

Encompass

Responsibility Report 2025





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- ▶ Strategy and Management Approach
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Message from our Founder & Executive Chairman



This fifth annual Responsibility Report is a measure of how we have built a business trusted to perform responsibly, adapt with discipline and agility, and remain relevant in a changing maritime industry.

Dear Stakeholders,

Five years ago, we established Encompass as the compass we set for how this Group should be run and the organization we intended to become.

This fifth annual Responsibility Report is therefore more than a record of progress. It is a measure of how we have built a business trusted to perform responsibly, adapt with discipline and agility, and remain relevant in a changing maritime industry.

We have made substantial headway. At the same time, disciplined work remains to advance decarbonization, strengthen governance, support our people and uphold the standards we set for ourselves.

The maritime industry is currently operating under greater scrutiny and greater complexity than at any point in recent memory. Decarbonization is accelerating. Trade routes remain volatile. Expectations from clients, financiers, regulators and communities continue to rise. In that environment, trust is not built by what a company says. It is built by the quality of the decisions it makes, especially when conditions are demanding.

In 2025, we refreshed our ESG goals under a new five-year roadmap tied to the four pillars of Encompass, setting clear 2030 milestones across governance, environmental stewardship, our people and the communities we serve. Our Climate Transition Strategy sets the Group's direction for the environmental transition ahead, with five priorities: innovation, operational efficiency, alternative fuels, collaboration and sustainable workplaces.

Just as importantly, we strengthened accountability. ESG is now embedded in performance reviews across The Caravel Group, reinforcing that responsibility and performance are not separate

conversations. This is the culture that carries strategy through consistently, turning intention into accountable action.

We also made two strategic decisions that I believe will shape this Group for years to come. The acquisition of the International Maritime Institute reflects our conviction that access to high-quality maritime talent will become an even more important differentiator in the years ahead. Our LNG bunkering joint venture reflects a similar belief: that durable positions in this industry are built by acting early where capability and infrastructure will matter most.

What endures is not just the direction we have set, but the quality of the people carrying it forward. In a year marked by geopolitical tension, regulatory change and operational pressure across key maritime corridors, our teams continued to perform with professionalism, sound judgment and resolve.

Our obligation is not simply to report well. It is to operate with discipline, transparency and integrity every day. The standards are higher, the roadmap is clearer, and our focus remains on building a Group that is prepared for what the next phase will demand.

With respect and determination,

Dr. Harry Banga
Founder & Executive Chairman
The Caravel Group

About this Report

The Caravel Group is a diversified conglomerate with core businesses in maritime services, commodity trading and investment management, supporting global shipping operations and maritime talent development.

SCOPE

This is the fifth annual Responsibility Report of The Caravel Group Ltd. (referred to collectively with its subsidiaries as “The Caravel Group” or the “Group”), outlining our sustainability strategy, initiatives and performance for the reporting year. Please visit [our website](#) for previous responsibility reports. This report covers our maritime and commodity trading business areas,¹ comprising Caravel Maritime Inc. (including Fleet Management Ltd.), Caravel Resources Inc. and their subsidiaries along with our newly acquired maritime academy, The International Maritime Institute (IMI). 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 2025 to 31 December 2025 and to address the Sustainability Accounting Standards Board (SASB)'s disclosure topics and accounting metrics for the marine transportation sector. 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 Disclosures and the Taskforce on Nature-related Financial Disclosures (TNFD) framework, respectively. As a signatory to the United Nations Global Compact (UNGC), we 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 2025, 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 that 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.



Our Strategy



The Caravel Group's Sustainability Strategy

- ▶ Assessing Materiality
- ▶ Stakeholder Engagement
- ▶ Sustainability Impacts, Risks and Opportunities

Performance Highlights across Pillars

Leadership Insights

Our Strategy: *Encompass*

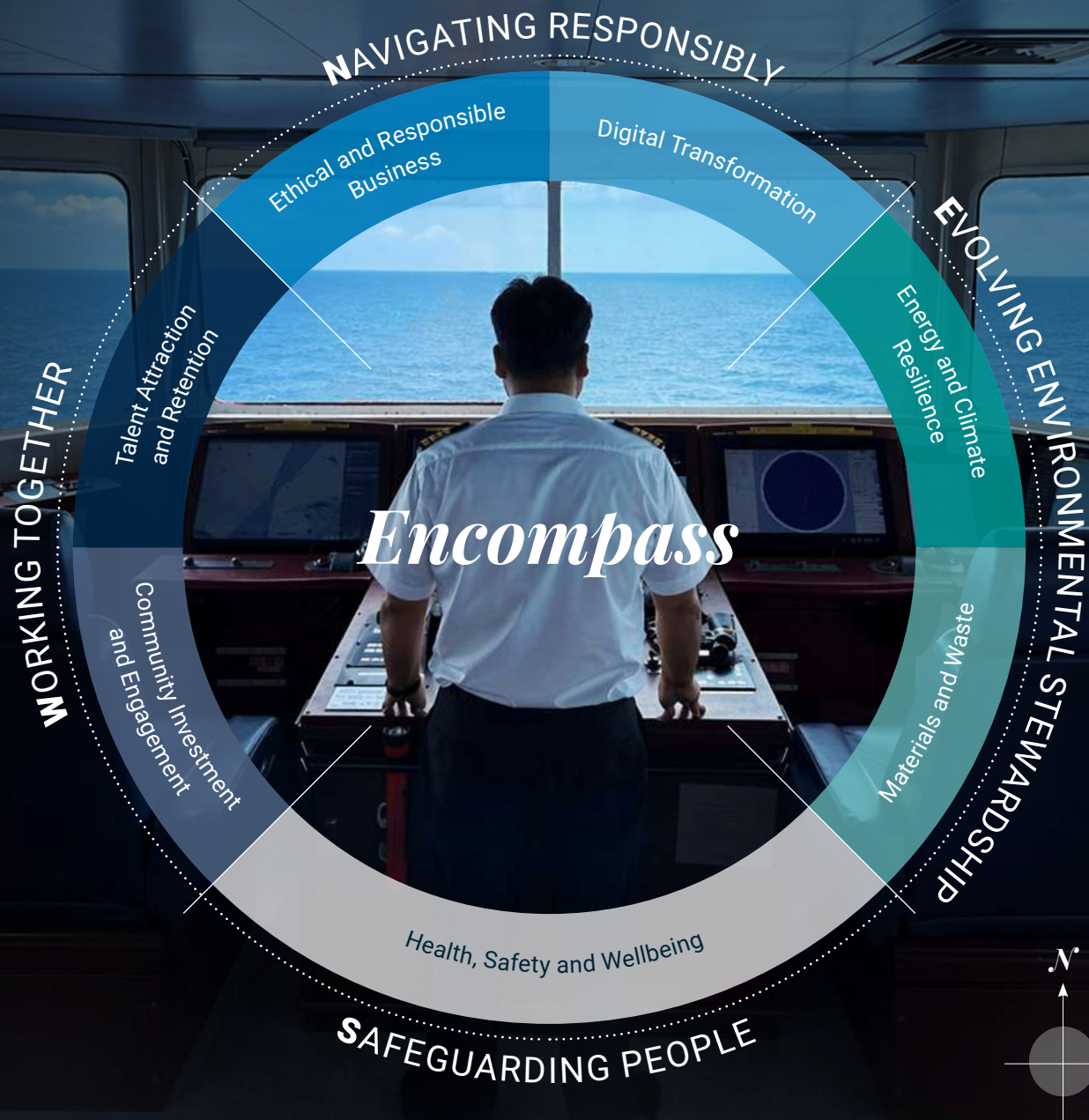
The Caravel Group’s sustainability strategy—**Encompass**—is powered by our people. Their expertise and commitment drive innovation, strengthen operations and build long-term resilience across our business and for all our stakeholders.

Encompass is built on four pillars: Navigating Responsibly, Evolving Environmental Stewardship, Safeguarding People and Working Together. These pillars reflect our material topics aligned with UN SDGs and steer risk management, environmental performance, seafarer and employee health, safety and wellbeing, and community partnerships in our markets.

In 2025, we refreshed our ESG goals under a five-year roadmap tied to our core pillars. Informed by our [2022 materiality assessment](#), it responds to evolving regulatory and market expectations, including UNGC alignment and the International Maritime Organization (IMO)’s 2050 decarbonization pathway. The roadmap sets clear 2030 milestones to turn priorities into measurable outcomes, with pillar-specific progress detailed later in this report.

**POWERED BY PEOPLE.
DRIVING INNOVATION.
BUILDING RESILIENCE.**

The Caravel Group is positioned for long-term value creation.



OUR STRATEGY ENCOMPASS

Assessing Materiality

The Encompass strategy was developed through peer benchmarking, industry best practice review, stakeholder engagement and a comprehensive materiality assessment conducted in 2022 in accordance with the GRI Standards. The assessment considered the significance of the Group’s actual and potential impacts on the economy, environment and people—including human rights—across our activities and business relationships along the value chain. Its findings continue to inform the material topics covered in this report. In 2025, leadership reviewed the sustainability issues identified as material in 2022 to confirm their continued relevance and reassessed the associated impacts, risks and opportunities (IROs), including potential implications for our financial performance. This process helps us integrate sustainability more directly into our business strategy and decision making, while supporting long-term value creation and alignment with evolving reporting expectations.

The following table synthesizes the most material IROs across our four Encompass pillars, reflecting issues where performance most directly shapes our business resilience and long-term value creation in 2025. Full disclosures for all issues are available in the [Appendix](#).

Stakeholder Engagement

Engaging those who matter most—to understand the priorities of our internal and external stakeholders—informs our engagement approach, how we act and where we focus. We reconfirmed, as part of our 2025 review of the 2022 materiality assessment, that our engagement channels, including annual client satisfaction and employee surveys, remain appropriate and responsive for identifying stakeholder needs. Our senior leaders also play active roles in industry associations, helping shape solutions to critical issues across shipping and the broader maritime sector. Details of our engagement methods and the priority concerns of key stakeholder groups can be found on p. 14-15 of the [2022 Responsibility Report](#).

Sustainability Impacts, Risks and Opportunities

+ Positive - Negative R Risk O Opportunity U Upstream O Operations D Downstream

Sustainability Issue ²	Impact	Financial Effect	Value Chain Impacts	Time Horizon	Risk and Opportunity Actions
NAVIGATING RESPONSIBLY					
Regulatory Compliance and Transition Readiness	+ Operating in compliance avoids regulatory incidents and builds trust with clients, financiers and regulators. Active engagement with policymakers strengthens the Group’s influence on industry-shaping regulatory developments.	R Responding retroactively to achieve compliance increases implementation costs that cannot be recovered under existing fee structures. Clients transfer vessels to managers perceived as more capable; detentions, trade restrictions and sanctions disrupt client revenue and their ability to pay.	U HIGH O HIGH D HIGH	Short–Long	Monitor emerging regulations via INTERTANKO/IMO engagement, which are operationalized through PARIS and NOVA for real-time compliance. We coordinate owner-approved retrofits and leverage data to help clients access sustainability-linked financing, driving competitive differentiation.
	- Failure to track and act on regulatory change can trigger financial penalties, client attrition and in severe cases, environmental and societal harm.	O Strong regulatory performance can support mandate retention, fleet growth and eligibility for sustainability-linked mandates and finance.			

² Material issue nomenclature was updated in 2025 to enhance alignment with the evolving maritime regulatory landscape and the Group’s integrated strategic priorities; the underlying scope of each issue is unchanged.



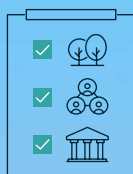
OUR STRATEGY ENCOMPASS

+ Positive - Negative R Risk O Opportunity U Upstream O Operations D Downstream

Table with 5 columns: Sustainability Issue², Impact, Financial Effect, Value Chain Impacts, Time Horizon, Risk and Opportunity Actions. Rows include: EVOLVING ENVIRONMENTAL STEWARDSHIP (Climate Change, Decarbonization and Resilience), SAFEGUARDING PEOPLE (Geopolitical Risk, Maritime Security and Crisis Response), and WORKING TOGETHER (Training, Competence and Capability Development).

Performance Highlights across Pillars

Navigating Responsibly



ESG metrics integrated into all onshore **performance reviews**, driving Group sustainability results

Founding member of the Global Maritime Procurement Council, a new industry forum representing organizations **managing 4,000+ vessels**

Invested in **Captain's Eye**, an AI-powered safety solution



deployed on hundreds of vessels globally, providing **real-time detection of smoke, crew injury and security threats**

Evolving Environmental Stewardship

42% reduction in **managed ship GHG emission intensity** from 2008 baseline—exceeding the targeted reduction of 30% by 2030

Strategic **joint venture with Celsius Shipping** advancing **lower-emission fuels** and the **maritime industry's energy transition**



Ammonia familiarization training developed and delivered at FMTI for **next-generation vessel readiness**

Safeguarding People

91% Group wellbeing score—exceeding the targeted score of 78% by 2028



Safety campaigns increased from **13** in 2022 to **23** in 2025—exceeding the target of 12

17,703 family support calls handled; membership in the Fleet Family Support Group (FFSG) more than doubled to 1,545 over the previous year



Working Together

92% employee engagement score recorded for the Group and **80% for Fleet**



93% DEI score achieved for the Group and **80% for Fleet**—demonstrating high levels of perceived workplace inclusion

500 job-ready cadets joined Fleet from the Group's newly acquired **maritime training institute, IMI**



PERFORMANCE HIGHLIGHTS ACROSS PILLARS

Key Awards



Best Foreign Employer of Indian Seafarers (Shipboard Berths > 1,000) Silver Award
NMDC Awards – DG Shipping (India)



2024 Hong Kong Ship Manager of the Year
The Mission to Seafarers



Tanker Operator of the Year 2025
SAFETY4SEA Awards, Athens



Turquoise (Marine Welfare, Safety & Security, Environment and People Care)
SHE Company of the Year Award
Samudra Manthan Awards 2025



Diversified Maritime Education Award to International Maritime Institute
Maritime SheEO Awards



Social Leader Award Bronze
ESG Shipping Awards International 2025



28 Awards to FML Ship Management Ltd.
AMVER Awards 2024 – Saving Lives at Sea

Leadership Insights



Mr. Angad Banga, JP

Group Chief Executive Officer (CEO),
The Caravel Group

Shipping has entered a new era, and the companies that understand this are building the capabilities required to lead in it.

The energy transition is no longer a future consideration—it is an operating condition. FuelEU Maritime, EU ETS and CII ratings carry real economic consequences, and the question customers are asking has shifted: not whether their ship manager takes sustainability seriously, but whether it has the systems, judgment and commercial depth to navigate it effectively. In this market, intent is no longer a differentiator—capability is.

Our 2025 agenda was built around one principle: organizational capability must be ready before the moment it is needed.

PARIS, our integrated fleet management platform, continues to evolve as the operational backbone of the Group, connecting ship and shore through a trusted operating environment. Enhanced owner intelligence, financial dashboards and FuelEU Maritime and EU ETS analytics give clients sharper visibility in a more demanding market. We also advanced Captain's Eye, our AI-powered safety and risk monitoring solution, now in active

pilot deployments. These investments in technology and AI are how we continuously raise the quality of what we deliver.

Biofuel consumption across our fleet increased substantially in 2025. On selected vessels under our management, we are working with owners to explore technologies including onboard carbon capture and wind-assisted propulsion. Our Climate Transition Strategy is now being applied through the operating choices we make across efficiency, fuels, technology, compliance and workforce development in support of our 2030 goals.

The work we prioritized this year, particularly in transition and digital readiness, is about building for the industry shipping is becoming, not only managing the one that exists today.

I am proud of what this team has delivered under real operational and geopolitical pressures. I am equally clear-eyed about the distance we still need to close. That combination—confidence in our direction and discipline in addressing what remains—is what defines how we lead this Group forward.



Captain Rajalingam Subramaniam

Chief Executive Officer (CEO),
Fleet Management Limited

Having spent years at sea and ashore in various capacities, my journey in this role continues to shape how I think about leadership and what we owe the people who operate our fleet every day. One certainty anchors everything we do: if our people are not safe, nothing else we achieve counts for much.

In 2025, our people demonstrated the culture we have built: crews who made the right call under direct and indirect pressure, leaders who refused to cut corners and systems that supported sound judgment. We progressed a comprehensive SMS upgrade, strengthened accountability and championed our Just and Fair Culture framework to make it easier to raise concerns early and ensure failures are met with learning rather than blame.

Safety and wellbeing are inseparable. Our psychological support programs and partnerships reached over 4,600 seafarers through 72 sessions, our multilingual Crisis Response Network remained available around the clock

and family support continued to strengthen.

We continued investing in the growth of our people ashore and on board. Structured career pathways and targeted development are expanding capability in alternative fuels, digital operations and leadership. Fleet Frontrunners 2.0 will further strengthen the sea-to-shore pathway in 2026. Maintaining progress in diversity, equity and inclusion remains a core commitment. As our workforce grows and our reporting scope broadens, we continue to provide fair and equitable opportunities—championing women's representation in leadership and building a diverse talent pipeline across all operations—at sea and in our offices globally. Seeing homegrown talent and industry leaders rising through our ranks is something I am genuinely proud of.

Our people drive our performance and our customers' confidence in us. Everything we build, we build with them in mind.



Navigating Responsibly

Governance that holds.
Technology that adapts.
Trust that endures.

Ethical and Responsible Business

Digital Transformation

Trust is earned through the decisions we make, the systems we build and the people who bring both to life. At The Caravel Group, strong governance and disciplined risk management guide our decisions, while investment in digital innovation enables agile operations. From real-time fleet monitoring to sanctions screening and our Open Reporting System, these capabilities turn commitments into measurable practice—building operational resilience for those who rely on us and commercial resilience for the Group. Resilience is built together.

“The real value of AI is how it supports our people. It gives crews and onshore teams better insight so they can focus on running vessels safely and efficiently, and responding quickly when conditions change. That’s the standard we hold every system to.”

Shah Irani

Chief Technology Officer

CASE STUDY

Driving Resilience through Intelligent Systems



Operational resilience starts with better decisions before disruption arrives. Across The Caravel Group, advanced analytics are embedded into voyage planning, fuel performance and fleet maintenance. Every vessel is supported by PARIS and NOVA, our integrated digital platform enabling consistent, data-driven decision making. In 2025, we rolled out key enhancements: updated financial dashboards, fleet-wide EU ETS and FuelEU regulatory reporting, and an enhanced risk assessment module that integrates operational, environmental and safety risk considerations into daily workflows.

We strengthened our safety intelligence by investing in Captain’s Eye, an AI-powered maritime safety and risk management solution that uses onboard CCTV to detect early warning signs such as smoke, water leaks,

crew injury and piracy risks, triggering automated alerts to crew and shore teams. This shifts our posture from reactive monitoring to early risk detection, reducing human error and sustaining vessel performance. Captain’s Eye has proven deployment across hundreds of vessels globally.

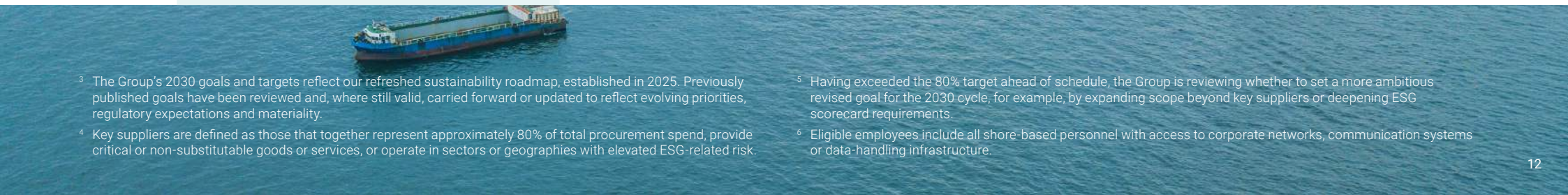
These capabilities are only as strong as the people behind them. Our *Powered by People* philosophy means technology is not a substitute for human judgment; it enables our people to exercise it more efficiently. By pairing technology with strong governance and capable people, we build a business that doesn’t just operate efficiently today, but responds with confidence to whatever comes next—reducing unplanned downtime, protecting trading schedules and delivering predictable performance for owners.

2030 Pillar Goals and Targets³



Our 2030 goals set out what we are working toward and how we will get there. They reflect where we believe the Group can create the most meaningful impact for our people, our clients, our communities and the environment. Each goal is grounded in our material priorities and supported by concrete actions, with progress tracked and reported annually. The sections that follow outline our goals, key actions and targets and 2025 progress for each pillar. Relevant UN SDGs are identified throughout to show how our efforts contribute to broader global priorities.

Strategic Areas	2030 Goals	Key Actions and Targets	2025 Status	Results
Ethical and Responsible Business				
Governance	Maintain zero bribery and corruption incidents , supported by a zero-tolerance framework and full compliance program across all managed vessels, offices and third-party relationships	Target zero cases of bribery or corruption Maintain 100% of managed vessels and shore offices under the compliance framework	On Track	0 cases of non-compliance with Group policies <i>All vessels and shore offices were covered under the compliance framework.</i>
Supply Chain Management	80% of active key suppliers ⁴ commit to our Supplier Code of Conduct (Supplier Code) and undergo risk-based due diligence	Screen suppliers against sanctions list and conduct Know Your Customer (KYC) compliance checks as part of onboarding and ongoing monitoring Evaluate suppliers based on ESG-related risk criteria, sustainability practices and ethical compliance using a scorecard system and semi-annual reviews	Exceeded	100% of key supplier committed <i>Goal under review.</i> ⁵
Digital Transformation				
Data Privacy	Maintain robust cybersecurity and data privacy controls, with zero material incidents arising from Group-managed control failures	Undertake annual vulnerability testing and incident response readiness for all systems Provide data privacy training for all eligible ⁶ employees	Incident Recorded	One third-party software-related data privacy incident recorded <i>Incident response was activated immediately, relevant regulators were notified and no fines or penalties had been issued as of the report date. See Data Privacy section for further detail.</i>



³ The Group's 2030 goals and targets reflect our refreshed sustainability roadmap, established in 2025. Previously published goals have been reviewed and, where still valid, carried forward or updated to reflect evolving priorities, regulatory expectations and materiality.

⁴ Key suppliers are defined as those that together represent approximately 80% of total procurement spend, provide critical or non-substitutable goods or services, or operate in sectors or geographies with elevated ESG-related risk.

⁵ Having exceeded the 80% target ahead of schedule, the Group is reviewing whether to set a more ambitious revised goal for the 2030 cycle, for example, by expanding scope beyond key suppliers or deepening ESG scorecard requirements.

⁶ Eligible employees include all shore-based personnel with access to corporate networks, communication systems or data-handling infrastructure.

MATERIAL TOPIC

Ethical and Responsible Business

Our commitment to ethical conduct underpins the trust placed in us by clients, seafarers, regulators and partners. Sound governance and rigorous compliance form the foundations on which that trust is built and maintained as we navigate an evolving regulatory and operating landscape.



Championing Good Governance

Sound governance supports long-term value creation. At The Caravel Group, we maintain a robust management structure, underpinned by clear ESG policies and evolving risk management protocols. We remain committed to zero cases of non-compliance with Group policies across ethical conduct, safety and environmental management. ESG principles are integrated into core business decisions and overseen by our ESG Committee and Working Groups, which conduct annual reviews. Findings and updates are regularly shared with executive leadership and reported to the Board.

In 2025, ESG metrics were formally embedded into performance reviews for all onshore employees, ensuring Encompass outcomes are assessed along with operational and leadership performance. This creates shared accountability from the boardroom to the vessel, reinforcing that sustainability is a performance imperative rather than a compliance exercise.

Building on this accountability framework, we introduced a Just and Fair Culture Policy to support open reporting of incidents and updated the Group's SMS, embedding climate adaptation, resilience and risk management considerations directly into our policies and operating controls. Details on these initiatives are included in the relevant Safeguarding People and Evolving Environmental Stewardship sections of this report.

At an operational level, Fleet established General Manager (GM) roles between the technical Group Head and Product Directors, enhancing accountability across the fleet. Financial reporting procedures for vessels were also updated to improve structure and consistency of oversight.

Risk Management

Within our governance framework, effective risk management is fundamental to protecting stakeholder value and shaping strategy. In 2025, sustainability-related risks and opportunities (SRROs) directly informed our most significant strategic decisions. These included the formation of the Caravel–Celsius joint venture, designed to address regulatory transition risks and capture commercial opportunities from lower-emission fuels, and the acquisition of India's IMI to strengthen human capital capabilities and address safety and training needs in a decarbonizing industry.

We enhanced leadership oversight of SRROs through refreshed ESG training and a CEO Fireside Chat, reinforcing shared accountability for identifying regulatory change, managing impacts on the workforce, operations and costs, and delivering against our 2030 commitments.

Details on our governance structure, policies and risk management protocols can be found in the Championing Good Governance section of the Appendix.

MATERIAL TOPIC ETHICAL AND RESPONSIBLE BUSINESS

Economic Performance

Our disciplined approach to risk supports strong and stable financial performance, which is essential to the success of our business. It enables continued investment in talent development, safety, digital tools, decarbonization solutions and community programs. We allocate capital in line with our sustainability strategy and long-term resilience objectives.

In 2025, we maintained our investments in ESG-focused funds managed by HSBC and BNP Paribas, and continued participation in Standard Chartered Bank's Sustainable Deposit under its Green and Sustainable Product Framework. In 2025, USD 70.4 million was allocated to initiatives aligned with our sustainability priorities.

Regulatory Landscape

The pace of maritime regulatory change is accelerating, and the landscape remains multilayered. Global decarbonization measures at the IMO coexist with rapidly evolving regional frameworks—including those from the European Union (EU) and the United Kingdom (UK).

Industry assurance expectations are also evolving, with platforms such as RightShip shaping due diligence, safety standards and ESG performance across the maritime value chain. Together, these developments are reshaping operational and commercial decision making across the industry.

In response, we embed regulatory readiness into our operating model across all markets, ensuring our teams anticipate change rather than react to it.

COMPLIANCE MONITORING AND DUE DILIGENCE

A trusted partner is a compliant one. To meet evolving regulatory expectations, we maintain a compliance framework underpinned by real-time risk intelligence tools, providing continuous oversight across our operations, finances and personnel. Advanced monitoring platforms track high-risk activities across our managed fleet, including AIS signal loss, port calls in high-risk jurisdictions and voyage deviations linked to sanctioned entities, enabling pre-emptive identification and resolution of potential breaches.

The same rigor extends to vendors and seafarers, with all payments screened prior to approval and enhanced due diligence applied when risk indicators are identified. This layered approach keeps our operations compliant with international sanctions, financial integrity standards and maritime regulations—and sustains the trust that clients, partners and counterparties place in us.

Detailed compliance metrics are available in the Performance Metrics Tables in the [Appendix](#).



Anti-Corruption

In 2025, no incidents of corruption, money laundering or legal actions related to anti-competitive practices were reported. The Group's Compliance Policy has long established zero tolerance for unethical conduct—and as part of our refreshed 2030 Goals set in 2025, we are institutionalizing this further, embedding a zero-tolerance framework for bribery and corruption across the Group starting with onboarding, where all new hires complete training on relevant policies and their implementation. Anti-corruption policies are regularly communicated to employees and seafarers, and external parties are subject to KYC due diligence overseen by the Group Financial Controller. Fleet Management also supports industry-wide anti-corruption efforts through its membership in the Maritime Anti-Corruption Network (MACN).

Reporting Grievances

Our Open Reporting System received 482 reports in 2025, with each case reviewed and resolved. Most reports related to interpersonal conduct on board, and reports concerning crew mental health were addressed immediately by our in-house psychologists. This level of engagement reflects the trust placed in the Group's grievance procedure—a secure, confidential channel for raising concerns with whistleblower protections built in. This transparent approach empowers employees, seafarers and other stakeholders to speak up without fear of retaliation.

MATERIAL TOPIC ETHICAL AND RESPONSIBLE BUSINESS

Elevating Supply Chain Integrity

Managing a global fleet means our supply chain spans hundreds of suppliers across multiple jurisdictions—each held to the same standards of integrity we apply internally. In 2025, 389 new suppliers were screened against environmental and social criteria, with a further 673 screenings in progress, reflecting the expanding reach of our responsible procurement program. Our target of 80% of key suppliers to be committed to our Supplier Code by 2030 has already been achieved, with commitment now embedded in the supplier approval process. The Supplier Code sets clear expectations related to ESG standards, anti-corruption and sanctions compliance, data protection and supply chain accountability. To strengthen procurement governance, we adopted a new supplier management framework providing clearer standards and documentation across all Fleet procurement activities.

In the reporting year, Fleet Management launched its first bespoke procurement training program for onshore employees: a two-year, self-paced curriculum covering 13 disciplines, from contract management and digital procurement to sustainability, and across four skill levels. As of 2025, 121 professionals were actively enrolled.

This commitment to procurement excellence extends beyond our own operations. As a founding member of the Global Maritime Procurement Council (GMPC), a new industry forum representing organizations managing over 4,000 vessels, Fleet sits at the heart of shaping the future of maritime procurement. Fleet leads the talent management workstream, focused on developing the next generation of maritime procurement professionals.



RESPONSIBLE COMMODITY TRADING

Our focus on mitigating environmental and social impacts in the supply chain extends to the trading of iron ore and coal through Caravel Metallurgical Ltd., a subsidiary of the Caravel Resources group. Our [Responsible Sourcing Policy](#) sets firm expectations on ethical conduct, environmental stewardship, health and safety, human and labor rights and the prevention of modern slavery. These principles are

reinforced through regular engagement with commodity trading teams and integrated into day-to-day commercial decision making.

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

MATERIAL TOPIC

Digital Transformation

Digital innovation strengthens how we operate—enhancing safety, environmental performance and efficiency across our fleet and offices. By integrating advanced analytics, AI and secure infrastructure, we provide the insight and transparency our clients and stakeholders depend on to make informed decisions.

Driving Technological Advancement

Every vessel in our fleet is supported by PARIS, our bespoke digital platform that integrates advanced security features and NOVA data analytics. The system enables real-time decision making by:

- Empowering crew through smarter resource planning.
- Enhancing efficiency with predictive analytics to reduce downtime, optimize voyages and improve fuel performance.
- Delivering transparent, data-driven insights on performance, compliance and cost to clients.

In 2025, we piloted an enhanced risk assessment module within PARIS. Designed to integrate operational, environmental and safety risks into daily decision making, the module introduced clearer tools, standardized templates and more structured approval workflows, supported by onboard training materials, including instructional videos.

PARIS and NOVA continue to evolve as the foundation of our account management transparency. By providing real-time financial visibility and automated reporting, we ensure clients have critical data on demand. This digital infrastructure enables us to act as a strategic partner rather than a traditional service provider, leveraging predictive analytics and regulatory advisory on FuelEU and EU ETS to deliver solutions before clients face them. These include:

- **Owner intelligence and financial visibility:** Automated quarterly reports generated from PARIS data provide owners with real-time visibility of financial performance, vessel and inspection status, supported by an enhanced financial dashboard with dynamic trend analysis, advanced filtering and query functionality.
- **Environmental compliance and predictive operations:** Fleet-wide advanced analytics support EU ETS and FuelEU regulatory reporting, while main engine monitoring captures oil quality data to predict and prevent failures—reducing risk for owners and operators alike.
- **Crew empowerment and operational control:** A centralized seafarer portal gives crew direct access to personal and training records, complemented by granular inventory management and an updated KPI scorecard. A new CEO dashboard extends this visibility to the executive level—reinforcing PARIS as the single, trusted source of operational data across every level of the organization.

AI-DRIVEN INNOVATION

AI is increasingly embedded in how we approach safety, operations and crew development—through our own initiatives, external investments and collaborative partnerships. In 2025, the Group invested in Captain’s Eye, an AI-powered maritime safety solution that detects early warning signs such as smoke, crew injury or piracy risks—triggering automated alerts to onboard crew and shore teams (see Case Study on p. 11). Targeted AI tools were also used to simplify our SMS manuals and translate them into Chinese and Korean, directly addressing crew accessibility challenges.

We also harnessed innovation through an external partnership: interns from City University of Hong Kong (CityU) developed AI-driven learning tools, including an SMS tutor and assessment generator for seafarers.

These proof-of-concept projects are scheduled for implementation in 2026, demonstrating how collaboration accelerates innovation.

To sustain this momentum, we expanded our IT team during the reporting year, onboarding 17 new hires, with additional recruitment underway.

Upholding Data Privacy and Cybersecurity

Our digital infrastructure is built around data protection and cyber risk management—areas we continue to strengthen as the threat landscape evolves.

Data Privacy

We strengthened internal safeguards through updated controls and ongoing employee training. In 2025, all employees completed data privacy training, with sensitive data handlers completing additional sessions.

In late 2025, Fleet was one of many global organizations affected by a cybersecurity vulnerability in a third-party-provided software (“zero-day attack”). Upon discovery, we immediately activated our incident response protocols, applied newly available security patches and engaged leading experts to assess the impact.

We have notified relevant regulatory authorities and are committed to maintaining transparent communication with affected stakeholders. While the investigation into the full scope of affected individuals is ongoing, we have confirmed that some personal and financial data stored in the system was accessed and leaked as a result of the attack. We are responding to the queries received from regulators. No regulatory fines or penalties have been issued as of the date of this report.

MATERIAL TOPIC DIGITAL TRANSFORMATION**Cybersecurity**

Cyber threats evolve constantly, and so must our level of preparedness. Many attacks exploit previously unknown vulnerabilities, making rapid detection and response essential.

We strengthen our cybersecurity controls to reduce legal and operational risk while enhancing trust with clients and partners. Compliance with international standards enables us to access new markets and collaborate more effectively on shared threats. It also positions us to deliver services that go beyond baseline requirements—creating a competitive edge through robust, secure operations.

**ONSHORE INITIATIVES**

We foster close IT-business collaboration, emphasizing training and empowerment as our first line of defense. Our NIST⁷-aligned cybersecurity framework addresses the full threat cycle—from early detection and rapid response to long-term resilience—through AI-powered monitoring, Managed Detection and Response (MDR) and targeted insider threat protocols, including risk reduction.

In 2025, we enhanced our cybersecurity controls by adopting several targeted actions: Microsoft Security Score was adopted for benchmarking; our Endpoint Defender license (device-level threat protection) was upgraded with structured response playbooks; and Deloitte’s Security Operations Center (SOC) services were engaged for continuous monitoring and expert incident response. We introduced a No Personal Device Policy for workstations at Fleet, restricting data access to approved, secure devices. This strengthens data protection, improves device compliance and, in combination with other protocols, provides greater visibility into phishing and ransomware threats. Next, we plan to extend the policy to mobile devices and roll it out across the wider Group and its subsidiaries.

With AI-enabled phishing threats increasing, we expanded our regular phishing simulations across all locations. Staff who failed simulations received additional targeted training beyond the annual requirement. As a result, we have observed a measurable improvement in staff vigilance toward suspicious emails, evidenced by an increase in proactively reported incidents alongside a decline in credential leaks and ransomware vulnerability.

Following the acquisition of IMI, we upgraded all workstations and licenses to Microsoft 365, improving user experience, strengthening security and device compliance. We are also upgrading IMI’s network infrastructure, website and enterprise resource planning (ERP) systems to align with best practices. Security is further reinforced through regular firewall and switch license renewals and penetration testing to identify and address potential vulnerabilities.

ON BOARD INITIATIVES

Our cybersecurity plan and Cyber Incident Response Team (CIRT) manage risks across our fleet, working with PORT IT on vessels using our satellite service provider. In the event of a ransomware attack on board, affected devices are scanned and reset. Overall, we are standardizing onboard equipment and licenses to improve oversight, with scheduled software updates and patches now enabled for legacy systems and hardware upgrades—including for PCs and mini-servers—planned for 2026.

As part of our ongoing focus on connectivity, high-speed Starlink internet has been expanded to over 140 vessels, fully aligned with our cybersecurity protocols. This supports secure data transfer, enhances vessel tracking and improves client visibility.

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

⁷ The National Institute of Standards and Technology (NIST): <https://www.nist.gov/>



Evolving Environmental Stewardship

**Actions that reduce.
Strategies that adapt.
Resilience that builds.**

Energy and Climate Resilience

Materials and Waste



Our people work at sea and in offices across 14 countries where environmental protection is part of everyday operations. For our 24,378 seafarers and 1,496 onshore employees, responsibility extends beyond policy into practice. In 2025, we improved energy performance, strengthened waste discipline and deepened climate- and nature-related risk management. This section outlines how these efforts build climate resilience, drive resource efficiency and position us ahead of evolving regulatory demands and the expectations of those we serve.

“ A 42% reduction in GHG emission intensity involves consistent decision making across every voyage. Our role is to make those decisions easier by providing owners with the data, compliance pathways and confidence to stay competitive through the energy transition. ”

Ranvir Jatar

Director, Environment, Navigation, EU ETS

CASE STUDY

Advancing Our Climate Transition Strategy

The energy transition is already reshaping shipping. How we respond underscores our responsibility and determines our ability to compete.

The Caravel Group’s Climate Transition Strategy is built around five deliberate priorities—operational efficiencies, innovative solutions, alternative fuels, industry collaboration and sustainable workplaces. Together they form a clear framework for managing climate-related transition risk while sustaining operational performance.

Operational efficiencies continue to deliver measurable results. Managed ship GHG emission intensity has reduced by 42% from the 2008 baseline, supported by AI-driven analytics, trim optimization and advanced hull coatings; 74% of the fleet is now equipped with energy-saving devices (ESDs).

Innovative solutions are expanding operational options. Onboard carbon capture and wind-assisted propulsion pilots have generated critical performance data and built crew capability, informing decisions on broader deployment.

Alternative fuels are advancing with safety as the foundation. Biofuel usage expanded in both volume and vessel coverage during the reporting year. Ammonia readiness progressed through a Hazard and Operability (HAZOP)-related study and structured crew training, strengthening our ability to adopt next-generation fuels with confidence.



Industry collaboration accelerates what no single organization can achieve alone. Our joint venture with Celsius Shipping and participation in the Singapore Ammonia Bunkering Feasibility Study are helping scale infrastructure, shape standards and advance shared solutions across the industry.

Sustainable workplaces are reducing the Group’s onshore footprint. Fleet’s Mumbai office achieved LEED Platinum in 2024, with Manila on track for certification, and verified International Renewable Energy Certificates (I-RECs) reducing market-based Scope 2 emissions across key locations.

The result is a strategy already delivering measurable outcomes: reducing emissions, advancing new fuels and positioning the Group to adapt and compete as the energy transition accelerates.

2030 Pillar Goals and Targets



Strategic Areas	2030 Goals	Key Actions and Targets	2025 Status	Results
Energy and Climate Resilience				
Operational Efficiencies	Reduce ship GHG emission intensity by 30% from the 2008 baseline and by 20% from 2022 levels by 2030	Improve CII ratings across the fleet and reduce GHG intensity each year	On Track	Managed ship GHG emission intensity reduced by 42% from 2008 baseline and 7% from 2022
Innovative Solutions	Equip 100% of fleet with ESDs by 2030	Pilot at least one emerging technology solution on a vessel by Q4 2026; evaluate by 2027; refine scale-up plans by 2028	On Track	74% of fleet equipped with ESDs. Carbon capture and wind-assisted propulsion pilots are generating performance data to inform scale-up decisions
Alternative Fuels Adoption	Achieve a 5% low-emission fuel mix by 2030	Complete hydrogen feasibility study by 2026	On Track	0.8% low-emission fuel mix achieved, a more than sixfold increase from 2024; enabling actions on hydrogen and ammonia readiness are underway
Future-Ready Workforce	Train 20% of Superintendents and 25% of seafarers on low-emission fuels by 2030	Develop ammonia familiarization training, safe-handling procedures and complete the HAZOP-related readiness steps	On Track	9% of Superintendents and 7% of seafarers trained. Ammonia familiarization training and handling procedures developed. HAZOP-related study in progress
Materials and Waste				
Office Waste Solutions	Establish recycling and waste management systems across all offices and eliminate single-use plastic (SUP)	Continue enhancing/expanding waste segregation, recycling campaigns and responsible disposal initiatives	On Track	SUP eliminated at key ⁸ offices with rollout to all offices continuing
Shipboard Waste Solutions	Achieve a sustained reduction in managed ship waste and increase the proportion of garbage and sludge landed ashore for proper disposal	Strengthen vessel-level waste segregation, source reduction, packaging reduction and responsible disposal practices, supported by onboard systems and supplier engagement	On Track	Managed ship waste decreased by 14% compared with 2024, marking the second consecutive year of reduction
Pollution Prevention	Achieve zero oil pollution incidents	Maintain incident-prevention controls and protocol reinforcement across the fleet	On Track	0 oil pollution incidents
Sustainable Workplaces	Target LEED Gold or above for new offices	Apply sustainable workplace design standards in office developments	On Track	LEED certification for Manila office is in progress, building on LEED Platinum achieved for Mumbai Andheri office in 2024

⁸ Key locations include offices in India (including IMI), the Hong Kong SAR, the Philippines, Cyprus and Singapore.

MATERIAL TOPIC

Energy and Climate Resilience

Energy performance and climate resilience are defining commercial and operational priorities for our business. For The Caravel Group, that means combining operating discipline, data-led decision making and targeted innovation to improve performance across our fleet and offices. The goal is not only to reduce impact, but to build a more resilient business that can respond to regulation, volatility and changing stakeholder expectations with confidence.

Understanding Climate-related Impacts

Navigating this environment requires continuous assessment of how climate-related risks and opportunities (CRROs) are evolving across our operations.⁹ In 2025, we elevated the risk rating of shifting market demand from low to medium—our most significant update to this year’s CRROs assessment. This reflects growing uncertainty around the pace of customer adoption of sustainable solutions. This shift is closely linked to regulatory developments influencing the pace of decarbonization and the expansion of carbon pricing regimes—both of which may increase compliance costs across the industry. At the same time, fragmented regional policies and shifting geopolitical priorities are creating uncertainty for long-term investment and fleet planning.

These pressures also translate into tangible business risk. Higher compliance and insurance costs, potential asset write-downs and market access constraints all require active management—alongside volatility in route and fuel choices driven by policy divergence across major trading blocs and the risk of abrupt regulatory changes in key markets. In response, we took targeted action in

2025: strengthening our policy monitoring to anticipate regulatory shifts and enhancing emission reporting to meet evolving disclosure requirements. We are also integrating lower-carbon solutions into fleet operations and providing advisory support to vessel owners on regional compliance options. For detail on governance, strategy, risk management and metrics related to CRROs, refer to our [IFRS S2 Index](#).

Climate Transition Strategy

The Group’s response is embedded in our Climate Transition Strategy, which directly integrates CRROs into financial and operational planning. As the Case Study above illustrates, the strategy is grounded in five priorities—operational efficiencies, innovative solutions, alternative fuels, industry collaboration and sustainable workplaces—forming a coherent approach to managing climate-related transition risks and opportunities.

Meeting Standards and Shaping Them

Shipping’s approximately 3% share of global GHG emissions continues to drive tighter regulation and rising customer expectations for transparent, verifiable emission data—reshaping compliance requirements across the markets in which we operate. Fleet Management’s quality, health, safety and environment (QHSE) department focuses on compliance readiness while strengthening our commercial proposition through improved consistency, timeliness and traceability of emission reporting. This is reflected in how we have embedded specific regulatory obligations into our operations. With FuelEU Maritime now in full application and EU ETS requirements integrated, PARIS delivers the data accuracy and usability needed to meet both regulatory and customer decarbonization requirements. In 2025,

12 vessels managed by Fleet received E-Zero certification from the US Coast Guard—an external validation of the compliance standards our teams maintain across the fleet.

Beyond compliance, we actively contribute to shaping the regulatory environment. As a partner of the Global Maritime Forum and signatory to the Call to Action for Shipping Decarbonization, our senior leaders engage in global policy forums to advance practical pathways to net-zero shipping by 2050.

This leadership is matched by our vessels’ direct contribution to the science of decarbonization. During the reporting year, five managed vessels supported the Hong Kong Voluntary Observing Ship (HKVOS) scheme, contributing more than 2,100 shipboard weather reports. This data improves marine forecasting, strengthens numerical weather prediction models and supports climate research—turning everyday voyages into contributions to the shared knowledge that drives safer, more resilient shipping. These contributions also inform the operational enhancements detailed below.



⁹ The key steps undertaken in mapping our CRROs as part of our initial assessment are detailed in our [2024 Responsibility Report](#). The results of our updated assessment conducted in 2025 are presented in the [Appendix](#).

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE

Embedding Resilience in Systems and Operations

Our updated SMS now incorporates climate and nature considerations, including extreme weather scenarios and evolving regulatory requirements. This embeds resilience to both physical and transitional risks into day-to-day decision making and business continuity planning. Our heat stress management protocol, integrated into the updated SMS, was developed directly from our CRRO review—translating identified financial risks such as operational disruptions and health liabilities into practical, onboard safety measures.

We also strengthened business continuity measures to help our people respond faster to climate-related disruptions. Official weather signals trigger remote-work activation, while backup power planning, multi-channel communications and alternate-site arrangements help maintain access to critical systems and decision makers during extreme weather events. In practice, this means climate resilience is being embedded into operations, not treated as a stand-alone contingency exercise. That rigor shapes how we track and manage our energy and emissions—onshore and at sea.

Our Energy and Emission Journey

ONSHORE

Across our business, our actions reflect a consistent discipline: reducing our footprint wherever our people operate. In 2025, our environmental reporting boundary expanded to include IMI’s large-scale campus facilities in India, the primary driver of year-on-year increases in our absolute energy and emission figures. Across our 29 offices¹⁰ and associated vehicles, total energy consumption reached 10.89 million MJ, up from 7.29 million MJ in 2024. Our combined Scope 1 and Scope 2 GHG emissions rose to 1,540 metric tons (t) of carbon dioxide equivalent (CO₂e) compared to 993 t of CO₂e in the previous year, while office emission intensity¹¹ improved to 3.42 kg of CO₂e per sq.ft., down from 4.34 kg per sq.ft. in 2024,¹² a result of more efficient space utilization across our nearly doubled footprint.

To reduce our Scope 2 emissions, Fleet procured a combined 420 MWh of verified I-RECs: 130 MWh for our Manila office and 290 MWh for our Mumbai office, lowering our market-based Scope 2 emissions for the covered MWh. Our Scope 3 emissions from business air travel fell approximately 15% to 23,994 t of CO₂e from 28,298 t of CO₂e in 2024,¹³ reflecting more deliberate travel decisions across the Group. We further retired carbon credits equivalent to 126 t of CO₂e to support our airline partner’s procurement of Sustainable Aviation Fuel (SAF).



Our new Manila office was designed with smart energy management systems integrated from day one and is on track for LEED certification, advancing our 2030 target to achieve LEED Gold or above for all new offices. This builds on Fleet’s Mumbai office, which achieved LEED Platinum¹⁴ in 2024. We are also extending these standards to how we bring people together. In 2025, two leadership engagements in Mumbai achieved zero Scope 1 and 2 carbon emissions at the venue¹⁵ through a partnership with a LEED Zero Carbon certified hotel—an approach we are looking to apply more broadly across Group events.

IMI’s inclusion in our reporting boundary extended both our footprint and our ambitions. Two 40 kW solar power plants were commissioned: one feeding the local grid and one enabling onsite consumption. A CNG-operated, 26-seater vehicle replaced older, higher-emission vehicles in the logistics fleet, reducing both emissions and operating costs.

This focus also extends to our ships, where operational efficiency, fuel choices and onboard technologies are shaping the next phase of our decarbonization journey.

¹⁰ Our office boundary expanded from 27 offices in 2024 to 29 in 2025, with the addition of a new office in Greece and the inclusion of IMI in India for the first time.

¹¹ Intensity figures are based on total Scope 1 and 2 GHG emissions per square foot of total office floor area.

¹² 2024 emission figures were restated following a data quality review to reflect source-data refinements, methodology updates and boundary clarifications; see [Appendix Performance Metrics](#) for detailed restatement disclosures.

¹³ Figures are net of retired carbon credits from SAF procurement: 2025 net figure of 23,994 t CO₂e reflects a deduction of 126 t CO₂e from a gross of 24,120 t CO₂e; 2024 net figure of 28,298 t CO₂e reflects a deduction of 500 t CO₂e from a gross of 28,798 t CO₂e.

¹⁴ Leadership in Energy and Environmental Design (LEED) Platinum certification under the U.S. Green Building Council (USGBC) for Interior Design and Construction (ID+C) v4.

¹⁵ The hotel issued Carbon Impact Reports for the two events listing the carbon footprint of 0 kg CO₂e for both, with the calculation methodology based on internationally recognized GHG protocols and standards covering Scope 1 and 2.

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE

ON BOARD

Across our maritime operations, emission reduction depends on thousands of operating decisions made by crews, technical teams and onshore specialists. In 2025, we continued improving energy performance through voyage optimization, maintenance protocols, energy-saving technologies and a gradual shift toward lower-emission fuel pathways—all aligned with our Climate Transition Strategy and 2030 goals.¹⁶

Total ship energy consumption declined, reflecting shifts in our fleet profile alongside efficiency gains across managed vessels and the adoption of biofuels. On an absolute basis, overall GHG emissions tracked in line with energy consumption. Against our 2030 target of a 30% reduction in ship GHG emission intensity from the 2008 IMO reference baseline and 20% from 2022 levels, GHG emission intensity for our managed fleet continued to decline year-on-year—now 42% lower than in 2008 and 7% lower than in 2022, keeping this segment on track toward our 2030 ambition.

For owned and JV-owned ships, however, intensity increased in 2025 relative to 2024, reflecting a higher share of heavy fuel oil in our fuel mix and transport work declining faster than fuel consumption. We are actively addressing this through targeted operational and fleet planning measures. Taken together, our overall decarbonization trajectory toward the 2030 ship GHG emission intensity targets remains on track, while we continue to manage performance challenges in the owned and JV-owned segments. Details on our policies for managing energy consumption and emissions in our shipping operations can be found in the Environmental Policies and Systems section of the [Appendix](#).

TOTAL ENERGY CONSUMPTION ON SHIPS (MJ)

2023	2024	2025
169,927,181,799	156,960,513,644*	146,680,914,953

TOTAL GHG EMISSIONS ON SHIPS (t CO₂e)

	2023	2024	2025
Scope 1	110,084*	112,399*	48,601
Scope 3	12,898,176*	12,106,472*	11,302,891

* These metrics were restated in 2025 following a post-reporting data quality review.

Operational Efficiency Measures

Reducing emissions through operational efficiencies and ship upgrades is tracked through improvements in CII performance over time. During the reporting year, 74% of our fleet was equipped with ESDs, including high-performance hull paint, Propeller Boss Cap Fins (PBCF), LED lighting and variable speed motors—improving efficiency, reducing fuel use and strengthening vessel readiness. Our target is to equip 100% of our fleet with ESDs by 2030, with pilot performance evaluated by 2027 and scale-up plans refined by 2028.

We also continued to use cold ironing at ports with Alternate Marine Power (AMP) facilities, with 11 AMP-compatible ships in service in 2025. In recognition of this sustained operational performance, we renewed Green Award certification for nine oil/chemical tankers and three dry bulk carriers in 2025. Details on energy-saving measures, including those overseen by our newbuilding supervision team at third-party shipyards, are available in the [Appendix](#).

CARBON INTENSITY INDICATOR (CII) PERFORMANCE

Improving carbon efficiency remains an important part of our strategy, tracked through Carbon Intensity Indicator performance. Annual CII outcomes can fluctuate with a ship’s operating profile determined by factors such as speed, routing, cargo utilization and waiting time because CII reflects emissions relative to transport work. We prioritize keeping vessels at CII category C or above, while working toward A and B ratings where feasible given vessel design, trading patterns and evolving requirements.

Among our owned and JV-owned fleet, changes in voyage patterns, utilization and the efficiency constraints of maturing assets weighed on CII performance in 2025. Results were mixed; while one vessel maintained a C rating, two declined to D and E. We responded through targeted operational measures and active fleet deployment planning.

CII VALUES FOR OWNED AND JV-OWNED SHIPS

Ships	2023	2024	2025 ¹⁷
1	4.05 (C)	3.84 (C)	N/A
2	3.86 (C)	3.70 (C)	N/A
3	4.25 (B)	4.39 (C)	4.62 (C)
4	5.13 (D)	5.82 (E)	N/A
5	5.06 (D)	4.41 (C)	5.60 (E)
JV-owned	14.51 (C)	12.34 (B)	14.19 (D)

¹⁶ Environmental performance figures cover owned, JV-owned and managed vessels: 663 in 2023, 615 in 2024 and 574 in 2025.

¹⁷ N/A indicates assets divested in 2025. The reporting boundary comprises two owned vessels and one JV-owned vessel.

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE

Across our managed fleet, performance reflected operational variability and tightening CII requirements. In 2025, 22% of ships achieved an A rating, 25% B and 32% C—with nearly 80% rated C or above. Targeted operational and maintenance interventions were applied to vessels in D and E categories. We continue to strive for a 2% annual reduction in total GHG emission intensity for ships, aligned with our 2030 transition pathway and vessel-specific performance plans. While CII tracks today’s performance, our technology and fuel pilots are driving the transition to how emissions will be managed tomorrow.

PERCENTAGE OF MANAGED SHIPS BY CII CATEGORY

CII CAT	2023	2024	2025 ¹⁸
A	16.4	28.2	22.6
B	25.5	24.1	25.2
C	32.1	30.3	31.7
D	13.8	12.2	13.3
E	9.4	5.2	7.2

Piloting Lower-emission Solutions

We advanced several technology pilots in the reporting year to strengthen emission management across our fleet.

METHANE ABATEMENT RETROFIT

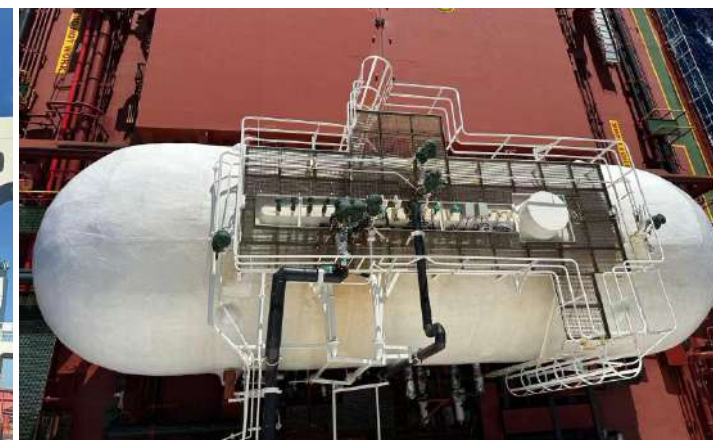
We piloted a retrofit on two LNG-fueled vessels to strengthen methane management during extended port stays. The dual-fuel auxiliary boiler retrofit provides a reliable pathway to manage LNG tank pressure by safely combusting boil-off gas when the main engine is offline, including during port stays or LNG bunkering. This reduces the risk of methane release while improving operational resilience and safety. The dual-fuel configuration also lowers GHG emissions from auxiliary operations, supporting compliance with EU ETS and FuelEU Maritime while reducing operating costs.

Findings from the project are being embedded into retrofit screening criteria and newbuilding technical specifications for LNG-fueled vessels, developed in close collaboration with owners, technical teams, equipment providers and class societies. We are also sharing these findings with the wider industry to strengthen capability for boiler-based boil-off gas (BOG) management.

ONBOARD CARBON CAPTURE SYSTEM (OCCS)

We also conducted an onboard carbon capture pilot as part of our emission management initiatives. The trial utilized an 82,000 deadweight tonnage (DWT) bulk carrier retrofitted to capture CO₂ from exhaust gases and store it as liquefied CO₂ in dedicated tanks. The pilot confirmed technical feasibility under defined operating conditions and generated performance data on capture performance and energy use. It also strengthened crew and shore team capability through implementing hands-on operating procedures, safety management practices and emergency response drills. The trial reinforced that, while the technology shows promise, energy intensity, onboard integration and operational requirements will be key considerations when evaluating broader implementation.

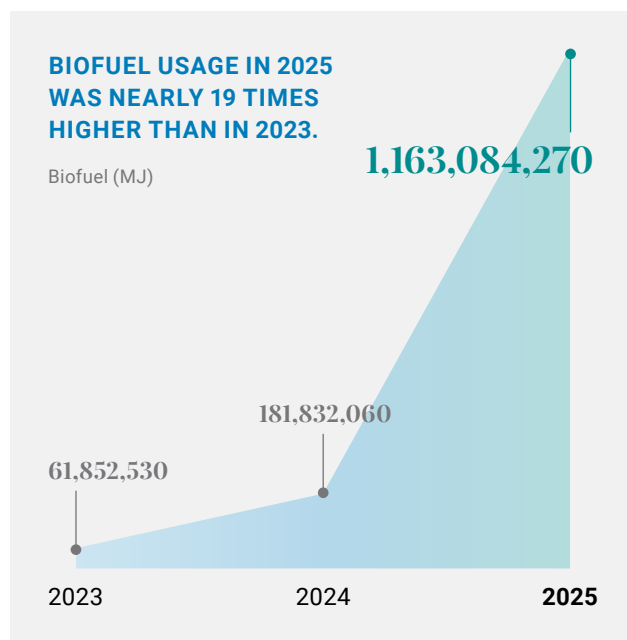
Together, these pilots are informing the next phase of our energy technology and fuel pathway deployments—where renewable energy solutions and alternative fuels are advancing in parallel.



¹⁸ 2025 reporting boundary comprises 571 managed ships.

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE**Next Generation Energy:
Renewables and Future Fuels****RENEWABLE ENERGY SOLUTIONS**

Photovoltaic panels continued operating on managed vessels, supporting incremental reductions in onboard energy demand. In 2025, we also expanded the use of wind-assisted propulsion, installing a SeaKite system on a managed vessel that entered commissioning and sea trials during the year. The AI-enabled, automated kite solution is designed to reduce fuel consumption by approximately 10% and improve CII performance measurably. Crew members are receiving hands-on training to support the operational rollout and future autonomous operation, with system validation continuing in close collaboration with onboard teams and manufacturer specialists.

**FUELING THE FUTURE**

Lower-emission fuels are central to our climate transition strategy and the broader decarbonization of the maritime industry. We continue to expand proven options—including LNG, biofuels, methanol and LPG—while building capabilities for ammonia and hydrogen through technical analysis, crew training and industry partnerships. Our goal is for these and other near-zero-emission alternatives to represent at least 5% of total fleet energy use by 2030.

In the reporting year, our biofuel consumption increased more than sixfold to 1,163,084,270 MJ, up from 181,832,060 MJ in 2024. This was driven by growing owner demand and commercial and regulatory appetite for lower-emission options, and our ability to identify and deliver those opportunities across the managed fleet.

We had 54 dual-fuel vessels across our portfolio in 2025, with 34 under technical management and 20 in our newbuilding pipeline. Nine LPG tankers were added to our clean fuel fleet, including seven Very Large Gas Carriers (VLGCs) with cargo capacities of approximately 86,000 to 92,000 cubic meters. These vessels feature advanced dual-fuel engines, Tier III NOx-compliant technology, ESDs and digital systems that improve safety, reliability and operational efficiency—with projected annual operating cost reductions of approximately 6%. Our newbuilding team also supervised the ahead-of-schedule delivery of a next-generation Pure Car and Truck Carrier (PCTC), incorporating an optimized hull form and energy-saving technologies that reduce CO₂, NOx and particulate matter emissions compared with conventional tonnage. We apply this same technical expertise, spanning hull form optimization and the specification of high-performance anti-fouling coatings to reduce frictional resistance, to our retrofit advisory for conventionally fueled vessels. These targeted upgrades support the efficiency gains that underpin our 42% GHG emission intensity reduction since 2008.

AMMONIA READINESS

Ammonia is widely recognized as one of the most promising pathways to zero-emission shipping. We manage two ammonia-ready vessels in commercial operation and five of our VLGCs are capable of carrying ammonia. Our teams are playing central roles in leading ammonia consortiums in Singapore and the US, contributing vessel design expertise, regulatory insight and operational experience since 2009 to accelerate safe industry adoption.

In 2025, we continued participation in the Singapore Ammonia Bunkering Feasibility Study—a collaborative initiative focused on demonstrating an integrated ammonia fuel supply chain and bunkering ecosystem. Fleet serves as lead advisor for vessel design and operational safety. Reflecting progress made, one of the world’s first ammonia bunkering vessels has been ordered by a consortium partner to support Singapore’s infrastructure by 2027.

With future fuels we take a deliberate stance: safety before scale and readiness before deployment. Our HAZOP study with an engine technology partner is ongoing, prioritizing thoroughness over timeline, with insights to be integrated into one ammonia-ready vessel by 2026. We also plan to complete a hydrogen feasibility study by 2026.

As these fuel pathways advance, ensuring safe and effective adoption depends on a workforce equipped with the right skills and capabilities.

MATERIAL TOPIC ENERGY AND CLIMATE RESILIENCE**Partnerships in Action**
The Caravel Group and Celsius
Shipping Joint Venture

In 2025, the Group formed a strategic joint venture with Celsius Shipping to co-own and operate a new fleet of high-specification LNG bunkering vessels. The first two vessels, each with a capacity of 20,000 cubic meters, are scheduled for delivery in 2027. The vessels are designed to meet Maritime and Port Authority of Singapore regulations and FuelEU Maritime requirements at delivery. The partnership positions the Group to support the growing demand for LNG bunkering infrastructure, with more than 1,150 LNG dual-fuel vessels expected to be in service by 2028 and global LNG bunkering demand projected to exceed 50 million tons per year by 2045.

Building a Future-ready Workforce

Our environmental training continues to evolve as requirements and expectations shift. Participation in training increased significantly as we expanded our Environmental Management System (EMS) curriculum to include CII, Energy Efficiency Existing Ship Index (EEXI) and Ship Energy Efficiency Management Plans (SEEMP) alongside traditional MARPOL compliance. Enhanced digital learning tools enabled faster deployment of targeted modules on emerging risks, with environment-focused webinars reaching over 700 attendees—a tenfold year-over-year increase.

To build a workforce equipped for the maritime energy transition, over 1,750 seafarers (7% of our workforce) were trained in dual-fuel operations in 2025, and approximately 9% of Superintendents completed training under the IGF Code. Our target is to train 20% of Superintendents and 25% of seafarers on lower-emission fuels by 2030, supporting our Climate Transition Strategy.

We expanded advanced LNG and dual-fuel technical training for key officers, with participation in awareness webinars doubling to over 250 seafarers in 2025. In addition, IMI delivered advanced instruction on alternative fuels and energy-efficient vessel operations, with cadets receiving simulator-based training on LNG, LPG, methanol and dual-fuel engine technologies, alongside IGF Code training programs. These initiatives enhance both individual career prospects and the sector's transition to cleaner energy.

As part of our Climate Transition Strategy and future-ready workforce agenda, FMTI also developed structured training programs to prepare seafarers for ammonia-fueled vessels, reinforcing onboard safety and emergency procedures.

A “Just Transition” is not only about adopting new fuels. It requires empowering people with the right skills, mindsets and safeguards to navigate change. Looking ahead, we will continue equipping our people to lead in cleaner, safer and more efficient shipping, ensuring the human element remains central to our decarbonization journey.

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



MATERIAL TOPIC

Materials and Waste

Managing resources responsibly, from water stewardship and responsible sourcing to waste reduction and pollution prevention, depends on disciplined people and well-governed systems working in tandem. Across our ships, offices and campuses, we apply structured management practices to reduce consumption, minimize waste and protect the ecosystems our business depends on.

With our reporting boundary now expanded to include the IMI campus and our new Manila office, our accountability and opportunity to drive impact have grown accordingly. This section also covers our assessment of nature-related risks and opportunities (NRROs) in alignment with the TNFD framework—recognizing that responsible material sourcing and consumption and waste management are inseparable from protecting the marine and land ecosystems our operations depend upon.



Understanding Nature-related Impacts

In 2025, we updated our NRRO assessment in alignment with TNFD,¹⁹ building on the climate-related risk review described in the [Energy and Climate Resilience section](#). We elevated the short-term transition risk related to shifting market demand from low to medium, reflecting growing stakeholder focus on nature-positive solutions amid continuing uncertainty around the pace of policy development. These insights are being integrated into financial and operational decision making, with our initial focus on marine ecosystems and ongoing efforts to expand oversight across offices, ports, shipyards and mines. Stakeholder engagement, biodiversity impact assessments and responsible sourcing protocols remain our key mitigation measures. For detail on governance, strategy, risks and metrics related to NRROs refer to our [TNFD Index](#).

Conserving Water and Natural Habitats

Water is both a resource we depend on and one we have a duty to protect—and that shapes how we manage consumption, discharge and marine impact across our fleet and offices.

We apply systematic controls to monitor water consumption and ensure effective discharge management across our vessels. In 2025, our fleet utilized 520 ML of water, compared to 588 ML²⁰ in 2024, reflecting both a smaller fleet profile and ongoing conservation efforts.

The same discipline extends to our offices. While onshore water supply is managed by property owners in many locations, we have taken active steps to reduce consumption. Our new Manila office implemented high-performance, low-flow plumbing fixtures to improve water efficiency. At IMI, seven rainwater harvesting units across three campuses contributed to groundwater recharge, flood control and reduced dependency on external water sources. Our ESG Recognition Program, described in detail in the [Working Together](#) section, encourages prudent water management across the Group.

Every port call and passage carries potential impact on marine ecosystems—which is why biodiversity protection is built into how we plan and operate our voyages. Our vessels comply with all mandatory schemes and avoid restricted and sensitive zones in line with regulatory requirements. Every vessel is equipped with ballast water treatment systems (BWTS) in line with the Ballast Water Management Convention, with any system failures recorded through defect reporting and resolved through corrective action. Operational data is monitored through the PARIS deficiencies module, informing risk assessments, vendor engagement and retrofit prioritization while helping avoid PSC penalties and unplanned costs. This approach reduces the risk of invasive species transfer, strengthens compliance and demonstrates proactive management of NRROs across the fleet.

These efforts are reflected not only in our systems, but in the genuine dedication our people bring to marine stewardship. One example occurred in the Santa Barbara Channel when our Captain voluntarily operated at Whale-Safe Speed in line with the Protecting Blue Whales and

¹⁹ The key steps undertaken in mapping our NRROs as part of our initial assessment are detailed in our [2024 Responsibility Report](#). The results of our updated assessment conducted in 2025 are presented in the [Appendix](#).

²⁰ 2024 water consumption metrics were restated following a data quality review to align historical data with our expanded 2025 office reporting boundary; see [Appendix Performance Metrics](#) for detailed restatement disclosures.

MATERIAL TOPIC MATERIALS AND WASTE

Blue Skies (BWBS) initiative, which was recognized by a nearby whale-watching vessel, with the radio exchange subsequently disseminated across social media channels. As the Captain noted: “I’m proud to work for a company that truly values sustainability and the protection of marine life and the environment.” During the reporting year, we supported follow-up engagement with BWBS, further reinforcing our commitment to biodiversity-sensitive navigation protocols and our active collaboration with marine conservation groups.

That commitment to protecting natural habitats extends from sea to shore. At IMI, cadets planted 400 saplings across campuses, expanding vegetative cover and supporting local ecosystems. The campus garden supplied fresh produce directly to kitchens, avoiding transportation impacts, promoting healthier diets and building awareness of sustainable food systems.

Protecting natural habitats and managing waste responsibly form two sides of the same commitment—from our vessels to our offices.

More detail on how we manage water and marine ecosystems can be found in the [Appendix](#).



Reducing Waste and Preventing Pollution

Structured procedures across ships, offices and newbuilding sites underpin our approach to waste reduction. Employees and seafarers are encouraged to participate in initiatives, with our ESG Recognition Program rewarding outstanding efforts.

Office Waste Solutions

In 2025, 90,887 kg²¹ of waste was generated across seven offices,²² of which 35,794 kg—approximately 39%—was diverted from disposal through recycling.²³ Recycled streams include glass, paper, metal, plastic and food waste, with e-waste managed through designated recycling channels where local infrastructure permits.

In line with our 2030 goal to establish recycling and waste management systems and eliminate SUP across all offices, our key locations in India (including IMI), the Hong Kong SAR, the Philippines, Cyprus and Singapore implemented consistent waste reduction measures in 2025. Plastic water bottles, cutlery, stirrers and other disposable items were eliminated across most locations and replaced with reusable steel and bamboo alternatives, including certified compostable options. Improved access to filtered water and onsite reuse systems supported these changes. At two of our India offices, the introduction of glass bottles eliminated approximately 6,000 SUP water bottles per month.

In the Hong Kong SAR, a new dual-bin system was introduced across all pantries to separate general waste from recyclable metal cans, improving the consistency of waste segregation. Disposable packaging such as tetra packs is being progressively phased out in favor of reduced-impact alternatives. We also maintained our paper recycling and food waste reduction campaigns. In 2025, 1,456 kg of food waste was collected and sent to O · PARK1, where it is converted to energy.

At IMI, organic waste is now processed through an onsite composting system and reused across the kitchen’s garden, landscaped areas and football fields. This initiative closes the loop between consumption and regeneration, reduces landfill waste and delivers ongoing cost savings. Responsible e-waste disposal through designated authorities was also implemented during the reporting year.

These efforts are complemented by design choices that reduce impact at source. We embed responsible material selection and waste minimization into office design and fit-out. At our new Manila office, low volatile organic compound (VOC) paints, adhesives and finishes were specified throughout, and renovation materials were sourced from suppliers meeting defined sustainability criteria. The sustainability attributes of materials are verified through manufacturer-provided documentation and certifications—including lifecycle assessments that confirm the absence of hazardous chemicals and provide detail on VOC content. This practice builds on the lower-impact design principles established at our Mumbai Andheri office, where biophilic design and low-VOC materials continue to support occupant wellbeing and environmental performance.

²¹ Henceforth office and shore-based waste will be reported in kilograms, which better reflects actual mass.

²² Offices include Fleet Management Limited (the Hong Kong SAR, China), FML Ship Management Limited (Cyprus), Fleet Management India Private Limited (India), Fleet Management Middle East DMCC (UAE), Elegant Marine Services Private Limited (Ratings Section) (India), Fleet Ship Management (Shanghai) Company Limited Dalian Branch (China) and IMI (India). Data coverage reflects offices where collection systems are established; boundary details and comparability notes are available in the [Appendix Performance Metrics](#).

²³ Recycled waste figure includes paper, metal, plastic, glass and food.

MATERIAL TOPIC MATERIALS AND WASTE

Shipboard Waste

At sea, waste management is governed by the same principles of reduction, responsible disposal and continuous improvement. Shipboard waste streams—including oil, bilge water, sludge, garbage and food—are each managed against defined protocols and tracked for performance. Overall shipboard waste declined during the year, reflecting both a smaller fleet profile and ongoing reduction initiatives.

WASTE ON SHIPS²⁴ (m³)

Total Waste	2023	2024	2025
Owned and JV-owned Ships	1,300	1,387	1,054
Managed Ships	158,097	150,589	130,126
Total	159,397	151,976	131,180

POLLUTION

Every waste stream managed well is a pollution incident prevented. During the reporting year, we achieved our target of zero oil pollution incidents—a result of sustained operational discipline and rigorous protocol reinforcement across the fleet. Training and reinforcement of protocols are provided to all ships on a continuous basis, with any incidents communicated fleet-wide and discussed during onshore Friday training sessions to drive continuous improvement.

²⁴ Environmental performance figures cover owned, JV-owned and managed vessels: 663 in 2023, 615 in 2024 and 574 in 2025.

²⁵ 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.

BILGE WATER AND SLUDGE

Effective bilge water management is critical to preventing marine contamination and maintaining vessel safety. Evaporation and clean drain tanks reduce waste and prevent pollution. Over half of our managed ships now have at least one of these systems, and we continue to work with shipowners to expand adoption.

Sludge generated from engine operations, machinery and fuel oil handling on ships is actively managed. In 2025, bilge water and sludge generation declined compared to the previous year.

GARBAGE²⁵

On board, garbage—from plastic and cargo residues to metal waste, among other materials—is managed through a combination of systems and crew-driven ingenuity. We continued to install reverse osmosis (RO) type purification units, enabling crews to produce drinking water on board, reducing reliance on SUP bottles. By the end of 2025, 92% of Fleet Management's managed vessels had installed water purification systems, compared with 50% in 2024—with all owned ships already equipped.

A crew-led initiative during the year demonstrated how ship staff are advancing waste reduction from the ground up. Using a simple cutter designed on board, crew members repurposed plastic bottles into durable strips for securing garbage bags and bundling items, reducing the need to purchase additional plastic ties and strings. The initiative strengthened awareness of plastic use across the vessel, showing how low-cost innovations can deliver meaningful impact.

We also continued to engage suppliers to remove excess packaging. In 2025, 88% of packaging materials were returned to vendors who recycled or reused them.

FOOD WASTE

Managing food waste begins before it is generated. Culinary teams receive extensive training in inventory management and waste minimization, with waste management forming part of their performance evaluations. This reinforces accountability and supports a culture of continuous improvement. Where food waste cannot be avoided, it is discharged at sea in accordance with established protocols and regulations.

Details of how we handle each waste stream are outlined in the Shipboard Waste section of the [Appendix](#).

Marine Stewardship Training

Training is what turns environmental commitment into operational practice, from responsible resource and waste management to the protection of marine ecosystems. That requires informed crews who understand the nature-related risks associated with every port call and passage. In 2025, our EMS training expanded beyond core MARPOL compliance to incorporate regional biodiversity requirements, including New Zealand's biofouling guidelines and scrubber discharge restrictions in Finland. This directly strengthened our ability to manage risks such as marine pollution and invasive species transfer. EMS training remains mandatory for all seafarers, with annual refresher courses updated as regulations evolve.





Safeguarding People

Safety that protects.
Support that strengthens.
People that prevail.

Health, Safety and Wellbeing



Our people are the engine of everything we do. Keeping them safe, from our vessels to our offices, is not just a policy obligation; it is how we operate. In 2025, we maintained zero work-related fatalities, strengthened our SMS and deepened mental health support. These efforts reinforce that safety is an ongoing responsibility. This section outlines how we protect our people through stronger systems, smarter training and deeper support—a commitment inseparable from how we operate and who we are.

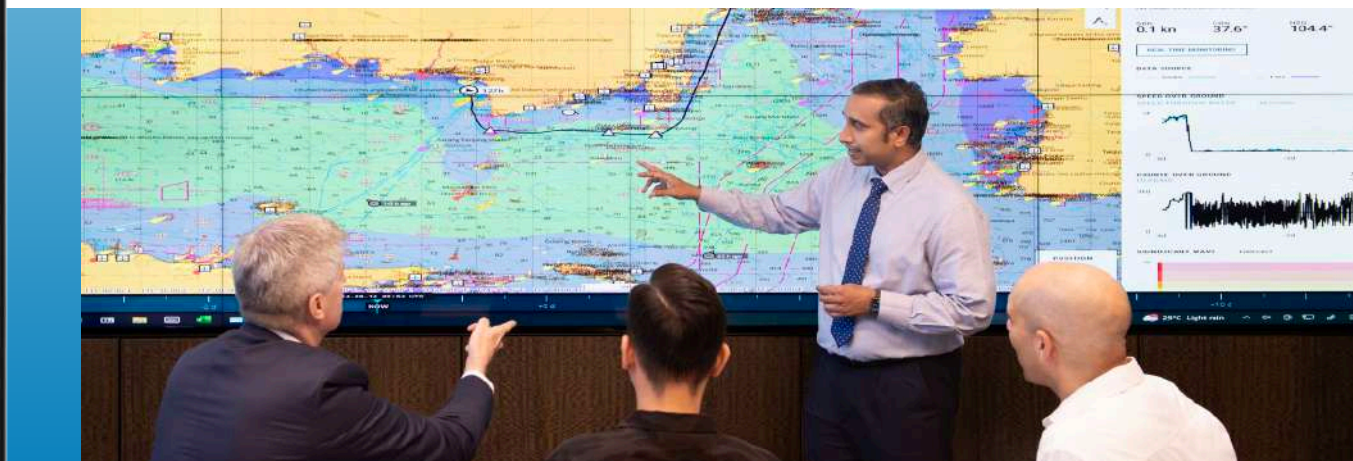
“The security threat landscape has evolved beyond piracy. Geopolitical tensions, kinetic threats and electronic interference are now operational realities. Keeping our people safe requires outpacing these threats through strong coordination, timely intelligence and crews trained to respond decisively.”

Capt. Kuldeepak Sethi

Global Head of Security and CSO

CASE STUDY

Managing Security in a Volatile World



Security risks are now a constant operating condition and are no longer limited to conventional piracy. Under current geopolitical tensions, kinetic threats (drones and missiles) and electronic interference (GPS/AIS spoofing) are no longer isolated events—they are persistent threats reshaping trade corridors and operating conditions. In response, The Caravel Group is building an intelligence-led security model that anticipates threats rather than reacts to them.

Our approach is built on real-time intelligence, technology and partnership. Continuous monitoring and 24-hour onshore emergency response ensure coordinated action during high-risk transits. Voyage-specific risk assessments and advanced passage planning support safer navigation while maintaining operational continuity. Collaboration with naval task forces enhances situational awareness and enables faster, better-informed decisions.

Strong governance helps ensure consistency and accountability. Explicit leadership accountability for safety outcomes and a dedicated security oversight function sustain continuous oversight, with drills and threat scenario reviews keeping preparedness current and relevant. Training aligned with Best Management Practices (BMP) Maritime Security measures, combined with our SafeR+ and T-CUP (Total Control Under Pressure) programs and psychological support, equips crews to respond decisively under pressure.

The preparedness this builds extends beyond individual voyages. Security capability directly affects trade continuity, cost structures and crew safety. By strengthening coordination, preparedness and partnerships as the threat landscape grows more complex, The Caravel Group is better positioned to keep our people safe, our vessels moving and our commitments intact.

2030 Pillar Goals and Targets



Strategic Areas	2030 Goals	Key Actions and Targets	2025 Status	Results
Health, Safety and Wellbeing				
Health and Safety	Achieve zero work-related fatalities	Target zero catastrophic accidents on board our ships, supported by strengthened safety management, leadership accountability, psychological safety training and a culture of open reporting	On Track	0 work-related fatalities
	Rank in the top 10% of the maritime industry for safety performance ²⁶	Achieve zero Lost Time Injuries (LTIs) for Superintendents	Progressing	LTIF was 0.34 (top 30-40%); TRCF was 0.87 (mid 45-60%) versus INTERTANKO averages of 0.41 and 0.93, respectively. 0 Superintendent LTIs recorded
Wellbeing	Prioritize psychological safety and crew resilience as core elements of our safety culture	Hold 18 Psychological First Aid (PFA) and 12 Wellness at Sea (WAS) training sessions for seafarers per year	On Track	72 PFA and 15 WAS sessions conducted
		Run 12 safety campaigns on ships each year	On Track	23 campaigns conducted
		Improve the Group's wellbeing score to 78% by 2028	Exceeded	91% wellbeing score <i>Target under review.</i>
		Conduct at least one wellbeing survey for seafarers per year	On Track	3 surveys conducted
		Achieve a 10% increase in the number of FFSG ²⁷ members by 2025	Exceeded	FFSG membership increased from 652 in 2024 to 1,545 in 2025, representing 134% growth <i>Future target reset. 2026 target is to achieve a further 20% increase from the 2025 baseline.</i>
		Conduct 12 Tea Talk sessions for seafarer families each year	On Track	16 sessions conducted

²⁶ The ranking is defined by comparing Fleet's LTI and TRCF statistics against INTERTANKO industry benchmarks.

²⁷ Members include any crew or family members who sign up to be part of the FFSG.

MATERIAL TOPIC

Health, Safety and Wellbeing

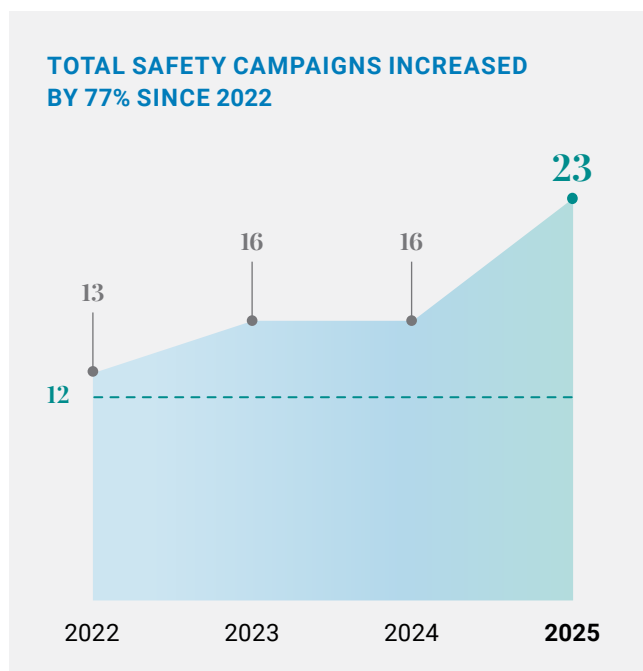
Safety performance depends on disciplined systems, committed leadership and a culture in which concerns are raised early and addressed consistently. In 2025, we continued strengthening all three as we worked toward our 2030 goal of ranking in the top 10% of maritime safety performance, measured against INTERTANKO's LTIF and TRCF benchmarks—progress on which is summarized in the Goals and Targets content on p. 32. This approach is reflected in our health and safety performance across both onshore and onboard operations.



Health and Safety Performance

Leadership accountability is central to our safety culture. Our zero-LTI target for Superintendents held firm in 2025, reinforcing safe behaviors on every site visit.

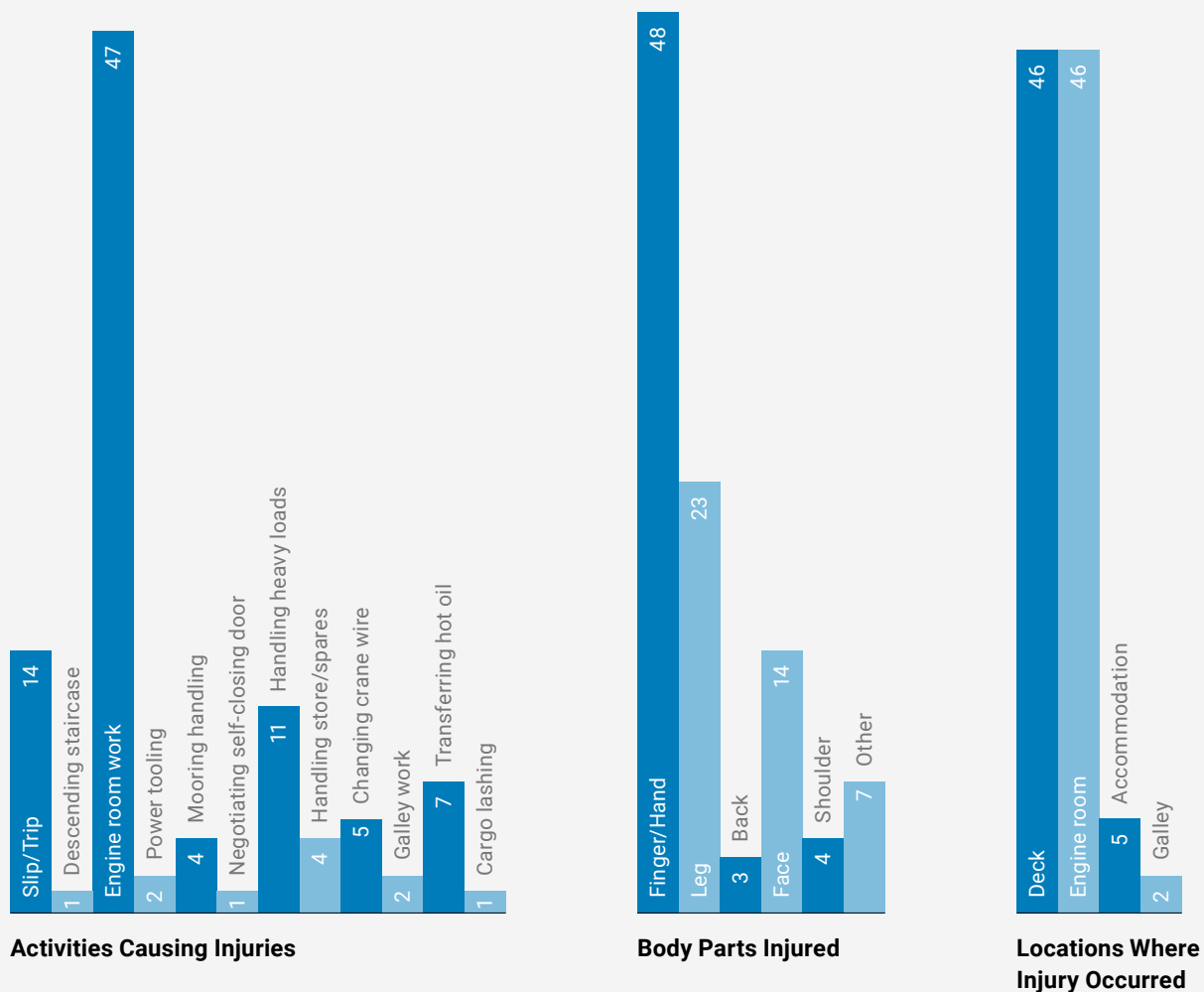
On board, we continued to strengthen reporting discipline and frontline intervention, tracking progress through a set of core KPIs to identify trends and drive improvement. PSC detentions declined compared to 2024, while near misses per vessel per month have fallen consistently since 2022, reaching 5.86 in 2025. Expanded safety campaigns and stronger escalation processes during the reporting year supported a more transparent view of risk across the fleet.



In 2025, we achieved our goal of zero direct work-related fatalities and made measurable progress on establishing a reporting culture and enhancing crew safety. Across our fleet, we recorded seven cases of ill health alongside 99 injuries, up from 86 in 2024. The increase reflects our intensified “speak up” reporting culture, which is a deliberate outcome of our safety campaigns rather than a deterioration in conditions. Most injuries were minor, with finger injuries the most common. The one serious case, a burn injury, was treated promptly, with the crew member making a full recovery.

These insights inform targeted action. To reduce injuries further, we restructured safety governance: Safety Officer roles were strengthened for direct QHSE coordination and faster root-cause analysis; safety call-outs increased; and crew were further empowered to stop unsafe work at any level.

While performance metrics provide one perspective, they do not capture the full reality of life at sea. 2025 brought losses that carry profound weight. We lost three seafarers to suicide, with two others reported missing at sea. Despite extensive search and rescue operations, they were not recovered. While these losses fall outside standard occupational health reporting definitions, our duty of care as an organization remains absolute. We own that duty—to the men and women who serve at sea, and to their families. It is a responsibility that goes beyond metrics, driving our resolve to deepen psychological support, engage industry partners in prevention, and ensure our crews are fully equipped to recognize warning signs and seek help early.

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

* Categories with zero recorded incidents during the reporting period have been excluded from these charts for clarity.

A Focus on Continuous Improvement

Strong safety performance is built incrementally—through better systems, stronger governance and a culture that never stops questioning. In 2025, we made meaningful progress across each.

SMS ENHANCEMENT

We are completing a comprehensive upgrade to our SMS, with fleet-wide implementation targeted by the end of Q1 2026. The updated system features clearer operational guidance, strengthened incident investigation and escalation protocols, and updated procedures that reflect current operational realities. To support adoption, we introduced branded safety materials, online training and structured assessments across fleet and onshore teams. Verification by DNV has confirmed the SMS meets applicable regulatory standards for specific Document of Compliance (DOC) entities within the Group, with further verification in progress.

A central feature of the upgrade is the introduction of a Just and Fair Culture Policy and framework. It promotes psychological safety and open reporting, while reinforcing the right of crew at all levels to stop unsafe work. Protocols for alcohol and drug testing were revised, alongside strengthened environmental compliance procedures.

Governance of serious incidents was also enhanced. The High-level Investigation Committee, chaired by Fleet's CEO and comprising Executive and Product Directors, now oversees and approves all Category A and B incident investigation reports. This places accountability for the most critical safety outcomes at the highest level of leadership.

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING

PERFORMANCE INSIGHTS AND RECOGNITION

Alongside system improvements, we strengthened how performance is measured, shared and recognized. We expanded our safety and technical performance reviews across the fleet analyzing Voyage Data Recorder (VDR) data from 143 tankers and 78 dry vessels—representing 61% of tankers and 23% of dry vessels under management. Insights were shared directly with Captains to identify risks and reinforce accountability.

We also launched a semi-annual Safety Recognition Certificate program to highlight vessel teams achieving zero incidents and strong PSC outcomes—celebrating positive performance, encouraging reporting discipline and reinforcing a culture of safety.

This commitment to safety excellence garnered external recognition—two managed vessels secured the top two positions in Waterfront Shipping’s global safety and responsibility study. The study assessed 33 methanol and clean petroleum product carriers across safety, environmental and crew welfare criteria. Both vessels improved on their previous year’s rankings, reflecting consistent year-on-year progress. These capabilities are particularly important as our vessels operate in increasingly complex and high-risk environments.

Navigating High-risk Routes

Our seafarers operate in some of the world’s most challenging waters. Protecting them requires real-time intelligence, honest risk assessment and ensuring they have the right to raise concerns. Crew are always informed of elevated-risk transits, with concerns heard and resolved collaboratively to prioritize safe and supportive outcomes. Post-incident psychological support is available for all who need it.

The operational consequences of high-risk routes extend beyond crew wellbeing. Higher insurance premiums, extended transit times and costly rerouting all add pressure. Our approach to mitigating these risks is illustrated in the Case Study on p. 31, with details on how we address specific challenges across trading routes reflected below.

High-risk and security-sensitive areas at sea include:

- **Gulf of Aden and Southern Red Sea:** Following Houthi-led attacks on commercial vessels, transit through the Red Sea remains strongly discouraged. Where rerouting is not feasible, we conduct voyage-specific threat assessments using intelligence from flag states and naval forces. Safety measures include hiring armed guards, maintaining close engagement with naval task forces and identifying safe havens.
- **South America:** Sanctions enforcement risks remain elevated, particularly involving trade linked to Venezuela. Drug trafficking continues to present challenges, especially with vessels entering Brazilian ports along the Amazon River and routes through Venezuela, Colombia and Mexico. We strengthened sanctions screenings and search protocols, including incorporating canine and underwater inspections.

- **Strait of Hormuz:** Regional tensions have increased security risks, including vessel seizures, drone and missile threats and electronic interference affecting navigational systems. We follow industry-recommended routing measures and maintain SOPs to counter GPS spoofing and jamming.
- **Singapore and Malacca Straits:** Incidents of robbery have increased, especially in the Phillip Channel between Singapore, Malaysia and Indonesia. Preventive measures include door and accommodation hardening, use of razor wire, rigged fire hoses and frequent awareness campaigns.
- **West Africa:** Despite improved conditions, kidnapping and hijacking risks persist. Armed security and escort vessels remain in use, supported by BMP Maritime Security hardening measures.
- **Black Sea:** Ongoing geopolitical tensions have expanded vessel targeting beyond Ukrainian and Russian waters. We monitor developments closely and apply strict precautionary and sanctions compliance protocols.

For details on our OHS policies, approach to health and safety performance, incident management systems and protocols in high-risk areas, refer to the [Appendix](#).



MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING

Safety-related Training

Operating safely under uncertain conditions requires continuous, targeted training. Preparing our teams to lead on safety before incidents occur is as vital as how we respond afterward. Training turns risk insight into consistent action, helping people anticipate hazards, apply procedures effectively and respond decisively when it matters most.

In 2025, structured safety programs were expanded across shipyards, offices and vessels, aligning with our updated SMS framework to promote consistent standards and accelerate organizational learning.

ONSHORE

Building safety capability onshore is as deliberate as it is at sea—during the reporting year, 33 training sessions covering 75 safety management topics were delivered for onshore technical teams. Professional Event Investigation (PEI) sessions further strengthened cross-departmental capability, with 20 employees refining their skills in incident investigation, reporting and long-term corrective action in line with the SMS framework.

Our safety-first ethos also extends to shipyards, where we aim for zero injuries among site team members and newbuilding personnel. During the year, we rolled out a structured newbuilding training program for both headquarters and site teams, emphasizing safety leadership and technical excellence. The program comprised 13 dedicated sessions, including a multi-week Site Manager Training Program covering critical inspection supervision, incident and defect review, and key process and quality controls.

ON BOARD

At sea, safety training is delivered both on board and through Fleet Management's global training network, helping embed consistent standards across the fleet. In 2025, updated SMS-aligned training methods were piloted on 40 vessels. Captains reported stronger engagement and lower incident rates—results that led to the new modules being formally integrated into mandatory crew onboarding programs.

Our SafeR+ program, paired with T-CUP, was revitalized with data-driven insights to address emerging safety and wellbeing challenges. In 2025, across 195 sessions, 4,549 participants were trained in maintaining composure and judgment in high-pressure situations, supporting both performance and mental resilience.

This focus on mental resilience extends into dedicated mental health training. During the reporting year, 72 PFA sessions reached 4,642 officers and crew, helping them identify early signs of distress and provide immediate peer support. Fifteen WAS sessions were also conducted, incorporating new insights from incident learnings and evolving best practices to keep training relevant and preventive in focus.

SAFETY CAMPAIGNS

Training is reinforced through targeted safety campaigns designed to address specific operational risks. In the reporting year, 23 safety campaigns were delivered on board, covering a wide range of operational topics.



Captains led interactive sessions using real incident case studies and visual materials to deepen situational awareness and foster active discussion. Feedback collected through structured questionnaires enabled technical teams to assess engagement, track learning outcomes and refine future campaigns.

A safe workplace extends beyond physical safety—it demands a culture of respect. Our anti-harassment and bullying campaign continued to expand its reach, engaging over 8,100 crew members during the reporting year. The initiative promoted awareness, strengthened confidence in reporting mechanisms and deepened accountability at sea. Insights gathered through crew surveys highlighted the importance of strong leadership endorsement and practical, scenario-based training in driving behavioral change.

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING

Call-outs are a targeted extension of our safety campaigns, fostering direct engagement through personal interactions—including via emails, questionnaires and phone calls—to address specific risks. In 2025, five call-outs focused on the topics of grounding, collisions, allisions and anchoring, with a further three addressing crew injury prevention.

We also hosted Global Crew Engagement Seminars across Kochi, Chennai, Mumbai, Dalian, Busan and the Philippines, reaching over 350 seafarers. Senior leaders, including Fleet's CEO, led discussions on embedding health, safety and environment (HSE) as a mindset rather than a compliance exercise, emphasizing the connection between safety, accountability and sustainability. The sessions introduced our Encompass strategy and ESG principles, fostering open dialogue and empowering crew members to share experiences, raise concerns and actively contribute to shaping our safety and sustainability agenda.

As we move into 2026, our safety roadmap will build on these efforts—integrating incident learnings into routine briefings, strengthening permit-to-work discipline through strict pre-job controls, ensuring visible shipboard leadership, and systematically managing unplanned work so that audits and training can close any remaining gaps between procedure and practice.

Information on our ongoing safety-focused training for colleagues and seafarers can be found in the [Appendix](#).

Fostering Workforce Wellbeing

The physical dangers of life at sea are visible. The psychological ones often are not. This is why our investment in wellbeing—from in-house psychologist access to family support programs—is not a support function. It is core to how we operate safely and responsibly. Our HR team leads wellbeing for onshore employees, while our Fleet Care Department focuses on the holistic needs of seafarers and their families.

EMPLOYEE WELLBEING

We measure employee wellbeing through our annual engagement survey. In 2025, the Group achieved a wellbeing index score of 91%, surpassing our 78% target set for 2028 ahead of schedule. Fleet recorded 69%, reflecting steady year-on-year improvement within an operations-intensive environment, and an area where we continue to focus attention.

To further promote workplace wellbeing, we launched Wellness Wednesday, a monthly webinar series covering mental health, stress management, sleep, financial wellbeing and nutrition. Eight sessions were held during the year, attracting more than 1,370 employees globally.

Fleet Hong Kong fostered stronger social connections through a seven-member Event Advisory Group that organized 14 team bonding activities, including bowling, hiking, concerts and sporting challenges. Over 100 employees participated, with strong positive feedback on having a central hub for event updates. Complimentary onsite health screenings were also offered.

Beyond Hong Kong, local HR teams hosted their own wellbeing initiatives, coordinated through monthly regional calls. World Mental Health Day was observed across offices, with symbolic green pens and ribbons distributed in Hong Kong and Mumbai as a visible show of collective support for mental health awareness.

SEAFARER WELLBEING

Seafarer wellbeing is as central to safe operations as any technical system or protocol. Encouragingly, more seafarers are proactively seeking mental health support while on board. During the year, 121 crew members engaged our in-house psychologists in over 421 calls, up from 105 cases in 2024. Crew also actively recommend mental health resources to family members, resulting in 125 families participating in online PFA sessions. Counseling support further includes access to the [Crisis Response Network \(CRN\)](#), a technology-assisted helpline available to all crew.

In 2025, Fleet Care:

- Facilitated 17,703 calls for family support, compared to 16,590 in 2024.
- Held 16 Tea Talk sessions to strengthen family connections.
- Increased FFSG membership to 1,545 members, from 652 in 2024.

Awareness and outreach extended further through dedicated programs. Fleet Care delivered a range of initiatives during World Mental Health Day and Mental Health Awareness Month, including a live "Ask the Psychologist" Q&A, webinars on Psychological First Aid for families and teen wellbeing, a podcast episode on gadgets and loneliness, an awareness quiz to reduce stigma and vessel visits to engage crews directly.

MATERIAL TOPIC HEALTH, SAFETY AND WELLBEING

To bring families closer to life at sea, Fleet Care hosted “Monsoon Delights” at the Quality Catering Division in Mumbai, where seafarer families enjoyed refreshments and interactive culinary activities inspired by life on board. This integrated support model helps families stay connected, strengthens seafarer wellbeing and resilience, and ultimately contributes to safer, more focused performance on board.



Listening to seafarers directly shapes how this support evolves. In 2025, three seafarer surveys and feedback exercises were conducted, including Fleet Diaries for trainees, the Ship Environment and Mood survey, and the Anti-Harassment & Bullying survey. Together, these helped deepen understanding of seafarers’ onboard experience, including aspects of the ship environment, crew connection, shore support, leadership and overall wellbeing. Based on these insights, the following strategic actions have been proposed:

- Upgrading internet and digital connectivity to ensure reliable access for academic, administrative and recreational use.
- Enhancing leadership transparency and communication through monthly open forums, anonymous feedback channels and quarterly grievance summaries.
- Investing in recreation, social engagement and wellness infrastructure through cross-functional collaboration and user-led initiatives.
- Strengthening support for minority and vulnerable groups through cultural competency training, clear reporting channels and consistent follow-through.

Implementation of these recommendations is planned to commence in 2026. A Holistic Wellness Plan will be introduced to support seafarer wellbeing, health, safety and quality of life both at sea and ashore. It will cover physical, mental, emotional, social, environmental and spiritual dimensions, with a focus on intellectual and personal growth, ongoing health support and access to crisis care.

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



Partnerships in Action Supporting People and Strengthening Performance with ISWAN

In partnership with the International Seafarers’ Welfare and Assistance Network (ISWAN), we co-developed *Sailing Together*, an interactive handbook designed to help families maintain emotional connection during long voyages, navigate challenges such as financial planning and emergencies, and support seafarers’ reintegration with family routines upon return from sea.

The guide offers practical tools including checklists, reflection prompts and exercises to support mental health and wellbeing. By helping families manage distance, uncertainty and role changes with greater confidence, it strengthens household resilience and, in turn, helps seafarers perform better, speak up more readily and stay safer at sea.



Working Together

**Talent that grows.
Partnerships that strengthen.
Communities that thrive.**

Talent Attraction and Retention

Community Investment and Engagement

In our industry, people are the defining advantage—the talent that turns capital, technology and relationships into sustained performance. At The Caravel Group, their expertise, ideas and commitment shape how we operate, drive innovation and create value.

In 2025, we invested in that strength through the IMI acquisition, Manila training hub expansion, deeper community partnerships and a continued commitment to inclusion and workforce diversity. This section outlines how we build talent, capabilities and connections that strengthen our culture today and build resilience for the future.

“IMI gives us something no external provider can: a structured pipeline we trust from day one. We know the training, we know the standards and we know that the people joining our fleet are genuinely ready. That confidence is what a modern ship manager needs.”

Capt. Somasundar Nair

Executive Director, Fleet Personnel Department

CASE STUDY

Building a Future-Ready Maritime Workforce with IMI

The maritime industry faces a persistent challenge: a shrinking talent pool, the risk of falsified credentials and an accelerating transition to decarbonized, digitally enabled operations. Filling that gap with the right people—verified, skilled and ready—is a strategic imperative.

To stay ahead, The Caravel Group acquired IMI, establishing a Group-aligned talent pipeline and a trusted pathway from training to deployment. This strengthens confidence in the competence and verification of those joining our fleet while supporting the skills our industry needs for the future.

IMI's pre-sea programs combine advanced simulators with VR/AR technologies, preparing cadets for real-world conditions across alternative fuels, emission reduction and digital navigation. The institute also supports continuous maritime education and reskilling, helping advance Just Transition principles across our wider workforce. To promote inclusion, IMI provides scholarships for female cadets covering 50% of the tuition costs.

The impact of this investment is already visible—more than 500 job-ready cadets from IMI joined Fleet during the reporting year, furthering safety and efficiency



across our operations. Beyond the Group, the model demonstrates how education, industry and operations can align to address shared workforce challenges.

This is how The Caravel Group builds capability at the source—not by addressing talent risk after it arises, but by securing a pipeline before those risks emerge. In a rapidly evolving industry, this proactive approach creates lasting advantage.

2030 Pillar Goals and Targets



Strategic Areas	2030 Goals	Key Actions and Targets	2025 Status	Results
Talent Attraction and Retention				
Talent Management	Achieve 90% retention rate for individuals in managerial roles and above	Maintain robust succession planning, leadership development and employee feedback mechanisms	On Track	85.73% retention
Welfare and Benefits	Ensure 90% participation rate in annual health checks for employees over 40	Promote participation in annual health checks	Progressing	36% participation <i>Gap reflects first year of tracking under new 2030 goal; scheduling improvements and awareness programs are underway.</i>
Fair Workplace	Maintain zero cases of discrimination or harassment onshore and on board our ships	Provide mandatory human rights and conduct training, grievance mechanisms and fair workplace controls	On Track	0 cases
	Maintain zero cases of human rights violations , including incidents of child or forced labor	Reinforce human rights due diligence, supplier expectations and policy controls	On Track	0 violations
		Cover 100% of ships with collective bargaining agreements (CBAs) or service terms and conditions	On Track	100% covered
Diversity, Equity and Inclusion	Attain 20% female representation in leadership , with women holding 25% of people management roles and making up 10% of our seafaring workforce	Enhance gender awareness training and inclusion support	Progressing	14% women in leadership ; 28% women in people management; 0.2% female seafarers, representing 25% YoY growth <i>2025 figures reflect IMI's consolidation into the Group's workforce. IMI is expected to strengthen the pipeline for female cadet recruitment.</i>
Training and Development	Build future-ready capability for resilient operations	Target 100% completion of value-added training ²⁸ for all onboard seafarers each year	On Track	96% completion <i>Operational scheduling constraints account for the remaining gap; measures introduced to increase training accessibility.</i>
Community Investment and Engagement				
Community Partnerships	Commit at least 2% of the Group's average net profit over the previous three years to community investment each year	Advance annual community partnerships and initiatives through the Group and the Foundation	On Track	USD 1,529,993 contributed (≥2% of 3-year average net profit)

²⁸ Value-added training refers to non-mandatory, role-relevant training that goes beyond regulatory requirements to strengthen operational performance, safety culture and future readiness.

MATERIAL TOPIC

Talent Attraction and Retention

Strategic Talent Management

Our people are our most significant competitive asset. In 2025, 1,496 onshore employees and 24,378 seafarers kept our operations moving across 14 countries. We invested in understanding their needs, developing their skills and creating conditions that support long-term retention. A full workforce profile and the policies that guide us are available in the [Appendix](#).

Workforce Engagement

Retaining top talent requires more than compensation; it depends on robust engagement supported by credible systems, strong leadership and a culture people trust.

ONSHORE

We are on track to achieve a 90% retention rate for individuals in managerial roles and above by 2030, with current retention close to 86%. In the reporting year, we made several structural improvements to support employee experience and enhance leadership accountability. Our SuccessFactors HR platform was upgraded with a new, more intuitive user interface, improving access to resources for recruitment, performance management and learning. Competency frameworks for employees were also updated and shared goals were introduced for all leaders, tracking metrics across ESG. Detail is available in the [Navigating Responsibly](#) section of this report.

Employee feedback is core to improving the workplace experience and driving retention. Lifecycle surveys capture feedback from pre-boarding and onboarding through to exit, supplemented by our annual anonymous engagement survey measuring overall engagement, wellbeing, intention to stay and employee net promoter score. Engagement scores reached 92% for The Caravel Group and 80% for Fleet in 2025. Wellbeing and employee net promoter scores also improved. Fleet's intent to stay score remained stable, while the Group-level figure increased—a meaningful signal in an industry where talent retention remains a persistent challenge.

Survey insights are reviewed at a senior level and translated directly into action. In response to feedback, we reviewed and adjusted annual leave balances for Group employees and expanded social activities across all geographies.

ON BOARD

At sea, we also expanded our engagement programs through Fleet Care to better meet the needs of seafarers and their families. In 2025, Fleet Care launched Fleet Diaries, a research initiative designed to better understand the early experiences of new cadets at sea. The project involved surveys and interviews with over 400 cadets and Trainee Marine Engineers from India, mainland China and the Philippines. Findings highlighted common onboarding stressors including homesickness, limited internet access and mental fatigue. Despite these



challenges, a majority of cadets rated their first month positively, attributed to crew bonding and onboarding celebrations. These insights reinforced the importance of connection, structured support and responsive systems in helping cadets adjust to life at sea. In response, we are strengthening feedback channels and prioritizing improvements to support systems, internet connectivity and rest-time balance.

This commitment to understanding and celebrating seafarers extended to the Day of the Seafarer. The Group celebrated this fleet-wide—onboard teams organized special lunches, while our leadership team personally contacted crew members to express their appreciation and reinforce the IMO's "My Harassment-Free Ship" theme. Fleet's CEO hosted a global town hall broadcast from Singapore, while crewing offices and IMI held local celebrations. To share highlights of everyday moments at sea, we launched the "Powered by People" photo competition and placed public advertisements featuring messages of appreciation across Mumbai and the Philippines.

MATERIAL TOPIC TALENT ATTRACTION AND RETENTION

Welfare and Benefits

Beyond engagement, our benefit framework supports the health, financial security and long-term wellbeing of our people across ship and shore. Employees in all our offices have access to comprehensive medical coverage, with equivalent protections extended to seafarers. By 2030, we aim to ensure that 90% of employees over the age of 40 receive annual health checks. In 2025, 36% of eligible employees participated—a gap we are actively working to close through scheduling improvements and awareness programs.

For seafarers beginning their careers, our Buddy-on-Board program is a cornerstone of early support, pairing cadets with experienced colleagues for mentorship and guidance. During the reporting year, Fleet Care introduced global tracking of the program to enhance consistency and effectiveness. A comprehensive Buddy Handbook was developed to outline best practices, responsibilities and support strategies, helping buddies guide cadets with confidence. Each cadet also receives a welcome letter from the Executive Director, reinforcing the company's commitment to their development and setting clear professional expectations. To recognize the contributions of buddies and to encourage participation, we introduced certificates, appreciation letters and rewards.

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



Championing a Fair Workplace

Investment in people means nothing without a workplace that is fair, respectful and safe for all. Our zero-tolerance stand aims for zero confirmed cases of discrimination or harassment onshore and on board, and zero human rights violations including child or forced labor. In 2025, that standard held. Human rights training grounded in the [Group's Human Rights Policy](#) is embedded into our mandatory onboarding, with refresher training completed by over 90% of eligible employees during the reporting year.

Fostering Diversity, Equity and Inclusion

Diversity across age, ethnicity, education and expertise strengthens our collective capability and sharpens decision making. DEI scores from our annual employee engagement survey reached 93% for the Group and 80% for Fleet in 2025, reflecting improved employee perceptions of how the company values inclusion.

ONSHORE

Inclusion at The Caravel Group is embedded in how we hire, develop, review and reward. In 2025, DEI activities were coordinated through our Employee Experience team, which supports listening, engagement and wellbeing initiatives across the Group. Working closely with business and functional leaders, the team captures employee feedback, identifies improvement opportunities and implements programs that strengthen a diverse workplace culture. Where relevant, updates and insights are escalated through established management channels to drive improvement.

This is reflected in our approach to compensation—ensuring pay is fair, consistent and grounded in market data. During the reporting year, we conducted a global compensation benchmarking exercise with an external provider, reviewing salary levels for the majority of our workforce against external benchmarks. Based on the results, we refreshed pay ranges to cover approximately 95%²⁹ of full-time employees, using these ranges to guide pay decisions and improve consistency across similar roles, levels and locations.

Pay equity is one dimension of inclusion—representation is another. Our 2030 goal is to attain 20% female representation in leadership, with women holding 25% of people management roles. For people management, we have already surpassed our target, with women now holding 28% of roles. Female representation in leadership stands at 14%³⁰—an area where we are continuing to focus effort.

²⁹ The review covered roles across 12 key departments in six major operating hubs. Smaller satellite locations are monitored through local market tracking as global benchmarks for these regions often lack sufficient statistical robustness for broad-scale comparison.

³⁰ This leadership figure reflects the expanded reporting scope following the acquisition of IMI and is therefore not directly comparable with the metric recorded in 2024.

MATERIAL TOPIC TALENT ATTRACTION AND RETENTION**ON BOARD**

Progress on gender inclusion extends to our fleet where raising female representation and improving working conditions are equally prioritized. Our 2030 goal is for women to represent 10% of our seafaring workforce—up from approximately 0.2%. In 2025, the number of female seafarers on our vessels rose by 25%, with a majority of new recruits joining through IMI. Gender awareness training is provided to all seafarers sailing with female officers.

This commitment extends industry-wide through initiatives to advance gender diversity. Fleet served as Diversity Sponsor of the Maritime SheEO Conference, held alongside India Maritime Week 2025. At the event, Fleet executives and cadets from IMI actively participated in mentorship, panel and engagement sessions. Over 50 cadets received guidance on topics such as harassment reporting, mental health and career progression. Senior leaders and pioneering female officers, including our first two female Captains, highlighted advancement pathways and strengthened visibility of women's leadership at sea. Our participation reinforced our long-term commitment to inclusion, mentorship and gender equality at sea.

Details on our approach to maintaining an inclusive working environment are provided in the [Championing a Fair Workplace](#) section of the [Appendix](#).

Development Programs for Success

Building the talent pipeline for tomorrow requires investment at every stage—from cadets to shore-based leadership. In 2025, we invested in infrastructure, programs and pathways that strengthened our pipeline across ship and shore. A key strategic milestone was the acquisition of IMI—establishing a Group-controlled talent pipeline from training to deployment. More detail is available in the Case Study on [p. 40](#).

FLEET FRONTRUNNERS 2.0

To maximize the potential of the IMI pipeline, Fleet developed Fleet Frontrunners 2.0 for launch in 2026. The program is designed to develop high-potential cadets and officers into shore-ready leaders over a 10-year horizon. Dedicated committees across departments oversee the program, with direct Board involvement.

Fleet Frontrunners 2.0 strengthens retention, supports reskilling and reduces reliance on external hiring—building a more sustainable internal talent pipeline. Our goal is to fill 25–30% of key shore roles internally through the program by 2030. With a projected global shortage of maritime officers, developing talent from within is both a strategic priority and a direct response to one of the industry's most pressing risks.



MANILA TRAINING HUB

In parallel, we are investing in regional training infrastructure to reinforce that pipeline. Our new Manila office and training hub marks a significant expansion of our operations in the Philippines, serving 72 staff and over 4,000 Filipino seafarers and their families. The hub delivers over 14,000 training sessions annually using advanced simulators, preparing crews for the low-carbon transition. In addition, wellness initiatives, including mental health workshops and family support through Fleet Care, reflect the facility's people-first approach.

The hub's strategic location and human-centered design supports retention and productivity. Looking ahead, we plan to grow our seafarer pool to 6,000, expand bespoke training for shipowners in areas such as future fuels and position the hub as a center for global maritime innovation.

ESG RECOGNITION PROGRAM

Beyond technical skills, we are building a culture where daily performance is tied to our 2030 goals and our Encompass strategy. During the reporting year, we launched the ESG Recognition Program to reward sea and shore teams for outstanding performance across safety and ESG criteria,³¹ with performance measured through the PARIS platform.

Awards recognize sea and shore teams across all fleets and functions, with prizes supporting crew welfare or ESG initiatives. Recognized projects include cross-cultural workshops for onboard inclusion, environmental drills and governance practices strengthening QHSE compliance. Upon the program's 2026 conclusion, top teams will receive tiered, purpose-aligned awards—recognizing outstanding ESG and safety performance while reinforcing the Group's Encompass commitments.

³¹ Minimum eligibility criteria include no detentions and no major regulatory non-compliances within the recognition period.

MATERIAL TOPIC TALENT ATTRACTION AND RETENTION**ONSHORE**

Recognizing performance and developing capability go hand in hand—and onshore, that investment takes several forms. Our Learning and Development Policy guides the Group’s approach to training and career development. Udemy, our eLearning platform, remained an essential training resource throughout the year, supporting both mandatory learning and department-specific development needs. Courses cover topics such as our EAP, retirement planning, ESG and performance management. Many of these are delivered through our Elevate Program, which delivers monthly webinars and toolkits. In the reporting year, colleagues completed a total of 3,278 hours of learning on the Udemy platform, and spent an average of 2.5 hours exploring a selection of 1,009 courses. Colleagues also have access to an internal career portal to explore new opportunities within the company.

This foundation of accessible learning is complemented by more targeted investment in senior leadership development. In 2025, Fleet Management expanded its global leadership development efforts with the “Navigating the Future Together” course, developed in partnership with The University of Hong Kong and the Indian School of Business. Delivered to over 100 GMs and Deputy GMs across India, the Philippines, Japan, South Korea, UAE, Cyprus and Greece, this multi-day course focused on navigating evolving maritime challenges, fostering cross-cultural collaboration and reinforcing operational consistency and talent retention across regions.

Building on this investment in senior leadership, the Board confirmed three major talent initiatives for 2026 that extend development across all levels of the organization.

- **Coaching for GMs and Deputy GMs:** This six-month, one-on-one coaching program will support executives to transition from technical expertise to competency-based leadership.
- **Basic Manager Training:** This new program will equip Managers and Senior Managers with essential people-leadership skills such as accountability, delegation and communication.
- **Mandatory eLearning Refresh:** Our updated curriculum for all employees aligned with the Encompass strategy will promote ethical behavior, inclusion and resilience.

ON BOARD

At sea, the same commitment to training shapes both safety outcomes and operational performance. FMTI is central to this, delivering programs that evolve alongside technology and operational demands. Seafarers receive specialized “value-added” training through our comprehensive [Training Matrix](#), and we target a 100% completion rate for all onboard seafarers. While operational schedules occasionally impact full completion in a given year, measures have been introduced to increase training frequency and accessibility.

In the reporting year, FMTI held a number of “pre-sea” and “post-sea” training sessions. The Skill Enhancement Workshops (SEW) for Engineers was one of these initiatives. The workshop, led by an expert, shared valuable insights on modern engine systems, common technical issues and recent modifications. As part of this, an interactive session was conducted between a container vessel Captain and Marine Superintendent focused on practical, real-world experiences.

Since 2020, FMTI has delivered more than 52,753 hours of training using cloud-based simulators, including 8,816 hours in 2025 alone. We also launched new courses and hosted 59 webinars on a range of topics.

During the year, Indian seafarers who undertook certificate courses received an average of 32 training hours; Filipino and Chinese seafarers received an average of 33 and 21 hours, respectively. These figures reflect data from our three largest seafarer groups, though crew members of other nationalities also participate in training.

TOTAL SEAFARER TRAINING HOURS

Nationality	2023	2024	2025
Indian	530,339	636,082	529,248
Chinese	46,754	40,572	70,413
Filipino	93,546	93,654	82,368

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

The communities where our people live and work are also where our partnerships are built and sustained. Investment in those communities is investment in the social foundations that make long-term business relationships possible. Each year, we commit at least 2% of our average net profit over the previous three years to community initiatives. This support includes contributions from the Group and its subsidiaries, and is complemented by funding from The Caravel Foundation to deliver targeted programs through long-term partners. In the reporting year, the Group and its subsidiaries contributed close to USD 1.53 million to a range of social causes.

Colleagues across the Group are encouraged to participate in community initiatives, including through a dedicated charity leave day.



The Caravel Foundation

The Caravel Foundation deepened its impact in 2025 across education, culture, sport and community welfare. Key initiatives are highlighted below.

Indra and Harry Banga Gallery, CityU

The Gallery featured “Central African Art – Invocation of an Unseen World” as its main exhibit in 2025. In the 12 months prior to June 2025, it welcomed 33,000 visitors, recorded more than 107,000 pageviews and received over 580 media mentions.

Caravel Scholars

The Foundation expanded scholarships at Dartmouth College, Duke University and Princeton University through increasing funding levels. The endowment aids underprivileged students from India, the Hong Kong SAR and mainland China, and also provides internships among other types of support.

Integrated Brilliant Education (IBEL)

The Foundation continued its collaboration with IBEL, which marked its 10th anniversary in 2025. During the year, operations were streamlined by closing the Sham Shui Po center and expanding the Jordan center into modern facilities to support learning and enrichment. IBEL emphasizes holistic childhood development and has been recognized by the Equal Opportunities Commission for promoting inclusive education. A key milestone was the early accreditation of the IBEL Rusy and Purviz Shroff Charitable Foundation Kindergarten by Hong Kong’s Education Department following a comprehensive quality review. The trilingual kindergarten served 104 ethnic minority children during the reporting year.

Cricket Hong Kong

The Foundation continued its long-standing title sponsorship of Cricket Hong Kong’s flagship “All Stars Series”, supporting youth development through competitive U13 and U16 categories. The initiative provided high-performance exposure for hundreds of players, with professional live streaming and commentary to raise the profile of youth cricket.

Peak Rugby Academy x Future Hope

The Foundation continued its ongoing support for Future Hope, an Indian charity that provides homes and schools for street children. In addition to the ongoing financial support, the Foundation also leveraged sport as a vehicle for social change. In 2025, we funded an initiative with the “Khelo Rugby” project, where coaches from Hong Kong’s Peak Rugby Academy traveled to India to deliver training camps for vulnerable children, combining life skills with sport coaching.

Responding to Community Need

TAI PO FIRE RELIEF

Following the tragic November 2025 fire in Tai Po, the Foundation donated a total of USD 128,000 (HKD 1 million equivalent) to support affected residents. This included contributions to the Hong Kong Red Cross, the HKSAR Government Support Fund for Wang Fuk Court,³² and the Hong Kong Council of Social Service (HKCSS) Caring Company Support Fund for Tai Po Wang Fuk Court. Beyond financial assistance, we provided support for staff with ties to the affected community through flexible leave and 24/7 counseling services via our Employee Assistance Program (EAP).

³² Support Fund for Wang Fuk Court in Tai Po: <https://www.info.gov.hk/gia/general/202511/27/P2025112700767.htm>

MATERIAL TOPIC COMMUNITY INVESTMENT AND ENGAGEMENT

HONG KONG MARITIME MUSEUM ANCHOR PLAZA

The Foundation supported the newly opened Hong Kong Maritime Museum Jockey Club Anchor Plaza in 2025. The plaza, which is located on the Hong Kong Island harborfront and free to the public, features interactive exhibits showcasing Hong Kong’s maritime heritage.

Broader Community Support

Beyond the Foundation, we invest in a range of community programs and industry events—many of which take place in regions where our employees and seafarers live and work, including India, mainland China and the Philippines. We also support projects in other markets based on community needs. Initiatives from this reporting year are highlighted below.

Independent Social Support Body

During the reporting year, the Group invested USD 50,000 in Cyprus’ Independent Social Support Body, supporting students from low-income and vulnerable backgrounds by covering tuition and living expenses. Approved by the Founder and Executive Chairman and aligned with local protocols, the contribution reflects our commitment to education and social inclusion.

Christmas Gifts for Refugee Children

Fleet’s Cyprus office donated 20 gifts and eight packs of baby essentials to children at Limnes Refugee Camp, strengthening our ties with local networks. Every contribution was given personally by our staff, enhancing genuine employee engagement in line with the Group’s social inclusion values.

Tree Planting Programs in India and Philippines

In 2025, cadets planted 400 saplings across IMI’s campus green belt, enhancing green cover, supporting biodiversity and contributing to improved air quality and carbon sequestration.

In Manila, Fleet continued its partnership with Fostering Education & Environment for Development (FEED). Since 2002, the collaboration has supported a reforestation initiative, planting 5,000 indigenous tree saplings. Based on an average carbon sequestration rate of 25 kg of CO₂ per tree per year, the project is expected to capture approximately 125 metric tons of CO₂ annually, equivalent to removing the emissions of about 27 typical passenger cars each year.³³

The Mission to Seafarers

We were humbled to be chosen as the “2024 Hong Kong Ship Manager of the Year” through The Mission to Seafarers Satisfaction Survey. The recognition reflects positive feedback from seafarers regarding crew welfare and support. The survey findings were revealed at the organization’s Maritime Charity Dinner in Hong Kong, sponsored by Fleet. We also supported the Seafarers Awards Singapore 2025, celebrating excellence in seafarer welfare, safety and crew support.

Blood Donation Drives

Our India offices continued participation in blood donation drives, reinforcing an annual commitment spanning over a decade. Through efforts coordinated by Fleet in 2025, we donated over 60 units of blood for those in need.

IMI also participated in two blood donation initiatives during the reporting year, donating a total of 111 units of blood as part of this effort.

Hong Kong Community Chest

The Caravel Group head office and Fleet’s Hong Kong SAR office continued to support the Hong Kong Community Chest’s annual “Dress Casual Day” fundraising initiative. Employee donations are fully matched by the Founder and Executive Chairman. In 2025, the initiative raised more than USD 6,300 in support of child protection and welfare services.

Singapore Community Cleanup

Our Singapore office conducted its first community cleanup at West Coast Park in 2025, improving the public space and fostering teamwork and collaboration among more than 25 colleagues.

Beach Clean-ups

Fleet organized beach clean-ups across India, collecting more than 600 kg of waste. In Mumbai, over 70 volunteers, including seafarers, shore staff and their families, cleared more than 500 kg despite heavy rains. In Kochi, 42 staff, seafarers, their families and members of the local environmental action council came together to collect rubbish. In Chennai, 33 Fleet personnel and their families removed 74 kg during a World Oceans Day clean-up.



³³ Based on an annual carbon sequestration rate of 25 kg per tree, using standard EPA emission methodology for passenger vehicle equivalency.

MATERIAL TOPIC COMMUNITY INVESTMENT AND ENGAGEMENT

Going Beyond

Search and Rescue Efforts

Our seafarers uphold the maritime tradition of coming to the aid of those in distress at sea. In the reporting year, our crews carried out several rescue operations—each a testament to the vigilance, teamwork and commitment to humanity that define life at sea.

For example, the crew of *Cabo San Vicente* rescued two individuals who had been adrift for 11 days off the Colombian coast due to engine failure. Despite language barriers, they were provided with food, water and medical care. The individuals were brought to safety in coordination with authorities from Panama, Colombia and Ecuador. In another incident, the crew of *United Grace* saved a sole occupant of a distressed sailing yacht in the North Atlantic with immediate assistance provided in challenging conditions.

Supporting Progress through Collaboration

Our influence extends beyond our own fleet. We work closely with industry peers, regulators and maritime stakeholders to co-create solutions to shared challenges. Our executives play a pivotal role in knowledge sharing and industry advancements, actively participating in over 50 maritime associations and advisory bodies. These engagements translate our sustainability commitments into the industry standards that govern how all ships operate. In 2025, senior leaders participated in major industry initiatives that demonstrate our commitment to thought leadership.

More details on our approach to managing community programs can be found in the section on Community Investment and Engagement in the [Appendix](#).

Partnerships in Action Charting a Resilient Maritime Future

DRIVING IMPACT AT MARITIME CYPRUS WEEK

Fleet Management participated as a Gold Sponsor of Maritime Cyprus Week 2025. Represented by our Founder and Executive Chairman, Dr. Harry Banga, we hosted a bilateral meeting with the President of Cyprus. Fleet also showcased innovations at our exhibition booth and convened key clients at a private event. During the event, Fleet played an active role in shaping industry dialogue through engagements with the IMO, ICS, BIMCO, INTERTANKO, INTERCARGO, OCIMF and ITF. Through these sessions, we brought ship management insights to discussions on regulation, decarbonization and seafarer wellbeing. These efforts demonstrated our commitment to integrating sustainability into business operations, client technical support and industry partnerships in line with best practice.

SHAPING STANDARDS THROUGH DIALOGUE

Fleet Management continues to shape maritime regulation through direct engagement with INTERCARGO and INTERTANKO—leading associations for dry cargo and tanker shipowners. In 2025, we contributed practical insights at senior-level meetings, helping ensure that international regulations reflect practical realities on board vessels. Engagement with industry leadership provides early visibility into requirements and alignment with safety, environmental and compliance priorities. These efforts support safer, lower-emission operations while strengthening regulatory alignment for our clients.



ADVANCING MARITIME SAFETY THROUGH IMO ENGAGEMENT

Fleet also contributes to international maritime rulemaking through participation in the IMO via GlobalMET.³⁴ In 2025, Fleet’s QHSE Director attended the 110th Maritime Safety Committee session. Input from service providers like Fleet helps ensure that new standards reflect operational realities. Discussions during the session addressed topics including cybersecurity, machinery space safety, ISM Code application and seafarer protection. Participation in these forums enables us to anticipate regulatory changes, align internal systems and advise clients on compliance requirements.

³⁴ A permanent NGO with consultative status at the IMO.