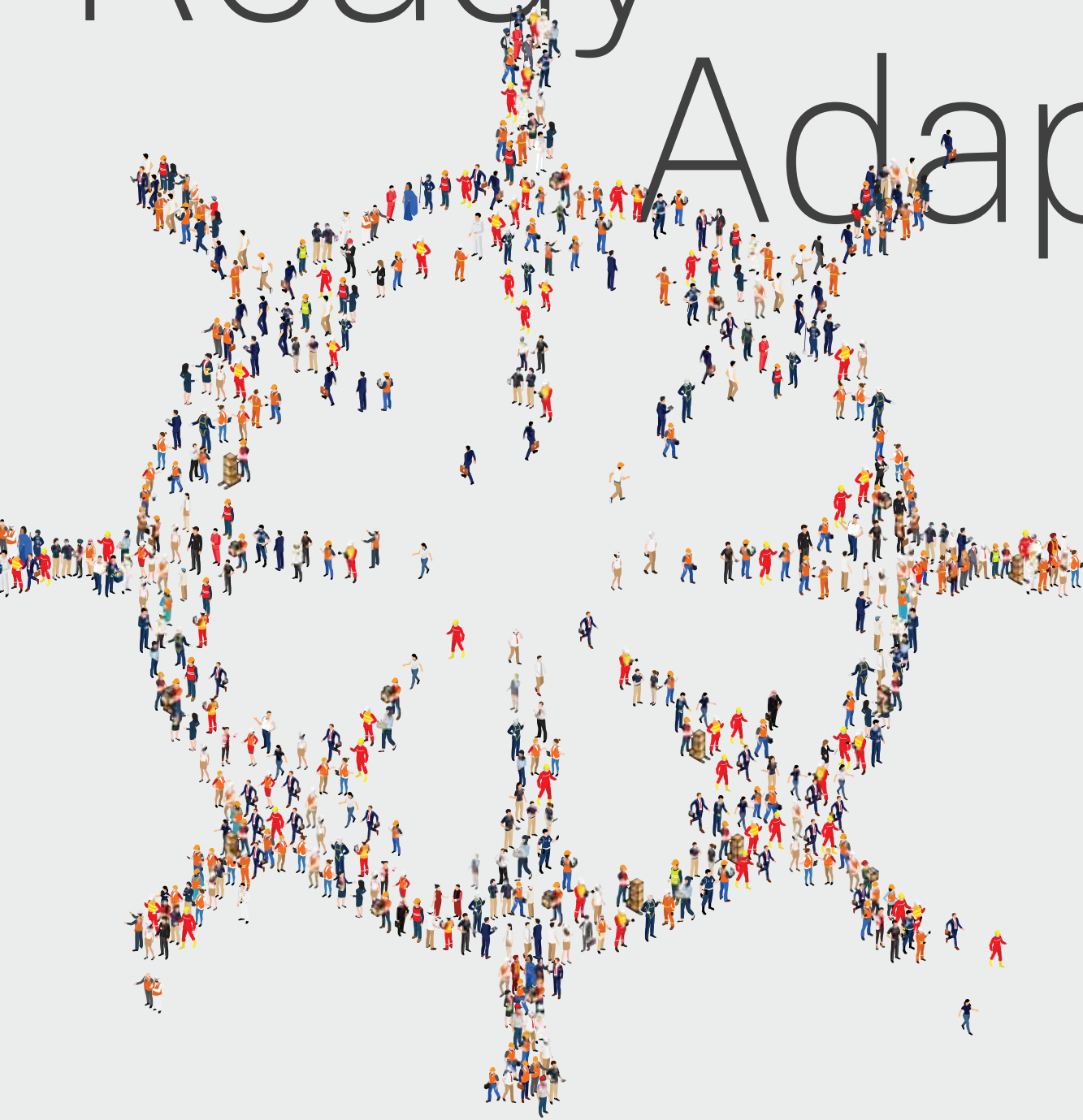




SAMUDERA SHIPPING

# Ready to Adapt

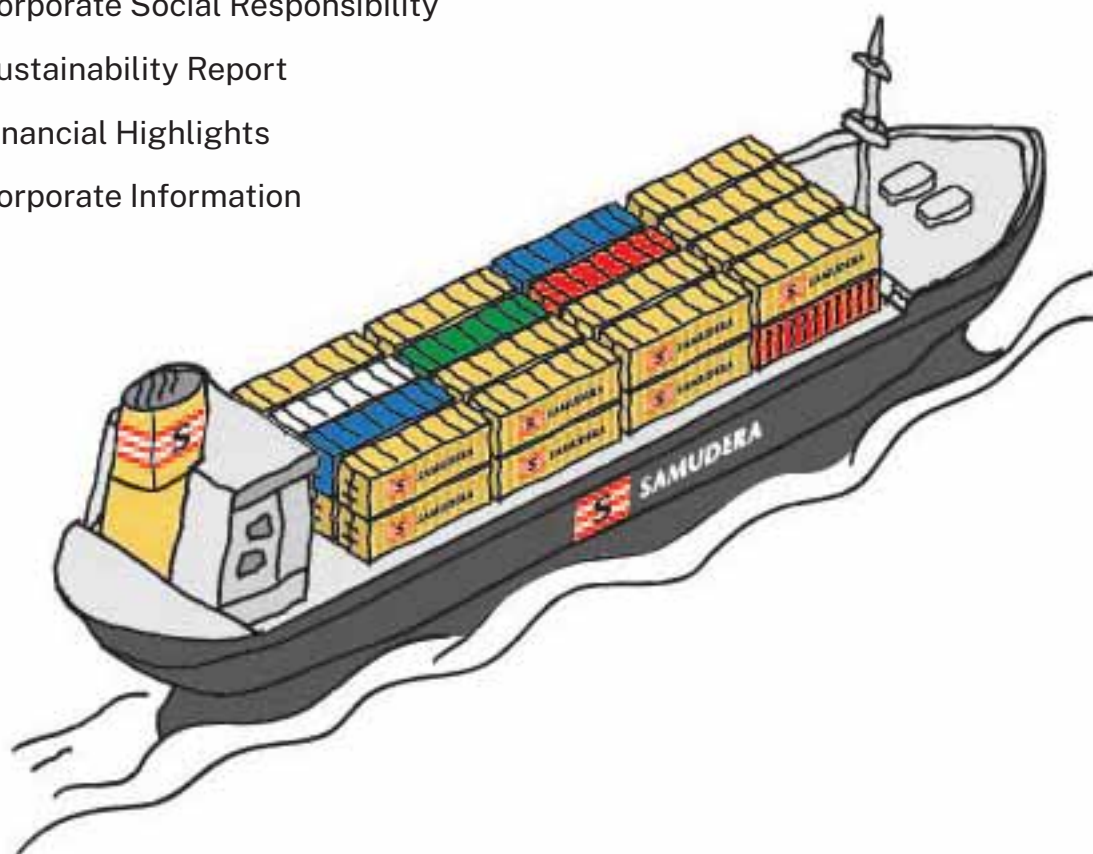


2019 Annual Report

Samudera Shipping Line Ltd

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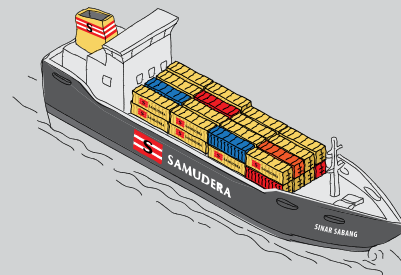
## About Samudera

Samudera Shipping Line Ltd is primarily engaged in container shipping transportation of cargo in the Asia region. The Group's vessels and services currently ply trade routes connecting various ports in Southeast Asia, the Indian Subcontinent, the Far East and the Middle East.

Samudera has progressively established a good track record of professionalism and competency in its field. Through prudent management and a well-managed expansion strategy, the Group has been able to successfully build up its position as a credible and well-respected industry player in the region today.

Leveraging its extensive network, Samudera's Container Shipping business segment offers reliable feeder services between its "hub" port in Singapore and other "spoke" ports in Asia, as well as inter-regional container shipping services to manufacturers, exporters and importers. The Group serves a wide spectrum of shippers from its headquarters in Singapore, and via representative and agency offices in various cities in Asia.

In the Bulk and Tanker shipping business, Samudera charters out its vessels to customers either on time charter, contracts of affreightment, or single-voyage basis.



The Group also offers logistics services and others solutions to its customers in the region including warehousing, freight forwarding and cargo handling services. Through a combination of its transportation and logistics services, the Group aims to connect its global partners with Indonesia and beyond.

Samudera's operating fleet, which comprises vessels owned by the Group as well as those on leases, currently stands at 27. This consists of 24 container vessels, 2 chemical tankers and 1 gas tanker. The Group continues to renew its fleet by acquiring, disposing and leasing vessels where appropriate.

Samudera is listed on the Mainboard of the Singapore Exchange Securities Trading Limited.



## Vision

**Connecting  
Indonesia  
and Beyond**

## Mission

- Providing transportation services to meet the demand of distribution activities
- Positively contribute to the economic growth by providing efficient logistics solutions
- To ensure sustainable business growth and deliver additional value to shareholders
- Actively participating in creating employment and developing human capital



## Values

Integrity and Professionalism

## Founder's Profile

### Soedarpo Sastrosatomo



Soedarpo Sastrosatomo was born in Pangkalan Susu, Langkat, North Sumatera, Indonesia, on 30 June 1920.

In October 1952, Soedarpo Sastrosatomo established NVPD Soedarpo Corporation, his first business line that works in trading, import and distribution.

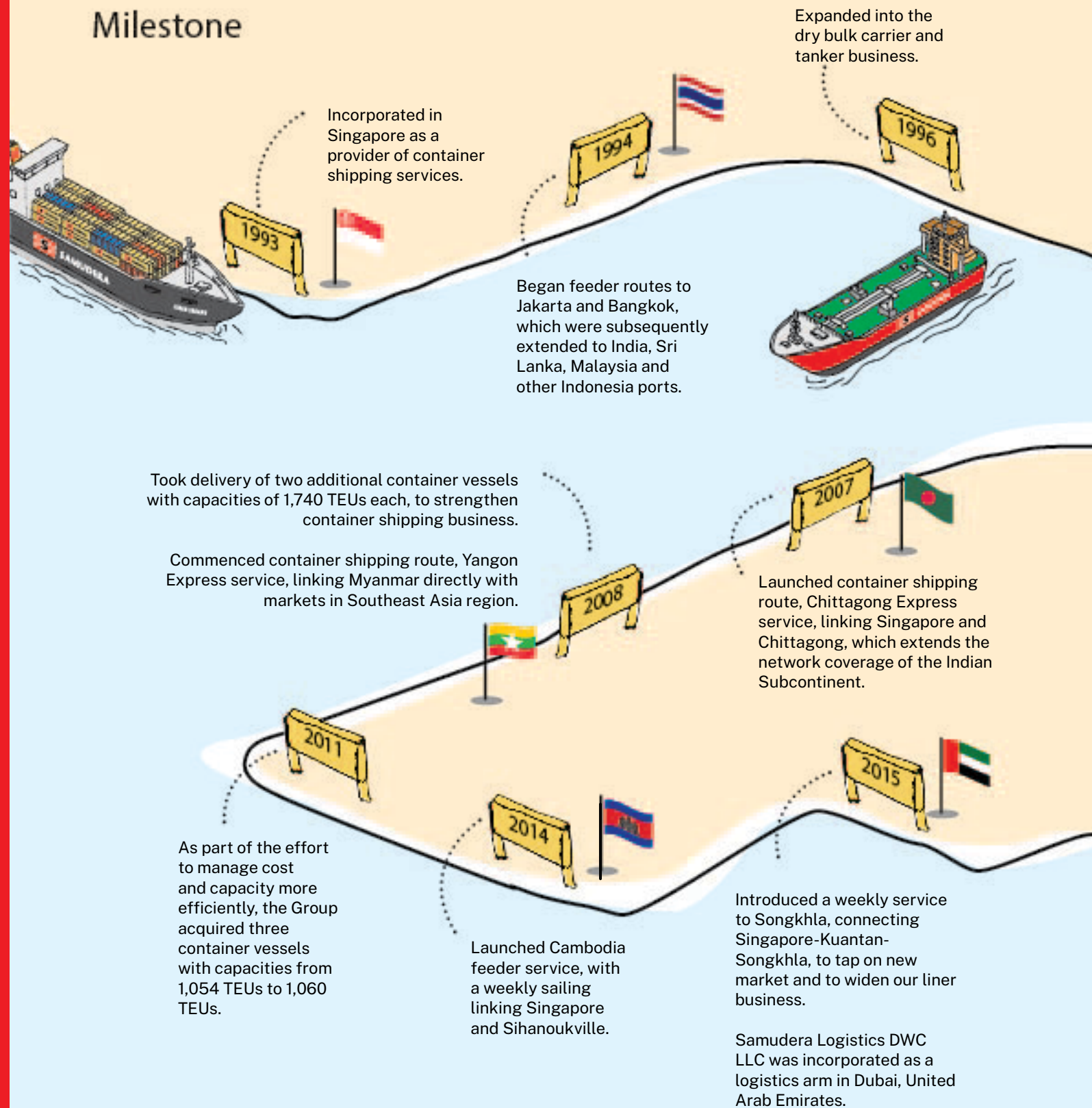
On 1 March 1953, Soedarpo took over NV ISTA (Internationale Scheepvaart Transport Agenturen) and became the Managing Director. In November later that year, Soedarpo created Indonesia Stevedoring Ltd (INSTEL). In 1956, INSTEL acquired Stroochoeden Veem (which then became PT Sinar Harapan Veem Indonesia - SHVI), the biggest stevedoring and warehousing company in Surabaya at that time.

On 13 November 1964, through ISTA, INSTEL, Soedarpo started PT Perusahaan Pelayaran Samudera "Samudera Indonesia", which he held as President Director until the year 2000 and as President Commissioner until his passing on 22 October 2007.

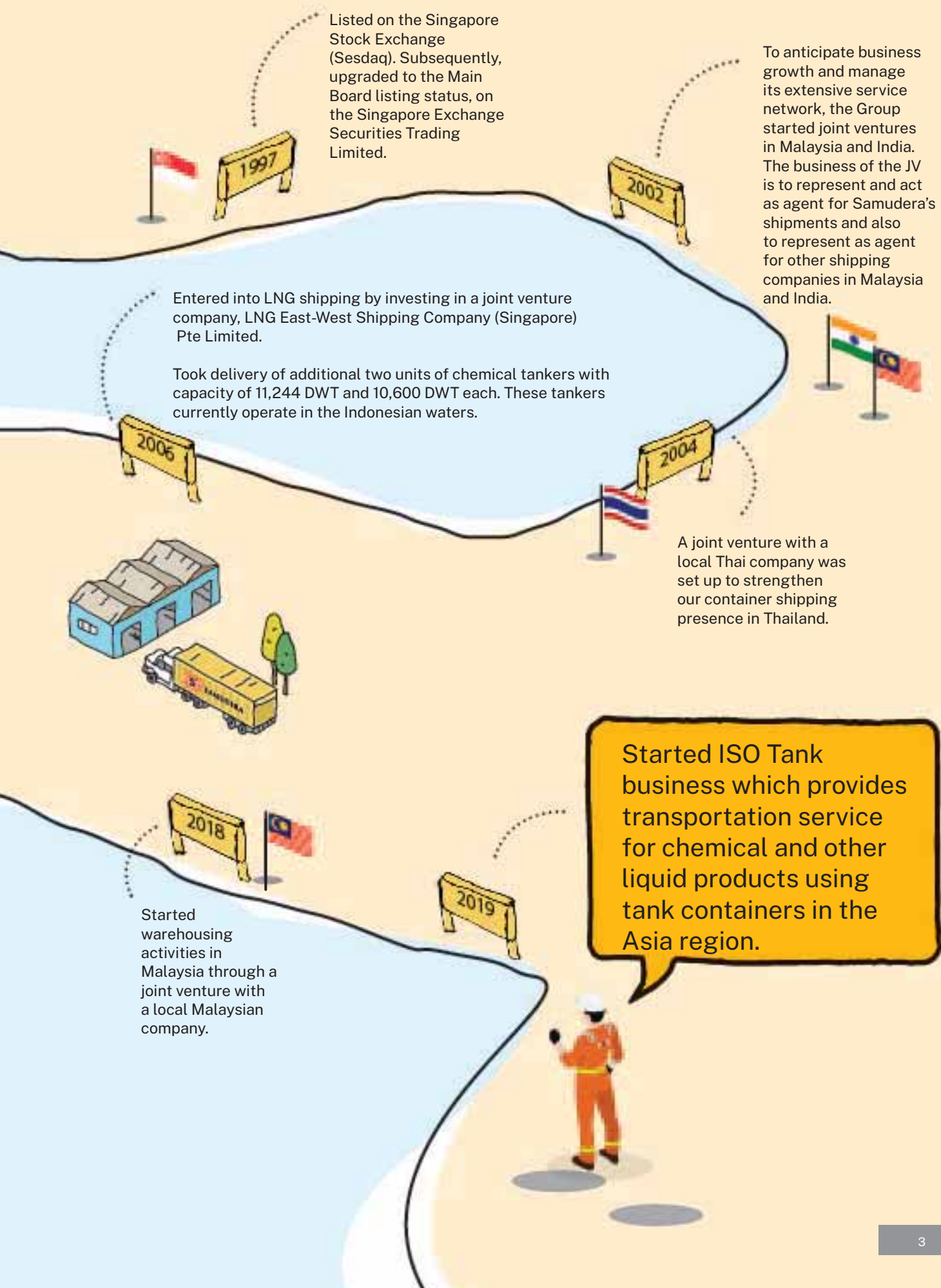
Throughout his career, Soedarpo was active in various professional and social organisations, among others as the General Chairman of INSA (Indonesian National Shipowners' Association). Soedarpo was also known as one of the District Governors of Rotary International in Indonesia, and founder as well as the Chairman of the Rotary Indonesian Foundation.

In 1985, Soedarpo received the "Orde Van Oranje-Nassau" award from the Kingdom of Holland for his services for the community. In 1995, he received "Bintang Mahaputra Pratama" from the President of Indonesia. On 28 September 2000, Soedarpo was honored to be in the "Asia Maritime Hall of Fame" as an award for his career in building Samudera Indonesia as one of the well-respected players in the Asian maritime industry.

## Milestone







Listed on the Singapore Stock Exchange (Sesdaq). Subsequently, upgraded to the Main Board listing status, on the Singapore Exchange Securities Trading Limited.

To anticipate business growth and manage its extensive service network, the Group started joint ventures in Malaysia and India. The business of the JV is to represent and act as agent for Samudera's shipments and also to represent as agent for other shipping companies in Malaysia and India.

Entered into LNG shipping by investing in a joint venture company, LNG East-West Shipping Company (Singapore) Pte Limited.

Took delivery of additional two units of chemical tankers with capacity of 11,244 DWT and 10,600 DWT each. These tankers currently operate in the Indonesian waters.

A joint venture with a local Thai company was set up to strengthen our container shipping presence in Thailand.

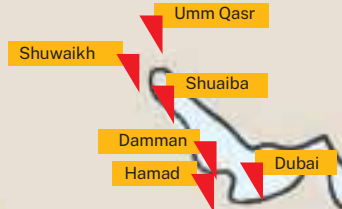
Started ISO Tank business which provides transportation service for chemical and other liquid products using tank containers in the Asia region.

Started warehousing activities in Malaysia through a joint venture with a local Malaysian company.

# Service Network

(as at 1 March 2020)

Delivering  
and  
connecting  
fast and wide



## Southeast Asia

We operate 8 services from the Singapore hub covering Indonesia main ports at Jakarta, Surabaya, Semarang, Belawan and Palembang, with frequencies of 1 to 2 sailings per week.

There are 17 services serving Penang, Port Klang, Pasir Gudang and Kuantan in Malaysia, Bangkok and Songkhla in Thailand, North and South Vietnam, Yangon in Myanmar, North and South Philippines and Sihanoukville in Cambodia, with up to 4 sailings per week.

## Far East

We have a weekly service to China ports, and weekly direct calls from Shanghai to Singapore, Malaysia, India, Sri Lanka and Thailand.

## Indian Subcontinent

We operate 11 services covering Chennai, Kolkata, Mumbai and Pipavav in India, Chittagong in Bangladesh, Colombo in Sri Lanka and Karachi in Pakistan, with frequencies of up to 5 sailings per week.



Karachi

Kandla

Mundra

Pipavav

Mumbai

Chennai

Kolkata

Chittagong

Yangon

Vietnam:

- Da Nang
- Haiphong
- Ho Chi Minh
- Qui Nhon

Bangkok

Songkhla

Sihanoukville

Philippines:

- Davao
- General Santos
- Manila
- Subic Bay

Malaysia:

- Kuantan
- Pasir Gudang
- Penang
- Port Klang

Belawan

Singapore

Palembang

Jakarta

Semarang

Surabaya

## NVOCC

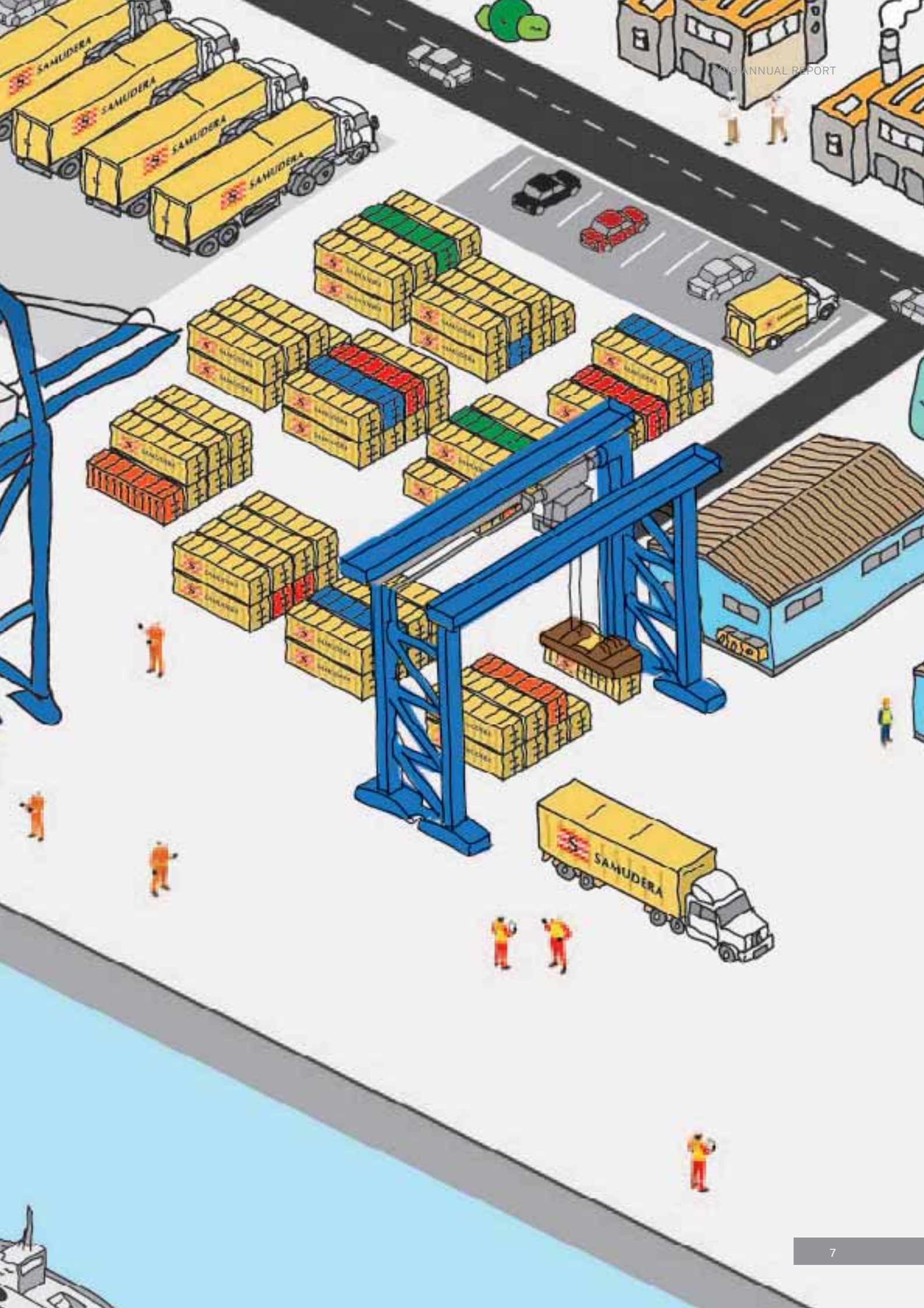
In addition to the ports served by the services, where we deploy vessels, we also serve other ports on Non-Vessel Operating Common Carrier (NVOCC) basis.



# Adapting to changing times

Working together  
to steer the way  
forward







## Chairman's Message



**Going forward, we will continue to leverage our track record and capabilities to strengthen our relationships with customers and business partners. We believe that our prudence, nimbleness and reliability will also position us well as we seek to strengthen our container shipping service offerings.**

### **Masli Mulia**

Executive Chairman

#### **Dear Shareholders,**

The 12 months ended 31 December 2019 ("FY19") was another challenging one for the shipping industry. The fallout from the US-China trade friction, as well as rising geopolitical tensions in Europe and Asia, have created a great deal of uncertainty and dampened global demand for goods and services.

In spite of these challenges, we ended FY19 on a positive note, thanks to our nimbleness and the continued support of our customers and partners. Nevertheless, the global trade and economic situation has impacted demand, which was reflected in the 17.7% decrease in container volume handled to 1.2 million TEUs (twenty-foot equivalent units) year-on-year. This, coupled with lower contribution from the bulk and tanker segment following the rationalisation of our operating fleet, resulted in a 11.5% contraction in Group revenue to USD373.8 million in FY19, from USD422.3 million in the preceding financial year ("FY18").

After taking into account vessel impairment, we turned in a net profit attributable to shareholders of USD3.9 million in FY19, which was a 52.7% decrease from USD8.3 million in FY18.

We are grateful for your longstanding support and are committed to continuing our practice of distributing dividends during profitable years. After considering our financial position and the investment opportunities available, the Board has proposed a tax-exempt final dividend of 0.75 Singapore cents for FY19. The proposed dividend will be subject to your approval at the forthcoming Annual General Meeting and, if approved, paid out in June 2020.

## Recalibrating for Future Growth

Transporting cargo is our core capability, and we have, over the years, established a strong competitive position in the regional container shipping industry. Nevertheless, the wider operating environment has evolved since our establishment, with perennial trade conflicts impacting overall shipping demand and, consequently, freight rates. To continue operating competitively, we must put our shoulder to the wheel to recalibrate the business. This is what we have done.

For the container shipping business, we have successfully collaborated with fellow industry players on slot exchange arrangements and other partnerships, and these have enabled us to expand our geographical coverage in an asset-light manner. We have also reaped fruitful results from short-term and opportunistic engagements, where customers engage us for ad-hoc or one-off transportation of cargo as and when they require our services. We also continued to take a strategic approach to our fleet management and rejuvenation, while remaining nimble-footed in our business operations.

The challenges in recent years presented by geopolitical and economic headwinds to the bulk and tanker business have made it increasingly less attractive for us to continue operating in the region. This has led us to shift our bulk and tanker focus back on Indonesia, where domestic opportunities are more exciting and of interest to the Group. We will be looking to explore such opportunities with our parent company in Indonesia through subsidiary.

Apart from these, we stepped up efforts during the year to enhance the logistics revenue stream, by expanding our capabilities into the handling and transportation of ISO tank container in 2019, which requires our staff to undergo specialised training in order to handle hazardous and non-hazardous chemicals, liquids and liquefied gases, as well as food products.

FY19 also saw us developing our on-shore capabilities. Our subsidiary in Port Klang, Malaysia, enjoyed its first full year of operations in 2019 and contributed positively to our performance. The warehouse is currently fully utilised to store cargo from our mining and oil & gas customers. We are currently looking to expand our presence in Port Klang, and are also on the lookout for investment opportunities in logistics, warehousing and other on-shore activities in other parts of Malaysia, as well as Southeast Asia, to complement our existing service offerings.

## Looking Ahead

The year 2020 began tumultuously as the COVID-19 outbreak further dampened trade demand across many countries that were already grappling with the negative impact of the US-China trade conflict. While it is too early to determine the full impact of the outbreak, China's lockdown and curtailment of social, manufacturing and other business activities have already disrupted global supply chain, resulting in ramifications around the world. Amid these developments, we expect competition among container shipping operators to intensify along with a contraction in global trade activity.

In the meantime, the shipping industry is also managing the cost impact from complying with the International Maritime Organisation's new ship emission regulation that took effect on 1 January 2020. This new regulation makes it mandatory for vessel operators to either use higher-priced, lower-sulphur bunkering fuel, or install scrubbers on their vessels to remove environmentally harmful elements from exhaust gases produced by vessel engines.

Going forward, we will continue to leverage our track record and capabilities to strengthen our relationships with customers and business partners. We believe that our prudence, nimbleness and reliability will also position us well as we seek to strengthen our container shipping service offerings. We will also leverage our Indonesian parentage to build up a strong presence in the Indonesia domestic bulk and tanker sector, and grow our on-shore logistics capabilities and diversify our income stream for greater sustainability.

## A Word of Appreciation

I would like to thank our employees for rising to the occasion, and demonstrating their dedication and tenacity through the challenges of the past year.

I would also like to express my appreciation to my fellow directors, for their unstinting counsel and guidance as we charted the difficult conditions.

I am also grateful to our shareholders, customers, business partners and associates for their support and for standing by us through the years.

The waters ahead may be rough and choppy, but with your support, we will navigate through it to emerge stronger than ever before.

**Masli Mulia**  
Executive Chairman

# CEO's Statement on Operational Review

## Dear Shareholders,

We recorded revenue of USD373.8 million in FY19, an 11.5% decrease compared to USD422.3 million a year ago, on lower contributions from both the container shipping and bulk and tanker business segments.

Our container shipping segment was challenged by weaker demand and freight rate pressure, as well as the slowdown in global trade growth. This was partially mitigated by a pick-up in the last two months of 2019 from the higher pre-Christmas and Lunar New Year demand. Overall, we handled 1.2 million twenty-foot equivalent units (TEUs) of containers in FY19, which was 17.7% lower than the 1.4 million TEUs handled in FY18. Consequently, revenue from the container shipping declined to USD353.5 million, compared to USD390.9 million in FY18.

Revenue from the bulk and tanker business declined 58.6% to USD9.2 million in FY19, from USD22.1 million in the preceding year, in light of the disposal of our two bulk carriers, Sinar Kutai and Sinar Kapuas, and a tanker, Sinar Labuan.

The logistics and others segment registered a 19.9% increase in revenue to USD11.1 million, compared to USD9.3 million in FY18, taking into account the commencement of operations of our ISO tank and warehousing business in FY19, along with improvements in our logistics activities in the Middle East market.

Cost of services fell 11.2% to USD355.9 million, compared to USD400.7 million a year ago, in line with the decrease in volume and vessels operation. Consequently, we recorded gross profit of USD17.9 million in FY19, compared to USD21.6 million in FY18, and gross margin of 4.8%, compared to 5.1% in the preceding financial year.

Other expenses rose to USD2.8 million in FY19, compared to USD0.5 million a year ago. The increase took into account a USD2.7 million impairment of our two chemical tankers after considering the effect of the declining trend in charter rates, a bulk carrier prior to its divestment in FY19, and an Indonesian-flagged container vessel following its reclassification from property, plant and equipment to asset held for sale. The container vessel was subsequently sold during the year.

Our share of results of associate and joint venture company nearly doubled to USD1.5 million, from USD0.8 million in the preceding year. The increase was due to the improvement in result of our associate company. Our associate company engaged in the shipping of liquefied natural gas turned in higher profit during the year, while the other joint venture company engaged in India domestic shipping recorded a smaller net loss year-on-year.

On account of the above, net profit attributable to shareholders for FY19 declined 52.7% to USD3.9 million, compared to USD8.3 million for FY18.

Following the disposal of an oil tanker, two bulk carriers and the Indonesia-flagged container vessel, property, plant and equipment decreased to USD115.6 million as at 31 December 2019, compared to USD144.6 million as at 31 December 2018.

Taking into account lower overall business activity and better collection, trade receivables declined to USD60.4 million as at 31 December 2019, compared to USD70.9 million as at 31 December 2018.

**Asmari Herry Prayitno**



## Review Of Operations

Operating conditions in the regional container shipping sector were generally difficult in FY19, as the ongoing trade war between China and the US impacted the global economy significantly and curtailed shipping demand. For Samudera, our asset-light strategy of leveraging slot purchases and other partnership arrangements to deliver a large part of our services proved to be advantageous, and enabled us to turn in a positive bottom-line in spite of lower revenue. While container shipping demand was generally subdued for most of the year, we enjoyed a welcome surge in November and December 2019, on the back of increased shipping activity driven by the pre-Christmas and Lunar New Year peak seasons.

During the year, our specialised cargo services, which included the handling and transportation of reefer containers, were extended to the handling and transportation of ISO tanks. Such containers are typically used for hazardous and non-hazardous chemicals, liquids and liquefied gases, and may also be leased



out to companies dealing with various types of chemicals and specialised food products. With our specialised container team trained and well-equipped to handle these ISO tanks, we are looking forward to increasing our ISO tank activities in 2020.

While our tanker fleet remained gainfully employed in FY19, the dry bulk sector faced headwinds as charter rates

**For Samudera, our asset-light strategy of leveraging slot purchases and other partnership arrangements to deliver a large part of our services proved to be advantageous, and enabled us to turn in a positive bottom-line in spite of lower revenue.**

continued their declining trend. The volatility of the sector and the weakening rate environment took a toll on our bulk and tanker segment's performance even as we completed our exit from the regional dry bulk sector with the divestment of our remaining two bulk carriers in the third-quarter of FY19.

I am pleased to report that we made good progress with our on-shore logistics services in FY19. Our subsidiary in Port Klang, Malaysia, commenced its warehouse operations in the first quarter to serve companies dealing with mining products and oil & gas cargoes. We are encouraged by the good response to the service from our customers.

## Outlook

The Covid-19 virus outbreak has created much turmoil globally, coming so closely on the heels of a damaging US-China trade war. The significance and centrality of China to the movement of cargo around the world means that demand for shipping services is expected to be greatly impacted. In the meantime, the shipping industry is expected to incur higher operating cost as it works to ensure compliance with International Maritime

Organisation's latest requirement for vessels to either run on lower-sulphur fuel or be installed with scrubbers to remove environmentally harmful elements produced by their engines. The Group is thus bracing itself for a challenging year ahead.

We will continue to execute our strategy of working closely with customers and business partners to form win-win partnerships. As part of our fleet rejuvenation programme, we plan to progressively replace some of the older container vessels in our fleet with newer, more efficient ones that are installed with scrubbers, to help us comply with the lower-sulphur emission regulation.

In view of the lacklustre prospects for the bulk and tanker business in the region, we intend to focus instead on the Indonesia domestic bulk and tanker sector, where we believe there are more attractive opportunities with better returns. We expect to leverage our Indonesian parentage by partnering our parent company, PT Samudera Indonesia Tbk, in this venture. To this end, we will be looking to invest in suitable bulk carriers and/or tankers as part of our effort to rebuild our presence in Indonesia.

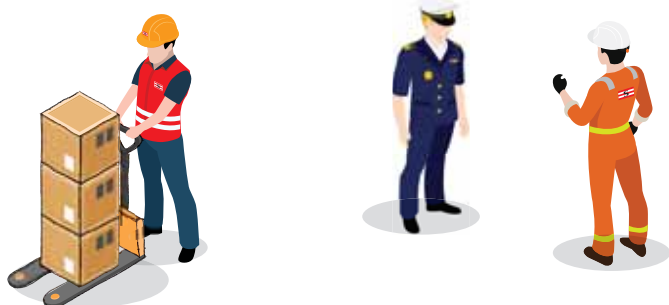
Our on-shore logistics business has completed its first year of operations on a positive note. Heartened by the strong, positive customer response, we are currently seeking opportunities to grow the business through a combination of warehousing capacity expansion, extension of service offerings as well as diversification of customer base. These opportunities need not be confined to Malaysia, but could be extended to the Southeast Asian region, with activities going beyond warehousing to potentially include land transportation and other related services. At the same time, we are exploring the feasibility of serving not only corporate customers, but also end consumers.

## Appreciation

I am grateful to have a dedicated team of colleagues who have stepped up and showed their commitment in the face of challenges. I would like to thank our customers, partners, bankers and shareholders who have given us their unstinting support. To my fellow Directors, I am thankful for the camaraderie and counsel in the past year.

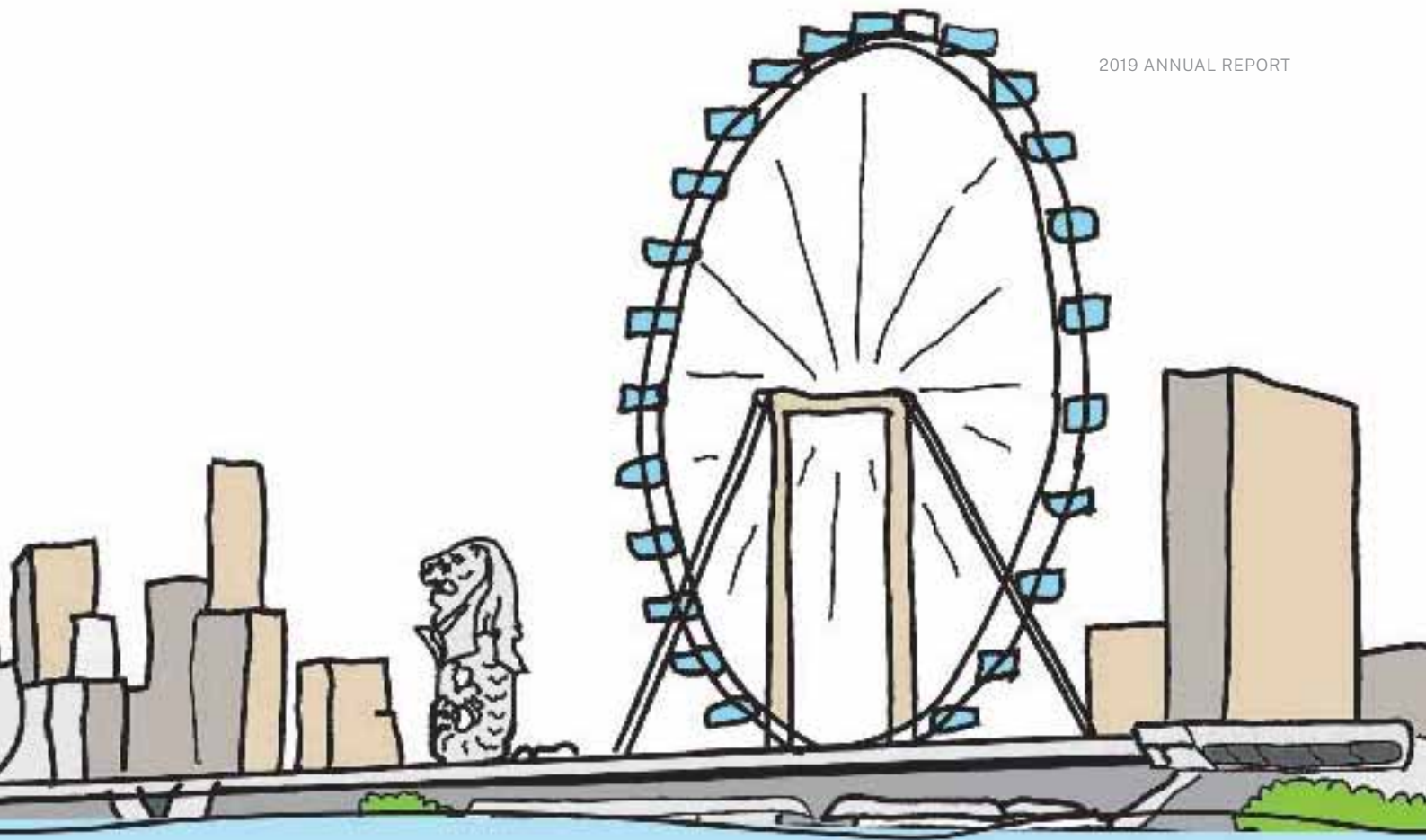
I am confident that, with your continued support, we will be able to build on our strengths to chart a path of growth and sustainability.

**Asmari Herry**  
Executive Director and CEO





Learning new skills  
to stay ahead



**Adapting to  
the future**





## Board of Directors

**Masli Mulia**

Executive Chairman  
Age 73



Masli Mulia, Executive Chairman of the Group, leads the Board in the overall strategic direction and business growth of the Company and its subsidiaries (the “Group”). He is member of the Nominating Committee of the Company. He is also the President Director of PT Samudera Indonesia Tbk (“Samudera Indonesia”), a majority shareholder of the Company. Masli joined Samudera Indonesia in 1971 and has held various positions prior to becoming the President Director in 2010. He serves as a member of the Advisory Board in the Indonesian National Shipowners’ Association (INSA). Formerly, he was the Chairman of ASEAN Federation of Forwarders Association and the Indonesian Logistics and Freight Forwarders Association. Masli graduated from the Merchant Marine Academy, Jakarta, Indonesia in 1970.

Tan Meng Toon, appointed as Executive Director of the Company in 2018 is responsible for the overall commercial activities of the Group. Prior to becoming Executive Director, he was the Deputy Director of the Company and was in charge of the trade function in the Group. He had served onboard the vessel as a deck officer in various ranking in several local and foreign-owned shipping companies. Meng Toon also served as a technical superintendent and operations manager of a foreign-owned ship management company. He holds a Foreign Ocean Going Master (Class I) Certificate.

**Tan Meng Toon**

Executive Director,  
Commercial  
Age 61





**Asmari Herry Prayitno**Executive Director and  
CEO  
Age 63

Asmari Herry, Chief Executive Officer (“CEO”), is responsible for the overall management, strategic planning and day-to-day business operations of the Group. Prior to his appointment, he was the Chief Operating Officer responsible for the overall operations of the Group. Herry joined Samudera Indonesia in 1979 and has held various managerial positions prior to his appointment as an Executive Director of the Company in 1997. Herry served as Director in the Board of PT Samudera Indonesia Tbk from 2010 to 2016. He was also Deputy Chairman of the Indonesian National Shipowners’ Association for the period 2011 to 2015. Since 2015 he was appointed as Head of Permanent Committee of Transportation for Infrastructure & Superstructure, Indonesian Chamber of Commerce and Industry. He graduated from the Merchant Marine College in Indonesia and joined the Sea Transport Course at AIM – Manila, Philippines.

Hermawan is responsible for the overall finance and administrative functions of the Group. He joined Samudera Indonesia in 1992 as the Group Accountant and was subsequently posted to the Company as the General Manager for Finance and Administration prior to his current appointment. Hermawan started his career with various business consultants in Indonesia before joining KPMG Indonesia as an Auditor in 1989. He holds a Bachelor of Economics degree (majoring in Accountancy) from the University of Indonesia.

**Hermawan F. Herman**Executive Director, Finance  
Age 54

## Board of Directors

Lim Kee Hee was appointed as a Non-Independent and Non-Executive Director on 1 May 2019. Prior to his re-designation, he oversees the business strategic and development as well as commercial activities of the Group. Kee Hee has over 20 years of experience in the shipping industry where he had served in various senior management positions before joining the Company. He holds a Bachelor of Science from the then University of Singapore and a Graduate Diploma in Financial Management from the Singapore Institute of Management.



**Lim Kee Hee**  
Non-Independent and  
Non-Executive Director  
Age 71



**Quah Ban Huat**  
Lead Independent and  
Non-Executive Director  
Age 53

Quah Ban Huat is the Chairman of the Audit Committee as well as a member of the Remuneration and Nominating Committees of the Company. Ban Huat was appointed as the Lead Independent Director of the Company in 2017. He is currently a Principal Advisor at KPMG Services Pte Ltd and a board member of several companies. Ban Huat has worked in various senior management roles in multinational and listed companies. He is a member of the Institute of Chartered Accountants in England and Wales and a fellow member of the Association of Chartered Certified Accountants.

**Nicholas Peter Ballas**

Independent and Non-Executive  
Director  
Age 59



Nicholas Ballas is member of the Audit, Nominating and Remuneration Committees of the Company. Mr. Ballas is currently Managing Director of Cathedral Hill Advisory LLC, a boutique consulting firm that provides strategy and execution advisory services. Prior to forming Cathedral Hill Advisory, Mr Ballas was the Executive Vice President, Asia Pacific and a member of the management council of Nexans SA, a worldwide leader in the cable industry based in Paris, France. He has more than 25 years of experience working in the Asia Pacific region and has held various positions in finance, strategy and general management in the USA, Japan, Malaysia, Indonesia and Singapore. Mr Ballas was educated in the USA and holds an MBA degree from Thunderbird School of Global Management.

Chng Hee Kok is the Chairman of the Remuneration Committee as well as member of the Audit and Nominating Committees. He is the Chairman of Ellipsiz Ltd and director of a few SGX listed companies. He graduated with a Bachelor of Engineering degree (First Class Honours) from the then University of Singapore in 1972 and an MBA from the National University of Singapore in 1984. Hee Kok was a Member of Parliament from 1984 to 2001. He was at various times CEO of Yeo Hiap Seng Ltd, Scotts Holdings Ltd, Hartawan Holdings Ltd, HG Metals Manufacturing Ltd and LH Group Ltd. He had served on the Board of Sentosa Development Corporation and the Public Utilities Board and was a Council Member of the Singapore Institute of Directors. He is a Fellow member of the Singapore Institute of Directors.

**Chng Hee Kok**

Independent and Non-Executive  
Director  
Age 71



## Board of Directors

Ng Chee Keong is the Chairman of the Nominating Committee as well as member of the Audit and Remuneration Committees of the Company. Chee Keong had held various senior positions throughout his career with the Port of Singapore Authority and later PSA Corp till his retirement in 2005 as CEO, PSA Corp. He has many years of experience in terminal, marine and logistic businesses and serves on the Board of Jurong Port Pte Ltd, Mencast Holdings Ltd, and JTC. Chee Keong is also the Chairman of Jurong Port Pte Ltd. He was awarded the Public Administration Medal (Silver) in 1992 and the Public Administration Medal (Gold) in 1997 by the Government of Singapore, in recognition of his public service. He graduated with a Bachelor of Social Science degree in Economics (Upper Honours) from the then University of Singapore in 1971.

**Ng Chee Keong**

Independent and  
Non-Executive Director  
Age 71



**Lee Lay Eng  
Juliana**

Independent and  
Non-Executive Director  
Age 64



Juliana Lee joined the Company as an Independent and Non-Executive Director in August 2018. She is member of the Audit, Nominating and Remuneration Committees of the Company. She is currently the Managing Director of Caridian Consulting Pte Ltd and specialises in tax advisory. She was a former tax partner with Arthur Andersen and Ernst & Young and worked with multinational and local companies on mergers, acquisitions, business reorganisation, cross-border and domestic transactions and restructuring. Juliana graduated with a Bachelor of Law (Honours) degree from the then University of Singapore. She is a Registered Trust and Estate Practitioner with the Society of Trust and Estate Practitioners (STEP). She is also an Accredited Tax Advisor (Income Tax) under the Singapore Institute of Accredited Tax Professionals.



# Board of Directors

## Further Information

### Masli Mulia

Executive Chairman

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**Date of first appointment as a director:**

1 April 2007

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**Date of last re-election as a director:**

29 April 2019

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**Academic and Professional Qualification(s):**

- Merchant Marine Academy (Jakarta, Indonesia)

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**Present Directorship:**

**Other Listed Companies**

- PT Samudera Indonesia Tbk  
President Director

**Other Principal Commitments**

- PT Ngrumat Bondo Utomo  
President Commissioner
- PT Samudera Indonesia Tangguh  
President Director
- PT Masaji Prayasa Cargo  
President Commissioner
- PT SILkargo Indonesia  
Commissioner
- PT Samudera Shipping Indonesia  
President Commissioner

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**Past Directorships in listed companies held over the preceding three years:**

None

### Asmari Herry Prayitno

Executive Director  
and CEO

---

**Date of first appointment as a director:**

31 December 1996

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**Date of last re-election as a director:**

25 April 2018

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**Academic and Professional Qualification(s):**

- Merchant Marine College, (Semarang, Indonesia)
- Sea transport course at AIM (Manila, Philippines)

---

**Present Directorship:**

**Other Listed Companies**

None

**Other Principal Commitments**

- PT Samudera Shipping Services  
Commissioner
- PT Perusahaan Pelayaran Nusantara Panurjwan  
Vice President Director
- Samudera Intermodal Sdn Bhd  
Director
- Samudera Traffic Co., Ltd  
Director
- LNG East West Shipping Company (Singapore) Pte Ltd  
Director
- PT Samudera Shipping Indonesia  
President Director
- Samudera Logistics DWC LLC  
Director

---

**Past Directorships in listed companies held over the preceding three years:**

None

# Board of Directors

## Further Information

### Tan Meng Toon

Executive Director,  
Commercial

**Date of first appointment as a director:**

1 August 2018

**Date of last re-election as a director:**

29 April 2019

**Academic and Professional Qualification(s):**

- Certificate of Competency Foreign Ocean Going (Class 1) Certificate

**Present Directorship:**

**Other Listed Companies**

None

**Other Principal Commitments**

- Samudera Shipping Line (India) Pvt Ltd  
Director

**Past Directorships in listed companies held over the preceding three years:**

None

### Hermawan F. Herman

Executive Director,  
Finance

**Date of first appointment as a director:**

1 June 2010

**Date of last re-election as a director:**

25 April 2018

**Academic and Professional Qualification(s):**

- Bachelor of Economics, Accountancy, University of Indonesia

**Present Directorship:**

**Other Listed Companies**

None

**Other Principal Commitments**

- Foremost Maritime Pte Ltd  
Director
- SILkargo Logistics (Singapore) Pte Ltd  
Director
- Samudera Intermodal Sdn Bhd  
Director
- Samudera Traffic Co., Ltd  
Director
- LNG East-West Shipping Company (Singapore) Pte Ltd  
Director
- PT Samudera Shipping Indonesia  
Commissioner
- Samudera Logistics DWC LLC  
Director

**Past Directorships in listed companies held over the preceding three years:**

None



## Lim Kee Hee

Non-Independent and  
Non-Executive Director

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### Date of first appointment as a director:

1 June 2010

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### Date of last re-election as a director:

25 April 2018

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### Academic and Professional Qualification(s):

- Bachelor of Science, University of Singapore
- Graduate Diploma in Financial Management, Singapore Institute of Management

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### Present Directorship:

#### Other Listed Companies

None

#### Other Principal Commitments

None

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### Past Directorships in listed companies held over the preceding three years:

None

## Quah Ban Huat

Lead Independent and  
Non-Executive Director

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### Date of first appointment as a director:

31 October 2013

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### Date of last re-election as a director:

27 April 2017

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### Academic and Professional Qualification(s):

- Institute of Chartered Accountants in England and Wales (Member)
- Association of Chartered Certified Accountants (Fellow Member)

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### Present Directorship:

#### Other Listed Companies

- AP Oil International Ltd, Singapore  
Independent and Non-Executive Director
- Grindrod Shipping Holdings Limited  
Independent and Non-Executive Director

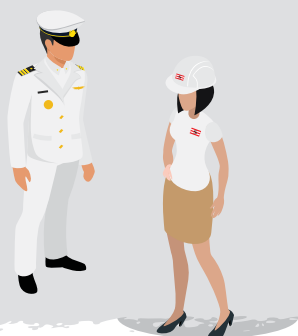
#### Other Principal Commitments

- Primeur Cellars Pte Ltd  
Executive Director
- Primeur Holdings Pte Ltd  
Executive Director
- KPMG Services Pte Ltd  
Principal Advisor

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### Past Directorships in listed companies held over the preceding three years:

- Croesus Retail Asset Management Pte Ltd,  
trustee-manager of Croesus Retail Trust  
Independent and Non-Executive Director
- mDR Ltd  
Independent and Non-Executive Director





# Board of Directors

## Further Information

### Nicholas Peter Ballas

Independent and Non-Executive Director

**Date of first appointment as a director:**

1 June 2010

**Date of last re-election as a director:**

29 April 2019

**Academic and Professional Qualification(s):**

- Master of Business Administration, Thunderbird School of Global Management

**Present Directorship:**

**Other Listed Companies**

None

**Other Principal Commitments**

- Cathedral Hill Advisory LLC  
Managing Director
- Prairie Books, LLC  
Director

**Past Directorships in listed companies held over the preceding three years:**

None



### Chng Hee Kok

Independent and Non-Executive Director

**Date of first appointment as a director:**

13 September 1997

**Date of last re-election as a director:**

29 April 2019

**Academic and Professional Qualification(s):**

- Master of Business Administration, National University of Singapore
- Bachelor of Engineering (First Class Honours), University of Singapore

**Present Directorship:**

**Other Listed Companies**

- Ellipsiz Ltd  
Chairman and Independent Director
- Full Apex (Holdings) Ltd  
Independent Director/ Member
- Luxking Group Holdings Ltd  
Independent Director/ Member
- United Food Holdings Ltd  
Independent Director
- Chaswood Resources Holdings Ltd  
Lead Independent Director
- The Place Holdings Ltd  
Independent Director
- Blackgold Natural Resources Ltd  
Independent Director
- Metech International Limited  
Independent Director

**Other Principal Commitments**

None

**Past Directorships in listed companies held over the preceding three years:**

- China Flexible Packaging Holdings Ltd  
Director
- Infinio Group Ltd  
Director



## Ng Chee Keong

Independent  
and Non-Executive  
Director

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### Date of first appointment as a director:

23 July 2014

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### Date of last re-election as a director:

27 April 2017

---

### Academic and Professional Qualification(s):

- Bachelor of Social Science (Upper Honours), University of Singapore
- Post-Graduate in Advanced Management from Stanford University in 1988 and INSEAD

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### Present Directorship:

#### Other Listed Companies

- Mencast Holdings Ltd  
Independent Director
- Rizhao Port Jurong Co. Ltd  
Director

#### Other Principal Commitments

- JTC  
Board Member
- Jurong Port Pte Ltd  
Chairman
- Jurong Port Jakarta Holding Pte Ltd  
Director
- Jurong Port Marunda Holding Pte Ltd  
Director
- Jurong Port Hainan Holding Pte Ltd  
Director

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### Past Directorships in listed companies held over the preceding three years:

None

## Lee Lay Eng Juliana

Independent and  
Non-Executive  
Director

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### Date of first appointment as a director:

1 August 2018

---

### Date of last re-election as a director:

29 April 2019

---

### Academic and Professional Qualification(s):

- Bachelor of Law (Honours) from National University of Singapore
- Accredited Tax Advisor (Income Tax) with the Singapore Institute of Accredited Tax Professionals (SIATP)
- Registered Trust and Estate Practitioner with the Society of Trust and Estate Practitioners (STEP)

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### Present Directorship:

#### Other Listed Companies

None

#### Other Principal Commitments

- Hardwood Private Limited  
Director
- Caridian Consulting Pte. Ltd.  
Director
- Novus Energy International Pte. Ltd.  
Director
- Glorious Dexa Singapore Pte. Ltd.  
Director
- Dexa International Pte. Ltd.  
Director
- Trihill Capital Partners Pte. Ltd  
(formerly known as Centurion Capital Investments Pte Ltd)  
Director
- ZT Strategic Holding Limited  
Director
- Marvel Rock Enterprises Ltd.  
Director

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### Past Directorships in listed companies held over the preceding three years:

None

# Board of Directors

## Additional Information on Directors Seeking Re-Appointment at the Annual General Meeting

Pursuant to Rule 720(6) of the Listing Manual of the Singapore Exchange Securities Trading Limited (“SGX-ST”), the information as set out in the Appendix 7.4.1 of the Listing Manual of the SGX-ST on Messrs Asmari Herry Prayitno, Hermawan F. Herman, Quah Ban Huat and Ng Chee Keong, who are seeking re-appointment as Directors at the Company’s forthcoming Annual General Meeting are set out below:

### Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual and Article 91 of the Constitution of the Company

Information as required in Appendix 7.4.1	<b>MR ASMARI HERRY PRAYITNO</b> Executive Director, CEO	<b>MR HERMAWAN F. HERMAN</b> Executive Director, Finance	<b>MR QUAH BAN HUAT</b> Independent and Non-Executive Director	<b>MR NG CHEE KEONG</b> Independent and Non-Executive Director
Date of Appointment	31 December 1996	1 June 2010	31 October 2013	23 July 2014
Date of last re-appointment	25 April 2018	25 April 2018	27 April 2017	27 April 2017
Age	63	54	53	71
Country of principal residence	Indonesia	Singapore	Singapore	Singapore
The Board's comments on this re-appointment	The NC had recommended to the Board the re-appointment of Mr Asmari as a Director and took into account his attendance at meetings, contributions and performance in its assessment and recommendation. The Board concurred with the NC's recommendation on Mr Asmari's re-appointment as a Director and CEO of the Company.	The NC had recommended to the Board the re-appointment of Mr Hermawan as a Director and took into account his attendance at meetings, contributions and performance in its assessment and recommendation. The Board concurred with the NC's recommendation on Mr Hermawan's re-appointment as a Director of the Company.	The NC had recommended to the Board the re-appointment of Mr Quah as a Director and took into account his attendance at meetings, contributions and performance in its assessment and recommendation. The Board concurred with the NC's recommendation on Mr Quah's re-appointment as a Director of the Company.	The NC had recommended to the Board the re-appointment of Mr Ng as a Director and took into account his attendance at meetings, contributions and performance in its assessment and recommendation. The Board concurred with the NC's recommendation on Mr Ng's re-appointment as a Director of the Company.
Whether re-appointment is executive, and if so, the area of responsibility	Yes	Yes	N.A.	N.A.
Job Title	Executive Director, CEO	Executive Director, Finance	Independent and Non-Executive Director, Chairman of the Audit Committee and a member of the Nominating and Remuneration Committees.	Independent and Non-Executive Director, Chairman of Nominating Committee and a member of the Audit and Remuneration Committees.
Professional qualifications	Please refer to page 15	Please refer to page 15	Please refer to page 16	Please refer to page 18

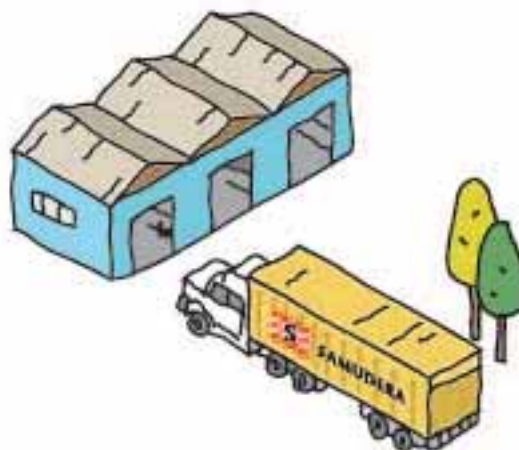






**Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual  
and Article 91 of the Constitution of the Company**

Information as required in Appendix 7.4.1	<b>MR ASMARI HERRY PRAYITNO</b> Executive Director, CEO	<b>MR HERMAWAN F. HERMAN</b> Executive Director, Finance	<b>MR QUAH BAN HUAT</b> Independent and Non-Executive Director	<b>MR NG CHEE KEONG</b> Independent and Non-Executive Director
Working experience and occupation(s) during the past 10 years	<p><b>2013 – Present:</b> Executive Director and CEO of the Company</p> <p><b>2010 – 2013:</b> Executive Director and Chief Operating Officer of the Company</p> <p><b>2009 – 2010:</b> Executive Director of the Company</p> <p><b>2010 – 2016:</b> PT Samudera Indonesia Tbk, Executive Director (Operation)</p>	<p><b>2014 – Present:</b> Executive Director, Finance</p> <p><b>2010 – 2014:</b> Executive Director of the Company</p> <p><b>2002 – 2010:</b> General Manager of the Company</p>	<p><b>2013 – Present:</b> KPMG Service Pte Ltd, Principal Advisor</p> <p><b>2017 – Present:</b> Grindrod Shipping Holdings Ltd, Director</p> <p><b>2010 – Present:</b> AP Oil International Limited, Director</p> <p><b>2014 – 2017:</b> mDR Ltd, Director</p> <p><b>2012 – 2017:</b> Croesus Retail Trust, Director</p> <p><b>2011 – current:</b> Primeur Holdings Pte. Ltd., Director</p> <p><b>2006 – 2011:</b> Rickmers Trust Management Pte Ltd, CFO</p>	<p><b>2009 – Present:</b> Jurong Port Pte Ltd, Chairman</p> <p>Rizhao Port Jurong Co Ltd, Director</p> <p>Jurong Port Jakarta Holding Pte Ltd, Director</p> <p>Jurong Port Hainan Holding Pte Ltd, Director</p> <p>Jurong Port Marunda Holding Pte Ltd, Director</p> <p><b>2017 – Present:</b> JTC, Board Member</p> <p><b>2009 – Present:</b> Mencast Holdings, Independent Director</p>
Shareholding interest in the Company and its subsidiaries	Please refer to the “Directors’ Statement” section on pages 33 of the 2019 Annual Report (Financial)	Nil	Nil	Nil



# Board of Directors

## Additional Information on Directors Seeking Re-Appointment at the Annual General Meeting

### Retiring pursuant to Rule 720(5) of the SGX-ST Listing Manual and Article 91 of the Constitution of the Company

Information as required in Appendix 7.4.1	<b>MR ASMARI HERRY PRAYITNO</b> Executive Director, CEO	<b>MR HERMAWAN F. HERMAN</b> Executive Director, Finance	<b>MR QUAH BAN HUAT</b> Independent and Non-Executive Director	<b>MR NG CHEE KEONG</b> Independent and Non-Executive Director
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the Company and/or substantial shareholder of the Company or of any of its principal subsidiaries	Nil	Nil	Nil	Nil
Conflict of interest (including any competing business)	Nil	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) of the Listing Manual of the SGX-ST has been submitted to the Company	Yes	Yes	Yes	Yes
Other Principal Commitments <sup>1</sup> including Directorships	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments:  Please refer to page 19.	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments:  Please refer to page 20.	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments:  Please refer to page 21.	Past Directorships (for the last 5 years), Present / Existing Directorships, and Other Principal Commitments:  Please refer to page 23.
Disclosures as set out in paragraphs (a) to (k) of the Appendix 7.4.1	Mr Asmari has provided a negative confirmation to each of the items (a) to (k).	Mr Hermawan has provided a negative confirmation to each of the items (a) to (k).	Mr Quah has provided a negative confirmation to each of the items (a) to (k).	Mr Ng has provided a negative confirmation to each of the items (a) to (k).

<sup>1</sup>"Principal Commitments" has the same meaning as defined in the 2018 Code of Corporate Governance (i.e. includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments).



# Senior Management

**Asmari Herry Prayitno**

Executive Director and CEO



Profile of Asmari Herry Prayitno can be found on page 15, Board Profile.

**Hermawan F. Herman**

Executive Director, Finance



Profile of Hermawan F. Herman can be found on page 15, Board Profile.

**Tan Meng Toon**

Executive Director, Commercial



Profile of Tan Meng Toon can be found on page 14, Board Profile.

**Thomas Lee Thuan Aun**

Deputy Director, Trade



Thomas Lee Thuan Aun joined the Company in 1997. He is currently holding the position of Deputy Director and is responsible for trade performance and business development in the Regional Container Shipping business including seeking opportunities to co-operate with other shipping companies. Thomas graduated from the National University of Singapore in 1997 and holds a Bachelor of Science degree.

**Trisnadi Sukur Muslim Mulia**

Deputy Director, Commercial



Trisnadi Sukur Muslim Mulia is the Deputy Director of the Company for commercial and business development functions of the Group. He holds a Bachelor of Planning & Design major in Construction Management and a Master of Applied Commerce major in Business Analysis and System from the University of Melbourne, Australia. Trisnadi has previously held various roles in shipping and logistics businesses within the Samudera Group, being involved in operational, business development and directorship responsibilities.



## Key Management Personnel

**Trisnadi Sukur Muslim Mulia.** Profile can be found in the Senior Management section on page 27.

**Thomas Lee Thuan Aun.** Profile can be found in the Senior Management section on page 27.

**Aditya Girindra Wardhana** is the Head of Business Development of our Group. He is responsible for identifying and developing new business opportunities as well as overseeing the marketing and operational aspects of the Company. He has more than 20 years of shipping management experience and has worked in our overseas offices such as Bangkok and Dubai. He graduated with a Bachelor of Mathematics and Natural Sciences from the University of Indonesia.

**Captain Chan Cheow Chan** joined the Company in 1996. Currently, he holds a position of General Manager who is responsible for the Container Management business and also for Cost Control and Vendor Management. Prior to his current appointment, he was responsible for the Liner Trade and Business Development of the Company. Before joining Samudera, Captain Chan had many years of experience in various aspects of shipping business. He obtained a Certificate of Competency in Master of Foreign-Going Ship from the Singapore Marine Department in 1988.

**Captain Choo Eng Chye Royce** held various senior positions in the shipping industry for the past 12 years prior to joining the Company in 1999. At present, he holds the position as an Operations General Manager and is responsible for the fleet management of the Company. Captain Royce obtained a Certificate of Competency in Master of Foreign-Going Ship from Auckland Nautical Institute, New Zealand in 1986.

**Chan Ngok Chuin** joined the Company in 2002 as MIS General Manager to oversee the management information systems of the Group. He holds a Bachelor of Science major in Computer Science and Mathematics from Brandon University, Canada and a Master of Business Administration major in Strategic Management from the Nanyang Technological University, Singapore. Ngok Chuin has more than 20 years of experience in the IT field such as system implementation, Portnet interfaces, designing and developing real time applications system, providing management and leadership in all computerisation projects in the Southeast Asia region, Hong Kong, Taiwan, China, Europe and America.

**Oh Kian Beng** joined the Company in 1992. He holds the position of General Manager who is responsible for the Sales & Marketing as well as Customer Service functions. Prior to joining the Company, Kian Beng had many years of marketing experience in the shipping industry. He studied Sales and Marketing.

**Agnes Wong Pui Yee** holds the position of General Manager, Finance who is responsible for the Group's Finance and Accounting function as well as providing support on system development. She joined the Company in 1998, and held several positions prior to her current appointment. She is member of The Institute of Singapore Chartered Accountants (ISCA) and a fellow member of The Association of Chartered Certified Accountants (ACCA).

**Deborah Marlisa** is our Head of Liner Department. She has international exposure and experienced in General Management, Sales and Marketing and Business Development. Prior to her current role, she had worked for many years in PT Samudera Indonesia Tbk, and held various strategic management and directorship positions. Deborah graduated with a Bachelor's degree in Public Relations from the Institute of Social and Political Sciences of Jakarta, Indonesia in 1994.





## Our Subsidiaries

### SILkargo Logistics (Singapore) Pte Ltd (Singapore)

#### Hermawan F. Herman, Director

SILkargo Logistics (Singapore) Pte Ltd (“SILkargo”) was founded in Singapore in 1997 as one of the Group’s subsidiaries specially engaged in logistics and forwarding businesses. SILkargo provides end to end worldwide logistics and freight-forwarding services which include air and sea transportation, custom process, shipping agency, warehouse and inland transportation for its end users. SILkargo expanded its business forays to include ISO Tank operations in the transportation of liquid chemicals and other DG cargoes.

### Foremost Maritime Pte Ltd (Singapore)

#### Aditya Girindra Wardhana, Director

Established in 1995, Foremost Maritime Pte Ltd (“Foremost”) was set up as part of the Group’s strategy to venture into dry bulk activities. The principal activities of Foremost include owning, chartering and operating dry bulk carriers for the transportation of bulk shipping commodities in the international market.

### PT Samudera Shipping Service (Indonesia)

#### Tarmizi Amir, Director

Through Foremost, the incorporation of PT Samudera Shipping Service (“PTSSS”) in Indonesia provides specialised services which include owning and chartering of oil tankers, chemical tankers and container vessels. Vessels owned by PTSSS are mainly employed on time charter basis.

### Samudera Intermodal Sdn Bhd (Malaysia)

#### Bian Adiantoro, Director

Samudera Intermodal Sdn Bhd (“SISB”), a joint venture company between the Group and its business partner, QEL Shipping Service Sdn Bhd, was established in 2012. The primary activity of SISB is the provision of shipping agency services. SISB operates from two offices in Malaysia, namely Port Klang and Penang.

### Shal Hawk SILkargo Sdn Bhd (Malaysia)

#### Adi Martadinata, Director

Shal Hawk SILkargo Sdn Bhd (“SHS”) was incorporated in 2017 as a joint venture company between the Group and its business partner, Shal Hawk Sdn Bhd. SHS primary engagement is in management of warehouse for general cargo, mining, oil and gas industry in the Port Klang Free Trade Zone, Malaysia.

### Samudera Traffic Co., Ltd (Thailand)

#### Christina Enita Hernawati, Director

Samudera Traffic Co., Ltd (“STC”) was incorporated in Thailand in 2004 to provide shipping agency services to the Group. As the Group’s general shipping agent, STC handles all vessel and cargo operations at various main ports in Thailand such as BKK Klongtoey port, Laem Chabang, BMT and Songkhla ports in Southern Thailand. STC enables the Group to capitalise local expertise, broaden its local customer network and marketing capabilities and experience in Thailand.

### Samudera Shipping Line (India) Pvt Ltd (India)

#### Rakesh Purshottamlal Vijay, Director

Samudera Shipping Line (India) Pvt Ltd (“SSL India”) primarily engages in shipping agency business in India and provides support function to the Group’s container shipping services connecting Singapore to the Indian Subcontinent and Middle East. Till date, it has presence in three major cities in India, namely Mumbai, Kolkata and Chennai and is appointed as shipping agent for several NVOCCs (non-vessel operating common carrier) in the country.

### Samudera Logistics DWC LLC (United Arab Emirates)

#### Cyprianus Andriyanto, Director

Samudera Logistics DWC LLC (“Samudera Dubai”) is a free zone entity set up in 2015 in Dubai, United Arab Emirates; as an extension of the Group’s network to tap on the trade growth surrounding India - Middle East - Africa market. Samudera Dubai provides reliable end to end worldwide multi-modal logistics services to diverse end-users such as manufacturing, construction, pharmaceutical, agriculture and other industries in the region.



## Our Associates

### Samudera Cargo Services LLC (United Arab Emirates)

**Cyprianus Andriyanto, Director**

Samudera Cargo Services LLC (“SCS LLC”) is a Dubai mainland entity set up in 2015 to act as local entity of the Group in Dubai, United Arab Emirates. SCS LLC provides shipping agency service, customs clearance and formalities services, warehousing, packing, relocation, local distribution and door delivery service from/to/within the United Arab Emirates.

### Prime Maritime DWC LLC (United Arab Emirates)

**Aditya Girindra Wardhana, Director**

Prime Maritime (“PM”) is a joint venture company between the Group and a business partner in India, registered in Dubai in 2017, in which the Company holds a majority stake. PM is the Group’s vehicle to foray into the Arabian Gulf region. This is in line with the Group’s goal of developing markets and expanding trade activities into new geographical areas.

### Samudera Property Limited (United Arab Emirates)

**Trisnadi Sukur Muslim Mulia, Director**

Samudera Property Limited (“SPL”) was incorporated in 2018 in Dubai, United Arab Emirates. It is the Group’s strategy to have SPL in Dubai to own office units to house its logistic business in the Middle East region.

### PT Samudera Shipping Indonesia (Indonesia)

**Hendra Wijanoko, Director**

The establishment of PT Samudera Shipping Indonesia allows the Group to maintain its presence in the Indonesian domestic shipping services by providing sea transportation for bulk shipping, oil, mining, and smelter industries as well as other maritime projects.



### LNG East-West Shipping Company (Singapore) Pte Limited (Singapore)

LNG East-West Shipping Company (Singapore) Pte Limited (“LNG-EW”) is a company incorporated in Singapore and is a joint venture with Nippon Yusen Kabushiki Kaisha and JSC Sovcomflot. The principal business activity is liquefied natural gas (“LNG”) transportation. Samudera Shipping Line Ltd has a direct interest of 25% in LNG-EW who owns Tangguh Towuti, a LNG carrier with capacity of 145,700 CBM, currently employed under a long-term time charter contract.

### Samudera Bharat Feeder Pvt Ltd (India)

Samudera Bharat Feeder Pvt Ltd (“SBF”), a joint venture company between the Group and our business partner in India, was established in 2016 to operate feeder service along the east coast of India.



# Adapting to business needs

Strengthening  
our capabilities  
to enhance value







# Corporate Social Responsibility

At Samudera, we believe in going beyond our mission of providing quality transportation and logistics services for our customers. We are committed to doing our part to make a positive impact on the environment and the lives of the less fortunate.



In the course of 2019, our team members participated in various corporate social responsibility activities as a way of giving back to society. Collectively, our efforts have brought joy and support to others, encouraged bonding among colleagues and reinforced our identity as members of an organisation that is contributing to the creation of a better society for all.

## NTUC Income Eco Run

For the third year running, our employees, together with their families, have answered the call to run for a meaningful cause: promote sustainability and zero waste. The event, which took place on 28 April 2019, saw them running distances of 5km, 10km or 21.1km. As a testament to their commitment, our team opted to forgo their race entitlements, including a Finisher medal and a Finisher t-shirt. For hydration en route to the finishing line, the runners carried along a reusable cup to be filled at the water stations, thus eliminating the use of disposable cups during the run. Kudos to our employees and their families for caring for the environment!

## Salvation Army Donation Drive

Our effort to promote awareness of environmental sustainability among our employees was also reflected in our annual donation drive in aid of the Salvation Army in May 2019, when we encouraged our colleagues to donate their pre-loved clothes and household items that are in good condition and keeping them out of the landfills. All the items were collected by the Company and delivered to Salvation Army, which then put them up for sale at its Family Stores island-wide. Proceeds from the sale of these items are used to fund the Salvation Army's programmes to help the poor and marginalised in Singapore.

## Education for the Underprivileged

Since 2015, we have been providing support to a school in Batam, Indonesia, which provides education to under-privileged children. Such support is rendered in the form of funding for the improvement of school facilities and organising of programmes on healthcare and personal hygiene. In 2019, we continued with our commitment to investing in the children's education programme.



Our Zero Waste champions run towards a sustainable future.



Ms Nurjahan rises to the occasion by selecting items from her home for donation.



# Sustainability Report

## Message From The Chairman

### Dear Stakeholders,

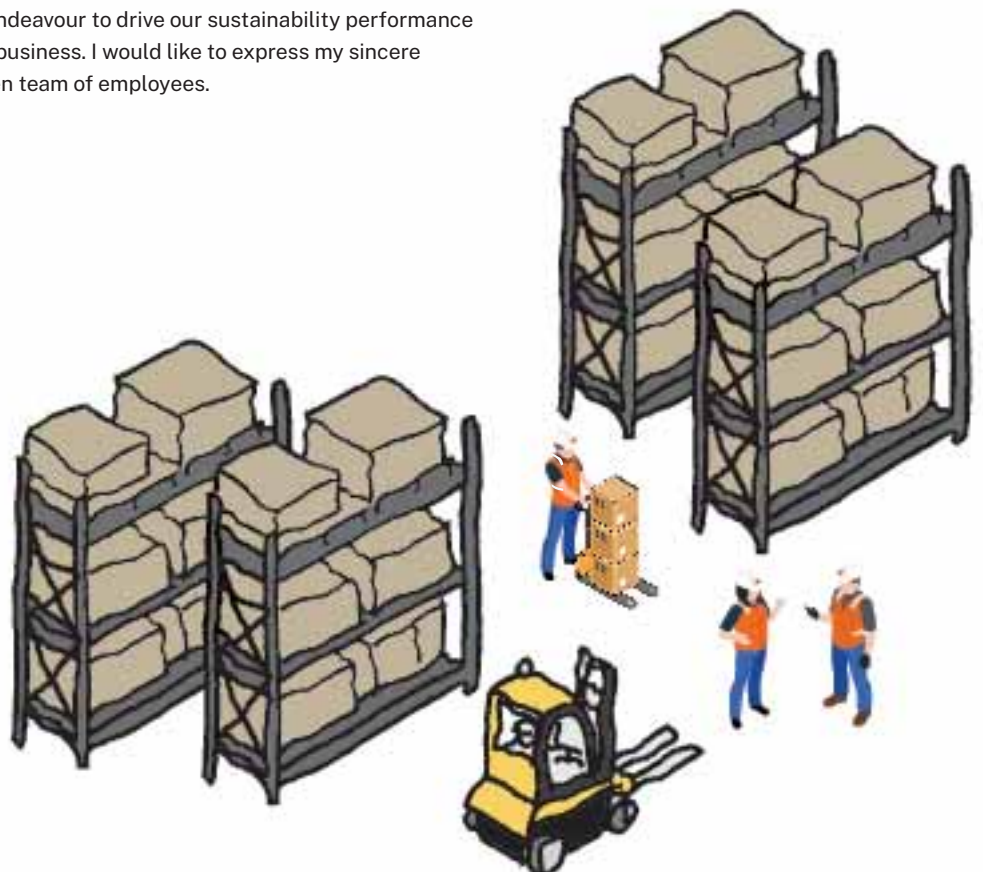
On behalf of the Board, I am pleased to present the third Sustainability Report of Samudera Shipping Line Ltd (“Samudera”). This Sustainability Report demonstrates Samudera’s continued drive to align environmental, social and governance (ESG) considerations within our operations, steering our sustainability performance and helping build a future-ready maritime Singapore. The report is aligned with SGX-ST Listing Rules Practice Note 7.6: “Sustainability Reporting Guide” and is prepared in accordance with Global Reporting Initiative (GRI) Standards.

The Board views sustainability as a foundation for our core values of “Integrity and Professionalism”. Our material ESG factors of economic performance, environmental responsibility, workforce management and corporate governance remain unchanged in 2019. These material ESG factors focus our sustainability objectives and steer our sustainability endeavours. The Board oversees the management of these material ESG factors, provides oversight and counsel on the direction, and approves the disclosure of sustainability performance and targets in this report. The Board is supported by senior management in developing policies and overseeing the Group’s sustainability practices.

Looking to 2020 and beyond, we shall endeavour to drive our sustainability performance to support the continued growth of our business. I would like to express my sincere appreciation to our committed and driven team of employees.

**Masli Mulia**

Executive Chairman





# Who We Are

Samudera Shipping Line Ltd and its subsidiaries (“Group”) focus on three main business segments in the shipping industry, namely, Container Shipping, Bulk and Tanker, as well as Logistics and Others.

## 1. Container Shipping

Samudera offers reliable feeder services between the central “hub” port in Singapore and smaller size “spoke” ports in the region. The Group connects ports across a wide geographical range, spanning from Southeast Asia, the Indian Subcontinent, the Far East and the Middle East.



## 2. Bulk and Tanker

Samudera’s fleet of bulk carriers and tankers are chartered out for the transportation of dry or liquid cargo.

## 3. Logistics and Others

Samudera provides agency services, forwarding, warehousing as well as general logistics services.

Samudera is listed on the Mainboard of Singapore Exchange Securities Trading Limited. For more corporate information, kindly refer to the relevant sections within this Annual Report.





# Sustainability Report

## About This Report

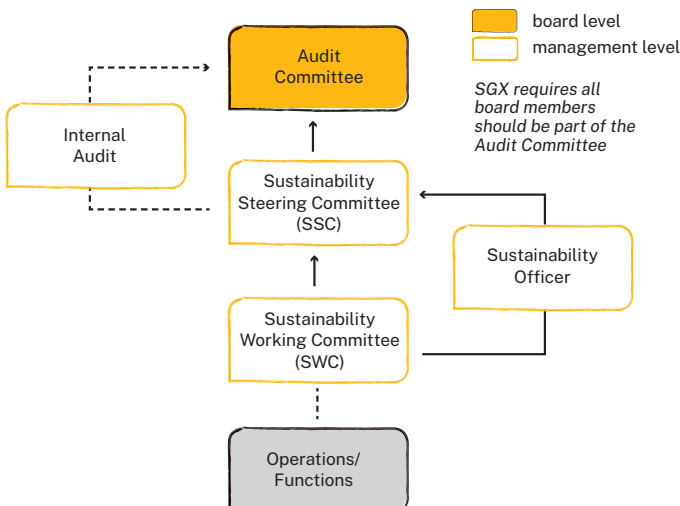
This Sustainability Report covers Samudera’s sustainability practices and performance from 1 January to 31 December 2019 (“FY2019”). The report aligns with the requirements of SGX-ST Listing Rules Practice Note 7.6: “Sustainability Reporting Guide”. The report is prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. The GRI Standards form one of the most widely used and trusted sustainability reporting frameworks globally, and as such have been selected for use in this report. Please refer to page 48-50 for the GRI Content Index. No external assurance has been sought for this report.

We welcome your feedback to help us improve our sustainability practices and reporting. Please forward your feedback or enquiries to sustainability@samudera.id or (65) 6430 1687.

### Reporting Scope

The ESG policies, practices and performance disclosed in the Sustainability Report<sup>1</sup> relate to the listed entity, Samudera Shipping Line Ltd and its six container vessels, as well as two of Samudera’s key subsidiaries in Singapore<sup>2</sup>. Foremost Maritime Pte Ltd (“Foremost”) principally engages in the transportation of dry-bulk commodities, while SILkargo Logistics (Singapore) Pte Ltd (“SILkargo”) specialises in logistics and forwarding business. Samudera consistently practises the same high level of business ethics across all its operations. We will continue to review our reporting scope in consideration of encompassing other subsidiaries and geographic areas in future reports.

### Sustainability at Samudera



In driving and overseeing sustainability practices, The Board is supported by senior management within the Group. To this effect, Samudera has established a Sustainable Steering Committee (SSC) tasked with evaluating performance and setting sustainability direction for the company and reviewing processes and procedures. The SSC is chaired by Samudera’s CEO.

At an operational level, Samudera has appointed a dedicated Sustainability Officer, working directly with our operations team and reporting directly to the SSC.

A Sustainability Working Committee (SWC) has also been established, composed of representatives from our Operation, Finance, Human Resources, and Information Technology divisions, as well as our Risk Officer and Sustainability Officer. In addition, a representative from our subsidiary, SILkargo, also sits on this committee.

Please refer to our Corporate Governance Report 2019 for full details.

### Materiality Review

Samudera reviewed our material ESG factors in 2019. We continue to focus on these factors for our sustainability endeavours and sustainability reporting. Our material ESG factors are mapped into four broad sustainability aspects as shown in the table below.

Sustainability Aspect	Material ESG Factor
Economic Performance	1. Generating economic value
Environmental	2. Strengthening environment
Workforce Management	3. Providing safe working conditions
	4. Investing in employee development
Corporate Governance	5. Maintaining a strong compliance record

<sup>1</sup> Except the “Generating economic value” section, which covers Samudera Shipping Line Ltd and all its subsidiaries, following the same scope as the “Financial Statement” section in this Annual Report.

<sup>2</sup> Foremost has divested all vessels held under this entity in September 2019. Where applicable, Foremost data has been included in this report for the period January-August 2019.

### Contributing to the Sustainable Development Goals

The United Nations Sustainable Development Goals (“SDGs” or “Global Goals”) are a universal set of ambitious goals to end poverty, protect the planet, and ensure prosperity for all through balancing the economic, social and environmental dimensions of sustainable development.

These 17 Global Goals provide an opportunity for businesses to make focused contributions to the international 2030 Agenda for Sustainable Development. We recognise that we can align our sustainability endeavours to these Global Goals, and in doing so, support Singapore’s efforts in implementing and achieving the SDGs globally.

This year we take our first steps in aligning with the SDGs by mapping our material sustainability topics against the Goals and identifying where we can make the most significant contributions. We will continue to define and develop our prioritised Goals and will seek to identify the most appropriate targets and business indicators to track our progress going forward.

### Building a Future-ready Maritime Singapore

The Maritime and Port Authority of Singapore (“MPA”) have in place a future-ready framework with the aim to develop and promote Singapore as a premier global hub port and an international maritime centre, and to advance and safeguard Singapore’s strategic maritime interests. As part of this framework, MPA have highlighted a number of initiatives as key to attaining these goals. Samudera’s sustainability endeavours are contributing to the following areas:

- ‘Augment Singapore’s leading position as global bunkering hub through sustainable shipping efforts’. Refer to page 39 for further details on Samudera’s sustainability endeavours and the influence on our value chain.
- ‘Strengthen maritime safety and emergency preparedness’. Refer to page 43 for further details on how Samudera provides safe conditions, and page 46 detailing our strong compliance record.
- ‘Develop capabilities in early detection and response to cyber security threat’. Refer to page 47 for highlights on Samudera’s IT data protection approach.
- ‘Develop a multi-skilled workforce with global mindset’. Refer to page 45 for further details on how we invest in our employees.

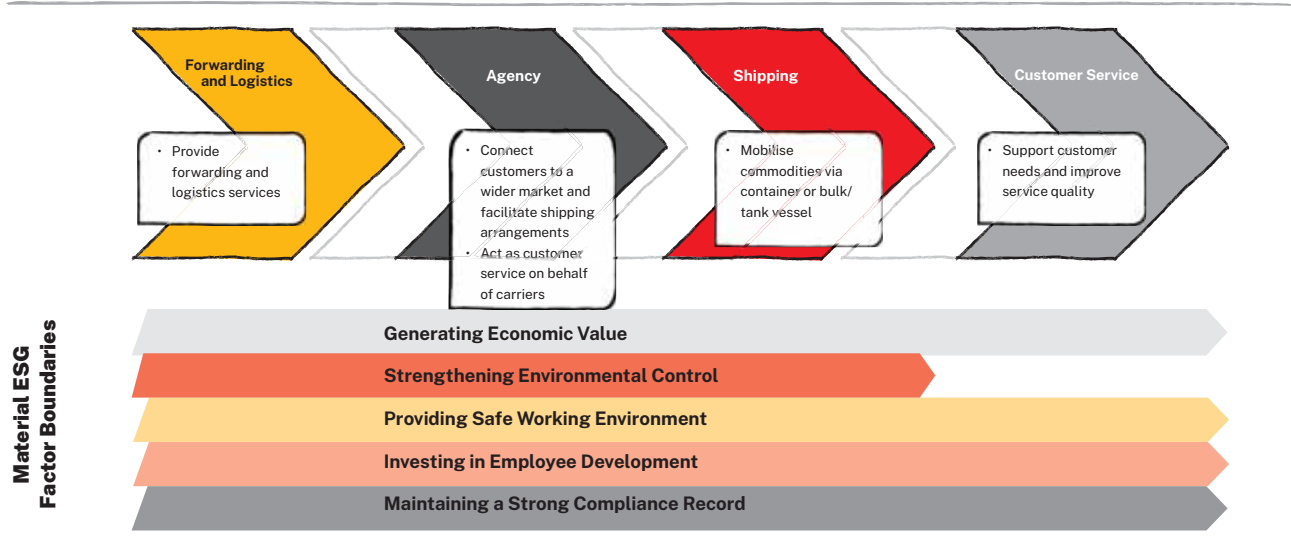
### Sustainability Across Our Value Chain

Samudera’s value chain extends across multiple markets and industries through our global shipping network. We proactively engage a mix of stakeholders to help inform, focus, and unite our sustainability endeavours across the Group. Our engagement reaches out to our suppliers, employees, customers and port authorities, at each stage of our activities. The diagram below shows the boundaries of each of our material factors in our value chain.



# Sustainability Report

## Our Value Chain



Stakeholder engagement is important to create a collaborative experience. Through such engagement, we can seek to understand the factors important to our stakeholders and shape the approach to our material sustainability issues. This allows us to be responsive, and ensures we continue to focus our sustainability efforts on that which is most material to our business activities. At the same time, we aim to cultivate a stronger sense of ownership regarding sustainability through continued communication, earning continued support from our stakeholders.

The following table identifies our key stakeholders and shows how they are engaged during the year.

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

### Generating Economic Value

Performance Indicator	Performance in 2019	Target for 2020
Revenue	USD373.8 million	Continue to leverage on our extensive network and high-level of professionalism to provide the key connections for the region and beyond

Since its incorporation in 1993, Samudera has established itself as a reliable and trustworthy regional leader in the shipping industry. Positioned as a well-established regional container shipping service provider, Samudera provides end-to-end solution to the transportation of cargos.

Our agile and responsive decision making, together with our high service quality and strong network are points of pride for the Group and distinction for our customers. These qualities enable us to pursue new opportunities for growth, as well as providing the foundation for long-term financial resilience. In 2019, we have successfully started new businesses including transportation of ISO tank and warehousing business. We are still aiming to expand our non-shipping business, specifically logistics business as we see potential for revenue diversification. Further, we believe this business would complement and even create synergies with our core business.

We positioned ourselves to remain nimble during this challenging business environment. Although such situation has impacted our performance, we continue to strengthen our current operations as well as our presence within the region. Our revenue has decreased from USD422.3 million in 2018 to USD373.8 million in 2019. We have recorded a net profit of

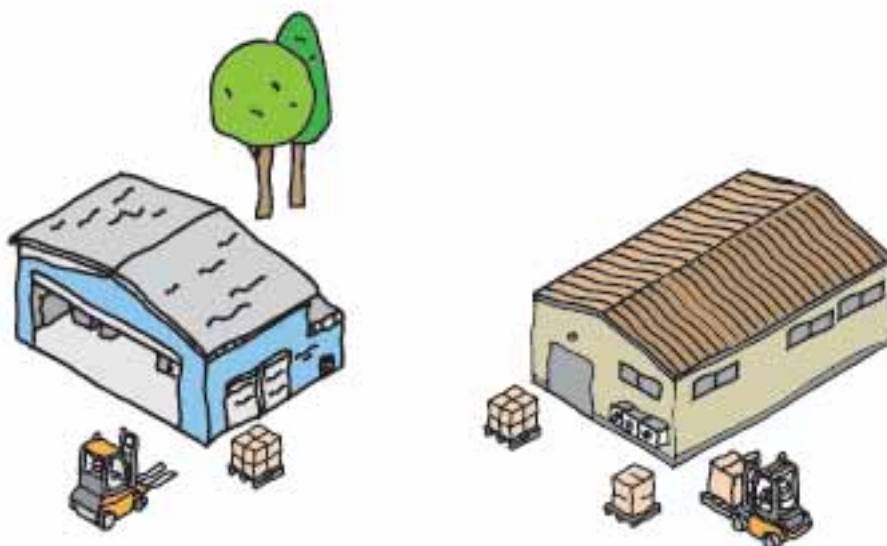
USD4.2 million. Details of the financial performance in 2019 can be found in the Financial Statement section of this Annual Report.

Beyond its direct economic contribution to employees and shareholders, Samudera facilitates trade and creates business opportunities for the broader community. We will continue to leverage on our extensive network and high-level of professionalism to provide the key connections for the region and beyond in the years ahead.

### Strengthening Environmental Controls

Performance Indicator	Performance in 2019	Target for 2020
Compliance with applicable regulations regarding oil spillage	100% 2019 Target achieved	Maintain 100% vessel-compliance rate for oil spill regulations
Number of significant <sup>3</sup> oil spill incidents	0 2019 Target achieved	Maintain zero significant oil spill incidents.
Compliance with IMO 2020	Not applicable in 2019	100% vessel-compliance rate for IMO 2020 regulations

<sup>3</sup> 'Significant' being a spill that requires a clean-up response and causes for fine/ non-monetary sanction with value above S\$100,000





# Sustainability Report

Samudera transports various chemical, oils and industrial compounds as part of our operations. We acknowledge the potential risks of environmental pollution if these compounds are accidentally spilled into the surrounding environment. Such loss of containment would also lead to a breach of regulation and significant fines, as well as the loss of our good reputation.

Committed to protecting the natural environment, we strive to strengthen our environmental controls to minimise our pollution risks. For this purpose, our ship manager has established an Environmental Management System (EMS) certified in compliance with ISO14001:2015. The EMS guides our ship manager and crew to monitor, evaluate and take corrective actions related to environmental issues. Based on a sound understanding of our operations and the environmental concerns within the maritime industry, the EMS establishes a comprehensive set of Standard Operating Procedures (SOPs) as part of our Shipboard Procedure Manual (SPM). For example, our Marine Pollution Prevention Procedures within SPM covers a range of topics related to pollution control, including:

- ballast water management
- prevention of pollution by oil
- control of pollution by noxious liquid in bulk
- control of pollution by harmful substances carried in packaged form
- prevention of pollution by sewage and garbage
- prevention of air pollution and noise from ship
- prevention of pollution by anti-fouling paint

We also ensure all our vessels maintain up-to-date environmental certifications. These include the International Oil Pollution Prevention (IOPP) Certificate, the International Air Pollution Prevention (IAPP) Certificate, the International Sewage Pollution Prevention (ISPP) Certificate, and the Ballast Water Management Certificate (BWMC).

Oil spills, in particular, can have severe environmental and public health consequences. We place particular emphasis on effectively managing both the risk and the result of an oil spill. We focus on hiring competent crew members and provide them with the necessary training and equipment to efficiently prevent and manage a spill incident. In addition to the procedure mentioned above, we also have in place a specialised policy document 'Bunker and Oil Transfer Procedures' to establish the SOPs on the loading, discharge and internal transfer of oils, such as cargo oil, bunker fuel oil and lubricating oil. A qualified Chief Engineer supervises all procedures related to oil transfer and provide the necessary guidance to ensure SOPs are strictly adhered to. Our equipment is also inspected and maintained regularly to reduce risk of spills due to machine malfunction, with any defect reported immediately to ensure prompt rectification.

Furthermore, we extend our commitment to prevent oil spills to our value chain. We have in place a stringent screening process to select responsible bunker suppliers. This process involves a matrix approach to assess bunker supplier criteria, such as supplier qualification, quality of supply and MPA ranking, amongst others. We also extended incident management training to all partners across our owned and chartered vessels.

Contingency plans have been established to deal with emergency situations which may result in oil spills, such as collisions, grounding and machine failures. Every vessel is equipped with the necessary pollution prevention procedures to contain damage to a minimum. Frequent oil spill drills are undertaken by our crew to ensure they stay prepared with up-to-date methods and skills for potential emergencies.



All our vessels are covered under the Civil Liability Convention (CLC) Bunker Certificate, which provides us with the financial insurance to cover the liability of any potential pollution damage.

We are pleased to announce that in 2019 we have achieved our target for the year of zero incidents involving significant oil spills and that we maintained a 100% vessel-compliance rate for oil spill regulations.

In the coming year, we aim to maintain our oil spill zero incident record, as well as our 100% vessel-compliance rate for oil spill regulations.

**2019 Highlight: Preparing for IMO 2020**

The International Maritime Organisation (IMO) has ruled that from 1 January 2020, shipping emissions of sulphur in international waters will be reduced by setting a fuel sulphur content limit of 0.50% mass by mass. The industry will need to meet this regulation through the adoption of low-sulphur fuels or by engineering solutions (e.g. scrubbers) to reduce sulphur emissions.

We view IMO 2020 seriously and will ensure all vessels comply strictly with this new regulation. All our vessels will be compliant by 1 January 2020, and we will report on our compliance going forward.

Low Sulphur Fuel Oil (LSFO) Usage

This year, we have applied a schedule to prepare our vessels for IMO 2020 through the use of LSFO. This involves cleaning the fuel tanks, pipes, and machineries prior to the switch to LSFO to avoid operational issues with potential sludge or sediment build up linked to the new fuel blend.

We will also apply regular fuel analysis checking across our fleet in order to make sure the sulphur content is in compliance with the IMO regulation.

SOx Scrubbers

We have not retrofitted scrubbers to our existing vessels as it is not efficient in terms of return on investment. However, we have installed scrubbers for our two units of new build container ship under LTTC which plan to be delivered in the second half of year 2020.

**Providing Safe Working Conditions**

Performance Indicator	Performance in 2019	Target for 2020
Number of significant* incidents involving dangerous goods	0	Zero significant workplace accidents, including incidents involving dangerous goods
Workplace fatalities	0	
Workplace injuries	1	

\*Significant incidents refer to accidents which resulted in personal injury

Being in the shipping industry means some of our employees are in roles that are subject to certain occupational health and safety (OHS) risks. We aim to address and mitigate these risks as a responsible employer and are committed to providing a safe and healthy environment for our people.

The company continuously identifies potential safety hazards and implements precautions to eliminate or reduce those risks. To formalise our management approach, we have set up an OHS management framework which takes reference from the Ministry of Manpower's Workplace Safety and Health (WSH) Act in Singapore. We also implement a Group HSE Policy and have in place a number of SOPs as part of our SPM, including Safety on Board, Safe Navigation All the Time, and Safe Handling Cargo, amongst others.

OHS training is provided on a regular basis for all relevant employees. Operational personnel are also trained to conduct risk assessment to identify workplace hazards and implement risk control measures. Annual reviews are also conducted on ship management as part of our OHS monitoring to assess compliance with the Group's safety policies and procedures. Any findings will be followed up thoroughly to ensure the necessary corrective actions are put in place.

The handling of dangerous good is a particular focus of our OHS management as the consequences of mishandling can be severe and pose a threat to both worker's safety and the surrounding environment. Incidents involving the mishandling of dangerous goods can also result in legislative fines or sanctions, bringing financial and reputational loss.



# Sustainability Report

We have established SOPs to achieve the safe stowage of dangerous goods. The potential dangers are properly signposted and corresponding emergency plans are formulated and communicated. We have also set up a flowchart to guide our employee through decision makings with regard to dangerous goods, in compliance with relevant laws and regulations. We also have in place a safety checklist to require Material Safety Data Sheets<sup>4</sup> (MSDS) to be submitted prior to approval of loading cargo on board.

We strive to continuously enhance our management for dangerous goods. We update our prohibited cargo list periodically according to our Protection & Indemnity Club coverage and relevant authority regulations as part of our on-going efforts to prevent incidents involving dangerous goods. Since 2017, we have also been developing a computerised software programme to improve the control system for dangerous goods and avoid the risk of human error. This system allows better planning and monitoring of dangerous good stowage on board. The system will be implemented in the first quarter 2020.

There were no significant incidents or near misses involving dangerous goods handling resulting in personal injury in 2019. However, one incident was recorded where a worker<sup>5</sup> sustained an injury, giving us an injury rate for the year of 1.6 injuries per million man hours worked. This incident was related to the individual suffering from heart disease. As our general practice, medical check-ups will always be conducted on crew before boarding a vessel.

In 2020, we continue to target zero significant workplace accidents, including incidents involving dangerous goods.

<sup>4</sup> A MSDS is a document that contains information on the potential hazards (health, fire, reactivity and environmental) of the chemical product and how to work safely with the chemical product.

<sup>5</sup> Workers are not employees but whose work and/or workplace is controlled by Samudera

## 2019 Case Study: Learning from a Near-Miss

During the year, a near-miss incident was recorded when one of our vessels berthed in Thailand.

A crew member on the vessel was nearly hit while standing on the cross deck by a falling bridge fitting used for securing the container boxes. He saw a stevedore was throwing the bridge fitting from the 2nd tier of the containers.

The crew member was wearing the correct personal protective equipment (PPE), but recognised that the bridge fitting could still have caused a serious injury had it hit him. The crew member immediately alerted the stevedore of its actions and informed the port safety officer and foreman on duty of the incident.

To prevent similar incidents in the future, all crew were briefed clearly about preventive actions before going on deck to perform any tasks when the vessel is berthed at port. One such action is to conduct a lashing/unlashing briefing for the stevedores together with the crew before cargo operations.

Beyond workplace safety, Samudera is also committed to promoting employee health and wellbeing. We also ensure our ship managers and crew follow procedures that have been established. For instance, in 2019 crew undertook regular drill programs on board the vessels, such as fire drills.

As well as protecting their health, we strive to help employees to reduce stress levels and promote work-life balance. Some examples of our wellness initiatives in 2019 include:

- Provision of fitness and recreational equipment on board vessels, such as exercise bikes, treadmills, table tennis and weight training kits
- Encouraging employees who have not yet participated to take part in the Health for Life in Singapore (HELIOS) study led by Lee Kong Chian School of Medicine, in partnership with National Healthcare Group and Imperial College London, which offers comprehensive health screenings to participants for chronic disease research
- Encouraging employees to participate in the National Step Challenge initiated by Health Promotion Board, to promote a more active lifestyle
- Obtaining ECO Office certification, awarded by the Singapore Environment Council
- Encouraging employee sports sessions, such as fun walks, jogging, and football
- Organising employee events, such as our anniversary and festive lunch
- Promoting events that also include environmental aspects, such as the NTUC Income Eco Run

## Investing in Employee Development

Performance Indicator	Performance in 2019	Target for 2020
Provision of programs for upgrading employee skills	<ul style="list-style-type: none"> <li>See our various programs below</li> </ul>	<p>Maintain a diverse and relevant training programme in our efforts to broaden and deepen the knowledge and experience of our employees</p> <p>Average training hours per employee of no less than 3 hours</p>

Our employees are a key to our long-term success. We believe providing opportunities for our employees to develop both personally and professionally will not only result in a competent and motivated workforce, but also a positive and supportive culture. Samudera therefore offers its employees training opportunities and career development programmes to build up their functional and core competencies, helping us develop the essential capacities for growth.

Employees are encouraged to pursue training opportunities such as certified skills training programmes, industry seminar and conference, as well as courses to attain professional qualifications. Details on our Learning & Development policy are provided in the Employee Handbook. Financial sponsorship and leave are granted for eligible courses. Examples of training programmes offered in 2019 are illustrated in the table below. In the coming year, we will maintain a diverse and relevant training programme in our efforts to broaden and deepen the knowledge and experience of our employees.





# Sustainability Report

Aspect	Training topic
Orientation	<ul style="list-style-type: none"> <li>New Employee Orientation</li> </ul>
Specialised training for crew	<ul style="list-style-type: none"> <li>Formal familiarisation with management system</li> <li>ECO Insight DNVGL</li> <li>Navigator Insight DNVGL</li> <li>Plan Maintenance System NS5</li> <li>Ship Safety Officer (SSO)</li> <li>ECDIS Type Specific Training</li> <li>Leadership for Seafarer</li> <li>Ship Certification Management Process</li> <li>Healthy Life ON-BOARD and Food Handling &amp; Preparation</li> </ul>
Training for employee	<ul style="list-style-type: none"> <li>ISO Tank training</li> <li>Container Fires &amp; Misdeclared Cargo</li> <li>International Maritime Dangerous Goods</li> <li>Listed Entity Director Essentials</li> <li>Director Financial Reporting Fundamentals</li> <li>Board Risk, Nominating, Remuneration Committee Essentials</li> <li>Payroll Module</li> </ul>

Our Human Resources Department (HR) tracks and monitors the training records of employees. If the materials are found relevant for other employees, they will be kept in the library for future reference. We will continue to focus on adequate and quality training to equip our employees with the relevant knowledge and to upkeep their mindset on new development to improve on work productivity. In 2019, we have exceeded our average training hour per employee target with an average of 3.8 training hours per employee.

To support long-term career development, Samudera conducts annual performance and salary review for employees. The review evaluates employee performances, identifies development needs and helps employees to progress steadily towards their career goals.

## 2019 Highlight:

### Training Programs for Long-term Success

As we are expanding into the new business, such as transportation of ISO tank, we are re-skilling and upscaling our employees to fully equip them with the necessary knowledge needed in transporting the ISO tank. One example of specialised training provided in 2019 was a 2-day training session conducted by industry experts providing comprehensive knowledge of the market and day-to-day operation.

### Maintaining a Strong Compliance Record

Performance Indicator	Performance in 2019	Target for 2020
Number of incidents of non-compliance with laws and regulations which resulted in significant fines or non-monetary sanctions	0 2019 Target achieved	Maintain zero incidents of non-compliance with laws and regulations resulting in significant <sup>6</sup> fines or non-monetary sanctions



<sup>6</sup>Significant cases are those resulting in a court case, imprisonment or fine above S\$100,000

A breach of any law or regulation could significantly affect our ability to operate, and the associated damage to our reputation would be significant. We strongly believe that our ability to maintain a strong compliance record directly translates into the long-lasting trust of our stakeholders and the strong performance of the Group. We recognise the importance of strong corporate governance and continue to strengthen our internal controls and risk management to adhere to relevant laws and regulations. This in turn also brings about greater transparency, accountability and integrity, which are vital for the long-term value creation of Samudera.

As a public listed company, we strive to be in compliance with all relevant laws and regulations. We uphold transparency, accountability, and integrity in conducting our businesses. These values are also disseminated to our employees through the Employee Handbook. Any significant misconduct or breach of law shall be seriously dealt with.

Strong corporate governance is essential in maintaining a strong compliance record. The National University of Singapore Business School publishes an annual Singapore Governance and Transparency Index, rating performance for Singapore-listed companies. In 2019, Samudera received an overall rank of #110 in this Index out of a total of 578 companies. Further details of our governance can be found in our Corporate Governance Report 2019.

Samudera does not condone any form of corruption or fraudulent behaviour. Our Employee Handbook provides clear guidance on anti-corruption and anti-bribery policies. Employees are informed about our whistleblowing policy and reporting channels, allowing employees to report any suspected unethical or illegal practices without the fear of reprisal. Any received report will be discussed, evaluated and documented in the quarterly Audit Committee meeting. Our Whistleblowing Policy is available on our website, while our whistle blowing channels can be accessed via [whistleblow@samudera.id](mailto:whistleblow@samudera.id) or via mail (to our office address). Access to these channels is restricted to the Head of Internal Audit and Chairman of Audit Committee. In 2019, there were zero whistleblowing reports.

Samudera actively identifies and manages its compliance risks across many relevant topics, including labour rights, safety practices, prevention of environmental pollution, licensing requirements, port clearance requirements, and taxation as well as listing rules. Our management, risk management and internal audit team monitors changes to the applicable laws and regulations and ensure our internal governance controls

stay relevant. We also provide training to our directors and selected employees to update them on significant new areas of law, as well as annual training on the prevention of money laundering and countering the financing of terrorism.

There were zero incidents of non-compliance which resulted in significant fines or non-monetary sanctions in 2019. We will continue to exercise strong governance and target to maintain zero incidents of non-compliance with laws and regulations which result in significant fines or non-monetary sanctions in 2020.

#### **2019 Highlight: Enhancing Our IT and Data Protection Processes**

All of our business activities are recorded in our database. We see the importance of building a solid IT infrastructure and security network in safeguarding our data and that of our customers, and in supporting and building our business activities.

We implement a firewall across our network to block unsolicited incoming network traffic. In addition, we have also implemented Cisco StealthWatch and Firepower to increase visibility and security intelligence, and to provide malware protection and an Intrusion Detection and Prevention System (IDPS). Combined, these devices detect any abnormal activities or intrusion events in our network and directly disconnect the suspect connection. We ensure regular updates to our hardware devices and firmware to maintain strong data protection.

In addition, we have engaged professional vulnerability tester to test-proof our network environment. Based on the test result, we are glad to share that there was zero vulnerability in our network.

There have been zero identified network breaches or leaks, thefts, or losses of customer data in 2019, and we have received no complaints concerning breaches of customer privacy.

Looking to 2020 and beyond, we have the intention to implement a 2-factor authentication for access to our network. This will further enhance our network security from intruders and reduce the risk of compromised passwords.

# Sustainability Report

## GRI Content Index



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

### GENERAL DISCLOSURES

#### Organisational Profile

102-1 (2016)	Name of the organisation	Annual Report page 1
102-2 (2016)	Activities, brands, products, and services	Annual Report page 1
102-3 (2016)	Location of headquarters	Annual Report page 1
102-4 (2016)	Location of operations	Annual Report pages 4-5
102-5 (2016)	Ownership and legal form	Annual Report (Financial) pages 123-124
102-6 (2016)	Markets served	Annual Report pages 4-5
102-7 (2016)	Scale of the organisation	Annual Report page 29 Total number of employees as of 31 December 2019: 137 <ul style="list-style-type: none"> <li>• 131 Samudera HQ</li> <li>• 2 Foremost Maritime</li> <li>• 4 SILkargo Logistics</li> </ul>
102-8 (2016)	Information on employees and other workers	As of 31 December 2019: Permanent employees: Total of 136 employees (48 male, 88 female) <ul style="list-style-type: none"> <li>• 130 Samudera HQ (46 male, 84 female)</li> <li>• 2 Foremost Maritime (1 male, 1 female)</li> <li>• 4 SILkargo (1 male, 3 female)</li> <li>• 128 based in Singapore</li> <li>• 2 based in Malaysia</li> <li>• 6 based across Asia and the Middle East</li> </ul> Temporary employees Total of 1 male contract employee at Samudera HQ in Singapore  Employment type Total of 136 full-time employees <ul style="list-style-type: none"> <li>• 130 Samudera HQ (46 male, 84 female)</li> <li>• 2 Foremost Maritime (1 male, 1 female)</li> <li>• 4 SILkargo (1 male, 3 female)</li> </ul> Total of 1 male part-time or contract employee at Samudera HQ  Data represent exact headcount. No significant portion of Samudera's activities is performed by workers who are not employees.
102-9 (2016)	Supply chain	Annual Report page 1
102-10 (2016)	Significant changes to the organisation and its supply chain	No significant changes to the structure, ownership, supply chain occurred during the financial year.
102-11 (2016)	Precautionary principle or approach	Samudera does not explicitly refer to the precautionary approach or principle in its Risk Management Framework.
102-12 (2016)	External initiatives	Annual Report pages 2-3
102-13 (2016)	Membership of associations	Samudera is member of various professional associations, including Singapore Shipping Association.

<b>Strategy</b>		
102-14 (2016)	Statement from senior decision-maker	Annual Report pages 8-11
<b>Ethics and Integrity</b>		
102-16 (2016)	Values, principles, standards, and norms of behavior	Annual Report page 1
<b>Governance</b>		
102-18 (2016)	Governance structure	Annual Report pages 14-28
<b>Stakeholder Engagement</b>		
102-40 (2016)	List of stakeholder groups	Annual Report page 40
102-41 (2016)	Collective bargaining agreements	There are no collective bargaining agreements in place.
102-42 (2016)	Identifying and selecting stakeholders	Annual Report page 40
102-43 (2016)	Approach to stakeholder engagement	Annual Report page 40
102-44 (2016)	Key topics and concerns raised	Annual Report page 40
<b>Reporting Practices</b>		
102-45 (2016)	Entities included in the consolidated financial statements	Annual Report (Financial) pages 80-85
102-46 (2016)	Defining report content and topic Boundaries	Annual Report page 38
102-47 (2016)	List of material topics	Annual Report page 38
102-48 (2016)	Restatements of information	There are no restatements of information.
102-49 (2016)	Changes in reporting	None
102-50 (2016)	Reporting period	1 January to 31 December 2019
102-51 (2016)	Date of most recent report	Sustainability Report 2018 was published in March 2019
102-52 (2016)	Reporting cycle	Every 12 months
102-53 (2016)	Contact point for questions regarding the report	sustainability@samudera.id or (65) 6430 1687
102-54 (2016)	Claims of reporting in accordance with the GRI Standards	Annual Report page 38
102-55 (2016)	GRI content index	Annual Report pages 48-50
102-56 (2016)	External assurance	External assurance was not sought for this report





# Sustainability Report

## GRI Content Index

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

### MATERIAL TOPICS

#### Economic Performance

103-1 (2016)	Explanation of the material topic and its Boundary	Annual Report page 41
103-2 (2016)	The management approach and its components	Annual Report page 41
103-3 (2016)	Evaluation of the management approach	Annual Report page 41
201-1 (2016)	Direct economic value generated and distributed	Annual Report page 41

#### Environmental Compliance

103-1 (2016)	Explanation of the material topic and its Boundary	Annual Report pages 41-43
103-2 (2016)	The management approach and its components	Annual Report pages 41-43
103-3 (2016)	Evaluation of the management approach	Annual Report pages 41-43
307-1 (2016)	Non-compliance with environmental laws and regulations	Annual Report pages 41-43

#### Training and Education

103-1 (2016)	Explanation of the material topic and its Boundary	Annual Report pages 45-46
103-2 (2016)	The management approach and its components	Annual Report pages 45-46
103-3 (2016)	Evaluation of the management approach	Annual Report pages 45-46
404-1 (2016)	Average hours of training per employee per year	Annual Report pages 45-46
404-2 (2016)	Percentage of employees receiving regular performance and career development reviews	Annual Report pages 45-46

#### Occupational Health and Safety

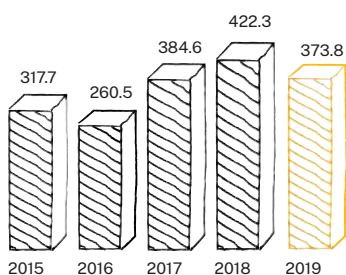
103-1 (2016)	Explanation of the material topic and its Boundary	Annual Report pages 43-44
103-2 (2016)	The management approach and its components	Annual Report pages 43-44
103-3 (2016)	Evaluation of the management approach	Annual Report pages 43-44
403-2 (2018)	Occupational health and safety management system	Annual Report pages 43-44
403-2 (2018)	Hazard identification, risk assessment, and incident investigation	Annual Report pages 43-44
403-3 (2018)	Occupational health services	Annual Report pages 43-44
403-4 (2018)	Worker participation, consultation, and communication on occupational health and safety	Annual Report pages 43-44
403-5 (2018)	Worker training on occupational health and safety	Annual Report pages 43-44
403-6 (2018)	Promotion of worker health	Annual Report pages 43-44
403-6 (2018)	Prevention and mitigation of occupational health and safety	Annual Report pages 43-44
403-9 (2018)	Work-related injuries	Annual Report pages 43-44

#### Socio-economic Compliance

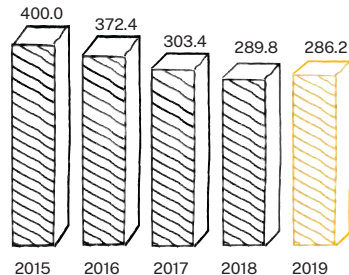
103-1 (2016)	Explanation of the material topic and its Boundary	Annual Report pages 46-47
103-2 (2016)	The management approach and its components	Annual Report pages 46-47
103-3 (2016)	Evaluation of the management approach	Annual Report pages 46-47
419-2 (2016)	Non-compliance with laws and regulations in the social and economic area	Annual Report pages 46-47 No significant cases of non-compliance with laws and regulations

# Financial Highlights

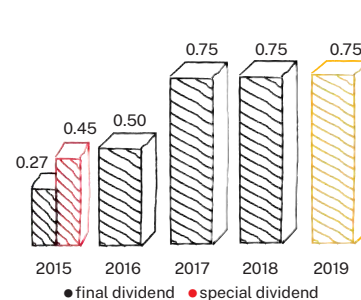
turnover (US\$m)



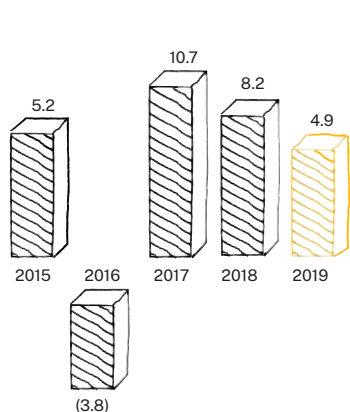
total assets (US\$m)



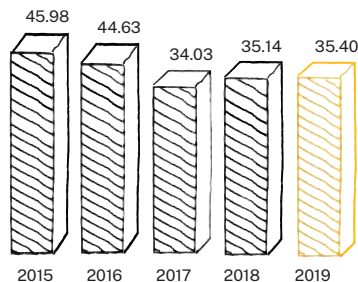
dividend per share (SG cents)



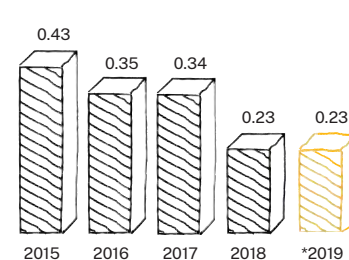
profit (loss) before tax (US\$m)



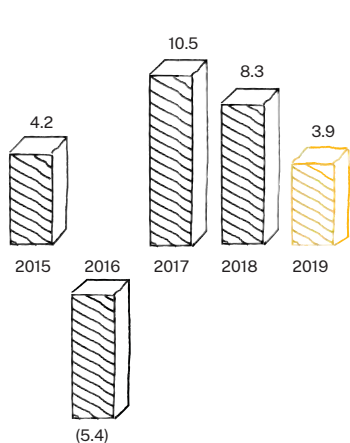
net tangible asset per share (US cents)



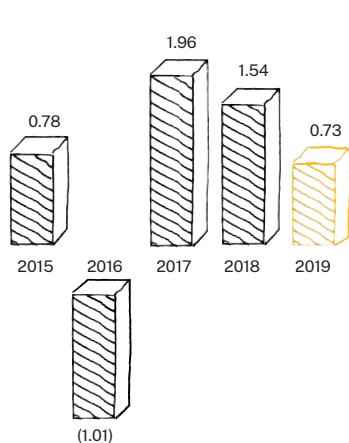
gearing ratio (times)  
\*excluding lease liabilities'



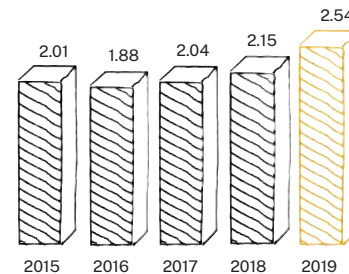
profit (loss) attributable to the owners of the company (US\$m)



earnings per share (US cents)



current ratio (times)



# Corporate Information

## Board Of Directors

### Executive

Masli Mulia (Chairman)  
Asmari Herry Prayitno (Chief Executive Officer)  
Hermawan F. Herman  
Tan Meng Toon

### Non-Independent & Non-Executive

Lim Kee Hee

### Independent & Non-Executive

Quah Ban Huat (Lead Independent)  
Chng Hee Kok  
Nicholas Peter Ballas  
Ng Chee Keong  
Lee Lay Eng Juliana

## Audit Committee

Quah Ban Huat (Chairman)  
Chng Hee Kok  
Nicholas Peter Ballas  
Ng Chee Keong  
Lee Lay Eng Juliana

## Nominating Committee

Ng Chee Keong (Chairman)  
Chng Hee Kok  
Quah Ban Huat  
Nicholas Peter Ballas  
Masli Mulia  
Lee Lay Eng Juliana

## Remuneration Committee

Chng Hee Kok (Chairman)  
Quah Ban Huat  
Nicholas Peter Ballas  
Ng Chee Keong  
Lee Lay Eng Juliana

## Secretary

Tan Lay Hong

## Registered Office

6 Raffles Quay #25-01  
Singapore 048580  
Tel: (65) 6403 1687  
Fax: (65) 6403 1889

## Share Registrar

### Boardroom Corporate & Advisory Services Pte Ltd

50 Raffles Place, #32-01, Singapore Land Tower  
Singapore 048623  
Tel: (65) 6536 5355  
Fax: (65) 6438 8710

## Auditors

### Ernst & Young LLP

Certified Public Accountants  
One Raffles Quay  
North Tower, Level 18  
Singapore 048583

Partner-in-charge

Yee Woon Yim

(Appointed with effect from Financial Year 2019)

## Principal Bankers

### BNP Paribas

10 Collyer Quay #33-01  
Ocean Financial Centre  
Singapore 049315

### Maybank

2 Battery Road  
Maybank Tower  
Singapore 049907

### PT Bank Mandiri (Persero) Tbk, Singapore branch

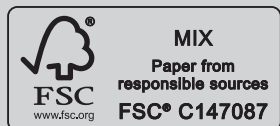
12 Marina View, #19-01  
Asia Square Tower 2  
Singapore 018961

### Citibank N.A. Singapore

8 Marine View #21-01  
Asia Square Tower 1  
Singapore 018960

### Standard Chartered Bank

Marina Bay Financial Centre (Tower 1)  
8 Marina Boulevard, Level 24  
Singapore 018981



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# 2019 Annual Report

## Samudera Shipping Line Ltd

6 Raffles Quay, #25-01, Singapore 048580

Tel: (65) 6403 1687

CO. REG. NO.: 199308462C

[samudera.id/ssl](http://samudera.id/ssl)