

EASTERN
PACIFIC
SHIPPING



2024

LEADING THE GREEN
TRANSFORMATION

Environmental, Social & Governance

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WE OUTPERFORMED OUR 2025 EMISSIONS REDUCTION TARGET
two years ahead of schedule, our community evolved and our culture strengthened... we solidified our status as an industry powerhouse in all aspects.

Cyril Ducau, CEO, Eastern Pacific Shipping

Foreword

In the context of what we believe is a pivotal moment for the shipping industry, 2023 was a remarkable year for Eastern Pacific Shipping (EPS). Our team achieved incredible milestones, targets were outperformed, our community evolved, our culture strengthened. To succinctly encapsulate, it solidified our status as an industry powerhouse in all aspects.

Our achievements are testament to how far we have come since we started on our decarbonisation journey. To put this in context, we first initiated our decarbonisation efforts back in 2018 by placing one of the world's first orders for a dual-fuel LNG containership. Since then, we have significantly expanded our fleet, crossing the 250-vessel and 26 million DWT mark, including an unrivalled orderbook of over 80 vessels, around 70% of which will be able to operate on alternative fuels.

Over the past six years, while most talked and took a wait-and-see approach, we acted, improved the efficiency of our legacy fleet, selected and tested many emission-reduction solutions and invested into alternative fuels for our new tonnage. The result of these actions are already evident today: in 2023 we outperformed our 2025 emissions reduction target. We achieved 3.6 CO₂g/dwt-mile in our fleet Annual Efficiency Ratio (AER), representing a 30% reduction in our fleet emissions, two years ahead of schedule. Since 2018, we have invested US\$2.6 billion across 15 green projects, including dual-fuel vessels, carbon capture, biofuels, voyage optimisation and wind propulsion technology to achieve energy efficiency and emissions reduction. Our fleet development strategy was focused on LNG-powered

ships as they can provide immediate "well-to-wake" emission reductions of 23% when operating on conventional LNG. This puts us in a good place to set our target reduction to over 50% by incorporating an increasing percentage of bio-LNG into our fuel mix over time. The availability of LNG has also enabled us to immediately realize CO₂ reductions and we are already saving about 200,000 tonnes of CO₂ per year, circumventing the need to rely on traditional diesel fuels while waiting for emerging alternative fuels to reach maturity.

As we look at the next phase of our decarbonisation journey, we are also optimistic about the growth of the hydrogen economy and the ongoing expansion of clean ammonia production capabilities worldwide. Ammonia, as a proven transport vector of hydrogen, presents a viable solution for advancing the maritime industry's decarbonisation goals, with blue ammonia delivering lifecycle emission savings of up to 75%, and green ammonia offering near-zero lifecycle emissions. Our series of ammonia dual-fuel vessel orders in 2023 marked a significant milestone. These orders include the largest ammonia carriers ever constructed, a move set to substantially increase the availability and affordability of ammonia transportation and serve as a catalyst in establishing ammonia as a globally viable alternative fuel. This will also serve as proof-of-concept for the safe utilization of ammonia as a fuel in a variety of shipping applications. Groundbreaking steps indeed and an important phase in our decarbonisation journey as these vessels are set to be the first ocean-going vessels running on ammonia when they are delivered progressively from 2026 onwards.

Core to our achievements are our people. We continue to enhance the working and living standards of our seafarers with our Life-at-Sea programme and cultivate an even stronger culture of sporting excellence on sea and shore. Padel courts, state-of-the-art gyms, culinary expertise and equipment, hydroponics, high-speed connectivity, just to name a few, close the gap in living standards between sea and shore. These investments have attained numerous industry accolades and have reset the industry standards, setting a new benchmark. Thanks to these, we have been able to attract, retain and reward the best talent in the industry.

Going forward, the EPS fleet on water is set to grow significantly as we take deliveries in our newbuild programme. Our 6,000-strong workforce will continue to adapt, innovate and raise the bar as we commit to the industry's green transformation. As we evolve, we remain guided by the principle of not allowing the perfect be the enemy of the good. We will continue to push the boundaries and deliver on ambitious plans as One Team with One Dream, the EPS way.

Cyril Ducau
CEO, Eastern Pacific Shipping



Our Story

KEY STATISTICS

- 6,000

EMPLOYEES FROM
40 NATIONALITIES
- 253

VESSELS OWNED
& MANAGED
- 26

MILLION DWTS
- 4,600

PORT CALLS A YEAR
- <4

YEARS AVERAGE
AGE OF FLEET
- 80

VESSELS ON ORDER
- 7

OFFICES WORLDWIDE
- \$2.6

BILLION INVESTED ACROSS
15 GREEN PROJECTS
- 20

MILLION TONNES OF
CO₂ TO BE ELIMINATED
- 45%

OF OUR FLEET POWERED
BY ALTERNATIVE FUELS

Our Core Values

2023 ACHIEVEMENTS

- Fleet **Annual Efficiency Ratio**
3.6 CO₂g/dwt-mile

First shipowner to **develop dedicated VLACs with dual-fuel engines**. 8 vessels on order

14 Ammonia dual-fuel Newcastlemax on order, first in the world to be fitted with Ammonia dual-fuel engine
- Full fleet of **23 15,000 TEU LNG dual-fuel** vessels on water

Full fleet of **6 dual-fuel VLECs** on water

Took delivery of first 3 out of 18 **LNG dual-fuel PCTCs**
- First onboard **carbon capture system**, 3 in total



Commitment

- We are committed to being the green and technology-driven leaders of the industry.
- We are focused on delivering quality in a safe and efficient manner.
- We take pride in our work and encourage our 6,000 strong and growing workforce to be self-motivated, responsible and disciplined in all that they do.

Integrity

- We abide by a Code of Business Conduct and all applicable laws, rules and regulations.
- We adopt a zero-tolerance approach to any compliance violations. All our dealings and transactions must be conducted in a transparent, above-board, and lawful manner.
- We expect everyone to avoid and report any conflict of interest or the appearance of any improper conduct.

Teamwork

- We recognise the fundamental importance of teamwork and endeavour to foster a culture of trust, open communication, and active collaboration.
- We consider every individual's contribution as integral to the success of our organisation.

Respect

- We respect our people, our counterparties and our environment.
- We are courteous in all our dealings and treat everyone with dignity, regardless of status or position.
- We strive to cultivate a warm and inclusive environment for our people, and to provide them with equal access to opportunities.
- We value diversity in the workplace and celebrate the unique cultures, backgrounds, talents, and perspectives that each person brings to the organisation.

The core values which underline our ESG Policy are

COMMITMENT, RESPECT, INTEGRITY AND TEAMWORK

Our ESG Strategy

Key areas of focus that form the core of our ESG approach.

Our policies and initiatives are built on the key pillars of preserving our environment, improving the welfare of our people and ensuring good governance.

To further our commitment, our Sustainability Committee was formed in late 2023, to lead the development of our ESG strategy and plans and ensure sustainability drives what we do and who we are at EPS.



Environmental

We are guided by a comprehensive Environmental Protection Policy that applies to all that we do at sea and on shore. Each year, EPS moves 2 million TEUs, 26 million metric tonnes of bulk cargo, 23 million metric tonnes of oil, gas, and oil products, and over 182,000 vehicles. This is in addition to an average of 4,600 port calls per year. We embrace the responsibility attached to this high volume of cargo. This responsibility is carried by our 6,000-strong workforce across our fleet of 26 million deadweight-tonnes and all our shore offices. We are committed to excel in all environmental and emissions-related regulations and metrics, and will disclose the environmental footprint of our operations responsibly and transparently.



Social

The EPS Community comprises of a 6,000-strong workforce across sea and shore. These dedicated and talented people are the driving force behind our company, and we remain committed to their long-term physical and mental well-being. Regular inspections, audits and training are conducted to ensure all occupational health and safety risks are adequately addressed and our vessels operated in compliance with the International Convention for the Safety of Life at Sea (SOLAS), International Convention for the Prevention of Pollution From Ships (MARPOL), International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW), International Safety Management Code (ISM Code) and other applicable conventions and codes adopted by the International Maritime Organization (IMO).

We remain committed to our clients, vendors, and those who live in the communities where we operate. We aim to create an environment where everyone can collaborate, bond, and grow together.



Governance

We are committed to doing what is right and acting in accordance with the highest ethical standards. Everyone, including our colleagues, stakeholders, and counterparties, must adhere to our ESG Policy. A Code of Business Conduct, policies, processes, and procedures are in place, and will be constantly enhanced as we evolve to ensure our integrity is and will not be compromised. In our pursuit of excellence, we take a zero-tolerance approach to any non-compliance with our policies and applicable laws or regulations.

Furthermore, we are actively enriching our governance with Sustainability and Climate-focused policies and strategies overseen by the EPS Sustainability Committee established in 2023.



We are committed to leading the industry's energy transition and emissions reduction. To achieve this, environmental policies that protect and preserve the environment are in place, defining our responsibilities and actions that are key to the partnerships and initiatives that we lead, as we move the goods that move the world.

Ensuring action rather than just words, our dedicated Fleet Optimisation Team and decarbonisation specialists lie at the very core of the business. This first class team works hand-in-hand with commercial and operational departments to put sustainability at the heart of everything we do.

Environmental stewardship

OUR POLICIES

Environmental Protection Policy
Green Ship Recycling Policy
No Coal Cargo Policy
Single Use Plastic Policy

OUR INITIATIVES

Decarbonisation projects
Our dual-fuel fleet
Alternative marine fuels
Ammonia as marine fuel
Emissions tracking and reporting
Wind propulsion with bound4blue eSAILs®
EPS Ventures
Partnership with Global Centre for Marine Decarbonisation
Monitoring our electricity consumption
Recognitions

Our Environmental Policies

ENVIRONMENTAL PROTECTION POLICY

We are committed to operating our fleet of vessels in a manner that minimises the environmental impact of its activities.

Our policies detail that our activities are carried out to:

- **Achieve 'ZERO SPILLS'** to the sea and "ZERO UNPLANNED RELEASES" to the atmosphere
- **Be compliant** with all environmental laws and regulations applicable to the maritime industry
- **Promote** the use of alternative and recycled materials that have a lower environmental impact
- **Continually improve environmental** performance through evaluation and investment in innovative technology such as the use of alternative fuels and renewable energy on sea and shore, and generation of renewable energy onboard

(solar panels, wind-assisted propulsion), to progressively reduce our carbon footprint.

In order to achieve this, we implement operating and maintenance procedures, including ISO 40001 Environmental Management Standards across our fleet of vessels to manage the environmental aspects of our operations and be compliant with applicable laws and regulations. Targets are set, measured and reviewed regularly to monitor performance and drive continual improvements.

Adherence with policy and procedure is achieved through training and active communication with employees and contractor, promoting environmental preservation and sustainability.

GREEN SHIP RECYCLING POLICY

All our ships, at the end of their economic lives will be recycled in a safe, sustainable, responsible, and environmentally sound manner.

EPS will only engage ship recycling facilities that are fully certified by a reputable, independent, and competent IACS Classification Society, accredited by the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships (HKC) and compliant with EPS Code of Business Conduct.

We ensure that all ships maintain an up-to-date Inventory of Hazardous Materials and insist on Material Declarations from our suppliers. Ship recycling is monitored closely and a Statement of Completion that complies with HKC will be obtained at the end of the dismantling. We are fully committed to conserving the marine ecosystem and environment, prioritising safety, and minimising risks to human health.



NO COAL CARGO POLICY

The 2021 United Nations Climate Change Conference, also known as COP26, saw 197 nations come together to work towards reducing greenhouse gas (GHG) emissions in an effort to combat global climate change. COP26 resulted in the Glasgow Climate Pact, which calls on the world to act now to limit the rise in global temperature in accordance with the 2015 Paris Agreement.

The pact is the first agreement that specifically targets the burning of coal, which is regarded as the most significant contributor to climate change. Phasing down coal usage will significantly lower CO₂ emissions as the world transitions to cleaner energy solutions. To support this transition, vessels commercially managed by EPS will follow a No Coal Cargo policy.

EPS has not carried coal as cargo on our commercially managed dry bulk fleet since April 2020. By officially implementing a No Coal Cargo policy, we hope to play a role in reducing the economic viability of the commodity, thereby increasing demand for greener options. EPS' No Coal Cargo policy also sends a message to the maritime industry that decarbonisation isn't exclusively about how we move ships - what we move also matters.

SINGLE USE PLASTIC POLICY

We are committed to driving the maritime industry's green growth agenda. Instead of taking a wait-and-see approach to regulations and trends, we look internally at what type of company we are and what kind of company we want to be. That is why we implemented a ban on using Single Use Plastics (SUP) at sea and on shore from 1 January 2020. SUP's are a serious and credible threat to the well-being of our planet with devastating effects on

our environment and oceans. SUPs include straws, cups, bottles, take-away bags, cutlery, and plates.

Our team is increasingly passionate about this cause and in 2023 we held our first beach clean-up, clearing 635kg of waste plastic from Tanah Merah Beach.

By changing behaviours and making better choices to reduce consumption habits, we aim to curb the use and damage caused by SUP's.

**EASTERN
PACIFIC
SHIPPING**



save our oceans
**SINGLE-USE
PLASTIC
FREE ZONE**



By officially implementing a
NO COAL CARGO POLICY
we hope to play a role in reducing the economic viability of the commodity, thereby increasing demand for greener options



Our Environmental Initiatives

DECARBONISATION PROJECTS

Leading the energy transition since 2018, EPS has invested US\$2.6 billion into 15 different decarbonization projects, ranging from dual-fuel kits, exhaust scrubbers, carbon capture technology, and biofuels, to a wide range of other fuel-saving technologies such as modern coatings, voyage optimisation software, wind-assisted propulsion technology and more.

These investments put us on track to eliminate 20 million tonnes of CO₂ emissions. This offset is equivalent to planting 53 million trees - almost 7 times the number of trees in all of Singapore, taking 4.7 million vehicles off the road for a year, or the annual emission equivalent of the cities of London and Madrid combined.

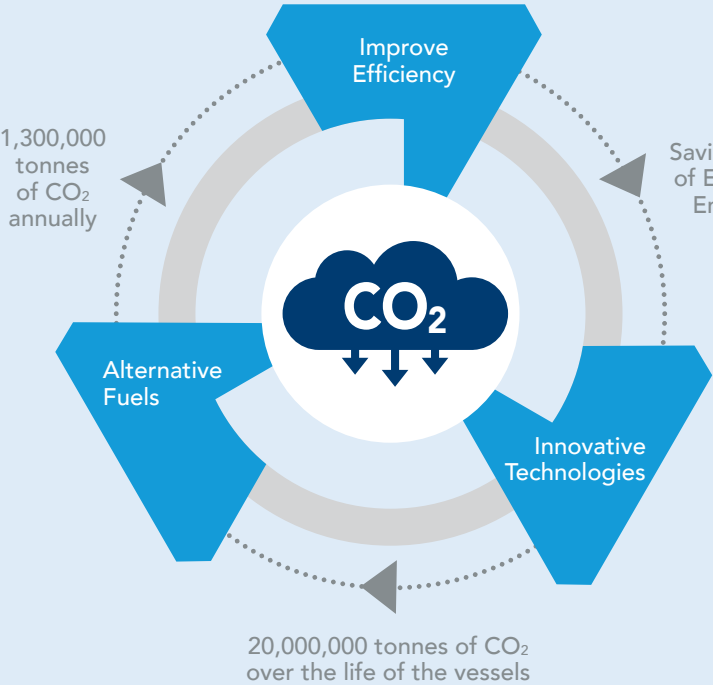
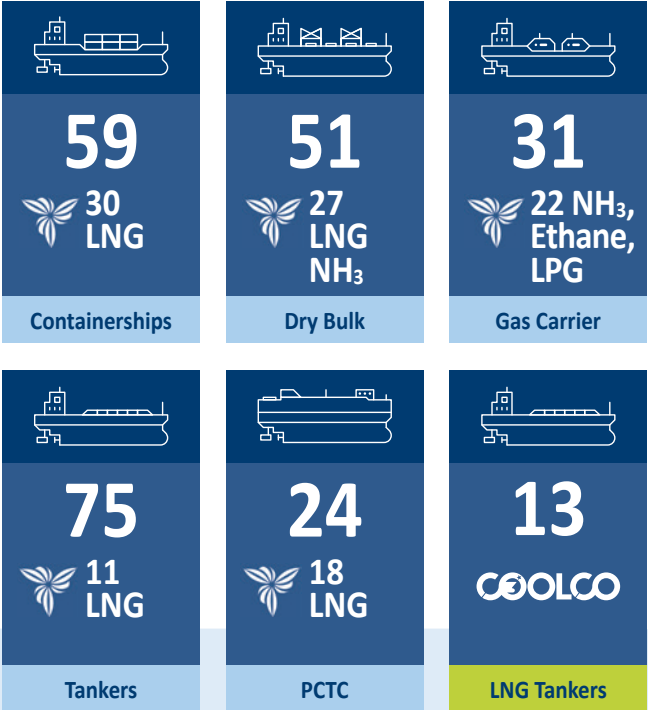


57 dual-fuel vessels have been delivered as of March 2024 and 51 dual-fuel vessels are to be delivered between 2023 and 2028

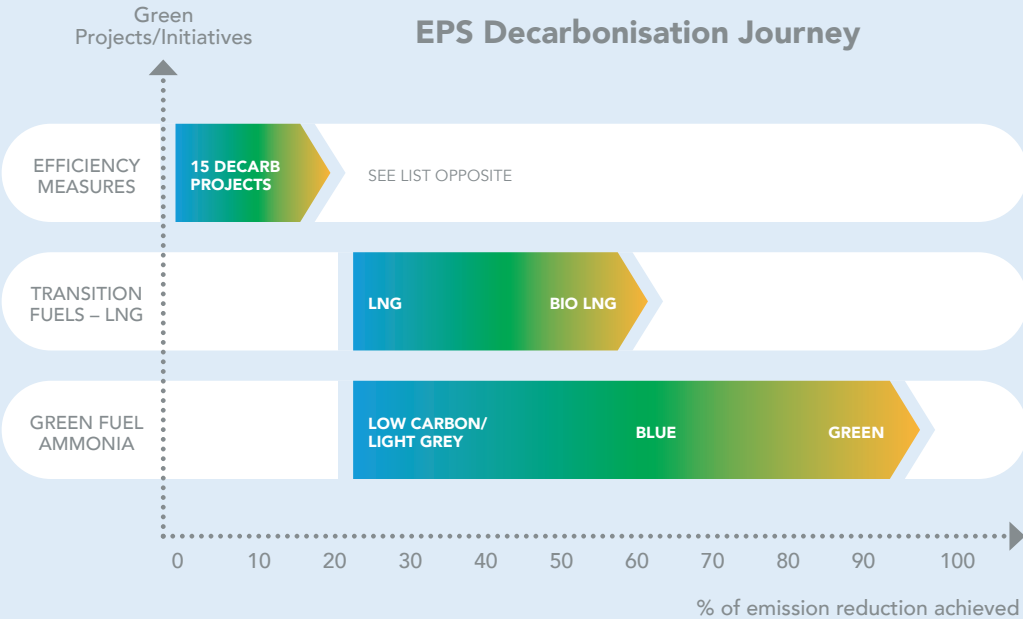
45%
of our fleet
powered by
alternative
fuels

OUR DUAL-FUEL FLEET

Our shipping portfolio consists of over 250 vessels and 26M dwt.



Improve Efficiency		
Monitoring & Optimization		110 vessels
Energy Saving Devices		97 vessels
Hull & Propeller Coatings		42 vessels
Shaft Gen & Batteries		44 vessels
Alternative Fuels		
LNG, LPG, Ethane Dual-Fuel		86 vessels
Near zero emissions (NH ₃ Dual-Fuel)		22 vessels
LNG bunkered		0.5 mil tons
Biofuels		6,000 tons
Innovative Technologies		
Scrubbers		96 vessels
Carbon Capture		3 vessels
Air Lubrication		2 vessels
Suction Sails		1 vessel
Ultrasonic anti-fouling protection		1 vessel



- Since 2018 we invested in 15 green projects
- eSAILS
 - Biofuels
 - Scrubbers
 - Fleet monitoring
 - Voyage optimisation
 - Hull coatings
 - Shaft generators
 - Air Lubrication
 - Energy saving device retrofits
 - Lube oil regulation & monitoring
 - Carbon capture
 - Propeller coating
 - Boiler optimisation
 - eFeeder
 - Ultrasonic anti-fouling protection

ALTERNATIVE MARINE FUELS

We are fully focused on supporting the industry's decarbonisation efforts by beating industry standards in reducing carbon intensity and incorporating renewable energy options. Based on extensive research, we believe a very effective and practical way to lower emissions today is by using a holistic alternative marine fuels programme which includes Liquefied Natural Gas (LNG), Liquefied Petroleum Gas (LPG), Ethane, Biofuels, Methanol, and Ammonia. Since 2018, we have added 57 dual-fuel vessels in our active fleet and will continue to add about 51 more dual-fuel vessels by 2028, including the very first ammonia burning vessels capable of reaching net-zero emissions. EPS is committed to sourcing green and renewable energy options wherever possible.

We aim to drive the agenda for decarbonisation and the preservation of the environment by using the above-mentioned spectrum of alternative fuels. These alternatives are proven to significantly reduce harmful emissions such as sulphur oxides, nitrogen and nitrous oxides, carbon dioxide, and particulate matter discharge. We firmly believe in not letting the perfect be the enemy of the good in our pursuit of full decarbonisation, which is why alternative marine fuels will be used until even cleaner energy sources are available.

With a fleet of over 26 million deadweight-tonnes across four core segments, it is critical that we can quantify the environmental impact of our CO₂ emissions. These metrics allow us to benchmark our performance against ourselves and the industry.

Our findings will be made publicly available so our peers too, can benchmark their fleet efficiency, thus allowing the industry to define best practice and reduce CO₂ emissions collectively.

Alternative Maritime Power

Alternative Maritime Power (AMP), also known as Cold Ironing, is an anti-pollution measure that reduces air pollution generated by ships at port. When a ship is docked at a port, instead of using its own diesel generators, it is supplied by an onshore source of power. This onshore supply may be supplied by a separate power generation unit or directly from the local power plant. This provides opportunity to reduce our overall carbon footprint taking advantage of power generated from renewable sources.

The benefits of AMP include not just preservation of the marine ecosystem but also reduces usage of diesel and other oily power supply materials. It provides power for lights, refrigerators, air-conditioners, and other equipment on a ship. Some ports, such as Los Angeles, have already begun to ensure environmental protection by reducing air pollution. Ships berthing at Los Angeles Port or other California ports are prevented from idling their engines (low load operation) and must connect to a shore power supply. This allows the ship to switch off its generators, thereby significantly reducing noise and air pollution. At the start of 2024, EPS operates 26 vessels fully fitted with AMP, avoiding release of 1000 MT of CO₂ into the atmosphere. Furthermore, EPS's orderbook includes 18 AMP equipped new building vessels.



We firmly believe in not letting the perfect be the enemy of the good in our
PURSUIT OF FULL DECARBONISATION

AMMONIA AS A MARINE FUEL

We re-invigorated our decarbonization efforts in 2018 by placing one of the world's first orders for an LNG Dual-Fuel (DF) containership. Since then, we have expanded our on-the-water dual-fuel fleet to 57 vessels. LNG-powered ships remain central to our fleet development strategy, contributing to immediate "well-to-wake" emission reductions of 23%, which we aim to increase to over 70% over time by incorporating a higher percentage of bio-LNG/e-LNG into our fuel mix. The ready availability of LNG enables us to immediately realize CO₂ reductions reducing reliance on traditional diesel fuels as emerging alternative fuels to become more widely available.

Furthering this journey, in 2023 we took the important decision to invest in new vessels which will both transport ammonia and use it as a fuel. We entered into a strategic partnership with MAN to develop ammonia-fuelled engines and placed firm orders for three series of ammonia dual-fuel vessels. These ships include the largest ammonia carriers to be ever constructed (VLACs – Very Large Ammonia Carriers), a move set to substantially increase the availability and affordability of ammonia transportation, and to serve as a catalyst in establishing ammonia as a globally viable alternative fuel. In addition to gas carriers, the orders include a series of large dry bulk carriers, which will serve as proof of concept for the safe utilization of ammonia as a fuel for the broader shipping industry.

We did not take these decisions lightly. We conducted extensive research and reached the conclusion that ammonia offers a viable solution to decarbonise not just our fleet but also large onshore industries such as power generation and steel production. This is a view that takes into account both the environmental credentials of ammonia as a fuel and its present

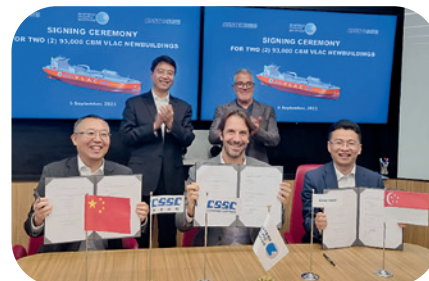
and future availability in grey, blue or green form, as well as the technological and safety challenges associated with the chemical properties of such cargo and/or fuel.

Our detailed analysis of all key environmental pollution criteria re-affirms that ammonia has very strong environmental credentials as a fuel. The full lifecycle/Well-to-Wake (WtW) green house gas (GHG) emissions of ammonia vary based on feedstock, technology and transportation choices. However, low-carbon ammonia is already being produced today and, with partial carbon capture, can deliver >20% WtW CO₂ equivalent savings compared to conventional fuels. New blue ammonia plants are capable of delivering 75%+ savings, while green ammonia is expected to deliver 90-95%+ on a WtW basis. Transportation has an important contribution to lifecycle CO₂ emissions. Our VLACs are capable of delivering ammonia with half the CO₂ footprint of Mid-Sized Gas

carriers (MGC) when operating on fuel oil. Furthermore, VLACs GHG emissions approach zero when operating with ammonia as a fuel.

We are optimistic about the continued expansion of clean ammonia production capabilities worldwide. Large, cost-competitive volumes of blue ammonia are expected to become available by 2026, with green ammonia production anticipated to surge by the decade's end.

However, we also acknowledge that ammonia is neither perfect nor a truly zero-emission solution today. Important questions remain on availability, engine readiness, safety concerns, NO_x and N₂O emission, the need for pilot fuel, bunkering procedures and many more. We remain committed to collaborating with our partners and all key industry stakeholders to address those challenges and strive to lead the safe adoption of ammonia as a marine fuel.



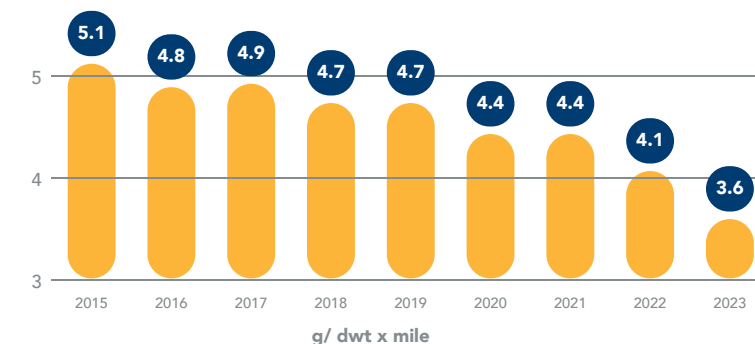
EMISSIONS TRACKING AND REPORTING

As outlined in our Environmental Protection Policy, we endeavour to limit the environmental impact of our activities. To accomplish this goal, we track, measure, and quantify the CO₂ emissions from our diverse fleet. To measure environmental impact, we use a comprehensive set of metrics, which are internationally recognized and accepted by the maritime industry and the International Maritime Organization (IMO) as universal Key Performance Indicators. These consist of:

- a) **Annual Efficiency Ratio (AER)** – defined as the ratio of a vessel's annual CO₂ emissions to the total distance sailed in nautical miles, multiplied by the vessel's deadweight. It is a carbon intensity metric that considers the carrying capacity of a vessel instead of the transport work.
- b) **Carbon Intensity Indicator (CII)** – defined by the IMO's MEPC Resolution 352 (78), which relies on AER to quantify vessel's carbon intensity and applies a statistical benchmarking of the global fleet to rate each vessel against the AER of the median vessel of its type. It is a combined measure of the vessel's energy efficiency and operational efficiency.
- c) **Energy Efficiency Existing Ship Index (EEXI)** – defined by IMO's MEPC Resolution 350 (78), which quantifies the carbon intensity of an existing or newbuild vessel based on a reference speed and installed engine power. It is a measure of the vessel's energy efficiency by design and is not affected the vessel's operations.
- d) **CO₂/MJ** – defined as the annual CO₂ emissions produced by the vessel's fuel consumption divided by the annual Mega Joules of energy produced from the same fuel consumption. It is a measure of the emissions impact of the selected energy source and is not affected by the vessel's design or operation.

Overall EPS Annual Efficiency Ratio

Hitting 2025 target two years ahead of schedule



We continued to perform well against our stated emissions targets. We took delivery of 26 dual-fuel vessels across our fleet since the start of 2023, bringing our total number of dual-fuel vessels on water to 57. We also began receiving the benefits of several other decarbonisation projects that we had invested in over the past six years. As a result, in 2023, we reduced our emissions intensity by 30% and achieved an Annual Efficiency

Ratio (AER) of 3.6 g-CO₂/dwt-mile, outperforming our emission intensity targets 2 years ahead of schedule.

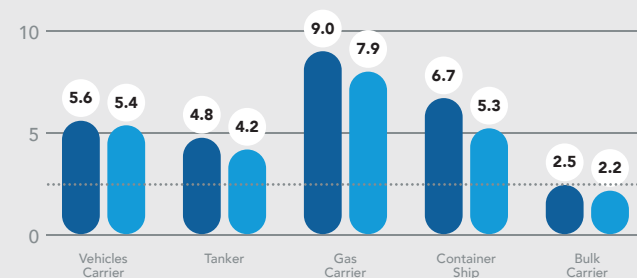
To ensure we remain consistent on this emissions reduction trend, we maintained an Energy Budget which was first introduced in 2022 and expanded the Fleet Optimization team to monitor fleet performance and assess operational and technical improvements.



Figure 1:

Required CII* vs Attained CII per fleet

BY SEGMENT



Required CII* = "mid-C rating"

● Required CII ● Attained CII

AS PERCENTAGE

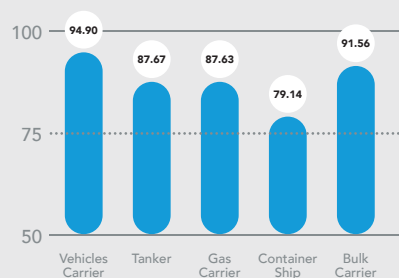
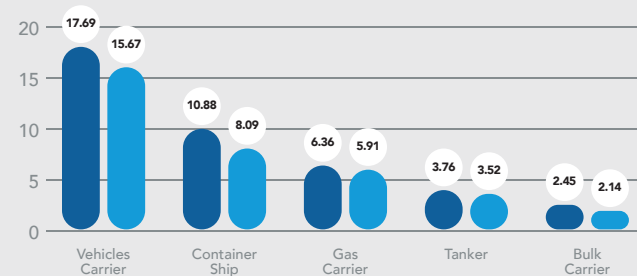


Figure 2:

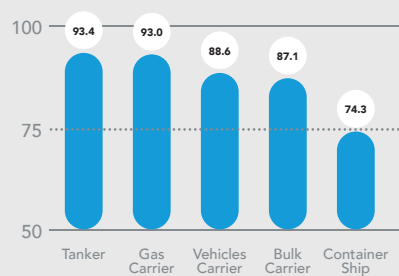
Required EEXI vs Attained EEXI per fleet

BY SEGMENT



● Required EEXI ● Attained EEXI

AS PERCENTAGE



The EPS fleet across all segments exceeded the required CII value (mid-C rating). "Required CII" expresses the expected value of the average ship in the segment and is hence not a compliance or upper threshold but the bounder for above average performance. As per Figure 1, our fleet outperformed the "average" vessel by 5% on the PCTCs segment, 9% on the Bulk segment, 12% on the Tankers & Gas segments and by more than 20% on the Container segment.

The "Required EEXI", in contrast to CII, is a compliance threshold and all commercial vessels above 400 gross tonnes (GT) must meet the required EEXI value. It is a common industry practice for compliance with EEXI to reduce the reference speed of the vessel by limiting the engine power up to the level of zero margin compliance. However, we have invested heavily on very modern, energy efficient and green vessels since 2018 and as a result the compliance margin on the required EEXI is quite large (Figure 2), namely, 7% on Tankers & Gas segment,

11% on the PCTCs segment, 13% on the Bulk segment and more than 25% on the Containers segment.

The significant impact of EPS's green strategy on new buildings and sale and purchases, is demonstrated emphatically through the annual average EEXI trend in Figure 3. Over the last 5 years, we achieved a 12% reduction in average EEXI and are on track to reduce this metric even more aggressively as our extended orderbook hits the water in 2024 and 2025.

Figure 3:

EEXI year-to-year comparison 2019-2023 (yearly average)

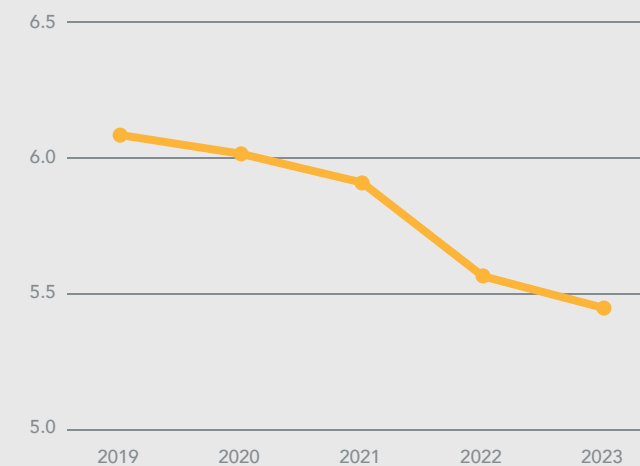
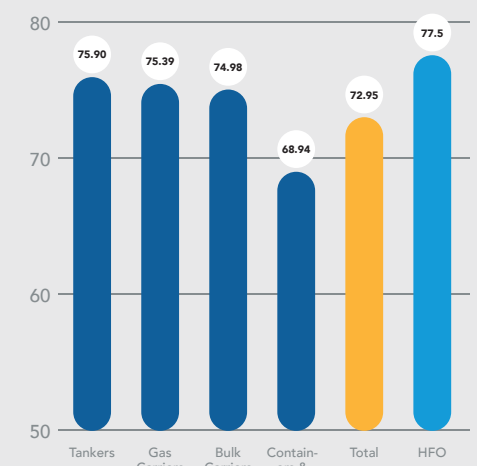


Figure 4:

2023 Greenhouse gas Emissions per Energy across all vessels (g CO₂/MJ)



EPS decarbonization efforts are not limited to modern and efficient vessels that reduce fuel consumption but are also targeted towards cleaner alternatives. In this respect, the metric in Figure 4 quantifies CO₂ emission per unit of energy produced. While a standard HFO (heavy fuel oil) emits about 77.5g- CO₂ per MJ, EPS achieved a fleet average of 73g CO₂ per MJ due to a wide range of alternative fuels being consumed in 2023. More specifically, the EPS fleet consumed more than 200,000 tonnes of LPG, LNG, Ethane, and Biofuels in 2023 which prevented about 200,000 tons of CO₂ from entering the atmosphere.

We follow the International Maritime Organization's guidelines for Emission Factors (C_i) to calculate our carbon footprint. These emission factors indicate CO₂ (grams) emitted for each gram of fuel consumed.



WIND PROPULSION WITH BOUND4BLUE ESAILS®

We embarked on our inaugural venture into wind-assisted propulsion system, partnering with bound4blue to install three 22-metre eSAILS® onboard our tanker, the Pacific Sentinel. The turnkey 'suction sail' technology, which drags air across an aerodynamic surface to generate exceptional propulsive efficiency, will be fitted in the last quarter of 2024, helping the 183-metre, 50,000 DWT oil and chemical tanker reduce overall energy consumption by approximately 10%, depending on vessel routing.

Working in tandem with existing vessel propulsion systems, the three eSAILS® will use an autonomous control system to optimize power, reduce engine load and lower fuel consumption. The sails require no crew input and low maintenance. It is a simple, mechanically robust solution, an ideal fit for the needs of our vessel, with great potential for implementation across the fleet.



EPS Ventures Portfolio

Here are five examples:



Green hydrogen solutions steering maritime operations towards a cleaner future.



Patented nanotech-based superior coating, catalysing maritime decarbonisation, increasing peak vessel performance and improving durability.



Reimagining maritime operations by digitalizing vessel management and fostering collaboration between ship and shore.



Using AI-enhanced cameras to detect hazards and threats such as smoke, fire or potential accidents in real time, improving crew and vessel safety.



Cybersecurity monitoring and analytics that safeguard shipboard systems from malware and cyber attacks

EPS ventures

EPS Ventures is the investment arm of EPS that invests into cutting edge companies developing next generation maritime, supply chain, and sustainability-related technologies. EPS Ventures goes beyond financial investment, seeking to partner with technology start-ups. EPS provides business opportunities, market and technical knowledge, and access to EPS's diversified fleet to further advance their solutions.

To date, EPS Ventures has invested in companies ranging from fuel cell technology, batteries, machine-vision, cybersecurity, next-gen coating technology, carbon capture, biodegradable packaging and more.

PARTNERSHIP WITH GLOBAL CENTRE FOR MARITIME DECARBONISATION

EPS is one of seven founding members of Singapore-based Global Centre for Maritime Decarbonisation (GCMD) along with the Maritime Port Authority of Singapore (MPA), BHP, BW Group, DNV, ONE, and Sembcorp Marine. Formed in 2021, GCMD is a nonprofit organisation that supports the decarbonisation of the maritime industry to meet or exceed IMO's goals for 2030 and 2050.

EPS lends decades of technical, operational, and commercial expertise plus access to our fleet towards GCMD's key projects.

Key projects like the ammonia bunker study will establish the basis for a regulatory sandbox that will pave the way to ammonia bunkering trials in Australia. The drop-in biofuels project aims to establish an assurance framework to ensure supply chain integrity of current



and future green marine fuels. And lastly, the LCO₂ offloading study will establish measurement standards of quantity and quality of LCO₂, competency standards for operating personnel, readiness of the offloading infrastructure, and the CAPEX and OPEX model.

Since its inception, GCMD has made real headway towards making vision a reality. GCMD is fostering cross-sector collaboration and expanding strategic partnerships to include leaders from across the breadth of our industry, embracing ship owners and operators, fuel producers, suppliers, and shipbuilders. GCMD has also

signed 13 new strategic, impact, coalition, and knowledge partnerships with major shipping companies, government associations, and premier consulting groups.

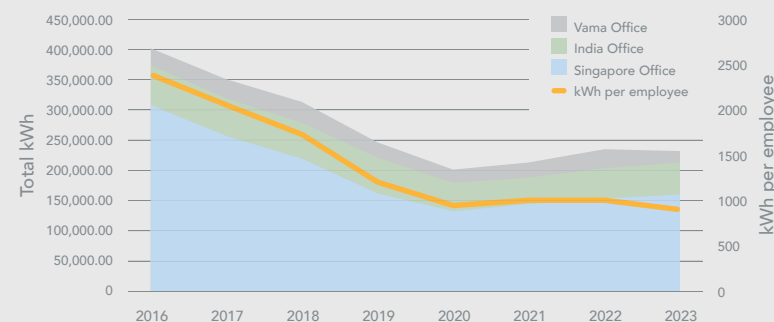
With the backing of the industry's most prominent players and key projects underway, GCMD is poised to make profound changes to the maritime industry.



MONITORING OUR ELECTRICITY CONSUMPTION

Our Environmental Policies are ingrained in our culture and are actively monitored by our team. This environmental consciousness is increasingly attracting new employees who are passionate about decarbonising the maritime industry. Therefore, even though we have grown considerably in strength and our electricity requirements have increased, the energy (kWh) per employee [yellow line in graph below] continues to fall significantly.

Office Energy Use



RECOGNITIONS

As a result of our efforts, we have been recognised by multiple third-party organisations and governing bodies.

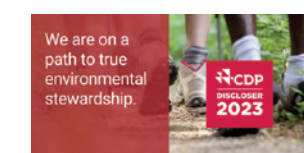
The EPS office and selected EPS Tankers are Green Award certified. The Green Award Foundation is known globally for its shipping certification and incentive programme and for its contribution to sustainable waterborne transport.

All EPS Vessels are eligible for the US Coast Guard (USCG) QUALSHIP 21 certificate. The award is given to companies, operators, and vessels that demonstrate a commitment to quality and safety by achieving the highest level of compliance with international standards and United States law and regulation.

On land, our efforts have been recognised by the Singapore Environment Council. Our Singapore headquarters continued to be

Eco-Office Elite tier certified in 2023. Only companies with the highest standards of waste management, energy, paper and water conservation, and air quality earn this audit-driven award. EPS is also proud to be ISO 14001:2015 certified.

We are also committed to disclosing our environmental impact through CDP, a global non-profit that runs the world's leading environmental disclosure platform.





The EPS Community comprises of a 6,000 strong workforce across sea and shore. These dedicated and talented people are the driving force behind our company, and we remain committed to their long-term physical and mental well-being. We are also conscious of the people whose lives we touch, namely, our clients, vendors, and those who live in the communities in which we operate.

We strive to create an environment where everyone can collaborate, bond, and grow together.

Social

OUR POLICIES

Equal employment opportunity
Gender diversity in our seafaring community
Quality, Health and Safety Policy

OUR INITIATIVES

Life at Sea Programme
EPS Cares Initiative
Employee engagement and appreciation
Sporting culture of excellence

Our Social Policies

EQUAL EMPLOYMENT OPPORTUNITY

EPS is proud to provide equal opportunities in employment. EPS envisions being one of the best places in the world to work, giving every candidate an equal opportunity for employment.

Each employee is rewarded according to merit, treated with respect, and given a chance to develop and grow their talent. We pride ourselves on

our ability to attract, develop and retain top talent. Creating an inclusive work environment where employees are motivated to maximise their potential.

EPS abides by international labour laws and adopts Singapore's Tripartite Guidelines on Fair Employment Practices which promote fair and responsible employment.



Each employee is rewarded according to merit,

TREATED WITH RESPECT

and given a chance to develop and grow their talents.



GENDER DIVERSITY IN OUR SEAFARING COMMUNITY

We recognize the invaluable contribution of women in the maritime industry. In our commitment to fostering diversity and inclusion, we are dedicated to actively promoting and supporting the inclusion of more women within our organization, especially in our seafaring community. We are continuously enhancing our policies and processes across our operations, including recruitment, training, mentoring, working environment, health and safety, and reporting, to attract and retain female seafarers. Our female seafarers are

assigned with a mentor to support them on their journey with us. Our vessel accommodations are also equipped with ensuite bathrooms and newbuilds have designated Male and Female common toilets to ensure that their necessary welfare needs are met.

Over the last few years, we have doubled the number of women within our seafaring crews. We aim to increase this further as we grow. We firmly believe that gender diversity is not only a fundamental human right but also a critical driver of innovation, performance, and sustainable growth.



We believe that gender diversity is
**A CRITICAL DRIVER
 OF INNOVATION,**
 performance and sustainable growth.

QUALITY, HEALTH AND SAFETY POLICY

We operate and manage vessels in a safe and environmentally friendly manner, meeting customers' needs and requirements. We exercise our individual responsibility for quality, health and safety in all our activities and strive for continuous improvement in the level of services provided.

Sustainability will be the cornerstone of all activities that we engage in. It is the duty and

the right of everyone employed and engaged by EPS to exercise "STOP WORK Authority" whenever any employee, member of the public, or the local environment are at risk.

We recognise that human factors are the physical, psychological, and social characteristics that affect interaction with equipment, systems, processes, other individuals, and team(s). We take a human factors approach by recognizing that it is the people on our ships, in our management and in

our support teams who ensure work is safe, but that human error still occurs in interactions with conditions, systems and other people. By addressing these interactions, we can reduce human error, reduce incidents and improve both reliability and productivity.

Our objectives are to provide compliant, safe and efficient cargo transportation and ship management services that exceed our customers' expectations. High standards of service delivery are accomplished

and maintained with thorough risk assessments, well established safeguards and emergency response systems. Through these processes, we ensure safety in working environments on sea and shore, environmental preservation and sustainability.

This is achieved by maintaining a management system based on the requirements of ISO 9001, ISO 14001, ISO 45001, and IMO's ISM Code, and by recognising all applicable codes, guidelines, and standards recommended by IMO, Flag States, and other maritime industry organisations.

We are committed to achieving the highest management standards. Marine safety, safe working practices, health and the protection of the marine environment are key to achieving our target of zero accidents and incident. A 'No Blame' culture is practiced and we support the decision of our people to execute their right to STOP WORK and there will be no retribution following this action if initiated in good faith, even where it is deemed unnecessary. Training and resources are provided to ensure compliance with all applicable national and international rules and regulations. The Quality, Occupational Health and Safety management system in place is continually improved to ensure effectiveness.



Safe Ship Visits

Part of our commitment to Quality, Health & Safety is ensuring that all persons onboard EPS managed vessels comply with our safety instructions and policies. This includes our sea and shore staff, suppliers, contractors, guests, and any other person. Visitors are required to liaise with their EPS person of contact to obtain specific policies, forms, and instructions before boarding.

At a minimum, all persons going onboard an EPS managed vessel must undergo a safety briefing upon

embarkations and wear the following basic personal protective equipment when walking about designated areas of the ship: safety shoes, hard hats, goggles and gloves.

For suppliers and vendors who are carrying out works onboard, or sailing with the vessel, they must complete and sign the relevant forms and obtain the appropriate permits such as the Common Permit to Work, Enclosed Space Entry Permit, Hotworks Permit, and the Mandatory Safety & Shipboard Familiarisation Checklist.

Drugs & Alcohol

It is the policy of EPS to provide and maintain a safe, healthy, and productive working environment for all employees. EPS believes that alcohol or drug abuse by employees will impair their ability to perform properly and, as a result, will have serious adverse effects on the safety, efficiency, and productivity of other employees and EPS as a whole.

We run "alcohol-free" ships, where possession, use, distribution or sale of alcoholic beverages on company vessels is prohibited. The misuse of legitimate drugs or the use, possession, or distribution or sale of unlawful or unprescribed substances is also prohibited on EPS premises, onshore or onboard vessels. Issuance and disposal of substances maintained on board for medical purposes are strictly controlled.

All employees are required to undergo medical examinations including drug and alcohol tests prior to joining. Employees will be subject to unannounced searches for possession of drugs or alcohol and random annual drug and alcohol testing.



Part of our commitment to Quality, Health & Safety is ensuring that all persons onboard EPS managed vessels

COMPLY WITH OUR SAFETY INSTRUCTIONS AND POLICIES



Our Social Initiatives

LIFE AT SEA PROGRAMME

The majority of EPS' 6,000 strong workforce are seafarers, and their well-being is one of our top priorities. Initiatives such as the Seafarer Bonus Scheme and the Life at Sea Programme were introduced to improve the long-term physical and mental wellbeing of our seafarers.

Reimagined Accommodations

These new spaces are aimed at creating an inclusive and collaborative experience onboard. The first wave of modifications has been implemented, with completely new designs rolling out since Q4 2020.

State-of-the-Art Gyms

Our vessels are fully equipped with state-of-the-art gyms to promote an active lifestyle, which is proven to have an array of physical and mental health benefits.

Culinary Upskilling

A dedicated Culinary Consultant works with our captains and ship cooks to create healthy and delicious meals for our seafarers. In addition, EPS has partnered with the Hyatt Regency hotel in Gurgaon, India to provide our cooks with additional culinary training, delivered by experienced executive chefs, across a broad range of cuisine types.

Pizza Ovens

In line with our vision to deliver a world-class culinary experience to the EPS seafaring community, EPS has installed high end professional-grade pizza ovens onboard all vessels. Pizzas are delicious and the process of making them can be a perfect way to bring people together. Ship staff onboard get together to make the perfect pizza dough and get creative with pizza toppings.

Hydroponics

In May 2021, EPS embarked on a hydroponics system trial to explore sustainable ways to grow nutritious greens onboard ships. The trial proved a success, with the crew nurturing seedlings into full-grown vegetables. We are now looking to make this technology available fleetwide.

Increased Connectivity

All EPS managed vessels are fitted with Starlink, a satellite internet constellation, to help our seafarers keep in touch with their loved ones. Seafarers are provided with two hours of free Wi-Fi per day in common areas and further free monthly data packages.

Internal Social Network

EPS launched a digital social network that will help our sea and shore teams foster a robust, interactive and engaging community. Employees are able to connect to one another by:

- Sharing new announcements and information within the organisation
- Inviting others to upcoming events and sharing outcomes of past events
- Informing employees of any temporary changes or updates
- Sharing knowledge of best practices
- Providing productivity and work tips
- Sharing examples of exceptional work and celebrating work-related accomplishments
- Informing the EPS Community of wellness or social initiatives and benefits offered by the company
- Asking for opinions on specific ideas or issues
- Conducting polls and surveys

EPS employees are required to adhere to the platform's Etiquette Guide, Fairplay Rules, EPS Code of Conduct and Social Media Policy when using the platform.

Professional Mental Health Support

EPS recognises the importance of mental health and understands that long periods away from family and loved ones can take their toll. In support of this, EPS has engaged a team of professional clinical psychologists with a deep and comprehensive understanding of the maritime industry. Their services include a 24/7 helpline and bespoke campaigns on specific issues such as coping with stress, depression, employee conflict, fear, and anxiety.

Padel Tennis

As part of the expansion of our Life at Sea Programme, EPS installed Padel tennis courts onboard to promote our fitness culture. In 2023, we held our first ever Padel Tennis Mini Tournament, inviting external guests from across the maritime industry onboard our newly delivered dual-fuelled PCTC, Lake Herman.



Safety4Sea Tanker Operator Award

In 2023, EPS was awarded with the Safety4Sea Tanker Operator Award for our Life at Sea programme, which we put great emphasis on. Ensuring an enhanced quality of life for our crew creates a more positive environment for growth, collaboration and bonding onboard. People are the driving force of our organisation, and we believe that these enhancements are key to staying at the forefront of the industry.



EPS CARES INITIATIVE

Over the past 60 years, EPS has grown to be one of the industry's leading tonnage providers. Our growth is attributed to our people, our partners, and the communities where we operate. To show our gratitude, we launched the EPS Cares Initiative as a way to give back. This corporate social responsibility (CSR) programme focuses our efforts to support causes related to environmental preservation, education, and the wellbeing of children.

In 2023, EPS organised a fundraiser in support of the Turkey and Syria earthquake. Together, the EPS Community raised \$40,613 where all proceeds were donated to the affected communities. We are currently planning EPS's biannual Around the World fundraiser for 2024.

Educational Partnerships

EPS is committed to developing the next generation of maritime leaders through scholarships and sponsorships. Externally, partnering with the Singapore Maritime Foundation, the EPS Scholarship Fund presented by the Idan and Batia Ofer Family Foundation was formed to award full and mid-term scholarships to Singaporeans pursuing a career in the maritime industry. To date, EPS has awarded 8 scholars, 4 of which are women. We also sponsor initiatives like the MaritimeONE Digital Challenge, a case competition for tertiary students.

We also support the educational journeys of our employees' children through our EPS University Scholarship Programme. More than 40 scholarships have been awarded to our sea and shore employees' children since its inception.

EMPLOYEE ENGAGEMENT AND APPRECIATION

EPS believes that people are the core of our company. Our dedicated and skilled sea and shore staff are the reason why we are recognised as an industry-leading ship management company, and we continually seek to strengthen the bond of the EPS Community through various activities.

AT SEA

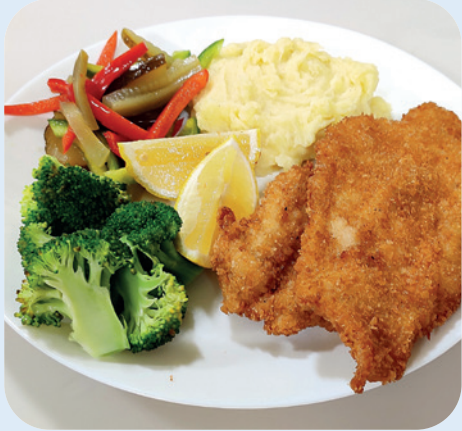
Traditions

To foster the community spirit, EPS has started several food-related traditions onboard. We recognise the significance of food and its ability to break barriers, build and encourage diversity and appreciation for one another's cultures.

The first of our traditions, Aviva Ofer's Schnitzel Sundays, came about as a tribute to the late Aviva Ofer, wife of Sammy Ofer - chicken schnitzels were one of her favourite meals. Following the installation of our professional grade pizza ovens onboard, Pizza Thursdays were started with the our culinary consultant sharing different recipes. Lastly, we continue our birthday tradition, where a meal is prepared from the origin country of the celebrated individual.

Cook-Offs

Challenging the originality, creativity, and culinary skill of our cooks onboard, our in-house culinary consultant poses cooking challenges to crews to ignite and encourage their passion for cooking. 2023 saw a Pasta and Waste Reduction Challenge in which the top three cooks were awarded cash prizes.



ONSHORE

Beach Clean Up

In our inaugural Beach Clean-Up, 50 volunteers cleared 635kg of trash from Tanah Merah Beach in Singapore. This activity serves as a reminder of the amount of trash that can be generated at sea and onshore, re-emphasizing the importance of our motto 'Sustainability begins with accountability' and how we can all do our part to conserve the environment.

Lunch & Learn

Reiterating the importance of mental health, EPS engaged our clinical psychologists from the Life at Sea Programme to conduct a Lunch & Learn.

During the session, participants covered stress management, its effects on work culture at sea and onshore, and tips for coping, ending the session with opportunity for Q&A.

Family Theatre and Movie Night

As part of our employee appreciation initiatives, EPS organised a Family Night – Theatre and Movie edition – gathering together 200 of our colleagues, friends and family from EPS Singapore! In August, EPS-ers attended How Drama's special production of the well-loved comedy "Fat Kids are Harder to Kidnap",

at Wild Rice Theatre. In addition to this, we ended off the year with a Movie Night where the EPS Community gathered for a private screening of "The Marvels".

Year-End Office Appreciation

Attended by over 150 EPS employees and their families, the Year-End Office Appreciation party celebrates the hard work and dedication of the EPS community. The party featured a buffet feast along with activities such as an upcycling workshop.



SPORTING CULTURE OF EXCELLENCE

We adopt a "Strong Body, Strong Mind" philosophy, as we believe that a healthy and active lifestyle improves mental health and builds camaraderie in the team. This philosophy is engrained in our people and powers our company culture. Employees have founded clubs for various sports like running, cycling, tennis, futsal, yoga, badminton and weekly group High Intensity Interval Trainings (HIIT) sessions, and hold weekly sessions.

BicEPS Club

The BicEPS Club is our longest standing and most popular club. Started in 2018, the club has grown to over 110 passionate runners and cyclists. Initiatives, such as bi-weekly runs and quarterly company-wide cycling challenges, are managed by fitness leaders in this community. Many BicEPS club members also volunteer to participate in local, regional and international competitions. Some

highlights of sporting events we participated in include; Ironman 70.3 in Barcelona, Tour de Batam, Tour de Phuket, Professional Triathletes Organisation race (PTO 100), Bloomberg Square Mile Run, Trifactor Duathlon, Standard Chartered Marathon and many more!



Our dedicated and talented people are the **DRIVING FORCE BEHIND OUR COMPANY** and we remain committed to their long-term physical and mental well-being.





Mission to Seafarers – Adventure Race Japan

Merging two of our passions – seafarer well-being and sports – the Adventure Race Japan (ARJ) 2023, organised by the Mission to Seafarers (MtS), an event that EPS had to take part in. Held from 18-21 May 2023, ARJ participants travelled through the Izu Peninsula towards Mount Fuji, a designated UNESCO Geopark.



Two EPS teams, consisting of a mixture of sea and shore staff, took part in the ARJ. Our representatives included EPS Community fitness leaders as well as winners of the "Fittest EPSer" challenge, a six-month long competition reinforcing our fitness culture and encouraging an active lifestyle.

Both teams took on the Black Dragon Race, a 24.7km course in which they hiked, ran and paddle-boarded their way to the finish line, racing 62 other teams across the park's natural terrain. Our teams certainly flew the EPS flag high, completing the course in 5th and 8th place respectively!



FC Imabari partnership

The partnership between EPS and FC Imabari represents a meaningful alliance between two entities deeply rooted in their respective communities. As a company deeply ingrained with a sporting culture and strong relationships with the shipyards of Japan's Imabari region, EPS recognises the importance of fostering connections and giving back to this community.

FC Imabari, with its rich history and passionate fan base, embodies the spirit of sportsmanship, dedication, and excellence — values that align seamlessly with those of EPS. By supporting the club, EPS aims to promote community engagement, inspire local talent, and contribute to the vibrant sporting culture of Imabari and beyond.



EPS recognises the
**IMPORTANCE OF FOSTERING
CONNECTIONS AND
GIVING BACK**
to our community.



We are committed to doing what is right and acting in accordance with the highest ethical standards. We believe that everyone, including our colleagues, stakeholders and counterparties, must adhere to our ESG Policy.

We have developed a Code of Business Conduct as well as various policies, processes, and procedures which ensure our integrity will not be compromised. In our pursuit of excellence we take a zero-tolerance approach to any non-compliance with our Code, policies, procedures, applicable laws, and regulations.

Governance

OUR POLICIES

- CODE OF BUSINESS CONDUCT
- Whistleblowing
- Human rights
- Trade and economic sanctions
- Bribery and corruption
- Gifts and entertainment
- Accurate reporting and records
- Conflict of interest
- Anti-money laundering
- Data security, protection and privacy
- Antitrust and fair competition
- Harassment and discrimination
- Financial integrity

OUR INITIATIVES

- Our sustainable goals
- Cybersecurity

Our Governance Policies

Code of business conduct

WHISTLEBLOWING

Our Commitment

We encourage our people to speak up and raise concerns about any potential or suspected wrongdoing.

Our Safeguards

If our people encounter or have any genuine concerns related to suspected wrongdoing or dangers affecting any of our activities, they are encouraged to contact either their line manager, General Counsel, CEO or Whistleblowing Officer.

Alternatively, they can make a report through the independent whistleblowing platform, Whispli, available 24 hours a day, 7 days a week anonymously.

We take your concerns seriously and conduct investigations where necessary. We also respect the confidentiality of disclosures. We will not tolerate any threats or reprisals against whistleblowers. All persons involved in such conduct will be subject to disciplinary actions

HUMAN RIGHTS

Our Commitment


We conduct our business in a way that respects human rights and the dignity of all people.

Our Safeguards

We recognise our responsibility under the UN Universal Declaration of Human Rights and comply with the Maritime Labour Convention of 2006 by the International Labour Organisation (the "Convention").

We maintain the highest standards for our seafarers: conditions of employment, accommodation, facilities, health, welfare and others under the requirements in the Convention. All personnel (including agents acting on our behalf) are expected to strictly adhere to these principles. We do not make use of forced or compulsory labour under any circumstances and do not employ anyone underage.



 We believe that gender diversity is **A CRITICAL DRIVER OF INNOVATION,** performance and sustainable growth.

TRADE AND ECONOMIC SANCTIONS

Our Commitment

We conduct our business in compliance with all applicable laws and regulations including those imposing trade and economic sanctions.

Our Safeguards

Sanctions consist of a range of political and economic measures which are put in place by international, regional and state bodies with the aim of influencing the behaviour or policies of a particular country, group, individual or economic sector. There are different types of sanctions that prohibit or restrict us and our managed vessels from dealing with designated persons, entities and/or countries, transporting certain goods, and calling to specified areas.

We have implemented a compliance programme to manage the compliance risks arising from sanctions and to ensure that our business and activities do not violate sanctions or expose other parties to sanctions.

This involves requiring our employees and seafarers to undergo compliance trainings, reviewing and assessing sanctions risks in transactions, issuing sanctions briefings and updates, screening counterparties and vessels to ensure that they are not designated under sanctions, and including protective trade and economic compliance clauses in contracts with counterparties. We only transact with counterparties that have been screened and approved in accordance with our counterparty screening procedures.

We only transact with counterparties that have been
SCREENED AND APPROVED
 in accordance with our counterparty screening procedures.



BRIBERY AND CORRUPTION

Our Commitment

We believe that bribery and corruption undermine public interest, innovation, and fair competition. The offer or acceptance of improper payments to third parties is strictly prohibited and will not be tolerated.

We have a zero-tolerance policy towards bribery, which is the offering, promising, giving or accepting of any financial or other advantage, to induce the recipient or any other person (whether such person is a government official or not) to act improperly in the performance of their functions, or to reward them for acting improperly, or where the recipient would act improperly by accepting the advantage. Such improper payment can take many forms: money, gift certificates, excessive gifts and entertainment, donations or contributions, rebates, discounts, favourable payment terms, assistance to or support of family and friends, etc. Our employees and agents are strictly prohibited from offering, paying, soliciting or receiving improper payments to or from third parties.

We must also ensure that our dealings with government officials are entirely above board. As such, it is strictly forbidden to make or offer "facilitation" or "grease" payments, which are payments made to a government official to secure or speed up routine, non-discretionary, legal government actions or services, such as issuing permits, vessel and customs clearance, etc. Any request for facilitation payments by a government official must be promptly referred to the Legal & Compliance Department.

If the demand is made onboard or in respect of a vessel managed by EPS, it must be resisted, denied and immediately reported to the vessel's operations department.

We should never be involved in any form of bribery directly or indirectly through any intermediaries, agents or other third parties. Any act that contravenes our policy could be considered a criminal offence under the relevant jurisdiction and could also lead to the immediate termination of your employment. We take any breach of this policy very seriously and any allegation of breach will be promptly investigated.

GIFTS AND ENTERTAINMENT

Our Commitment

While we recognize the importance of building good business relationships by providing occasional hospitality such as gifts and entertainment, we must take care to ensure that such gifts and entertainment are of modest value and do not create the appearance of impropriety. Providing or receiving gifts and entertainment should always be moderate in value by our industry standards and should never be used to inappropriately influence the bona fide business relationship. Gifts and entertainment should never be used as a cover for bribery.

Our Safeguards

The provision of gifts or entertainment to government officials strictly requires the prior approval of the respective Heads of Departments and the Legal & Compliance Department. Under the laws of Singapore, there is a presumption of corrupt intent in cases where gratification was given to or received by a government official.

Therefore, we need to be particularly careful when dealing with any government officials and seek prior review and written approvals.





ACCURATE REPORTING AND RECORDS

Our Commitment

Any information or data which we prepare must be accurate. This includes financial records such as invoices, expense reports, claims, or non-financial records such as operational reports, meeting minutes, time sheets, and other relevant business reports. Honest and accurate reporting is not only a requirement under the law but also part of our obligations and duties to EPS.

Our Safeguards

Any falsification, unauthorized destruction, or misstatement of EPS' records are a violation of EPS' Policies.

We must ensure that all of our financial statements and documents reasonably and accurately reflect the reality of our business. We must comply with all applicable laws and policies when creating, maintaining, retaining or destroying documents.

We must not distort the true nature of any transaction nor falsify any document, nor enable another person's efforts to evade taxes, launder money or evade other laws.

We act with complete integrity in our expense claims and ensure that they are legitimate business expenses.

Honest and accurate reporting is not only a **REQUIREMENT UNDER THE LAW** but also part of our obligations and duties to EPS.

CONFLICT OF INTEREST

Our Commitment

A conflict of interest arises when our private interests interfere with our duties and obligations to EPS. We are committed to conducting our business without conflicts of interest and endeavour to avoid situations which may lead to an actual or perceived conflict of interest.

Our Safeguards

We should not be involved in any activity that would be in conflict with the interests of EPS or alter our judgment in performing our duties. There are numerous ways that conflicting interests can arise and, if in doubt, we disclose the potential conflict of interest to the relevant personnel for resolution.

ANTI-MONEY LAUNDERING

Our Commitment

Money laundering is the process of disguising illegal funds as legitimate earnings. It also includes the use of money from a legitimate source to support terrorism. We must never be involved in any money laundering scheme, whether directly or indirectly.

Our Safeguards

We conduct thorough due diligence on all our counterparties before we engage or conclude any transactions with them. The counterparties we have ongoing relationships with are screened on a continuous basis. It is compulsory for all our counterparties to be registered on our Counterparty Registration and Management System ("CRMS") before we transact with them and before any payments can be processed to them.

DATA SECURITY, PROTECTION & PRIVACY

Our Commitment

We may obtain confidential information, which is generally not available to the public, during the course of our employment with EPS. We respect the privacy of individuals and are committed to handling personal data in a lawful, ethical and professional manner. We aim to keep all personal data in confidence and take reasonable efforts to maintain confidentiality for as long as necessary.

Our Safeguards

We do not abuse or disclose confidential information that we obtain during our work to any third parties except as required by law or with the consent of the information provider and with approval from management and the Legal & Compliance Department. This duty of non-disclosure survives even after employment with EPS terminates.

Failure to properly safeguard confidential information could lead to dismissal or prosecution. Prior to obtaining or exchanging confidential information with the third parties (for example a prospective business partner in the context of a new project or a joint venture), a non-disclosure agreement or a confidentiality agreement must be signed.

We also do not solicit confidential information from a competitor's employees, former employees, or customers. The use of any confidential information must only be for our business purposes, for the benefit of EPS and not for personal benefit.



ANTITRUST AND FAIR COMPETITION

Our Commitment

We support free enterprise and seek to compete freely and ethically within the framework of applicable antitrust and competition laws.

Our Safeguards

Competition and antitrust laws prohibit any agreements or conduct that restricts fair trading and competition between businesses such as the formation of cartels, price fixing or bid rigging. Such laws serve to promote and safeguard competition and to deter and punish anti-competitive behaviour. All applicable antitrust and competition laws are strictly complied with.

HARASSMENT AND DISCRIMINATION

Our Commitment

We are an equal opportunity employer. We aim to provide a workplace free of harassment, discrimination and bullying so that all staff are free to undertake their work and grow and develop to improve not only themselves, but the organisation.

Our Safeguards

Our employment practices are undertaken without regard to age, disability, race, religion or belief, sex, sexual orientation or gender identity, marital status, social class, political belief or political party membership. We always treat others with respect and avoid situations that may be perceived as inappropriate. We ensure that no employee is subject to any intimidating, hostile or discriminatory behaviour. Inappropriate behaviour will lead to disciplinary action being taken by EPS and could result in dismissal.

FINANCIAL INTEGRITY

Our Commitment

Financial integrity is a cornerstone of EPS. We have a set of comprehensive check and balance systems in place that serve as safeguards for employees, partners, clients, and vendors. We opt into these practices as they serve as safeguards for our employees, partners, clients, and vendors. They demonstrate that we hold ourselves to a high standard of transparency, honesty, and integrity.

To maintain this standard, we carry out several measures that ensure our financial records are accurate, true and fair.

Our Safeguards

Periodic external audits are conducted by independent qualified auditors to obtain reasonable assurance about whether EPS financial statements are free from material misstatement, whether due to fraud or error. The audit evaluates the effectiveness of EPS' internal controls; the integrity of clearly defined areas of authority and responsibility; proper authorisation procedures; adequate documentation; segregation of incompatible duties; and, independent checks on performance and physical safeguarding of assets.

The audit also includes substantive procedures to determine the validity, completeness and accuracy of the financial statement balances using analytical procedures and tests of transactions and balances.



Our Governance Initiatives

OUR SUSTAINABLE GOALS

OUR Sustainability Committee was formed in late 2023, to embark on developing our ESG strategy and plans, to ensure that our key areas of focus drive what we do and who we are at EPS. Every year, EPS' CEO and senior management, gather for strategy sessions where the past fiscal year is reviewed and goals are set for the upcoming year and beyond.

EPS uses the Objective and Key Results (OKR) methodology to define and track these goals and their outcomes. This framework allows the organisation to define how to

achieve objectives through concrete, specific and measurable actions.

OKRs are set at organisational level and then each department is assigned its own OKR to help achieve EPS' overall goal. Department heads then work with their respective teams on developing actionable plans to realize individual and departmental goals.

This methodology aligns every person in the organisation and allows them to work with a sense of purpose and direction.

CYBERSECURITY

Cybersecurity drills help us mitigate risks related to cyber-attacks. We maintain our readiness through trainings and test response plans. These exercises uncover emerging threats, ensure regulatory compliance, and identify vulnerabilities for proactive mitigation. It enhances incident response coordination on both shore and fleet, bolsters staff confidence, mitigates risks and fortifies our company's overall security posture. Annually, we conduct cybersecurity drills on each vessel and also perform ship and shore Multi Cybersecurity Events Emergency Drills to ensure readiness.



Conclusion

What leads us into 2024?

2023 was a landmark year, with great results from alternative fuels and energy efficiency technology. This means that the benefits from our 2018 investments are already starting to materialise. Our next major milestone will be when our ammonia dual-fuel

vessels hit the water. The world is evolving and will not stop. We must not rest on our laurels and be satisfied with past achievements, but instead continue to adapt, innovate, and grow as a community. The year ahead will be no less challenging than previous as we set new targets, push new

boundaries, and establish new benchmarks. EPS will lead the shipping industry's green transformation.



Our dedicated and talented people are the **DRIVING FORCE BEHIND OUR COMPANY** and we remain committed to their long-term physical and mental well-being.





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