

ESG/2023 Report



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Introduction

ABBREVIATIONS

ADR– Accord Dangereux Routier

CEO – Chief Executive Officer

CO₂ – Carbon dioxide

CSRD – Corporate Sustainability Reporting Directive

DOT – United States Department of Transportation

ESG – Environment, Social and Governance

ESRS – European Sustainability Reporting Standards

EU – European Union

EVP – Executive Vice President

GHG – Greenhouse gases

GRI – Global Reporting Initiative

HVAC – Heating, Ventilation, and Air Conditioning

IBC – Intermediate Bulk Containers

IMDG – International Maritime Dangerous Goods Code

IMO – International Maritime Organization

ISO – International Organization for Standardization

KPI – Key Performance Indicator

LED – Light Emitting Diode

LSMGO – Low Sulphur Marine Gas Oil

MARPOL – International Convention for the Prevention of Pollution from Ships

NGO – Non-governmental Organization

PKE – Palm Kernel Expeller

QMS– Quality Management System

R&D – Research & Development

SDG – Sustainable Development Goals

SHEQ – Safety, Health, Environment & Quality

Marine Care, a global leader in the maritime industry with over 25 years of experience, is committed to integrating sustainability into all aspects of its operations.

Headquartered in Rotterdam, with offices in Bergen (Norway), Singapore, Miami, and Slidell (New Orleans), we deliver high-quality cleaning chemical products, equipment, and technical support to customers worldwide. Our innovative tank and hold cleaning solutions reduce cleaning time between cargo changes, minimizing CO₂ emissions and waste.

Sustainability is at the core of Marine Care's business strategy. Approximately 80% of the energy consumed across our operations comes from renewable sources. In Rotterdam, solar panels generate 38,140 kWh annually, supporting 100% renewable electricity usage. We are actively working to expand renewable energy adoption in our offices in the Americas. Our efforts to reduce waste include reusing over 80% of Intermediate Bulk Containers (IBCs) in our supply chain and implementing recycling initiatives at our global locations.

Our diverse team of over 70 professionals, representing 20 nationalities, is integral to achieving our sustainability goals. With a gender distribution of 54% men and 46% women, we emphasize inclusivity in our recruitment and development programs. By fostering collaboration with customers and stakeholders, we gain valuable insights into market trends, enabling the development of innovative, sustainable, and energy-efficient solutions.

Through this ESG report, we reaffirm our commitment to environmental stewardship, social responsibility, and ethical governance. Marine Care remains dedicated to delivering exceptional service while advancing sustainable practices in the maritime industry.

CEO Statement



When I took the helm in 2007, many mocked me investing too much passion and enthusiasm into environmental issues.

Now, more than 17 years later, companies and industries are competing to claim they are green and sustainable, to the extent that the EU parliament has voted in favour of banning greenwashing. I welcome this legislation, our work with environmental matters, has always been an integrated part of our operations and our business philosophy of Care.

Working with chemicals in the global maritime industry we recognize the potential to be better. New products and technology are needed to solve the challenges our global environment and local communities are facing. Investment in R&D at our head office and our equipment centre in Rotterdam support the idea that changes start locally and support our slogan of global reach with local touch.

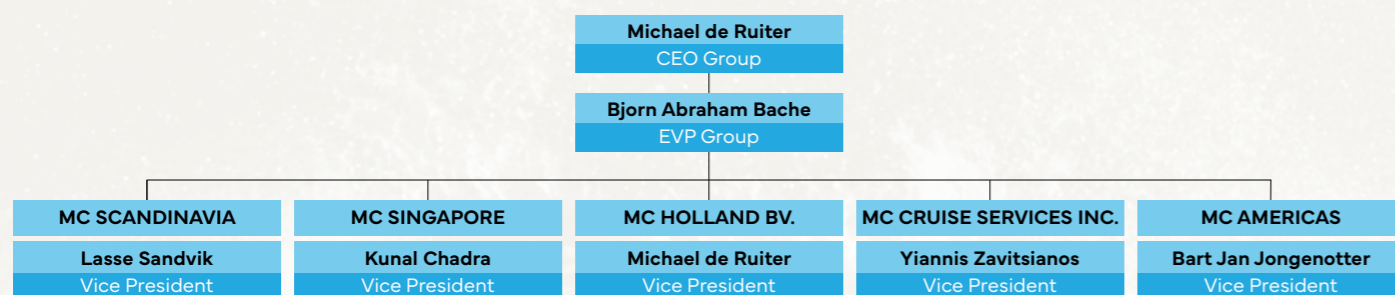
My ambition has always been to be the company that makes a difference and gets things done, our fantastic team of enthusiastic and passionate people makes it happen.

A handwritten signature in blue ink, which appears to be 'Michael de Ruiter'. The signature is stylized and fluid.

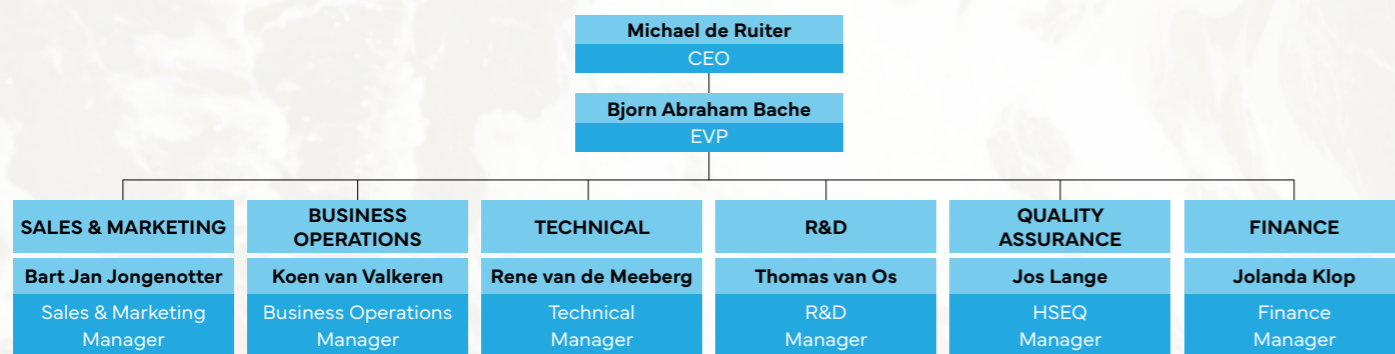
Michael de Ruiter

Organizational Structure

Global management team for Marine Care



Management team for Marine Care, Rotterdam



Management team

Marine Care’s global management team, led by the CEO, includes the executive vice president and vice presidents representing different operating locations. The team provides strategic leadership, assesses business opportunities and risks, and oversees ESG strategies. They also conduct annual audits and review key performance indicators.

The management team ensures a sustainable work environment, enabling the workforce to meet organizational goals. Additionally, they appoint Sustainability Committee members and regularly review the company’s ESG performance.

Marine Care B.V (Rotterdam)

– Management team

The Rotterdam office management team ensures smooth operations, achievement of business goals, and compliance with local and international regulations. Comprising eight members (seven males and one female), the team is led by the CEO and supported by the EVP.

Organizational chart

Marine Care operates in four countries across three continents, with five offices. The head office in Botlek, Rotterdam, includes a 5,000 m² storage facility built in compliance with EU and Dutch laws for dangerous goods. The Rotterdam team of 31 employees supports clients worldwide.

Operating locations

Marine Care operates in four countries across three continents, with five offices. The head office in Botlek, Rotterdam, includes a 5,000 m² storage facility built in compliance with EU and Dutch laws for dangerous goods. The Rotterdam team of 31 employees supports clients worldwide.

In the United States, our offices in Slidell and Miami cater to diverse needs, with the Miami office specializing in the cruise industry, Supply of products for safe use of pools and spas, technical water. Marine Care’s expertise has supported the adoption of scrubbers on cruise ships.

Offices in Slidell, Singapore, and Bergen (Norway) provide equipment and cleaning chemicals for bulk and tanker vessels.



LOCATION	GEOGRAPHIC AREA	OPERATING COUNTRY
Head Office; Rotterdam	Europe	The Netherlands
New Orleans	United States	United States
Miami	United States	United States
Singapore	Asia Pacific	Singapore
Bergen	Scandinavia	Norway

Marine Care also utilizes over 100 global stock points to ensure product availability, meeting customer demands efficiently.

Stakeholders' engagement

ESG Governance and Leadership structure

Marine Care's sustainable business model is built on a transparent and accountable ESG governance structure, championed by the CEO and actively supported by our workforce and Care philosophy. We value and encourage employee participation toward achieving sustainability goals.

Our ESG governance model drives commitment by integrating objectives into our value chain and operating communities. This multidisciplinary approach enhances our understanding of risks and opportunities, fosters creative solutions, and strengthens strategic partnerships with stakeholders.

Sustainability Committee

The committee is responsible for the global implementation of sustainable goals for Marine Care. The committee chaired by the Executive Vice President (EVP) of the Marine Care Group and consist of other members with representation from key departments vital to our objectives.

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

The responsibilities are as follows:

- Implementation, review and monitor of ESG policies of Marine Care.
- Create awareness, active participation, and engagement of staff.
- Set yearly target/ESG initiatives and key performance indicators.

- Develop financial budget for yearly implementation plans.
- Creating strategic partnerships with stakeholders.
- Publication of Marine Care yearly ESG report.
- In charge of external communication and verification request of Marine Care ESG plans.
- Sustainable innovation and initiatives.
- Ensures legal and regulatory compliance.
- Training

The committee is supported by a sustainability representative in each our offices. The representative's responsibilities are as below.

- Implement tangible goals from broad ESG goals in their office's geographical area.
- Local partnership and stakeholder engagement.
- Organize training and workshops.
- Advise the team of strategic initiative within each geographical location.
- Update ESG roadmaps and progress on KPI.

Management Team:
ESG: Audit, strategy and performance

Sustainability Committee:
Compliance, partnership and KPIs

Sustainability Representative:
Ensure the implementation of sustainable plans for each operating location.



Marine Care actively engages stakeholders to align expectations with business objectives. This approach fosters evolving strategies, partnerships, and industry-relevant innovations while ensuring effective communication of business decisions (see Appendix II for a detailed stakeholder overview).

Key stakeholder groups include:

Customers: Engaged through meetings, surveys, and events, focusing on product quality, climate action, sustainable procurement, and business ethics.

Employees: Engaged via meetings, surveys, and communications, addressing ESG topics such as safety, training, and welfare.

Agents/Suppliers: Maintain a two-way feedback system to strengthen partnerships.

Regulatory Bodies: Strategic communication ensures compliance and insight into evolving regulations.

Civil Societies: Collaborations with NGOs support positive community and environmental impacts.

Future plans aim to broaden stakeholder engagement by partnering with academia to drive sustainable innovations. Additionally, Marine Care's marketing and sales teams conduct annual customer satisfaction surveys to gather feedback on business operations, product quality, and services.

Reporting

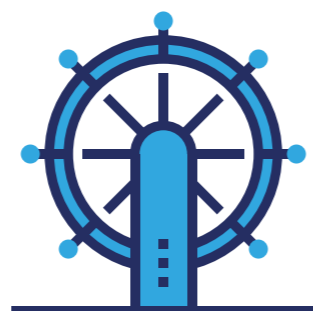
Reporting in accordance with GRI and CSRD (ESRS)

ISO 26000 is an international ISO standard established in 2010, aimed at corporate social responsibility (CSR). The goal of the standard is to contribute globally to sustainable development. Both companies and other organizations can use this standard to communicate their efforts for the benefit of their employees, our environment, and the climate.

The key requirements of the CSRD are:

- 1. Broader scope:** The CSRD applies to all large companies and all companies listed on regulated markets (except listed micro-enterprises). This includes both EU and non-EU companies operating in the EU.
- 2. Detailed reporting:** Companies must provide detailed information on their sustainability impacts, risks, and opportunities, with a focus on double materiality (both how sustainability issues affect the company and how the company impacts society and the environment).
- 3. Assurance:** The CSRD introduces an audit requirement, meaning that reported sustainability information must be independently verified.
- 4. Digital accessibility:** Companies are required to prepare their sustainability reports in a digital, machine-readable format to facilitate accessibility and comparability.

The ESRS are detailed guidelines developed under the CSRD framework to help companies prepare their sustainability reports. These standards ensure that sustainability information is consistent, comparable, and reliable. And have a focus on **Environmental:** Detailed disclosures on climate change, resource use and circular economy, pollution, biodiversity, and ecosystems.



Social: Information on workforce-related issues, human rights, community engagement, and customer-related matters and **Governance:** governance structures, business ethics, and anti-corruption measures

The Global Reporting Initiative (GRI) is an international organization founded in 1997 that sets international guidelines and tools for sustainability reporting. The most recent version of the guideline was released in 2022 and is continuously updated. GRI's mission is to make sustainability reporting for all organizations—regardless of size, sector, or location—as routine and comparable as financial reporting.

By measuring the organization against these indicators and themes, they reflect the status of the organization in terms of CSR.

Verification

Marine Care is supported by an external consulting firm in the field of CSR. Octant Advies has developed a methodology based on the CSRD (ESRS) and the Global Reporting Initiative (GRI), which was used during the initial CSR assessment at Marine Care. The results of this initial assessment have been used to shape the strategy.

For CSRD requirements an Accountancy bureau will conduct an audit.

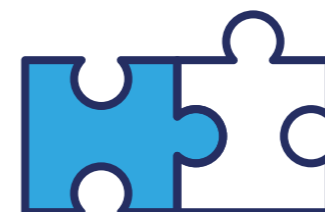
Material topics

The GRI reporting standard emphasizes the importance of disclosing issues with significant social, environmental, and economic impacts. These disclosures support stakeholders and investors in making informed decisions.

To determine our material topics, we started with sector-based topics relevant to us. We further conducted a comprehensive assessment through employee questionnaires, stakeholder interviews, and discussions at industry events. A subsequent focus group with the management team prioritized and validated these topics based on their alignment with our business strategy and impact on operations.

From the initial list of eleven topics shown below, identified through stakeholder feedback, six were deemed material to Marine Care. These topics will be reviewed and updated annually to ensure relevance and alignment with evolving priorities.

Using a scoring system of 1 mark per selected topic, a total of eleven (11) material topics were identified based on assessments from our broad range of stakeholders. Of these, six (6) topics are considered material to Marine Care, which were based on their associated risks to Marine Care. The selection of topics will be reviewed annually, with revisions made in the following year.



Below are the material topics selected from our stakeholders.

1. Greenhouse gases emission^{***}
2. Energy consumption
3. Safety and well-being
4. Employee welfare and development^{***}
5. Product quality^{***}
6. Sustainable innovation^{***}
7. Diversity inclusion
8. Business ethics^{***}
9. Cybersecurity^{***}
10. Data protection and privacy
11. Waste management and circular initiatives.

^{***}Topics of materiality to Marine Care

Material topics for Marine Care

Using the double materiality, the topics of material to Marine Care are as below.

1. GHG Emission
2. Employee welfare
3. Product quality
4. Sustainable innovation
5. Business ethics
6. Cybersecurity

The social, environmental, and economic impacts of material topics are critical to Marine Care's operations in 2023. GHG emissions significantly affect the global climate, while workforce care and welfare are vital to meeting stakeholder expectations and mitigating legal and financial risks. A failure to innovate sustainably or improve products threatens Marine Care's market relevance and financial stability. Ethical business practices, data privacy, and cybersecurity are equally crucial to maintaining trust, protecting sensitive information, and ensuring resilience across the supply chain.

Topics	Cover	Why
GHG Emission ***	Operational emissions	As conscious effort to reduce our carbon footprint and contribute to global climate action.
Energy consumption	Energy use and generation within our facilities and supply chain	Focus for Marine Care is the sustainable use and generation of renewable energy in our operations.
Safety and well-being	Safe work environment and good health promotion	Employees' safety and wellbeing are paramount to achieving our strategic objectives.
Employee welfare ***	Training and career development.	We believe in a competent workforce, creating a culture that promotes growth and career advancement for our workforce. Appropriate compensation and other packages are determined per specific job functions.
Product quality***	Effective, efficiency and global availability	Our ambition on being a market leader and top brand, entails that we research and put into the market top quality products, with guaranteed global availability.
Sustainable innovation ***	Technological innovation, creation of product to cater for industrial trends	Marine Care focuses on groundbreaking research, that we hope will evolve into innovative developments for sustainable business operations.
Diversity and Inclusion	Inclusion, protection, and equal opportunities	Respect and protect the diverse individuals in our workforce. Also, creating equal opportunities.
Business ethics ***	Transparency, anti-fraud, whistleblowing policy and corruption	Conduct our business with high integrity and transparency for our stakeholders to make informed decisions.
Cybersecurity ***	Cybercrimes, data protection and unethical hacks	Securing our information, and the protection of our business from unethical internet hacks. Varying tactics for cybercrimes are on the rise and it became imperative to guard against such for business survival.
Regulatory compliance	Evolving international laws and regulations	Understanding international laws that might affect our business
Waste management/Circular initiatives	Waste reduction, recycling, and reuse.	Due to the scope of our supply value, we are ambitious about incorporating an effective waste policy and circular initiative in our business operations.

Material topics	Risks	How we manage it
GHG Emission	Uncontrolled emissions within our supply chain will result in high concentration and exceeding standard limits. High GHG emissions will result in non-compliance for local and international emission standards. Ozone layers depletion and its associated climate impacts are few of the high associated risks.	We ensure that in our operations, we generate and consume renewable energy. Gradual implementation of sustainable resource use. Commitment to sustainable develop action for climate action.
Product quality	Our products must meet the expected industry standards. Also, the development of our products must comply with regulatory procedures. Failure to meet the least expected quality and availability of different ranges of products will result in us losing our business relevance, eventually putting us at financial risk.	Continuous improvement of our existing products. Research on new products development cutting across or all vessel chemical cleaning segments.
Sustainable innovation	Lack of sustainable innovation, solution-oriented ideas for emerging issues, and restrictive regulations gives a reputation of an organization that lacks ambition for sustainability. Customers and other stakeholders would opt to do business with our competition. This put us in a financial risk and bankruptcy.	Research on the market trends and needs. Develop innovative products that seek to address global issues such as climate change and greenhouse emissions in our supply chain.
Business ethics	Unethical business practices, have enormous consequences, which includes unmotivated employees, financial risk, legal issues, and a negative reputation for Marine Care.	Training on keeping topics pertaining to ethical practices. Also, implementing key policies such as anti-corruption and whistleblowing into our operations.
Cybersecurity	Protecting Marine Care's data (including product formula) and business from unethical cyberattack and cybercrimes is a top risk that requires stringent measures. A failure to adequately put in place the right measures put Marine Care in great jeopardy of non-existence as a company.	Improved cybersecurity to detect phishing and other malicious mails. Training of workforce on data protection and cyberattacks.
Employee welfare	One of our biggest assets at Marine Care are our employees. When the workforce is not motivated or committed, it reflects in low performance and not achieving key performance indicators. It also reflects in loss of competent employees to poaching by other competitors, or due to commensurate compensation package.	Employee engagement, questionnaire, and employee satisfaction survey.

CSR strategy

In today's world, we face significant challenges: poverty, hunger, inequality, climate change, and the biodiversity crisis are just a few of the issues we urgently need to address.

Big challenges require bold action to overcome them, and that's where the Sustainable Development Goals come in. They were developed to build a greener, fairer, and better world by 2030, and we all have a role to play in achieving them.

These goals are aimed at achieving a sustainable world for everyone by 2030, leaving no one behind. In 2015, all 193 countries that are members of the United Nations (UN) adopted the Sustainable Development Goals. The goals apply to all countries and all people.

Our generation is the first to have the resources to transform to a world with more prosperity and less inequality. A world where we protect biodiversity and the climate, and where everyone has a place.

The Sustainable Development Goals are the agenda for that world in 2030. The language of the seventeen goals connects and makes collaboration possible. The goals are interconnected and transcend borders between countries and sectors.

Our CSR policy is derived from the various goals and focuses on the difference we, as an organization, want and can make. Our policy is actively developing with a focus on the following items linked to the international Sustainability Development Goals:



SDG 8 - Decent work and economic growth. We aim for a safe working environment and will proactively offer measures to prevent absenteeism and provide care, learning possibilities and career opportunities for our employees.



SDG 12 - Responsible consumption and production. We aim to be an innovative company that will take care of the responsibilities we have. This includes our procurement and responsibility throughout the whole chain, for all locations.



SDG 13 - Climate action. We want to turn our negative impact we have on this planet, regarding our CO₂-emissions, waste and energy consumption, into a positive impact.

What means that our main goal is to reduce our impact and compensate where we can.

Objectives 2028

Marine Care has identified which Sustainable Development Goals they want to contribute to. We have identified the most relevant CSR themes. Based on these goals and themes, we have translated them into concrete objectives and actions. The objectives are as follows:

Objectives related to SDG 8 – Decent work and economic growth

- Conduct a baseline measurement among employees (employee satisfaction survey)
- Keep the absenteeism rate below the national average – 3.5%
- Launch a HR policy in 2025
- The number of reported accidents: 0
- Develop a training program and budget for all employees.

Objectives related to SDG 12 – Responsible consumption and production

- Conduct a customer satisfaction survey in 2025.
- Apply local procurement criteria in every supplier selection.
- Add sustainable procurement policy to work instructions.

Objectives related to SDG 13 – Climate Action

- Purchase 100% electric cars for the fleet
- Increase renewable energy for all sites
- Fully compensate for CO₂ emissions scope 1, 2, and business travel through a Gold Standard program
- Reduce CO₂ emissions by 7% for scopes 1 and 2 by 2028 compared to 2023
- Reduce waste by 10% from our operations by 2028.

CO₂ emissions

Marine Care has made reducing the CO₂ footprint a priority. This CO₂ policy has been established to ensure sufficient monitoring and that actions are taken annually. The CO₂ footprint has been calculated in accordance with the Greenhouse Gas Protocol.

Data reliability

The source data comes from various reports, invoices, and settlements. Where possible, actual consumption figures have been used, covering the period from January 1st, 2023, to December 31st, 2023. Below is an overview of the different energy streams:

- Gas & Electricity: The source data consists of invoices from the energy supplier.
- Fuel Consumption: Overview of fuel purchases per license plate using the fuel card.
- Charging Sessions: Overview of charging sessions per license plate using the fuel card.
- Commuting: Number of reimbursed travel kilometers as recorded by payroll.

Marine Care aims to improve and validate its consumption data annually.

Our data collection and inventory were done systemically across our five offices. Led by the SHEQ manager, our SHEQ department followed trans-departmental approach. It involved cataloging all our data assets to improve data management and compliance.

A data collection format was sent to all office locations, to elicit information such energy consumption, business travels and gasoline etc. Furthermore, our ERP system, SAP, was used get data on our purchases. Our quality management system was important in gathering necessary data.

All collected data was centrally managed by our SHEQ department. The data was checked for accuracy, quality and stored safely in our database for easy access. For the future, we are looking at the possibilities of using a specific ESG data collection platform, for real-time and year-round data gathering for Marine Care.

Monitoring

The progress of CO₂ emissions is monitored at least annually. Source data collection will take place each year around early March, as most suppliers have sent their invoices over the previous year.

Establishing our baseline emission

Our emission inventory and data were determined for 2023, which is also our baseline emission for both scope 1, scope 2, and scope 3. We have partnered with an external consultant, Octant, to make known our GHG emission for all our operating offices. Using a CO₂ emission calculation tool, data were collected from our operating locations on key parameters. Furthermore, the data were further analyzed to determine our carbon emissions.

CO₂ footprint (Scope 1 & 2)

Illustrated below the CO₂ footprint for the scope 1 and 2 emissions for the year 2023. The volumes were determined using invoices, annual reports, and transactions. The CO₂ emission factors from www.CO2emissiefactoren.nl were used to calculate the CO₂ emissions. The total emissions for 2023 amounted to 263 tons of CO₂.

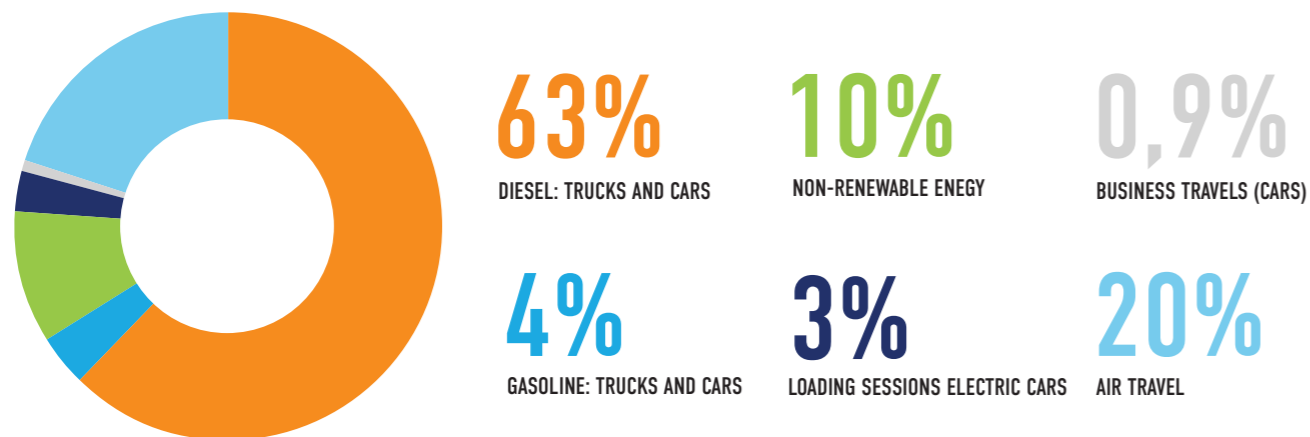
Actual emission for scope 1 is 175.8 tons of CO₂. Emissions from diesel usage represents 63% of our total emission, while gasoline contributed 3% of our CO₂ footprint. For scope 2, the total emission is 34 tons of CO₂, this represents a total of 13% of our total emission. Non-renewable energy and loading session for electric cars, contribute 10% and 3% respectively for this emission scope. Emissions from our business travel within the year is 53 ton of CO₂.

Scope 3 emission

After calculating the scope 3 greenhouse gas (GHG) emissions for Marine Care, we identified key emission sources across several categories.

1. **Purchased goods and services:** although procurement is an important topic regarding scope 3, it seems very difficult to find emission factors that are specific enough for the goods and services that Marine Care purchases. When we look in detail at the goods that are mainly purchased, we find that this contains the ingredients and raw materials and chemicals for the cleaning products. Unfortunately, there are no sufficient emission factors we can use at this moment. For the near future, a life cycle analysis for the cleaning products would be advised.
2. **Fuel and energy-related services:** Emissions from machinery in Miami account for 26 tons of CO₂. This is a significant contributor and highlights the impact of indirect energy use.
3. **Upstream & downstream transportation:** This is the largest source of emissions in Scope 3, with a total of 4,698 tons of CO₂. The bulk of emissions are from transportation involving vans and trucks, with contributions from both regional and international shipping routes. The Rotterdam location's transportation has the highest emissions, followed by transportation linked to Singapore, Miami, and Slidell.

Distribution CO₂-emissions Marine Care 2023



4. Waste generated in operations: Waste generated in Miami results in relatively minor emissions at *0.1 tons of CO₂*. This shows that operational waste is a smaller contributor to Scope 3 emissions but still requires attention for overall reduction.

5. Employee commuting: Emissions from employee commuting total *87 tons of CO₂*. The highest commuting emissions occur in Rotterdam, followed by Slidell and Miami. This suggests a potential area for reduction, especially in high-emission locations.

6. Energy consumption of leased assets: The Miami office and warehouse's energy use contributes *5.3 tons of CO₂*. While lower than other sources, this emission can be addressed by optimizing energy efficiency.

The total scope 3 emissions amount to approximately *4,817 tons of CO₂*. This baseline helps us identify where to focus efforts to reduce emissions effectively and sustainably.



To address scope 3 emissions, Marine Care will implement the following strategies across key emission sources:

1. Reduce emissions from transportation

- Objective: Minimize emissions from upstream and downstream transportation.
- Actions:
 - Consolidate shipments and optimize logistics to reduce transportation distances and frequency.
 - Collaborate with transportation providers to use lower-emission vehicles or explore alternative fuels.
 - Prioritize local suppliers and partners to reduce long-distance transportation emissions.

2. Optimize energy use in machinery and leased assets

- Objective: Improve energy efficiency to reduce fuel and electricity consumption.
- Actions:
 - Invest in energy-efficient machinery and conduct regular maintenance to ensure optimal performance.
 - Implement energy-saving measures in the Miami office and warehouse, such as LED lighting, efficient HVAC systems, and smart thermostats.
 - Explore renewable energy options, like solar panels, for offices and warehouses in the US.

3. Minimize emissions from waste

- Objective: Reduce waste generation and improve recycling to limit waste-related emissions.
- Actions:
 - Establish a waste reduction program to minimize single-use materials and increase recycling rates.
 - Work with waste management providers to ensure responsible disposal practices.
 - Educate employees on waste separation and reduction strategies.



4. Implement sustainable commuting initiatives

- Objective: Reduce emissions from employee commuting, especially in high-impact locations.
- Actions:
 - Encourage remote work and flexible hours to reduce commuting frequency.
 - Promote carpooling, public transportation, and biking through incentives and support programs.
 - Evaluate options for providing electric vehicle (EV) charging stations at international offices.

5. Track and report progress

- Objective: Monitor emissions every year around March and communicate progress to stakeholders.
- Actions:
 - Implement a tracking system to capture emissions reductions across all categories.
 - Publish annual reports on progress and reassess targets and strategies as needed.
 - Provide stakeholders with regular updates and ensure transparency in reporting.

Energy use

Energy consumption significantly impacts global climate through GHG emissions, with vulnerable communities facing the greatest risks. Marine Care is committed to responsible energy use across

its operations, with approximately 80% of energy consumption from renewable sources. At our Rotterdam office, 100% of electricity is renewable, supporting operations and electric vehicle charging. Solar panels installed on-site generate 38,140 kWh annually. Our Bergen office uses renewable hydropower, while non-renewable energy usage of 47,793 kWh originates from offices in Slidell, Miami, and Singapore. Plans are underway to reduce non-renewable energy dependency, including solar panel installations in the Americas.

In mobility, Marine Care relies on fuel and diesel trucks for product supply due to restrictions on using electric trucks for dangerous goods. In 2023, operations consumed 48,043 litres of diesel, 2,978 litres of gasoline, and 651 litres of AdBlue. Gasoline usage stems from 25% of fleet vehicles being fuel powered.

Reducing CO₂ emissions remains a top priority. Marine Care is exploring innovative solutions for product delivery and plans to offset baseline emissions using a gold-standard compensation program. Key performance indicators are in place to achieve these sustainability goals.

OVERVIEW CO ₂ -EMISSIONS	
Organisation	Marine Care
Locations	All locations (Rotterdam, Singapore, Miami, Slidell, Bergen)
Year	2023

TABLE M1. OVERVIEW CO₂-EMISSIONS

TYPE OF EMISSION - SCOPE 1	AMOUNT	UNIT	EMISSIONFACTOR (g CO ₂ per unit)	EMISSIONS (ton CO ₂)	PERCENTAGE
Diesel - trucks and cars	48 043	liter	3 468	166,6	63%
Gasoline - trucks and cars	2 978	liter	3 073	9,2	3%
AdBlue	651	liter	0	-	0%
Total scope 1				175,8	

TYPE OF EMISSION - SCOPE 2	AMOUNT	UNIT	EMISSIONFACTOR (g CO ₂ per unit)	EMISSIONS (ton CO ₂)	PERCENTAGE (off total)
Non-renewable energy	47 793	kWh	536	25,6	10%
Renewable energy	145 913	kWh	0	-	0%
Produces energy with solar panels	38 140	kWh	0	-	
Loading sessions electric cars	15 700	kWh	536	8,4	3%
Total scope 2				34	

TYPE OF EMISSION - BUSINESS TRAVEL	AMOUNT	UNIT	EMISSIONFACTOR (g CO ₂ per unit)	EMISSIONS (ton CO ₂)	PERCENTAGE (off total)
Business travels (public transportation)	47 000	km	20	0,9	0%
Air travel <700 km	4 751	km	234	1,1	0%
Air travel 700-2500 km	59 844	km	172	10,3	4%
Air travel >2500 km	261 859	km	157	41,1	16%
Total business travel				53	

Waste management

Marine Care upholds its responsibility to the environment with comprehensive waste management policies at all operating locations. We partner with local authorities and approved waste management companies to ensure proper disposal of hazardous and solid waste, adhering to international and local regulations.

For hazardous waste, facilities in Rotterdam, Slidell, and Miami store dangerous goods. At our Rotterdam location, Pre-Zero collects hazardous waste in specialized containers, which is then safely incinerated following regulatory guidelines.

In solid waste management, Marine Care prioritizes reduction, reuse, and recycling. Our offices provide appropriate waste disposal containers, and private waste collection companies handle disposal. At our Rotterdam location, Renewi sorts, recycles, and reintegrates waste into the community where possible.

These initiatives demonstrate Marine Care's commitment to minimizing environmental impact through responsible waste management practices.

Few of the improvement on our solid waste management.

- successfully reduced the use of plastic wraps in packing of pallets.
- recycle packing materials from supplied goods, in our own product packages.
- Damaged pallets are re-used for packing in container shipment.

Plastic pollution

Plastic pollution is a global concern, and Marine Care is working to reduce plastic use in our supply chain through research, innovation, and partnerships. While regulations and chemical properties limit reusability in some packaging, we have made significant progress with Intermediate Bulk Containers (IBCs) reuse program.

IBCs, with a 1,000-liter capacity, are used in Caretreat Urea 40 production, a critical solution for NOx reduction in heavy-duty diesel engines and scrubbers. In 2023, we sold 8 million litres of Urea and successfully collected and reused over 80% of IBCs, significantly reducing waste.

Raw material

Marine Care prioritizes ethical and cost-effective sourcing of raw materials. Price and supplier reputation are key criteria. We select suppliers who comply with International Labor Laws, have no history of human rights violations, and adhere to regulatory standards. By balancing affordability with ethical considerations, we ensure a reliable and sustainable supply chain.

Sustainable procurement

Although Marine Care lacked a formal sustainable procurement policy before 2023, sustainable practices have been integral to our operations. We prioritize local sourcing and sustainable materials. Our Rotterdam head office features recycled materials in its interior, and 80% of our company cars are electric, supported by renewable energy charging stations. Ergonomic workstations and sustainably purchased items like water bottles reflect our commitment to sustainability. By 2024, we aim to formalize these practices with a documented sustainable procurement policy.

Sustainable innovations

Research and development (R&D) is central to Marine Care's sustainability efforts. We invest in creating environmentally friendly cleaning products by exploring alternative ingredients and formulations. Our R&D team also works to enhance the efficiency of existing products, reducing waste and environmental impact. These innovations reflect our commitment to sustainability and leadership in the marine industry.

In collaboration with Sales and Marketing, our R&D team developed Careclean Xcellerate VO, a groundbreaking cleaning product designed for palm derived cargoes.

Approved by the International Maritime Organization (IMO) and coating manufacturers, this product reduces cleaning time by 50%. Its single-phase application and adherence to the Sinner Circle principles make it highly effective and sustainable. In vessel Ardmore Dauntless, it saved 1.7 days of cleaning time and 36.6 mt LSMGO bunker consumption (i.e. about 90,000 kg CO₂ emission) compared to cleaning with conventional chemicals and cleaning plans.

World's first custom UREA Barge

Marine Care introduced the TIER III UREA Bunkering Barge in the Houston port area, a revolutionary solution that redefines efficiency and sustainability in UREA supply operations. The TIER III eliminates the need for traditional Intermediate Bulk Container (IBC) handling, saving valuable time, reducing waste, and minimizing CO₂ emissions.

Efficiency Gains: With a pump capacity of up to 50 m³/hour, the TIER III reduces bunkering time by up to 80%, enhancing operational flexibility and safety.

Environmental Benefits:

- 40% reduced environmental footprint per 100 m³ of UREA.
- 8–10 metric tons reduction in CO₂ emissions per 100 m³ operation.
- 2,300 kg of plastic packaging saved compared to conventional supply methods.

The TIER III embodies Marine Care's dedication to sustainable innovation, actively contributing to cleaner maritime operations and aligning with international environmental goals.



Product quality

Marine Care prioritizes high-quality products as a cornerstone of our business. Low-quality products would harm our reputation and hinder our growth. To ensure excellence, our R&D team utilizes a modern laboratory for product design, formulation, and testing, focusing on efficiency, effectiveness, cost-friendliness, and environmental sustainability.

Our product range caters to diverse ship segments, including tank, bulk, and engine room operations, meeting MARPOL and IMO standards. Additionally, our chemical products comply with ADR, IMDG, and DOT packaging regulations.

To further enhance quality and mitigate risks, Marine Care is investing in a state-of-the-art production facility powered by 100% green energy with zero wastewater. This factory will enable direct control over supply chain processes, ensuring superior product quality and sustainability.



Social Impact

Health & Safety

Marine Care prioritizes workplace safety and employee well-being through a comprehensive Health, Safety, and Environment policy. Our goal is to maintain accident-free operations and a healthy workforce.

We support this objective with adequate resources, advanced technologies, and a behavioural safety culture. Annual safety training covers first aid, oil spill management, fire safety, fall safety, and emergency drills. Over the years, Marine Care has achieved zero work-related fatalities. However, in 2022 and 2023, long-term illness at our Rotterdam office resulted in an average absenteeism rate of 6.06%, above the national limit of 3.75%.

Our facilities feature safety visuals and signs to promote awareness. Regular toolbox meetings and training sessions reinforce knowledge on topics like guard rail protection and hearing safety. Employees are provided with personal protective equipment (PPE) selected through hazard assessments, ensuring the best fit and proper use.

Marine Care has a company emergency plan detailing crisis response procedure, supported by regular drills and safety inspections to identify, and address potential hazards. This proactive approach ensures a safe and prepared work environment for all employees and visitors.

Environmental incident management

Preventing environmental incidents is a top priority for Marine Care. All operations and projects utilize an environmental incident reporting system within our quality management system (QMS), ensuring compliance with mandatory standards.

Employees receive annual training on chemical handling, transportation, and spill containment, supported by facility-specific containment equipment and emergency procedures. Our

QMS promotes awareness and ensures prompt reporting and response to potential environmental impacts. To date, Marine Care has maintained an impeccable record of zero environmental incidents, reflecting our commitment to responsible operations.

Our people/workforce

Marine Care values a diverse and dynamic workforce. In 2023, our team of 71 full-time employees included 46% women and 54% men, representing 15 nationalities. This diversity strengthens our culture and drives our success.

Demographics	2022	2023
Number of females	35	35
Number of males	43	52
Nationality	15	17

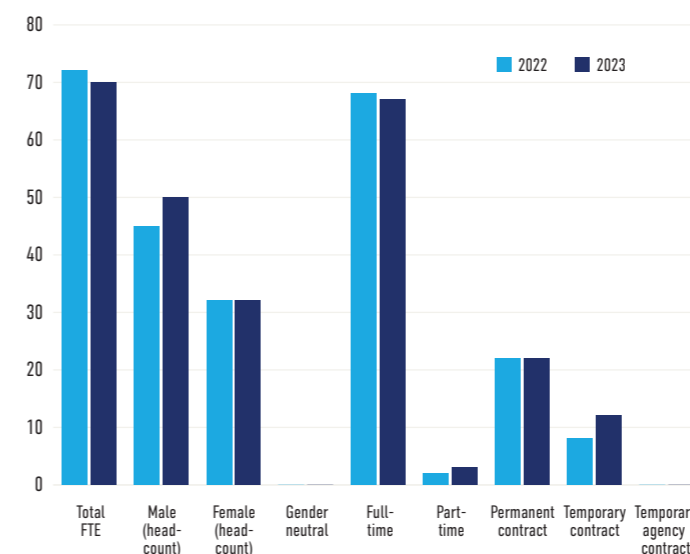
The age distribution of our team reflects a balance of youth and experience, with an average age of 36 years. Employees aged 20-30 represent 33% of the workforce, while 44% fall within the 30-40 and 40-50 age groups. This mix fosters mentorship opportunities and a knowledgeable team. Marine Care supports employees with competitive compensation, work-life balance initiatives, and a remote work policy.

Diversity and equality

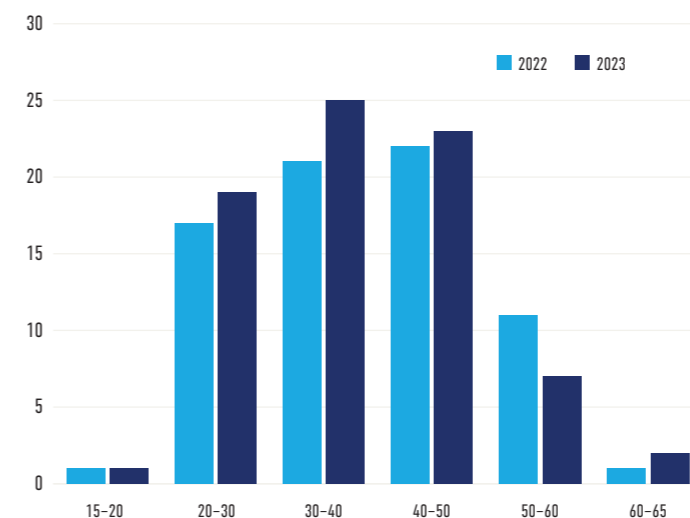
Marine Care is committed to fostering a diverse and inclusive workplace that values individuals from all backgrounds. We provide equal opportunities in hiring, promotion, and compensation, regardless of race, religion, sex, sexual orientation, gender identity, national origin, or disability.

We maintain zero tolerance for discrimination, as outlined in our Code of Conduct, which includes a confidential complaint procedure to address any incidents. Our commitment to diversity is reflected

Workforce



Workforce by age



in strong female representation in leadership, with 70% of team leads being women. Our open-door policy and focus on workforce development support in-house promotions and equitable career advancement for all employees.

Education

Marine Care Academy and Fleet Care program provides tailored in-house training to enhance employee skills and value. Our onboarding process outlines key learning goals, including fundamental and advanced knowledge of product chemistry and specifications. We also support leadership and career development through external training programs assessed and funded on a case-by-case basis. Non-Dutch-speaking employees at our Rotterdam office can access language training to improve proficiency. Future plans include structured developmental and leadership courses to support career advancement while ensuring a healthy work-life balance.

Code of conduct

Marine Care's Code of Conduct and Care Philosophy emphasizes human rights protection and a zero-tolerance stance on discrimination. It outlines procedures for reporting workplace issues and enforces high ethical standards for all employees, ensuring integrity in dealings with stakeholders and authorities. This document underscores our commitment to fair practices, transparency, and accountability in all operations.

Community engagement

Marine Care's corporate social responsibility aims to positively impact the communities where we operate. We actively support local charitable projects and encourage employees to pursue initiatives that align with their interests.

In 2023, Marine Care supported charitable projects, including a fundraiser for the Daniel den Hoed Foundation for cancer research. Until 2022, we also sponsored the Blijdorp Zoo in Rotterdam. In Singapore, we participated in charity events organized by 'Food from the Heart' to combat hunger among low-income families. We plan to expand our outreach, focusing on positively impacting vulnerable communities worldwide.

Governance

Communication strategy

Marine Care is committed to transparent communication, ensuring stakeholders have access to essential information.

For external stakeholders, we share updates on sustainability efforts, project progress, and milestones through our website, email, and social media, keeping them informed and engaged. For our team, we are developing an internal platform to enhance communication and foster a positive organizational culture. This complements quarterly “Key Issues” discussions and annual performance reviews, aligning company goals with employee development.

Business ethics

Marine Care is committed to ethical and responsible business practices, adhering to international standards such as IMO regulations and applicable laws on environmental protection, workplace safety, and product quality. Our Code of Ethics applies to all transactions and ensures compliance with local and international laws, as well as internal policies. Any instance of unethical behaviour is subject to internal review and appropriate disciplinary action.

No tolerance for corruption

Marine Care strictly opposes corruption and bribery, complying with anti-corruption laws globally. Employees, agents, and representatives are prohibited from offering or accepting bribes, kickbacks, or undue advantages. Violations may result in disciplinary action, contractual termination, or legal consequences, including fines and imprisonment. Marine Care also implements measures to prevent financial transactions from being used for money laundering.

IMPROVE – Quality management system

Marine Care ensures exceptional product quality and safety through a comprehensive quality management system (QMS) aligned with ISO 9001 and ISO 45001 standards. This framework guarantees products meet or exceed customer expectations in performance, safety, and environmental impact.

By optimizing processes, Marine Care minimizes waste and enhances efficiency, supporting sustainable practices. Suppliers are carefully vetted to meet high ethical and quality standards. Continuous improvement initiatives identify areas for enhancement, ensuring Marine Care consistently delivers reliable and trustworthy products.

Ethical standards

Marine Care upholds the highest ethical standards, promoting fair competition, transparency, and environmental and social responsibility. The company avoids anti-competitive practices and minimizes its environmental impact through sustainable operations.

Marine Care supports social initiatives, creating a safe, inclusive work environment that prioritizes employee well-being. By adhering to these principles, the company reinforces its reputation as a responsible and trustworthy business.

Ethical considerations

Marine Care prioritizes product safety, ensuring all products are safe for use and environmentally responsible. The company minimizes its environmental impact through sustainable practices, including the responsible disposal of hazardous materials.

Ethical standards extend to the supply chain, requiring suppliers to avoid harmful practices such

as child labour. By integrating these principles, Marine Care underscores its commitment to responsible and sustainable business operations.

Cyber security

Marine Care is committed to protecting sensitive data for clients, employees, and stakeholders. We implement comprehensive cybersecurity measures, including regular risk assessments, strong password policies, data encryption, intrusion detection systems, and role-based access controls. Regular training fosters a culture of security awareness, with phishing simulations and access reviews ensuring robust data protection.

Our strategy extends to third-party risk management, requiring due diligence on vendors and including strict data protection clauses in contracts. We continuously monitor and adapt to evolving threats to maintain system integrity and safeguard sensitive information.

Understanding data protection

Marine Care ensures personal data is handled lawfully, fairly, and securely, adhering to principles such as data minimization, purpose limitation, and accountability. These measures prevent identity theft, fraud, and other risks.

Regulatory compliance

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 proactive in adapting to regulatory changes to maintain a sustainable and responsible business model.



Summary

Our first ESG report highlights Marine Care's progress and dedication to sustainability, aligned with the Corporate Sustainability Reporting Directive (CSRD) regulations. Establishing 2023 as our baseline year for CO₂ emissions, we have made significant strides in implementing sustainable practices, including the integration of renewable energy and solar panels at key locations.

We take pride in our efforts to foster a supportive environment that encourages career growth and development for our diverse workforce. Notably, our ongoing commitment to safety has resulted in zero workplace accidents, underscoring the strength of our safety-first culture.

Looking ahead, we intent to honour our CARE Philosophy, focusing on further reducing emissions and adopting new policies and initiatives that reflect the expectations and priorities of our stakeholders. To ensure continued progress, our Sustainability Committee will conduct annual reviews of action plans, monitor implementation, and track performance against key objectives.

**WE STRIVE TO BE
THE COMPANY
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WE



CARE