



Encompass

Responsibility Report 2024



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- » Strategy and Management Approach
- » Performance Metrics
- » Reporting Standards and Frameworks
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Message from our Chairman & CEO



At The Caravel Group, we are not merely navigating the challenges of our time; we are actively defining a roadmap for a future where trust, integrity and progress lead the way.

Dear Stakeholders,

We are entering a pivotal era—one that calls for bold thinking, relentless innovation and a steadfast commitment to reshaping the future of maritime operations. Today, I invite you to join us on a journey where every decision, every technological breakthrough and every partnership plays a critical role in defining a sustainable legacy for our industry. At The Caravel Group, we are not merely navigating the challenges of our time; we are actively defining a roadmap for a future where trust, integrity and progress lead the way.

Our strategy, Encompass, serves as our North Star, guiding us through an increasingly complex global landscape. It is built upon four key pillars—Navigating Responsibly, Evolving Environmental Stewardship, Safeguarding People and Working Together—which unite our focus on *people, partnerships, performance and the planet*. In today's world, where regulations are tightening and global expectations continue to rise, a proactive approach is not just advantageous; it is essential. We are leveraging advanced due diligence, enhanced KYC protocols and our active participation in initiatives such as the Maritime Anti-Corruption Network to ensure that our operations stand as a beacon of ethical leadership and transparency.

Our ambition stretches far beyond compliance. We see opportunity in every evolving challenge—from climate change and resource scarcity to technological disruption. Through our environmental, social and governance management systems, we have established a strong foundation for long-term success. Every project we undertake involves an investment in technology, infrastructure and the communities we serve, aligned with the United Nations Sustainable Development Goals. This helps us shape a legacy that fosters a resilient, equitable and sustainable world.

Our vision for tomorrow is driven by a strong commitment to innovation. We are accelerating digital transformation and sustainable practices that redefine efficiency, safety and environmental stewardship. From deploying AI-powered analytics through our NOVA platform, to pioneering technologies such as renewable energy solutions for vessels and advanced marine exhaust treatment systems that reduce emissions, we are designing a future where every operation aims to contribute to a reduced carbon footprint and enhanced global competitiveness. This forward-thinking approach is the cornerstone of our Encompass strategy, ensuring that we remain at the forefront of regulatory, technological and market shifts.

Looking ahead, we are not simply reacting to change—we are anticipating it, with a strategic roadmap extending towards 2030 and beyond. Our focus on delivering transformational outcomes is rooted in the collaborative spirit of our people, partners and communities. I commend our team's dedication in driving this vision forward. Together, we will push boundaries, foster innovation and set a course that exceeds the expectations of a constantly evolving global marketplace. I look forward to shaping this future with you as our endeavors today help to create a strong, sustainable and prosperous world for generations to come.

Dr Harry Banga

Chairman & Chief Executive Officer (CEO)
The Caravel Group

About this Report

The Caravel Group is a diversified conglomerate with three key areas of business: maritime, commodities and investment management.

SCOPE

This is the fourth annual Responsibility Report of The Caravel Group Ltd. (referred to collectively with its subsidiaries as “The Caravel Group” or the “Group”). The report outlines our sustainability strategy, initiatives and performance for the period from 1 January to 31 December 2024. Please visit [our website](#) for the previous years’ reports. This report covers our maritime and commodity trading business areas¹, comprising Caravel Maritime Inc. (including Fleet Management Ltd.), Caravel Resources Inc. and their subsidiaries. Select activities of The Caravel Foundation are also shared in the report.

The Caravel Group has prepared this report in accordance with the Global Reporting Initiative (GRI)’s Standards for the period from 1 January 2024 to 31 December 2024. This report also addresses the Sustainability Accounting Standards Board (SASB) disclosure topics and accounting metrics for the marine transportation sector. In addition, we disclose our climate- and nature-related actions with reference to the International Sustainability Standards Board (ISSB)’s International Financial Reporting Standards (IFRS) S2 – Climate-related Disclosures² and the Taskforce on Nature-related Financial Disclosures (TNFD) framework, respectively. As a signatory to the United Nations Global Compact (UNGC), we also disclose how we are implementing the UNGC’s Ten Principles related to environmental, social and ethical practices. Disclosures aligning with these standards are included in this Main Report and in the [Appendix](#) document accessible on our website. Our sustainability strategy, **Encompass**, aligns with the United Nations Sustainable Development Goals (UN SDGs), recognizing the importance of global cooperation in shaping a more sustainable world. We welcome your feedback on this report. Please email sustainability@caravel-group.com with any comments.

LEGAL DISCLAIMER

While we have made reasonable endeavors to provide correct and up-to-date information as of 31 December 2024, The Caravel Group makes no guarantees, representations or warranties of any kind, express or implied, that the information made available in this report is complete, accurate or up to date. This report includes publicly available information, internally collected data and other third-party sources believed to be reliable. The data and descriptions in this report cannot give rise to claims of any kind. Any reliance on this report is strictly at your own risk. The report may contain forward-looking statements, which by their very nature involve inherent risks and uncertainties, and risks exist that predictions and other outcomes described in them will not be achieved.

The Caravel Group maintains the right to amend or replace this report including any portion thereof and any information contained herein at any given time. In such a situation, The Caravel Group will be under no obligation to provide any additional information, update the information contained in this report or to correct any inaccuracies, which may become apparent. Information and/or data in this report may not be copied, reproduced, or used for any other purpose than the intended. There is no intention to create any binding obligation on The Caravel Group or any entity which is a part of The Caravel Group through this report.

¹ The Group’s asset management arm is not covered in the scope of this report.

² IFRS S2 subsumed the framework of the Task Force on Climate-related Financial Disclosures in 2023.





Our Strategy

The Caravel Group's Sustainability Strategy «

Assessing Materiality •

Stakeholder Engagement •

Performance Highlights across Pillars «

Leadership Insights «

Sustainability Risks and Opportunities «

Our Strategy:

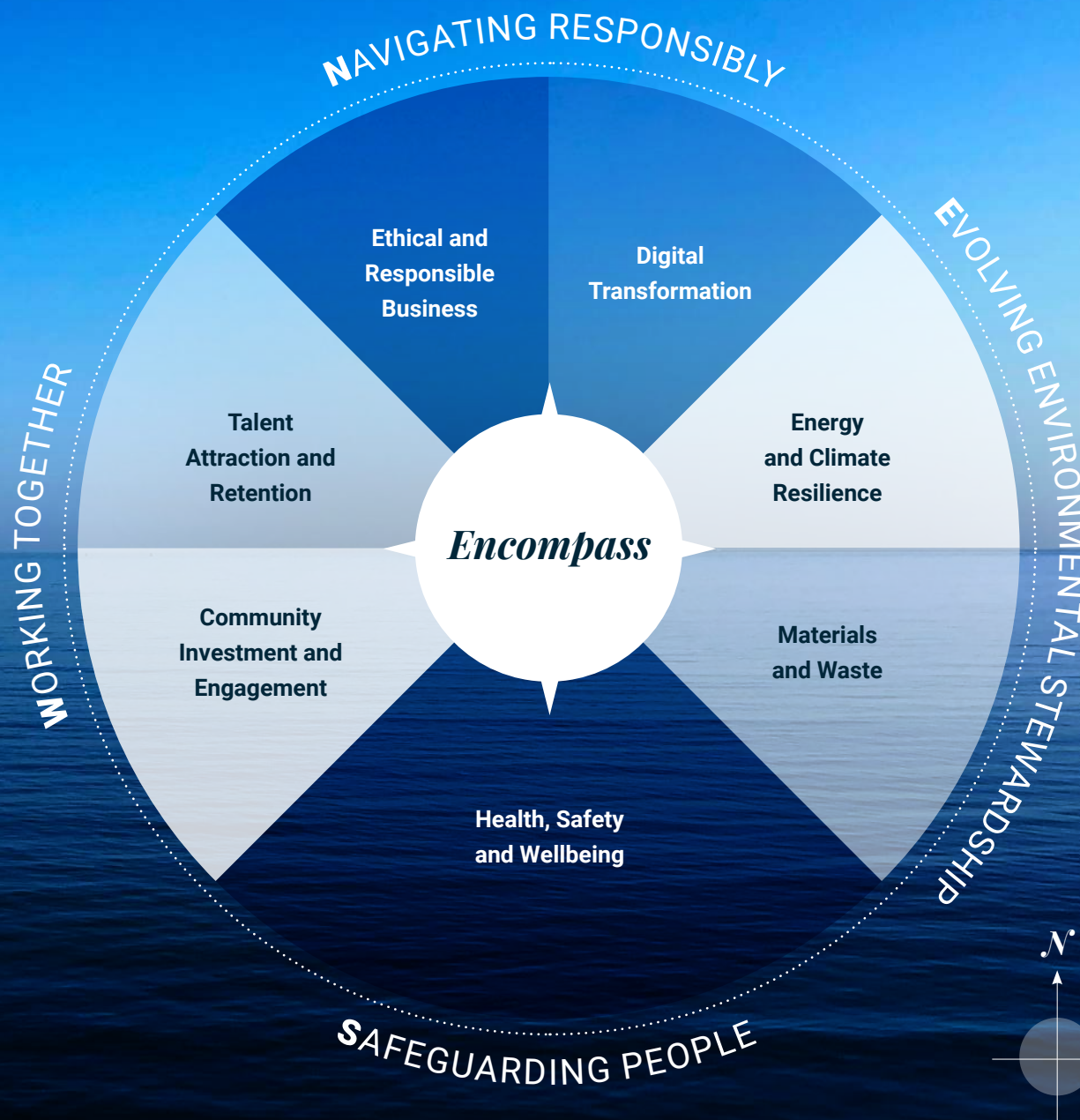
Encompass

The Group’s holistic and forward-looking sustainability strategy—**Encompass**—consists of four distinct pillars: Navigating Responsibly, Evolving Environmental Stewardship, Safeguarding People and Working Together. These pillars address our material topics, goals and targets and align to the UN SDGs.

This strategy guides us to **Navigate** our business responsibly with integrity and innovation, **Evolve** our environmental stewardship, **Safeguard** the health and wellbeing of our employees and seafarers and **Work** together to support our people and communities to thrive.

All our initiatives implemented in alignment with the Encompass pillars are rooted in our “people-powered” approach. Our progress towards our goals and targets is described in each pillar section of this report.

Looking ahead, we will establish ambitious goals in 2025 for 2030, leveraging innovation and cleaner technologies to advance decarbonization, enhance employee wellbeing and strengthen partnerships. Goals for each Encompass pillar supported by management systems will guide us towards a safer, more sustainable future in alignment with global standards.



OUR STRATEGY ENCOMPASS

Assessing Materiality

The Encompass strategy was informed by peer benchmarking, industry and best practices, stakeholder engagement and a comprehensive materiality assessment conducted in 2022 in accordance with the GRI Standards. This assessment evaluated the significance of the Group's impacts on the economy, environment and people, including human rights, across our activities and business relationships.

Insights gained from these evaluations have guided our determination of material topics for reporting. In 2024, a review of these topics reaffirmed the continued relevance of our seven material topics for this reporting year. For more details on our materiality assessment process please refer to p.14-20 of the [2022 Responsibility Report](#).

Stakeholder Engagement

People are at the heart of our industry. Recognizing this, we prioritize building collaborative relationships to address shared challenges and create value for all stakeholders. Through consistent and targeted engagement with internal and external stakeholders³, including annual client satisfaction and employee surveys, we ensure alignment with the priorities of those we serve⁴. Fleet Management's senior representatives also play active roles in industry associations, shaping solutions to critical issues across the shipping and broader maritime sectors. The following section provides insights from key stakeholders, highlighting the impact of our efforts.

Stakeholder Voices

Shibin Valiya Parambath

Assistant Manager Insurance, Fleet Management



Sanctions compliance is integral to our company's core functions. Our comprehensive due diligence process effectively mitigates sanctions risks, ensuring that we act in the best interests of all our stakeholders.

Brig & Mrs VK Rautela

Parents of 3rd Officer, Tanay Singh Rautela



Our son Tanay's experiences sailing to war-affected zones during the Russia-Ukraine and Israel-Hamas conflicts are a stark reminder of the perils faced by sailors in hostile environments. The emotional strain and physical challenges of being in a war zone are daunting, to say the least. Yet, Fleet Care's unwavering support and guidance provided a sense of comfort and reassurance to our family. Their sensitive handling of the situation, timely updates and emotional support were truly outstanding. The coordination between Fleet and authorities to ensure the crew's safe exit was seamless, and we are eternally grateful for their efforts. To the entire Fleet team, we extend our deepest appreciation for being a beacon of hope during turbulent times.

Johan Smith

Head of Wellness, Sailor's Society



We have been inspired by Fleet's unwavering commitment to destigmatizing mental health, promoting open conversations and creating a supportive and inclusive environment for their seafarers and their families. Their dedication to holistic wellbeing is demonstrated by the profound impact of investing in the welfare of seafarers. Congratulations to Fleet Management Limited for all that they have achieved in advancing seafarer wellbeing. Your leadership, innovation and genuine care for your people are truly commendable and serve as a model for the entire industry.

Michiel Marelis

Operations Director, Chemship



Partnering with Fleet Management Limited has been a transformative experience. Their expertise and support in implementing wind-assisted propulsion technology on the MT Chemical Challenger were instrumental in contributing to our vision of a more sustainable future. Together with Fleet's guidance, we have successfully reduced CO₂ emissions on the vessel by approximately 10%, underscoring our shared dedication to addressing climate change and promoting innovation in sustainable shipping. We look forward to continuing this partnership to drive further environmental progress.

³ Our identification of key stakeholder groups is guided by the AA1000 Stakeholder Engagement Standard (2015).

⁴ Details of our ongoing engagement methods and the priority concerns of key stakeholder groups can be found on p.14-15 of the [2022 Responsibility Report](#).

Performance Highlights across Pillars

Navigating Responsibly



Affirmed Commitment to UNGC Principles

As a signatory to the United Nations Global Compact, we strengthened alignment with its Ten Principles through focused action and transparent reporting.



Strengthened Data-Driven Performance

Enhanced our proprietary digital platform, PARIS 2.0, with tools that elevate transparency and operational excellence, including a financial data dashboard, inspection analytics, KPI Scorecard and an inventory management module.

Evolving Environmental Stewardship



Assessed Climate- and Nature-related Impacts

Conducted climate- and nature-related risk assessments to better understand potential impacts across our value chain and support short-, medium- and long-term resilience planning.



Achieved LEED Platinum Certification

Fleet's Mumbai office earned LEED ID+C Platinum for interior renovations, reflecting the Group's commitment to high-performance standards and integrating sustainability into our operations.

Safeguarding People



Advanced Safety Targets

Introduced a zero Lost Time Injury (LTI) target for superintendents as part of the Group-wide Safeguarding People Strategy, with full implementation planned for 2025.



Enhanced Mental Health Support

Exceeded targets with 74 Psychological First Aid (PFA) sessions and 14 Wellness at Sea (WAS) training sessions, strengthening early mental health intervention and support for seafarers and their families.

Working Together



Championed Gender Diversity On Board

Promoted two female seafarers to Master and surpassed targets with a 20% year-over-year increase in female seafarers, reinforcing the Group's commitment to advancing gender diversity.



Expanded Professional Development Programs

Trained 96% of seafarers in value-added skills and introduced several new onshore initiatives, including a bespoke General Manager program focused on leadership development.

PERFORMANCE HIGHLIGHTS ACROSS PILLARS

Key Awards



DRYBMS BADGE for raising operational standards and prioritizing sustainability practices
RightShip



RESCUE AWARD to Captain Deepak Sharma, Master of MV True Confidence, Fleet Management Limited
The Mission to Seafarers Awards 2024



LETTER OF COMMENDATION for exceptional safety and security standards
Liberian Registry of Port State Control Performance



SPECIAL RECOGNITION AWARD to Lea Fernandes, Fleet Management Limited
MAREX 'Women in Maritime' Conference



GREEN AWARD CERTIFICATION
Green Award Foundation



GOLD AWARD IN SOCIAL LEADERSHIP
ESG Shipping Awards, Athens



OUTSTANDING PERFORMANCE AWARD IN PORT STATE CONTROL INSPECTION 2023
Maritime Department, Government of the HKSAR

Leadership Insights

Through our Encompass strategy, we are forging a future driven by digital innovation, operational excellence and responsible growth. In the perspectives that follow, our leaders reflect on how we're strengthening the foundations of our business to deliver enduring positive impact for people and our planet.

Angad Banga

Chief Operating Officer
(COO), The Caravel Group



Captain Rajalingam Subramaniam

Chief Executive Officer (CEO),
Fleet Management Limited



Dr. Kishore Rajvanshy

Managing Director,
Fleet Management Limited



A Bold Vision for Tomorrow

Success in modern maritime operations demands an unyielding commitment to innovation and advanced technology. At The Caravel Group, we are fully committed to a new era of digital transformation that complements and supports our Encompass strategy and ESG goals.

Through our climate and nature risk assessments completed in 2024, we've gained critical insights to navigate future challenges and further sustainability. We are exploring ways to apply emerging technologies to accelerate decarbonization efforts, such as AI-powered analytics to increase voyage efficiency and reduce emissions and downtime. By integrating digital dashboards with these assessments, we are refining our performance against benchmarks like FuelEU Maritime, EU ETS and UK ETS, pioneering a more sustainable future.

As we look ahead, we aspire to advance state-of-the-art technologies and solutions that drive efficiency, cut emissions and equip our fleet for a sustainable transition to a low-carbon economy. This holistic approach boosts performance, fosters partnerships and ensures every innovation benefits our people and stakeholders. We are designing a future where technology and sustainability work hand-in-hand to strengthen our business and our planet.

People, Partnerships and Performance— Steering Towards a Safer and Sustainable Future

In a world where human capital is as critical as technological innovation, our strength is defined by our people and our unrelenting commitment to health, safety and the environment (HSE). At Fleet Management Limited, every decision is made with the wellbeing of our crew and partners in mind, underpinned by our Encompass ESG strategy—with a focus on people, partnerships and performance.

By advancing environmental stewardship in 2024, we deepened our commitment to our planet. Looking ahead, we are planning to reshape our teams to further champion our people, partnerships and performance, building a future where safety and sustainability lead. We're advancing training and inclusion, with aspirations to set bold goals for diversity and wellbeing that we aim to achieve by 2030, setting new industry standards. Investments in emotional health and real-time safety monitoring ensure we protect our teams while enhancing our ESG profile. I'm proud of our team's efforts in steering us towards a sustainable future together.

Building on a Foundation of Responsible Growth

Our journey has been defined by a relentless pursuit of safety, reliability and ethical rigor. With more than 600 vessels under technical management, the scale of what we've built is immense, but what matters most is how we move forward. Meeting the demands of tomorrow—innovating and collaborating with all our stakeholders to navigate the complex sustainability challenges we all face together—will require agile thinking and decisive leadership. These qualities are deeply embedded in our culture and will continue to guide our evolution.

I am confident that the strategic vision embodied by our Encompass strategy will drive us to new heights of operational excellence and environmental stewardship. Our strength lies in our unity. As one Group, we harness the power of collaboration, align across businesses and stay anchored in our shared purpose. I extend my gratitude to all who have contributed to our journey and welcome the new leadership poised to steer us towards a more sustainable tomorrow.

Sustainability Risks and Opportunities

Sustainability-related risks and opportunities shape our ability to create long-term value, meet regulatory expectations and earn stakeholder trust. Drawing on stakeholder engagement, peer benchmarking and global research, we align these to our Encompass strategy’s pillars: Navigating Responsibly (N), Evolving Environmental Stewardship (E), Safeguarding People (S) and Working Together (W). As a shipping company, we address challenges ranging from safeguarding seafarer wellbeing to meeting stringent environmental standards through proactive measures that drive leadership in sustainability, while protecting our people, operations and the planet. The following table outlines the steps we’ve taken to manage each risk and reduce its impact. We also include an indication of our risk tolerance levels (‘Low’ or ‘Medium’) reflecting our management approach. Our assessment balances operational and financial impacts with strategic opportunities, aligning with long-term goals and guided by evolving regulatory requirements and stakeholder expectations.

Related Pillar Key:



	Risk	Opportunity	Mitigating Actions	Risk Tolerance ⁵
STRATEGIC AND EXTERNAL				
<p>Geopolitical Instability</p> <p><i>N</i> <i>S</i></p>	<p>Geopolitical tensions threaten crew safety and vessel operations, risking business disruptions.</p>	<p>Decisive crisis response builds client confidence and protects our people, reinforcing resilience.</p>	<ul style="list-style-type: none"> Real-time threat monitoring to guide rapid decision making. In-house psychological support and trauma care for our people. Collaboration with naval authorities to enhance vessel security. Proactive stakeholder engagement to manage trade disruptions. Advanced route planning and Best Management Practices (BMP) to minimize exposure to volatile regions. 	
<p>Climate Change & Severe Weather</p> <p><i>N</i> <i>E</i></p>	<p>Climate-related events and ecosystem loss disrupt operations and supply chains, amid tightening regulations and stakeholder pressure.</p>	<p>A robust climate strategy strengthens operations and enables decarbonization, building stakeholder trust.</p>	<ul style="list-style-type: none"> TCFD- and TNFD-aligned climate and nature risk assessments to guide climate strategy. Explore and advance adoption of alternative fuels and renewable energy solutions such as solar and wind technologies. Utilization of advanced technologies and AI for emission management. Ballast water treatment systems (BWTS) and geofencing solution for biodiversity protection. Reverse-osmosis (R-O) units to conserve water and reduce waste on board. Carbon regulation team overseeing EU ETS, UK ETS and FuelEU compliance. Collaboration with industry to advance cleaner fuel adoption. 	

⁵ ‘Low’ tolerance indicates strict controls and proactive mitigation, while ‘Medium’ denotes active management with some accepted uncertainty.

SUSTAINABILITY RISKS AND OPPORTUNITIES

Related Pillar Key:



Navigating Responsibly



Evolving Environmental Stewardship



Safeguarding People



Working Together

Risk	Opportunity	Mitigating Actions	Risk Tolerance ⁵
OPERATIONAL AND TECHNOLOGY			
<p>Waste, Pollution and Spills</p>	<p>Accidents or poor waste management risk environmental harm, health issues and legal/reputational damage.</p>	<p>Advanced systems and crisis protocols help us manage environmental risks, ensure compliance and strengthen trust and resilience.</p>	<ul style="list-style-type: none"> Fit-for-purpose equipment with routine maintenance to prevent leakage and spills. Enhanced waste management to reduce environmental impact. Monthly quality, health, safety and environment (QHSE) reviews and rapid incident response protocols to contain pollution risks. Regular crew training on safety and environmental protocols. Compliance audits to uphold regulatory and ESG standards.
<p>Supply Chain Management</p>	<p>Weak ESG practices among suppliers risk environmental harm, reputational damage and supply disruptions amid rising stakeholder expectations.</p>	<p>Strong supplier partnerships and ESG standards reduce risks and enhance performance across the value chain, building credibility with clients, regulators and communities.</p>	<ul style="list-style-type: none"> Supplier Onboarding Program, Supplier Code of Conduct and related policies. Digital procurement tools for transparency and efficiency. Know Your Counterparties (KYC) due diligence and vendor management to assess and further adoption of ethical practices. Automated workflow to track and manage the resolution of issues. Prioritization of suppliers through a QHSE-focused vetting model, usage of a sustainability and ethics scorecard to mitigate risk. Employee feedback to strengthen supply chain oversight.
<p>Digitalization & Cybersecurity</p>	<p>Cyber threats and outdated systems pose risks of operational disruptions and eroded trust, compromising the Group's long-term growth.</p>	<p>A modern, secure information system enhances transparency and fosters innovation, driving agility and operational excellence in a rapidly changing environment.</p>	<ul style="list-style-type: none"> AI-driven analytics to secure vessel operations and data integrity. Cyber Incident Response Team (CIRT) and crisis protocols to contain and resolve cyber incidents. Cybersecurity and privacy training with phishing simulations. Ongoing PARIS system upgrades to protect against evolving threats. Enhanced data protection measures to ensure regulatory compliance and system resilience.

⁵ 'Low' tolerance indicates strict controls and proactive mitigation, while 'Medium' denotes active management with some accepted uncertainty.

SUSTAINABILITY RISKS AND OPPORTUNITIES

Related Pillar Key:



Navigating Responsibly



Evolving Environmental Stewardship



Safeguarding People



Working Together

Risk	Opportunity	Mitigating Actions	Risk Tolerance ⁵
PEOPLE AND STAKEHOLDER			
<p>Occupational Health, Safety and Wellbeing</p> <p><i>S</i> <i>W</i></p>	<p>Safety lapses or neglecting crew and employee wellbeing can lead to serious incidents, mental health impacts and reputational or regulatory consequences for the Group.</p>	<p>Prioritizing health and safety builds a strong safety culture, supports talent retention and strengthens both our resilience and stakeholder trust.</p> <ul style="list-style-type: none"> OHS training, safety call-outs, alerts, campaigns and seminars. Mental health support and psychological care for seafarers, families and employees. Wellness initiatives and partnerships including FleetFit and Mental Health Month to promote physical and mental wellbeing. Updated security protocols to address evolving threats at sea. Safety strategy targeting zero incidents across ship and shore operations. 	<p>High</p> <p>Medium</p> <p>Low</p>
<p>Talent Retention and Training</p> <p><i>W</i></p>	<p>A global shortage of maritime talent could disrupt operations and affect financial performance if we fail to attract, retain and develop skilled personnel.</p>	<p>The Group's 'people first' philosophy—through engagement, development and benefits—positions us as an employer of choice, helping ensure business continuity in a competitive talent market.</p> <ul style="list-style-type: none"> Global training via FMTI, TOLAS and Udemy to upskill crew and employees. Enhanced onboarding and relocation support for new hires. Regular surveys and enhanced benefits to address employee concerns and wellbeing. ESG and DEI training to promote an inclusive workplace. Recognition programs and family outreach initiatives to motivate and retain seafarers. Leadership development to strengthen managerial capability. 	<p>High</p> <p>Medium</p> <p>Low</p>
<p>Community Investment and Engagement</p> <p><i>N</i> <i>W</i></p>	<p>Lack of community engagement can reduce trust, increase reputational risk and limit the Group's ability to drive social impact.</p>	<p>Community engagement fosters stronger connections, builds trust in the Group and boosts our talent appeal and distinctiveness.</p> <ul style="list-style-type: none"> Community initiatives through The Caravel Foundation for social impact. Charity leave and other volunteering opportunities to foster engagement. Youth education sponsorships and programs to support future generations. Collaboration with non-profit partners to address community needs. Support for seafarer families through Tea Talks, Fleet's Family Support Group (FFSG) programs and industry partnerships. Participation in industry forums to share knowledge and best practices. 	<p>High</p> <p>Medium</p> <p>Low</p>

⁵ 'Low' tolerance indicates strict controls and proactive mitigation, while 'Medium' denotes active management with some accepted uncertainty.



Navigating Responsibly

From adhering to the highest standards of ethical conduct to championing state-of-the-art innovation—we are committed to working responsibly to build a sustainable future for our business and broader society.

Ethical and Responsible Business

Digital Transformation

At The Caravel Group, we are committed to responsible business practices, upholding high ethical standards and driving digital innovation. These principles are foundational to our mission of creating lasting value for our business, our people and society. Our dedication to consistent, high performance and transparency underpins our reputation as a trusted partner built on earning and maintaining stakeholder confidence.

We implement systems to comply with regulatory requirements across all jurisdictions, with strong governance and risk management at the core of our decision making. Additionally, our investments in digital transformation are designed to meet the evolving needs of our clients while adapting to dynamic regulatory landscapes.

This section highlights key initiatives under our “Navigating Responsibly” pillar, showcasing our dedication to innovation, accountability and sustainable development.

CASE STUDY

Earning Trust Through Action



In today’s complex world, trust is earned through action. At The Caravel Group, we uphold integrity to protect our clients, partners and reputation. In 2024, we advanced this mission with decisive steps to lead responsibly in maritime shipping—undertaking initiatives that align with six of the United Nations Sustainable Development Goals⁶.

Having joined the UNGC in 2023, we reported our Communication on Progress in 2024, showcasing our adherence to global ethical standards. To strengthen risk detection, we adopted “Windward”⁷, an AI-driven maritime intelligence platform, complementing our existing platforms, “Refinitiv World-Check” and “Lloyd’s List Intelligence Seasearcher” to screen for sanctions and provide maritime compliance data, enabling swift, informed decisions. These insights enable us to cross reference suspicious vessel behaviors. For example, when a vessel flagged for ship-to-ship cargo transfer exhibits suspicious activity such as sanctions evasion,

our team swiftly verifies its background across these platforms to make informed decisions, rejecting the voyage if necessary, safeguarding stakeholder interests and bolstering our risk management strategy.

Our supply chain saw progress in deepening due diligence too. A QHSE-focused vetting model, supported by third-party reviews and new scorecards, evaluated supplier ethical compliance, ensuring responsible partnerships. We resolved 59 supplier issues, enhancing transparency and collaboration through refined feedback systems.

As Maritime Anti-Corruption Network (MACN) members, we deepened anti-corruption efforts with training. We also upgraded PARIS 2.0 analytics and facilitated FuelEU compliance. These efforts—mitigating risks, strengthening partnerships—build trust daily, establishing us as a reliable leader where integrity shapes every choice.

⁶ These include SDGs 8, 9, 12, 13, 16 and 17.

⁷ Windward: <https://windward.ai>

Pillar Goals and Targets

The Group's goals and targets are mapped to the UN SDGs to which we contribute. Our progress towards these goals and targets is shown below.



SDG 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

We enforce a strict zero-tolerance policy against corruption and unethical behavior. We continuously enhance our due diligence to uphold ethical standards in all business engagements. Our commitment to a safe and equitable environment allows for open communication of concerns, bolstered by in-depth training on ESG best practices to reinforce our operational effectiveness, accountability and transparency.

GOALS

- ▶ **Zero cases** of non-compliance with Group policies
Training initiatives implemented in response to two incidents to prevent recurrence.
- ✓ All eligible⁸ employees **trained on our Code of Conduct**

TARGETS

- Deliver biannual anti-corruption training to **100%** of eligible employees
- ✓ Resolve **100%** of whistleblowing cases that arise
- ▶ By the end of 2024, **95%** of eligible employees to **complete an ESG eLearning Module**⁹
We continue to train as many individuals as possible.

STATUS

- ▶ NOT ACHIEVED
- ✓ ACHIEVED
- ON TRACK
- ✓ ACHIEVED
- ▶ NOT ACHIEVED



SDG 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

We are committed to accurately measuring and managing our environmental and social impact. By embedding advanced digital solutions and data analytics into our core operations, we aim to enhance our accountability and operational efficiency, creating value for all stakeholders.

GOALS

- ✓ **No loss** of personal or company **data** due to cyberattacks
- Drive the adoption of technology among employees to simplify day-to-day operations

TARGETS

- ✓ By 2024, roll out a **systematic data collection process** across operations to enhance transparency and accountability
- ✓ By 2023, roll out **NOVA, our data analytics platform** that provides insights to our shore-based colleagues and ship-owning clients
- ✓ By 2024, **relevant employees to be trained on applicable privacy laws**, including the General Data Protection Regulation (GDPR)

STATUS

- ✓ ACHIEVED
- ON TRACK
- ✓ ACHIEVED
- ✓ ACHIEVED
- ✓ ACHIEVED

⁸ Eligible refers to those employees whose job functions require them to meet code requirements.

⁹ This goal was refined in 2024 to reflect practical constraints of delivering training to all. Our intention remains to train as many individuals as possible.

MATERIAL TOPIC

Ethical and Responsible Business

The Group upholds a strong commitment to responsible operations, focusing on sustainable, profitable growth that supports both our business and our people. As a proud signatory of the UNGC, we have taken meaningful steps this year to track and report our progress on its [Ten Principles](#). This reinforces our dedication to transparency and accountability while advancing our efforts to create a positive impact for our stakeholders and society.

Championing Good Governance

Strong governance, effective risk management and clear policies are central to The Caravel Group's approach to responsible business. This year, we initiated a review of our subsidiary Fleet's organizational structure to enhance collaboration, accountability and empowerment at all levels. This effort will redefine roles and responsibilities to ensure any critical concerns are addressed more effectively in 2025.

Our ESG Committee and Working Groups evaluate environmental and social impacts through annual performance reviews, with regular updates shared with the COO and reported to the Board. To equip employees with the awareness for integrating sustainability considerations into decision making across the Group, 94% of employees completed ESG training through our e-learning platform. This focus on building internal capability complements our broader efforts to identify and manage sustainability-related risks. Following initial assessments of climate- and nature-related risks and opportunities (CRROs and NRROs) in line with best practices this year, we will expand the remit of our governance bodies to address these identified risks and opportunities through future strategic initiatives.

Further details on our governance, leadership and policies can be found in the [Championing Good Governance](#) section of the [Appendix](#).

Economic Performance

Delivering consistent economic performance is vital to our success and to the communities, clients, employees and seafarers who rely on us. In line with our commitment to long-term value creation, we continued to support sustainable economic development through strategic financing decisions. This year, we maintained our contribution to Standard Chartered Bank's Sustainable Deposit under its Green and Sustainable Product Framework. We also continued investing in ESG-focused funds at HSBC and BNP Paribas, reflecting our commitment to sustainability. Our most significant contribution of USD 80 million underscores our focus on funding projects that align with our sustainability objectives and deliver meaningful impact.

Regulatory Landscape

We remain proactive in meeting regulatory requirements related to ethical conduct, safety and environmental management across our operations. We also adapt our policies and approach to meet evolving compliance requirements. Most recently, we have taken action to address the EU's FuelEU Regulations (2023/1805) among others, incentivizing the use of renewable and lower-carbon fuels to reduce greenhouse gas (GHG) emissions from ships. Further details are available in the [Energy and Climate Resilience](#) section of this report.

COMPLIANCE CHECKS

Robust compliance checks are critical to meeting legal and regulatory requirements, particularly for voyages and third-party payments. In 2024, we strengthened our due diligence processes to provide a more comprehensive assessment of risks related to vessels and counterparties.

We integrated "Windward", a maritime risk intelligence platform, into our existing tools, which includes "Refinitiv World-Check" and the "Lloyd's List Intelligence Seasearcher" database. Windward enhances our ability to proactively monitor both our managed fleet and counterparty activity, adding a real-time surveillance layer to our compliance approach.

Through this integration, our fleet is now covered by a live monitoring system that issues automatic alerts for high-risk activity, including Automatic Identification System (AIS) transmission losses, port calls in high-risk zones and deviations involving sanctioned entities. It also flags non-reporting cases by Masters or Superintendents navigating in sanctioned regions such as Russia. These alerts enable our teams to investigate and respond swiftly, reducing the risk of regulatory exposure or escalation.

Beyond voyage checks, we conduct thorough compliance reviews of vendors and seafarers. Detailed metrics of our compliance activities are available in the Performance Metrics Tables in the [Appendix](#).

MATERIAL TOPIC ETHICAL AND RESPONSIBLE BUSINESS



Anti-Corruption

The Caravel Group's reputation for integrity is central to our position as a trusted partner in the industry. We uphold strict anti-corruption standards through internal controls, audits and training. In 2024, anti-corruption policies were consistently communicated to employees and seafarers, while external parties underwent KYC due diligence, overseen by our Group Financial Controller. A total of 1,169 screenings were conducted within the year, with no reported incidents of corruption, money laundering or legal actions related to anti-competitive practices.

Fleet Management actively supports industry-wide efforts to combat corruption as a member of MACN. In 2024, we completed our MACN Self-Assessment, benchmarking our anti-corruption program against industry standards. This process evaluated key areas, including risk assessments, practical implementation and reporting mechanisms. We also participated in the MACN-Nigeria Port Users Survey to assess improvements in Nigerian seaports and trade corridors. In addition, MACN representatives conducted in-person training at our Hong Kong headquarters. These initiatives further underscore our commitment to integrity, transparency and operational excellence.

Reporting Grievances

The Group's grievance procedure provides a secure and confidential channel for raising concerns, with whistleblower protection built into the process. This transparent approach empowers employees, seafarers and other stakeholders to speak up without fear of retaliation.

In 2024, 404 reports were submitted through our Open Reporting System, with each case thoroughly reviewed, resolved and closed. Most reports related to shipboard conditions, provisions and crew welfare. Two cases required significant attention: one involved the dismissal of a Chief Engineer due to an environmental breach, and the other concerned a health and safety violation by a Master, which also resulted in termination. Both incidents highlighted the need for targeted improvement, leading to additional training and awareness-building initiatives to prevent recurrence.

Reports concerning crew mental health were addressed immediately by our in-house psychologists. Additionally, one case of sexual harassment was promptly handled by Human Resources (HR) in collaboration with the local Prevention of Sexual Harassment Committee, which ensures robust safeguards and swift action in such matters. Appropriate disciplinary action was taken, reaffirming our commitment to maintaining a safe and respectful workplace.

Elevating Supply Chain Integrity

In 2024, the Group advanced its supply chain management strategy with an emphasis on transparency, accountability and continuous improvement. Our updated supplier vetting model, focused on QHSE, uses third-party reviews

to assess questionnaires, certifications and supporting evidence. A new scorecard system was also introduced to evaluate sustainability and ethical compliance, supporting both transparency and collaborative improvement. Semi-annual reviews further assess quality, delivery timelines, ESG capabilities and supplier responsiveness.

To foster stronger relationships, we prioritized supplier engagement, ensuring all stakeholders feel valued. This included refining our supplier feedback systems to improve our screening processes and enhance collaboration. Updates to our automated workflow solution enabled enhanced tracking of vendor complaints and their resolution. In 2024, 59 issues were logged, with remediation efforts tailored to the nature and severity of each case.

We also solicited employee feedback to identify challenges and gather suggestions for improvement. These insights guided the development of a new supplier management framework and template system, set for widespread adoption in 2025. Training programs for procurement staff were also implemented, with a new provider engaged to deliver ongoing development sessions in 2025 and 2026.

To remain aligned with best practices, we actively participate in industry forums and events. In 2024, we attended two IMPA conferences and two major events with procurement leaders, facilitating discussions on regulatory developments and capability advancement. These initiatives reinforce our commitment to creating a transparent, resilient and sustainable supply chain.

More detail on our compliance procedures, anti-corruption measures, grievance mechanisms and procurement policies can be found in the Ethical and Responsible Business section of the [Appendix](#).

MATERIAL TOPIC

Digital Transformation

Digital transformation is a cornerstone of our strategy to drive sustainable progress. By continuously enhancing our technical capabilities, we are raising safety and environmental stewardship standards while streamlining operations and efficiently managing vessel journeys. Our progress is underpinned by robust, reliable information technology (IT) systems that support our digital platforms and enable seamless functionality and performance across operations.

Driving Technological Advancement

The Caravel Group's continued investment in digital innovation enables us to better meet client needs, adapt to evolving regulatory demands and drive long-term progress. By strengthening our digital framework, we enhance efficiency, improve performance and remain competitive in a dynamic global market.

In 2024, we successfully migrated all shipowner clients to PARIS 2.0, our proprietary digital platform. [PARIS 2.0](#) integrates advanced security features and [NOVA](#) data analytics, offering capabilities to track, assess and report on information required to demonstrate compliance with regulatory requirements such as EU ETS and FuelEU. The platform's predictive analytics tool and enhanced user experience are now available to all new owners, underscoring our commitment to innovation, compliance and user-centered design.



Enhancements to PARIS 2.0 in the reporting year included:

- **Financial data dashboard:** the dashboard was enhanced to provide owners with dynamic trend analysis tools and query functionality. Rolled out as a pilot to 16 clients (over 120 vessels), its success has paved the way for a full-scale launch in early 2025.
- **Inspection analytics:** new dashboards analyzing inspection data from our [SafeView](#) application offer insights into fleet-wide trends, helping to improve safety and performance across more than 600 vessels.

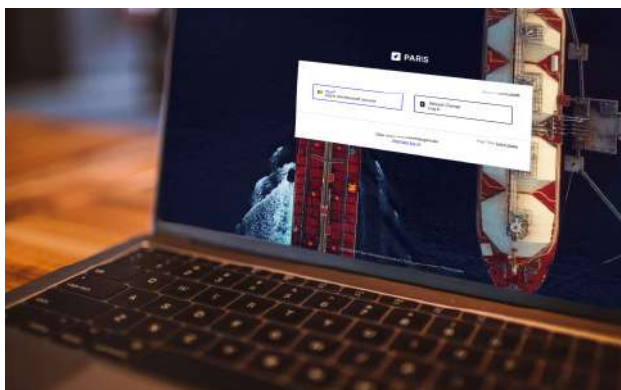
- **Key performance indicator (KPI) scorecard:** an internal dashboard was introduced to track high-level metrics across all aspects of our business, supporting operational decision making. To encourage adoption, training sessions were held for technical teams to facilitate smooth integration into daily workflows.
- **Inventory management module:** integrated with Oracle Supply Chain, the module enables granular tracking of vessel inventory—enhancing maintenance, asset management and procurement, and ultimately delivering improved financial management for owners. A trial on one vessel was conducted in 2024, with two additional trials planned for 2025 to validate the module's capabilities.

MATERIAL TOPIC DIGITAL TRANSFORMATION

We continue to advance our digital capabilities to remain responsive to evolving business needs. One example is the development of an improved crew planner tool within our PARIS ecosystem. Redesigned and piloted in under six months, the tool has since been rolled out to the wider Fleet Personnel Department (FPD). Incorporating machine-learning capabilities to recommend crew changes, it includes the ability to validate replacement seafarers while ensuring compliance with Oil Companies International Marine Forum (OCIMF) and other regulations. Plans for further enhancements are underway as the tool scales for broader application.

Another example of our agility is in the adaptation of the PARIS system to meet upcoming FuelEU Maritime regulatory requirements. This ensures not only the accurate capture of relevant information, but also integration with class verifiers. A pilot was launched in late 2024, with full functionality scheduled for release in the first quarter of 2025.

As per our values of integrity and excellence, we are implementing policies and systems to guide strategic technological advancements. In April 2024, we introduced a comprehensive AI Policy outlining best practices for the secure and ethical use of AI tools, including machine learning, natural language processing and generative AI. This policy emphasizes client confidentiality, accountability and responsible use, enabling employees and consultants to leverage AI to enhance performance. In 2024, we also prototyped a generative AI tool to review and simplify our SMS manuals, improving process clarity and accessibility, with further AI initiatives under exploration to drive continuous innovation.



Upholding Data Privacy and Cybersecurity

The Group's commitment to data stewardship underpins our innovation and operational integrity, fostering trust among stakeholders. Our digital advancements are grounded in sophisticated IT systems that prioritize data security and effective cyber risk management.

Data Privacy

In 2024, no complaints were reported regarding privacy breaches or loss of confidential data, reflecting the robustness of our data protection protocols. To strengthen awareness, 100% of employees completed newly launched data privacy training, with those handling sensitive data also completing additional country-specific sessions.

We are in the process of preparing a comprehensive Data Retention Policy, which will establish clear guidelines for managing personal information. The policy will ensure

records are retained only as long as necessary for business needs and in full compliance with legal and regulatory requirements. Secure disposal procedures are in place to prevent unauthorized access, further safeguarding sensitive information.

Cybersecurity

In an environment of evolving digital threats, the Group maintains a proactive approach to cybersecurity. Our dedicated Cybersecurity team oversees enterprise-wide policies, addressing risks and compliance challenges.

We uphold rigorous global standards to protect both our operations and those of our clients. We comply with the IMO's MSC-FAL.1/Circ.3 guidance, the industry-endorsed Guidelines on Cyber Security Onboard Ships (developed by BIMCO, ICS and others), and have achieved the ABS CyberSafety® CS-1 Statement of Compliance – a recognized benchmark for maritime cyber resilience. These frameworks guide our integrated onshore and onboard defenses, emphasizing both prevention against threats and recovery if attacked.

In the reporting year, we began addressing new compliance requirements, including the anticipated "Protection of Critical Infrastructure Bill"¹⁰ in the Hong Kong SAR. By staying ahead of regulatory changes and proactively updating our cyber practices, we reduce legal and operational risks, thereby strengthening our reputation. Achieving compliance with international standards not only strengthens our security but also enables us to enter new markets and collaborate with other organizations to address shared cyber threats. Moreover, it positions us to differentiate by offering services that exceed baseline compliance requirements.

¹⁰ The Bill seeks to impose statutory requirements on operators of critical infrastructures to ensure they take appropriate measures to protect their computer systems and minimize the chance of essential services being disrupted or compromised due to cyberattacks, thereby maintaining the normal functioning of Hong Kong society. <https://www.info.gov.hk/gia/general/202412/04/P2024120400297.htm>

MATERIAL TOPIC DIGITAL TRANSFORMATION

ONSHORE INITIATIVES

A NIST¹¹-based gap analysis conducted by Fleet Management informed the development of a five-pillar cybersecurity strategy for offices, centered on situational awareness, impact minimization, rapid mitigation, resilience enhancement and human risk reduction. A comprehensive cyber program of work was also created to strengthen the company's overall cybersecurity capabilities.

Key initiatives implemented to prevent disruptions and ensure client data and services stay accessible include:

- **AI-powered threat detection:** advanced tools leveraging AI and machine learning were deployed to enhance threat detection and response capabilities.
- **Managed Detection and Response (MDR):** this capability was established alongside enhanced incident response measures to strengthen overall cyber defenses.
- **Human risk management protocols:** expanded protocols addressed insider threats and employee awareness, including periodic phishing tests, targeted training and additional protection measures for individuals who did not pass the tests to safeguard client information and set an industry example.

Other key efforts in 2024 included:

- **Incident tracking KPIs:** new metrics such as Incident Response Time were introduced to monitor timely actions that reduce the impact of cyber incidents.
- **Legacy system upgrades:** end-user devices and infrastructure older than five years—including servers and network equipment—were replaced to reduce vulnerabilities.
- **Identity security enhancements:** measures such as multi-factor authentication were implemented across platforms to protect user access credentials. Additional safeguards, including alerts of suspicious logins or links accessed, allow our central systems to automatically trigger account or device lockdowns, minimizing the risk of breaches or data loss.
- **Cross-functional collaboration:** closer cooperation between IT and business units fostered a unified approach to cybersecurity, with an emphasis on training and employee empowerment.

Looking ahead, we aim to enhance protection against unauthorized access, expand training programs across offices and ships, and adopt advanced observability tools and automated response systems to strengthen our cybersecurity infrastructure. This will include the central storage of systematically recorded information and audit details, as well as the nomination of a dedicated team responsible for issue response and continuous improvement.

ONBOARD INITIATIVES

To better manage legacy equipment and software on vessels, we are actively exploring remotely controlled solutions that enable IT asset tracking and remote deployment of software updates and patches, even under connectivity constraints.

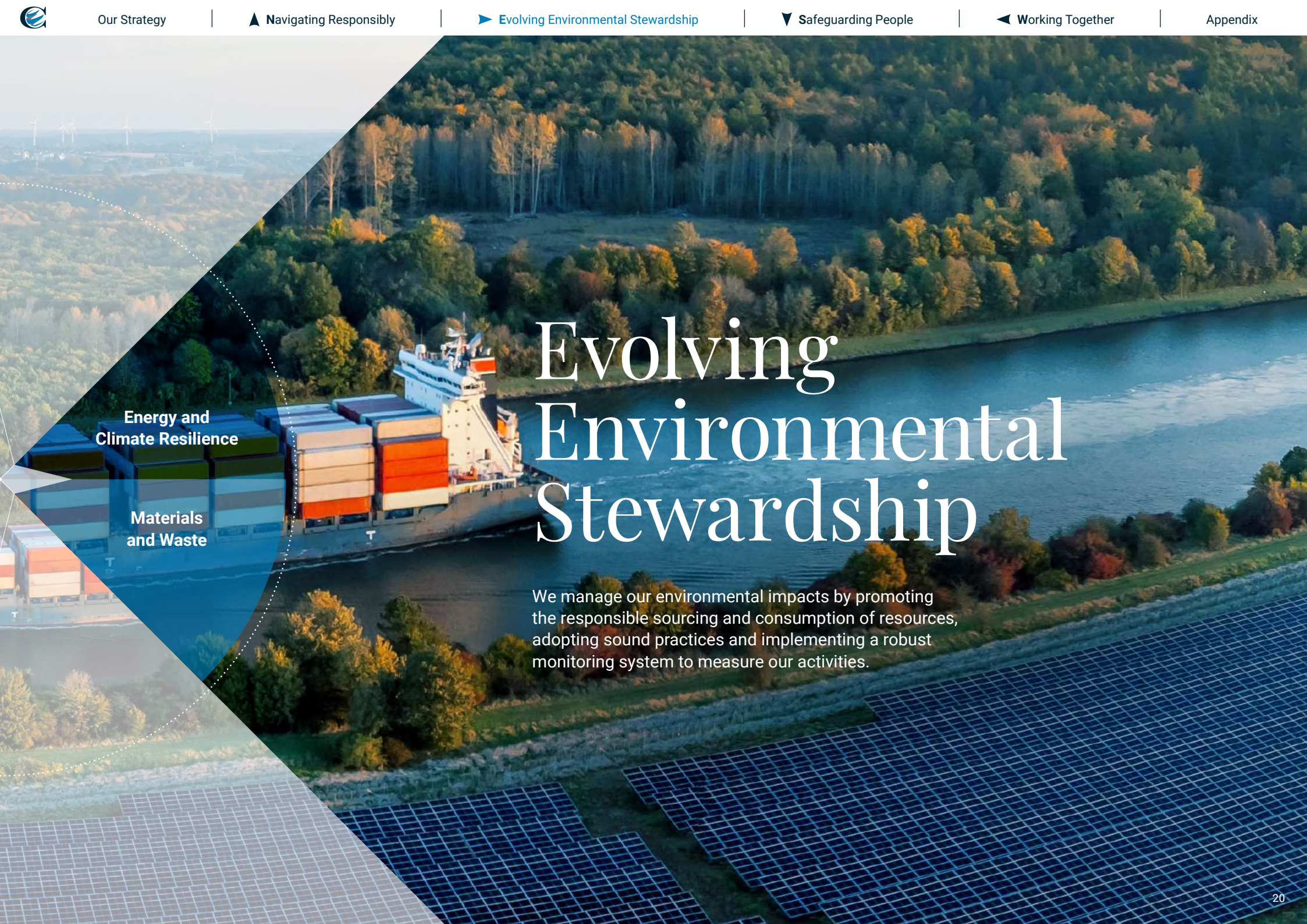
In 2024, we also focused on upgrading onboard systems by implementing a new operating system built specifically for mini servers to enhance security capabilities. Other activities included accelerated system patching to meet regulatory requirements, such as EU ETS and FuelEU, and addressing technical needs related to inventory management.

Our initiatives are designed to assist clients and the industry as a whole. With satellite connectivity on vessels remaining a priority, we partnered with our provider to ensure that high-speed Starlink internet capabilities comply with our existing cybersecurity protocols. This enables reliable, protected data sharing—enhancing vessel tracking and operational visibility for clients.

Our cybersecurity plan and ship-specific risk assessments were enhanced and then subsequently reviewed in collaboration with ABS. Compliance with ABS demonstrates adherence to industry practices, reducing client exposure to penalties and enabling access to regulated markets.

More details on digital capabilities, privacy and cybersecurity can be found in the Digital Transformation section of the [Appendix](#).

¹¹ The National Institute of Standards and Technology (NIST) is a U.S. federal agency under the Department of Commerce that develops standards, guidelines and best practices to help organizations manage technology, measurement and cybersecurity risks. <https://www.nist.gov/>



Energy and
Climate Resilience

Materials
and Waste

Evolving Environmental Stewardship

We manage our environmental impacts by promoting the responsible sourcing and consumption of resources, adopting sound practices and implementing a robust monitoring system to measure our activities.

The impacts of environmental risks—from extreme weather, ecosystem loss, critical change to earth systems, resource scarcity and pollution—have intensified in both frequency and severity, making them increasingly critical to businesses¹². Understanding that all businesses must play their part in managing climate- and nature-related risks, our approach to environmental stewardship emphasizes resource efficiency, biodiversity protection and waste management. This section outlines our initiatives in the reporting year as we work to reduce our environmental footprint while adapting to evolving regulatory and operational challenges.

CASE STUDY

Powering Tomorrow: Our Ammonia Bunkering Journey



In 2022, we launched our Encompass strategy aligned with global sustainability goals and IMO net-zero targets. With energy-saving technologies, voyage optimization and diligent maintenance, we're steadily cutting emissions and laying the groundwork for a bold leap towards cleaner maritime fuels.

Ammonia bunkering anchors our decarbonization efforts, offering emission reduction potential. Yet its risks are significant—toxic and hazardous if mishandled—so it demands precision. Since 2009, we've operated ammonia carriers, honing safe handling and crew training. In 2021, we participated in the Singapore Ammonia Bunkering Feasibility Study, helping to secure an Approval in Principle for an ammonia bunkering vessel—a critical step that validated the practicality and safety of our design. With innovations like double-walled piping and automated leak detection, we're proving ammonia can be both safe and transformative.

In addition, we are proactively enhancing our capabilities with other alternative fuels. In 2024, we had 61 dual-fuel vessels running on liquefied natural gas (LNG), methanol and liquefied petroleum gas (LPG) under newbuilding and technical management. To build our capacity, we trained 1,500 individuals in dual-fuel operations and are developing an in-house course on LNG, methanol and LPG. Partnerships with global training institutes ensure relevant personnel are trained on the requirements of the IMO's IGF code¹³.

Our work extends beyond our fleet. We're supporting clients with data tools to meet environmental requirements and enhancing our own efficiency efforts. Beyond that, we're collaborating with industry stakeholders to develop training requirements and manpower competencies for crews operating ammonia bunkering vessels and alternative fuel vessels. By advancing the safe adoption of alternative fuels, we're building a skilled workforce to power a sustainable shipping future.

¹² WEF Global Risks Report 2025.

¹³ International Code of Safety for Ships using Gases or Other Low-flashpoint Fuels.

Pillar Goals and Targets

The Group's goals and targets are mapped to the UN SDGs to which we contribute. Our progress towards these goals and targets is shown below.



SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



SDG 13 CLIMATE ACTION

The Caravel Group is dedicated to formulating a strategic roadmap that strengthens resilience and adaptability in response to climate-related risks and natural catastrophes. Our approach is based on enhancing resource efficiency and reducing emissions. In collaboration with partners, we are exploring more sustainable fuel options. This commitment is integral to our active contribution to global endeavors aimed at climate change mitigation.

GOALS

- Support the IMO in its **GHG reduction plans for 2050** and endeavor to achieve **net-zero emissions with renewables, or carbon neutrality** with offsets, for owned vessels and operations, and propose similar measures to shipowners for vessels under our management
- Take steps to progressively **improve Carbon Intensity Indicator (CII) categories towards "A"**
- Encourage use of **reduced-impact fuels** on all ships

TARGETS

- ✓ Target a 2% reduction in total GHG emission intensity for ships each year¹⁴
- ✓ Conduct a **climate-related risk assessment** to address the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) by 2025
An initial assessment has been completed with efforts to integrate climate-related risks and opportunities in financial and operational decision making underway.
- ✓ Collect consistent energy consumption data in offices and **implement an energy reduction plan** in 2024

STATUS

○ ON TRACK

○ ON TRACK

○ ON TRACK

✓ ACHIEVED

✓ ACHIEVED

✓ ACHIEVED



SDG 14 LIFE BELOW WATER

The Group actively works to lessen our operational impact on marine ecosystems through strategic vessel routing and judicious material utilization, aimed at preventing pollution and reducing waste.

GOALS

- ▶ Target **zero oil pollution incidents**
Following two incidents during the year, targeted training and protocol refreshers were delivered across the fleet. Root causes were shared with all and addressed in onshore Friday training sessions to prevent recurrence.
- **Reduce waste generation** and increase the amount of garbage and sludge landed to shore for proper disposal

TARGETS

- ✓ Install **R-O type purification units** on all owned ships by 2024
- ✓ Engage suppliers to **remove excess packaging** from items consumed on ships
- ✓ Comply with the Ballast Water Management Convention (BWMC) to have **BWTS installed on all vessels** by 2024

STATUS

▶ NOT ACHIEVED

○ ON TRACK

✓ ACHIEVED

✓ ACHIEVED

✓ ACHIEVED

¹⁴ This target has been revised from targeting CII category "C" for ships to a continuous improvement goal, reflecting a more proactive approach to monitoring progress.

MATERIAL TOPIC

Energy and Climate Resilience

Energy and climate resilience are critical to the long-term success of our business and the maritime industry at large. As climate change reshapes regulatory frameworks and operating conditions, we are advancing our understanding of these shifts to navigate the future with greater agility and purpose.

Understanding Climate-related Impacts

The shipping industry navigates a turbulent landscape as extreme weather intensifies under a warming climate. To assess and understand the implications of climate change on the Group's business activities, we conducted an analysis of climate-related risks and opportunities (CRROs) with the support of a consultant. This analysis aligns with TCFD recommendations and is guided by the IPCC's climate risk framework, ensuring a robust foundation of our findings. The key steps undertaken in mapping our CRROs are outlined below.

MAPPING CLIMATE-RELATED RISKS AND OPPORTUNITIES

Identification

- Compiled a focused list of financially material risks and opportunities, guided by TCFD recommendations, peer-reviewed research, industry reports, NGO insights and the IPCC's AR6.

Scenario Development

- Developed three climate scenarios leveraging research from the IPCC, the International Energy Agency and the International Renewable Energy Agency.
- Used these scenarios to frame CRROs across short-term (up to 2030), medium-term (2030-2050) and long-term (2050+) horizons.

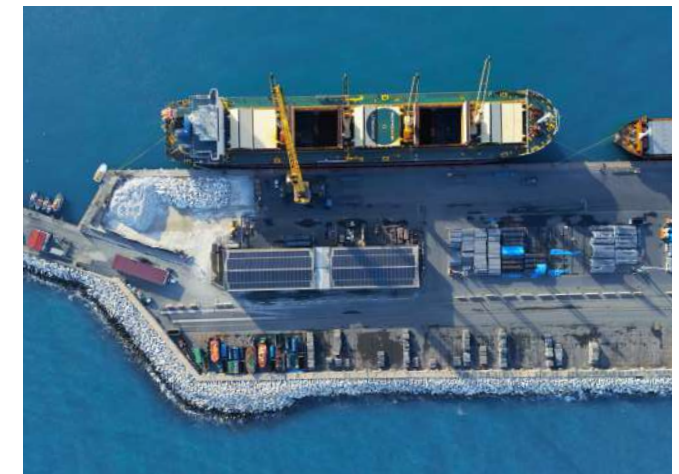
Impact Evaluation

- Mapped CRROs to key indicators—temperature rise, sea level shifts, flooding/drought patterns, fossil fuel and renewable energy supply/costs, carbon pricing and regulatory impacts.
- Assigned scores for hazard/potential, exposure/positioning and vulnerability/capability, then combined them across time horizons under each scenario for a total priority score.
- Evaluated impact and likelihood in line with existing risk management procedures, considering costs/benefits, reputation, operations, regulations, environment and workforce health and safety.
- Integrated with our risk management framework. Discussed outcomes with senior management to ensure strategic alignment.

Key Risks and Opportunities

Our assessment highlights pivotal climate-related risks, centered on policy, regulation and liability within the shifting maritime regulatory framework. The prospect of national carbon pricing could drive heightened climate-related disclosure and data demands, exposing the Group to potential litigation and reputational challenges. On the horizon, however, lies a compelling opportunity: the growing call for lower-emission solutions positions us to lead through investments in efficient vessels, lower-carbon fuels, innovative technologies and renewable energy systems. Mitigating actions for addressing these high-priority risks and opportunities are presented in the [Appendix](#), showcasing our forward-looking approach.

This analysis marks The Caravel Group's first step towards embedding CRROs into financial and business decisions with precision. For further insights into our governance, strategy, risks and metrics, see our [IFRS S2 Index](#).



MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE

Our Energy and Emission Journey

The Group supports the IMO in its GHG reduction plans for 2050. We continuously monitor our energy consumption and emissions from both our shipping operations and global offices to identify opportunities to enhance our performance.

ON BOARD

Detailed policies for managing energy consumption and emissions in our shipping operations can be found in the Environmental Policies and Systems section of the [Appendix](#).

In 2024, our total energy consumption from ships decreased. While this is partly attributed to the fact that there were fewer ships under our management, the success of our energy-saving devices (ESDs), voyage optimization practices and maintenance systems such as regular hull cleaning are also contributing factors. With the reductions in energy consumption and intensity, we also saw related decreases in overall GHG emissions on both an absolute and intensity basis¹⁵.

Total Energy Consumption on Ships (MJ)

2022	2023	2024
171,130,368,355	169,927,181,799	153,712,000,215

Total GHG Emissions on Ships (Tonnes of CO₂e)

	2022	2023	2024
Scope 1	90,215	85,916	94,652
Scope 3	13,028,328	12,901,632	11,886,461

Energy Efficiency

As we take steps to progressively improve CII categories towards “A”, we are implementing a range of measures including ESDs, retrofits and innovative technology. We also increasingly opt for alternative fuels and utilize [Cold Ironing](#) facilities at ports that have Alternate Marine Power (AMP) facilities.

In the reporting year, 94% of ships were fitted with varying types of ESDs, including high-performance hull paint, Propeller Boss Cap Fins (PBCF), LED lights and variable speed motors that adjust their performance to align energy use with actual load requirements.

Our newbuilding supervision team, overseeing client ship construction at third-party shipyards, is similarly dedicated to adopting environmental performance features on new vessels. More detail on our various energy-saving measures on new and existing ships can be found in the [Appendix](#).

OWNED SHIPS

We continue to work towards improving the CII ratings of our owned ships. In the reporting year, the overall GHG intensity decreased for our owned and JV-owned ships compared to the previous year, with two ships improving in CII ratings due to retrofits and the implementation of good maintenance systems. However, the ratings of two other ships declined.

The CII ratings for other ships remained at C. CII ratings naturally fluctuate year to year due to changes in operational patterns, fuel usage, cargo load or voyage conditions.

CII Values for Owned Ships

	2022	2023	2024
1	4.00 (C)	4.05 (C)	3.84 (C)
2	4.07 (C)	3.86 (C)	3.70 (C)
3	5.10 (D)	4.25 (B)	4.39 (C)
4	4.85 (C)	5.13 (D)	5.82 (E)
5	–	5.06 (D)	4.41 (C)
JV Ship	14.21 (C)	14.51 (C)	12.34 (B)

MANAGED SHIPS

The percentage of managed ships achieving the A CII category increased in 2024. While some ships remain under category C, we strive for a 2% reduction in total GHG intensity for ships each year.

Percentage of Managed Ships by CII Category

CII CAT	2022	2023	2024
A	20.1	16.4	28.2
B	25.6	25.5	24.1
C	31.5	32.1	30.3
D	14.8	13.8	12.2
E	8.0	9.4	5.2

¹⁵ Energy and emission figures were based on 615 owned, JV-owned and managed vessels in 2024, compared to 663 vessels in 2023.

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE

Addressing Regulations

EU ETS, UK ETS AND FUELEU

The maritime industry accounts for approximately 3% of global GHG emissions, driving increased regulatory scrutiny and decarbonization mandates. In response, the Group established a dedicated team within the Fleet Management QHSE Department to manage evolving carbon regulations, including EU ETS, UK ETS and FuelEU Maritime.

With the UK ETS set to include domestic maritime emissions from January 2026, we are proactively assessing its impact on operations and ensuring readiness for compliance. Our team also continues to oversee EU ETS implementation, providing structured guidance to mitigate financial and operational risks.

For FuelEU, our ISM managers lead the monitoring, reporting and verification of GHG emissions. Key responsibilities include:

- Preparing and filing monitoring plans.
- Recording and managing FuelEU reports within the designated database.
- Addressing verifier inquiries and resolving discrepancies.
- Monitoring and mitigating exposure to FuelEU penalties.

We remain committed to data integrity and regulatory transparency, leveraging our PARIS 2.0 platform to streamline emission reporting and ensure accurate, real-time compliance tracking. Looking ahead, we will integrate clear contractual provisions into ship management agreements to align responsibilities, reduce exposure and reinforce compliance requirements.

CALIFORNIA AIR RESOURCES BOARD (CARB) AT-BERTH REQUIREMENTS

As part of our efforts to manage our footprint, we participated in a successful emission control trial in 2024 using the Marine Exhaust Treatment System (METS) developed by Clean Air Engineering – Maritime (CAEM). This trial aimed to reduce particulate matter (PM) and nitrogen oxide (NOx) emissions directly from the funnel of our managed ship, in accordance with California Air Resources Board (CARB) At-Berth regulations. As a result, we now have comprehensive guidelines to support future vessel calls to California ports, enabling us to operate with a significantly lower environmental impact while at berth.

Awards and Recognition

In the reporting year, we were proud to renew the Green Award certification for nine oil/chemical tankers, as well as one dry bulk carrier. One of our managed vessels, utilizing wind-assisted propulsion, earned a CO₂ Level 1 label from Green Award for its role as a frontrunner in adopting decarbonization initiatives. This recognition by the Green Award Foundation, an independent international non-profit organization, reflects the high standards we continue to maintain.

Additionally, 5% of the vessels managed by Fleet Management (29 ships) received certification from the E-Zero program. This initiative by the US Coast Guard recognizes vessels that consistently adhere to stringent environmental procedures.

Renewable Energy Solutions

We continue to encourage groundbreaking solutions to optimize efficiency on client ships. In 2024, our managed vessel with wind-assisted propulsion conducted sea trials, establishing that its eConowind VentiFoilS reduce fuel consumption by approximately 10%¹⁶.

We also supported the use of photovoltaic (PV) panels. In the reporting year, Fleet Management collaborated on a pilot project installing an advanced intelligent PV power generation system on one of our managed vessels. Approved by the China Classification Society for its innovative design and technology, the project has also been submitted for a patent for a new energy power supply system and methodology.

The vessel is equipped with intelligent features including a mobile app that displays real-time information on the number of active solar panels, current power generation, daily energy output and CO₂ reduction metrics. While testing is in progress, the panels are sufficient to cover all accommodation lighting needs. Upon full operation, the 144 solar panels are expected to reduce annual fuel consumption by 33 tonnes and cut carbon emissions by 102.8 tonnes. As the ship manager, Fleet Management ensures the operational reliability, safety and environmental compliance of this pioneering initiative.

¹⁶ The propulsion force of a VentiFoil unit is equal to a sail of 160 to 360m², and its power is equal to that of 1,000 to 2,000 solar panels.

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE**Fueling the Future**

We consistently encourage the use of reduced-impact fuels on all ships. In the reporting year, we increased the usage of biofuels to 181,832,060 MJ from 61,852,530 MJ in 2023, utilizing this cleaner option on three ships.

Fleet Management takes a proactive approach to embracing the transition to future fuels such as LNG, methanol (a low-flash point fuel) and LPG through our technical management and newbuilding supervision. We had 61 dual-fuel vessels across our portfolio in 2024 compared to 48 in 2023, with 28 vessels under our technical management (up from 22 in 2022) and 33 under our newbuilding supervision pipeline (up from 26 in 2023).

Dual-Fuel Vessels

Year	New Building	Technical
2022	15 LNG + 6 Methanol = 21	12 LNG + 2 Methanol + 1 LPG = 15
2023	20 LNG + 6 Methanol = 26	17 LNG + 2 Methanol + 3 LPG = 22
2024	25 LNG + 6 Methanol + 2 LPG = 33	23 LNG + 2 Methanol + 3 LPG = 28

By investing in targeted programs and enhancing our capabilities, we have developed expertise in future fuel systems, including the handling of methanol. By the end of 2024, we trained a total of 1,500 individuals in dual-fuel operations. To further enhance the skills of our officers and crew for dual-fuel ships, we are developing an in-house training course specifically addressing fuels like LNG, methanol and LPG.

SHARING BEST PRACTICE

In addition to investing in training, Fleet Management is actively involved in sharing knowledge and best practice on cleaner fuels. Our participation in the "Green Fuels Transition for International Shipping Workshop" and the "Green Methanol OGV Workshop," both organized by the Institute for the Environment at The Hong Kong University of Science and Technology (HKUST) and supported by the Hong Kong Marine Department and Transport and Logistics Bureau, underscores our dedication to fostering collaboration among industry stakeholders, government entities and academic institutions.

In the reporting year, we took part in the inaugural Getting to Zero Coalition Workshop in mainland China, hosted alongside the Greater Bay Area Maritime Forum in the Hong Kong SAR. The workshop, which was organized by the Global Maritime Forum and the Getting to Zero Coalition, convened maritime industry leaders to address the pressing challenge of shipping decarbonization. It provided a dynamic platform for exchanging ideas to drive the adoption of scalable zero-emission fuels. Discussions focused on overcoming key barriers and exploring opportunities in technology, policy and commercial models that are critical to advancing a sustainable future for the maritime industry. By contributing to these events, we aim to support the adoption of innovative solutions for reducing emissions in line with global sustainability goals.

GREEN AMMONIA STUDIES

We actively participate in studies that promote the transition to cleaner fuels such as ammonia. In 2024, a number of project collaborations progressed between Fleet Management and industry partners. Details on the ongoing feasibility study to develop an ammonia bunker supply chain in Singapore can be found in the [case study](#) on p. 21. Other initiatives are described below.

- Our feasibility study with partners on the East Coast of the US looking at the whole supply chain for the procurement, transportation and storage of ammonia continued. In 2024, ABS announced its approval in principle of the initial design for an ammonia bunkering articulated tug-barge (AB-ATB). The design for the barge was created by VARD Marine US and is supported by a wide range of maritime shipping partners including Fleet. The approval in principle brings ammonia bunkering one step closer. It is hoped this will encourage others to accelerate their work on transitioning to ammonia-fueled vessels.
- In 2024, Fleet Management signed an MOU for jointly conducting a feasibility study with partners to establish a comprehensive and competitive supply chain for the provision of clean ammonia ship-to-ship bunkering on the west coast of the US. This study will be conducted at the Port of Oakland, Benicia and major ports nearby. Fleet will develop safe, reliable ammonia bunkering procedures from a ship manager's point of view, offering technical support for ammonia-fueled vessels and AB-ATB design development.

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE

ONSHORE

We continue our efforts to manage the footprint of our offices through the adoption of clear energy and emission reduction plans.

ENERGY CONSUMPTION

at our offices in 2024 was

REDUCED BY 6% from 7,791,271 MJ to

7,289,709 MJ

over the previous year.

In 2024, our

GHG EMISSION FOOTPRINT

from 27 offices amounted to

1,655 TONNES OF CO₂e

arising from energy consumption of offices and vehicles.

The decrease compared to the previous year can be attributed to the efficiencies realized in our India office as well as the purchase of Renewable Energy Certificates (RECs) to offset emissions as described below.

OFFICE EMISSION INTENSITY¹⁷

amounted to

1.24 TONNES OF CO₂e

per employee in 2024

6% LESS compared to 1.32 tonnes

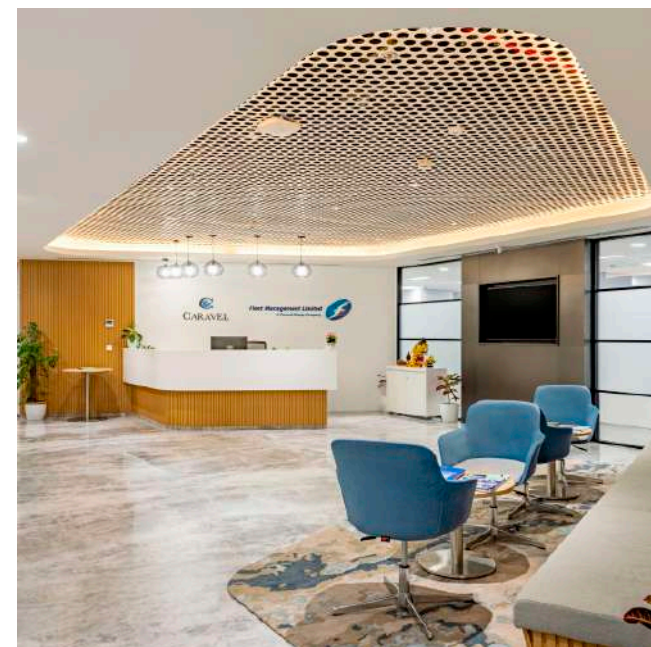
per employee in the previous year.

Our SCOPE 3 EMISSIONS

from corporate air travel and indirect flights amounted to

28,798 TONNES OF CO₂e

We offset emissions from travel by donating the equivalent of 500 carbon credits to support our airline partner's procurement of Sustainable Aviation Fuel (SAF).



Fleet's Mumbai office was certified as LEED Platinum¹⁸ in 2024. Key features contributing towards this achievement include:

- **Energy efficiency:** advanced energy metering and energy-efficient technologies such as LED lighting and daylight management consume 40% less energy with smart metering providing ongoing energy monitoring and troubleshooting.
- **Renewable energy:** 100% of Scope 2 emissions offset by RECs¹⁹.
- **Occupant comfort:** based on occupant feedback, biophilic design principles and thermal and visual comfort features were adopted, along with amenities such as bicycle storage, showers and changing facilities.
- **Awareness and education:** promoted environmental initiatives in the office with educational signage and case studies showcasing sustainable design features.
- **Indoor air quality:** developed an indoor air quality (IAQ) management plan, incorporating advanced ventilation technology for 30% more fresh air supply, and used low-volatile organic compound (VOC) materials in furniture, paints, coatings, flooring, adhesives and insulation, alongside non-toxic cleaning products.



Progress on waste and water management also contributed to the LEED certification. Details can be found [here](#).

More information about our approach to managing energy and emissions on board and onshore can be found in the [Appendix](#).

¹⁷ Intensity figures are based on total Scope 1 and 2 emissions per employee.

¹⁸ Leadership in Energy and Environmental Design (LEED) platinum certification under the LEED USGBC (U.S. Green Building Council) for Interior Design and Construction, Version 4.

¹⁹ RECs primarily support renewable energy projects including solar and wind energy, managed by a company in India.

MATERIAL TOPIC

Materials and Waste

The Group pursues a sustainability strategy that is focused on addressing potential adverse environmental impacts from our business activities. We prioritize the responsible management of shared resources, including water and the commodities we trade, to help protect the natural ecosystems upon which we depend. Our initiatives on board and onshore are designed to reduce waste generated across our operations. Through responsible procurement and mindful consumption, we consistently work to manage our footprint.

Understanding Nature-related Impacts

Natural capital anchors both human prosperity and The Caravel Group's economic resilience. To assess its influence, we evaluated our nature-related risks and opportunities (NRROs) with the support of a third party, in alignment with the TNFD framework. This analysis shows how our operations intersect with ecosystems²⁰, setting a course for informed stewardship. The key steps undertaken in mapping our NRROs are outlined below.



TRACING NATURE-RELATED DEPENDENCES AND IMPACTS

Risk Identification

- Employed TNFD's LEAP approach and ENCORE tool to map business activities—procurement, ship design, voyages and operations—identifying financially material NRROs.
- Assessed each activity's location and interaction with natural resources, biodiversity and habitats, using in-house data and environmental organization insights across offices, shipping routes, ports, shipyards and mines.

Assessment

- Analyzed activities for dependence on natural capital and ecosystem services, alongside impacts on biodiversity and financial/operational implications.
- Physical and transition risks and their short- (up to 2030), medium- (2030-2050) and long- (2050 and beyond) term regulatory and environmental changes were considered.

Impact Evaluation

- Assigned scores to each parameter—dependency, impact and vulnerability—yielding a priority score for each NRRO.
- Evaluated impact and likelihood within our risk management framework, factoring in regulatory, operational, financial and reputational considerations.
- Reviewed results with senior management for input and refinement.

Key Risks and Opportunities

Our assessment underscores a primary risk:

- **Regulatory landscape** – intensifying regulations aimed at achieving nature positive outcomes or reducing negative impacts. Transitioning to less environmentally damaging fuels and managing waste and pollution may impose stricter reporting obligations. Non-compliance could lead to legal, financial and reputational consequences. Within this challenge lies opportunity—proactively addressing high-priority areas positions us to further sustainability.

Other key NRROs include:

- **Noise pollution** – ensuring compliance with local port regulations to protect marine biodiversity.
- **Oil spill, ballast and bilge water management** – maintaining strict controls to prevent contamination.
- **Waste reduction** – strengthening measures to minimize onboard and operational waste.

²⁰ The assessment scope included activities Upstream – procurement and supply chain, Operations – offices and ship management and Downstream – ship maintenance and disposal.

MATERIAL TOPIC MATERIALS AND WASTE

Mitigating actions for these and other NRROs are outlined in the [Appendix](#), reflecting our commitment to action. We are taking steps to integrate NRROs into our financial and operational decision making. Our initial focus has been on marine ecosystems, but we are expanding our scope to include impacts across offices, ports, shipyards and mines. Further details on our governance, strategy, risks and metrics related to managing NRROs can be found in our TNFD Index of the [Appendix](#).



Resource Stewardship

Conserving Water and Natural Habitats

Responsible water stewardship is essential to our license to operate at sea. As such, we have measures in place to manage consumption and discharge effectively. In 2024, our ships utilized 494 ML of water, down from 558 ML²¹ in 2023, primarily due to a reduced fleet size. Our R-O awareness campaign is an example of how we improve our water management efforts. This initiative leads to the production of more freshwater on board and enables vessels to recycle and reuse water efficiently, minimizing reliance on shore-based supplies. More detail is available

in the section on shipboard waste below. We remain committed to exploring opportunities to further enhance water efficiency across our operations, supporting our broader environmental goals.

Our commitment to conserving this valuable resource also extends to our shore-based operations. While onshore water supply is typically controlled by property owners, we have taken proactive steps to manage consumption in our offices. For instance, in our newly LEED- certified office in Mumbai, we achieved a 55.29% reduction in indoor water use by installing high-performance, low-flow plumbing fixtures.

Understanding that diverse ecosystems play a vital role in climate regulation and resilience, we continue to prioritize conservation of marine biodiversity. We follow all mandatory schemes at sea and avoid restricted zones to reduce the risk of disrupting species and habitats. All ships are now fitted with BWTS in the reporting year to reduce our impact on marine ecosystems as per the Ballast Water Management Convention.

Responsible Commodity Trading

Our subsidiary, Caravel Resources, balances the necessity of trading commodities like iron ore and coal with measures to address their environmental and social impacts. We actively reinforce the guidelines on ethical conduct, environmental concerns, health and safety, human and labor rights and modern slavery outlined in our [Responsible Sourcing Policy](#). We continue to remind traders of their responsibility to comply with the stipulations, underlining the importance of accountability in our business practices.

Detail on how we manage water, marine ecosystems and commodities can be found in the section on Materials and Waste in the [Appendix](#).

Tackling Waste

The Group has comprehensive procedures to manage waste on ships, in offices and at shipyards where newbuilds are constructed. We consistently encourage employees and seafarers to support us on our waste reduction journey.

Shipboard Waste

In this reporting year, waste was managed primarily through increased environmental awareness and reduced consumption of water bottles resulting from campaigns discouraging the use of single-use plastic (SUP).

Waste on Ships²² (m³)

Total Waste	2022	2023	2024
Owned and JV-owned Ships	1,520	1,300	1,387
Managed Ships	149,138	158,097	150,589
Total	150,658	159,397	151,976

POLLUTION

While we strive for zero oil pollution incidents, in the reporting year two spills occurred during bunkering. To help prevent future incidents, targeted training and reinforcement of protocols and procedures were provided to all ships. The causes of incidents were communicated to the entire fleet and discussed during onshore Friday training sessions.

²¹ 2023 water figure restated to correct errors in data aggregation and verification processes.

²² Waste data covered 615 vessels in 2024, compared to 663 vessels in 2023.



MATERIAL TOPIC MATERIALS AND WASTE

BILGE WATER AND SLUDGE

BWMS help prevent contamination of the marine environment and maintain the safety of ships. In 2024, we continued to enhance our fleet's environmental management measures by also equipping ships with evaporation and clean drain tanks, which help reduce waste and prevent marine pollution. Over half of our managed ships now have at least one of these systems, and we're working with shipowners to expand this further.

The bilge water produced by our managed ships in 2024 decreased from 2023 levels, partly due to fewer ships under management. We also actively reduce ecosystem impact by prioritizing evaporation over discharge where feasible, equipping ships with evaporation tanks to avoid releasing treated water into the sea.

Sludge arising from the operation of engines and various types of machinery, and the handling of fuel oil on ships, is also actively managed. In 2024, less sludge was produced compared to the previous year. Details are available in the Performance Metrics tables in the [Appendix](#).

GARBAGE²³

Garbage encompasses a diverse array of waste—from plastic and cargo residues to metal. Aiming to minimize the use of plastic bottles, we continued to install R-O type purification units on ships. To date, 50% of Fleet Management's managed vessels have a water purification system on board, compared to 48% in 2023; all owned

ships already have these systems. A fleet-wide campaign to promote our R-O systems was launched in 2024. Posters were used to raise crew awareness and an environmental survey with 80% fleet response showed half of our ships now use these units. This has resulted in reduced waste and associated marine pollution and lower transport emissions due to the diminished need for supplies from shore—advancing our sustainability goals through practical actions.

In the reporting year, we also continued to engage suppliers to remove excess packaging from items consumed on ships and facilitate recycling. 67% of packaging materials were returned to vendors who recycled or reused them. In 2024, more garbage was landed for proper disposal at onshore facilities as per our policy than in the previous year. Detailed figures are available in the Performance Metrics tables in the [Appendix](#).

FOOD WASTE

Our culinary teams on board receive extensive training in inventory management and waste minimization. Effective waste management is also a key criterion in their performance evaluations, furthering accountability and continuous improvement. Food waste that cannot be avoided is discharged at sea in line with our established protocols in compliance with applicable regulations.

Our approach to managing the different waste streams on board our ships can be found in the section on Shipboard Waste in the [Appendix](#).

OFFICE WASTE SOLUTIONS

Waste management practices continue to be adopted at our offices. In 2024, 210 m³ of waste was recorded at three of our offices²⁴, with 62 m³, or 30% of useful materials recycled²⁵.

In the reporting year, we maintained our paper recycling and food waste reduction campaigns at Fleet's office in the Hong Kong SAR. Our recycling bins are located to enable convenient collection. For food waste collection, we continued to participate in a project managed by the Hong Kong Productivity Council (HKPC) and Swire Properties. In 2024, 9 m³ of food was collected and sent to O PARK 1 in Hong Kong where it is turned to energy. Our "bring your own cutlery and cup" campaign has reduced the use of disposables and we have also replaced all plastic tableware with bamboo alternatives. We continued to serve water in refillable glass bottles at our offices to avoid SUP bottles.

Our Mumbai office diverted 95% of construction waste to authorized recyclers in 2024. We also encouraged colleagues to utilize the separate bins for glass, paper, metal, plastic and e-waste available on each floor and use refillable glass bottles for water.

Sustainable procurement remains a priority. We sourced 40% of raw materials in our Mumbai office, including locally manufactured items with recycled fabrics, responsibly in the reporting year. These materials were carefully selected by our procurement team, who verify their sustainability attributes based on manufacturer-provided documentation and certifications, such as lifecycle assessments that confirm the absence of hazardous chemicals and provide detail on VOC content.

²³ The term "garbage" is used to describe solid waste in line with the IMO's terminology. Food waste is not included under garbage for ships.

²⁴ Recycling figures cover Fleet Management Limited, FML Ship Management Limited, Cyprus and Fleet Management Middle East DMCC.

²⁵ Recycled waste includes paper, metal, plastic, glass and food.



Health, Safety
and Wellbeing

Safeguarding People

Understanding that our business is only as resilient as our people, we prioritize the health, safety and wellbeing of our employees and seafarers above all else.

We put the health, safety and wellbeing of our employees and seafarers first.

Our strategy, spans our offices and vessels, integrating risk management, comprehensive policies and in-depth training to maintain a safe and supportive workplace. Beyond physical health, we recognize the pressures of life at sea.

Our commitment extends to mental and emotional wellbeing, enabling our people to feel supported, whether on board or on shore. This section outlines our safety and wellbeing programs and performance in the reporting year.

CASE STUDY

Elevating Safety at Sea and Ashore



Safety defines us, from open seas to shore. In 2024, Fleet Management earned the DryBMS badge from RightShip, affirming our commitment to safety, security, environmental care and social welfare. As one of Hong Kong's largest Document of Compliance (DOC) holders to achieve this certification, we've embraced its call to assess ourselves rigorously and improve steadily—because progress, for us, is a deliberate choice.

This dedication also secured our 13th 'Outstanding Performance Award in Port State Control Inspection for 2023' from the Hong Kong Marine Department—

a testament to the consistency and care we bring to every voyage, year after year.

We extended this commitment onshore by setting a target of zero Lost Time Injuries (LTIs) for superintendents, achieving this goal in 2024. This reinforces leadership accountability during onsite visits, ensuring safety across all roles. These milestones serve as guideposts, urging us to refine our safety practices and support our people with purpose. Our goal is simple: to deliver value today while building a stronger, more responsible tomorrow.

Pillar Goals and Targets

The Group's goals and targets are mapped to the UN SDGs to which we contribute. Our progress towards these goals and targets is shown below.



SDG 3 GOOD HEALTH AND WELL-BEING

The Group proudly maintains a suite of initiatives dedicated to bolstering the physical and mental health and wellness of our colleagues and seafarers. Our robust OHS infrastructure, comprehensive insurance coverage, expanding mental health initiatives and specialized Fleet Care team for seafarers are cornerstones of this effort.

GOALS

- ▶ **Target zero catastrophic accidents and zero work-related fatalities** on board our ships²⁶
New campaigns, targeted safety call-outs and enhancements to our safety management systems implemented in response to incidents that occurred this year.
- Continual review and enhancement of **health and safety training** provided to all seafarers
- **Broaden our health and safety strategy** to involve all employees in holistic programs

TARGETS

- ✓ Achieve **zero Lost Time Injuries (LTIs)** for superintendents
- ★ Hold **18 Psychological First Aid (PFA)** and **12 Wellness at Sea (WAS)** training sessions for seafarers per year
- ★ Achieve a **10% increase in the number of FFSG members** by the year 2025²⁷
- ★ **Run 12 safety campaigns** on ships each year
- Improve the **Group's wellbeing score to 78%** by 2028
- ★ Conduct **at least one wellbeing survey** for seafarers per year
- ★ Conduct **12 Tea Talk sessions** for seafarer families each year

STATUS

- ▶ NOT ACHIEVED
- ON TRACK
- ON TRACK
- ✓ ACHIEVED
- ★ AHEAD
- ★ AHEAD
- ★ AHEAD
- ON TRACK
- ★ AHEAD
- ★ AHEAD

²⁶ This target was refined in 2024 to demonstrate our holistic approach to managing accidents, fatalities, injuries and incidents.

²⁷ This target was refined in 2024 to address members specifically. Beneficiaries of the FFSG include any crew or family members who reach out for assistance from FFSG. Members are those who sign up to be part of the FFSG.

MATERIAL TOPIC

Health, Safety and Wellbeing

Our established OHS policies and procedures set high safety standards across our operations onshore, at shipyards and on board our vessels.



Health and Safety at Work

ONSHORE

We are making significant strides in enhancing our health and safety programs for onshore colleagues, expanding our strategy to include all team members. This reporting year, we developed a new Group-level Safeguarding People Strategy, which was presented to the Board for review. The Safeguarding People Working Group is currently refining the key elements of this strategy across the following focus areas:

- Visible leadership engagement and accountability established through measurable objectives.
- Risk assessment and hazard management.
- Employee engagement and training.
- Safe systems and procedures.
- Incident reporting and investigations.
- Emergency preparedness and responses.
- Performance monitoring and continuous improvement.

As part of this Group-level strategy, set for full implementation in 2025, we have introduced a new target: zero LTIs for superintendents. We are pleased to report no LTIs were recorded for this role this year. Onshore superintendents play a vital role in overseeing ship operations. Given their critical responsibilities in managing safety practices and setting the standard for others, this target reinforces leadership accountability and safety during onsite visits. Looking ahead, we will continue to evaluate our safety objectives to include all onshore positions.

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING

ON BOARD

The Group continues to track key health and safety KPIs to evaluate performance on board and identify areas for improvement. The table below discloses incidents recorded over recent years. Incident near misses per month per vessel have continued to decrease each year since 2022.

Incidents and Accidents

Incidents Recorded

	2022	2023	2024
Fire (Class A/B)	1	0	1
Fire (Class C)	0	1	1
Fire (Minor)	4	2	5
Incident near miss per month per vessel	7.57	6.95	6.36
Safety campaigns	13	16	16



In 2024, our operations faced significant safety challenges. A security-related incident at sea, perpetrated by Houthis forces, tragically claimed the lives of three seafarers. In response, we conducted a thorough review of our safety procedures and programs, tightened safety protocols and vessel security measures and partnered with maritime authorities to improve safety.

Separately, we mourned the loss of one seafarer who died by suicide. To address this, we expanded mental health support for our crew and their families, ensuring access to vital resources.

Regrettably, two work-related fatalities also occurred on board due to accidents. We have since introduced new measures including refinements to our job hazard analysis protocols to ensure more rigorous task management, including:

- Detailed pre-task briefings with stricter safety oversight.
- Enhanced visual aids for personal protective equipment (PPE) usage.

- Improved procedures for critical tasks such as changing grab wires, steam valve operation and cargo tank demucking.

Senior management is actively overseeing these critical measures, with safety call-outs on key topics and a crew engagement seminar targeting junior offices and ratings initiated in the reporting period.

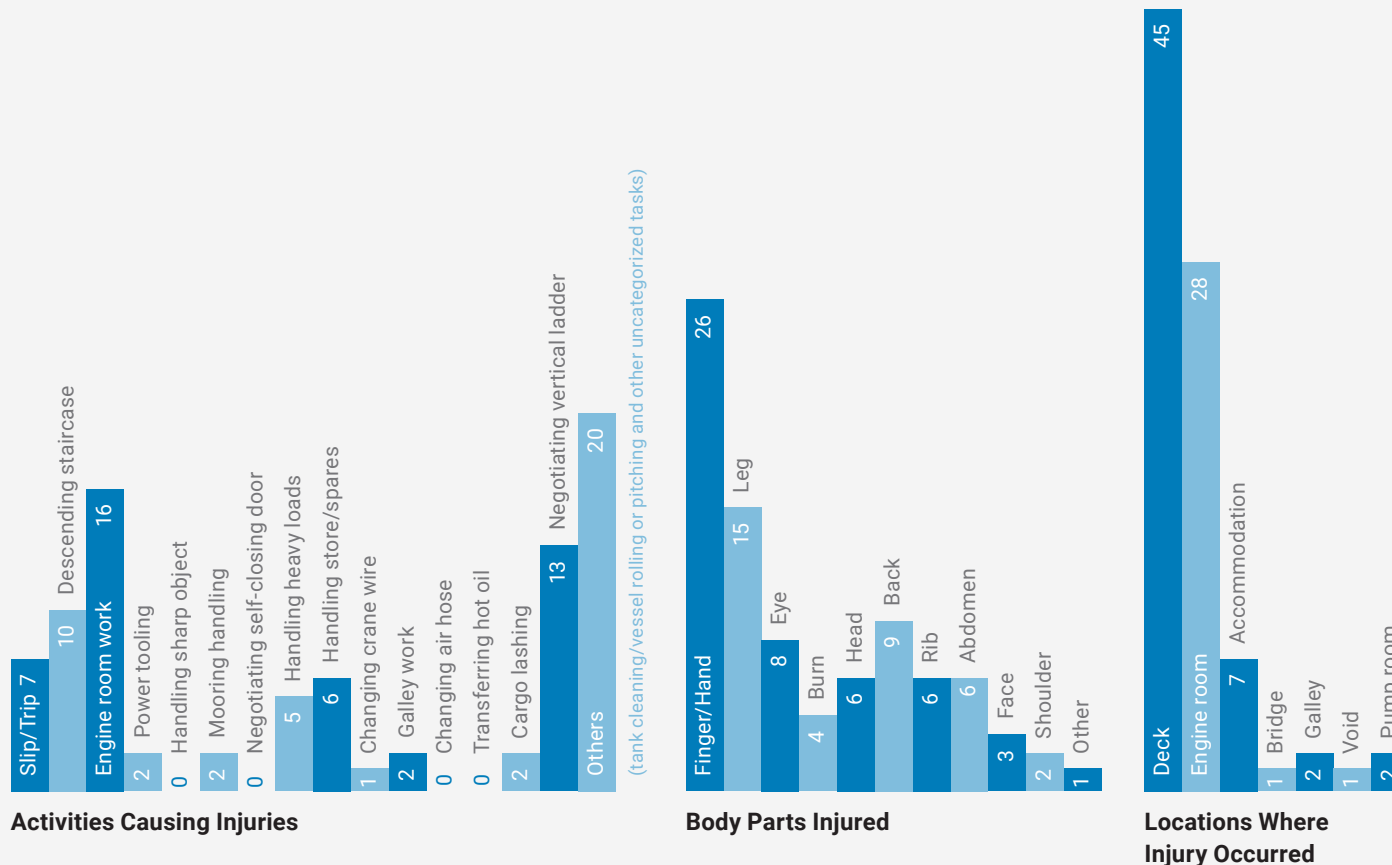
Further improvements were made to our safety management system across technical, operations and safety departments. These updates included:

- Improved waste disposal processes.
- Strengthened operational checklists.
- Updated testing procedures, maintenance manuals and equipment retirement criteria.

These enhancements reflect new regulations, insights from third-party audits and feedback from Masters' reviews, facilitating continuous advancement in onboard safety.

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING**ILL HEALTH AND INJURIES**

In 2024, no work-related ill health cases were recorded. A total of 86 injuries were reported across our fleet, reflecting a 35% year-over-year decline from the 132 injuries documented in 2023. Notably, none of these injuries were life-threatening, with finger injuries remaining the most common. All incidents were thoroughly investigated and targeted safety campaigns were conducted to address root causes with the aim of preventing recurrence. The decline in injuries reflects the dedication of our teams and the effectiveness of the ongoing safety initiatives.

Recorded Injuries**35% DECLINE IN INJURIES**

across our fleet, compared to 2023

Reviewing Procedures

We have expanded voyage data recorder (VDR) analysis to include both tankers and dry vessels, enabling a comprehensive evaluation of safety and technical performance across our fleet. These insights, provided directly to Captains, drive continuous improvement while recognizing outstanding performance. With 54 dry vessels and 48 tankers completing this process in 2024, our ability to identify areas for targeted intervention has been strengthened.

Looking ahead, we intend to collaborate with a third-party assessor to evaluate compliance with safety standards and protocols on targeted vessels. Additionally, we will collaborate with an independent external expert to refine our safety management system, enhancing procedures through stakeholder engagement. By proactively addressing health and safety challenges with comprehensive assessments and continuous training, we strive to safeguard the wellbeing of all personnel.

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING

Navigating High-risk Routes

Protecting our seafarers is our top priority, and ensuring the safe operation of our ships in high-risk areas remains a present challenge. Areas of security concern at sea include:

- **Gulf of Aden and Southern Red Sea:** Transit through the Red Sea is strongly discouraged, and we reroute vessels whenever possible to safer passages. For necessary transits, we conduct a thorough threat and risk assessment specific to the vessel and voyage, incorporating guidance from the flag states and intelligence from regional naval and coalition forces. In addition to hiring armed guards and implementing security protocols, other measures include detailed seafarer briefings on risks, with opportunities for crews to raise concerns about sailing on high-risk routes so these concerns can be addressed. We are strengthening engagement with command task forces and regional navies to improve incident response times and to identify safe havens for vessels facing threats. If an incident does occur, we provide ongoing psychological support for seafarers, including post-incident care.
- **South America:** Drug trafficking continues to be a challenge, particularly with vessels entering Brazilian ports along the Amazon River and routes through Venezuela, Colombia and Mexico. We have strengthened search protocols, including incorporating canine and underwater inspections to detect potential issues. As a result of these efforts, two potential incidents were successfully averted in Brazil.
- **Strait of Hormuz:** Our SOP continues to adhere to industry routing guidance for safe navigation in this region.
- **Singapore and Malacca Straits:** We continuously monitor risks and implement measures to prevent robberies in Southeast Asia. SOPs include hardening doors and

accommodations, deploying razor wire in vulnerable areas, rigging fire hoses and reinforcing awareness on board through frequent reminders.

- **West Africa:** We remain vigilant on high-risk routes around this region with security guards and escort vessels continually deployed to enhance safety and prevent losses.
- **Black Sea and Israel:** Given ongoing geopolitical tensions, we closely monitor vessel movements in the Black Sea and Israel, adhering to strict precautionary measures in place and avoiding any calls into Ukrainian ports.

To support industry-wide security efforts, we actively share insights and best practices at Baltic and International Maritime Council (BIMCO) and Maritime Safety and Security Committee forums.

For more details on our management approach to maintaining health and safety across our operations onshore, at shipyards and on board our vessels refer to the section of Health and Safety at Work in the [Appendix](#).



Building Capacity

A strong safety culture requires continuous investment in training. During the reporting year, we conducted 31 training sessions covering 90 safety management topics for onshore technical teams. Additionally, as part of Mental Health Month, we held a webinar on mental wellbeing for 250 managers across the Group.

For seafarers, safety-related training includes onboard programs and sessions at Fleet Management training centers worldwide. Our [SafeR+](#) program, paired with T-CUP (Total Control Under Pressure) emphasizes wellbeing and resilience. In 2024, we trained over 7,700 individuals through 276 sessions. New courses focused on the T-CUP test, which helps participants manage emotions under pressure by building self-awareness and encouraging measured responses. In 2025, our strategic plan for revitalizing SafeR+ will leverage data-driven insights to tackle emerging safety challenges and reinforce accountability.

To complement formal training, we also held regional seminars in India, China and the Philippines for our seafarers, covering mental wellness, cross-cultural collaboration and operational insights. Over 300 seafarers participated in India, more than 120 in China and over 150 in the Philippines. Each seminar featured presentations from owners and stakeholders, including class representatives and flag authorities, addressing essential topics such as third-party inspections, safety management and best practices for safe operations. A Global Crew Engagement Seminar is planned in 2025 to further connect with our crew.

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING**Prioritizing Mental Health**

Normalizing conversations about mental health is essential to seafarer wellbeing. In 2024, we surpassed our target by delivering 74 PFA sessions, which engaged 385 cadets in meaningful dialogue. Our 14 WAS training sessions equipped seafarers to identify early signs of psychological distress, enabling timely interventions. This proactive approach helped prevent fatalities and avert potentially severe crises from four cases of active psychosis and four cases of suicidal ideation in the reporting year.

Seafarers have shown increased comfort in seeking mental health support, evidenced by 105 crew members engaging our in-house psychologists in the reporting year, a 16.7% rise from 90 in the previous year. This openness extends to their families, with seafarers actively recommending mental health resources, leading to some family members participating in online PFA sessions. Our counseling support also includes the Crisis Response Network (CRN), a technology-assisted helpline available to all crew. Trauma counseling following major incidents has been deeply appreciated, with participants reporting that it provided significant relief and vital respite during challenging times, as reflected in qualitative feedback.

Safety Campaigns

In response to serious incidents in 2024, we intensified our safety campaigns, successfully implementing 16 campaigns—exceeding our target of 12. Campaign topics focused on crew injury prevention, emotional fitness, food sanitation, drug and alcohol awareness, social skills and conflict management. Captains led discussions and training sessions and administered quizzes to assess seafarers’ comprehension. Additional training was provided based on quiz results. Campaign content was reinforced through daily toolbox talks, monthly safety meetings and onboard safety posters.

50% DECREASE IN PORT STATE CONTROL DETENTIONS

compared to 2023

Call-outs are an innovative component of our campaigns, fostering direct engagement through personal interactions. Initially conducted via emails and questionnaires, our approach has evolved to now include phone calls, allowing us to strengthen personal connections, raise awareness and promote safety more effectively by encouraging risk-averse behaviors. The December 2024 call-out focused on injury prevention, while an early 2025 call-out will address navigational safety. These efforts have resulted in

a 50% decrease in port state control detentions during the reporting year.

Additionally, a dedicated anti-bullying and harassment campaign designed to augment regular anti-harassment training, engaged over 8,482 seafarers across all ranks. Feedback was overwhelmingly positive: 98% of participants reported increased awareness and 97% felt better equipped to address harassment. These results demonstrate the campaign’s success in fostering a respectful and open atmosphere on board. Future campaigns will focus on cultural sensitivity training, strengthening grievance mechanisms and continuous education to reinforce our commitment to protecting the wellbeing and rights of seafarers.

More details on our safety-focused training programs for colleagues and seafarers can be found in the section on [Building Capacity in the Appendix](#).

Fleet Management ensures a safe working environment through comprehensive health and safety training, regular safety drills and ongoing development programs for its crew. The company prioritizes safe working conditions, including proper ergonomics, hazard protection and regular ship inspections, while maintaining transparency in accident and incident reporting. Additionally, Fleet supports mental health and wellbeing by offering counseling services and establishing clear guidelines across its vessels.

Capt. Nilesh U. Jadhav
Master M.V. Humen Bridge

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING

Fostering Wellbeing

Championing wellbeing is a Board-level priority. Our HR team drives wellbeing strategies for all employees, while the [Fleet Care](#) Department is dedicated to the holistic wellbeing of our seafarers.

ONSHORE

Our wellbeing index, measured through an annual engagement survey, continues to track progress. In 2024, we achieved an 88% index score for The Caravel Group and 68% for Fleet Management, keeping us on course to meet our improvement targets.

To promote employee wellbeing, we launched several global and local initiatives:

- **Mental Health Month:** In partnership with Hong Kong-based charity OCD & Anxiety Support HK, we hosted two sessions—a webinar on burnout and achieving balance and a stretching session for physical wellbeing. Both received positive feedback.
- **Calm App Access:** All employees received complimentary premium access to Calm—an app providing sleep, relaxation and meditation techniques.
- **Weekly Fresh Fruit Initiative:** Continued across all locations, this popular initiative encouraged a balanced diet and improved access to fresh, nutrient-rich food options.
- **FleetFit Step Challenge:** The Challenge encouraged an active lifestyle while supporting environmental protection—one tree was planted for every ten active participants, resulting in 37 trees planted globally.
- **Onsite Health Screenings:** The Singapore office hosted its annual health screening for employees and their eligible dependents, with 44% participation, highlighting the benefit of convenient access.

ON BOARD

Supporting seafarers' families is central to our wellbeing initiatives. In 2024, we:

- Facilitated 16,590 calls for family support.
- Held 13 Tea Talk sessions to strengthen family connections.
- Increased FFSG membership by a remarkable 23%, surpassing our 10% target.

In addition, we welcomed seafarers and their families to our Quality Catering Division's operations center in Mumbai, revealing the care behind onboard life. The tour showcased our galley practices—balanced meals blending innovative recipes with local ingredients—highlighting our dedication to seafarer health. This initiative bridged families to their loved ones' experiences, empowering them to better support their wellbeing. At our Mumbai office, we also celebrated "Day of the Seafarer" competition winners with an award ceremony, connecting families with the Fleet team safeguarding our crews.

Our commitment evolves with our seafarers' needs. In 2024, a Crew Wellbeing Market Intelligence Report analyzed welfare practices across different organizations, using interviews and data to evaluate mental health, physical wellbeing, family support and satisfaction. The insights guide us to enhance nutrition, fitness, stress management and resilience training—core to seafarer health.

Two wellbeing surveys conducted this year affirmed our seafarers' strong physical and mental health, though fatigue levels remain a concern. Fleet Care is addressing this with better nutrition, rest protocols and workload oversight, alongside workshops, campaigns and podcasts to boost wellbeing and engagement. For World Mental Health Day, our "Psych Snippets" campaign delivered infographics

on depression and support, while our social program—now on 75% of vessels—introduced Digital Detox Days. Stepping away from devices sharpened focus and eased stress. Three podcast episodes on sleep, relationships and dispelling negativity offered practical guidance and are accessible anytime.

We further strengthened our impact through a partnership with the International Seafarers Welfare and Assistance Network (ISWAN), tapping their helpline data and resources to refine support efforts. At the ISWAN Conference, we shared our mental health initiatives, contributing to industry progress.

These efforts extend our purpose: connecting families and uplifting seafarers. By investing in their health and resilience, we're not just supporting today's workforce—we're forging a sustainable future at sea.

Further information on how we manage wellbeing for colleagues and seafarers is available in the section on Fostering Wellbeing in the [Appendix](#).





Working Together

We are committed to building shared value for our stakeholders—from employees and seafarers to clients, partners and community members—to achieve a better future for all.

Talent
Attraction and
Retention

Community
Investment and
Engagement

We are powered by people.

From our employees and seafarers to our clients, partners and communities, we're committed to helping people thrive—whether that is developing talent, advancing industry practices, or supporting those in need. This Working Together section highlights the impact we've made over the past year—empowering our workforce, strengthening partnerships and making a difference in the communities we serve.

CASE STUDY

Nurturing Meaningful Careers from Sea to Shore



Captain
Ranvijay Singh Rana



Captain
Ashok Batta



Chief Engineer
Lin Shuangjin

A job is one thing but a meaningful career is another. That's why we focus on creating long-term growth opportunities for our people. Today, 33% of our colleagues have transitioned from seafaring to shore-based roles, with many choosing to build their entire career with us.

Take Captain Ranvijay Singh Rana, Director of Dry Operations, who marked 30 years with us in 2024. Joining as a junior officer in 1994, he sailed on our first ship and now drives excellence in dry operations. Or Captain Ashok Batta, now Technical General Manager, who started as a chief officer on our fleet in 1999, transitioned ashore in 2007 and has since built a thriving onshore career in our Technical Division. Another colleague, Chief Engineer Lin Shuangjin, now

Assistant General Manager in our Technical Division, joined as a first engineer in 2005 on a vessel with an all-Chinese crew. Since transitioning ashore in 2012, he has championed operational performance and the adoption of best practices.

In 2024, we enhanced our career development initiatives through targeted training. Onshore, our leadership program equips General Managers with the agility and purpose needed to grow into effective future leaders. At sea, we provided value-added training to 96% of seafarers, strengthening their skills and professionalism. These stories and efforts show that investing in our people isn't just the right thing to do—it's how we build a stronger future.

Pillar Goals and Targets

The Group's goals and targets are mapped to the UN SDGs to which we contribute. Our progress towards these goals and targets is shown below.



SDG 5 GENDER EQUALITY

SDG 10 REDUCED INEQUALITIES

We remain steadfast in providing equal opportunities and fostering an inclusive environment. We have implemented comprehensive initiatives, including leadership training and our Women's Network, which reflect our commitment to DEI.

GOALS

- ✓ Continue to provide **gender awareness training** for **100% of seafarers** who are sailing with female officers²⁸
- ▶ **Zero** confirmed cases of **discrimination or harassment** onshore and on board our ships
One isolated case of harassment was investigated and swiftly resolved onshore and appropriate action taken.

TARGETS

- ★ **Increase the number of female seafarers on board by 15%** annually for owned vessels and managed ships and always encourage shipowners to follow suit

STATUS

✓ **ACHIEVED**

▶ **NOT ACHIEVED**

★ **AHEAD**



SDG 8 DECENT WORK AND ECONOMIC GROWTH

We champion full and productive employment and uphold the social, economic and political inclusion of every individual, regardless of age, gender, sexual orientation, ability, race, ethnicity, origin, religion or other status.

GOALS

- ✓ Ensure **equal pay** for equal work across the Group, including employees and seafarers at all levels
- ✓ 100% of ships to be covered by collective bargaining agreements (CBAs) or by service terms and conditions
- ✓ Maintain **zero** cases of **human rights violations**, including incidents of child or forced labor
One harassment incident was reported at our India office during the period. It was promptly addressed in line with the Prevention of Sexual Harassment at Workplace Act (POSH) and swiftly resolved internally. Following due process, the matter did not amount to unlawful discrimination or a human rights violation. We remain committed to maintaining a safe, respectful and inclusive workplace and continue to implement regular POSH training and sensitization measures to prevent recurrence.

TARGETS

- ✓ Provide all eligible onshore employees with **training on human rights** as per the Group's policy

STATUS

✓ **ACHIEVED**

✓ **ACHIEVED**

✓ **ACHIEVED**

✓ **ACHIEVED**



SDG 4 QUALITY EDUCATION

SDG 17 PARTNERSHIPS FOR THE GOALS

We are committed to advancing lifelong learning opportunities for our people. Through The Caravel Foundation, we extend access to quality education for underserved communities. We also play an active role in industry associations to foster global partnerships.

GOALS

- ✓ **Invest a minimum of 2% of the Group's average net profits** of the preceding three years in charitable contributions, programs and community engagement each year

TARGETS

- By 2025, train 100% of onboard seafarers on our value-added training as per our Training Matrix

STATUS

✓ **ACHIEVED**

○ **ON TRACK**

²⁸ Gender sensitization training renamed as gender awareness training.

MATERIAL TOPIC

Talent Attraction and Retention

In 2024, the Group employed 1,336 shore-based employees and 26,807 seafarers. A detailed profile of our workforce can be found in the section on Our People in the [Appendix](#).

Strategic Talent Management

At The Caravel Group, attracting, motivating and retaining top talent is a key business priority. We take deliberate steps to cultivate an inclusive organization to build a sense of belonging, and to provide a working environment where our employees can thrive.

ONSHORE

In the reporting year, we conducted a global review of our company handbooks to ensure they remain current in outlining requirements for protecting employees and complying with regulations. Most updates have been completed, with Hong Kong's handbook set for finalization in early 2025. To ensure policies and regulations are communicated transparently across the Group; all policies are made available on our SuccessFactors HR platform.

We know that listening to our employees is crucial in continuing to improve inclusivity, wellbeing and performance. Accordingly, throughout 2024, we continued our employee lifecycle surveys, capturing feedback at key stages of the employee journey—from pre-boarding and onboarding to exit—to better understand the experiences and perspectives of our employees and areas for

improvement. Every employee was also invited to share feedback and concerns anonymously through our annual employee engagement survey. This survey tracks four key metrics year-on-year—overall engagement, wellbeing, intention to stay and employee net promoter score—providing the Group with a holistic view of employee perceptions. Senior management reviews the annual insights to ensure employee voices are heard and acted upon. For example, actions taken in response to the survey in 2024 have led to significant improvements in our Cyprus office. These include the development of staff engagement committees and initiatives that promote increased focus on recognition, career and development conversations, as well as training on topics like time management, mental health, task management and collaboration.

To strengthen direct engagement with leadership, we launched the GM Consultation Group in 2024, giving leaders a platform to shape the learning and talent agenda. The Consultation Group gathered feedback on various HR programs including our pilot leadership training initiative, communications training for technical personnel and performance management, among other topics. Employees also had the chance to connect with senior leaders through global HR forums and a company-wide townhall, providing open channels for discussion and feedback.

Reinforcing our commitment to fostering a culture of belonging, inclusion and recognition, Fleet's India office dedicated a day in June to honoring housekeeping and administrative teams for their commitment and hard work. Colleagues were given gifts and the opportunity to address their peers, delivering moving speeches in their native languages.

ON BOARD

At sea, we focus on bringing in top talent while strengthening bonds within our seafaring community. Our 2024 recruitment roadshows across India helped us attract new candidates, while our seafarer referral program continued to be an effective and trusted strategy for crew members to bring in top candidates. In the reporting year, 122 individuals joined through this program, reinforcing a strong sense of camaraderie.

As part of our onboarding process, we continue to host our Fresher Party to welcome cadets and Trainee Marine Engineers (TMEs). This year, 82 young professionals joined, taking the opportunity to network and get to know Fleet Management's inclusive culture.

MATERIAL TOPIC TALENT ATTRACTION AND RETENTION

Building a close-knit community goes beyond the workplace. We continued publishing the *We Care Magazine*, a family-oriented publication filled with stories, artwork and health tips contributed by seafarers, their families and our colleagues. Our “Growing Stronger Together” outreach initiative also brought together over 700 seafarers and their families across eight locations across India, giving them a chance to network with other participants across ranks, share experiences and strengthen their ties to our organization. For more details about Fleet Care’s wellbeing initiatives for seafarers and their families, refer to the [Safeguarding People](#) section of this report.

Retention remains a challenge in the industry, so we once again conducted our *Survey of Joined Elsewhere Seafarers* to understand why seafarers leave—and why they return. Those who came back to Fleet Management highlighted:

- A culture of safety, where they feel comfortable speaking up about concerns.
- Stronger family connections, thanks to the company’s efforts to facilitate regular communication.
- Comprehensive welfare programs, providing real, tangible support for seafarers and their loved ones.

Comprehensive Benefits**ONSHORE**

In 2024, the Board continued to prioritize employee wellbeing through increased investment in medical benefits. A thorough review with regional HR identified evolving needs, leading to expanded medical coverage, including in Turkey. This significantly broadened our corporate medical scheme’s reach across our offices. Additionally, responding to feedback, we introduced annual health screenings in India, further improving our 2024 medical offerings.

ON BOARD

Seafarer wellbeing is at the heart of our benefit program, which provides competitive benefits encompassing medical care and holistic support services to enhance job satisfaction and overall welfare. A standout initiative is our Buddy-on-Board program, which pairs cadets with a seasoned colleague for mentorship and support. The program provides structured guidance and a trusted point of contact for any challenges that may arise. Survey results from Buddy-on-Board participants highlight the program’s positive impact:

- 93% of trainees reported experiencing reduced homesickness.
- 91% expressed an increased sense of connection with peers.
- 96% reported receiving essential guidance and mentoring.
- 90% found it easier to adapt to life and work on board.

Details on our approach to nurturing people can be found in the section on Strategic Talent Management in the [Appendix](#).



MATERIAL TOPIC TALENT ATTRACTION AND RETENTION

Championing an Inclusive Workplace

An inclusive workplace begins with equitable treatment. To ensure equal pay for equal work across the Group, salaries are benchmarked internally. At Fleet Management, pay scales are in place for all roles, helping to maintain comparable compensation for employees in similar positions, regardless of demographic differences.

In 2024, all employees were informed about the [Group's Human Rights Policy](#), which reinforces our commitment to raising awareness and building capacity to uphold human rights across our value chain. To further strengthen this, human rights training has been embedded into our mandatory onboarding process, which will apply to all new joiners starting in 2025.

We strive for zero cases of discrimination or harassment onshore and on board our ships. However, one claim of harassment was upheld in our India office that has since been swiftly and fully resolved. More details can be found in the [Navigating Responsibly](#) section of this report. Beyond this case in 2024, there were no reported cases of human rights violations, including incidents of child or forced labor.

Fostering Diversity, Equity and Inclusion

We recognize that a diverse workforce spanning ages, ethnicities, educational backgrounds and functional expertise—strengthens our business. That is why we remain dedicated to advancing Diversity, Equity and Inclusion (DEI) across the Group.

ONSHORE

The Caravel Group's DEI Steering Committee is responsible for reviewing performance against DEI strategies. In 2024, we made notable progress on the following:

- With Board support, our new manager training program, "Charting the Course", covered the topic of inclusive leadership.
- Employees represented the Group at key DEI events, including those organized by the Women's International Shipping & Trading Association (WISTA International), where they spoke on gender diversity in seafaring.
- Fleet Management's refreshed corporate website was designed to better reflect the diversity of our workforce.

The Group's Women's Network also played an active role in fostering inclusion. In 2024, it hosted a webinar on the topic of Imposter Syndrome, attended by more than 240 female colleagues across all geographies. Given the male-dominated nature of the shipping industry, the session provided practical strategies to help women to empower themselves and build confidence.

Across our regional offices, several initiatives also promoted a more inclusive working environment. At Fleet's Philippines office, 100 employees gathered on Mother's Day to celebrate working mothers, recognizing the challenges faced by both onshore employees and seafarers in balancing professional and family commitments. The Board also encouraged the celebration of cultural and diversity-focused events, including Diwali and International Women's Day.



ON BOARD

The participation of women in the maritime workforce is essential to help address the sector's growing talent shortage. Yet, according to the IMO, women represent less than 2% of the world's seafarers²⁹. We remain committed to increasing female representation on our ships and improving their experience and working environment. In 2024, we continued providing gender awareness training for all seafarers sailing on our ships with female officers. We were pleased to surpass our target, achieving a 20% year-over-year increase in the number of female seafarers on our ships. Notably, two female seafarers, Capt. Deepti Singh and Capt. Neelam Pandey, were promoted to the rank of Master.

More details on our approach to maintaining a fair working environment are available in the section on [Championing an Inclusive Workplace](#) in the [Appendix](#).

²⁹ IMO: <https://www.imo.org/en/MediaCentre/PressBriefings/pages/International-Women-In-Maritime-Day-2024.aspx>

MATERIAL TOPIC TALENT ATTRACTION AND RETENTION

Development Programs for Success

ONSHORE

To ensure employees have the support and resources needed to grow, we developed a new Learning and Development Policy to strengthen the Group's approach to training and career development. The Board is currently reviewing the policy, which is expected to be launched in early 2025. Recognizing the importance of structured learning, we also created a Talent Development Manager position in the reporting year to oversee global training programs and development needs. This individual works closely with our regional HR teams to implement company-wide initiatives while addressing local priorities.

We successfully launched several new learning and development initiatives in 2024 with the support of the Board.

- **“Elevate”** – A new initiative at Fleet Management that shares monthly learning resources, including webinars and toolkits on key topics. In 2024, over 400 colleagues were engaged on topics such as time management, feedback conversations and mental health and wellbeing.
- **“Navigating the Future Together”** – Our first bespoke General Manager leadership program, launched in collaboration with Hong Kong University and the Indian School of Business in December 2024. The program focuses on the topics of leadership agility, purpose alignment and harnessing culture, with Board members sharing their personal leadership journeys. The first cohort expressed positive feedback on the opportunity to learn, share and discuss with other leaders in a small group setting.
- **“Steering the Conversation”** – A communication training course, developed in partnership with a third party, designed for technical and operations personnel. This

four-module program equips participants with tools and techniques to build stronger connections with internal and external stakeholders. It was extremely well received, as confirmed by positive feedback from the 221 individuals who completed it in 2024.

- **“Charting the Course”** – A pilot program for developing new managers, with 14 Fleet managers completing the first round. While well-received, participants requested more training to be instructor-led rather than self-directed online.

Additionally, we introduced new training on data privacy across the Group and hosted a roundtable focus group for all secretaries and executive assistants in Hong Kong. This pilot initiative aimed to identify their key responsibilities and assess areas for further training and support.

Our eLearning platform, Udemy continues to be an essential training tool, providing mandatory courses such as an ESG introductory module, as well as courses on the EAP and retirement planning. In the reporting year, close to 95% of employees engaged with Udemy, each spending an average of three hours exploring a selection of 979 courses across the Group.

Beyond global initiatives, several local training efforts were launched. Fleet Management Cyprus collaborated with Lloyd's Register to offer e-learning resources for technical managers. As part of a pilot program, nine managers transitioning from sea-going roles to shore-based superintendent responsibilities were given access to the Lloyd's e-learning platform. This program offers valuable insights on health and safety, emergency planning and other key topics to support professional development.

Fleet India hosted World Maritime University delegates from countries like Tonga, Azerbaijan and Guatemala, engaging potential future leaders in an interactive Q&A with leadership to share operational expertise.

ON BOARD

Seafarers are provided with value-added training through our comprehensive Training Matrix. In the reporting year, 96% of seafarers completed training, with full participation expected by 2025. Since 2020, FMTI, our maritime training center based in India, has delivered more than 43,937 hours of training using cloud-based simulators—including 12,186 hours in 2024 alone. Additionally, our Virtual Reality (VR) Lab successfully conducted painting and welding skill enhancement and assessment programs for 390 candidates. To further strengthen seafarer training, we launched several new courses and hosted 40 webinars on a range of topics.

In 2024, Indian seafarers who undertook certificate courses received an average of 33 training hours; Filipino and Chinese seafarers received an average of 32 and 21 training hours, respectively. While seafarers of other nationalities also participate in training, these figures reflect data from our three largest seafarer groups.

Total Seafarers Training Hours

Nationality	2022	2023	2024
Indian	441,949	530,339	636,082
Chinese	45,764	46,754	40,572
Filipino	94,612	93,546	93,654

Details on our approach to training, can be found in the section on Development Programs for Success in the [Appendix](#).

MATERIAL TOPIC

Community Investment and Engagement

We are committed to generating positive impact across the communities where we operate. Each year, we allocate at least 2% of our average net profits from the previous three years to community programs. This includes direct contributions from the Group and its subsidiaries, as well as funding from The Caravel Foundation to support specific projects via long-term partners. This year, USD 1,908,996 was contributed to various causes from the Group and its subsidiaries.

We encourage colleagues across the Group to participate in community initiatives, including by taking a charity leave day.

The Caravel Foundation

In 2024, The Caravel Foundation (the Foundation), the Group's charity arm, expanded its efforts through ongoing projects. Key initiatives from the year are highlighted below.

Indra and Harry Banga Gallery, City University of Hong Kong (CityU)

The Indra and Harry Banga Gallery at CityU had a successful 2024, welcoming 56,000 visitors by the end of the school year in June. The gallery also recorded more than 440,000 pageviews and received over 500 mentions in the media. Three major exhibitions were presented during the year:

- "The Grand Gathering of the Century"
- "A Passion for Silk: The Road from China to Europe"
- "The Might & Magnificence Ceremonial Arms and Armour Across Cultures" (opened in late 2024).

Caravel Scholars

The Foundation continued to deepen its relationship with Dartmouth College, Duke University and Princeton University, expanding its scholarship programs by increasing the number of scholars or increasing the amount of scholarship per student. Through its endowment, the Foundation continued to aid underprivileged students from India, the Hong Kong SAR and mainland China in 2024, also providing assistance through internships among other support.

Integrated Brilliant Education (IBEL)

The Foundation continued its collaboration with the IBEL Kindergarten and educational centers, which provide high-quality, early childhood education. Established in 2024, the kindergarten promotes holistic development through play-based learning. Committed to inclusion, the trilingual kindergarten provides equal learning opportunities for children of all cultural backgrounds, with native Chinese teachers helping enhance language skills by focusing on tones and strokes. The kindergarten currently serves around 60 ethnic minority children, primarily from Nepal, Pakistan and India. In the reporting year, IBEL's educational centers in Jordan and Sham Shui Po served a total of 225 students. Six Primary 6 students gained admission to Band 1 secondary schools and four Form 6 students from the Jordan center secured places at universities.



Cricket Hong Kong

The Foundation focused on significantly enhancing Cricket Hong Kong's systems and processes with the implementation of GameDay software and improvements in backend systems. Coaching improved with recruitment of a dedicated coach for the program in addition to help from the men's head coach, the head analyst and coach training. Facilities were upgraded with the addition of a new Merlyn bowling machine and all-weather training provisions at the India Club. In the reporting year, the Foundation worked to provide underprivileged communities in Hong Kong with opportunities to play cricket.

International Yoga Day

The Foundation sponsored the 10th International Yoga Day in June 2024 in Hong Kong. Yoga Day t-shirts were distributed in the Hong Kong SAR, Macau SAR and mainland China.

MATERIAL TOPIC COMMUNITY INVESTMENT AND ENGAGEMENT**Additional Donations**

Other charitable organizations such as The Asia Society and The Hong Kong Anti-Cancer Society were also supported in the reporting year.

Other Community Initiatives

Outside the Foundation, we invest in community programs and industry events, particularly in India, mainland China and the Philippines, where many of our employees and seafarers are from. We also provide support to projects in other markets based on community needs. Initiatives from this reporting year are highlighted below.

NET ZERO FOR YOUTH (NZ4Y)

Fleet Management Cyprus became a gold level sponsor of NZ4Y, an initiative aimed at empowering Cypriot youth to tackle climate change. This program, aligned with the "Eco Schools" framework, provides students aged 12-18 with interactive workshops and hands-on activities focused

on climate science and sustainability practices. Fleet's sponsorship underscores its commitment to sustainability and education, helping to cultivate environmental awareness among the next generation.

THE MISSION TO SEAFARERS

Fleet Management donated to the Mission to Seafarers in Cyprus to support a playgroup for refugee mothers and their babies through All4Aid, a non-profit organization that supports displaced people. The donation funded hygiene items and diapers, supporting mothers in need.

BEACH CLEAN-UP

More than 70 onshore employees, seafarers and their families from Mumbai joined a beach clean-up event as part of the "Beach Warriors" program, organized by the Khushiyan Foundation. Together, they collected over 200 kg of waste in support of our commitment to help protect the marine environment. Similar initiatives are planned across multiple cities in India.

Initiatives like this are the need of the hour, and we are proud of the response we received. We are committed to ensuring no individual faces problems in obtaining this precious lifeline for themselves or their loved ones.

Captain Viraf Chichgar

Fleet Management Training Institute (FMTI)

BLOOD DONATION DRIVES

Our India offices once again participated in blood donation drives, reinforcing an annual commitment spanning over a decade. This ongoing initiative represents a collaborative effort between Fleet India and the Mahatma Gandhi Blood Centre. Beyond Fleet personnel, other good Samaritans from the community participated, donating 190 bags of life-saving blood for those in need.



This project was eye-opening. I was amazed by the sheer quantity of waste we managed to clear and the passion for environmental protection shown by our volunteers. I hope their example will inspire more volunteering to protect and preserve our planet.

Captain Deepak Correa

Chief Operating Officer, Fleet India



MATERIAL TOPIC COMMUNITY INVESTMENT AND ENGAGEMENT**Search and Rescue Efforts**

Our seafarers continue to uphold the maritime tradition of rescuing people in distress, while also sharing their expertise to reinforce our core value of *safety first*. In the reporting year, our crews again embarked on life-saving rescue operations and held collaborative training with partners.

**RESCUE AT SEA**

The crew of the BARBOUNI demonstrated exemplary commitment to safety at sea during a recent rescue of a distressed individual in the Gulf of Mexico. As they approached the Florida Straits, Captain Kirk Saldanha and the crew spotted a hovering helicopter, indicating a possible emergency. Acting swiftly, the BARBOUNI crew coordinated with the US Coast Guard, navigated challenging weather conditions—including high winds and large swells—to locate the survivor. The crew successfully rescued the injured man, pulled him to safety and administered medical aid on board.

In another mission, colleagues on the TTV Vishaka rescued six stranded individuals after their vessel sank in the Malacca Strait. The survivors were brought to safety after a challenging operation plagued with navigational complexities.

SHARING BEST PRACTICES

To strengthen collaboration in search and rescue operations, the crew of TBC BADRINATH hosted a training session at Visakhapatnam port. A delegation of 20 officers joined the session, which was led by Captain Abhinav Singh of the Indian Coast Guard (ICG) vessel ICGS RANI AVANTIBAI. Covering 14 crucial topics, the day-long program addressed helicopter rescues, medical evacuations and lifeboat operations, among other scenarios. The day ended with Captain Dharmender and the TBC Badrinath crew presenting a memento to Captain Singh, who commended them for their dedication and expertise.

**Industry Leadership**

Our executives continue to play a pivotal role in knowledge-sharing and industry advancements, actively participating in over 50 maritime associations and advisory bodies. Notably, our Chief Operating Officer (COO) served as Chairman of the Hong Kong Shipowners Association and as Rotational Chairman of the Asian Shipowners' Association until May 2024. Senior leaders from our Fleet Management team have been instrumental in shaping industry standards through key positions in BIMCO's Ship Manager Advisory Panel and Lloyd's Register's Asian Shipowners Committee. Additionally, leaders from our Cyprus operations have made significant contributions, chairing the National Maritime Occupational Health and Safety Committee and the Health and Safety Sub-committee of the UK Chamber of Shipping. These roles underscore our unwavering commitment to advancing safety and operational excellence across the maritime sector.

More details on The Caravel Foundation and other community advancement programs, and our ongoing activities can be found in the section on Community Investment and Engagement in the [Appendix](#).