

*Adjusting
Our Sails*
to forge forward



Sustainability Report



BOARD STATEMENT

In 2022, following several unprecedented years of disruption due to the COVID-19 pandemic, much of the world reopened as we shifted towards a normalcy we were used to. While this was welcomed news to many, it was also a period of transition and challenges given the uncertain geopolitical and economic environment, and an ongoing climate crisis.

Despite these headwinds, Samudera remained steadfast in our commitment to ensuring resilient and consistent operations while providing a safe and supportive workplace for our people. We are proud of our continued strong compliance record, particularly regarding our environmental controls, and our commitment to generating economic value to stakeholders while balancing sustainability considerations.

This sustainability report marks our sixth publication on our key environmental, social and governance ("ESG") topics, and documents our continued performance and ongoing commitment to the sustainability of our business. Our report is aligned with SGX-ST Listing Rules Practice Note 7.6: "Sustainability Reporting Guide" and applies the sustainability reporting principles as set out within the Global Reporting Initiative ("GRI") Standards.

The Board in consultation with our Sustainability Steering Committee ("SSC") oversees the performance of our material topics. We are delighted to report that we have achieved our sustainability targets for 2022 and have exceeded our target for average training hours per employee by a third. In addition, based on stakeholder engagement and a broader review of our



ESG efforts, the Board has decided to update our material topics this year. Specifically, we have added two new material topics, "Diversity and inclusion" and "Building resilience in information systems" and expanded the scope of environmental controls to include taking climate action. These are timely updates and will ensure Samudera remains resilient and relevant into the future.

While 2023 will pose its own challenges, Samudera is well positioned to remain resilient and adapt in navigating any choppy waters. Our investments in quality service, focus on safety and upskilling of our people, and efficiency of our operations, will allow us to continue to provide uninterrupted essential shipping services throughout the region, effectively and sustainably.

WHO WE ARE

Container Shipping

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

Bulk & Tanker

Samudera's bulk & tanker vessels are chartered out for the transportation of dry or liquid cargo.

Agencies & Logistics

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

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

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ABOUT THIS REPORT

This Report covers the highlights of Samudera's environmental, social, and economic performance from 1 January to 31 December 2022 ("FY2022") with reference to the GRI standards. GRI is one of the most widely applied and trusted sustainability reporting frameworks. Please refer to pages 57-58 for the GRI Content Index. Being an SGX listed company, this report complies with the requirements of SGX Rulebook, Practice Note 7.6: "Sustainability Reporting Guide". No external assurance has been sought for this report.

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

Reporting Scope

Samudera strives to uphold our commitment to good business ethics and maintain consistent measuring, managing, and reporting practices across all our entities. The information and data presented in this Sustainability Report constitutes data from Samudera and its five vessels, together with data from our six subsidiaries in Singapore:

- Foremost Maritime Pte Ltd ("Foremost"), primarily transporting dry-bulk commodities.
- Silkargo Logistics (Singapore) Pte Ltd ("Silkargo"), handling freight and logistics and other land-based cargo management services.
- Samudera Tankers Pte Ltd ("ST"), provider of tanker shipping services to the regional market.
- Samudera Ship Management Pte Ltd ("SSM"), specialised in ship management services.
- Ocean Ships Investment Pte Ltd ("OSI"), the investment arm of the Group for container vessels.

- Ocean Technologies Pte Ltd ("OT"), engages in the shipping and logistics technology-related project investments.

Our parent company, Samudera Indonesia, is listed on the Indonesia Stock Exchange ("IDX") and is therefore required to issue its own sustainability report. This separate reporting provides an opportunity to demonstrate our broader sustainability efforts across the Group.

Sustainability Governance at Samudera

Sustainability governance at Samudera comprises two major components: Board oversight supported by our various management committees and sustainability functions.

The **Board** is ultimately responsible for the strategic direction and oversees Samudera's sustainability practice.

The Board is supported by the SSC. The SSC is chaired by our Group CEO

and consists of the Group's senior management. The SSC evaluates the Company's sustainability performance through reviewing processes and procedures, coordinates sustainability efforts across the Group, and makes recommendations for future direction and activities.

The SSC also receives inputs from the dedicated Sustainability Officer, who interfaces with our operations teams for role-specific tasks regarding the day-to-day implementation.

Our **Sustainability Working Committee ("SWC")** takes alignment from the SSC and is responsible for the daily implementation of sustainability practices on the ground in their respective divisions. The SWC comprises Risk and Sustainability Officers together with representatives from Operations, Finance, People and Technology divisions, including representatives from our subsidiaries.

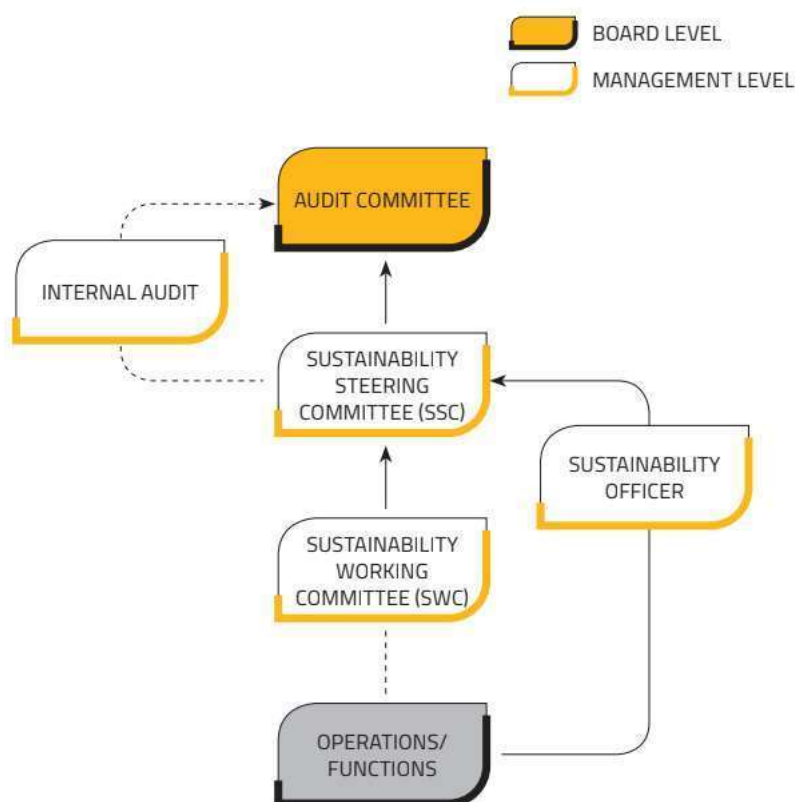


Figure 1 Sustainability governance framework at Samudera

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Materiality Review

To ensure that our sustainability actions are relevant, effective, and implementable, Samudera takes a holistic approach to review and update our material topics. This process involves: understanding the evolving business context and regulatory environment; reflecting on past performance and efforts; and engaging valued stakeholders (Figure 2).

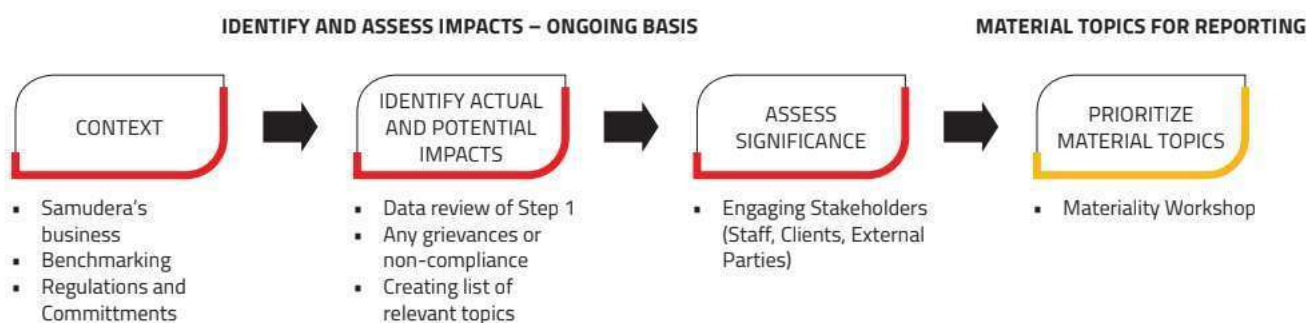


Figure 2 Materiality process for 2022

Many of Samudera's material topics from last year remain relevant. Continued emphasis has been placed on "Providing safe working conditions", "Generating economic value", "Investing in employee development" and "Maintaining a strong compliance record". These are critical components to ensuring long-term success. In addition to these topics, Samudera has also assessed the need to add two new material topics and expand on another. The two new material topics, "Diversity and inclusion" and "Building resilience in information systems" fall under the Workforce Management and Corporate Governance sustainability aspects, respectively. In addition, we have expanded the scope of

our Environmental Responsibilities material topic to include taking climate action.

Together, these material topics demonstrate our commitment to

pursuing growth and profitability in a way that also values environmental and social considerations. Samudera's material ESG factors as mapped into four broad sustainability aspects are shown in Table 1.1.

Table 1.1 Material topics for 2022

Sustainability Aspect	Material topic
Economic Performance	Generating economic value
Environmental Responsibilities	Strengthening environmental controls and <i>taking climate action</i>
Workforce Management	Providing safe working conditions Investing in employee development <i>Diversity and inclusion</i>
Corporate Governance	Maintaining a strong compliance record <i>Building resilience in information systems</i>

* New Addition in 2022

Contributing to the SDGs







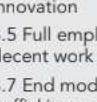










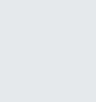
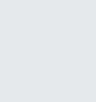
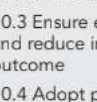
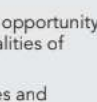






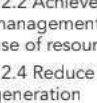

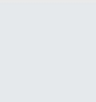
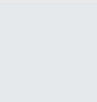
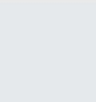

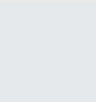














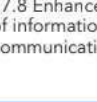
Adopted in 2015, the United Nations Sustainable Development Goals ("SDGs") are a set of 17 universal goals that call for collective action to achieve peace, prosperity, and sustainable development by 2030. These global goals also guide the sustainability efforts of the business community. In this regard, Samudera understands that we have a responsibility to contribute to these goals, to unlock business and stakeholder value by strengthening the social, environmental and economic pillars of business operations.

Many of Samudera's efforts, initiatives and targets seek to advance the SDGs. These include;

- SDG 8 on promoting inclusive and sustainable economic growth employment and decent work;
- SDG 9 on building resilient infrastructure, promoting sustainable industrialization and fostering innovation;
- SDG 10 on reducing inequality;
- SDG 12 on ensuring sustainable consumption and production patterns;
- SDG 13 on taking climate action;
- SDG 14 on conserving and sustainably using the oceans, seas and marine resources; and
- SDG 17 on partnerships for sustainable development.

This alignment between Samudera's material ESG factors and the SDGs, as seen in Table 1.2, demonstrates our support for and commitment to regional and international sustainability efforts.

Table 1.2 Samudera's material ESG Factors mapped against the SDGs and the relevant targets

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

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Building Resilience – Approach and Alignment

The concept of sustainability is of growing importance to Samudera. It is one of our guiding principles and reflects our commitment to building business and organisational resilience. In particular, against the backdrop of the COVID-19 pandemic, climate change, on-going conflict and geopolitical contestation and an inflationary economic environment, Samudera has been guided by the

concept of sustainability to navigate this increasingly uncertain operating environment.

In this regard, Samudera's sustainability efforts strive to build resilience in the identified material topics. Such efforts are developed in close consultation with relevant stakeholders across our value chain, including suppliers, employees and customers that span various markets and port authorities. Continued

stakeholder engagement and open channels of communication are integral to the success of our operations and achieving many of our sustainability goals and targets. Such efforts are also vital in cultivating a sense of ownership and stewardship among our stakeholders. An illustration of the boundaries of each of our material topics in our value chain is shown in Figure 3, while Table 2.1 shows the methods and frequency of stakeholder engagement.

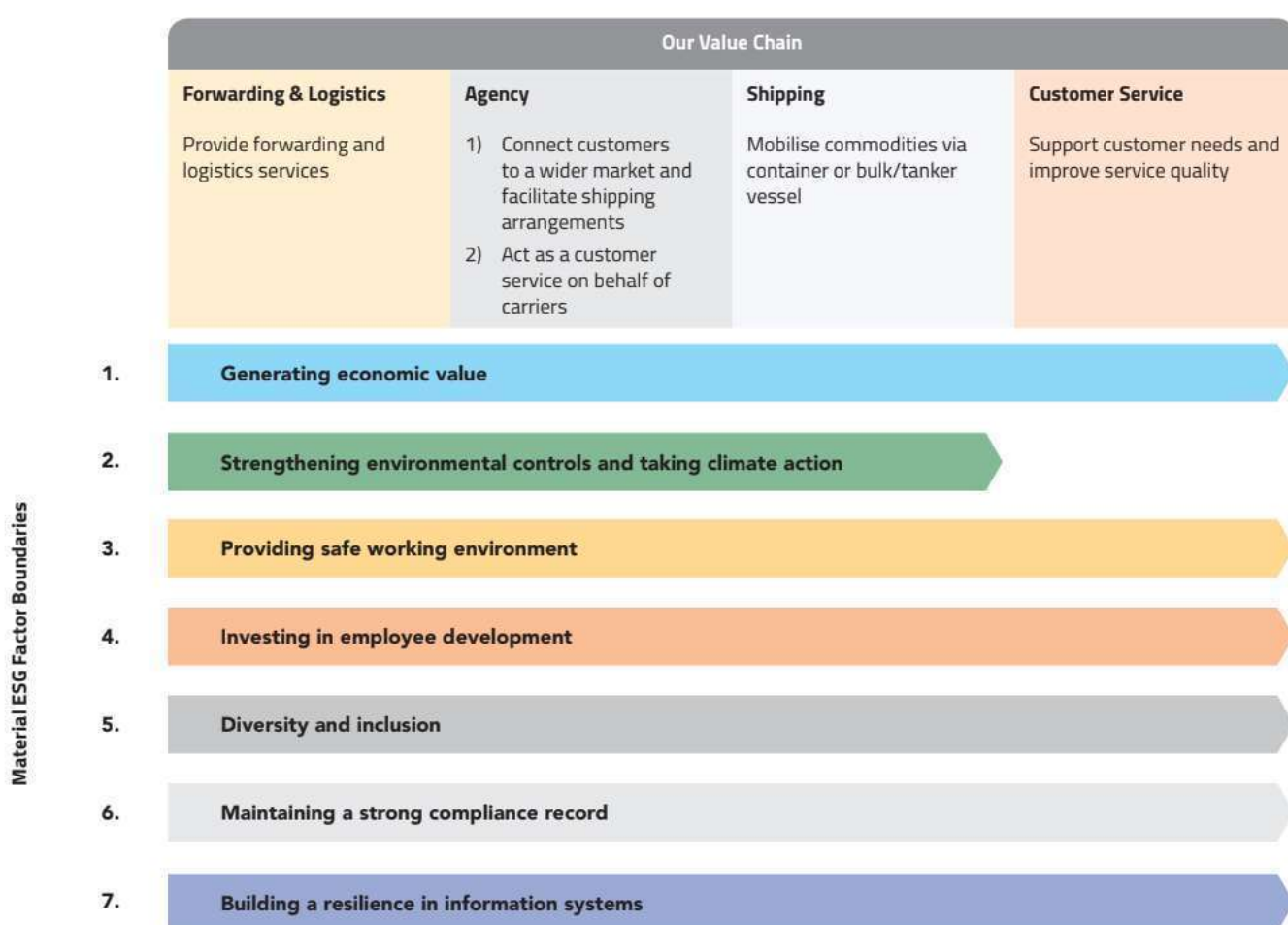


Figure 3 Illustration of material topics and boundaries for stakeholders in our value chain

Table 2.1 Key stakeholders and their respective topics of concern engagement methods and frequency of engagement

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

In addition to taking a multi-stakeholder approach to addressing our material topics, Samudera makes a concerted effort to ensure that our sustainability initiatives align with broader government objectives. In particular, Samudera strives to contribute to the Maritime and Port Authority of Singapore ("MPA")'s Mission to develop and promote Singapore as a premier global hub port and an international maritime centre. We do this by:

- Providing regional connectivity through our fleet of vessels and becoming a reliable and trustworthy provider of shipping services;
- Adopting cleaner fuel with lower sulphur content, in compliance with IMO 2020, and promoting a safety culture in our operations (Please refer to page 48 on our environmental control and page 52 on our efforts towards ensuring safety);
- Building a competent maritime workforce which can contribute positively to Singapore's overall maritime capabilities (Please refer to page 54 for detailed training and career development opportunities offered to our people); and
- Accelerating maritime digitalization and developing capacity to respond to cyber security threats (Please refer to page 56 for highlights on Samudera's secure IT practices).

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Generating Economic Value

Over the years, Samudera has achieved business growth by being a trustworthy partner to our customers and aspires to continue regional growth and create shared value with our business partners.

The stabilisation of the global COVID-19 situation in 2022 and gradual easing of restrictions on the movement of goods across borders and safe-working measures (both on-shore and on-board vessels) have brought about new challenges and opportunities to Samudera's operations. Our commitment to delivering quality service and strong networks provide us with a robust foundation for financial resilience to adapt and thrive in the post pandemic world. Samudera has always been nimble and quick in adapting to the dynamic environment. Our revenue increased from USD527 million in 2021 to USD991 million in 2022. We also recorded a higher profit after tax of USD323 million from USD130 million last year. Details of the financial performance in 2022 can be found in the Financial Statement section of our Annual Report 2022.

Samudera believes in giving back to the community and has provided monetary donations to organisations supporting social and environmental causes in Singapore and the region. Contributions to organisations include NParks Garden City Fund, Singapore Heart Foundation, POSB Passion Kids Fund and Tsao Foundation. Samudera has also provided in-kind donations for Rainbow Centre in support of their programmes for children with special needs. Details of our CSR activities can be seen on page 38.

As of 31 December 2022, we had a team of 154 full-time employees, the majority of whom were hired under Samudera Shipping Headquarters. A total of 148 of our employees were based in Singapore, with 6 employees based across the region. We did not have any temporary or part-time employees during the year. Our team composition remained the same as the previous year, with 96 female employees and 58 male employees.

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Revenue	USD991 million	Leverage on our extensive network and high level of professionalism to provide the key connections for the region and beyond: Target Achieved	Continue to grow in line with market conditions

To continue to provide sustainable and reliable sailing connections for our customers, we have reassessed our service routes. Furthermore, as part of our forward-looking strategy, digitalisation of services and up-skilling for our people was in the pipeline even before the start of the pandemic. Actions such as these enable the global shipping industry to be at the forefront of a sustainable recovery, and consequentially the smooth functioning of international supply chains in a new normal. Moving forward, we will continue to grow by providing the key connections for the region and beyond through our extensive network and high level of professionalism.

recommended by the Science Based Targets initiative (SBTi) Maritime Transport Sector guidance, ensuring they are consistent with current climate science to meet the goals of the United Nations Framework Convention on Climate Change 2016 Paris Agreement for a +1.5°C climate scenario. The SBTi tool provides a standardised methodology for calculating emissions specifically to Cargo Shippers and Logistics Service Providers, ensuring uniformity in targets and reporting across the industry.

Strengthening Environmental Controls and Taking Climate Action

Current estimates from the IMO attribute around 2.5% of anthropogenic carbon emissions to the shipping sector. In addition to carbon emissions, there are also other environmental impacts from shipping, including pollution and impacts to the marine environment.

However, international shipping remains one of the major conduits for trade and a vital link for global supply chains. The carbon emission intensity of shipping is also lower than that of air freight and road transport. As such, Samudera understands that, as an integral part of the global economy, we have a responsibility to our stakeholders to ensure continuity and growth while strengthening environmental controls and taking climate action. Samudera would also consider opportunities in setting emission reduction targets as



Minimising the Risk of Pollution

The global maritime industry is making efforts to reduce the environmental impact of shipping. Samudera's strategy is to lessen our environmental impacts by adhering to pertinent national and international industry environmental rules.

We are serious about environmental control. The maritime shipping sector is highly regulated, and breaching these regulations can result in hefty fines, operational disruptions, environmental damage, and affect Samudera's good reputation. As part of our operations, various chemical, oils and industrial compounds make up some of the types of cargoes that we transport. Tankers are typically used to transport liquids or gaseous substances, whereas bulk carriers typically transport dry commodity goods. Our container ships are used to transport both non-dangerous and dangerous goods, and we are conscious of the potential risks of environmental pollution in the event that these substances were unintentionally spilled.

Our ship manager sets out Standard Operating Procedures ("SOPs") to monitor, evaluate and take corrective actions related to protecting the environment and preventing pollution, as part of the Safety Quality Management System ("SQMS"). It is in line with IMO requirements and all relevant maritime conventions. The SQMS covers a range of topics, 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 the ship

- Prevention of the spread of invasive species and improve fuel efficiency of vessels by using anti-fouling paint.

Adequate training and equipment are provided to ensure that our ship managers and crew can execute our policies and procedures in their daily operations. We have developed comprehensive contingency plans to deal with emergency situations which may result in oil spills, such as collisions, grounding, and machine failures. Every vessel and all our crew are outfitted with the appropriate training and pollution protection tools to keep harm to a minimum. Frequent oil spill drills are carried out as a refresher on emergency containment for our crew. Furthermore, 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 and its remediation.



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Additional controls to minimize pollution risk include our Chemical Transport Procedure for our tanker vessels, and restrictions for container vessels on flexi-bag shipment use, which have a higher chance of leakage, so as to tighten controls on the carriage of marine pollutants.

Our vessel environmental certifications are kept up to date. Some of these certifications 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").

High levels of sulphur in marine fuels can result in poor air quality from shipping emissions due to the production of sulphur oxide gases (SOx) that can threaten public health and the environment, particularly for populations living close to ports and coasts. In 2020, a global cap on sulphur content in marine fuels was enforced by the IMO, resulting in reductions of SOx emissions from ships. Samudera is fully compliant with the IMO 2020 Regulation mandating a maximum sulphur content of 0.5% by mass in marine fuels, representing a significant reduction from the previous limit of 3.5%.

In addition, we have maintained compliance with the IMO 2020 regulation on the use of low sulphur fuel oils, and only use high sulphur fuels in vessels fitted with scrubbers which remove and prevent pollutant release into the atmosphere. As part of our effort to control pollution, we are currently rejuvenating our fleet to obtain greater operational and fuel-efficiency. There will be six new-build vessels with enhanced design features to be delivered gradually from 2023 to early 2025. Further, we are also supporting an international research organisation in assessing the best alternative fuel that can be scalable and be used in the shipping industry. These efforts would not only serve to control pollution and meet IMO regulations, but also allow us to meet our climate mitigation goals.

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Compliance with applicable regulations regarding oil spillage	100%	100%: Target Achieved	Maintain 100% vessel-compliance rate for oil spill regulations
Number of significant ¹ oil spill incidents	0	Zero significant incidents:	Maintain zero significant oil spill incidents

¹ 'Significant' being a spill that requires a clean-up response and causes for fine/non-monetary sanction with value above S\$100,000

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Compliance with IMO (International Maritime Organisation) 2020 Regulation	100%	100% Compliance: Target Achieved	Maintain 100% vessel-compliance rate for IMO 2020 regulations

We are dedicated to protecting the environment throughout our supply chain. To achieve this, we have created a framework for evaluating bunker suppliers that considers factors such as supplier qualifications, supply quality, and MPA ranking. Additionally, we regularly review and update our agreements with these suppliers to ensure that we can obtain the necessary amount of bunker fuel at a competitive price.

We have zero incidents of significant oil spills in 2022 and have maintained a 100% vessel-compliance rate for oil spill regulations, thus, achieving our target set for the year. This continues our good record from 2021, and we aim to maintain these targets and outcomes in 2023.

Taking Climate Action

Climate change poses a significant threat to the environment, societies, and the economy. Caused by an increase in greenhouse gases from human activities, it has various negative impacts, including rising global temperatures, melting ice caps, rising sea levels, and more frequent and intense natural disasters and changing weather patterns. We

have included climate change as a material topic as it poses significant risk to the business, and to prepare ourselves to meet SGX requirements for climate-related disclosures. Impacts from climate change can lead to damage to infrastructure and property and disruption in supply chain and shipping connectivity. Risks can also arise from changes in shipment and transportation demand due to regulatory changes or customer trends.

However, climate change also poses new opportunities to mitigate our environmental footprint through innovation, partnerships, up-skilling, and education. In this regard, the Board and the SSC has adopted a three-prong approach to addressing climate change. **First**, we will strive to understand our carbon footprint. **Second**, we will take steps to mitigate the carbon emissions from our operations. **Third**, we will incorporate measures to adapt to climate change.

Each phase of our climate strategy will require collective effort from the Samudera family. In understanding our carbon footprint, in particular our Scope 1 and Scope 2 emissions, we

will be developing a clear monitoring framework for our vessels, offices, and operations. In mitigating our carbon emissions, we will be working in partnership with internal and external stakeholders, and explore sustainability solutions, raise awareness of sustainability practices, and upskill our employees to be future ready. In adapting to climate change, we would need to conduct analysis of various temperature scenarios and ensure our business model remains resilient and robust.

In 2022, through the guidance of the SSC and the SWC, Samudera has begun work on all three prongs of our climate strategy. We have piloted emissions monitoring in five vessels and have conducted water and electricity monitoring for our main offices in Singapore. Given that this is the first year of our emissions monitoring, these measurements form a limited reporting boundary. Nonetheless, the Board has decided to disclose these measurements as part of our Scope 1 and Scope 2

emissions, as seen in Table 2.2, for transparency and accountability. We have also raised awareness of the importance of climate change among internal and subsidiary employees as well as key suppliers and identified key parameters for scenario analysis. We are assessing options to progressively rejuvenate our fleet with more fuel-efficient vessels and eco-ship vessels, as well as retrofit existing vessels with pollution and carbon abatement technology.

To align with the amendments to MARPOL Annex VI of the IMO, we are also in the process of obtaining the Efficiency Existing Ship Index (EEXI) value and Operational Carbon Intensity indicator (CII) certification of all existing vessels. The EEXI value will help us determine the energy efficiency of vessels, while the CII measures how efficiently the vessel transports goods and can be used as an indicator of the operational carbon intensity performance. Samudera is exploring options from different providers that will facilitate the monitoring of our CII ratings and to keep within the required standards.

In addition, Samudera has been supportive of the Poseidon Principles since it was launched. These principles are a global framework that guides banks and insurance companies on the assessment and management of their ship finance portfolio to support the industry decarbonisation targets as set by the IMO's initial Greenhouse Gas

Table 2.2 Scope 1 and Scope 2 Emissions (tonnes of CO₂ equivalent, tCO₂e)

Scope 1 Emissions (tonnes of CO₂ equivalent, tCO₂e)

Fuel type	2022
Fuel oil	42,428.7
Gas oil	9,084.7
Total ¹	51,513.4

Scope 2 Emissions from electricity consumption (tonnes of CO₂ equivalent, tCO₂e)

Electricity type	2022
Purchased electricity ²	89.4

¹ The Scope 1 emissions were based on the fuel consumption of the five Samudera vessels covered in the reporting scope. The emissions record for three vessels covered the whole of 2022, while the emission record from the remaining two vessels only covered from April and November 2022 onwards. The emissions were calculated by multiplying the fuel consumption (in tonnes) by the emission conversion factors as outlined in Marine Environment Protection Committee (MEPC) 63/23 Annex 8.

² The Scope 2 emissions were based on electricity consumption of office units occupied by Samudera in Singapore. The emissions were calculated by multiplying the electricity consumption (in kWh) by Singapore's Energy Market Authority (EMA) Operating Margin (OM) Grid Emission Factor (GEF). The OM GEF for 2021 was used, as the OM GEF for 2022 was not released as of time of publication.

Strategy. As one of our financiers is a Signatory of the Poseidon Principles, we reported the carbon intensity metric known as the Annual Efficiency Ratio ("AER") for each of our two ships financed as of end 2021. Of the two financed ships, one had an AER value that was relatively aligned with the 2021 IMO AER trajectory value (delta of <5%). Going onwards Samudera strives to pursue our commitment towards the Poseidon Principles for any future vessel financing that is taken.

2023 will be a pivotal year for us to scale up our climate action on these fronts. Based on our progress, we intend to disclose Samudera's Scope 1 and Scope 2 emissions, key climate

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Understanding Samudera's carbon footprint	Disclosure of scope 1 and 2 emissions	Target achieved	Disclosure of yearly scope 1 and 2 emissions
Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Developing climate mitigation and corporate resilience strategies	-	New target implemented for 2023	Setting climate goals and targets to mitigate carbon emissions

mitigation and corporate resilience strategies, and our broader corporate climate goals and targets, in our 2024 Sustainability Report. Such efforts will help build our climate resilience for

the near, medium, and long term. At Samudera, it is all hands-on deck in our collective effort to take climate action and avert the adverse impacts of climate change.

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Providing Safe Working Conditions

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Number of significant incidences involving dangerous goods	0	Zero workplace fatalities as a result of work-related injury or high consequence work-related injuries: Target Acheived	Zero workplace fatalities as a result of work-related injury or high-consequence work-related injuries
Number of high-consequence work-related injuries**	0		
Number of fatalities as a result of work-related injury*	0		
Number of workplace injuries	0		

* Target has been clarified from 2021 report to indicate the reference to work-related injury figures.

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

The shipping industry presents various potential risks to employees, making it crucial to prioritize occupational health and safety ("OHS"). As a responsible company, we strive to address and mitigate these risks whenever possible. Breaches of OHS regulations or serious injuries may result in costly fines and inhibit the company's ability to operate, as well as potentially being life-altering for our employees and crews. Therefore, we take an active approach to improve and maintain safety protocols and processes across our operations.

To continuously identify potential safety hazards and implement precautionary measures to eliminate or mitigate those risks, Samudera employs an OHS framework. Our framework is aligned with the Ministry of Manpower's Workplace Safety and Health (WSH) Act in Singapore, and is guided by the Group's overarching Health, Safety and Environment (HSE) Policy. As part of the framework, relevant policies and procedures are contained within our Shipboard Procedure Manual ("SPM"). This includes detailed Standard Operating

Procedures ("SOPs") set out by our ship managers for various workplace scenarios, such as:

- Safety on Board
- Safe Navigation All the Time
- Safe Cargo Handling
- Shipboard Personnel Management
- Emergency Preparedness and Pollution Prevention

We prioritize the safety of our workers by equipping them with the necessary skills and knowledge, and conducting regular health and safety training for all crew. Our operational personnel are also trained to conduct risk assessments and implement risk control measures to minimize or eliminate potential hazards. Annual reviews in accordance with the Group's safety policies and procedures are conducted and are important to maintain oversight of the safe management of our vessels. Thorough follow-ups are done to ensure that the necessary corrective actions are implemented.

We continuously improve our processes to maintain a safe workplace and stay up-to-date on the latest laws and regulations governing our operations.

For employees and workers who are not employees but whose work and/or workplace is controlled by Samudera (e.g. Crew)		2019	2020	2021	2022
Fatalities as a result of work-related injury	Number of incidents	0	0	0	0
	Rate (per 1,000,000 hours worked)*	0	0	0	0
High-consequence work-related injuries (excluding fatalities)**	Number of incidents	0	0	0	0
	Rate (per 1,000,000 hours worked)	0	0	0	0
Lost time injuries^	Number of incidents	1	1	0	0
	Rate (per 1,000,000 hours worked)	1.6	1.8	0	0

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

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

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

For example, an amendment was announced for The International Maritime Dangerous Goods ("IMDG") code³ (Amendment 40-20), which has been a mandatory from 1 June 2022 though could be applied in whole or in part voluntarily from 1 January 2021. The amendment contains revisions to various transport requirements for specific substances and comes alongside the update to the 21st Edition of the UN Model regulation where four new UN Numbers added to the DG list. We have incorporated these changes in the database of our DG Management System.

In 2022, there were no significant incidents involving dangerous goods handling resulting in personal injury. There were minor near-miss cases which resulted from insufficient safety awareness. Samudera will continue to emphasize workplace safety and have scheduled training on topics such as ship general safety, risk assessment, hazards awareness and working at height. Monthly Safety Committee meetings are also conducted, to review health and safety cases on a regular basis and provide a platform for a feedback loop to improve and maintain workplace safety.

Besides operational safety, we also seek to promote workplace health and wellbeing. Vessel crew undergo regular mandatory health check-ups, which includes drug and alcohol screenings before they go on-board. We also have drug and alcohol spot checks conducted regularly and randomly on board the vessels. All our vessels are certified under the Maritime Labour Convention ("MLC") and are crew accommodation certified, which strives to provide favourable labour conditions for maritime crew in compliance with all MLC requirements. The requirements include minimum age limits, hours of rest, accommodation and on-board facilities, food and catering, payment of wages, and the qualification of medical practitioners. Other requirements to obtain this certification include provision of fitness and recreational equipment on board the vessel.

Our ship managers are always reminded to be vigilant when implementing SOPs regarding crew safety and cargo handling. For example, we had one incident of vessel collision during shipment discharge in South Korea. An assessment of the incident found that the event was hard to avoid due to currents and subsequent manoeuvring misjudgement of the departing vessel that collided into Samudera's vessel, which was safely secured at berth. Although the accidents had caused damage to our vessel, no crew or personnel were injured. We are confident in our procedures and continue to implement vigilance to strengthen our SOPs to minimise the risk of fatalities occurring from future events.

In 2022, we achieved our target and reported zero fatalities because of work-related injury or high-consequence work-related injuries.



³ The IMDG code specifies the basic principles and detailed recommendations of transporting Dangerous Goods ("DG") by sea

Sustainability REPORT



Investing in Employee Development

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Average hours of training per employee	9.13	No less than 3 hours average training per employee: Target Achieved	Maintain a diverse and relevant training programme in our efforts to broaden and deepen the knowledge and experience of our employees
Provision of programmes for upgrading employee skills	See Table 4 for mentions of various programmes	Maintain a diverse and relevant training programme: Target Achieved	
Percentage of employees receiving regular performance and career development reviews	100%	100% of employees to receive regular performance and career development reviews: Target Achieved	No less than 3 hours average training per employee

At Samudera, we believe that our team of highly motivated and skilled employees is crucial to our success. That's why we prioritize investing in the long-term career development of our individual employees and making sure that they are satisfied with their jobs. To achieve this goal, we provide comprehensive support for education and specialized training, both through in-house and external training programs. New employees are required to attend an orientation session where they are introduced to our key policies, including the Employee Code of Conduct. Current employees are also given the opportunity to participate in a range of training programs and activities that are designed to enhance their functional and core competencies. Equipped with these skills, our employees can perform their duties safely and efficiently, providing high-quality services to our clients.

We also encourage active learning among our employees. For instance, our 'Learning & Development policy' provides financial sponsorship to help our employees pursue development opportunities that may not otherwise be available to them. The sponsorship can be used for part-time degrees and other eligible training opportunities such as certified skills training programmes, industry seminars and conferences, or to obtain relevant professional qualifications. Our People and Technology division also have established guidelines for employees to attend external courses. We also form partnerships with educational institutes, providing tertiary education students with opportunities for work attachments and rewarding exemplary students with scholarships, thus shaping the next generation and encouraging them to consider a career in the maritime industry.

Specifically for our crew, training sessions covered topics including management system familiarisation and ship safety officers. Sessions conducted by our own in-house training centre, Samudera Indonesia Corporate University ("SICU") for our staff covered topics such as digital innovation, change management, digital innovation and the future of work and learning. In 2022, SICU had collaborated with Udem, an online platform for teaching and learning which provided employees with even more topics of learning, such as finance, IT, and personal development. All our employees have access to the platform, which enables our employees to upskill themselves based on their preferred topics at their own convenience.

The flexibility and ease of access provided by the online platform has greatly helped in increasing our employee training hours, where we managed to achieve an average of 9.13 training hours per employee in 2022 (average of 8.30 hours per male employee, average of 9.63 hours per female employee). This overall average was significantly higher compared to last year's indicator (3.9 training hours per employee) as well as exceeding our target for 2022. Details of the training conducted in 2022 for employees and crew are listed in Table 2.3.

Table 2.3 List of types of trainings and topics covered during the reporting period

Aspect	Training Topic
Orientation	<ul style="list-style-type: none"> New Employee Orientation
Specialised training for crew	<ul style="list-style-type: none"> Formal Familiarisation with Management System Planned Management System NS5 Ship Safety Officer
Training for employees (conducted by external consultants)	<ul style="list-style-type: none"> Container Management Practices Marine Insurance Courses IMDG Training Shipbroking and Chartering Courses Shipping Operation and Documentation Practices Shipping Law Disputes Bunkering and Use of Biofuels Courses HR Training Management & Employment Law Core Java Training
Training for employees (conducted by SICU)	<ul style="list-style-type: none"> Leaders Talk Sessions Digital Innovation The Future of Work and Learning Directorship Programme Change Management Various topics of learning in Udem

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Percentage of women employees	-	New target implemented for 2023	Commitment to developing a diverse and inclusive workforce

Moving forward, we will continue to maintain our average training hours of at least three hours per employee as we believe in the importance of developing our human resources.

A performance review is a vital tool for supporting career growth, and helps to set short-term and long-term career goals, identify developmental needs, and provides a platform for open communication between the manager and employee. In 2022, we conducted a performance review for 100% of our employees.

Diversity and Inclusion

Samudera is committed to providing a diverse and inclusive workplace for our employees. The proportion of female employees throughout the

company has held the majority since 2017, and in 2022 remains so at 62% of roles held by women. Similarly, we acknowledge the importance and benefits of boardroom diversity in terms of age, gender, culture, nationality, ethnicity, tenure, and the Board adopted a Board Diversity Policy as of 17 March 2022. Samudera also has policies in place to manage anti-discrimination and harassment, to ensure a conducive and safe environment for all employees. To further strengthen our efforts in ensuring diversity and inclusion within the company, we aim to maintain a work environment that respects diversity and supports inclusivity.

Sustainability REPORT

Maintaining a Strong Compliance Record

At Samudera, compliance is crucial to maintaining our reputation and ability to operate. We have a track record of clean compliance, which is essential for preserving the trust we have built with our stakeholders over the years. We actively identify, assess, and manage compliance risks internally. Our legal department monitors changes to applicable laws and regulations through various avenues, such as media, press publishing, and legal counsel advice and publications. When necessary, we engage external legal counsel or professionals to assist in implementing policies or frameworks and ensuring compliance with laws and regulations, such as Anti-Money Laundering and Personal Data Protection Policy. We conduct annual training sessions on the prevention of money laundering and countering the financing of terrorism, as well as provide training for directors and relevant employees of the Group when there are substantial new areas of law and regulation to ensure their understanding of changing requirements.

We take a zero-tolerance stance towards fraudulent behaviours, including corruption and bribery. In addition to our Employee Handbook, we have a whistle-blowing policy to report any suspected unethical and illegal practices. Details of this policy are available on our website, and whistle-blowing channels can be accessed via whistleblow@samudera.id or mail to our office address. Access to these channels is restricted to the Head of Internal Audit and Chairman of Audit Committee.

In 2022, we received zero reports to our whistleblowing channels and achieved our target of maintaining zero significant cases of non-compliance and regulations. For 2023, we aim to maintain the same good compliance records.

Performance indicator	Performance in 2022	Target status for 2022	Target for 2023
Number of incidents of non-compliance with laws and regulations which resulted in significant fines ⁴ or non-monetary sanctions	0	Zero non-compliance : Target achieved	Maintain zero incidents of non-compliance with laws and regulations resulting in significant fines or non-monetary sanctions

⁴ Significant cases are those resulting in a court case, imprisonment, or fine above \$5100,000

Enhancing IT Security Network

The historic shift towards remote work brought about during the COVID-19 pandemic highlighted the crucial need for secure IT infrastructure providing access to company resources such as important documents.

Samudera introduced a security policy management platform and end user security device for our network in 2021, and have completed the implementation in 2022. The end user security device blocks phishing links/targets, malicious and unwanted domains, IP addresses, and cloud applications before a connection is ever established, along with providing better accuracy and detection of compromised systems for us to investigate issues. The Security Management platform works with network devices to enforce a highly secure access policy to apply precise controls over endpoint access. If vulnerabilities are found in a PC, the rapid threat containment ("RTC") service will quarantine the PC network preventing the quarantined network from communicating with any other PCs or servers. This is especially important as incidences of ransomware and other types of cyber-attacks are increasing globally. Furthermore, hacking devices such as a range of key-loggers and network sniffers which can be used to manipulate the data retrieved can easily be purchased. To avoid any unwanted or hacking devices from

being planted in our network, the Security Management platform will carry out a device and application authentication before allowing connections to any PC/devices on our network.

In line with our commitment to business reliability, Samudera also seeks to build resilience in our digital systems and have implemented our DR – Disaster Recovery site on the cloud to prepare against any security breach or unplanned server breakdown. Samudera is also testing Proof-of-Concept (PoC) on advance access management to improve IT infrastructure management.

Together, these security network environment systems form our defence against cyber-attacks and has allowed us to maintain our productivity level.

GRI CONTENT INDEX

Samudera has reported the information in this index with reference to the GRI Standards.

Universal Standards		
General Disclosures		
2-1 (2021)	Organisational details	Annual Report pages 1-5
2-2 (2021)	Entities included in organisation's sustainability reporting	Annual Report pages 33, 43
2-3 (2021)	Reporting period, frequency and contact point	Reporting period: 1 January 2022 - 31 December 2022. Sustainability Report 2021 was published in March 2022. Contact point: sustainability@samudera.id ; or (+65) 6403 1687
2-4 (2021)	Restatements of information	There are no restatements of information.
2-5 (2021)	External assurance	No external assurance sought for the report.
2-6 (2021)	Activities, value chain and other business relationships	Annual Report pages 1-5, 33
2-7 (2021)	Employees	Annual Report page 33 Total number of employees as at 31 December 2022: 154 - 148 Samudera HQ - 6 across the region
2-8 (2021)	Workers who are not employees	A significant portion of Samudera's activities is performed by workers who are not employees, including ship managers and crew. Their ESG performance is also covered in this report.
2-9 (2021)	Governance structure and composition	Annual Report pages 18-25, 43 Annual Report (Financial) page 4
2-10 (2021)	Nomination and selection of the highest governance body	Annual Report (Financial) pages 6-10
2-11 (2021)	Chair of the highest governance body	Annual Report pages 18-25, 43 Annual Report (Financial) pages 3, 6
2-12 (2021)	Role of the highest governance body in overseeing the management of impacts	Annual Report page 43 Annual Report (Financial) pages 28-29
2-13 (2021)	Delegation of responsibility for managing impacts	Annual Report page 43 Annual Report (Financial) pages 18-21
2-14 (2021)	Role of the highest governance body in sustainability reporting	Annual Report pages 43-44
2-15 (2021)	Conflicts of interest	Annual Report page 56 Annual Report (Financial) pages 3, 22
2-16 (2021)	Communication of critical concerns	Annual Report page 56 Annual Report (Financial) page 22
2-17 (2021)	Collective knowledge of the highest governance body	Annual Report page 55 Annual Report (Financial) page 4
2-18 (2021)	Evaluation of the performance of the highest governance body	Annual Report (Financial) page 13
2-19 (2021)	Remuneration policies	Annual Report (Financial) pages 14-18
2-20 (2021)	Process to determine remuneration	Annual Report (Financial) pages 14-18
2-21 (2021)	Annual total compensation ratio	Annual Report (Financial) page 17
2-22 (2021)	Statement on sustainable development strategy	Annual Report pages 40-41
2-23 (2021)	Policy commitments	Annual Report pages 45, 47, 56
2-24 (2021)	Embedding policy commitments	Annual Report pages 43, 47, 55
2-25 (2021)	Processes to remediate negative impacts	Annual Report pages 48-53

GRI CONTENT INDEX

Samudera has reported the information in this index with reference to the GRI Standards.

2-26 (2021)	Mechanisms for seeking advice and raising concerns	Annual Report pages 43, 47, 56
2-27 (2021)	Compliance with laws and regulations	Annual Report pages 47, 56
2-28 (2021)	Membership associations	Samudera is a member of various professional associations, including Singapore Shipping Associations.
2-29 (2021)	Approach to stakeholder engagement	Annual Report page 47
2-30 (2021)	Collective bargaining agreements	There are no collective bargaining agreements in place.

Material topics

3-1 (2021)	Process to determine material topics	Annual Report page 44
3-2 (2021)	List of material topics	Annual Report page 44
3-3 (2021)	Management of material topics	Annual Report pages 44-56

Topic Standards

Generating Economic Value

201-1 (2016)	Direct economic value generated and distributed	Annual Report page 48
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Strengthening Environmental Controls and Taking Climate Action

305-1 (2016)	Direct (Scope 1) GHG emissions	Annual Report pages 50-52
305-2 (2016)	Energy indirect (Scope 2) GHG emissions	Annual Report pages 50-52

Providing Safe Working Environment

403-1 (2018)	Occupational health and safety management system	Annual Report pages 52-53
403-2 (2018)	Hazard identification, risk assessment, and incident investigation	Annual Report pages 52-53
403-3 (2018)	Occupational health services	Annual Report pages 52-53
403-4 (2018)	Worker participation, consultation, and communication on occupational health and safety	Annual Report pages 52-53
403-5 (2018)	Worker training on occupational health and safety	Annual Report pages 52-53
403-6 (2018)	Promotion of worker health	Annual Report pages 52-53
403-7 (2018)	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Annual Report pages 52-53
403-9 (2018)	Work-related injuries	Annual Report pages 52-53

Investing in Employee Development

404-1 (2016)	Average hours of training per year per employee	Annual Report pages 54-55
404-2 (2016)	Programs for upgrading employee skills and transition assistance programs	Annual Report pages 54-55
404-3 (2016)	Percentage of employees receiving regular performance and career development reviews	Annual Report pages 54-55

Diversity and inclusion

405-1 (2016)	Diversity of governance bodies and employees	Annual Report pages 55-56 Annual Report (Financial) page 9
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Maintaining a strong compliance record

Covered in GRI 2-27 (2021)

Building resilience in information systems (Closest related topic standard, to evaluate if relevant)

418-1 (2016)	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Annual Report page 56
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ANNUAL REPORT 2022

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