dr Tan See Leng, Singapore's Minister for Manpower and Minister-in-charge of Energy and Science & Technology in the Ministry of Trade and Industry, opened the first edition of GenZero Climate Summit Insights 2025, with an urgent call to action.

"The current economic environment which is marked by slowing growth, resurgence in protectionism, and inflationary pressures could result in countries and companies delaying action," said Minister Tan. "But nature waits for no one, and the effects of climate change will continue to persist and will worsen. Choosing inaction today is effectively also choosing to accelerate towards a certain and grim future. We simply cannot afford to be paralysed."

Recognising that carbon markets are a critical enabler of decarbonisation, Minister Tan exhorted the audience to stay the course in pursuing the common goal of furthering well-functioning and high-integrity carbon markets. "Every obstacle we overcome today becomes a stepping stone for a better world tomorrow," he said.

Minister Tan outlined three issues that need to be addressed to scale them up: common standards, financing and capacity. He went on to announce a list of measures Singapore plans to undertake to promote common standards, bridge financing gaps and strengthen capacity-building in carbon markets.

Minister Tan's keynote helped set the stage for the discussions at the GenZero Climate Summit Insights, which offered critical perspectives on accelerating decarbonisation, catalysing carbon financing, and nurturing talent to position Southeast Asia as a leader in climate action.

COLLABORATION IN ACTION

Inaugural GenZero Climate Summit Insights Spotlights Southeast Asia's Role in Accelerating Decarbonisation Regionally

Developed with the aim of unlocking fresh perspectives on pressing climate and sustainability issues, the inaugural **GenZero Climate Summit Insights** was launched on 5 May as a new collaborative event series that GenZero will co-organise with like-minded organisations.

The first edition of the GenZero Climate Summit Insights, which welcomed over 300 attendees from the climate ecosystem, was organised in partnership with the Singapore Economic Development Board and Enterprise Singapore.

The programme centred on the key drivers required for Singapore to establish itself as a leading carbon services and trading hub: Public private partnerships, carbon finance and talent development. Discussions highlighted the pivotal role of public-private collaboration in catalysing financing and scaling carbon project development opportunities as well as the pressing need for talent and capacity-building efforts to accelerate carbon finance and advance regional climate action.

We are bringing together global leaders to drive tangible solutions that can scale and deliver meaningful climate impact. The world cannot afford to wait – business, investors and policymakers must step up with urgency, collaboration and innovation to make net zero a reality.



Minister Tan See Leng delivering the Welcome Keynote Address at the GenZero Climate Summit Insights





FROM AMBITION TO LEADERSHIP DEVELOPING SOUTHEAST ASIA'S GREEN ECONOMY

PANEL DISCUSSION ON

Harnessing Nature and Tech Project Development Opportunities in Southeast Asia

PANELLISTS ALVIN LIM

CEO, Climate Bridge International

DAN KALAFATAS

Chairman and Co-founder, 3Degrees

FREDERICK TEO

CEO, GenZero

MODERATOR OI-YEE CHOO

CEO, Climate Impact X (CIX)

A false hierarchy has taken hold in the valuation of carbon projects, with removals favoured over reductions, and tech solutions taking precedence over nature-based ones, according to a panel of speakers at the first edition of GenZero Climate Summit Insights (GCS Insights), organised in partnership with the Singapore Economic Development Board (EDB) and Enterprise Singapore (EnterpriseSG).

This needs to be addressed to prevent highimpact and high-integrity nature-based and reductions projects – like forest protection and sustainable fuels – from being sidelined, which would hinder near-term climate progress.

Indeed, all these different projects and solutions are needed to solve the decarbonisation puzzle. Together, they provide a rich assortment of options for developers, investors and operating companies intent on making a real climate impact, said Frederick Teo, CEO, GenZero.







He also stressed the need to harmonise global carbon market standards and advocate for Article 6 interoperability to channel financing to decarbonisation projects. Not only would this clear the way to reduce compliance costs and complexity of execution, but this also allows governments to tap on international compliance markets to channel financing to where it is needed. "This could potentially be a win-win way of driving finance from developed to developing countries in a more standardised way," he said.

Dan Kalafatas, Chairman and Co-founder, 3Degrees, observed that given policy uncertainty in developed markets, "Southeast Asia is in an incredible position to capture investment dollars by organisations from a risk-adjusted return perspective." He added that the region's carbon mitigation efforts are poised to benefit from the growing global focus on Scope 3 emissions because "many of those roads lead to this region."

Moreover, although some large companies have begun outwardly downplaying their carbon-reduction initiatives in the face of shifting climate sentiment, he said that "behind closed doors, they remain as committed as ever."

As Southeast Asia benefits from these tailwinds, he underscored that enlisting scientists and environmental organisations to ensure the veracity of carbon credit projects would be crucial to preserving confidence in carbon markets.

Another important theme is the role of public-private partnerships in scaling carbon projects and accelerating national decarbonisation efforts. Alvin Lim, CEO and Co-founder, Climate Bridge International, described the concessionary capital provided by governments, developmental finance institutions and philanthropic organisations as having a very important part to play in crowding in private investment at this stage of the market.

"Today, project-based carbon markets look a lot like venture investment," he said. In order to quickly scale these projects, however, developers need to better assess and manage risk to lower the cost of capital and move to more of an infrastructure-like financing model.



"Given policy uncertainty in developed markets, Southeast Asia is in an incredible position to capture investment dollars by organisations from a risk-adjusted return perspective."

DAN KALAFATAS

Chairman and Co-founder, 3Degrees,

"Today, project-based carbon markets look a lot like venture investment."

ALVIN LIM

CEO and Co-founder, Climate Bridge International





FROM AMBITION TO LEADERSHIP DEVELOPING SOUTHEAST ASIA'S GREEN ECONOMY

PANEL DISCUSSION ON

Bridging the Talent Gap and Grooming Carbon Talent for Singapore and Southeast Asia

PANELLISTS

RUEBAN MANOKARA

Global Lead, Carbon Finance and Markets Taskforce, World Wide Fund for Nature (WWF)

TOMMY RICKETTS

CEO and Co-founder, BeZero Carbon

IVAN TAN

Director, Trade, Enterprise Singapore

MODERATOR

DANIEL LEE

Associate Professor (Practice) in Carbon Markets, Nanyang Technological University (NTU) Singapore A wide range of talent and expertise is needed to scale carbon markets and unlock climate finance in Singapore and Southeast Asia – including to develop carbon projects, trade carbon credits, as well as to carry out measurement, reporting and verification of carbon projects.

Three factors have heightened the urgency of developing talent to oversee carbon markets and projects globally, said Rueban Manokara, Global Lead, Carbon Finance and Markets Taskforce, World Wide Fund for Nature, during a panel discussion at the GCS Insights in Singapore on May 5.

Firstly, the progress in establishing voluntary decarbonisation standards "means we have more companies adopting them, and they will in turn need help with implementation."

Secondly, while Asia has developed deep knowledge and expertise in driving renewable energy solutions, it may lack relevant capabilities in areas such as carbon removals, particularly nature-based solutions. With demand for removals growing fast, that needs to be addressed.





Climate

Thirdly, compliance markets are expected to grow in response to the introduction of the UN-led global carbon market. "More than half of countries that have submitted NDCs [nationally determined contributions] have said they are interested in participating in the carbon markets," said Manokara. "They will need capacity and talent to adopt and implement the policies to effectively participate."

Tommy Ricketts, CEO and Co-founder, BeZero Carbon, explained that carbon markets require talent with three types of expertise: policy, finance and environmental sciences. Noting that off-the-shelf talent with all three capabilities is in extremely short supply, he said that the solution is to find "someone who has an adjacent skillset" and teach them the missing piece. For example, mid-career professionals with a background in policy or environmental sciences could be brought up to speed on carbon finance.

As the carbon market ecosystem grows not only in size, but also in sophistication, it will take a concerted joint effort by governments, institutes of higher learning (IHLs) and corporates to bridge the looming talent gap.

Ivan Tan, Director, Trade, Enterprise Singapore, detailed the holistic approach that the Singapore government has taken to cultivate carbon talent, including a new national Skills Framework for Carbon Services and Trading developed by SkillsFuture Singapore, EDB, and EnterpriseSG, outlining the key job roles and skills needed in carbon services and trading. He pointed out that despite its lack of natural resources, Singapore's focus on talent has enabled it to become a vital energy and commodities trading hub in the region. By prioritising the development of carbon talent, Singapore could strengthen its position as a major carbon services and trading hub.

IN THE NEWS

EDB and TTFA Launch Donor-Advised Fund to Catalyse High-Quality Carbon Projects

At GenZero's Climate Summit Insights 2025, EDB and TT Foundation Advisors, the philanthropy advisory arm of Temasek Trust, launched a donor-advised fund to help unlock capital from family offices and foundations for early-stage Article-6 carbon projects.

High-integrity carbon markets can play an important role in financing early-stage projects that could require considerable support ahead of becoming economically viable, according to the EDB.

The new fund has already drawn a commitment of S\$20 million and will augment EDB's Carbon Project Development Grant, announced at COP29 last year. "Singapore stands ready to partner with both industry players and our neighbours to unlock these opportunities and, more importantly, to turn ambition into action," said Jermaine Loy, Managing Director of the EDB, at the GCS Insights event.

He also shared details of the progress Singapore has made to support regional climate action. Since 2020, Singapore's carbon services and trading ecosystem has grown from 70 to over 150 firms today. "We hope that Singapore can serve as Asia's lighthouse for carbon services and trading, not just as a marketplace, but as a centre for expertise, for innovation and for high-integrity carbon solutions that drive regional and global climate action," he added.

The EDB is also focused on fostering climate-related expertise and job opportunities. In November 2024, it established the Carbon Markets Academy of Singapore in collaboration with EnterpriseSG and the Nanyang Technological University.







Tommy Ricketts



CONCLUSION

As we enter a critical window for climate action, we believe that the key takeaways shared during the GenZero Climate Summit 2025 can help move the needle to accelerate progress towards global net zero goals. While the insights in this recap report highlights the urgency and scale of the climate crisis, the discussions also uncovered the pathways through which collective efforts can unlock momentum.

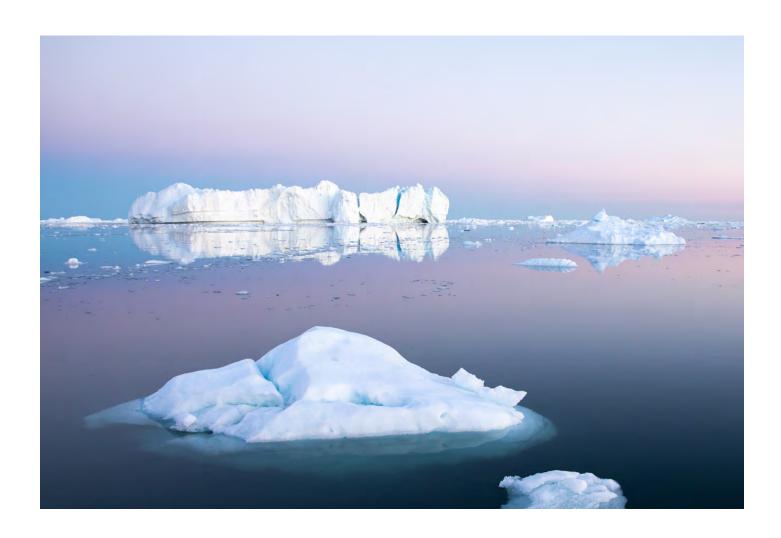
Whether through mobilising capital, strengthening regulatory frameworks for greater clarity, or restoring trust and integrity in carbon markets, stakeholders must now move from intention to implementation and focus on progress and persistence over perfection.

This is a decisive decade to translate ambition into concrete action, and ensure that climate solutions are scaled with urgency and resolve.

Overcoming paralysis is no longer optional – it is a necessity, and the time to act is now.

"If sustainability doesn't make commercial sense by 2030, net zero by 2050 becomes a pipe dream."

FREDERICK TEOCEO, GenZero





REFERENCED LINKS



□ GENZERO CLIMATE SUMMIT 2025



GENZERO ISSUES JOINT CALL TO ACTION TO STRENGTHEN REGULATORY OVERSIGHT AND INTEGRITY IN CARBON MARKETS



OVERCOMING PARALYSIS – KEY MESSAGES FOR CATALYSING CARBON MARKETS



EDB AND TT FOUNDATION ADVISORS LAUNCH DONOR-ADVISED FUND TO MOBILISE CAPITAL FOR HIGH-IMPACT CARBON PROJECTS



GREEN FUEL FORWARD, A COLLABORATION BETWEEN THE WORLD ECONOMIC FORUM AND GENZERO

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6 Battery Road Level 26-01/02 Singapore 049909

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