

# ANNUAL ESG REPORT

2025



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# Introduction

## ABBREVIATIONS

ADR– Accord européen relatif au transport international des marchandises Dangereuses par Route

CEO – Chief Executive Officer

CSRD – Corporate Sustainability Reporting Directive

ESG – Environment, Social and Governance

ESRS – European Sustainability Reporting Standards

GHG – Greenhouse gases

GRI – Global Reporting Initiative

HR - Human Resources

IBC – Intermediate Bulk Containers

ISO – International Organization for Standardization

KPI – Key Performance Indicator

LTIs –Lost Time Injuries

NGO – Non-governmental Organization

QMS– Quality Management System

R&D – Research & Development

SDG – Sustainable Development Goals

SHEQ – Safety, Health, Environment & Quality

Marine Care is a leading manufacturer with over three decades of experience in developing quality cleaning chemicals and equipment for vessels. Our global presence has positioned us to deliver quality products and services to our esteemed clients and to meet their expectations.

Our business thrives on the core values of utmost responsibility to our society, a commitment to a resilient environment and formidable governance structure in our operations. For us, sustainability is central and an integral part of our products, business operations and future ambitions.

Our third annual sustainability report is a continuation of our commitment to transparency, ethical and responsible business practices, and continuous improvement. This report highlights our progress, key initiatives, future priorities and innovations for a sustainable future.

During the reporting period, we focused on improving product safety and environmental performance through responsible chemical selection, efficient resource use, waste reduction and continuous innovation. We also strengthened our operational controls to minimize emissions, manage hazardous materials responsibly, and ensure the health and safety of our employees and partners.

# CEO Statement

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Running a strong business today means balancing growth with responsibility. At Marine Care, we are focused on improving how we operate, adapting to changes in our industry and making decisions that are sustainable over time. 2025 was an important year for us. We completed a restructuring of our organization and value chain, aligning our teams and simplifying how we work. This has strengthened our ability to execute, improved collaboration across locations and better positioned us for the future of the maritime industry.

At the same time, we continued to invest in innovation. The launch of the Urea-Xpress barge in Rotterdam is a clear example of how we can reduce operational complexity, improve safety and lower environmental impact for our customers.

Our environmental performance reflects both progress and challenges. While our absolute emissions increased in 2025 due to business growth, travel, and energy use in certain locations, we achieved a 12% reduction in emissions relative to our operational output. This reduction is an important indicator that demonstrates improved efficiency. The report also points to further opportunities for optimization, particularly in energy transition and travel reduction.

We also made meaningful progress on the social side of our business. We strengthened our HR function, improved our absenteeism rate significantly and continued to invest in training and leadership development. These are important steps in building a stable and engaged organization.

Sustainability at Marine Care is not a separate initiative, it is part of how we run the business. It shapes our operational decisions, how we work with partners, and how we manage risk and compliance across our value chain.

This report outlines our progress in 2025, where we have delivered and where we still need to improve. We are clear that there is more work ahead, and we remain focused on making steady, measurable progress.

I would like to thank our colleagues for their commitment during a year of significant change, and our partners and stakeholders for their continued trust.



# Highlights of 2025

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## Restructuring

One key event in 2025 for Marine Care was the internal restructuring and consolidation of our company. Before our new structure, we audited and evaluated our processes and realigned our objectives to meet the future demands of the maritime industry. The process also allowed us to streamline our processes, innovate, optimise our output, and incorporate sustainability efforts throughout our value chain. We are prepared and excited for the future at Marine Care.

## Business partnerships

Our strategic partners are important to achieving our goals. We value partners whose vision aligns with ours, and whose collaborations offer sustainable solutions and drive innovation to address challenges faced in the maritime industry. In 2025, we worked with Yara on the innovative Urea-Xpress barge in Rotterdam.

## Sustainable innovation

Marine Care develops innovation sustainably curated to meet global challenges. Our R&D team are continually designing products, equipment, and sustainable alternative solutions to address global challenges and conform with the evolving maritime industry. We rolled our Urea-Xpress barge in the Port of Rotterdam.

## Community participation

We are proud of our community participation throughout our operating communities. Our aim is to contribute positively to the well-being of our immediate communities and people.



# Sustainability Roadmap and Progress Plan

In 2023, our five-year strategy was developed as part of our commitment to aligning our operations with sustainable development goals (SDGs). We have been monitoring through our Progress plan. The plan allows to monitor and track our progress towards our set target.

Strategy	Year	Status	Comment
Fully compensate for CO <sub>2</sub> emissions	2023	Completed	Emissions from our baseline year were fully compensated
	2024	Ongoing	We are yet to compensate for our emissions this year
Purchase 100% electric cars for our fleet	2024		We purchased an electric car and van for our fleet
	2025		Our fuel engine car was retired in our car fleet
Launch HR policy	2025	Completed	We implemented a comprehensive HR policy
Reduce CO <sub>2</sub> emissions by 7%	2024		Relative decrease of 22% based on weight and distance travelled for deliveries
	2025		Relative reduction of 12% on relative based on weight and distance travelled for product deliveries
Absenteeism rate below the national average of 3.75%	2025	Achieved	Our absenteeism rate was 3.46% in 2025, below the national average of 3.75%
Increase renewable energy for operating sites	2024	Achieved	We had one office operating on renewable energy
	2025	Ongoing	
Develop a training program and budget for all employees		Ongoing	Our plan is to re-introduce our Marine Care Academy, while also providing external training support for colleagues

# Organizational Structure

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In 2025, in line with the company's management plan, Marine Care implemented a comprehensive restructuring of its operations and value chain strategy. The main objective of this plan is to position Marine Care as a sustainable and innovative leader in the maritime industry.

To achieve this, we streamlined our business structure across all operating locations, analysed our value chain, and introduced strategic improvements to better meet the evolving demands of our industry. These were efforts aimed at further enhancing the quality of our services and driving innovation to meet the expectations of our valued stakeholders and clients.

As part of the restructuring, our organisational chart has been updated with new role designations. This was done to strengthen oversight functions, broaden operational effectiveness, and foster greater collaboration across departments.

## **Marine Care Management Structure**

Marine Care's management now has undergone a structural refresh. The global management team, still led by the Chief Executive Officer (CEO), features updated title designations and clearly defined role functions. The new roles and their designated functions are as follows:

1. Chief of Staff (COS)
2. Chief Marketing Officer (CMO)
3. Chief Operating Officer (COO)
4. Chief Commercial Officer (CCO)

The management team is responsible for providing leadership, strategic insights, identifying business opportunities, and building a sustainable future for Marine Care. They also oversee internal audits and the review of key performance indicators to ensure accountability and continuous improvement.

## **Country Office Management**

Across our various operating countries, Marine Care has adopted a localized management structure. Each country office is led by a General Manager, who is responsible for implementing the company's global strategy in alignment with local laws, regulations, and practices.

The General Manager oversees the daily operations of all departments to ensure alignment with Marine Care's overall objectives. The General Manager and departmental Team Leads hold regular meetings to review operational performance, discuss challenges, and identify opportunities for improvement.

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## **Operating locations**

We take pride when we say, 'We've got you covered.' Our offices and stock-points have positioned us geographically to better serve our clients.

We operate in five countries with six offices including our Equipment Centre. Our head office is in Botlek, Rotterdam, with a state-of-the-art office space and about 5,000m<sup>3</sup> of storage capacity. In the United States, we have offices in Miami and Slidell. Our sales offices are in Singapore and Bergen.

With approximately one hundred stock-point locations globally, this enables us to supply our products to designated ports as per client request.

## **ESG Governance**

Our governance structure and approach are vital for the continuous improvement, strategy planning, and employee participation in our sustainability goals. Our governance structure adopts a multi-disciplinary approach, which relies on different areas of expertise and perspectives to achieve our objectives.

Marine Care's sustainability strategies have been built over the years through active collaboration and partnership with stakeholders. Led by the CEO, our objectives include sustainable innovation, compliance, and increased community partnership and participation.

We encourage active participation and contribution from our workforce. We provide platforms for engagement and ideas as guided by our Care philosophy.

## **Sustainability committee**

Our sustainability team chaired by the COS, is responsible for the global implementation of sustainable goals for Marine Care. The COS is supported by members across key departments essential to our sustainability objectives.

SHEQ Manager – Safety/ Research & Development  
Marketing Manager – Communication & People  
Sales Manager - Customers & Suppliers.  
Research & Development – Research and Innovation.  
SHEQ Officer – Sustainability & Environment

# Materiality assessment

The process adopted by Marine Care for its materiality assessment followed the principles of double materiality as outlined in the European Sustainability Reporting Standards (ESRS) and the Global Reporting Initiative (GRI). Our first step was to review the material topics from previous years and evaluate their double materiality on our value chains.

An evaluation of each topic from the previous year was conducted with focus on relevance and significance from both financial and impact perspectives. The outcomes were prioritized and validated by senior management to define our most material issues.

Following our review, which was based on identifying ESG topics across our value chain, industry standards, expectations of stakeholders, risk analysis, and regulatory requirements, we found the previously identified topics still relevant to our stakeholders and essential to Marine Care's long-term sustainability.

All previous identified topics remain significant within our double materiality assessment.

Material topic	
1.	Greenhouse Gases Emissions
2.	Energy consumption
3.	Health and Safety
4.	Employee Welfare/Engagement
5.	Ethical Business Practices
6.	Cybersecurity

# Stakeholder engagement

Stakeholders are central to Marine Care to achieving its objectives. Marine Care maintains open communication channels with its stakeholders to discuss their expectations, collaborate on innovation, comply with existing and emerging regulations, and improve the quality of our value chain.

Stakeholder	Objectives	Area of Interest	Engagement form
<b>Workforce (employees)</b>	To create a safe workplace and engage employees in such ways that advance their careers.	Safe workplace and culture Occupational safety Leadership trainings Career development	Newsletter Meetings Team bonding Functions
<b>Suppliers</b>	To collaborate and consolidate on pre-existing agreements and partner on innovations for a sustainable supply chain	Ethical business compliance Sustainable procurement	Audit Visitations Meetings Trainings Exhibitions
<b>Customers</b>	To make available quality product and services that meets our customers needs	Sustainability actions Quality service Sustainable product	Email communication Presentations Exhibitions and trade fairs Visitations Phone calls
<b>Regulatory organization</b>	To provide an internal framework that ensures compliance with national, international and regional laws. Maintain and adhere to permit conditions	Compliance Environment Sustainability Safe workplace	Meetings Visitations
<b>NGOs</b>	To collaborate on community development initiatives and align on shared sustainability objectives and build meaningful relationships	Corporate social responsibility Volunteering Environment Charitable cause	Visitations Meetings Charity events

# Environment

Marine Care understands its responsibilities to the global environment. We are proud of our footprint and contribution to meeting global objectives for a safer and more sustainable environment.

Marine Care remains steadfast in our commitment to monitoring, tracking, and improving our Scope 1 & 2, and business travel emissions. Before the first emission report in 2023, Marine Care was committed to reducing our carbon footprint through climate actions incorporated in our planning and operational activities.

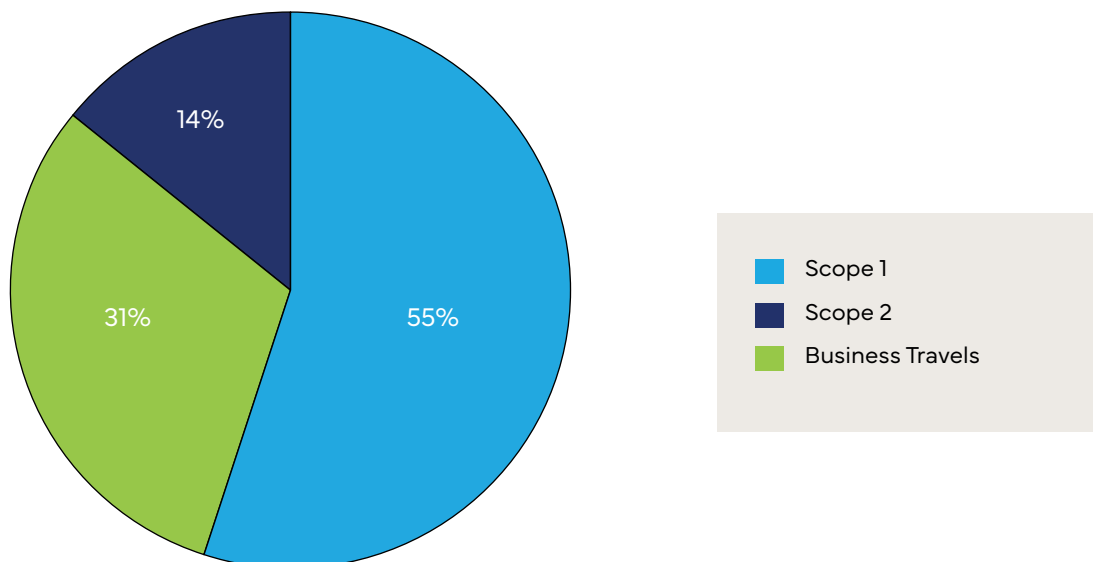
Despite our expanding business scope, we have managed our emissions within acceptable limits. Marine Care is committed to its 7% reduction target for Scope 1 & 2, and business travels by 2028. This target remains the same, and we remain on track to achieve this. In 2024, we achieved a relative reduction of 22% from our baseline emissions, which was measured based on weight of products and delivery distance.

With guidelines from the GHG protocol, we gathered data from all our global operating facilities and calculated our emissions, in line with the expectations of our stakeholders and our commitment to transparent reporting. Estimated data was used for the loading electric cars and fuel consumption in Slidell.

## Carbon Footprint

In 2025, our total CO<sub>2</sub> emission for Scope 1 & 2, and business travels is 451 ton-CO<sub>2</sub>.

Our Scope 1 emissions accounted for 54% at 245 ton-CO<sub>2</sub>. Emissions from Scope 2 were 64 ton-CO<sub>2</sub> and business travel emission is 142 ton-CO<sub>2</sub>. Both account for 14% and 31%, respectively.



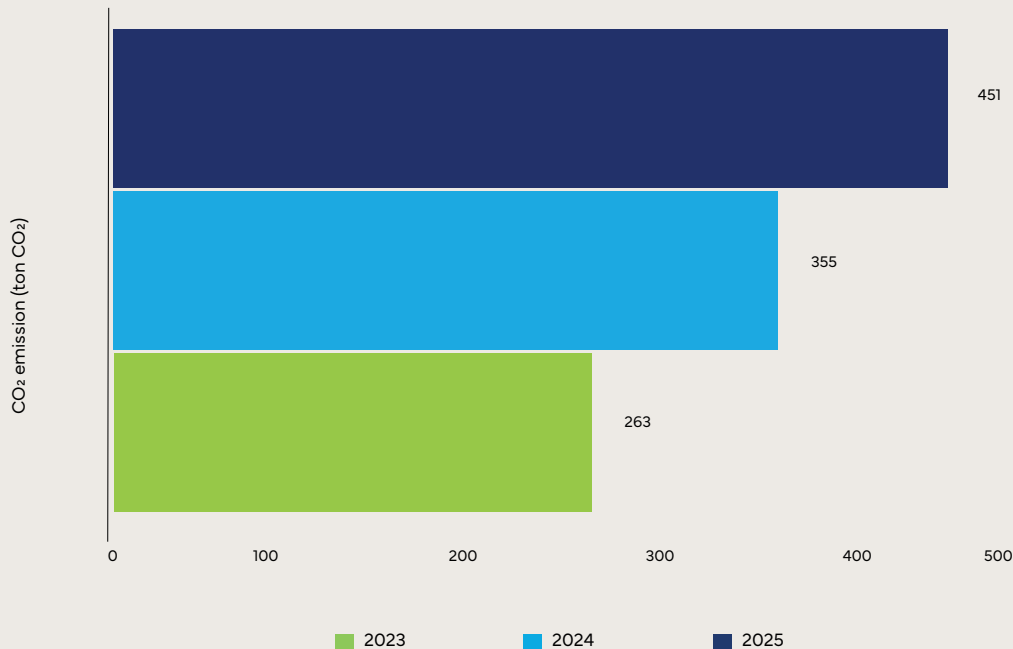
### Scope 1 & 2 and Business Travel Emissions

Our Scope 1 emissions for 2025 were 245-ton CO<sub>2</sub>, which represents an approximate increase of 4% compared to 2024. The increase stems from our growing business and expansion strategy to extend our reach and bring our services closer to our customers.

Our business travels and flights increased significantly in 2025, to 142 ton-CO<sub>2</sub>, mostly due to the high volume of travel made in the reporting period. Our consolidation processes required frequent travels, including staff training programmes and executive meetings.

Scope 2, which represents our purchased electricity in 2025 totalled 64 ton-CO<sub>2</sub>, an increased rate of 8% compared to 2024. The use of non-renewable energy in two of our facilities accounted for the increased emission from our electricity usage.

Scope 1, 2 and Business Travel 2023 - 2025



	Scope 1	Scope 2	Business Travel
<b>2023</b>	176	34	53
<b>2024</b>	237	47	71
<b>2025</b>	245	64	142

# Scope 3

This section gives an overview of our scope 3 emissions for the year 2025. The data collected was verified for all offices for all reporting categories. Our total Scope 3 for 2025 were 3,754 ton-CO<sub>2</sub>.

## Purchased good and services

Marine Care adopted the spend-based approach on purchases of goods and services. Our emission for this category was 403 ton-CO<sub>2</sub> for the year 2025. This is the total for all offices. The total expenditure by Marine Care was on goods, production parts for equipment, chemicals and raw materials.

## Upstream & downstream transportation

Marine Care made use of different modes of transportation for the delivery of its purchased goods and its own products across different geographical locations. This category contributed the highest emissions of all Scope 3 categories. The total emissions were 3,351 ton-CO<sub>2</sub>.

	Unit	2024	2025	Change 2024 to 2025
<b>Purchased goods and services</b>	tonCO <sub>2</sub>	256	403	60%
<b>Upstream &amp; downstream transportation</b>	tonCO <sub>2</sub>	3229	3351	7%

## Energy use

Marine Care is committed to improving its overall energy consumption across all our offices and supply chains. In recent years, we have achieved a transition to renewable energy in four (4) of our locations through local grids. In addition, our Rotterdam office generates a substantial amount of energy through solar panels on our premise. In 2025, the generated energy was 39,750 kWh from the solar panel.

In 2025, our non-renewable energy increased by 47% in terms consumption in kilowatts (kWh) from 2024. The increased consumption is due to business operations, related to our offices in the US yet to transit to renewable energy. Increased operational activities and production are few of the reason for the increased consumption.

	2023 (kWh)	2024 (kWh)	2025 (kWh)	% FY 2024-2025
<b>Non-renewable energy</b>	47,973	69,858	102,452	47%
<b>Renewable energy</b>	145,913	177,650	203,317	14%
<b>Car loading session</b>	15,700	17,570	17,746	1%

# CO<sub>2</sub> emission reduction

Our broad objective is to reduce our Scope 1 & 2, and business travel emissions by 7% by 2028. This objective remains unchanged. By implementing targeted reduction strategies, we are confident that we can meet our set target.

Marine Care monitors the reduction of its emissions, based on absolute and relative performance indicators. By combining both absolute and relative metrics, Marine Care ensures a comprehensive and balanced assessment of its progress toward CO<sub>2</sub> emission reduction targets, supporting continuous improvement and alignment with sustainability goals.

For absolute reduction, we evaluated the totality of CO<sub>2</sub> emissions generated from all our business activities. This approach gives a clear view of the overall effectiveness of our strategies aimed at reducing our environmental impact over time. In 2025, our overall emission increased by 92% compared to 2024. The below contributing factors are the reason for the increased emission.

1. Increased business travels
2. Increased use of non-renewable energy at our US offices
3. Increase fuel consumption for products deliveries

Investigation into renewable energy options in both our locations in the United States are still ongoing. We aim to have a viable renewable solution in place by 2026. Our business travel increased sharply compared to the previous reporting year. This was due to a shift in the business strategy, and the expansion of our operational scope. Logistical initiatives are being implemented to improve delivery options, such as creating more global stock-points for our products and exploring the use of sustainable transport.

For relative reduction, we evaluated our CO<sub>2</sub> emission relative to our operational output, such as the total weight of products sold and transported. This is an intensity-based approach that enables us to measure efficiency improvements and understand how emissions evolve in proportion to our business growth. In 2025, we achieved a relative reduction of 12%, based on the total weight of products sold and transported both locally and internationally. On this basis, we are still on track to meet our reduction target by 2028.

CO <sub>2</sub> emission reduction (2023-2025)			
	2023 (baseline year)	2024	2025
Absolute reduction	100%	35%	92%
Relative reduction	100%	-22%	-12%

## Sustainable innovation

Our commitment to sustainable innovation is unwavering. Marine Care through its multi-disciplinary team, continuously researches and develops products that offer solutions to challenges within our business and beyond, for the benefit of the global environment.

In 2025, we proudly introduced our UREA-Xpress in partnership with Yara in the Port of Rotterdam. Urea-Xpress is a custom built 600 m<sup>3</sup> barge, introduced as a solution for the delivery of NOxCare™ to vessels. It eliminates the need for additional transport, storage and handling, while reducing the use of plastic and CO<sub>2</sub> emissions.

This saves 80% of bunkering time and increasing operational and crew safety. Supply by barge is a game changer and the obvious choice for sustainable maritime operations.

UREA-Xpress builds on the success of our pioneering TIER III in Houston, which proved that barge delivery of urea is faster, safer and greener, while dramatically reducing bunkering time and cost.

### Technical specifications of the UREA-Xpress

Capacity: 600m<sup>3</sup> (Equivalent to 25 Tank Trucks/600 IBCs)

Pumping rate: Up to 75 m<sup>3</sup>/hour

Tank truck supply: UREA-Xpress replaces twenty-five tank trucks per loading, reducing road congestion, working hours and CO<sub>2</sub> emissions.

IBC supply: UREA-Xpress eliminates the need for 600 IBC, saving 30-40 tons of packaging material and thousands of crane/truck lifts per loading (One IBC contains 20kg HDP plastic and 35-40 kg steel and is typically lifted 2-4 times per supply)



Overview CO <sub>2</sub> emissions	
Organisation	Marine Care
Locations	All locations
Year	2025

Table M1. overview CO <sub>2</sub> -emissions					
Type of emission - Scope 1	Amount	Unit	Emissionfactor (g CO <sub>2</sub> per unit)	Emissions (ton CO <sub>2</sub> )	Percentage
Diesel - trucks and cars	67.242	liter	3.468	233,2	52%
Gasoline - trucks and cars	3.741	liter	3.073	11,5	3%
AdBlue	123	liter	0	-	0%
<b>Total Scope 1</b>				<b>244,7</b>	<b>55%</b>

Type of emission - Scope 2	Amount	Unit	Emissionfactor (g CO <sub>2</sub> per unit)	Emissions (ton CO <sub>2</sub> )	Percentage (off total)
Non-renewable energy	102.452	kWh	536	54,9	12%
Renewable energy	203.317	kWh	0	-	0%
Produces energy with solar panels	39.750	kWh	0	-	0%
Loading sessions electric cars	17.746	kWh	536	9,5	2%
<b>Total Scope 2</b>				<b>64</b>	<b>14%</b>

Type of emission - Business Travel	Amount	Unit	Emissionfactor (g CO <sub>2</sub> per unit)	Emissions (ton CO <sub>2</sub> )	Percentage (off total)
Business travels (public transportation)		km	20	-	0%
Air travel < 700 km	7.684	km	234	1,8	0%
Air travel 700-2500 km	140.315	km	172	24,1	5%
Air travel > 2500 km	739.249	km	157	116,1	26%
<b>Total business travel</b>				<b>142</b>	<b>31%</b>

**Total emissions Scope 1, 2 and Business Travel 451**

# Social Impact

Marine Care’s employees are central to our operations and long-term performance. We uphold a strong duty of care and foster a diverse and inclusive workforce that supports innovation and business resilience. Health and safety, skills development and responsible workforce practices remain key priorities across our operations.

We are committed to providing safe working conditions, promoting professional growth, and supporting a sustainable work-life balance. In parallel, we engage with local communities where we operate, contributing to social value creation and the advancement of broader sustainability and development objectives.

## Health and Safety

Safety is a top priority for Marine Care. We have incorporated the health and safety principles into our foundational and core values. Our operations and processes comply with regulations that ensure the safety and well-being of our employees, contractors, and suppliers. We have safety controls and provide tailored-made trainings as part of our continuous improvement measures to improve safety culture across our organization.

In 2025, we recorded zero fatalities, eight (8) near misses and minor incidents across our operations. Reported incidents did not result in any occupational injuries or absenteeism. This represents a 50% increase from 2024, which could be attributed to human error, and fatigue from increased workload.

As a corrective measure, Marine Care has recruited additional personnel to better distribute workload and reduce the risk of fatigue-related incidents going forward.

Indicator	2023	2024	2025
Total work fatalities	0	0	0
Lost Time Injury Frequency Rate	0	0	0
Total Recordable Injuries	0	0	0
Lost workdays due to injuries	0	0	0
Near misses and minor incidents reported	0	4	8
First aid trained employees	-	3	11
First aid refresher training attendees	-	28	4

## Environmental incident management

Marine Care ensures its processes comply with regulations, irrespective of where we operate or supply our products. Our processes are transparent, and we are keen on strategic consultation with stakeholders to limit any incidents that can be detrimental to the environment.

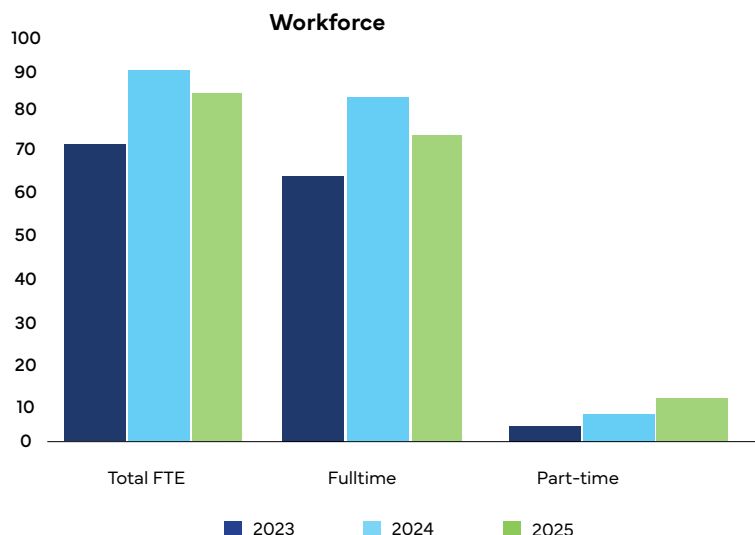
During the reporting period, we experienced a minor environmental incident in the United States. This was due to a failure in load securement during transport, leading to two drums falling from the vehicle. Fortunately, no injuries or secondary accidents occurred, and the drums were recovered without further spillage.

Based on our risk matrix, the incident was classed as low severity, and we have implemented corrective and preventive actions to ensure load securement integrity and handling controls.

## Workforce

Our committed and diverse workforce is at the heart of all we do. Through their professionalism and dedication, we are advancing our broad objectives and vision. Our top priorities are attracting and retaining talents and providing the necessary work environment for them to thrive.

In 2025, we established our dedicated human resources department. Our HR department has within the year successfully implemented efficient and effective recruitment and onboarding initiatives for the organization. Furthermore, we have ratified and implemented policies that will improve employees' overall experience with Marine Care. The policies focused on performance and rewards, training and development, and strategic planning. Our headcount in 2025, shows about 38% of our workforce are female.



Workforce	2023	2024	2025
Total FTE	71	90	84
Fulltime	66	84	73
Part-time	4	6	11

### Diversity, equality, and inclusion

Marine Care is a multi-cultural organisation with a diverse workforce and promotes the utmost respect and regard for all individuals. We encourage an inclusive workforce in our hiring process, and create equal opportunities irrespective of ethnicity, religious beliefs and disability.

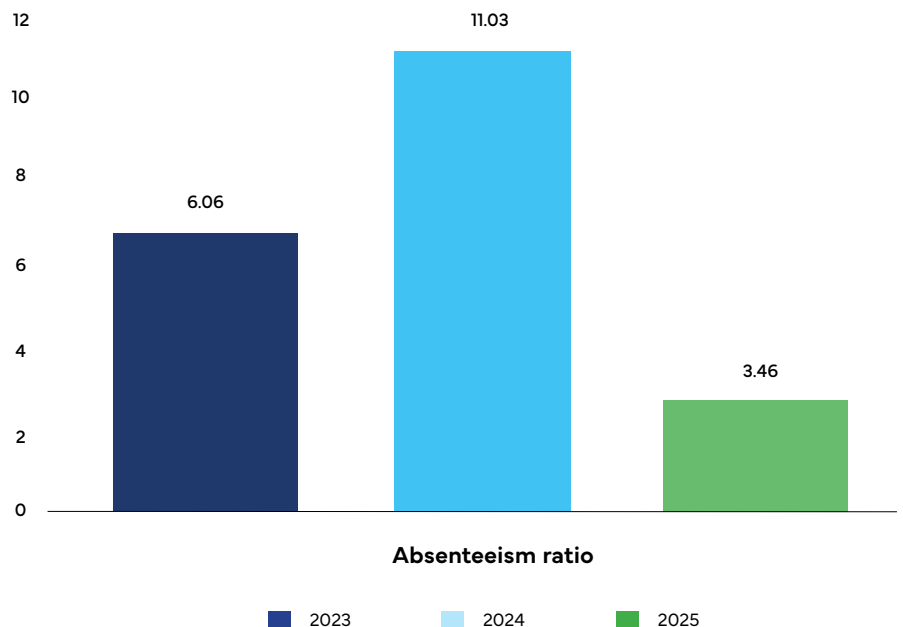
Marine Care maintains zero tolerance for any form of discrimination amongst its employees, suppliers, and clients. The guidelines on discrimination and dispute resolutions by employees is outlined in our Employee Handbook and Code of Conduct. In 2025, we received no complaints from any of our stakeholders on any form of discrimination against any individual in our workforce. We continually seek continuous improvement of our processes and awareness among colleagues to report cases.

We are proud to maintain approximately 70% female representation in managerial and leadership roles. This has been consistent since our first report publication in 2023. However, we aim to achieve female representation on our Global Management Board.

### Absenteeism

Our broad objective is to reduce our absenteeism rate to below the national level of 3.75% for our offices in Rotterdam. We have improved our 2024 rate of 11.03% to 3.46% in 2025. The reduction was partly due to the return to work of colleagues returning from extended leave and the implemented targeted initiatives.

Our rating has improved by 43% from our baseline rating from 2023 and below the national level of 3.75% in the Netherlands. Our targeted measures of process simplification, workload sharing and increased flexibility contributed to this improvement. In the coming years, we plan to roll out more initiatives that will support our workforce.



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## **Training**

Continuous development and investment in quality knowledge of our workforce is essential for our sustainable business strategy. We provide the resources required for continuous skill improvement across our workforce, as well as supporting research, development and training for innovation.

Our internal trainings cover our processes, products, and business models for seamless transition and efficient output. We encourage our colleagues to be innovative, and we have tailored made trainings specific for each job function.

## **Leadership & development**

Marine Care is committed to quality leadership and continuity within its workforce. In 2025, we trained and created a development path for employees. The global management completed a five-day leadership development program in The Netherlands, a commitment to providing quality leadership and guidance for our organisation.

Four colleagues from Rotterdam completed a leadership training. This will enable the individuals to harness their self-development and leadership skill, applicable to both their personal objectives and Marine Care's broad vision.

We plan to revamp and broaden our training scope through our own academy. We aim to incorporate more trainings that would go just beyond our immediate operational needs.

## **Engagement with colleagues**

Adopting one of our Care philosophy's strategies on employee focus, we encourage participation and sharing ideas that improves workplace culture. Our open-door policy makes engagement a straightforward process devoid of any bureaucracy between management, and colleagues.

The management board provides important update of events and milestones attained in the organisation through our quarterly newsletter. In 2026, we hope to launch our intranet system.

In the future, we hope to actively engage all colleagues by curating more initiatives to build on existing team bonding exercises. Support and care will be made available for any colleagues participating in a charitable event.

## **Worker incentive**

### *Bicycle plan in Rotterdam*

As part of our sustainability initiatives, Marine Care launched a bicycle plan at our Rotterdam office. The goal is simply to help our workforce adopt habits that promote good health and reduce CO<sub>2</sub> emissions. The choice of Rotterdam for this initiative reflects the city's extensive and well-connected cycling paths.

### *Health and vitality*

Marine Care has, in recent years, initiated health and vitality initiatives for its employees. The quarterly massages have been received by our colleagues. It has been useful to our colleagues and have helped avoiding ergonomic complaints. We are committed to continuing this initiative for the sustainable future.

### *Running Group*

In 2025, our Rotterdam colleagues launched a running group to stay mentally and physically healthy. Other interested colleagues were encouraged by the organization to join. Despite achieving an appreciable total distance, two milestones were achieved by the group. Two members participated in the prestigious Rotterdam Marathon and Half Marathon in Spijkenisse.

### *Cycle challenge*

Two of our colleagues represented Marine Care in the 'Botlek Cycle Challenge.' An initiative amongst companies within the port in Botlek, Rotterdam to raise fund for community causes. In total, they cycled 241 km. We are proud of their achievement and aim to encourage more participation from colleagues in the future.

Our colleagues participated in Stoltzekleiven-opp in Bergen, Norway. A well known annual uphill race of approximately 801 steps and a 315-meter elevation gain. Our colleagues were proud to have taken on the challenge. It also served as a valuable addition to team building and cohesion.

### *Community Initiatives*

We are proud to make a positive impact in communities where we operate. To achieve our community objectives, we have actively involved colleagues and worked with various charity organisations.

### *Donations*

We are proud to partner with The Propeller Club, in support of a donation for the AMVER (Atlantic Merchant Vessel Emergency Reporting) system. This is an initiative of the US Coast Guard that enables search and rescue authorities worldwide to coordinate rescue operations for people in distress at sea.

Our office in Miami supports local charities through donations. In 2025, we proudly donated to two charities: Salvation Army and Natteravnene. Natteravnene is a volunteer organization who supports, and work to keep young people safe and out of trouble and drugs. \*Dierenopvang Spijkenisse (Animal Shelter). With the support of employees in Rotterdam, we made a substantial monetary donation to the animal shelter home, Dierenopvang Spijkenisse. This organisation shelters, care for, and rehomes animals.

### *Volunteering*

Our colleagues volunteered at the charity event organised by Stichting Job Jarige. Stichting Job Jarige is a Dutch non-profit organisation dedicated to ensuring that children from low-income families can celebrate their birthdays with dignity and joy.

The foundation provides birthday boxes containing gifts, decorations and treats, enabling parents to organise a proper birthday celebration at home or at school. By supporting families facing financial hardship, Stichting Jarige Job helps promote inclusion and ensures that no child feels excluded on their special day.



# Governance

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Our business builds on its solid foundation of compliance with international and national laws. These laws are part of the bedrock for the formation of our own policies and ethical business conduct. Inspired by our commitment to our employees, clients and suppliers, we have established our value chain within a framework that promotes care.

## **Business conduct**

Marine Care has in place measures such as policies to help align our conduct as a responsible organization. These measures are annually reviewed by Management and through engagement with employees. It gives us insight through the evaluation on the efficiency of the policies and improvement areas to work on.

Our core guide for a good business conduct is our Employee Handbook and Code of Conduct. These two documents emphasize our commitment to human rights and employee's care. We strongly abhor and detest the use of labour in any of our value chain.

## **Regulatory Compliance**

We remain steadfast in our obligation to comply with applicable regulations that we are bound by. Marine Care complies with International Maritime Organization (IMO) regulations and local laws governing shipping, pollution and workplace safety. Regular audits and employee training support ongoing compliance, enhancing our reputation, mitigating risks and improving operational efficiency. We remain pro-active in adapting to regulatory changes to maintain a sustainable and responsible business model.

## **Cybersecurity**

Marine Care has in place an effective security framework that monitors and removes malicious attacks on our systems. Over the years, no major breach of our data systems has occurred. We continue collaborating with our partners for a more secure system network for all our locations. Our ICT team makes available to colleagues the latest guidance and training on the practical steps, to identify and avoid threats such as phishing emails and corrupt document downloads.

## **Data Protection**

Data protection remains a crucial priority for us at Marine Care. We are committed to upholding stringent data protection measures that safeguard against data theft, fraud and other associated risks.

## **Anti-Corruption**

From our inception, Marine Care strongly condemns any form of corruption and fraud, either internally, from our partners or suppliers. In the strongest terms, we would cease to collaborate with any individual or organisation involved and take legal actions where our reputation has been tainted. We are committed to a robust and watertight anti-fraud system within our value chain.

A blue flag with a white graphic of an eye and the text "MARINE CARE" is flying on a ship's mast. The flag is attached to a metal pole and is blowing in the wind. The background shows a body of water and a blurred industrial structure.

**MARINE  
CARE**