
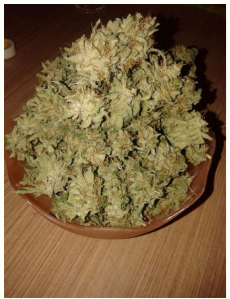
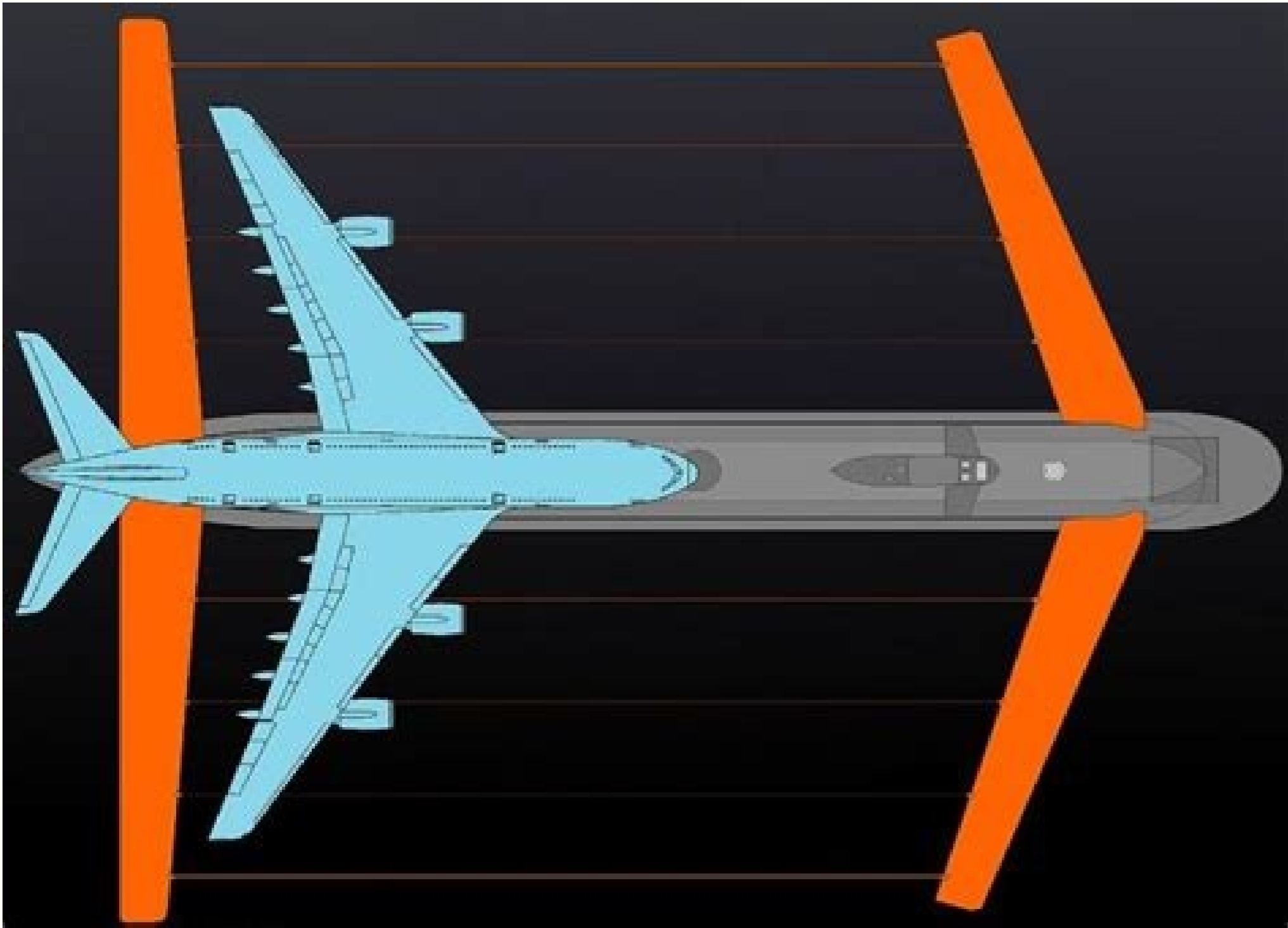


Deep sea supply plc annual report

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Adyen acknowledges that operational risks are associated with alimits business objectives. Operational risk concerns the risk of losses resulting from inappropriate or failed internal processes, people and systems or external events, including legal risk. Adyen has a moderate appetite for operating losses. PONTONA RESPONSIBILITY FOR THE POWER FOR THE SHOPPER LOAD When buyers claim that a merchant has not delivered goods or services, as agreed, the bank office can register the file loaders. Adyen seeks to compensate such inquests with payments to the trader, but may not be able to succeed in the company. While Adyen has implemented risk mitigation, including withholding funds from payments to its merchants based on suppositions and estimates that Adyen believes is reasonable to cover such eventualities, the measures, including retained funds, may not be sufficient. The uncertainties associated with the Covid-19 pandemic have led to financial and economic volatility, especially in certain industries. Adyen's MPL team closely followed the development of the pandemic and increased its monitoring efforts in early 2020. The team frequently discussed their observations and recommendations with the Merchant Risk, Management and Supervision Committee throughout the year. Although Adyen has observed some managements in his client portfolio due to the persisted blocking measures, he did not incur any material losses of MPL due to narrow in 2020. Cumulative losses of MPL were well within the defined risk appetite. Availability, connectivity and performance of Adyen products and services has a low appetite for issues in platform availability, connectivity and performance. Adyen's systems and those of their third-party service providers, including data center installations and communication networks, experienced interruptions in the past and can experience significant interruptions of services in the future. frequent or persistent availability. Or performance issues can cause current or potential traders to believe that their systems are not reliable, causing them to switch to a competitor or avoid Adyen's products and services, potentially damaging the reputation and brand of Adyen permanently. In addition, to the extent that any platform failure or similar event results in damage to Adyen traders or its business partners, traders or partners may seek significant compensation or contractual penalties from Adyen for their losses, which, even if it is unsuccessful, probably -Consulando and expensive for Adyen to address and divert attention from the management. In addition addition, frequent or persistent interruptions could lead to a regulatory system, significant fines and penalties, and/or mandatory and expensive changes to their commercial practices and could, in the last sense, that Adyen lose regulatory licenses or prevent or delay the adoption of additional regulatory licenses that adyen needs to expand his business. Adyen has built its platform and services to avoid the presence of single points of failure, and to ensure that sufficient capacity exists to continue normal operations for critical processes, despite the loss or unavailability of corporate resources, information technology, physical or even personal locations, and entire departmental structures. The highly available platform is to withstand the individual failures of the communication, systems and datacenter institution. During the 2020, a cross-sectional team closely monitored operations, including third parties, for the potential impact of Covid-19 Pandemic and operated business continuity plans. Adyen's team has been fully equipped to work remotely, and has done so without impact on our payment processing capability. We have not observed a specific impact on the availability, connectivity or performance of our that can be specifically contributed to Covid-19. Risk of security of information adyen and its merchants, partners and other Use your services, get and process a lot of sensitive data. IT systems and their Adyen partners can be vulnerable - physical and electronic violations, computer vines and other attacks by cyber criminals, Internet fraudsters, employees or others. This could lead to, among other things, a launch of data from merchants, damages related to raids, document destruction, disability or delays in processing transactions and non-authorized transactions. Adyen has a low appetite for risk safety risk Any real or perceived privacy violations or misuse of, disclosure or access to such data may undermine the reputation of Adyen as a reliable mark on the handling and protection of such data. Although Adyen loads the cyber responsibility insurance that believes is reasonable to cover such eventualities, such insurance may not be enough to cover all potential losses. The Adyen security officer is responsible for managing the information security program. The purpose of the information security program is to ensure the confidentiality, integrity and contained data processes, systems and processes in the Adyen, and to ensure that specific security security conformity programs Are maintained and evaluated externally as appropriate. Adyen performs background checks for new hiring. Training is done on security on the first day in Adyen. An introduction of general accompaniment security, which addresses the privacy and confidentiality policies, must be completed within two months of start date. Annual update training in topics such as privacy and security is obligatory for all employees. Safety of information will always remain a structural risk to Adyen, but it was not necessarily higher by 2020 compared to previous years. The approach based on of Adyen resulted in an efficient and flexible IT infrastructure, which allowed an almost perfect transition to the work environment after the outbreak of the Pandemic of Covid-

1946. However, incorporating the minds of employees, especially the new joiners, was more challenging than before when everyone worked in the office. In combination with a more complex profile, more people were prone to the risk of infection. Security on board and formation sessions have been online. The security team maintained an internal web page to provide additional guidance to remain vigilant and omit web sites, emails, or applications related to Covid-19. In addition, the security has adapted its monitoring efforts in response to new circumstances and further improved their ability to respond to incidents. Adyen did not observe large security incidents during the year 2020. Third-party risk providers and supply chain dependence can have a negative impact on operations and data security, systems and services AdyenA € s. Adyen has a low appetite for third-party dependence on its chortic processes. Adyen strives to minimize the outsourcing of activities directly related to its main processes or platform to avoid dependence on suppliers. Adyen believes that it is not limited by third-party software in its central operations is a key factor in its ability to quickly increase the number of transactions that the platform can process. Adyen established a third party policy, which defines a framework, including the clear property, to assess the risk of third parties. By 2020, Adyen has implemented a centralized contracts management tool to improve the visibility of whom the company is doing business at the world level and controlling the compliance of politics. Adyen has not observed great data violations, operational interruptions, or financial stress in its third parties due to the pandemic of Covid-19. ADYEN data privacy is subject to visual laws and regulations on privacy and of data such as gdpr, ccpa and lgpd (referred to as "privacy laws") relating to the collection, use, retention, security, processing and transfer of personal data on your merchants, your buyers, third parties and andand their transactions in the countries in which Adyen operates. Around the world, these privacy laws are evolving and changing continuously. Adyen is closely monitoring any changes to new and existing privacy laws. These changes may affect our current agreements, products and / or processing activities. For example, data transfers outside the European Economic Space have become more complex, which resulted in additional requirements for these data transfers. Any failure, or apparent failure, by Adyen in fulfilling its privacy policies or any applicable privacy law in one or more jurisdictions, may result in processes or actions against Adyen by government or other authorities, including Collective actions in litigation on privacy in certain jurisdictions, significant fines, penalties, sentences, and damage to reputation. Adyen has a low appetite for risks of data privacy and promotes a culture of diligence and high standards as regards, the collection of information. Enterprise culture Adyen is committed to maintaining his business culture, which fosters innovation, diversity and talent, and therefore has a low appetite for elements that threaten this culture. The entrepreneurial culture of Adyen has been one of the main engines of his historic growth. As Adyen continues to grow, it may not be able to maintain its entrepreneurial culture. If Adyen is not successfully managing his growth, and he is not able to differentiate his business from their competitors, to generate value and retain merchants, or to effectively align their resources with their goals and objectives, Adyen It may not be able to compete effectively with their competitors, leading to decreasing growth and net recipes. Adyen promotes and safeguards the key elements of its culture through Adyen's film. Absorb new contractors for the culture of Adyen was harder in a working environment from home. The board process and the presentation sessions of the company company Online in March. The direction has passed a significant time in the presentation of the online company hosting Adyen conversations and continued to fulfill all the new engagements before joining the team. Although the current situation can persist any longer, Adyen feels comfortable to grow the company in this environment, advance with online efforts to safeguard single culture. The future performance of the talented Adyen depends substantially on the continuation of the services of the main talents and its ability to attract, retain, and motivate such talents. The loss of services of any Adyen key talent or the inability to attract highly qualified key talents can adversely affect their operations. Adyen has little appetite for the loss of key talents and actively generates the composition and quality of your talent reservation. The pandemic affected the adyenams employees in different ways. Business continuity plans operated by management along with travel restrictions and social detachment guidelines, including work from home to employees. The Administration Council often reiterated that working from home could be the new normal during a longer time period to ensure that employees would create a sustainable situation for themselves. The RH kept an internal web page A € covid-19 A € ?? keeping connected from house € €? and established clusters to work from house €?. The regularly updated principles followed the guidelines of the World Health Organization and local authorities. The Administration Board introduced "the Adyen Work-From-Home" and organized weekly calls with the team to monitor the welfare of employees. Our RH department sensitized managers for employees who felt overwhelmed or worried in some way. When the authorities (temporarily) allowed the return of employees to the office, the Directorate implemented measures of social distancing to maintain a safe working environment. Despite the pandemic forging the move to a work environment from home, Adyen has been able to the team at a higher pace in 2020 than before. Adyen is trying to hire, promote and empower underrepresented groups while challenging the status quo in the communities in which it operates. In 2020, Adyen established a Diversity, Equity & Inclusion (DEI) working group that focuses on improving Adyen's dei efforts across the company. This working group advises and supports Adyen's broader leadership team to ensure that we follow EIInitiatives and work for substantial improvements. This working group is composed © Adyen employees of all office and represents a wide range of funds. For more information, see the People section of this Annual Report. Integrity Risk The risk of integrity is © the risk of inappropriate behavior of employees and board members or third parties (merchants, suppliers, consultants) by placing a current or future threat to Adyen and/or the proper functioning of the financial system that may be attributed to Adyen or in which Adyen acts attributable. Inappropriate behavior generally refers to insufficient compliance with relevant rules or regulations, internal policies and/or fan Adyen. If Adyen (or a third party with whom it does business) does not comply with laws and regulations, or the expectations of the market or the company of ethical© business conduct, the supervisory authorities may initiate legal and regulatory proceedings against Adyen. Adyen has a low ©risk appetite for non©ethical behavior of his management, employees and third parties that may adversely affect adyen's reputation or brand, lead to violations of compliance with laws or regulations or endanger its future existence. Adyen has no risk appetite to facilitate money laundering or terrorist financing and therefore sets limits for the acceptance of potential customers as well as the nature of the services offered to accepted customers. Although Adyen has procedures that believe are sufficient to comply with the currently applicable anti-money applicableAnti-corruption rules and regulations, bribery and sanctioning, cannot guarantee that such policies and procedures completely impose situations of money laundering, terrorist financing or corruption, including actions of employees, traders, third parties or other related persons for which Adyen may be held liable. Such events can have serious consequences, including litigation, sanctions, administrative measures, fines, criminal penalties and reputational consequences. In 2020, several regulators issued warnings that organized crime groups could seize the opportunity to exploit the COVID-19 pandemic by engaging in new criminal activities to generate, conceal and launder illicit income. Companies in industries that have been most affected by negative industry conditions may be more vulnerable to infiltration or acquisition by criminals. Adyen continued its efforts to improve the integrity risk picture, including monitoring controls. Adyen has not experienced any problems to keep its AML/CFT obligations due, among others, to measures of social distancing, re-hospitalization or re-prioritization of resources away from AML/CFT activities to other areas. Adyen Tax has a low appetite for the near risk of your tax obligations. Adyen wants to comply with his obligation to pay the amount of tax legally due in any territory, in accordance with the rules established by governments. Determining Adyen's worldwide income tax offer, value added taxes and other tax liabilities requires significant estimation and judgment. Like many other multinational corporations, Adyen is subject to taxes in various tax jurisdictions. The determination of Adyen's fiscal liability is always subject to audit and review by applicable national and foreign tax authorities. Any adverse outcome of any or revision may have a negative effect on Adyen's business and the final result of the tax may differ from the amounts recorded in its financial statements. Adyen Adyen It did not observe the adverse impact of the Covid-19 pandemic on its ability to report taxes in a timely and accurate manner. For more information, please refer to A€ à ~ ATax€ à € as part of the section à ~ à ~ "not in this annual report. Gaps in financial reporting in internal controls can negatively impact the precision of our financial reports and management. Adyen has a low appetite for errors in financial reports and does not accept material distortions in financial statements. Adyen has implemented internal control over financial reports intended to provide reasonable assurance in terms of the reliability of financial reports and the preparation of financial statements for external purposes in accordance with the standard of financial reports. Due to their inherent limitations, internal control over financial reports cannot provide absolute assurance that a distortion in our financial statements would be avoided or detected. In© addition, the projections of any assessment of the efficiency of internal control over financial reports to future periods are subject to the risk that controls may become inadequate due to changes in conditions, or that the degree of compliance with policies or procedures may deteriorate. Adyen did not observe the adverse impact of the Covid-19 pandemic on its ability to report to management and regulators in a timely and accurate manner. manners.

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