

About This Report

This Report covers the highlights of Samudera Shipping Line Ltd's ("Samudera" or "Company") environmental, social and economic performance from 1 January to 31 December 2025 ("FY2025"). Samudera has reported the following information in accordance with the Global Reporting Initiative ("GRI") standards and with reference to the International Financial Reporting Standards ("IFRS") S1 and S2 Sustainability Disclosure Standards, specifically in relation to climate-related disclosures. GRI is one of the most widely applied and trusted sustainability reporting frameworks, while IFRS S1 and S2 provides general requirements for disclosing sustainability and climate-related financial information. Please refer to [pages 37-39](#) for the GRI Content Index. Being a listed company, this report also complies with the requirements of SGX Rulebook, Practice Note 7.6: "Sustainability Reporting Guide". No external assurance has been sought for this report.

We welcome any feedback on our efforts to improve our sustainability practices and reporting. Please contact sustainability@samudera.id or (65) 6403 1687.

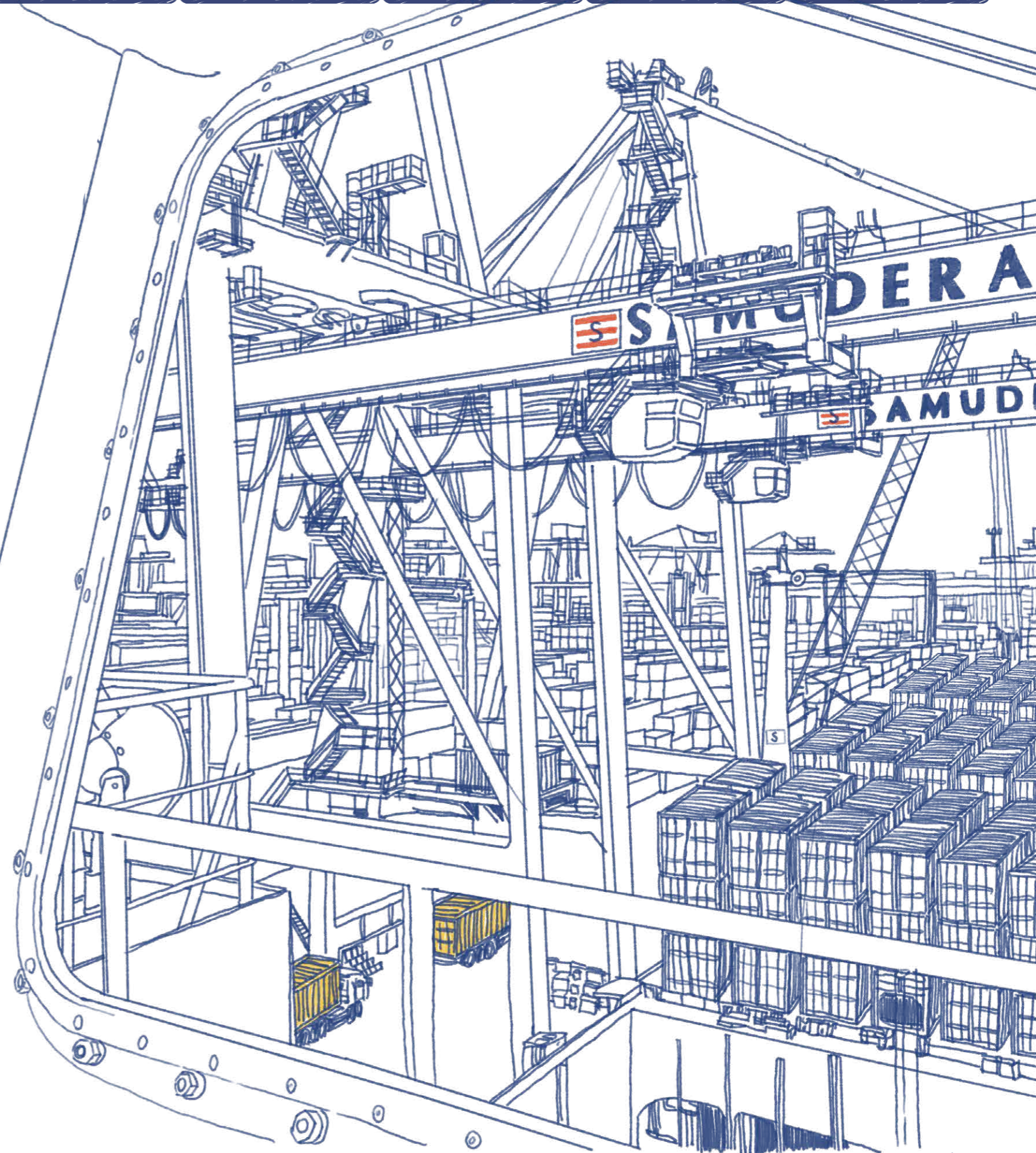
REPORTING SCOPE

Samudera's Sustainability Report was prepared in alignment with the principles outlined in the GRI Standards and relevant IFRS S1 and S2 Sustainability Disclosure Standards. This report seeks to present our efforts, achievements and progress across all our entities in an accurate, complete, neutral and comparable manner. The information and data presented in this Sustainability Report constitutes data from Samudera and its 11 owned vessels, together with data from all our subsidiaries in Singapore, which include:

- Foremost Maritime Pte Ltd ("Foremost"), primarily transporting dry-bulk commodities.
- Silkargo Logistics (Singapore) Pte Ltd ("Silkargo"), provides end-to-end logistics services, specialises in transportation of ISO tank containers.
- Samudera Tankers Pte Ltd ("ST"), provides tanker shipping services to the regional market.
- Samudera Ship Management Pte Ltd ("SSM"), specialises in ship management services.
- Ocean Ships Investment Pte Ltd ("OSI"), investment arm of the Group for tanker vessels.
- Samudera Ships Investment Pte Ltd ("SSIPL"), investment arm of the Group for container vessels.
- Ocean Technologies Pte Ltd ("OT"), oversees the shipping and logistics technology-related project investments.
- Samudera Ship Holdings Pte Ltd ("SSH"), investment arm of the Group for container vessels.
- Samudera Ship Brokers Pte Ltd ("SSB"), involves in ship brokering activities for the Group.

These subsidiaries are part of Samudera's broader shipping network which allows Samudera to deliver a wider range of services to our customers.

The reporting scope does not include the efforts by our parent company, PT Samudera Indonesia Tbk ("PTSI"), which is listed on and complies with the regulations of the Indonesia Stock Exchange ("IDX"). PTSI is therefore required to issue its own sustainability report.



Board Statement

Year 2025 marks the ninth edition of Samudera's Sustainability Report. Over the years, Samudera has progressively strengthened our sustainability governance, operational practices, and monitoring frameworks, evolving from a compliance led approach into an integrated strategy that aligns environmental stewardship, social responsibility, and sound governance with business objectives.

Amid an increasingly complex regulatory and operating landscape and growing stakeholder expectations, Samudera continues to monitor global developments such as the International Maritime Organisation ("IMO") Net-Zero Framework, whose adoption was postponed to October 2026. Samudera remains committed to decarbonisation through investments in, and the chartering of, more fuel efficient vessels. These efforts support our long term ambition to achieve net-zero greenhouse gas ("GHG") emissions by or around 2050.

In 2025, Samudera conducted a review of our material sustainability topics, including the engagement of internal stakeholders to identify issues that are financially material and impactful across the value chain. While our material sustainability topics remain relevant and unchanged, we have identified energy use and efficiency as a material sub-topic under Taking Climate Action, reflecting the need for closer attention to energy management and operational efficiency. These material topics will continue to be periodically reviewed in line with regulatory developments, stakeholder expectations, and business changes.

Samudera also strengthened our emissions measurement and transparency efforts. A structured assessment of Scope 3 categories was undertaken to identify relevant and feasible areas for future reporting. While Scope 3 disclosures remain voluntary

in Singapore, Samudera is laying the foundation for more comprehensive reporting beyond business air travel, with Scope 3 Category 13 (Downstream Leased Assets) prioritised for inclusion in future reporting cycles.

Beyond climate considerations, Samudera advanced operational, environmental, and workforce initiatives. In 2025, we took delivery of Sinar Carita, a NO_x Tier III-compliant vessel; installed drinking water purifiers across owned container vessels to eliminate approximately 500kg of plastic waste per vessel annually; and upgraded internal Human Resources ("HR") and task management systems to improve coordination and efficiency. We also continue to promote greater female engagement across our fleet, supporting diversity and inclusion within the maritime workforce.

Samudera continues to enhance governance structures and operational protocols in line with international best practices, strengthening workplace safety, employee wellbeing, and overall organisational resilience. This report summarises our key ESG initiatives and performance over the past year and has been prepared in accordance with the SGX-ST Listing Rules Practice Note 7.6: Sustainability Reporting Guide and applies the sustainability reporting principles as set out in the GRI 2021 Standards.

Samudera remains committed to responsible growth, ensuring that our sustainability governance and policies are regularly reviewed and updated in response to evolving regulatory and operational landscapes. Samudera continues to make meaningful progress on our sustainability roadmap while providing essential and reliable shipping services across the region.



Sustainability

at Samudera

SUSTAINABILITY GOVERNANCE

Sustainability governance at Samudera, including the oversight of climate-related risks and opportunities, comprises two primary components: Board oversight complemented by specialised management committees, and sustainability functions.

The **Board** holds the ultimate responsibility for the strategic direction and supervises the implementation of sustainability practices across Samudera.

The **Sustainability Steering Committee (“SSC”)** supporting the Board, which is chaired by our CEO, comprises senior management from the Group. The SSC assesses Samudera’s sustainability performance, risks and opportunities, coordinates sustainability efforts throughout the Group and provides recommendations for future direction and activities.

The SSC receives inputs from the **Sustainability Officer and the Sustainability Working Committee (“SWC”)**. The **Sustainability Officer** interfaces

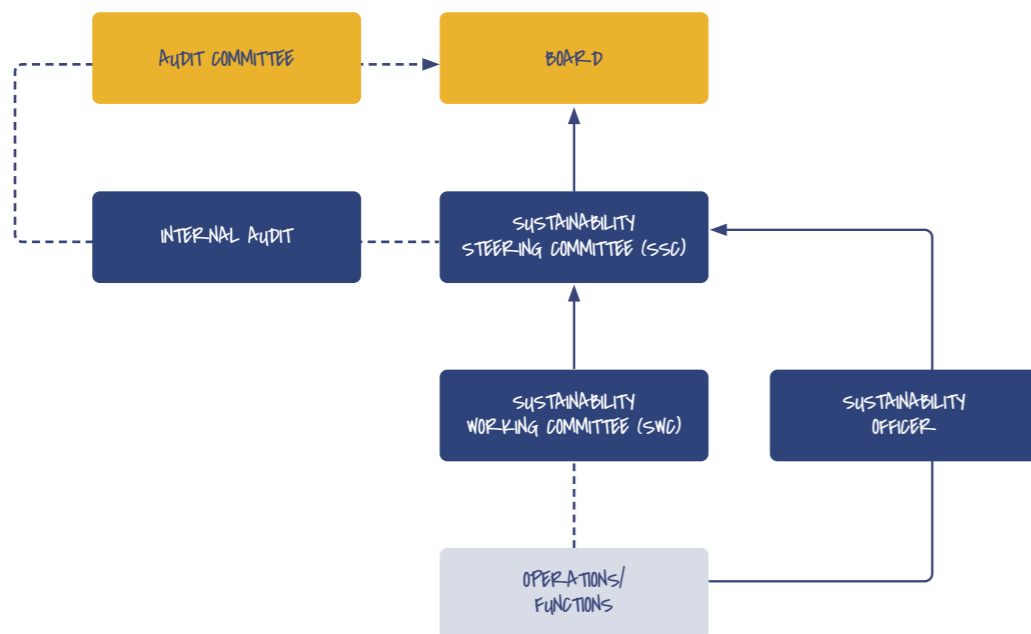
with our operations teams for role-specific tasks pertaining to daily implementation, while the SWC is responsible for executing sustainability practices within their respective divisions.

The **SWC** reports to the SSC and is composed of Risk and Sustainability alongside representatives from Operations, Finance, People and Technology divisions, and subsidiaries. These personnel engage in specialised training to effectively manage sustainability-related risks, opportunities and metrics within their operational scope.

The SSC, SWC and Sustainability Officer conduct regular meetings to evaluate the Company’s sustainability performance, discuss ways to improve sustainability initiatives, and set and/or review sustainability targets and goals.

The reporting lines for the sustainability-related workstream is illustrated in Figure 1.

Figure 1 Sustainability Governance Framework at Samudera (FY 2025)



MATERIALITY ASSESSMENT

Material topics highlight Samudera’s most significant impacts on the economy, environment, and people. As outlined in Table 1, these topics are organised into four main sustainability categories and are reviewed annually through discussions within the SSC and SWC, incorporating stakeholder engagement, consultation with department and entity heads, and assessment of market and industry trends. Although there were no changes or additions to the material topics as compared to the previous year, stakeholder

engagement has underscored the growing importance of focusing on energy use and energy efficiency within the material topic on climate action. This greater focus highlights how improving energy performance is crucial for effectively managing the Company’s financial results and environmental impact. Samudera is committed to upholding high standards across all sustainability categories and advancing each material topic.

Table 1 Samudera’s Material Topics for 2025

| Sustainability Categories | Material Topic |
|--------------------------------|---|
| Economic Performance | Generating economic value |
| Environmental Responsibilities | <ul style="list-style-type: none"> Strengthening environmental controls Taking climate action |
| Workforce Management | <ul style="list-style-type: none"> Providing safe working conditions Investing in employee development Diversity and inclusion |
| Corporate Governance | <ul style="list-style-type: none"> Maintaining a strong compliance record Building resilience in information systems |

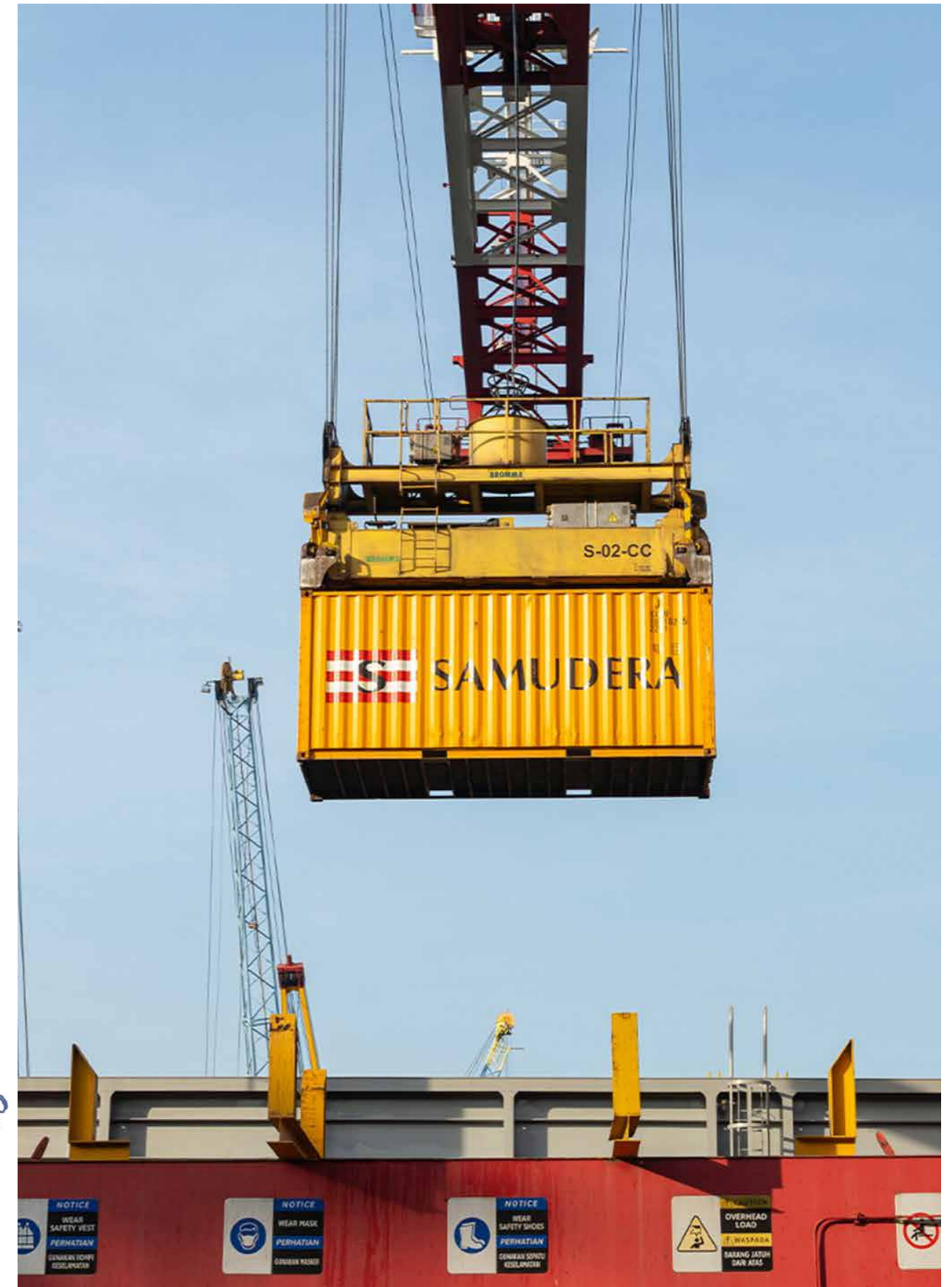
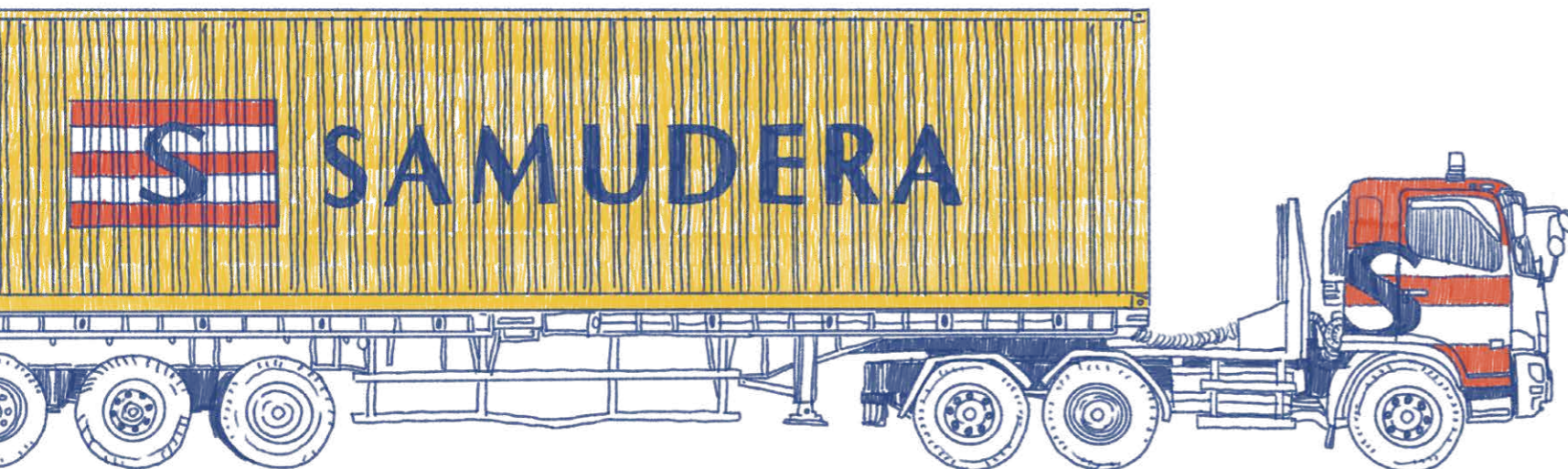
Throughout the years, these material topics have served as key focus areas within the organisation, guiding the efforts of the Board, SSC, and SWC towards promoting workplace safety, environmental sustainability, and economic achievement. Collectively, they have contributed to strengthening organisational and operational resilience, enabling Samudera to effectively manage complex and challenging market conditions.

We developed these topics with input from key stakeholders, suppliers, employees, customers, and port authorities. These topics are reviewed on a regular basis. Table 2 outlines our engagement methods and frequency, showing ongoing dialogue to address core issues and drive progress in each material topic. Further details are provided in the following sections.

Table 2

Engagement Methods, Frequency of Engagement of Key Stakeholders, and their Key Topics of Concern

| Key Stakeholders | Key Topics of Concern | Engagement Methods | Frequency of Engagement |
|----------------------------|--|--|--|
| Investors and Shareholders | <ul style="list-style-type: none"> Business operations and performance Business strategy and outlook | <ol style="list-style-type: none"> Release of financial results and other relevant disclosures through SGXNet and Samudera's website Annual General Meeting Meeting with investors and stock analysts | <ol style="list-style-type: none"> Throughout the year Once a year Throughout the year |
| Employees | <ul style="list-style-type: none"> Benefits and compensation Workplace safety and wellbeing Career development and progression Employee-management relationship Diversity and inclusivity | <ol style="list-style-type: none"> Management meeting Social and team building activities Safety training In-house and external training Performance feedback and review Employee volunteering opportunities | <ol style="list-style-type: none"> Throughout the year Throughout the year Throughout the year Throughout the year Twice a year At least once a year |
| Port Authorities | <ul style="list-style-type: none"> Compliance with laws and regulations Alignment in sustainability initiatives | <ol style="list-style-type: none"> Compliance surveillance and monitoring | <ol style="list-style-type: none"> Throughout the year |
| Customers | <ul style="list-style-type: none"> Reliability and quality of services Environmental and social impacts of services | <ol style="list-style-type: none"> Feedback via website & email Customer meetings | <ol style="list-style-type: none"> Throughout the year Throughout the year |
| Business Partners | <ul style="list-style-type: none"> Safety and environmental practices Transparent cooperation with integrity Mutual growth | <ol style="list-style-type: none"> Business partners meetings | <ol style="list-style-type: none"> Throughout the year |
| Local Community | <ul style="list-style-type: none"> Environmental impacts Social contributions | <ol style="list-style-type: none"> CSR activities Facilitation of trade and business through shipping services. | <ol style="list-style-type: none"> Throughout the year Throughout the year |





CONTRIBUTING TO THE SDGs

Samudera prioritises the alignment of our material topics with global sustainability objectives, including the United Nations Sustainability Development Goals (“SDGs”). Adopted in 2015, these 17 universal goals aim to achieve peace, prosperity, and sustainability by 2030. With less than five years remaining, they continue to serve as a guiding framework to galvanise business sustainability efforts. Supporting the SDGs strengthens resilience across social, environmental, and economic dimensions, benefiting both the planet and its stakeholders.

Samudera’s efforts, initiatives, and targets are designed to advance the SDGs across a variety of key aspects. These include:

- SDG 7 – Enabling sustainable and modern energy;
- SDG 8 – Promoting inclusive and sustainable economic growth employment and decent work;
- SDG 9 – Building resilient infrastructure, promoting sustainable industrialisation and fostering innovation;
- SDG 10 – Reducing inequality;
- SDG 12 – Ensuring sustainable consumption and production patterns;
- SDG 13 – Taking climate action;
- SDG 14 – Conserving and sustainably using the oceans, seas and marine resources; and
- SDG 17 – Revitalising partnerships for sustainable development.

As reflected in Table 3, this alignment between Samudera’s material ESG factors and the SDGs demonstrates our support for, and commitment to, regional and international sustainability efforts.

Table 3

Samudera’s Material ESG Factors Mapped Against SDGs and Relevant Targets

| Samudera's Material ESG Factors | | | | | | | | |
|---|--|---|--|---|--|--|--|---|
| Generating economic value | Strengthening environmental controls | Taking climate action | Providing safe working conditions | Investing in employee development | Diversity and inclusion | Maintaining a strong compliance record | Building resilience in information systems | |
| Shared value for shareholders and employees Connecting opportunities in Asia | Minimising the risk of pollution Environmental protection | Strengthening climate action Energy use and efficiency | Safe working environment and taking care of workers' wellbeing | Training and career development opportunities for workers | Building a diverse and inclusive workforce and an attractive workplace | Complying with environmental protection, labour conditions and anti-corruption regulations | Enhancing cyber-security and data protection | Opportunities to support SDG Targets: |
| | | | | | | | | 7.2 Increase global percentage of renewable energy 7.3 Double the improvement of energy efficiency 7.4 Promote access to research, technology and investments in clean energy |
| | | | | | | | | 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation 8.5 Full employment and decent work with equal pay 8.7 End modern slavery, trafficking and child labour 8.8 Protect labour rights and promote safe working environments |
| | | | | | | | | 9.1 Develop sustainable, resilient and inclusive infrastructure 9.2 Promote inclusive and sustainable industrialisation |
| | | | | | | | | 10.2 Empower and promote inclusion of all 10.3 Ensure equal opportunity and reduce inequalities of outcome 10.4 Adopt policies and progressively achieve greater equality |
| | | | | | | | | 12.2 Achieve the sustainable management and efficient use of resources 12.4 Reduce waste generation |
| | | | | | | | | 13.2 Integrate climate change measures into policy and planning |
| | | | | | | | | 14.1 Reduce marine pollution |
| | | | | | | | | 17.8 Enhance the use of information and communication technology |

Sustainability Report

ADVANCING SAMUDERA'S SUSTAINABILITY ROADMAP

In 2025, Samudera continued to implement our sustainability roadmap developed in 2024, as illustrated on [pages 13-14](#). The roadmap remains a dynamic framework that guides Samudera's short, medium, and long-term targets and initiatives to achieve our sustainability goals while aligning with the decarbonisation ambitions of the IMO. Our key targets remain unchanged, with a continued focus on maintaining a reduction in emissions intensity by at least 40% from the 2008 baseline by 2030, reducing emissions intensity and absolute emissions in the medium term, and achieving net-zero emissions by or around 2050, in alignment with the 2023 IMO GHG Strategy.

Samudera has continued to maintain compliance with IMO requirements, including the Energy Efficiency Existing Ship Index ("EEXI") and Carbon Intensity Indicator ("CII") frameworks, ensuring annual reductions in emissions intensity across our fleet. Notably, all 11 vessels meet or exceed Grade C ratings, with the majority achieving Grade B or higher. As seen in Table 4, no vessels require corrective action plans or additional measures, reflecting ongoing alignment with performance standards and steady progress towards our sustainability goals.

Table 4
CII Ratings of Samudera's Owned Fleet

| Grade | Number of Vessels |
|-------|-------------------|
| A | 5 Vessels |
| B | 5 Vessels |
| C | 1 Vessels |
| D | 0 Vessels |
| E | 0 Vessels |



Samudera closely monitors broader industry trends, as well as governmental and intergovernmental objectives, ensuring our sustainability roadmap remains both relevant and forward-looking. In particular, Samudera continues to advance the mission of the Maritime and Port Authority of Singapore ("MPA"), supporting the development and promotion of Singapore as a premier global hub port and international maritime centre.

Our commitment to these objectives is evidenced by several key accomplishments and ongoing initiatives:

- Recognition at the Singapore Corporate Awards 2025:** In 2025, Samudera proudly received our first-ever Silver Award for Best Managed Board at the Singapore Corporate Awards 2025 in recognition of our strong corporate governance standards. This accolade underscores our dedication to aligning with Singapore's vision for excellence and leadership in the maritime sector.
- Enhancing regional connectivity:** Through our robust fleet of vessels, Samudera continues to provide reliable and trustworthy shipping

services across the region. By maintaining high service standards and operational efficiency, we contribute significantly to regional trade connectivity and economic development.

- Building maritime talent:** We are dedicated to nurturing a skilled maritime workforce that can positively impact Singapore's maritime capabilities. Our comprehensive training programmes and career development initiatives are designed to equip our people with the knowledge and skills needed to thrive in a rapidly evolving industry (Please refer to [pages 31-33](#) for details on employee training and career development opportunities).
- Accelerating maritime digitalisation and strengthening cyber security:** Recognising the growing importance of digital transformation and cyber resilience in the maritime sector, we have invested in advanced IT systems and robust cybersecurity measures to safeguard our operations and ensure the continued reliability of our services (Please refer to [page 36](#) for highlights on our secure IT practices).

Through these varied efforts, Samudera not only aligns our business practices with industry and governmental aspirations but also actively shapes the future of sustainable maritime operations in the region.

Moving forward, Samudera will consistently monitor evolving market and industry developments, operational preparedness, regulatory updates, technological progress, and stakeholder expectations. This ensures our sustainability roadmap is regularly updated and remains relevant, effective, and responsive to industry shifts.

SAMUDERA'S SUSTAINABILITY ROADMAP FOR THE SHORT, MEDIUM AND LONG TERM.

2017-2022

Initiation

- First Sustainability Report published in 2017
- Development of Sustainability Policy: outlining the Company's commitment to environmental protection and social responsibility.
- Stakeholder engagement and identification of material topics

2023

Foundation

- Baseline assessment to quantify existing emissions and establish baseline for performance measurement
- Monitoring of fuel use and emissions
- Disclosure of Scope 1 and 2 emissions
- Implementation of environmental initiatives
- Disclosure of CII ratings

2024

Development

- Begin reporting Scope 3 emissions
- Setting clear and quantitative targets
- Development and publication of Sustainability Roadmap
- Development and publication of climate risk scenario analysis
- Rejuvenate fleet with more efficient vessels
- Set target of CII ratings of C and above

2030+

Transition

- Maintain or improve carbon intensity, defined as emissions per transport work, by at least 40% by 2030, from 2008 baseline
- Continue rejuvenation of fleet with more efficient vessels, including vessels using dual fuel and zero or near-zero GHG emissions technology where feasible
- Comprehensive reporting of Scope 1 to 3 emissions
- Explore renewable energy options
- Continue refining Sustainability Roadmap and climate risk scenario analysis

2040+

Commitment

- Focus on strategies and solutions to continue reducing carbon intensity and absolute emissions from 2008 baseline
- Reporting on all applicable Scope 3 emissions

~ 2050

Climate Friendly Corporation

- Net-Zero operations



GENERATING ECONOMIC VALUE

Over the years, Samudera has strengthened its position as a trusted partner to customers across the region, driving steady business growth while creating shared values for our stakeholders. Even as the global maritime sector continues to face geopolitical uncertainties and climate-related disruptions, we are charting a disciplined and forward-looking transition to ensure steady economic growth amidst these challenges.

Samudera's economic performance in 2025 remained robust, underscoring our ability to operate effectively despite a challenging global landscape. The maritime

sector continued to face significant pressures stemming from the ongoing green transition and geopolitical instability, including disruptions linked to the Red Sea crisis and fluctuating global trade flows influenced by the US tariff policies. Even amid these headwinds, we recorded strong financial results, with revenue rising from USD532 million in 2024 to USD606 million in 2025 (Table 5). Profit after tax similarly improved, increasing from USD71 million to USD77 million over the same period. The rise in revenue was driven by higher revenue contributions from all business segments. Details of the financial performance in 2025 can be found in the Financial section of our Annual Report 2025.

Table 5
Performance Indicator for Generating Economic Value

| Performance Indicator | Performance in 2025 | Target Status for 2025 | Target for 2026 |
|-----------------------|---------------------|--|---|
| Revenue | USD606 million | Leverage on our extensive network and high level of professionalism to provide the key connections for the region and beyond: Target Achieved | Continue to grow in line with market conditions |



To uphold the quality and consistency of service that our partners expect, we continue to refine the operational levers that drive both sustainability and performance. Aligned with UNCTAD's call to build resilience and accelerate decarbonisation across global supply chains, since 2023, we have embedded digital optimisation, fleet-efficiency enhancements, and lower-carbon fuel pilots into our operations. Route planning has been optimised to reduce emissions and improve fuel utilisation; new digital platforms have been deployed to streamline service access and enhance operational transparency; and targeted workforce development ensures our teams are equipped to deliver timely and responsive support. These collective efforts strengthen the functioning of regional and global shipping corridors and reinforce Samudera's commitment to shaping a more resilient and sustainable maritime industry. As we leverage on and expand our network while aligning with international standards, we remain focused on driving stable growth and ensuring the continuity of international trade.

Delivering resilient results amid a complex operating landscape underscores Samudera's continued commitment to operational excellence, integrity, professionalism, and service quality. As we look towards 2026, we remain focused on enhancing long-term economic value for our stakeholders and maintaining the high standards that define our business. Full details of Samudera's 2025 financial performance can be found in the Financial section of our Annual Report 2025.

Samudera strongly believes in giving back to the community through our collaboration with various organisations in Singapore and around the region to provide financial assistance and support for social and environmental causes. These organisations or communities include:

- **Singapore:**
 - St. Luke's Eldercare
 - Tsao Foundation, the HMCSA
- **Indonesia:**
 - Tahfidz Islamic Boarding School
 - Tanjong Anom village, West Java
 - Ksatria Airlangga Foundation

Other Countries:

- Surau Al-Ehsan and Surau Qusyairiah Sungai Udang Klang, Malaysia
- Pertubuhan Rumah Kebajikan Seri Cahaya Pulau Pinang, Malaysia
- Flash flood-affected families in Aceh, Indonesia
- Wat Ka Long School, Thailand
- Flood-affected families in Hat Yai, Thailand
- Earthquake-affected families in Myanmar
- Community Outreach Programme, India
- Sarvodaya Foundation for Education and Skill Development, India
- Howrah Sri Ramakrishna Sangha, India

Details of our CSR activities can be seen on pages 54-59 in our Annual Report 2025.



STRENGTHENING ENVIRONMENTAL CONTROLS

Strengthening environmental controls underscores Samudera's commitment to environmental stewardship and operational excellence. Minimising the risks of pollution ensures we uphold our responsibility to protect fragile marine ecosystems while maintaining our compliance with international regulations, such as those concerning fuel sulphur limits, spill prevention, and plastic pollution controls. These efforts help safeguard the environment, maintain our reputation, and avoid the significant financial and operational repercussions associated with non-compliance. Ultimately, robust environmental controls enable Samudera to provide reliable and sustainable shipping services, supporting both our customers and the broader community.

MINIMISING THE RISK OF POLLUTION

Pollution remains a major environmental concern in the maritime industry, with the IMO, flag states, and port authorities introducing various initiatives and regulations to mitigate these risks. Samudera is firmly committed to minimising pollution risks, driven both by our dedication to environmental stewardship and our responsibility for regulatory compliance. We recognise that our fleet transports a wide range of hazardous and non-hazardous cargo, including chemicals, oils, and industrial compounds, with our tankers primarily carrying liquid and gaseous substances. The maritime industry is subject to stringent regulations, and failure to comply can result in significant fines, operational disruptions, environmental damage, and reputational harm. As such, it is critical for us to proactively reduce pollution risks from our operations, including contained or uncontained spills.

To address these challenges, Samudera has established a comprehensive and rigorous set of Standard Operating Procedures ("SOPs") as part of our Safety and Quality Management System ("SQMS"), ensuring ongoing monitoring, evaluation, and corrective action to protect the environment and prevent pollution. These SOPs are fully aligned with IMO requirements and applicable maritime conventions, and cover a broad spectrum of areas,

such as:

- Ballast water management
- Prevention of pollution by oil
- Control of pollution by noxious liquids in bulk
- Control of pollution by harmful substances carried in packaged form
- Prevention of pollution by sewage and garbage
- Prevention of plastic pollution
- Mitigating air and noise pollution from vessels
- Preventing the spread of invasive species and improving fuel efficiency through the use of compliant/eco-friendly anti-fouling paint

A key new initiative for 2025 is the installation of water purifiers on all owned container vessels. This proactive step is expected to prevent the generation of approximately 500kg of plastic waste per ship per year by reducing reliance on bottled water, thereby strengthening our ongoing efforts to combat plastic pollution and further enhance our environmental performance.

In terms of water management, our water consumption in our Singapore office decreased to 122.3 m³ in 2025, compared to 197.2 m³ in 2024.

Ship managers and crew members work diligently to execute SOPs and comply with Samudera's policies and procedures. This process demands attention not only during operations; it also involves ensuring personnel receive adequate training, have access to appropriate equipment, and are sufficiently resourced.



To reduce pollution risks, Samudera adopts a dual strategy focusing on both prevention and preparedness and response. The Company has implemented several measures including:

- Creating detailed contingency plans to handle emergencies such as collisions, groundings, or machinery failures that could result in oil spills;
- Regularly conducting oil spill drills to ensure staff familiarity with effective containment response protocols;
- Providing consistent and targeted training for all crew members;
- Outfitting vessels with advanced pollution control and protection technologies, such as scrubbers and ballast water treatment systems;
- Enforcing specific procedures for transportation of liquid cargoes, such as chemicals on tankers and applying restrictions on container ships carrying flexi-bag shipments in light of their higher leakage risk;
- Insuring vessels under the Civil Liability Convention ("CLC") and Bunkers Convention to address potential pollution liability and remediation costs;

- Establishing an Incident Response Plan ("IRP") Policy detailing steps for managing environmental incidents, unexpected spills, and equipment failures, while outlining contact information, escalation protocols, service level agreements ("SLAs"), severity classification, and timelines for mitigation and remediation;
- Keeping all vessel environmental certifications current, including the International Oil Pollution Prevention ("IOPP"), International Air Pollution Prevention ("IAPP"), International Sewage Pollution Prevention ("ISPP") Certificates; and International Ballast Water Management Certificate ("BWMC").

In addition, we have established a framework to assess the vendors within our supply chain, focusing on qualifications, supply quality, and pricing competitiveness. We regularly review and update our agreements to ensure that terms are competitive and support our sustainability goals.

Through these initiatives, Samudera coordinates efforts across operational and service units to proactively prevent incidents and respond promptly to minimise impact should they occur.

Our ongoing commitment has produced positive outcomes. In 2025, Samudera recorded zero significant oil spills and maintained a 100% vessel compliance rate with oil spill regulations, continuing our record of zero spills since 2017. Additionally, we remain compliant with the IMO 2020 regulations by using low-sulphur fuel oils; high-sulphur fuel oils are only utilised on vessels equipped with scrubbers to minimise atmospheric pollution. We aim to uphold these standards in 2026 and beyond.

Table 6 highlights the Group's progress across various performance indicators designed to reduce pollution risk. Both existing and new targets align with the sustainability disclosure metrics recommended by the Sustainability Accounting Standards Board ("SASB") for the Marine Transportation sector.

Table 6
Performance Indicators for Minimising Risks from Pollution

| Performance Indicator | Performance in 2025 | Target Status for 2025 | Target for 2026 |
|---|---------------------|--|--|
| Compliance with applicable regulations regarding oil spillage | 100% | 100% Compliance: Target Achieved | Maintain 100% vessel-compliance rate for oil spill regulations |
| Compliance with the IMO 2020 Regulations | 100% | 100% Compliance: Target Achieved | Maintain 100% vessel-compliance rate with the IMO 2020 regulations |
| Number of spills and releases into the environment | 0 | Zero significant ³ incidents: Target Achieved | Maintain zero significant oil spill incidents |
| Volume of spills and releases into the environment (m ³) ¹ | 0 | Zero Incidents: Target Achieved | 0 |
| Percentage of fleet implementing ballast water exchange and/or treatment (%) ² | 100% | 100% Fleet Implemented: Target Achieved | 100% |

¹ Volume is the total estimated amount spilled that reached the environment, without reducing that figure by the amount of such material subsequently recovered, evaporated or otherwise lost.

² The percentage is calculated as the number of ships in Samudera's fleet that have implemented ballast water treatment systems that meet the D2 standard specifications divided by the total number of ships in the fleet.

³ Significant being a spill that requires a clean-up response and cases of a fine/non-monetary sanction with a value above \$500,000.



TAKING CLIMATE ACTION

Climate change continues to reshape the operating landscape through extreme weather events and shifting ocean patterns. These impacts threaten port infrastructure, disrupt shipping routes, and elevate operational costs due to increased fuel consumption and stricter regulatory requirements. The urgent need for climate action is particularly significant for the shipping sector as it accounts for approximately 3% of global anthropogenic GHG emissions and contributes to environmental challenges, including marine pollution. Samudera recognises that taking decisive climate action is not just a corporate responsibility, but a strategic imperative for long-term business continuity and sustainable growth, which can only be achieved by proactively strengthening environmental stewardship.

Samudera is committed to aligning our sustainability efforts with national and international climate objectives, including the 2023 GHG Strategy of the IMO and the goals of the Paris Agreement, supporting the collective ambition to limit global temperature rise to well below 2°C and to pursue efforts toward 1.5°C. Proactive climate action enables us to address the material risks that climate change poses, while also unlocking opportunities for business innovation. These opportunities could include the development of cleaner energy solutions, and the upskilling of our workforce. In compliance with the SGX-ST Listing Rules (711A and 711B) for Sustainability Reporting, Samudera structures our disclosures with reference to the IFRS S1 and S2 Disclosure Standards, focusing on the four pillars of climate-related recommendations: governance, strategy, risk management, and metrics and targets. By doing so, we reaffirm our commitment to integrate climate considerations into every aspect of our operations.

o Governance

Samudera's climate governance framework ensures that climate-related risks and opportunities are comprehensively integrated into our decision-making and strategic planning processes. As outlined on page 5, oversight of climate-related performance is anchored at the highest levels of the organisation, with the Board supported by the SSC and the SWC. The Board, together with the SSC and SWC, regularly reviews the Company's sustainability performance to ensure that climate risks are accounted for and initiatives remain aligned with our commitments.

To strengthen our approach to managing climate risks, we conducted a detailed climate scenario analysis in 2024, evaluating both physical risks (such as extreme weather events) and transition risks (including regulatory changes and evolving market dynamics) arising from climate change. Our climate strategies and targets, as detailed below, are closely aligned with international climate objectives. Our sustainability roadmap also provides direction for reducing our emissions footprint and enhancing the resilience of our operations in the face of climate change.

Samudera recognises that effective governance of climate-related risks and opportunities is a continuous and evolving process. We remain committed to ongoing evaluation and improvement, ensuring that climate considerations are embedded in every aspect of our operations and decision-making to support long-term sustainability and business resilience.

o Strategy

Samudera's climate strategy is designed to systematically address climate-related risks and capitalise on emerging opportunities throughout our shipping operations. Our approach is structured around three core pillars:

- **Understanding Our Impact:** We prioritise gaining a comprehensive understanding of our emissions footprint as well as the specific climate risks and opportunities relevant to our business activities.
- **Mitigation Actions:** Guided by our Sustainability Roadmap, we are dedicated to reducing emissions from our operations by enhancing energy efficiency, adopting innovative technologies, and evaluating the use of low-carbon and alternative fuels. Additionally, we actively engage internal and external stakeholders to collaborate on sustainable solutions, promote awareness of best practices, and equip our workforce with future-ready skills.
- **Adaptation Measures:** Through climate scenario analyses, we systematically assess the operational and financial impacts of climate-related risks, including regulatory shifts, fuel transition costs, and extreme weather events, to strengthen our resilience.



Our strategy, together with our metrics and targets, takes guidance from international and regional climate objectives as well as recognised reporting frameworks such as the IFRS S1 and IFRS S2 Disclosure Standards and the SASB Standard for the Marine Transportation sector. We remain committed to regularly reviewing and evolving our climate strategy in line with advancements in technology, industry developments, market trends, and our operational capabilities.

o Risk management

Samudera manages climate risks by identifying, assessing, and integrating them in strategic planning. We address both physical threats, such as extreme weather impacting shipping routes, and transition risks such as regulatory changes and new fuel standards. Through climate scenario analysis, we evaluate operational impacts to strengthen fleet resilience and optimise risk mitigation. Incorporating climate risk into governance and operations supports long-term sustainability and protects business continuity and stakeholder value.

In 2024, we conducted a comprehensive climate risk scenario analysis as presented on [page 25](#). This analysis is reviewed annually and updated as necessary to reflect emerging challenges and opportunities.

o Metrics and targets

Samudera has established climate metrics and targets to monitor and manage our progress toward decarbonisation and sustainability. To better understand our GHG footprint, we track Scopes 1, 2, and relevant Scope 3 emissions in accordance with the GHG Protocol standards.

It is important to note that Scope 1 and Scope 2 emissions data for our overseas subsidiaries is currently unavailable due to limitations in data collection and reporting processes at the subsidiary level. As a result, we are currently unable to quantify and disclose Scope 1 and Scope 2 emissions for these entities for the reporting period. These subsidiaries constitute a non-core component of our business portfolio and are not anticipated to make a significant contribution to our combined Scope 1 and Scope 2 emissions, nor to materially affect our overall emissions profile. Samudera is in the process of enhancing our environmental data management and reporting procedures, including implementing improved data collection protocols and internal reporting requirements across all our subsidiaries. These measures are expected to enable the inclusion of emissions data from our subsidiaries in future reporting periods.

Scope 1 Emissions

Scope 1 emissions are disclosed in line with our operational boundaries as defined by the GHG Protocol, encompassing emissions from sources owned or controlled by the Company, including chartered, owned, and operated vessels. A summary of our Scope 1 GHG emissions and the related GHG intensity metrics are presented in Figure 2, offering a clear comparison against both the 2008 baseline year and previous reporting period.

This year's emissions figures include values for methane (CH₄) and nitrous oxide (N₂O), alongside carbon dioxide (CO₂), reflecting a more comprehensive reporting approach as compared to previous years. Emissions were calculated using fuel

pathway-specific GHG emission factors as outlined in the IMO's 2024 Guidelines on Life Cycle GHG Intensity of Marine Fuels ("2024 LCA Guidelines"). The 2024 LCA Guidelines are guidelines adopted by the IMO as part of its GHG Strategy to provide guidance on life cycle GHG intensity assessment and sustainability themes/aspects for all marine fuels and energy carriers (e.g. electricity for shore power) used for ship propulsion and power generation on board a ship. To ensure consistency and comparability across reporting periods, this methodology has been applied retrospectively to previous years' data.

In 2025, our Scope 1 GHG emissions totalled 443,314 tCO₂e, marking a 1% decrease from the 2008 baseline. On a year-over-year basis, emissions increased by 6.8% compared to 2024, primarily due to expanded operations, including more vessels in our fleet and new feeder services. Despite this absolute increase, emissions intensity, defined as emissions per unit of transport work (calculated as Deadweight Tonnage multiplied by nautical miles travelled, and based on the weighted average Annual Efficiency Ratio ("AER") of the operated fleet), has shown steady reduction.



Emissions intensity for 2025 was 11.9 gCO₂e/DWT-NM, a reduction from 12.2 gCO₂e/DWT-NM in 2024 and significantly lower than the 21.7 gCO₂e/DWT-NM recorded in 2008. This represents a 45.2% decrease since the baseline year, demonstrating our ongoing commitment to sustainability through investment in fuel-efficient vessels and enhanced management strategies. Our fleet modernisation efforts include the addition of one container vessel in 2025, two newbuild container vessels in 2024 and six newbuild container vessels (four on long-term time charter and two owned) and one newbuild tanker vessel in 2023. We remain focused on further improving emissions intensity and exploring long-term solutions to reduce absolute emissions, reinforcing our dedication to sustainable operations and transparent reporting.

Scope 2 Emissions

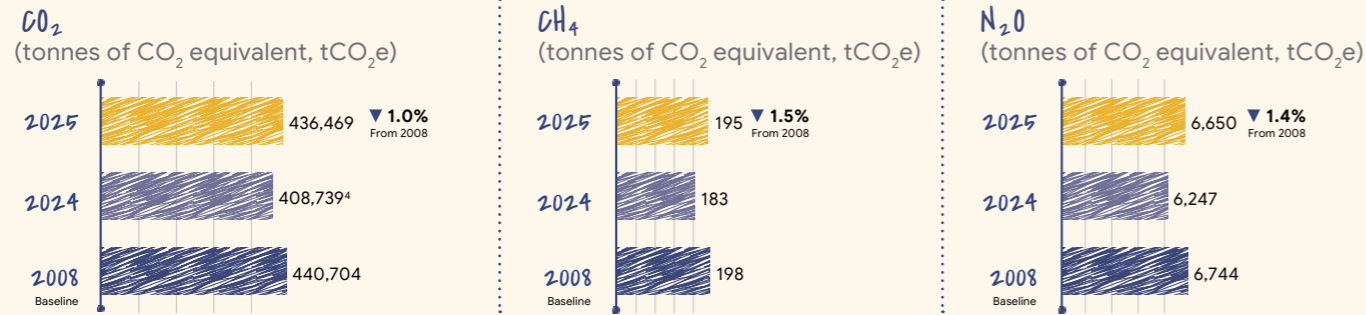
We maintain ongoing monitoring of water and electricity consumption at our Singapore offices. In 2025, Scope 2 emissions, arising from office electricity usage, were recorded at 79.0 tCO₂e, a slight increase from 77.1 tCO₂e in 2024. Despite this, our Scope 2 emissions have remained within the 70s range. This is a meaningful step down from the levels approaching 90 tCO₂e recorded in earlier years. Details of Scope 2 carbon emissions are provided in Figure 3. Our commitment to resource efficiency and emissions reduction has shown positive results. In recent years, Scope 2 reductions have been largely attributed to office upgrades, including the installation of energy-efficient LED lighting.

Scope 3 Emissions

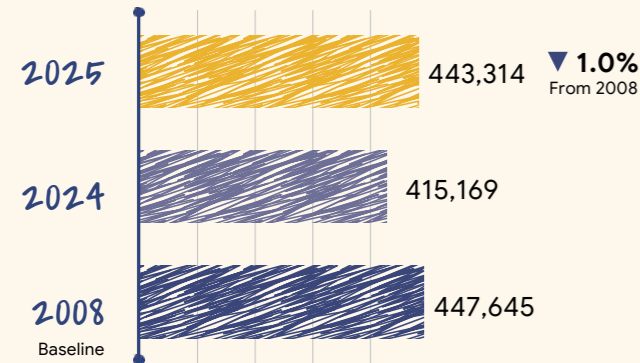
Scope 3 emissions encompass indirect GHG emissions that occur throughout our value chain, both upstream and downstream, and are classified into 15 distinct categories according to the GHG Protocol. In 2024, Samudera initiated Scope 3 emissions reporting, starting with business air travel (Category 6). For 2025, emissions from business air travel totalled 172.4 tCO₂e, representing a slight reduction from the 2024 figure of 176.3 tCO₂e. During 2025, we undertook a comprehensive review of Scope 3 emission categories to assess data availability and their relevance to our business operations.

Moving forward, Samudera will continue to engage with stakeholders and enhance our data collection processes to ensure comprehensive and accurate tracking. The emissions related to business air travel for Scope 3 are detailed in Figure 4.

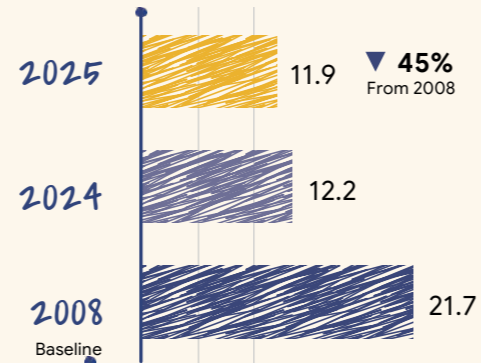
Figure 2
Scope 1 GHG Emissions from Vessel Operation (Owned and Chartered-in)



Total GHG Emissions
(tonnes of CO₂ equivalent, tCO₂e)



GHG Emissions Intensity
Weighted-average AER (gCO₂e/DWT-NM)



NUMBER OF VESSELS OPERATED
Over the Calendar Year

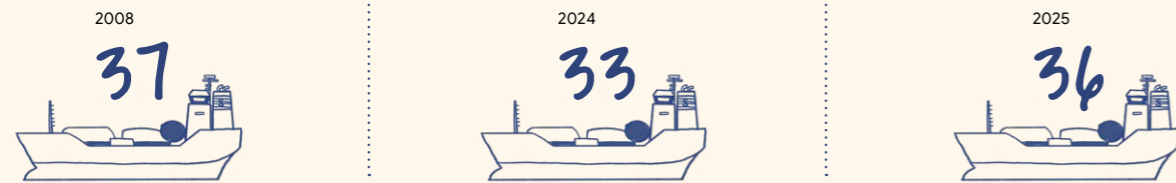
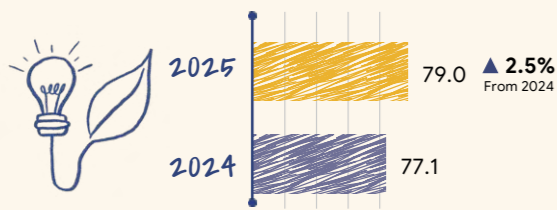
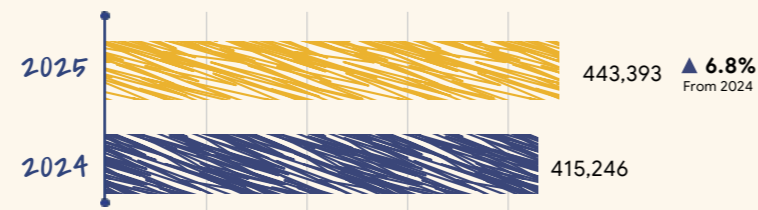


Figure 3
Scope 2 and Combined GHG Emissions

Scope 2
Location-Based Emissions from Purchased Electricity (tonnes of CO₂ equivalent, tCO₂e)⁵



Combined
Scope 1 and 2 Emissions (tonnes of CO₂ equivalent, tCO₂e)

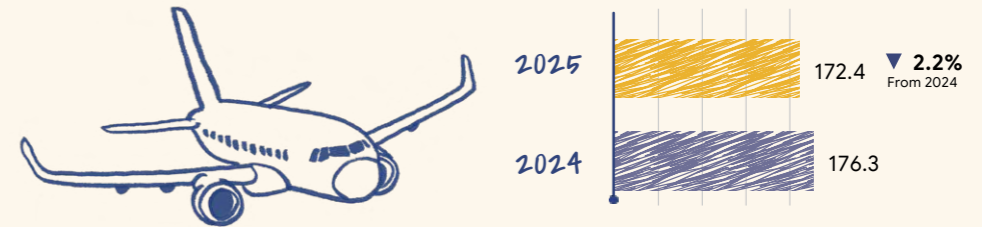


⁴ The 2024 Scope 1 CO₂ emission value has been updated from the 2024 Sustainability Report due to a misclassification of fuel conversion factor in the emissions calculation. The value has been updated with the correct classification.

⁵ The Scope 2 emissions were based on electricity consumption of office units occupied by Samudera in Singapore. The emissions were calculated by multiplying the electricity consumption (in kWh) by Singapore's Energy Market Authority ("EMA") Operating Margin ("OM") Grid Emission Factor ("GEF"). The OM GEF for 2024 was used, as the OM GEF for 2025 was not released as of the time of publication.

Figure 4
Scope 3 GHG Emissions

Scope 3
Emissions from Business Air Travel (tonnes of CO₂ equivalent, tCO₂e)



Climate Targets

We have established emissions targets that are closely aligned with international climate objectives. Specifically, we aim to reduce our GHG emissions intensity, measured as emissions per transport work, by at least 40% from 2008 levels by 2030, and to reach net-zero emissions by or around 2050. These targets are consistent with the IMO emissions intensity and long-term GHG reduction goals, as well as the long-term low-emissions development strategies adopted by many countries. While Samudera acknowledges the ongoing challenges related to the costs and current limitations of alternative fuel infrastructure, the Group remains committed to achieving these ambitions. We regularly review and update our targets to ensure these goals remain both ambitious and achievable,

reflecting prevailing market dynamics and industry advancements. Table 7 provides an overview of our key performance indicators for climate action.

As we progress on our sustainability journey into 2025 and beyond, we remain steadfast in our commitment to scaling up climate action across our operations. We prioritise innovation and collaboration to drive meaningful progress towards a low-carbon future. Despite the ongoing challenges of decarbonisation, we continue to invest in resilient and sustainable shipping solutions, integrating climate considerations into our business. This approach is fundamental to delivering long-term value for our stakeholders and contributing positively to the environment.

Table 7
Performance Indicators for Taking Climate Action

| Performance Indicator | Performance in 2025 | Target Status for 2025 | Target for 2026 |
|---|---|---|---|
| Understanding Samudera's carbon footprint | Disclosure of Scopes 1, 2 and applicable Scope 3 emissions | Disclosed: Target Achieved | Continued disclosure of Scopes 1, 2 and applicable Scope 3 emissions |
| Developing climate mitigation and corporate resilience strategies | Achieved IMO CII reduction factor and remained CII compliant | CII meet or exceed Grade C ratings: Target Achieved | Achieve IMO CII reduction factor and remain CII compliant |
| | Maintain a reduction of emissions intensity by at least 40% by 2030, from 2008 baseline, in line with the 2023 IMO GHG Strategy | Emission intensity reduced by 45%: Target Achieved | Maintain or improve on the reduction of emissions intensity by at least 40% by 2030, from 2008 baseline, in line with the 2023 IMO GHG Strategy |



CLIMATE RISK SCENARIO ANALYSIS

Climate change continues to present substantial and evolving risks to the global shipping industry. Factors such as rising sea levels, more frequent extreme weather events, and shifting climate patterns can disrupt shipping operations, damage vital infrastructure, and drive up operating costs. Additionally, the ongoing transition towards a low-carbon economy requires significant industry transformation, including the adoption of innovative technologies, alternative fuels, and revised operational practices.

Samudera remains committed to strengthening our business resilience in the face of climate change. In 2024, we conducted a qualitative climate risk scenario analysis, which remains relevant as the industry adapts to new challenges. The scenario analysis assesses climate-related impact on Samudera's business across two key areas.

- Physical Risks (Table 8): Evaluating the impact of extreme weather events, rising sea levels, and changing ocean currents on shipping routes, port operations & infrastructure, and vessel infrastructure;

- Transition Risks (Table 9): Analysing the implications of policy shifts, technological innovations, and market changes—particularly those related to the potential adoption of a legally binding Net-Zero Framework with a two-tier financial mechanism.

The 2025 analysis has been enhanced to reflect the anticipated implementation of the IMO legally binding Net-Zero Framework, which features a two-tier financial mechanism to support the industry's transition towards net-zero emissions. Furthermore, insights from stakeholder engagement have informed the inclusion of fresh opportunities to strengthen brand reputation, as presented in Table 10.

The findings from this analysis support Samudera's strategic decision-making, enabling us to address climate-related risks proactively and seize emerging opportunities. This transparent approach allows stakeholders to track our progress and contributes to building a more resilient and sustainable shipping business as we navigate the challenges of climate change.

Physical Risk

Table 8
Physical Risks Posed by Climate Change

| Time Horizon | Risk Category | Risk | Measures |
|--------------------------|---------------|---|--|
| Short-term (<3 years) | Acute Risk | Increased intensity and frequency of extreme weather events (typhoons, storms, floods) leading to | <ul style="list-style-type: none"> Improve accuracy and timeliness of weather forecasting and transmission to ship, weather routing systems Endeavour for optimum safe carriage of cargo Heavy weather precautions and checklists provided in the Safety Quality Management System (SQMS) and shore to ship communication Develop and regularly test emergency response plans to minimise disruption impact Collaboration with Port Authorities to stay updated on emergency response |
| | | <ul style="list-style-type: none"> Supply chain disruption from missed port calls, delays in cargo handling, damage to port facilities, increased operational costs Lost cargo from extreme or unpredictable weather, damage to equipment Increased operational and capital costs, which are expected to result in significant risks to overall business operations Increased insurance, tax and compensation costs, compromised seafarer safety and a higher risk of crew injuries | |
| Medium-term (3-10 years) | Chronic Risk | Increasing mean temperatures leading to | <ul style="list-style-type: none"> Establishing worker health and safety protocol to reduce heat stress and prevent injury (e.g. re-scheduling of rest hours) Explore anti-fouling management strategies |
| | | <ul style="list-style-type: none"> Heat stress on workers and potential lower productivity and adherence to sailing schedules Increased costs for cooling power Increase in marine fouling | |
| Long-term (>10 years) | | Sea-level rise resulting in coastal erosion, inundation of low-lying areas, changes in coastal currents, potential damage to port infrastructure | <ul style="list-style-type: none"> Establishing network of alternative port locations and shipping routes to avoid affected ports Frequently update Electronic Navigational Charts |

Transition Risk

Table 9

Transition Risks Posed by Climate Change

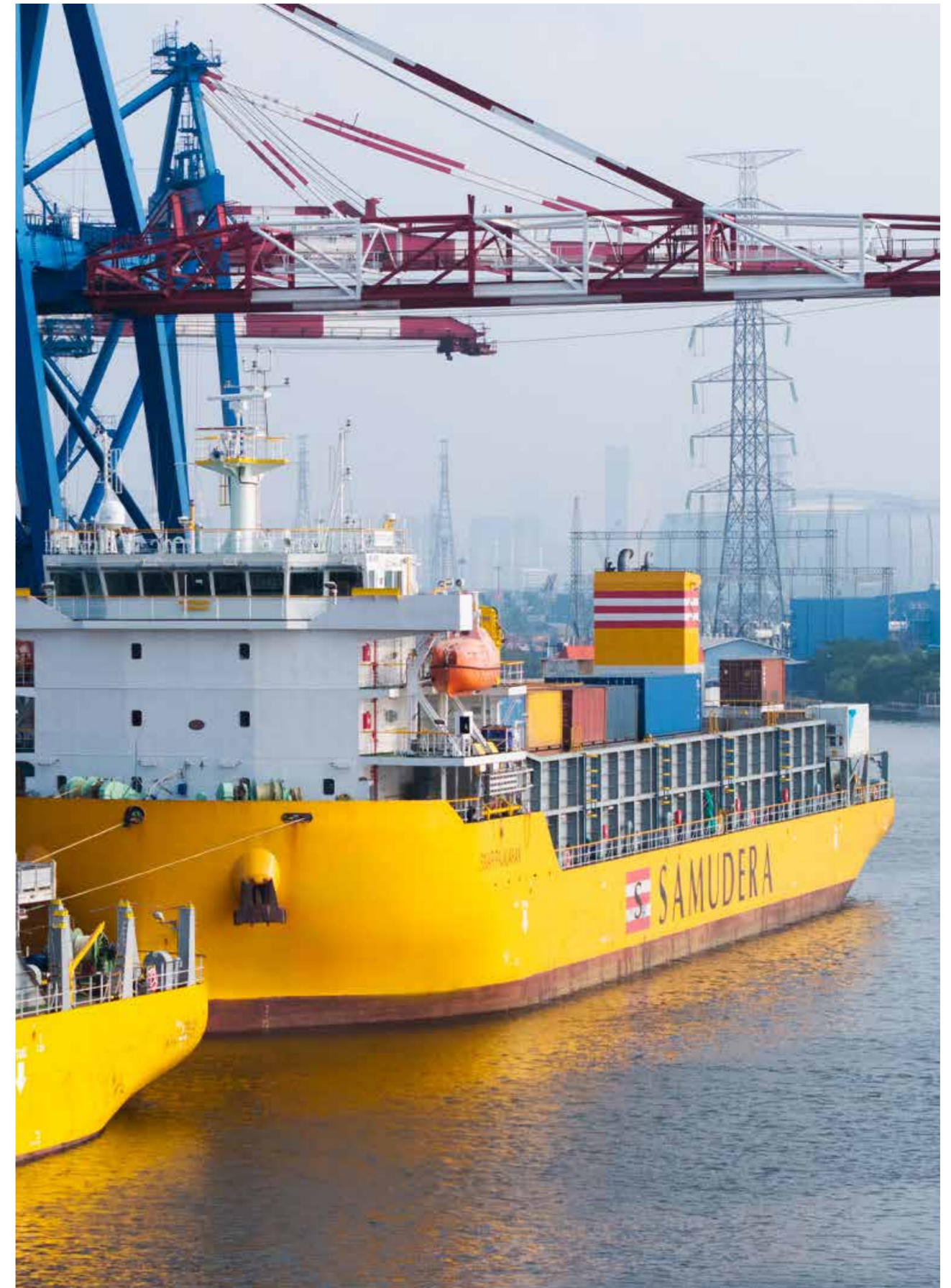
| Time Horizon | Risk Category | Risk | Measures |
|-----------------------|---------------------|--|--|
| Short-term (<3 years) | Market Risk | High costs and limited availability of alternative fuels which could lead to increased operational costs, challenges in securing fuel supply | <ul style="list-style-type: none"> Support the development of bunkering infrastructure for alternative fuels In-house research initiatives to monitor alternative fuel and dual-fuel vessel prices, and carbon capture technologies |
| | | Shifting customer demand and increased competition from low-carbon shipping companies leading to eroded market share, reduced profitability and pressure to lower prices | <ul style="list-style-type: none"> Develop and Communicate Sustainability Strategy Offer Sustainable Shipping Options Engage with Customer Feedback |
| Medium (3-10 years) | Policy & Legal Risk | Stricter emissions regulations (CII, EEXI, Carbon Taxes, ECA) which could lead to increased operating costs, potential for non-compliance penalties, and need for costly retrofits or new technologies | <ul style="list-style-type: none"> Monitor and stay up to date about evolving port regulations and adjust operations accordingly Undertake an internal assessment of the potential operational and financial impact arising from the financial mechanism under the proposed IMO Net-Zero Framework Collaborate with Port Authorities to address concerns and explore solutions |
| | | Risk of higher operating and compliance costs under the IMO Net-Zero Framework, affecting vessel profitability and competitiveness. | |
| Long-term (>10 years) | Technology Risk | Technological uncertainty and risk which could require costly upgrades or replacements costs for outdated technology or vessels | <ul style="list-style-type: none"> Prioritise acquiring new vessels that meet EEDI phase 3 and IMO Tier 3 Study feasibility of conversion to dual fuel and IMO Tier 3 for existing vessels Tracking emissions and developing effective monitoring system to assess areas to increase efficiency Explore proven additives to fuel for more efficient fuel consumption with lesser carbon emission |
| | | Reputation Risk | Changing consumer, employee, and stakeholder preferences that could influence public perception, damage brand image, increase investor scrutiny and potential for higher borrowing costs |

Opportunities

Table 10

Opportunities which May Arise from Climate Change

| Time Horizon | Risk Category | Risk | Measures |
|-----------------------------|------------------------|--|--|
| Short, medium and long-term | Products and services | New operating profits and revenue streams | Shift to alternative fuels may open up more market areas due to compliance with regulations and/or demand for green fuel |
| | Reputation | Enhanced corporate reputation as a climate-conscious company and stronger employer brand | Improved customer preference and loyalty, increased ability to attract and retain talent, and stronger long-term competitiveness |
| | Markets | Green policies and green financing | Cost saving incentives for green technology used, and subsidies for sustainability related investment |
| | Operational Efficiency | Operational and Resource Efficiency | Advanced energy and fuel saving technologies can lead to long term cost savings resulting from improved operational efficiency |



PROVIDING SAFE WORKING CONDITIONS

Table 11

Performance Indicators for Providing Safe Working Conditions

| Performance Indicator | Performance in 2025 | Target Status for 2025 | Target for 2026 |
|---|---------------------|--|--|
| Number of significant incidents involving dangerous goods | 0 | Zero workplace fatalities as a result of work-related injury or high consequence work-related injuries: Target Achieved | Zero workplace fatalities as a result of work-related injury or high-consequence work-related injuries |
| Number of high-consequence work-related injuries ⁶ | 0 | | |
| Number of fatalities as a result of work-related injury | 0 | | |
| Number of workplace injuries | 5 | | |

⁶ Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

Ensuring safe working conditions is fundamental to Samudera, given the diverse safety risks inherent in shipping and logistics operations. Protecting the health and well-being of every employee, whether onshore or at sea, remains one of our highest priorities. We adopt a proactive and systematic approach to identifying workplace hazards, assessing risks, and implementing robust mitigation measures to prevent incidents and reduce potential harm.

Non-compliance with occupational health and safety (“OHS”) requirements or the occurrence of serious workplace injuries can result in substantial financial penalties, operational delays, and profound personal consequences for affected employees. Recognising these risks, Samudera remains committed to continually enhancing and updating our safety practices to maintain a secure working environment across all operations.

To manage safety risks systematically, we operate under a comprehensive SQMS, guided by our Safety and Quality Management Manual. This system fully aligns with the IMO Resolution A.741(18), also known as the International Safety Management (“ISM”) Code, which sets global standards for the safe management and operation of ships and the prevention of pollution. Through this framework, we are able to identify hazards early, assess potential impacts, and take timely preventive actions to mitigate or eliminate risks.

Our approach also adheres to Singapore’s Workplace Safety and Health (“WSH”) Act and is further supported by the Group’s overarching Health, Safety, and Environment (“HSE”) Policy. A key operational component is our Shipboard Procedure Manual (“SPM”), which contains detailed SOPs developed by our ship managers to address critical aspects of

maritime safety, including:

- Safe operations onboard
- Maintaining safe navigation at all times
- Managing safe cargo handling
- Effective personnel management onboard
- Emergency preparedness and pollution prevention

Worker safety remains our top priority, reinforced by the Group’s commitment to Zero Accidents within the HSE Policy. To uphold this commitment, we provide structured and comprehensive health and safety training for all crew members. These programmes equip operational staff with the skills needed to conduct risk assessments and apply effective mitigation strategies, supporting continuous improvement in both knowledge and capability.

Our safety oversight includes annual reviews aligned with Group-wide standards, as well as regular monitoring and follow-up to ensure corrective actions are properly implemented. Together, these efforts strengthen the safe management of our vessels and operational processes.

Beyond shipboard safety, Samudera also maintains a strong focus on ensuring a healthy and compliant work environment. Grievance procedures and non-discrimination measures are embedded within the Employee Handbook, reinforcing our commitment to fair and safe employment practices.

All vessel crew are required to undergo routine mandatory health assessments, including pre-

boarding drug and alcohol tests, supplemented by regular and random onboard checks. Our vessels are certified under the Maritime Labour Convention (“MLC”) and have obtained Crew Accommodation Certification, which is an international standard that safeguards seafarers’ rights and outlines requirements for living and working conditions. These standards cover areas such as minimum age, working and rest hours, accommodation and recreational facilities, food and catering quality, wage payment practices, and medical practitioner qualifications. The certification also requires vessels to provide fitness and recreational equipment onboard, contributing to crew welfare and well-being.

Our ship managers remain vigilant in the implementation of SOPs concerning crew safety and cargo handling. In 2025, there were four workplace injuries reported onboard and one workplace injury

reported in our office (Table 11). All affected workers received immediate first aid and subsequently recovered from their injuries. For work-related incidents, Samudera conducts thorough reviews of its SOPs to mitigate future risks and maintain high safety standards onboard our vessels.

As presented in Table 12, the lost time injury incident rate for 2025 was 2.4 per 1,000,000 hours worked, an increase from 1.4 in 2024 and 1.6 in 2023. There were zero fatalities, affirming our ongoing commitment to safety.

Samudera remains committed to workplace safety, with ongoing training scheduled on ship general safety, risk assessment, hazard awareness, and working at height. Monthly Safety Committee meetings are conducted to review health and safety cases and provide a platform for feedback and continuous improvement.

Table 12

Workplace Safety Statistics

| For employees and workers who are not employees but whose work and/or workplace is controlled by Samudera (e.g. crew) | | 2022 | 2023 | 2024 | 2025 |
|---|--|------|------|------|------|
| Number of marine casualties ⁷ | Number of incidents | 0 | 0 | 0 | 0 |
| | Rate (per 1,000,000 hours worked) ⁸ | 0 | 0 | 0 | 0 |
| | Percentage classified as very serious ⁹ | 0 | 0 | 0 | 0 |
| High-consequence work-related injuries (excluding fatalities) ¹⁰ | Number of incidents | 0 | 0 | 0 | 0 |
| | Rate (per 1,000,000 hours worked) | 0 | 0 | 0 | 0 |
| Lost time injuries ¹¹ | Number of incidents | 0 | 1 | 1 | 2 |
| | Incident Rate (per 1,000,000 hours worked) | 0 | 1.6 | 1.4 | 2.4 |

⁷ A marine casualty is defined, based on the United Nations International Maritime Organisation’s Code of International Standards and Recommended Practices for a Safety Investigation into a Marine Casualty or Marine Incident (Resolution MSC.255(84)), Chapter 2, Paragraph 2.9, as an event, or a sequence of events, that has occurred directly in connection with the operations of a ship and resulted in: the death of, or serious injury to a person; loss of a person from a ship; loss, presumed loss or abandonment of a ship; material damage to a ship; stranding or disabling of a ship, or the involvement of a ship in a collision; material damage to marine infrastructure external to a ship, that could seriously endanger the safety of the ship, another ship or an individual; or severe damage to the environment, or the potential for severe damage to the environment, brought about by the damage of a ship or ships.

⁸ Rate (per 1,000,000 hours worked) = (Number of incidents)/(Number of hours worked) x 1,000,000.

⁹ A very serious marine casualty is defined as a marine casualty involving the total loss of the ship, a death or severe damage to the environment.

¹⁰ A work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, per GRI Standards.

¹¹ A workplace injury is a workplace or work-related traffic injury that results in at least 24 hours of hospitalisation or 3 days medical leave (MC) due to a single work-related accident (whether consecutive or not), as per reported to the Ministry of Manpower in Singapore.

INVESTING IN EMPLOYEE DEVELOPMENT

Table 13
Performance Indicators for Investing in Employee Development

| Performance Indicator | Performance in 2025 | Target Status for 2025 | Target for 2026 |
|--|---|---|--|
| Average hours of training per employee | 8.8 | No less than 5 hours average training per employee: Target Achieved | No less than 5 hours average training per employee per year |
| Provision of programmes for upgrading employee skills | See Table 14 for mentions of various programmes | Maintain a diverse and relevant training programme: Target Achieved | Diverse and relevant training programme in our efforts to broaden and deepen the knowledge and experience of our employees |
| Percentage of employees receiving regular performance and career development reviews | 100% | 100% of employees to receive regular performance and career development reviews: Target Achieved | 100% |

At Samudera, the dedication and expertise of our teams play a pivotal role in our organisational success. Accordingly, we prioritise employee career development and job satisfaction by offering comprehensive educational and training programs, both within the Company and through external providers. All new employees participate in an orientation programme covering essential policies, including the Employee Code of Conduct. Ongoing training initiatives are provided to further enhance staff capabilities, ensuring safe and efficient operations. This approach enables us to consistently deliver exceptional service to our clients.

We actively foster continuous learning across our workforce. Through our Learning & Development policy, employees may receive financial sponsorship to access development opportunities that might otherwise be unavailable, such as part-time degrees, certified skills training programmes, industry seminars, conferences, or relevant professional qualifications. Clear guidelines from our People and Technology Division facilitate participation in external courses. Collaborations with educational institutions also offers tertiary students work attachments and scholarships, promoting talent development and encouraging interest in maritime careers.

In 2025, our training initiatives have been further enhanced to ensure employees receive comprehensive and relevant professional development opportunities. As presented in Table 13, all new employees now participate in structured on-the-job training, conducted by their internal line manager, to ensure a smooth transition into their roles and foster immediate practical learning. For those promoted to managerial positions, we provide targeted leadership training programmes to help them develop and refine their leadership capabilities as required.

Recognising the importance of continuous professional growth, the Company sponsors 100% of training costs for employees attending external courses. In addition, we offer training bonds for those who wish to pursue further studies, supporting their educational advancement without financial barriers. Our commitment to internal capability building is also reflected in the introduction of mandatory cybersecurity training for all employees, aimed at promoting best practices in handling confidential information and strengthening our workplace security culture.

Further, every employee is provided access to online learning platforms such as Udeemy, enabling them to acquire new skills and knowledge at their own pace. These initiatives are complemented by participation in sessions organised through our in-house training

centre, Samudera Indonesia Corporate University ("SICU"), and opportunities to attend training led by external consultants, ensuring a well-rounded approach to upskilling and professional development across the organisation.

Table 14
List of Types of Training and Topics Covered During the Reporting Period

| Aspect | Training Topic |
|--|--|
| Orientation / Development | New Employee Orientation |
| Specialised Training for Crew | <ul style="list-style-type: none"> Formal Familiarisation with Management System Planned Maintenance System Familiarisation with Electronic Chart Display and Information System ("ECDIS") Promoting Well-Being: Mental Health Training |
| Training for Employees (Conducted by External Consultants) | <ul style="list-style-type: none"> Shipping related training (e.g introduction to the maritime industry and navigating EEXI, CII, and ETS regulations) Competition Law Updates Sustainability Reporting- Applying the IFRS Sustainability Disclosure Standards Personal Development related training (e.g. executive WSH programme, customer service excellence and leadership with EQ) Finance related training (e.g. managing GST effectively and strategic tax considerations for businesses and Pillar 2 tax) Updates of SGX listing rules IT related training (e.g. cyber security in maritime industry) HR related training (e.g. local employment regulations, HR law in other countries, people management and implementing performance improvement plans) |
| Training for Employees (Conducted by SICU) | <ul style="list-style-type: none"> Various topics for learning in Udeemy |

The adoption of a flexible and accessible online training platform has played a pivotal role in supporting our sustainability objectives by facilitating ongoing employee development. As evidenced in Table 15, male employees recorded an average of 8.4 training hours each in 2025, while female employees achieved an average of 9 hours of training each. This sustained investment in training underscores our commitment to fostering a skilled and resilient workforce, with

training hours per employee consistently exceeding our target of 5 hours. Details of training activities undertaken in 2025 can be found in Table 14, while Table 15 provides a comprehensive breakdown by gender and employee category.

Table 15

Breakdown of Training Hours by Gender and Employee Category

| Gender | Total Training Hours | Number of Employees | Average Number of Training Hours per Employee |
|--------------|----------------------|---------------------|---|
| Male | 614 | 73 | 8.4 |
| Female | 937 | 104 | 9.0 |
| Total | 1,551 | 177 | 8.8 |

| Employee Category | Total Training Hours | Number of Employees | Average Number of Training Hours per Employee |
|--------------------------|----------------------|---------------------|---|
| Key Management Personnel | 112 | 8 | 14.0 |
| Senior Management | 160 | 9 | 17.8 |
| Middle Management | 849 | 56 | 15.2 |
| Executive | 430 | 104 | 4.1 |
| Total | 1,551 | 177 | 8.8 |

We remain committed to nurturing our human resources by maintaining our average training hours target, ensuring that each employee receives at least five hours of training per year. This ongoing investment reflects our belief in continuous professional development and the value it brings to our organisation's sustainability.

In 2025, 100% of our employees participated in regular performance and career development reviews. These reviews serve as a cornerstone for supporting individual growth, establishing both short-term and long-term career objectives, identifying areas for development, and fostering transparent communication between managers and employees. By consistently providing these opportunities, we reinforce our dedication to empowering our workforce and strengthening our organisational resilience for the future.

DIVERSITY AND INCLUSION

At Samudera, our journey towards sustainability is deeply rooted in our commitment to diversity and inclusion. We believe a diverse workforce is fundamental to our long-term success; we are intentional about nurturing inclusivity at every level of the organisation, from our frontline teams to our Board of Directors. In recognition of the value brought by varied perspectives, the Board formalised our commitment by adopting a Board Diversity Policy on 17 March 2022.

Building a workplace where everyone feels safe, respected, and valued is central to our ethos. Our robust policies against discrimination and harassment and adherence to the Tripartite Guidelines on Fair Employment Practices ensures that we offer equal opportunities to all, regardless of age, disability, marital or civil partnership status, pregnancy or maternity, race, colour, ethnicity or national origin, religion or belief, or gender.

Our workforce is also a testament to our commitment to age and gender diversity. As at 31 December 2025, 77% of our employees fall within the age bracket of 31 to 60 years old, representing a strong core of experienced professionals (Table 16). Meanwhile, 17% are age 30 years or below, bringing fresh ideas and new perspective as well as new energy to the team. 6% of our workforce are over 60 years old, offering invaluable wisdom and continuity. Additionally, women have consistently made up the most of our workforce since 2017. This momentum continues in 2025 with women now holding 59% of all roles across the organisation (Table 17).

As we look ahead, we remain steadfast in our dedication to maintaining a welcoming, inclusive, and empowering work environment. By fostering a culture where everyone's voice is heard and valued, we are building a future where our people, and our business, can thrive.

Table 16

Percentage Breakdown of Employees by Age in 2025

| Male | | | Female | | | Overall | | |
|----------------|-----------------|----------------|----------------|-----------------|----------------|----------------|-----------------|----------------|
| ≤ 30 years old | 31-60 years old | > 60 years old | ≤ 30 years old | 31-60 years old | > 60 years old | ≤ 30 years old | 31-60 years old | > 60 years old |
| 20% | 73% | 7% | 15% | 80% | 5% | 17% | 77% | 6% |

Table 17

Performance Indicator for Diversity and Inclusion

| Performance Indicator | Performance in 2025 | Target Status for 2025 | Target for 2026 |
|-------------------------------|---------------------|---|--|
| Percentage of Women Employees | 59% | Commitment to developing a diverse and inclusive workforce: Target Achieved | Commitment to developing a diverse and inclusive workforce |

MAINTAINING A STRONG COMPLIANCE RECORD

Table 18

Performance Indicators for Maintaining a Strong Compliance Record

| Performance Indicator | Performance in 2025 | Target Status for 2025 | Target for 2026 |
|---|---------------------|--|--|
| Number of incidents of non-compliance with laws and regulations ¹² which resulted in significant fines ¹³ or non-monetary sanctions | 0 | Zero non-compliance: Target achieved | Maintain zero incidents of non-compliance with laws and regulations resulting in significant fines or non-monetary sanctions |
| Total amount of monetary losses resulting from legal proceedings associated with bribery or corruption (SGD) | 0 | New target implemented in 2025 Zero monetary losses resulting from legal proceedings associated with bribery or corruption Target achieved | Zero monetary losses resulting from legal proceedings associated with bribery or corruption (SGD) |

¹² Laws and regulations involving dangerous goods, oil spills, other environmental aspects (e.g., air quality, noise, biofouling etc.) and social and economic aspects applicable to our operations.

¹³ Significant cases are those resulting in a court case, imprisonment, or fine above S\$100,000.

Strong governance is the foundation of Samudera’s commitment to our partners and stakeholders and over the years, we have maintained a strong record of compliance. Our aim is to maintain zero incidents of non-compliance with laws and regulations that resulting in significant fines or non-monetary sanctions. The new performance indicator set for 2025 has been met: zero monetary losses resulting from legal proceedings related to bribery or corruption (Table 18).

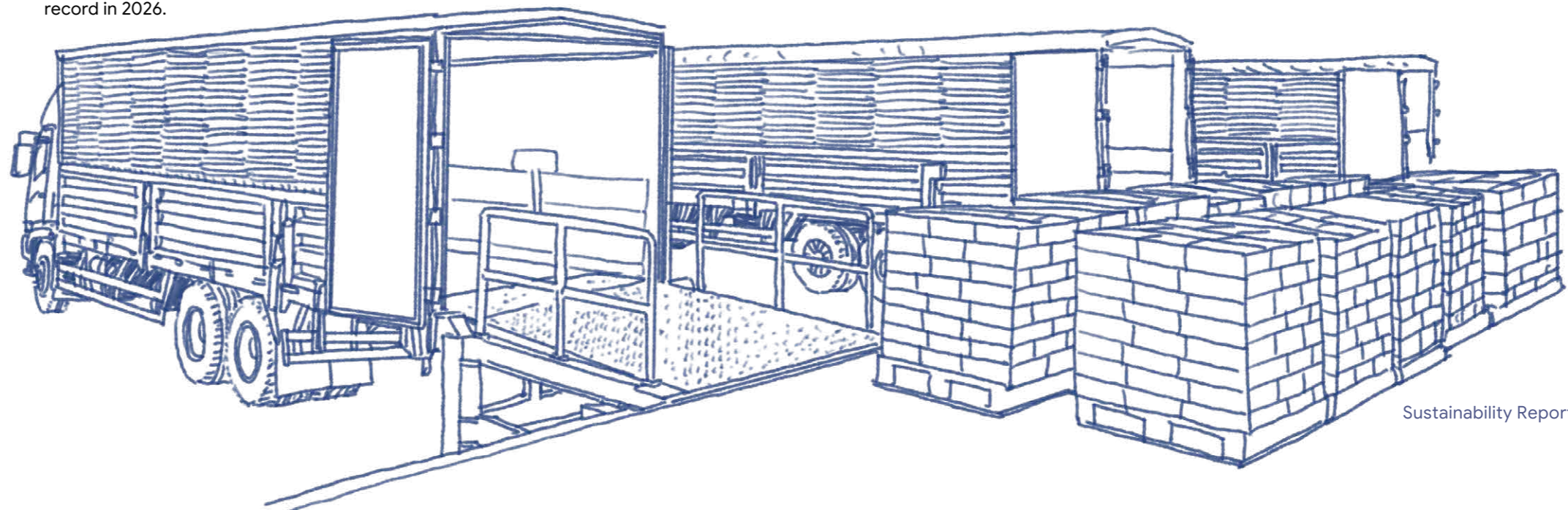
At Samudera, compliance is essential for maintaining our transparency and integrity. Our proven record demonstrates a commitment to stakeholder trust. We regularly monitor changing legal requirements via media, press releases, and consultations with legal counsel. When required, we consult external experts to implement policies and address regulations, including Anti-Money Laundering and Personal Data Protection laws. Directors and relevant staff have received training on updates to Singapore’s Competition Law, HR Laws, and employment regulations, as well as EEXI, CII, and ETS regulations, ensuring continued compliance.

We maintain a strict zero-tolerance policy toward all forms of fraudulent conduct, including corruption and bribery. Alongside our Employee Handbook, we have implemented a whistle-blowing policy to facilitate the reporting of suspected unethical or illegal activities. Full details of this policy are available on our website, and reports can be submitted through whistleblower@samudera.id or by mailing our

office address. These channels are strictly restricted to the Head of Internal Audit and the Chairman of the Audit Committee.

Samudera’s Employee Handbook also outlines our commitment to an equal opportunity and non-discrimination policy, fully adhering to the Tripartite Guidelines on Fair Employment Practices issued by TAFEP. This ensures that all business operations, services, and relationships uphold fundamental human rights and foster a fair and safe workplace for everyone.

In 2025, no reports of fraudulent conduct were filed through our whistleblowing channels, and the Group successfully maintained its target of zero significant cases of non-compliance with laws and regulations. We are committed to maintaining this strong track record in 2026.



ENHANCING IT SECURITY NETWORK

With the ongoing digitisation, automation, and interconnection of maritime operations, cybersecurity risk management has become significantly more intricate. Challenges such as ransomware attacks, phishing campaigns exploiting operational data, and vulnerabilities introduced by third-party digital tools continue to evolve in scale and sophistication. An integrated cybersecurity approach is therefore essential for preserving operational continuity and protecting global supply chains from disruption.

At Samudera, our digital repositories, operational systems, and information assets form the backbone of our business, and protecting them is central to our long-term resilience. Cybersecurity and data protection have become integral components of responsible business conduct and ethical governance. To safeguard our systems and the sensitive customer and supplier data entrusted to us, we aim to minimise risk through rigorous, comprehensive cybersecurity measures. Our system security framework is continuously strengthened to address emerging vulnerabilities associated with the digitisation, integration, and automation of our shipping processes and mission-critical platforms. Our cybersecurity policy preserves:

- **Confidentiality** – restricting data access exclusively to authorised individuals
- **Integrity** – ensuring that all system assets function in accordance with established specifications and user expectations.

- **Availability** – providing information to the right person, when required.

Samudera regularly enhances both our cybersecurity policy management platform and end-user security measures. The end-user security device proactively blocks phishing attempts, malicious and undesired domains, IP addresses, and cloud applications before any connection can occur, improving the detection of compromised systems. By collaborating with network devices, the security management platform enforces secure access policies across endpoints. This is a crucial measure as ransomware and other cyber-attacks become increasingly common worldwide. Additionally, hacking tools like key-loggers and network sniffers, which are now easily accessible to the public, pose significant risks by manipulating stolen data. To counter these threats, the platform authenticates devices and applications, permitting network connections only once they have been verified.

As part of our dedication to business reliability and compliance with the IMO’s cybersecurity standards, Samudera is strengthening our digital resilience by establishing a Disaster Recovery (“DR”) site to address potential security breaches or unexpected server failures. In addition, Samudera has adopted advanced access management tools to optimise IT infrastructure oversight. Collectively, these safeguards help defend against cyber-attacks.

During 2025, no complaints regarding customer privacy breaches were received from regulatory bodies or outside parties, and there were no incidents affecting our security network. We remain committed to maintaining and upgrading our security systems to stay ahead of evolving IT risks.

Content Index

This report has been prepared in accordance to GRI Standards: Core option

| GRI Standard | Disclosure | Location / further disclosure |
|---------------------------------|--|---|
| General Disclosures | | |
| GRI 2: General Disclosures 2021 | 2-1 Organisational details | AR pages 2-9 |
| | 2-2 Entities included in the organisation's sustainability reporting | SR page 1 |
| | 2-3 Reporting period, frequency and contact point | Reporting period: 1 January 2025 - 31 December 2025. Sustainability Report 2024 was published in April 2025. Contact point: sustainability@samudera.id; or (+65) 6403 1687 |
| | 2-4 Restatements of information | SR pages 23-24 |
| | 2-5 External assurance | SR page 1 No external assurance has been sought for this report |
| | 2-6 Activities, value chain and other business relationships | AR pages 2-9, 47-51 SR pages 1, 6 There was one additional subsidiary established. |
| | 2-7 Employees | SR pages 31-34 Data collected at the end of 2025. Number of employees increased compared to 2024 due to larger workforce across the Group. |
| | 2-8 Workers who are not | There are 217 crew on board our owned vessels. Data collected at the end of 2025. Crew members increased compared to 2024 due to increase of number of owned vessels. |
| | 2-9 Governance structure and composition | AR pages 26-37 SR page 5 CGR (ARF pages 5-12) |
| | 2-10 Nomination and selection of the highest governance body | CGR (ARF pages 13-15) |
| | 2-11 Chair of the highest governance body | AR pages 26-37 SR page 5 CGR (ARF page 10) |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | SR page 5 CGR (ARF pages 3-4, 10) |
| | 2-13 Delegation of responsibility for managing impacts | SR page 5 CGR (ARF pages 3, 5) |
| | 2-14 Role of the highest governance body in sustainability reporting | SR page 5 CGR (ARF pages 3-7, 10, 21-23) |
| | 2-15 Conflicts of interest | CGR (ARF pages 4, 7, 10, 27) |
| | 2-16 Communication of critical concerns | SR page 35 CGR - WhistleBlowing Policy (ARF page 25) |
| | 2-17 Collective knowledge of the highest governance body | CGR - Directors' Orientation and Training (ARF pages 4, 9) |
| | 2-18 Evaluation of the performance of the highest governance body | CGR - Board Performance (ARF pages 15-16) |
| | 2-19 Remuneration policies | CGR - Remuneration Matters (ARF pages 16-21) |
| | 2-20 Process to determine remuneration | CGR - Remuneration Matters (ARF pages 16-21) |
| | 2-21 Annual total compensation ratio | We do not disclose against this metric due to confidentiality constraints. |
| | 2-22 Statement on sustainable development strategy | SR pages 3-4 |
| | 2-23 Policy commitments | SR pages 11-36 RMPP (ARF pages 32-34) The policy commitments are publicly available via SR. The policy commitments were approved through internal authorisation matrix. |
| | 2-24 Embedding policy commitments | RMPP (ARF pages 32-34) |
| | 2-25 Processes to remediate negative impacts | SR pages 11-14, 17-27 Grievance policy is embedded into the Employee Handbook. Grievances are received through internal supervisory. |
| | 2-26 Mechanisms for seeking advice and raising concerns | SR pages 5, 35 |

| GRI Standard | Disclosure | Location / further disclosure |
|--|--|---|
| General Disclosures | | |
| | 2-27 Compliance with laws and regulations | SR pages 17-20, 35 |
| | 2-28 Membership associations | Samudera is a member of various professional associations, including Singapore Shipping Association |
| | 2-29 Approach to stakeholder engagement | SR page 7 |
| | 2-30 Collective bargaining agreements | N/A |
| Material Topics | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | SR pages 6-10 |
| | 3-2 List of material topics | SR page 6 |
| | 3-3 Management of material topics | SR pages 6-10 |
| Topic Standards | | |
| GRI 102: Climate Change 2025 | 102-1 Transition plan for climate change mitigation | SR pages 11-14, 17-27 |
| | 102-2 Climate change adaptation plan | SR pages 11-14, 17-27 |
| | 102-3 Just transition | SR pages 16, 31-33 |
| | 102-4 GHG emissions reduction targets and progress | SR pages 20-24 |
| | 102-5 Scope 1 GHG emissions | SR pages 21-24 |
| | 102-6 Scope 2 GHG emissions | SR pages 21-24 |
| | 102-7 Scope 3 GHG emissions | SR pages 21-24 |
| | 102-8 GHG emissions intensity | SR pages 21-24 |
| | 102-9 GHG removals in the value chain | N/A |
| | 102-10 Carbon credits | N/A |
| GRI 201: Economic Performance 2016 | 201-1 - Direct economic value generated and distributed | SR page 15 "Generating Economic Value" ARF pages 109-112 |
| | 201-2 - Financial implications and other risks and opportunities due to climate change | SR pages 25-27 |
| | 201-3 - Defined benefit plan obligations and other retirement plans | ARF pages 101-104 |
| | 201-4 - Financial assistance received from government | N/A |
| GRI 403: Occupational Health and Safety 2018 | 403-1 - Occupational health and safety management system | SR pages 29-30 "Providing Safe Working Conditions" |
| | 403-2 - Hazard identification, risk assessment, and incident investigation | SR pages 29-30 "Providing Safe Working Conditions" |
| | 403-3 - Occupational health services | SR pages 29-30 "Providing Safe Working Conditions" |
| | 403-4 - Worker participation, consultation, and communication on OHS | SR pages 29-30 "Providing Safe Working Conditions" |
| | 403-5 - Worker training on OHS | SR pages 29-30 "Providing Safe Working Conditions" |
| | 403-6 - Promotion of worker health | SR pages 29-30 "Providing Safe Working Conditions" |

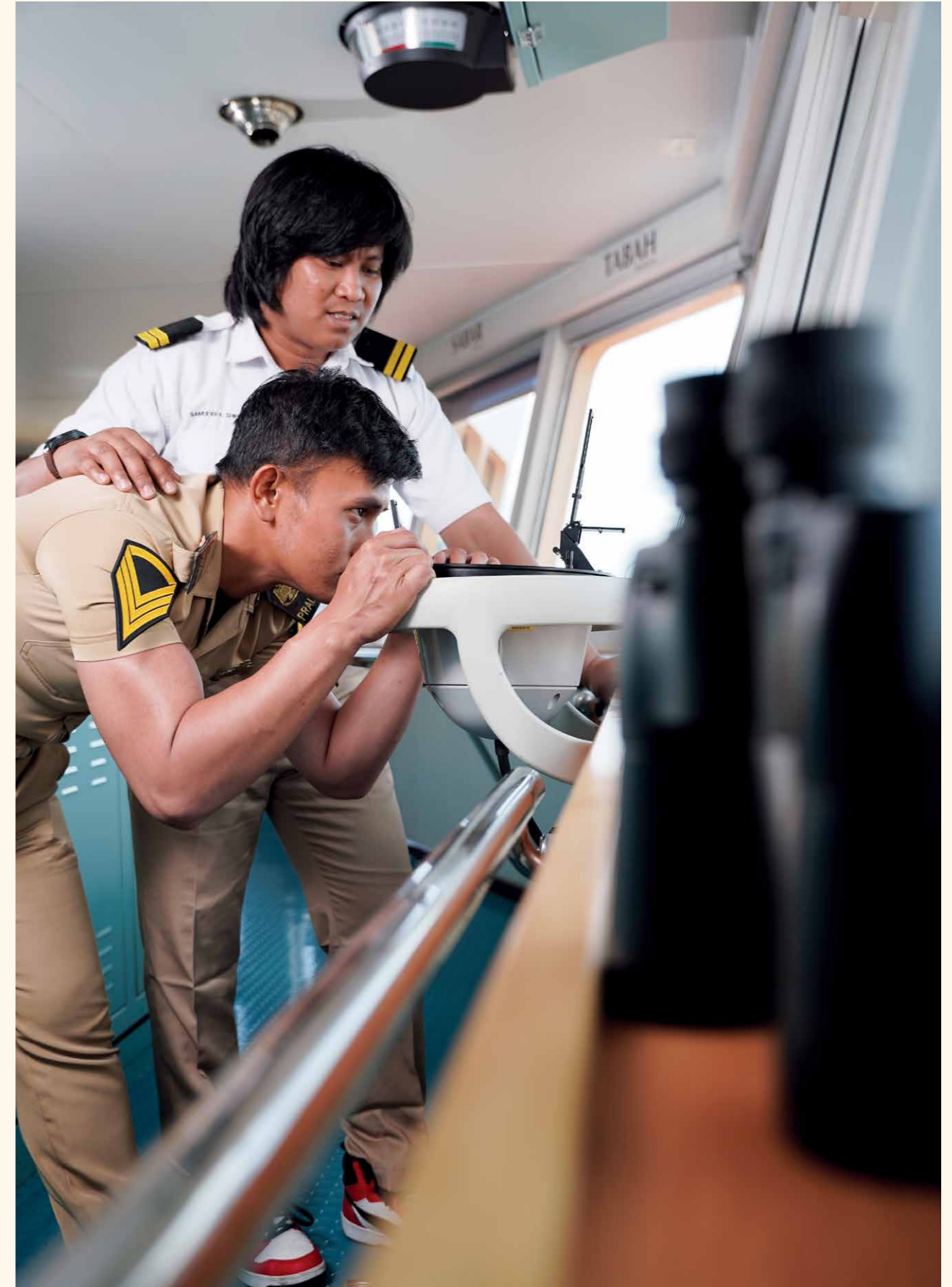
AR : Annual Report 2025
 ARF : Annual Report (Financial) 2025
 CGR : Corporate Governance Report
 SR : Sustainability Report 2025
 RMPP : Risk Management Policies and Processes

Content Index

This report has been prepared in accordance to GRI Standards: Core option

| GRI Standard | Disclosure | Location / further disclosure |
|---|---|---|
| General Disclosures | | |
| | 403-7 – Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | SR pages 29-30 “Providing Safe Working Conditions” |
| | 403-8 – Workers covered by an occupational health and safety management system | SR pages 29-30 “Providing Safe Working Conditions” |
| | 403-9 – Work-related injuries | SR pages 29-30 “Providing Safe Working Conditions” |
| | 403-10 – Work-related ill health | SR pages 29-30 “Providing Safe Working Conditions” |
| GRI 404: Training and Education 2016 | 404-1 – Average hours of training per year per employee | SR pages 31-33 “Investing in Employee Development” |
| | 404-2 – Programs for upgrading employee skills and transition assistance programs | SR pages 31-33 “Investing in Employee Development” |
| | 404-3 – Percentage of employees receiving regular performance and career development reviews | SR pages 31-33 “Investing in Employee Development” |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 – Diversity of governance bodies and employees | SR page 34 “Diversity and Inclusion” |
| | 405-2 – Ratio of basic salary and remuneration of women to men | We do not disclose against this metric due to confidentiality constraints. |
| GRI 418: Customer Privacy 2016 | 418-1 – Substantiated complaints concerning breaches of customer privacy and losses of customer data | SR pages 35-36 “Maintaining a Strong Compliance Record” & “Enhancing IT Security Network” |

AR : Annual Report 2025
 ARF : Annual Report (Financial) 2025
 CGR : Corporate Governance Report
 SR : Sustainability Report 2025
 RMPP : Risk Management Policies and Processes





SAMUDERA SHIPPING LINE LTD
SUSTAINABILITY REPORT 2025

6 Raffles Quay #25-01
Singapore 048580
Tel: (65) 6403 1687
Co. Reg. No.: 199308462C

samudera.id