

Corporate Sustainability Report.

2025



About Our Report.

Corporate social responsibility is more than just a commitment at CSL, it's an integral part of who we are. Our dedication to sustainability shapes our values, guides our decisions, and strengthens our connection to the communities and environments we serve.

Since the publication of our first report in 2013, the annual CSL Corporate Sustainability Report provides a comprehensive overview of the environmental, social, and governance (ESG) factors that influence our business and guide our continuous improvement efforts. Each year, we build on this foundation by refining our reporting practices, strengthening performance analysis, and advancing initiatives that support our long-term sustainability objectives.

Our 2025 report reflects our ongoing commitment to transparency and alignment with leading sustainability frameworks and standards, including the Sustainability Accounting Standards Board (SASB) Marine Transportation Standard, the Global Reporting Initiative (GRI), Green Marine (GM), and the United Nations Sustainable Development Goals (UNSDGs).

Integrating ESG principles into every facet of our operations goes beyond regulatory compliance. Sustainability at CSL is about making informed, responsible decisions that contribute to a more resilient future for people, communities and the environment in which we live and operate.

Learn more about CSL's sustainability and corporate social responsibility programs on our website: www.cslships.com.

Photo: Jason Desjardins

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2025 Highlights.

ENVIRONMENT

30%

reduction of CO₂e
per tonne of cargo
moved while laden
compared to 2005

200,000

tonnes of CO₂
avoided by replacing
65,000 tonnes of
fossil fuel with biofuel
since 2021

593

cetacean sightings
by seafarers since 2015

210 m³

reduction in sludge
disposed ashore
compared to 2024

SOCIAL

1.2

lost-time injury
frequency rate

3.9

total recordable case
frequency rate

8/10

employee
engagement rate

3%

increase in women
in management
positions compared
to 2024

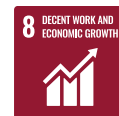
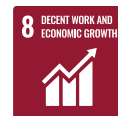
GOVERNANCE

ONE

newly appointed
sustainable
procurement expert

ZERO

cyber security leaks,
theft or losses of data





In 2025, we delivered solid progress across our ESG priorities, among them a 30% reduction in carbon intensity compared to 2005.

Message From Louis Martel.

President and Chief Executive Officer

Sustainability is integral to how we operate at CSL, deliver value and measure success. Across our business, our commitment remains clear: to protect the safety and wellbeing of our people, support the communities we serve, and operate responsibly at all times.

In 2025, we delivered solid progress across our ESG priorities, among them a 30 percent reduction in carbon intensity compared to 2005, keeping us on track toward our long-term decarbonization goals. These results reflect both disciplined execution and the impact of the significant investments we have made over the past several years.

We have taken a deliberate approach to modernizing our fleet and advancing vessel design to improve safety and efficiency, reduce emissions, and strengthen long-term performance. Today, we are beginning to see clear, measurable returns on those investments.

Our new generation of vessels is fundamentally changing the profile of our operations. Methanol-ready Kamsarmax vessels entering service are expected to be up to 40 percent more efficient than the ships they replace, driven by improved fuel consumption and optimized cargo capacity. *MV Yampu*, the world's first battery-powered self-unloading bulk carrier, will reduce diesel use by 25 percent and Scope 1 emissions by 40 percent, with the potential to achieve more than a 90 percent reduction as it

transitions to fully electric operation. On the Great Lakes, *MV Tamarack* replaces two older vessels while maintaining capacity and significantly improving fuel efficiency and reducing emissions through diesel-electric propulsion and energy-efficient systems.

We are applying this same approach across our global operations – designing vessels tailored to specific trades and environments to maximize efficiency while minimizing risks to people and reducing environmental impact. Whether supporting major projects like Simandou with purpose-built transshipment vessels or advancing innovative solutions that reduce dredging for the Mardie Project, our focus is on practical innovation that delivers both operational and environmental value.

At the same time, we continue to prioritize safety, invest in our people and strengthen partnerships with our customers – advancing inclusion, improving career pathways, and developing lower-carbon, more efficient supply chain solutions. The progress we are making today is the direct result of long-term decisions and sustained investment. By combining modern, efficient assets with a deep commitment to our people, we are reducing our footprint while enhancing performance and positioning CSL for a more sustainable, resilient future.



CSL at a Glance.

With roots dating back to 1845, The CSL Group Inc. is a privately owned Canadian shipping company headquartered in Montreal, Quebec. A world-class provider of complex marine solutions, we are the world's largest owner and operator of self-unloading vessels, the third-largest operator of cement carriers, and a leader in high-efficiency transshipment services.

Our regional offices are located in Halifax, St. Catharines, Vancouver, and Winnipeg in Canada; Boston in the United States; London in the United Kingdom; Bergen in Norway; and Karratha, Perth, Sydney, and Whyalla in Australia.

Every year, our fleet transports millions of tonnes of dry bulk commodities for customers throughout the world. Commodities moved include iron ore, aggregates, grain, cement, gypsum, salt and wheat.

We employ approximately 2,300 people globally in a wide range of positions, both on board our ships and in shore-based positions. We are committed to the wellbeing and development of our employees, and to promoting a corporate culture that values high ethical standards, a safe and healthy workplace, and respect for the environment.



Joint Ventures and Partnerships

CANDEU

CANDEU is a joint venture between CSL, Hartmann Schiffsbeteiligungen GmbH & Co. KG and Algoma Malta Holdings Ltd. CANDEU owns two 40,700 DWT self-unloaders, both of which are under time charter with Mibau-Stema.

CSL International Pool

The CSL International Pool is a 60/40 partnership between CSL and Algoma Central Corporation, with a combined fleet of 19 vessels ranging from Handy to Panamax sizes. The pool provides a broad suite of self-unloading and transshipment services across diverse markets. CSL is responsible for the commercial management of all vessels within the CSL International Pool.

CSL OWL SRI

CSL OWL SRI is a joint venture majority-owned by CSL, with Offshore Wind Logistics (OWL) holding a minority stake. The joint venture serves the subsea rock installation segment of offshore logistics.

EMS-Tech Inc.

CSL owns a minority stake in Canadian engineering firm EMS-Tech Inc., an industry leader in the design and supply of bulk material handling systems.

Eureka Shipping Ltd.

Eureka Shipping is a 50/50 joint venture between CSL and SMT Shipping that owns and operates pneumatic and mechanical cement carriers.

Mariac Belt Shipping

Mariac Belt Shipping is a 50/50 joint venture between CSL and SMT Shipping that operates transshippers, bulk carriers, multi-purpose product (MPP) vessels and tugs in the Americas, the Caribbean and West Africa.

Marbulk Shipping

Marbulk Shipping is a 50/50 joint venture between CSL and Algoma Central Corporation that owns a 50 percent stake in MV *Weser Stahl*. The remaining 50 percent ownership of the vessel is held by the Bernard Schulte Group.

Peak CSL Group

Peak CSL Group is a 50/50 joint venture between CSL and Peak Group. Peak CSL Group delivers comprehensive marine logistics solutions catering to the offshore renewable energy sector including rock and ballast logistics support, material transfer solutions, a fleet of project carriers and in-house engineering capabilities.

Skarv Shipping Solutions

Skarv Shipping Solutions is a joint venture between Peak CSL Group and Grieg Edge that provides sustainable short-sea shipping services in northern Europe.

Our Fleet

In 2025, CSL's combined fleet of wholly and jointly owned assets totals 96 vessels. The wholly owned fleet consists of 46 assets, including 27 self-unloaders, six transhippers, five bulkers, five cement carriers, two self-unloading barges and one excavator self-unloader. Our co-owned fleet includes 50 assets consisting of 15 cement carriers, 12 multi-purpose vessels (MPPs), eight tugs, three transhippers, three self-unloaders, four excavator self-unloaders, four transshipment barges and one transshipment crane.

CSL is also responsible for the commercial management of eight other self-unloading ships as part of the CSL International Pool, and seven cement carriers under the Eureka Shipping joint venture. Additionally, six excavator self-unloaders and five multipurpose vessels (MPPs) are chartered through our Peak CSL joint venture, and five shuttle vessels are chartered through our partnership with Mariac Shipping.

46 owned

50 co-owned

31 commercially managed or chartered



Newbuilds, Conversions and Acquisitions

- In 2024-25, we converted an 18,800 DWT geared bulk carrier into a hybrid excavator self-unloader. Delivered in May 2025, *MV CSL Flexvik* is designed to support coastal and offshore construction as well as aggregate logistics across Europe. With two gantry-mounted electric excavators and a 45-metre discharge boom, the vessel offers single-point discharge and can handle a wide range of materials, from fine sand to three-tonne armour rock.
- In 2025, we began construction on the world's first battery-powered self-unloading bulk carrier, custom designed to support Adbri Cement's limestone operations. Set for delivery in 2026, the high-efficiency vessel will initially reduce diesel use by 25 percent and Scope 1 emissions by 40 percent. Full electric capability by 2031 will result in emission reductions over 90 percent.
- In 2025, two in a series of five 72,250 DWT methanol-ready, Kamsarmax ocean self-unloaders were delivered to serve in the CSL International Pool. Two other newbuilds are scheduled for delivery in 2026 and the final vessel to follow in 2027. These newbuilds will be 40 percent more efficient than the vessels they are replacing, with two of the ships designed to be shore-power ready.
- In 2025, construction began on two 18,000 DWT DP2 subsea rock installation vessels being built to support the offshore wind industry through our CSL OWL SRI joint venture. Designed for flexibility, each purpose-built vessel will offer a cargo capacity of 17,500 MT, operate on marine gas oil and methanol, and be capable of working in water depths of up to 100 metres.
- The conversion of *MV Osprey*, a 13,800 DWT gravity-fed transhipper, began in 2025. Once completed, the vessel will be deployed to BCI Mineral's project in Western Australia, supporting their coastal transshipment operations. Delivery of the fully converted *Osprey* is expected in 2026.
- In 2025, Eureka took delivery of *MV Tamarack*, a 12,500 DWT cement vessel designed for the Great Lakes, as well as *MV Molvik* and *MV Jorvik*, two 4,200 DWT cement carriers operating in Europe. Additionally, Eureka ordered six 7,100 DWT cement carriers for operation in Europe and bought the 22,530 DWT cement vessel, *MV Winterset*.
- In 2025, Skarv Shipping ordered four ammonia-ready multi-purpose vessels and two excavator self-unloaders with expected delivery starting in 2026.
- In 2024, we entered into an agreement with BCI Minerals Ltd to build and operate a bespoke transshipment vessel for the Mardie Salt and Potash Project in Western Australia. The vessel will be equipped with a diesel-electric propulsion system that allows for future conversion to clean fuels or electrification. Construction is scheduled to begin in spring 2026, with delivery expected in mid-2027.
- No vessel acquisitions were made in 2025.

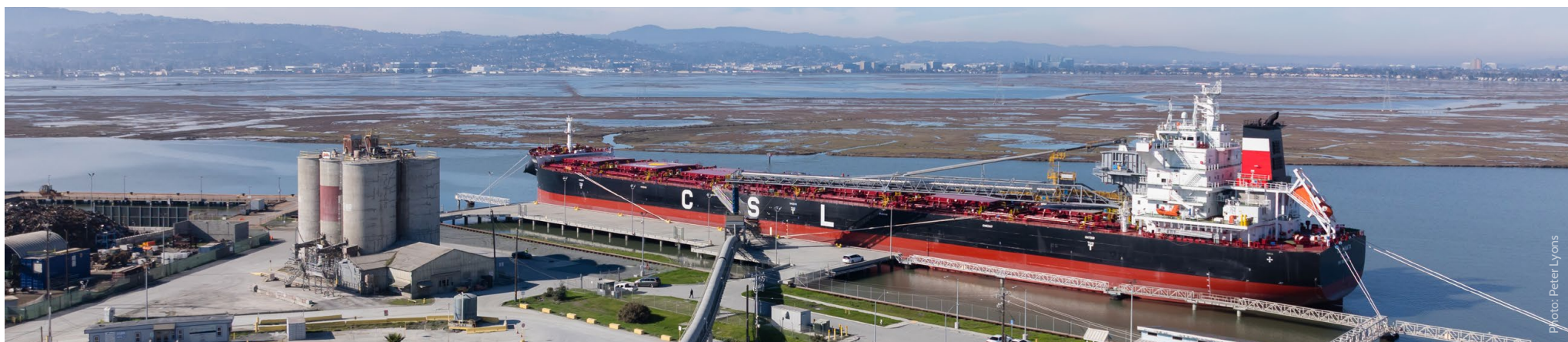


Photo: Peter Lyons

Sales and Retirements

- After more than 40 years of service, *MV Atlantic Huron* was retired in December 2025. The iconic vessel was dismantled and recycled in Canada in accordance with Transport Canada regulations and CSL's own ship recycling policy, which exceeds the requirements of the Hong Kong Convention.
- The self-unloading bulk carrier, *MV CSL Elbe*, which was built in 1982, was recycled in Aliaga, Turkey, according to the Hong Kong Convention and CSL's ship recycling policy.
- The conventional handymax bulk carrier, *MV Mareeba*, was sold in July 2025.

Our Approach to ESG.

Our approach to ESG is shaped by our purpose to set the standard for safer, smarter and cleaner shipping, and by our commitment to creating long-term value for people, the planet, and our customers. We strive for zero harm by integrating innovative technologies, data-driven insights, and responsible business practices into every aspect of our operations. By embedding decarbonization and social impact into our strategy, and by working across our operations, value chain, and communities, we aim to deliver meaningful, lasting impact while strengthening the resilience and success of our business.

In the past year, we took important steps to move our ESG strategy forward by clearly defining priorities, tracking progress more consistently, and listening closely to the people and stakeholders we impact. This work has helped sharpen our focus, improve how we share and measure results, and turn our ESG commitments into practical action. Together, these efforts set a stronger foundation for continued progress and meaningful results in the years ahead.

- 01 Our Priorities
- 02 Performance on Our Targets
- 03 Stakeholder and Employee Engagement
- 04 Leveraging Digital Technologies
- 05 Alignment with Our Joint Venture Partners
- 06 Partnerships for Progress



01 OUR PRIORITIES

Aligning Our ESG Priorities with Global Standards

Our ESG priorities are guided by a range of factors including our corporate values, the expectations of our employees, customers and stakeholders, and our alignment with international frameworks and standards. These include the Sustainability Accounting Standards Board Marine Transportation Standard (SASB), Global Reporting Initiative (GRI) and Green Marine (GM).

We also recognize our responsibility to support the United Nations Sustainable Development Goals (UNSDGs). While our operations may not have a direct impact on all 17 SDGs, we are committed to making a meaningful and positive contribution to those most relevant to our operations.

CSL has the potential to make the most significant material impact on the following five SDGs:



SDG 3 – Good Health and Well-Being

Our employee programs to address mental and physical health, and encourage a positive work-life balance align with this goal.



SDG 5 – Gender Equality

Our efforts to promote women on board vessels and into leadership positions support this goal.



SDG 12 – Responsible Consumption and Production

Our shipboard recycling programs, emphasis on environmentally friendly recycling practices for end-of-life vessels, and circular economy efforts support this goal.



SDG 13 – Climate Action

Our climate advocacy efforts and targets for reducing air emissions align with this goal.



SDG 14 – Life Below Water

Our initiatives to protect marine and aquatic life, including underwater radiated noise reduction, ballast water treatment, oil spill prevention, and our work with marine mammals in Canada and Australia, contribute to this goal.

From Strategy to Action

The evolution of our ESG priorities is informed by a structured assessment of risks and opportunities, regulatory developments, and stakeholder expectations. In 2025, our focus shifted from defining priorities to putting them into practice – strengthening how we manage ESG issues day to day and tracking progress more consistently.

STRATEGY REFRESH

Over the past year, we updated our ESG strategy for 2026–2030, reaffirming our long-term commitments while refining near-term priorities to reflect regulatory requirements, operational realities, and stakeholder expectations across the regions where we operate. The revised strategy provides clearer guidance on how we will focus our resources and efforts over the next five years.

Our ESG priorities are concentrated in areas where our actions can have the greatest impact. These priorities reflect both our operational footprint and the issues most relevant to the long-term resilience of our business.

Environmental

- Decarbonize our operations
- Protect biodiversity
- Improve recycling and waste management

Social

- Keep people safe
- Strengthen employee engagement
- Support diversity, equity and inclusion
- Contribute to our communities

Governance

- Implement a sustainable procurement strategy
- Strengthen climate risk management
- Reinforce ethical and responsible business practices

EVOLVING FOCUS AREAS

In addition to strengthening our established ESG priorities, we sharpened our focus on several key areas that advance a more integrated, data driven approach. These efforts reflect our ongoing commitment to balancing long-term ambition with practical, measurable execution.

- **Recycling and waste management:** We conducted a detailed analytical review to deepen our understanding of regional performance trends. These insights are informing targeted actions and more effective planning for future years.
- **Regulatory ESG reporting readiness:** In response to evolving mandatory climate-related disclosure requirements in certain jurisdictions, we increased our focus on governance, data quality, and internal controls to support consistent, reliable ESG reporting.
- **Employee driven engagement initiatives:** We continued to encourage grassroots participation through initiatives such as charitable donations, targeted recycling programs, and e-waste campaigns, helping to embed ESG priorities into our culture and day-to-day operations.

EXECUTION AND OVERSIGHT

Integral to our updated ESG strategy is a strong focus on execution and oversight. In 2025, we strengthened our delivery and governance processes to ensure ESG priorities remain actionable and progress is consistently tracked. A cross-functional team with representation across regions conducted quarterly reviews to assess progress, identify emerging risks or delivery challenges, and adjust focus areas as needed. These regular reviews strengthen accountability and support effective execution, while keeping ESG actions aligned with operational priorities and evolving regulatory and market developments.

02 PERFORMANCE ON OUR TARGETS

We refined our priority targets in 2025 to distinguish between Scope 1 and Scope 3 emissions using the operational control approach. We introduced Scope 3 emissions – currently limited to shipping sources only – as part of our ongoing efforts to better align our metrics with evolving regulatory reporting requirements across jurisdictions.

ESG PRIORITIES	MATERIAL TOPIC	METRIC	2024 PERFORMANCE	2025 PERFORMANCE	GOALS AND AMBITIONS
Environment Reduce our footprint by decarbonizing our operations, protecting marine mammals and responsibly managing waste.	Decarbonization	Energy Efficiency Operating Indicator (carbon intensity gCO ₂ eq/tonne-nm)	-30%	-30%	35% reduction in carbon intensity of shipping operations by 2030 compared to 2005
		Scope 1 emissions (tonnes) (including biogenic emissions)	516, 963	417,645	
		Scope 3 emissions (tonnes)	N/A	274,703	
		Renewable energy as a percentage of total fuel	8.7%	11.4%	
	Biodiversity Protection	Number of oil spills / quantity (litres)	3/4	4/108	Zero oil spills
		Percentage of ships measured for underwater radiated noise	38%	38%	Achieve baseline URN measurement for at least 70% of ships of each vessel type
	Recycling and Waste Management	Landfill waste (m ³ /crew/operational day)	67%	66%	Reduce shipboard waste going to landfill by 75% by 2030 compared to 2010
		Recycling as percentage of total waste	29%	24%	Recycle 50% of total shipboard waste by 2030
Social Achieve zero harm to people, property and planet while fostering a diverse and inclusive workplace.	Health and Safety	Lost-Time Injury Frequency Rate (LTIFR)	0.5	1.2	Achieve 0.6 or less in 2025
		Total Case Recordable Frequency Rate (TCRFR)	2.4	3.9	Achieve 3.0 or less in 2025
	Diversity and Inclusion	Proportion of women working on board ships (Canada)	8.4%	6.3%	Proportion of women working on board ships in Canada to reach 12% by 2030
		Proportion of women in management positions or higher (global)	27%	30%	Proportion of women in management positions or higher to reach 50% by 2030
Governance Act ethically and accountably to ensure sustainable corporate responsibility.	Ethics and Anti-corruption	Number of breaches of policy detected	0	2	Zero breaches of policy
	Cyber Security and Privacy	Number of identified leaks, thefts or losses of data	0	0	Zero breaches or losses

03 STAKEHOLDER AND EMPLOYEE ENGAGEMENT

We regularly engage with our employees, customers, and stakeholders to shape ESG priorities that reflect real risks, expectations, and opportunities across our business. Regular employee surveys and engagement activities help us understand which ESG issues matter most, where awareness is strong, and where additional guidance or communication is needed. Targeted training and briefings help teams better understand new ESG-related regulations and how they affect day-to-day work and decision making.

We also engage customers and external stakeholders through a range of communication channels, giving us valuable insight into emerging issues and expectations beyond our organization. This ongoing input, together with our annual enterprise-wide risk assessments, helps inform how we identify, prioritize, and manage ESG risks and opportunities. Climate-related topics are an increasing focus of this work and will continue to be further integrated into our risk and planning processes over time.

Input From Our Seafarers

In 2025, we conducted a confidential Crew Engagement Survey across our Canadian and Australian fleets, in partnership with an independent third-party provider, to assess engagement, identify drivers and barriers, establish a baseline, and inform improvement actions. The survey covered both company-wide themes including ESG-related topics, and vessel-specific onboard experiences, combining quantitative results with open-ended feedback.

Participation reached 56 percent of permanent and alternate crew, with an overall global engagement score of 66 percent, providing a representative and credible dataset. Results demonstrated strong performance in safety culture, work-life balance, wellbeing and inclusion, and career development, along with positive perceptions of CSL's actions and practices related to environmental protection and social responsibility.

04 LEVERAGING DIGITAL TECHNOLOGIES

Digital technologies are critical to advancing our ESG initiatives by enabling the collection, processing, and analysis of data that support informed decision making. From real-time vessel monitoring to AI-enabled scheduling, digital platforms help improve operational efficiency, reduce risk, tailor training programs, and quantify the impact of our decarbonization and waste management initiatives.

OPERATIONAL OPTIMIZER (O2)

Our proprietary O2 technology is a real-time vessel monitoring system that continuously tracks vessel systems and trends for analysis by ship and shore teams. Using onboard sensors, geo-localization, and real-time monitoring, O2 delivers key data and reports to optimize environmental, operational, and energy efficiency. In 2025, new O2 initiatives were deployed to reduce environmental impacts, including hull cleaning analysis, fuel additive testing, and the sharing of O2 data with partners through two Ocean Supercluster projects to improve asset reliability and voyage performance.

INTELLIGENT SCHEDULING SYSTEM (ISS)

Operational validation for our Intelligent Scheduling System (ISS) was completed in 2025. ISS is a decision support tool designed to enhance scheduling efficiency across all our fleets. By combining a user-friendly interface with powerful optimization algorithms, ISS streamlines the scheduling process, enabling departments to create both short- and long-term schedules with greater accuracy and ease. The solution will be rolled out in 2026 and is expected to contribute to reduced carbon emissions per tonne of cargo transported.

VOYAGE OPTIMIZATION

By combining several CSL digital tools, we introduced practical voyage optimization measures that reduced fuel use and improved efficiency. Weather routing helped crews select more fuel efficient routes, tidal lift optimization allowed increased cargo loads at certain tidal ports, and just-in-time arrival reduced unnecessary fuel consumption while waiting to berth. Together, these improvements were made possible by using historical insights, real-time data, and strong monitoring processes to support better day-to-day operational decisions.

FOUNDATIONAL DATA IMPROVEMENTS

In 2025, we put a stronger emphasis on strengthening the foundations of our digital systems, with a focus on data quality, clear governance, and consistent standards. After investing in new platforms, this behind-the-scenes work is helping ensure our data is reliable and easier to connect across systems, creating a stronger base for using advanced analytics and artificial intelligence in the future in the years ahead.

05 ALIGNMENT WITH OUR JOINT VENTURE PARTNERS

We work closely with our joint venture partners to ensure we are aligned on ESG priorities and applying the same high standards across our shared operations. This includes working together on environmental performance, safety, ethical conduct and regulatory compliance, with an open and practical approach to sharing information, learning from each other, and improving over time.

In 2025, we focused on strengthening safety reporting and cross-partner learning, improving alignment on environmental and emissions reporting, and reinforcing governance and compliance through streamlined policies, training, and ongoing oversight. As ESG reporting and data expectations continue to change, we are also working with our joint venture partners to improve the tools, systems, and processes that support this work, helping ensure more consistent, reliable information and better decision making across the group.

Safety Performance and Shared Learning

We are working closely with our joint venture partners to strengthen safety oversight and improve performance across our shared fleets. Our focus is on applying consistent safety expectations and governance across all joint ventures, in line with the high standards used across our broader organization.

Throughout the year, we improved transparency and deepened collaboration with partners, with a strong emphasis on cross-partner learning. Safety learning bulletins were shared to highlight insights and help prevent repeat events, supporting more consistent practices and improved safety capability across joint venture operations. We will continue to engage with partners on critical risks, with the shared goal of maintaining high safety standards and protecting the wellbeing of everyone working across our joint operations.

06 PARTNERSHIPS FOR PROGRESS

Every year, we collaborate with a wide range of partners and organizations to advance our sustainability goals. These include industry associations, academic institutions and non-profit organizations, some of which are listed below.

Canadian Whale Institute

A charity devoted to the sustainable co-existence of whales and people.

Clear Seas

A not-for-profit organization that provides independent fact-based research and information on marine shipping issues.

Eyesea

A non-profit organization that maps global pollution and maritime hazards.

Fonds d'action du Saint-Laurent

A charity that supports projects that improve the ecosystem of the St. Lawrence River and Gulf.

Future Care

An international medical management and telemedical service provider exclusively serving the maritime industry.

Green Marine

An environmental certification program.

Group for Research and Education on Marine Mammals

A non-profit organization dedicated to research on marine mammals in the St. Lawrence.

Innovation maritime

An applied research centre affiliated with the Institut maritime du Québec.

Institut des sciences de la mer de l'Université du Québec à Rimouski

An institute dedicated to advancing sustainability knowledge about coastal environments.

Marine Animal Response Society

An organization that aids stranded, injured or entangled marine mammals.

Marine Mammal Observation Network

A non-profit organization that works to protect and conserve marine mammals and their habitats in the Gulf of St. Lawrence.

Maritime Anti-Corruption Network

A global business network dedicated to ending corruption in the marine industry.

Moisson Montréal

Canada's largest food bank.

Neptune Declaration on Seafarer Wellbeing and Crew Change

A declaration promoting four main actions to protect seafarers during the COVID-19 pandemic.

Western Arctic Marine Training Centre

A training centre dedicated to building a skilled maritime workforce across Canada's North.

White Ribbon

A movement to end violence against women and girls.

Environmental Stewardship.

- 01 Decarbonization
- 02 Protecting Life Below Water
- 03 Recycling and Waste Management



01 DECARBONIZATION



OUR COMMITMENT

We are committed to reducing both the carbon intensity and absolute emissions of our operations, while continuing to provide safe, reliable, and efficient maritime transportation. Decarbonization is a core environmental priority for us and a key pillar of our long-term sustainability strategy.

Our approach emphasizes practical, measurable actions across our operations, including improving efficiency, renewing and optimizing our fleet, transitioning to lower carbon fuels, and using data-driven insights to guide decisions. We recognize that no single solution can achieve the scale of emissions reductions required across our diverse global fleet, and we are pursuing a portfolio of measures to drive meaningful progress.

By 2030, we aim to reduce the carbon intensity of our vessel operations by 35 percent compared to 2005, while continuing to make steady progress toward our long-term decarbonization ambitions.



PROGRESS IN 2025

In 2025, we achieved a 30 percent reduction in carbon intensity compared to 2005, keeping us on track to meet our long-term decarbonization goals. Our progress reflects continued focus on improving operational efficiency, advancing fleet renewal and engineering initiatives, and using lower carbon fuels where supply chains and regulatory frameworks allow.

We continued to invest in digital tools and operational practices that support emissions reductions, advanced on the development of innovative low- and zero-emissions vessel technologies, and remained actively engaged with regulators and policymakers on maritime decarbonization. Together, these efforts demonstrate our ongoing commitment to reducing our environmental footprint while maintaining safe, reliable, and competitive operations.

Decarbonization Roadmap

Our Decarbonization Roadmap provides a scenario-based view of emissions performance across our fleet and regions, aligned with evolving regulatory requirements such as IMO CII targets and regional carbon pricing. It supports performance monitoring, evaluation of alternative fuels and operational measures, and informed decision making amid regulatory uncertainty. Given ongoing uncertainty around the timing and design of global and regional regulations, CSL applies a staged investment approach to decarbonization.

While regulatory complexity, uneven fuel availability, and infrastructure readiness continue to pose challenges for long-term planning, we remain committed to early action. Strong environmental performance and preparedness for future carbon constraints are central to our long-term resilience.

2025 Performance



Achieved a **30% reduction** of CO₂e per tonne of cargo moved while laden in 2025 compared to 2005 (EEOI laden, excluding transshipment).



Achieved a well-to-wake carbon intensity of **9.46 g of CO₂ per tonne/nautical mile** (while laden) in 2025.



Tracking Our Performance

We track decarbonization progress using a combination of absolute and intensity-based metrics, providing a balanced view of overall emissions reductions and efficiency improvements.

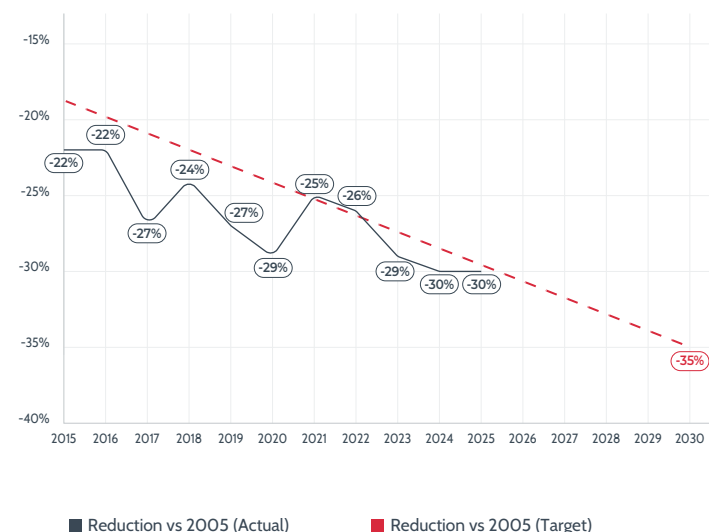
In preparation for upcoming mandatory climate-related disclosures, we increased the level of detail in our emissions reporting. In particular, we further disaggregated emissions by Scope 1 and Scope 3, as well as between wholly owned operations and joint ventures.

This enhanced granularity enables a deeper analysis of our emissions profile, helping us better identify key sources of emissions and prioritize the most effective actions to drive meaningful reductions over time.

ENERGY EFFICIENCY OPERATING INDICATOR (EEOI) - LADEN

Since 2024, we have maintained a 30 percent reduction in carbon intensity compared to our 2005 baseline. This performance is consistent with the relatively stable global volumes of biofuels consumed in 2024 and 2025.

The EEOI metric tracks the energy efficiency of vessels while laden and is sensitive to factors like alternative fuels, scheduling, fleet changes, efficiency measures, and trade patterns. Transshipment operations are excluded from our calculation.



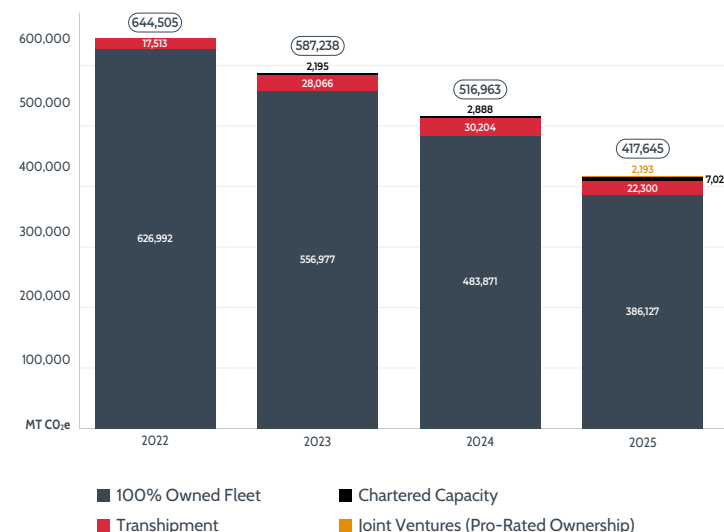
SCOPE 3 EMISSIONS

We expanded our reporting to include Scope 3 emissions associated with our operations. Scope 3 emissions encompass indirect greenhouse gas emissions that occur across our value chain, both upstream and downstream, from sources that are not directly controlled by CSL.

Our current disclosure focuses on emissions related to our upstream and downstream shipping activities. While this does not yet represent our full Scope 3 emissions profile, it marks an important first step for CSL in strengthening data collection and transparency around this key metric.

SCOPE 1 EMISSIONS - TOTAL ABSOLUTE CO₂ EMISSIONS (INCLUDING BIOGENIC EMISSIONS)

Measuring our CO₂ emissions helps us better understand the efficiency and environmental impact of our fleet. In 2022, we expanded our approach to include transshipment emissions and cargo data, giving us a more complete picture of our global footprint. Beginning in 2025, we further refined our reporting to include the Scope 1 emissions from our joint venture fleets based on operational control, improving the accuracy and completeness of our overall carbon footprint.



Emissions Accounting for Joint Venture Vessels

Our ownership stake in joint venture vessels ranges from 25 percent to more than 90 percent. In every case, these vessels are operated under the full operational control of either our joint venture partners or independent third party operators.

Emissions accounting for joint venture vessels follows an operational control approach. Under this framework, 100 percent of emissions are reported by the entity responsible for operating the vessel.

2025 TOTAL EMISSIONS - JOINT VENTURE VESSELS

Total Scope 1 emissions
2,193 MT CO₂eq.

Total Scope 3 emissions
88,689 MT CO₂eq.

2025 Biofuel Program

In 2019, we launched our biofuel program in the Great Lakes to support the decarbonization of our fleet, beginning with pilot trials on the auxiliary engine of a single vessel. Since then, the program has expanded across the Great Lakes and into Europe, with continued initiatives underway in Australia to support adoption.

Since 2021 our Great Lakes biofuel program has logged nearly 100,000 hours on B100, replacing 65,000 tonnes of fossil fuel and avoiding more than 200,000 tonnes of CO₂. In Europe, biofuel uptake increased in response to FuelEU Maritime and the ongoing requirements of the EU Emissions Trading System.

2025 REGIONAL BIOFUEL PROGRAM RESULTS

GREAT LAKES

10 vessels operating on biodiesel from May to October 2025

16,356 MT of B100 biodiesel used

54,194 MT of carbon avoided on a lifecycle basis

NORWAY

3 vessels operating on biodiesel

1,497 MT of B6 and **1,349 MT** of B30 biodiesel used In Europe

1,414 MT of carbon avoided on a lifecycle basis

AUSTRALIA

Progress on biofuel adoption was constrained by regulatory uncertainty and higher fuel costs. During this period, we evaluated potential biofuel pathways and identified funding opportunities to enable broader adoption in the years ahead.

Data-Driven Efficiency Gains

BOILER AND THERMAL OIL HEATER OPTIMIZATION THROUGH O2

Using analytics from our Operational Optimizer (O2), boiler settings were optimized across our Canada Steamship Lines and CSL Americas fleets, contributing to emissions reductions of more than 600 metric tonnes of CO₂. These insights improved boiler and thermal oil heater management – particularly during port stays – by identifying high-performing vessels and scaling optimal operating parameters across the fleet. As a result, approximately 110 metric tonnes of fuel were avoided in the Americas in 2025 despite longer port stays, while in Canada, optimized boiler management delivered 82 metric tonnes of fuel savings compared to 2022.

Boiler Optimization Results

	FUEL SAVED	GHG EMISSIONS PREVENTED
Canada Steamship Lines (since 2022)	82 MT	262 MT
CSL Americas (since 2025)	110 MT	352 MT

VESSEL SPEED MANAGEMENT

By analyzing real-time data generated by our O2 vessel optimization system, our monitoring team works closely with fleet operations in Canada and Australia to implement vessel speed reductions across trade routes, helping to optimize fuel consumption. In 2025, the program saved approximately 3,400 MT of fuel and prevented 10,700 MT of CO₂.

Vessel Speed Management Results – 2025

	FUEL SAVED	GHG EMISSIONS PREVENTED
Canada Steamship Lines	2,972 MT	9,529 MT
CSL Australia	394 MT	1,222 MT

USING PERFORMANCE ANALYTICS TO IMPROVE VOYAGE PLANNING

By combining weather routing, tidal lift optimization, and just-in-time arrival – supported by historical insights, real-time data, and strong monitoring – our voyage optimization tools reduce fuel use and improve operational efficiency. A clear example was MV *CSL Reliance's* southbound voyage from Brisbane, Queensland, to Thevenard, South Australia, where route planning leveraged the East Australian current, enabling a peak speed of 16.6 knots and delivering an estimated fuel saving of 5.8 metric tonnes.

Next-Gen Ship Design

The benefits of our long standing fleet renewal and redesign programs continued in 2025 through sustained investment in modern vessel design and engineering. Advances in hull forms and propulsion efficiency have strengthened operational performance, reduced fuel consumption, and lowered emissions across the fleet.

A defining milestone in this journey is MV *Yampu*, the world's first battery-powered self-unloading bulk carrier, scheduled for delivery in 2026. The vessel will initially operate in a hybrid configuration, integrating battery energy storage, diesel-electric generation, and shore power capability, with a planned transition to fully electric operation as port charging infrastructure becomes available – retaining diesel generators for backup only. This project marks a significant milestone in advancing zero emissions technology in the bulk shipping sector.



LOOKING AHEAD

In 2026 and beyond, we will continue to refine our decarbonization roadmap, scenario analysis, and progress initiatives that deliver measurable emissions reductions where technically and commercially viable. We will also continue to engage with regulators, customers and industry partners to support a pragmatic and equitable transition toward lower carbon shipping.

02 PROTECTING LIFE BELOW WATER



OUR COMMITMENT

Our ships operate in freshwater and coastal marine environments worldwide, from highly sensitive ecosystems to busy commercial waterways. Protecting biodiversity across all our operating areas is fundamental to how we operate and manage risk.

Our approach is practical and preventive. We focus on understanding risks early, using science to guide decisions, and working alongside regulators, researchers, and industry peers. Rather than treating biodiversity as a box-ticking exercise, we look for real world solutions that protect marine life while allowing vessels to operate safely and efficiently.



PROGRESS IN 2025

Over the past year, we advanced biodiversity protection through a combination of operational controls, industry collaboration, and targeted research. Efforts focused on preventing the spread of invasive species through effective ballast water and biofouling management, supported by active participation in regulatory and innovation initiatives.

Protecting marine mammals remained a key priority, with vessels participating in voluntary speed reduction programs to lower underwater noise, emissions, and strike risk. These actions were reinforced by long-standing research partnerships, data-sharing initiatives, and enhanced monitoring efforts, including crew-led observation programs. Investments in marine research and conservation – ranging from whale protection to reef restoration – further supported ecosystem resilience. Complementing these efforts, digital navigation tools and strong spill prevention practices helped minimize operational impacts in sensitive marine environments, reinforcing our commitment to responsible and science-based environmental stewardship.

Real-Time Monitoring for Responsible Navigation

We use digital tools to help protect marine ecosystems and support responsible navigation in sensitive areas. Our onboard O2 vessel monitoring system tracks each ship's location in real time and alerts crews when they are approaching or entering protected areas, such as the Great Barrier Reef, Monterey Bay National Marine Sanctuary, and the Gulf of St. Lawrence.

With this information, crews can adjust their speed and routes to reduce fuel use, limit underwater noise, and minimize their environmental impact. In zones with stricter rules – like speed limits or discharge restrictions – the system also helps ensure out vessel operations are safe and compliant.



Oil Spill Prevention

Preventing oil spills and responding effectively if they occur is a core part of our operational approach. All vessels operate with Shipboard Oil Pollution Emergency Plans (SOPEP), supported by regular crew training and onboard drills to maintain a high level of response readiness.

Prevention is our first priority. Our vessels are designed with built-in safeguards and supported by strict operating procedures to minimize risk. We consider any oil discharge unacceptable and continuously strengthen our controls across the fleet. Our proactive safety culture further supports these efforts, with crews encouraged to identify and report near misses.

In 2025, we recorded three minor oil-to-water incidents, with one more serious incident caused by equipment failure, accounting for 105 of the total 108 litres. An investigation into the cause of the equipment failure is ongoing as we remain committed to our goal of zero spills and learning from each incident to prevent future occurrences.

OIL SPILLS

SASB TR-MT-160a.3

**4 oil spills
= 108 litres**

Advancing Marine Mammal Protection and Research

VESSEL SPEED REDUCTION

British Columbia Coast

From June to November 2025, CSL vessels took part in the Enhancement of Cetacean Habitat and Observation (ECHO) Program, a voluntary initiative focused on reducing underwater noise and vessel strike risk in key whale habitats, including Haro Strait, Boundary Pass, the Strait of Juan de Fuca, and Swiftsure Bank. By slowing vessels in these areas to 11 knots or less, CSL supported reductions of up to 50 percent in underwater radiated noise, an estimated 30 percent decrease in whale strike risk, and approximately 25 percent lower air emissions.

California Coast

For the fourth consecutive year, CSL received the Sapphire Tier in California's Protecting Blue Whales and Blue Skies Vessel Reduction Program, with a cooperation rate of 90 percent in 2025, up from 85 percent in 2024, travelling more than 9,500 nautical miles at "whale safe" speeds. Shipping participants voluntarily limit their speed to 10 knots or less within the designated VSR zones and season.

Gulf of St. Lawrence

CSL follows the seasonal speed restrictions set by the Government of Canada in the Gulf of St. Lawrence to protect North Atlantic right whales. Our ships comply with Navigational Warnings from Transport Canada and stay updated through monthly Notices to Mariners. Additionally, CSL participates in the voluntary seasonal slowdown initiative, reducing speed to 10 knots during the whale season from spring to fall.

We aim to reduce the impacts of vessel operations on marine mammals, including the risk of vessel strikes and underwater noise, particularly in sensitive coastal and migration areas. This work is carried out in collaboration with regulators, port authorities, researchers, and conservation groups to advance practical, evidence-based measures that protect marine life without compromising vessel safety or increasing emissions. Our approach combines voluntary operational actions, research partnerships, data sharing, and navigational planning.

RESEARCH AND DATA SHARING

Underwater Radiated Noise Research

Since 2020, CSL has been a leading contributor to the Marine Acoustic Research Station (MARS) program, which uses advanced monitoring equipment in the St. Lawrence Estuary to measure underwater radiated noise and identify onboard noise sources. Noise measurements are regularly collected from *MV Nukumi* and *MV Ferbec*, which pass through the MARS station frequently, and periodically from *MV Baie St. Paul*, *MV CSL Assiniboine*, and *MV CSL Laurentien* during occasional transits.

A cavitation study is being conducted on *MV Nukumi* in partnership with Innovation maritime. The project uses advanced onboard sensors to better understand the relationship between engine room noise, cavitation, vibration, vessel speed, and underwater radiated noise. The findings will support the development of predictive tools and practical measures to reduce underwater noise while maintaining safe and efficient vessel operations.

Dolphin Research

As part of a new collaboration with Australia's Dolphin Research Institute, *MV Goliath* seafarers were trained as citizen science whale and dolphin observers. Although the program was introduced late in the whale migration season and recorded limited observations in its first year, it confirmed that the monitoring system works effectively. Seafarers from other CSL vessels will be joining the program ahead of the 2026 migration season, enabling stronger data collection in future reporting periods.

Right Whale Research

Since 2023, CSL has supported whale research on the East Coast of North America through established whale adoption programs. In 2025, CSL expanded this support by adopting three North Atlantic right whales through Ocean Alliance, in addition to the six whales previously adopted through the New England Aquarium's Right Whale Research Program. These programs directly support essential research, monitoring, and conservation efforts focused on protecting the critically endangered North Atlantic right whale and its habitat.

Reef Restoration

In 2025, we donated \$10,000 to the Reef Restoration Foundation to support its research to address coral bleaching and strengthen the long-term resilience of the Great Barrier Reef in Australia. This contribution supports the protection of a critical marine ecosystem in Northern Queensland, a region regularly transited by CSL vessels.

Navigational Planning and Operational Controls

We integrate marine mammal protection considerations into voyage planning through geofencing of sensitive areas, routing awareness, and operational guidance delivered via our O2 vessel monitoring system. These tools help crews identify high-risk zones and apply appropriate operational practices to reduce potential impacts on marine life, including adjusting speed, reduce fuel use, and limit underwater noise.

Marine Mammal Observation Network (MMON)

CSL has been an active participant in the Marine Mammal Observation Network's (MMON) voluntary Navigating Whale Habitat data collection program for more than ten years. Over the past decade, CSL crews have voluntarily recorded 593 whale sightings in the Gulf of St. Lawrence and Estuary, including 17 sightings reported in 2025 by seafarers aboard *MV Ferbec*.

In recognition of our long standing contribution, MMON awarded CSL a certificate of appreciation in 2025, acknowledging our commitment to improving marine mammal monitoring and awareness through vessel-based observations.

Preventing the Spread of Invasive Species

BALLAST WATER MANAGEMENT

We support the objectives of the International Maritime Organization's Ballast Water Management Convention and the global effort to prevent the spread of aquatic invasive species. Our operations in diverse freshwater and coastal environments underscore the importance of implementing approaches that are practical, effective, and tailored to regional conditions.

While regulatory compliance remains essential, we prioritize ballast water management solutions that deliver reliable performance while protecting crew safety and environmental integrity, particularly in areas characterized by poor water quality or unique freshwater conditions. Our experience reinforces the need for policies and technologies that function effectively under real-world operating conditions.

Innovation and Regulatory Engagement on the Great Lakes

To advance our objectives to prevent the spread of invasive species in the Great Lakes, we actively participate in the Ballast Water Innovation Program (BWIP), a Transport Canada-funded initiative led by Innovation maritime. Through this program, we contribute operational expertise and empirical data to support the development of practical, science-based ballast water management solutions.

We also maintain ongoing engagement with Transport Canada to share performance insights, promote regulatory consistency, and support policy decisions grounded in operational realities. In parallel, we systematically share data on ballast water treatment system performance across varying water qualities and seasonal conditions, helping to strengthen collective understanding of system effectiveness and inform continuous improvement across the industry.

BALLAST WATER TREATMENT SYSTEM IMPLEMENTATION

SASB TR-MT-160a.2

Global Fleet

100% equipped with ballast water treatment systems,

excluding Great Lakes and exempted vessels.

Great Lakes Fleet

25% of our Great Lakes fleet equipped with ballast water treatment systems

Ballast water treatment systems (BWTS) are installed on four of 17 vessels in our Great Lakes fleet. Under current regulations, only vessels built after 2009 are required to be equipped with a BWTS. Of the seven ships built after that year, four are compliant (64 percent), with the remaining three exempt until their next drydock.

BIOFOULING MANAGEMENT

Hull biofouling can harm ecosystems by transferring aquatic organisms between water bodies and can increase fuel use and emissions by reducing vessel efficiency. We manage these risks through practical biofouling practices that protect ecosystems while improving vessel performance and reducing greenhouse gas emissions.

This includes measures to prevent the spread of invasive species, maintain clean hulls, and support efficient operations. We also support biofouling requirements that reflect local environmental and operational conditions, particularly in freshwater systems such as the Great Lakes, where risks differ from those in saltwater.

Policy Development in Canada

Canada is taking a leadership role at the International Maritime Organization in advancing biofouling regulations, increasing the likelihood that future requirements will be applied globally. At the same time, the Canadian government is exploring biofouling controls similar to ballast water regulations to address lake-to-lake transfer risks in the Great Lakes.

In 2025, CSL contributed to this policy development through formal submissions to regulators and industry associations, supporting approaches grounded in the environmental realities of the Great Lakes and the practical realities of vessel operations. In parallel, we continue to advance our own hull cleaning initiatives – driven by clear fuel efficiency and emissions reduction benefits – and support responsible in-water or at-anchor hull cleaning where appropriate to minimize environmental impacts.



LOOKING AHEAD

Protecting biodiversity is a shared responsibility that relies on strong science, collaboration, and alignment with evolving regulations. As the quality and availability of data continue to improve, we continue to strengthen how we measure and report on our impact, expanding biodiversity-related disclosures and performance metrics in future reporting.

Looking ahead, we will continue working with regulators and research institutions to address invasive species and biofouling, while supporting measures to protect marine mammals. We will also strengthen our biodiversity data collection and analysis to better inform decisions and improve transparency.

03 RECYCLING AND WASTE MANAGEMENT



OUR COMMITMENT

Effective recycling and waste management are central to minimizing environmental impacts across our shipboard and shore-based operations. Our lifecycle-focused approach begins with the design of long-lasting, adaptable, and recyclable vessels and systems, and extends through to end-of-life, prioritizing waste reduction, resource efficiency, and waste-to-asset solutions.

Our seafarers play a critical role in implementing sustainable practices on board, including the safe handling and disposal of waste streams such as oily residues and sewage in compliance with MARPOL and other regulations. In our offices and warehouses, we complement these efforts by advancing resource efficiency through energy-efficient infrastructure, reduced paper use, and initiatives to limit single-use materials.

Supported by strong data, standardized processes, and trusted partners, our program is focused on maximizing recovery and reuse while ensuring the responsible management of materials throughout their lifecycle.



PROGRESS IN 2025

In 2025, we strengthened our approach to waste and recycling through a global analytics review, providing deeper visibility into regional performance and trends, infrastructure constraints, and opportunities to improve diversion. These insights will inform targeted actions in priority regions, alongside ongoing efforts to refine shipboard practices, supplier arrangements, and shore-based operations to reduce waste and limit single-use materials.

Progress in 2025 was driven in part by source reduction initiatives, including cutting back on single-use plastics. Circular solutions remained central, with waste converted into resources such as biofuel and potting soil, and materials repurposed through community partnerships, such as the reuse of mooring ropes in Australia.

Responsible end-of-life vessel management also continued, with two ships recycled in accordance with international standards, ensuring material recovery, safe handling of hazardous substances, and opportunities for reuse and donation.

From Design to End-of-Life

Responsible ship recycling is embedded across the full lifecycle of our vessels, guided by our Ship Recycling Policy established in 2009. Environmental, health, and safety considerations are integrated from design through to end-of-life to reduce risks and enable safe, efficient recycling.

Our approach to eco-friendly design includes avoiding hazardous materials such as PCBs, ozone-depleting substances, and asbestos. We maintain and regularly update detailed Inventories of Hazardous Materials for each vessel, ensuring these substances are carefully managed and properly disposed of.

At the end of their service life, vessels are resold for continued use or recycled at certified facilities that comply with the IMO's Hong Kong Convention and, where applicable, the EU Ship Recycling Regulation. Recyclable materials are recovered, and hazardous substances are carefully managed throughout the dismantling process.

In 2025, two vessels were responsibly retired:

- **MV Atlantic Huron** concluded more than 40 years of service in December 2025 and was sent for recycling at Sheet Harbour, Nova Scotia, in accordance with the Hong Kong Convention and CSL's policy. Delivered in 1984, she was among the last Canadian-built straight-deck bulk carriers and a pioneer of the Caribbean Class. As part of her decommissioning, equipment and materials were donated, including to Georgian College to support maritime training.
- **MV CSL Elbe**, built in 1982 in Norway, completed her final voyage in May 2025, and was recycled at the Aliaga recycling facility in Turkey. The process was overseen by CSL's representatives to ensure full compliance with the approved Ship Recycling Plan and company standards.



Photo: Dylan Page

Tracking Our Performance

We measure our waste management performance against two main targets.

BY 2030, WE AIM TO

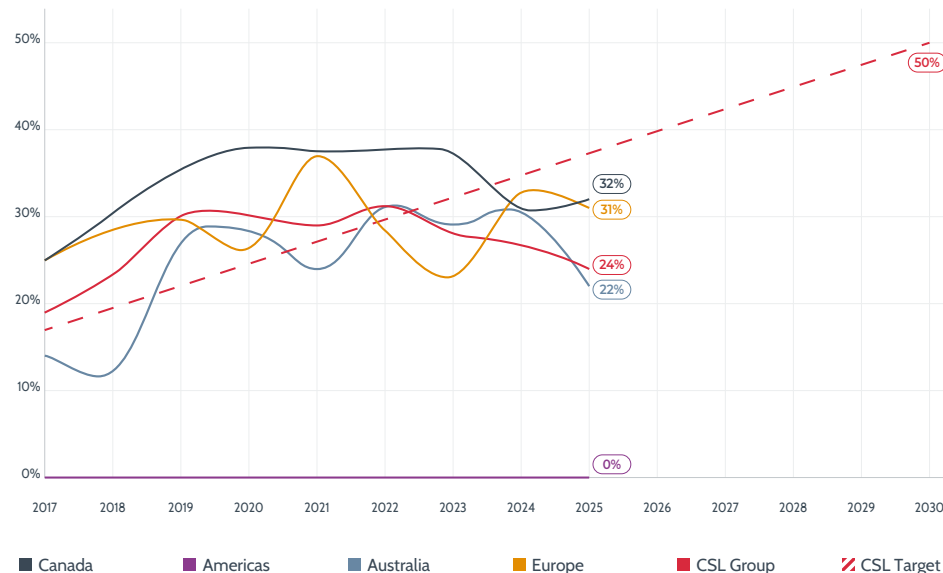
recycle **50%** of our
total onboard ship waste

reduce shipboard landfill waste by
75% compared to 2010 levels

RECYCLING AS A PERCENTAGE OF TOTAL SHIPBOARD WASTE

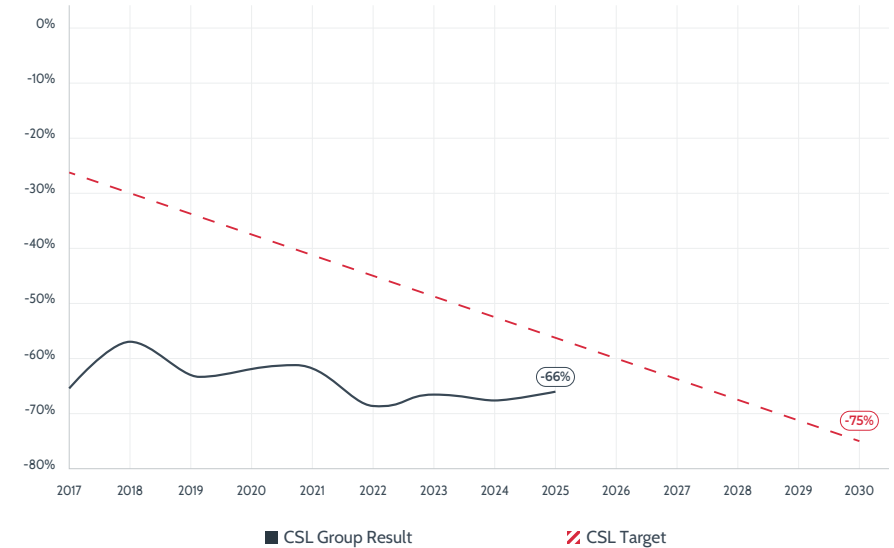
In 2025, we worked closely with our procurement teams to reduce the use of single-use plastics, such as water bottles and packaging, across the fleet. This helped lower the overall volume of waste generated at source, including recyclable materials. As a result, while total waste was reduced, the proportion of recyclable waste also declined relative to the overall waste stream.

Across our global fleet, we achieved a recycling rate of 24 percent of total waste.



WASTE TO LANDFILL

In 2025, we reduced landfill waste by 66 percent per crew member per operating day compared to our 2010 baseline. We track performance using this standardized intensity metric to account for variations in fleet size, operating days, cargo volumes, and crew complements, enabling consistent measurement over time.



Transforming Waste to Asset

We work with certified waste management providers to responsibly sort and process shipboard waste, prioritizing circular solutions that transform waste into reusable resources, such as converting sludge into biofuel and food waste into potting soil. We also donate specialized materials, such as used mooring ropes and printer cartridges, to community organizations for repurposing. Our goal is to minimize landfill use and return materials to the value chain.

This approach is strengthened through partnerships that enable practical, local reuse solutions. For example, in 2025, we worked with Borthwick Maritime Services in Melbourne to repurpose used mooring ropes from our vessels. These durable, versatile ropes are now reused across Victoria in applications such as barriers for a horse manège, fencing at a goat farm, garden edging in residential settings, and protective covering on wharves during construction.

From Office to Shoreline: Employees Take Action on Waste

Employee engagement is central to advancing our sustainability efforts, with teams contributing both in the workplace and in their communities.

Through our “E-Waste Graveyard” initiative, employees bring in obsolete electronics for responsible recycling, helping reduce a high-risk waste stream while reinforcing everyday sustainable habits.

Beyond the office, employees take part in **coastal and community cleanups**. Since 2008, Montreal office teams have completed 16 shoreline cleanups, collecting over 1,000 kg of litter across nearly 55 km. In 2025, Boston-area employees also organized a cleanup at Forest River Park in Salem, collecting multiple bags of waste from beaches, marshes, and park grounds.

Together, these efforts demonstrate how employee action drives meaningful environmental impact – reducing waste, protecting ecosystems, and strengthening a culture of sustainability.



Crew-Led Recycling on the Great Lakes

Waste generated by CSL vessels on the Great Lakes is managed by Green for Life (GFL) Environmental and Urgence Marine. In 2025, these partners quantified the environmental benefits of CSL’s recycling and waste diversion efforts, including reduced resource consumption and lower emissions compared to the use of virgin materials. Their analysis is based on established data and methodologies from recognized environmental organizations, including Conserve A Tree, Statistics Canada, Earth Care Canada, ENERGY STAR, Paper-on-the-Web, and the U.S. Environmental Protection Agency.



MATERIAL RECYCLED

- 20,370 kg of recycling
- 4,960 kg of cardboard
- 79,830 kg of organics
- 5,440 kg of scrap steel
- 9,730 kg of scrap wood

ENVIRONMENTAL BENEFITS

- **168 metric tonnes of GHG emissions** avoided, equal to taking **37 cars** off the road for a year
- **597 mature trees** saved, equivalent to **10 million sheets** of newspaper
- **163,729 kWh of electricity** conserved, enough to power **67 homes** for a month
- **392 cubic yards of landfill** space avoided, equal to the monthly waste of **9,930 people**
- **214 barrels of oil** saved, enough energy for **319 homes** for a month
- **177,310 gallons of water** conserved, meeting the monthly water needs of **1,957 people**



LOOKING AHEAD

The analytical work completed in 2025 provides a strong foundation for a more strategic and forward-looking approach to recycling and waste management. Building on these insights, we will focus on developing region-specific improvement plans where structural constraints exist, strengthening data quality and consistency to support reporting and assurance, and further aligning waste initiatives with broader circularity objectives. Continued engagement of crews and operational teams will remain central to driving performance improvements.



Social Responsibility.

- 01 Health and Safety
- 02 Diversity, Equity and Inclusion
- 03 Employee Engagement and Development
- 04 Sustainable Partner to Our Customers
- 05 Empowering Communities

01 HEALTH AND SAFETY



OUR COMMITMENT

Safety is at the core of everything we do. In 2013, we launched our SafePartners program as a collaborative initiative between ship and shore teams, built on the principle that safety is a shared responsibility. What began as an internal effort to strengthen safety practices has since become a defining part of how we operate.

We are committed to achieving zero harm and to safeguarding the health and wellbeing of our seafarers, employees, customers, suppliers, and the communities in which we operate. This commitment means placing safety at the forefront of every decision and taking a proactive approach to identifying, assessing, and mitigating risks.

Through SafePartners, safety is deeply embedded in our culture, guiding behaviours, shaping decisions, and reinforcing accountability both on board and ashore. Regardless of role, everyone is empowered to speak up, support one another, and take ownership of safety. As a result, we continue to strengthen a safety culture that is engaged, proactive, and continuously evolving.



PROGRESS IN 2025

While our safety performance fell short of expectations in 2025, we saw a stronger level of proactive safety engagement across the fleet, reflecting a more vigilant and responsive workforce. We recognize that the journey to safety excellence is not linear. The year's results provided greater clarity and sharpened our focus on where improvements are needed.

In response, we continued to strengthen our safety culture through enhanced leadership, deeper engagement and key initiatives, including the advancement of our SafePartners program, expanded onboard training, the completion of our Fire Risk Mitigation (FiRM) project, and a more data-driven, preventive approach to safety.

Our commitment remains unwavering: to reduce serious incidents, protect the wellbeing of everyone in our operations, and operate responsibly across all aspects of our ESG commitments. We are confident that these efforts will drive meaningful improvements and support a safer, more sustainable future.

Our Performance

In 2025, we experienced a year-over-year increase in safety incidents on board our ships, reversing the downward trend observed over the previous three years. Our lost-time injury frequency rate (LTIFR) rose to 1.2, above our target of 0.6 and higher than 0.5 in 2024. Similarly, our total recordable case frequency rate (TRCFR) increased to 3.9, exceeding our target of below 3.0 and up from 2.4 the previous year.

Our analysis of these results shows that most injuries occurred during routine tasks, where risks were underestimated, controls were inconsistently applied, and assessments did not fully reflect changing conditions. These trends point to systemic issues, including risk normalisation, gaps between procedures and practice, and reliance on procedural rather than engineered controls.

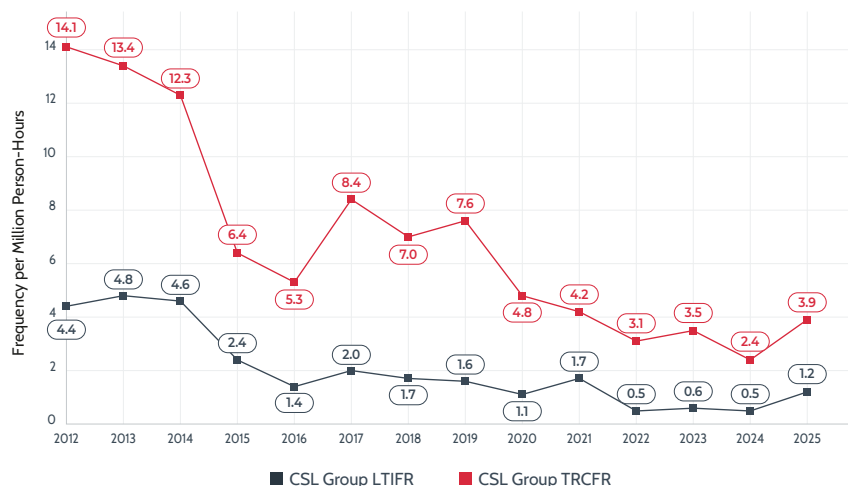
We are addressing these issues through a more proactive safety approach, strengthening risk assessments, reinforcing control of work, and prioritising engineering solutions to eliminate hazards at the source. We are also increasing leadership engagement, reinforcing frontline safety culture, and improving how lessons learned are shared across operations to support safer performance.

While our LTIFR and TRCFR results fell short of our expectations, we saw encouraging signs in proactive safety engagement across our fleet continuing to strengthen. Reports of unsafe acts, conditions, and safety observations increased to 2,350, up from 2,125 in 2024. This higher level of reporting reflects a more vigilant and engaged workforce and has played an important role in identifying hazards early and preventing escalation into more serious incidents.

These results reinforce the importance of sustained focus and continuous improvement, and we remain committed to strengthening our safety culture and performance across all operations.



Historical Injury Trend



2025 SAFETY RESULTS



LTIFR

1.2



We did not achieve our LTIFR target of below 1.0.

The lost-time injury frequency rate (LTIFR) refers to the number of lost-time injuries occurring in a workplace per 1 million person-hours worked.



TRCFR

3.9



We did not achieve our TRCFR target of below 3.0.

The total recordable case frequency rate (TRCFR) refers to the sum of lost-time injuries, restricted work cases and medical treatment cases occurring in a workplace per 1 million person-hours worked.

SAFETY
OBSERVATIONS

2,350



CSL seafarers reported 2,350 safety observations in 2025 vs 2,125 in 2024.

Safety observances refer to safe acts, unsafe acts and safety observations.

DAYS OFF
DUTY

189

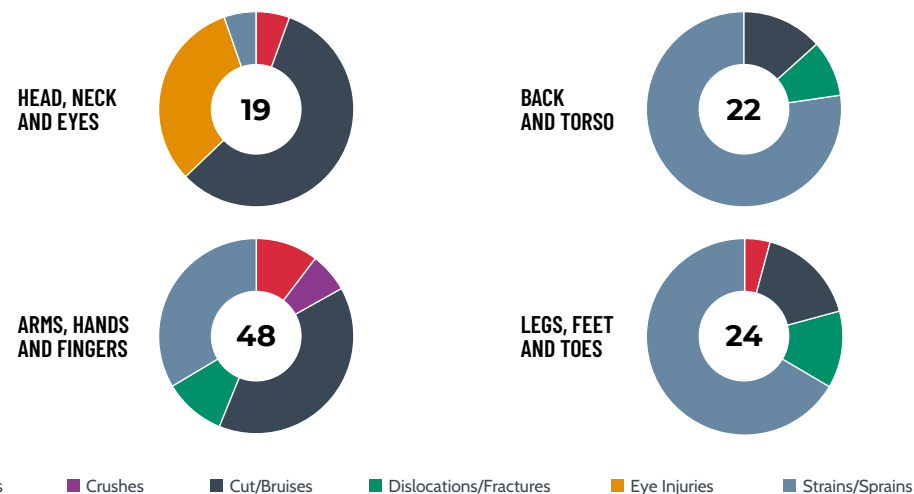


The average days off per injury increased from 176 in 2024 to 189 in 2025.

Days off duty may differ from previous reports, as we continue counting time off into the following year, up to a cap of 365 days, if the injury occurred in the prior year and the person hasn't returned to work.

Injuries by Body Area 2025

The chart presents the number of safety incidents in 2025, along with the areas of the body where injuries occurred. It includes all cases requiring first aid or medical treatment, as well as those resulting in restricted work or lost-time injuries.



Injuries by Ship Area 2025

This graphic depicts the areas on our ships where injuries occurred in 2025.

	ACCOMODATION & GALLEY	OPEN DECK	MOORING DECK	MACHINERY SPACE	OTHER
Burns	7	0	0	0	0
Crushes	0	2	0	1	0
Cuts/Bruises	12	5	4	8	8
Dislocations/Fractures	0	3	2	1	4
Eye Injuries	2	4	0	0	0
Strains/Sprains	5	23	5	4	14
Other	0	0	0	0	0

Safety Milestones

Despite the increase in lost-time injuries (LTI) recorded in 2025, there were several noteworthy positive outcomes across the fleet. A total of 40 vessels completed the year without a single lost-time injury, reflecting strong risk-management practices, consistent application of safety procedures, and high levels of crew engagement. In addition, 24 vessels progressed to the next level of CSL's SafePartner pennant program, demonstrating continued

commitment to safety leadership, proactive hazard identification, and the consistent application of best-practice operational standards. These outcomes highlight the dedicated efforts of both shipboard teams and shore-based support functions to strengthen our safety culture and maintain high standards, even in a dynamic and challenging operating environment.

GLOBAL FLEET - SAFETY PENNANTS 24 AWARDS



SAFEPARTNERS PENNANT CRITERIA

Number of days without an LTI.

AWARD LEVEL	AMERICAS, AUSTRALIA, EUROPE	CANADA
Diamond	6,500	4,745
Topaz	6,000	4,380
Opal	5,500	4,015
Sapphire	5,000	3,650
Ruby	4,500	3,285
Emerald	4,000	2,920
Quadruple platinum	3,500	2,555
Triple platinum	3,000	2,190
Double platinum	2,500	1,825
Platinum	2,000	1,460
Gold	1,500	1,095
Silver	1,000	730
Bronze	500	365

Onboard Safety Training

We make targeted, sustained investments to ensure our seafarers receive rigorous, high-quality training on our Lifesaving Rules (LSR). Our approach combines structured theoretical instruction, digital learning through our Ocean Learning Platform (OLP), and immersive, hands-on exercises conducted on board.

By reinforcing critical safety knowledge through multiple learning methods and validating it through realistic scenarios, we enhance situational awareness, promote safe behaviours, and strengthen readiness in high-risk situations. This integrated approach reflects our ongoing commitment to safety and to equipping our seafarers with the skills and confidence to protect themselves and those around them.

ONLINE SAFETY TRAINING IN NUMBERS

	CANADA	AUSTRALIA <i>Based on data for vessels managed by CSL (4)</i>
Vessels equipped with the Ocean Learning Platform (OLP)	18	11
Seafarers who received training using OLP	991	227
Training modules accessed	578	179
Training completed	10,400+	2,670
Hours of e-learning training	2,560	640

Seafarer Perspectives on Our Safety Culture

In our 2025 confidential Crew Engagement Survey across the Canadian and Australian fleets, safety culture emerged as one of CSL's defining strengths: an overwhelming 89 percent of respondents reported feeling safe while working on a CSL vessel, and 87 percent agreed that their supervisors consistently demonstrate a strong commitment to safety through their actions.

Respondents emphasized that safety at CSL is more than a priority – it is embedded in everyday practices and decision-making. Crews value the company's proactive approach, noting that regular safety meetings, timely bulletins, and transparent communication when issues arise help reinforce shared accountability. These efforts are seen as directly contributing to heightened awareness and more safety-conscious behaviours across vessels.

Mitigating Fire Risks

The Fire Risk Mitigation (FiRM) project was completed in 2025, delivering a significant enhancement in fire prevention, detection, suppression, and operational safety across the fleet. Initiated in 2018, FiRM has established a consistent, modern safety standard across 50 vessels, embedding fire-risk reduction into both vessel design and daily operations.

The program strengthens fire prevention through improved equipment design, enhanced safety devices, and the introduction of thermal imaging and temperature monitoring to detect abnormal heat conditions early. Detection capabilities were further advanced with linear heat detection, expanded CCTV coverage, and video analytics, enabling crews to identify and address risks before escalation.

Upgraded suppression systems, including water-mist and deluge technologies, have improved the ability to rapidly control and contain incidents, while standardized firefighting equipment, PPE, and simplified emergency response tools have strengthened onboard preparedness and decision-making.

Beyond fire safety, FiRM technologies also support incident investigation and broader operational safety by enhancing visibility and enabling remote technical support. Overall, the project represents a step change in safety performance, improving situational awareness, reducing fire risk, and reinforcing our commitment to continuous safety improvement.

Data-Driven Approach to Safer Operations

We have strengthened our safety framework by introducing a more systematic approach to capturing and analyzing unsafe acts as leading indicators through our Enterprise Resource Planning Business Intelligence tool, Shipsure. This shift beyond traditional lagging metrics provides clearer insight into how work is performed and where targeted actions can prevent incidents before they occur.

Our Unsafe Act Dashboard consolidates real-time observations across the fleet, highlighting recurring risks such as personal protective equipment non-compliance, unsafe work at height, improper tool use, poor housekeeping, and communication gaps during critical tasks. This enhanced visibility helps identify where behaviours may deviate from expected standards and where intervention is most needed.

Increased reporting and the consistent use of Stop Work Authority reflect a more confident and proactive safety culture, where teams intervene early to address risks, and where insights guide targeted improvements.

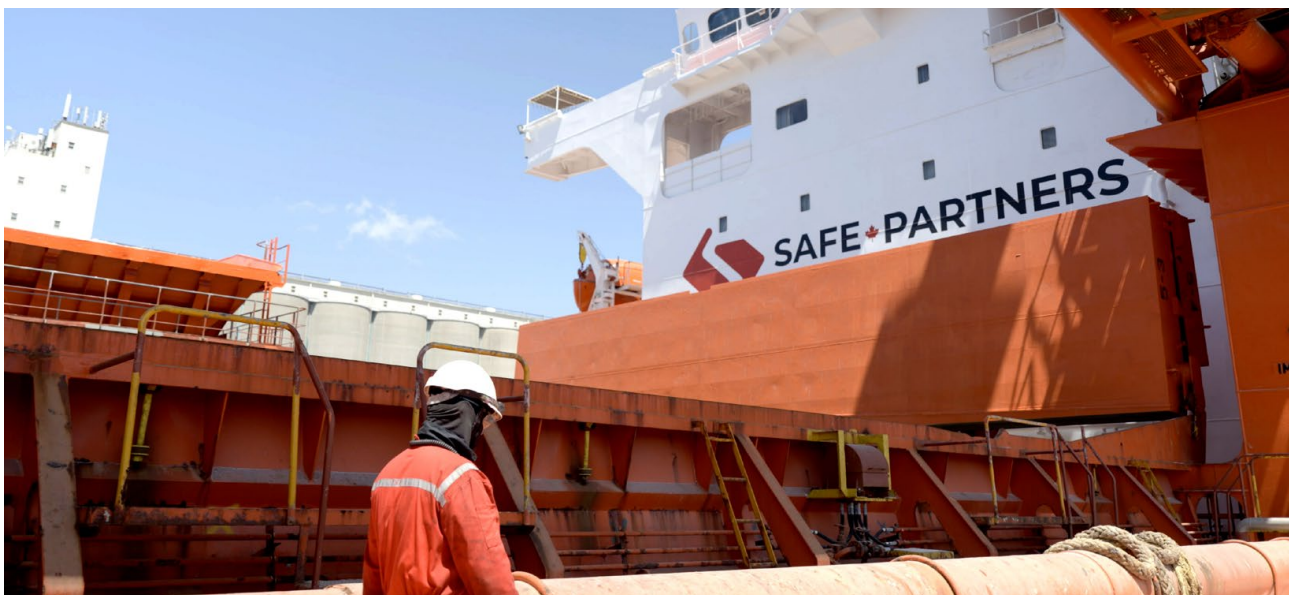
By integrating findings into training, leadership engagement, and awareness initiatives, we are working to embed a more preventive, data-driven approach that supports continuous improvement and our long-term goal of zero harm.



LOOKING AHEAD

In the year ahead, we will continue to foster open dialogue, creating an environment where concerns are raised, lessons are shared, and learning is continuous. We will sharpen our focus on critical risks by providing clearer processes, better tools, and targeted training to prevent serious incidents.

We will further equip leaders with the skills to coach safe behaviours and intervene early, while strengthening peer-to-peer accountability, reinforcing that safety is a shared responsibility, with every crew member playing a role in protecting one another.



02 DIVERSITY, EQUITY AND INCLUSION



OUR COMMITMENT

Diversity, equity and inclusion (DEI) is a core part of who we are. Bringing together people with different backgrounds and perspectives helps us think more creatively, make better decisions, and solve challenges more effectively. When people feel included, they are more likely to speak up, work together, and do their best.

As our industry changes, we know that having a workforce that reflects a wide range of experiences helps us stay strong and adapt. We are committed to creating a safe and welcoming workplace where everyone feels respected, can be themselves, and has the opportunity to grow.

We also recognize that shipping has traditionally been a male-dominated industry, and we are working to change that by increasing the representation of women, aiming for 50 percent in leadership roles and 12 percent on board our vessels.



PROGRESS IN 2025

In 2025, we continued to make steady progress on DEI through targeted actions across our global workforce. DEI and allyship training helped build awareness and encourage more inclusive behaviours, supported by the ongoing work of our DEI Committee.

At the same time, we expanded efforts to improve access to maritime careers. This included strengthening our partnership with the Western Arctic Marine Training Center, participating in outreach activities, and working with industry partners to attract a broader and more diverse talent pool to the sector.

We also strengthened our hiring practices by introducing a new talent acquisition system designed to reduce bias and support fair, consistent recruitment. Alongside this, we supported the continued growth of the Women at CSL group, creating more opportunities for connection, support, and professional development.

Global Workforce

32
Countries
represented



31
Languages
spoken

On Board



1,900
Seafarers employed
by CSL worldwide

At Shore

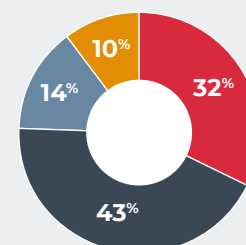


250+
Office employees
worldwide

37.5%
Women

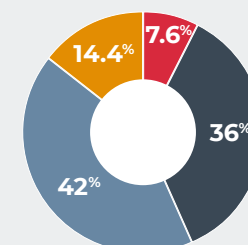


62.5%
Men



Education

- University Master's Degree
- University Bachelor's Degree
- College
- Other



Generation

- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1994)
- Generation Z (1995-2012)

Employees Perspectives on DEI

Overall, our employees view DEI initiatives at CSL positively, with higher pulse survey scores across diversity, inclusion, and belonging compared to 2024. Feedback indicates that employees feel respected, free to be themselves, and genuinely included, with many recognizing concrete actions taken by CSL to value different perspectives. A strong sense of belonging stands out, with employees feeling connected to their teams and confident that their contributions matter.

While views on equity are generally positive, the results point to an opportunity to go further in ensuring fairness is experienced consistently, particularly in how recognition and opportunities are shared across the organization.

EMPLOYEE PULSE SURVEY SCORES

Rated on a scale of 1 to 10

	2024	2025
Diversity	7.8	8.0
Equity	7.3	7.4
Inclusion	7.9	8.2
Belonging	8.2	8.1

Building Inclusion Together

Formed in 2024, our DEI Committee brings together ship and shore employees from across Canada who are committed to making our workplace more inclusive. The group focuses on creating an environment – both on board and in our offices – where everyone feels respected, supported, and able to succeed.

Over the past year, the committee hosted information sessions to raise awareness of DEI topics and has started identifying practical ways to better support people of all genders and ages. Its work will help shape our future approach and guide the creation of similar groups in other regions.

Reducing Bias in Recruitment

We introduced a new Talent Acquisition System in 2025 to support fair, merit-based hiring. The system includes features such as anonymized CV screening, which removes identifying details like names and locations to help reduce the risk of unconscious bias. By focusing on skills, experience, and potential, and by standardizing how candidates are assessed, we aim to strengthen consistency and fairness in our hiring decisions.

The system also allows us to track and analyze diversity data across our applicant pool. These insights help us better understand who we are reaching and where we can improve, enabling us to refine our recruitment approach and continue building a more inclusive workforce.

Representation of Women

In 2025, women's representation in leadership at CSL continued to improve. Women held 38 percent of executive roles, consistent with 2024, while representation in senior leadership increased from 21 percent to 29 percent. Overall, women made up 38 percent of the workforce, unchanged from the previous year. At the Board level, women account for 22 percent of directors.

The number of women working on board our vessels in Canada declined, from 8.4 percent to 6.3 percent. While this remains

well above the global average of 1.2 percent (BIMCO/ICS, 2021), it highlights the ongoing challenge of attracting and retaining women in seafaring roles. In 2025, we had four female captains and one female chief engineer.

Shipping remains a predominantly male industry. We are focused on addressing practical barriers to entry and career progression for women, and we continue to work with industry partners to make seafaring a more accessible and sustainable career path.



Leveraging the Strengths of Every Generation

A multigenerational workforce strengthens our operations by combining experience with fresh perspectives and supporting knowledge transfer.

On our vessels, captains-in-training learn directly from experienced captains through hands-on mentorship. This approach extends to other officer roles, including pilotage training, and helps develop future maritime leaders.

We are building on this model with a formal mentoring program for ship- and shore-based employees, launching in 2026, to connect employees with experienced colleagues for targeted guidance and support.

SHORE-BASED AGE REPRESENTATION

9%	62%	29%
are	are	are
under	between	over
30	30-50	50

Partnering With Indigenous Communities

We work with Indigenous communities and organizations to create practical pathways into maritime careers. In 2025, our partnership with the Western Arctic Marine Training Centre (WAMTC) in Hay River, Northwest Territories, supported the recruitment and training of Indigenous seafarers for roles in our Great Lakes fleet.

Four students from the program completed their training and went on to work aboard CSL vessels, beginning their careers at sea and gaining first-hand experience of life on board. We are committed to continuing to grow this partnership and to expanding opportunities for First Nations individuals to build long-term careers in the maritime industry.

Top Employer for Young People



In 2025, CSL was named one of Canada's Top Employers for Young People for the fourth consecutive year. This recognition reflects our commitment to supporting early-career talent at a time when the maritime sector faces an aging workforce and increasing competition to attract younger employees.

Students represent about 10 percent of our workforce, supported through multiple entry pathways, including paid internships, summer jobs, co-op placements, and a cadet program including selected sponsorships for aspiring seafarers. Once at CSL, young employees benefit from hands-on experience, personalized development plans, tuition support, and dedicated learning time – helping them build skills and grow their careers.

Canada's Top Employers for Young People recognize employers that offer the nation's best workplaces and programs for young people. Evaluation criteria include attraction and retention programs, mentorship and training programs and career management programs.

Advancing Accessibility

We are committed to building a more accessible and inclusive workplace, in line with the Accessible Canada Act. Our approach focuses on removing barriers and improving recruitment and support for candidates with disabilities. By partnering with organizations that connect us to diverse talent, we provide training that enables our leaders and employees to welcome, support, and work inclusively with people with disabilities and helps our teams recognize and reduce bias.

As part of these efforts, we enhanced the accessibility of our website in 2025. This included a comprehensive audit, along with updates such as better keyboard navigation, clearer labels for assistive technologies, and the addition of an accessibility tool to support a more inclusive user experience.

While medical requirements limit accessibility in some shipboard roles, we are prioritizing improvements across our office spaces and reviewing our technology, communications, and procurement practices to better meet diverse needs. These efforts are guided by feedback from employees and partners, and we remain focused on continuous improvement.



LOOKING AHEAD

Moving forward, we will continue to build on our progress by expanding DEI awareness training across our operations, including on board our ships. We will support our DEI Committee as it introduces practical initiatives to foster more inclusive environments at sea and on shore.

We also plan to launch a mentoring program connecting employees across ship and shore roles, helping to support career development and knowledge sharing. At the same time, we will maintain our focus on improving accessibility across our workplaces and systems.

Finally, we will continue to strengthen our recruitment practices by fully leveraging our Talent Acquisition System to support fair, inclusive hiring at every stage and to help ensure we attract a diverse range of talent.

03 EMPLOYEE ENGAGEMENT AND DEVELOPMENT



OUR COMMITMENT

We bring together people with the right skills, values and mindset, and support them in a workplace where they can grow, contribute, and do their best work. By prioritizing flexibility, investing in training and development, and encouraging collaboration, we continue to build a stable, engaged, and high-performing workforce.

We provide opportunities for employees to develop their skills and take an active role in shaping their careers, supported by open communication and strong engagement across the organization. Above all, we are committed to the health, safety and wellbeing of our employees, recognizing that people perform best when they feel safe, supported, and valued.



PROGRESS IN 2025

In 2025, we strengthened employee engagement through practical improvements across the organization. We expanded the use of psychometric assessments to support onboarding and career development, helping employees better understand their strengths and areas for growth.

We also carried out our Global Crew Engagement Survey, using the results to identify key priorities and put actions in place to improve the employee experience on board our vessels.

To better support career progression, we introduced a more structured approach to onboarding and promotions for Captains and Chief Engineers, giving them clearer guidance and support during key transitions. At the same time, we made progress in workforce planning, helping us better anticipate staffing needs, reduce disruptions, and provide employees with clearer career pathways.

Employee Engagement

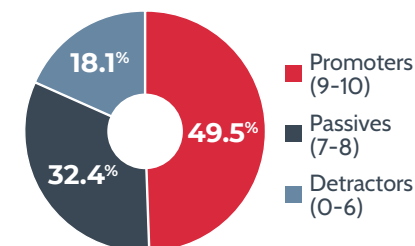
Our pulse surveys conducted through Workleap give shore-side employees a simple, anonymous way to share honest feedback. The 2025 results point to a healthy, supportive workplace. With a 64 percent participation rate, employees highlighted strong relationships with managers and colleagues, good opportunities for personal growth, and a clear connection to our mission.

Our overall engagement score reached 7.8 out of 10, rated “Very Good” by Workleap. We also saw an above-average employee Net Promoter Score (eNPS) of 35, showing that many employees would recommend CSL as a great place to work.

These insights help us focus our efforts where they matter most. By listening and acting on feedback, we continue to strengthen the employee experience and ensure our people feel engaged, supported, and motivated to do their best work.

	2024	2025
Workleap employee engagement score	8.0	7.8
Employee Net Promoter Score	37	35

NET PROMOTER SCORE DISTRIBUTION



Employee Turnover

Our employee turnover rate remains low and in line with industry best-in-class levels, with office turnover at 6.2 percent and crew turnover at 4.8 percent. This reflects the strength of our workplace culture and the ongoing commitment of our people.

In Australia, turnover is higher at 17.6 percent, largely due to a well-documented shortage of experienced seafarers and strong competition across the market. While elevated compared to other regions, this rate is consistent with broader industry trends.

TURNOVER RATES

	2024	2025
Global office employees	4.5%	6.2%
Permanent seafarers – Canada	2.4%	4.8%
Permanent seafarers – Australia	16.1%	17.6%

Crew Engagement Survey

In 2025, we conducted a global Crew Engagement Survey, in partnership with an independent third party, to better understand the experiences and priorities of crew members across the fleet. The survey provided a confidential and reliable way for crew to share honest feedback and established a strong baseline to track engagement over time.

With a 56 percent participation rate, the results offered a representative view across roles, regions, and demographics, and showed an overall engagement level of 66 percent. Feedback highlighted several strengths, including a strong safety culture, supportive leadership, positive work-life balance, and opportunities for career development and training.

The survey also identified areas to build on, particularly around communication between ship and shore, onboard connectivity, and certain aspects of daily life such as food services and onboarding of new crew. These insights are now guiding targeted actions across the fleet, including vessel-level discussions and leadership initiatives.

TOP RATED AREAS FOR OUR SEAFARERS

	88%	feel safe at work
	81%	feel safe from harassment and bullying at work
	80%	feel a sense of wellbeing at CSL
	77%	feel included and valued on their vessel
	75%	feel safe to speak their mind

Ship and Shore Training and Development

OFFICE EMPLOYEES

Shore-side learning programs equip employees with the skills and knowledge necessary to succeed in their careers, offering a mix of online and in-person courses, resources, and personalized learning.

- **Inside CSL:** Employee-led sessions to help colleagues understand each other's roles.
- **Learning Hours:** Two hours per month dedicated to training and development.
- **New Manager Essentials:** A learning path focused on developing leadership skills.
- **Career Wheel:** Guidance on career opportunities, required skills, and resources.
- **Learning Café:** Peer coaching focused on leadership and professional skills.
- **Resource Library:** Books covering leadership and professional skills.

SEAFARERS

Ship-side learning programs are tailored to the needs of our seafarers, delivering essential training that addresses the specific requirements and challenges of maritime careers.

- **Ocean Learning Platform:** Tailored computer-based training assigned sequentially based on rank, vessel and joining date.
- **Lifesaving Rules Training:** Training on critical safety rules.
- **ECDIS Training:** Training on electronic chart systems for paperless navigation.
- **Annual Training Requirement Survey:** A survey to identify officers' training needs for career advancement.
- **Winter Training:** Rank-specific career advancement training offered during the off-sailing season in Canada.
- **Crew Onboarding:** A structured familiarization program designed for new crew members.

OFFICE EMPLOYEES AND SEAFARERS

- **Classroom Learning:** In-person and virtual classroom training for skills and development.
- **E-Learning:** Access to over 10,000 online courses, personalized to individual needs.
- **Educational Assistance Program:** Tuition reimbursement for approved educational programs.
- **Virtual Language Courses:** Tailored, one-on-one courses delivered by specialized teachers.
- **Psychometric Testing:** Personal psychometric testing.

Top Employer Recognition



In 2025, CSL was recognized as one of Montréal's Top Employers for the seventh consecutive year and as one of Canada's Top Employers for Young People for the fourth year in a row. These distinctions reflect the strength of our workplace culture and our ongoing commitment to supporting employee wellbeing, growth, and development. At CSL, we strive to create an environment where people feel valued, respected, and motivated to contribute over the long term.



MOVING FORWARD

Looking ahead, we are focused on strengthening the employee experience through a set of targeted, practical initiatives. We will design and implement a tailored leadership development program for Captains and Chief Engineers that is aligned with their operational reality, their critical responsibilities, the unique challenges they face on board, and CSL's strategic and operational priorities.

To support long-term workforce resilience, we will continue to enhance succession planning for onboard roles and introduce a structured mentoring program to help accelerate career development. We also plan to offer more tailored career guidance for our seafarers, ensuring they feel supported at every stage of their journey.

At the same time, we will refine how we measure and understand seafarer engagement, enabling more informed, data-driven actions to improve retention and satisfaction. Finally, we will further develop our global wellbeing programs to foster a healthier, more supportive environment for all employees.

04 SUSTAINABLE PARTNER TO OUR CUSTOMERS



OUR COMMITMENT

Delivering for our customers means continuously balancing operational performance with environmental and social responsibility. In close collaboration with them, we design, build, customize, and operate vessels that achieve strong results while reducing environmental impact.

Our zero harm philosophy underpins every decision we make, prioritizing the safety of our people and the communities we serve, upholding the highest ethical standards, and protecting the environment for future generations. These commitments are central to the trust our customers place in us.

We foster strong, transparent relationships through open dialogue and a deep understanding of our customers' evolving needs. This collaborative approach enables us to respond effectively and anticipate challenges as they arise.

By focusing on efficiency, innovation, and continuous improvement, we aim not only to meet expectations but also to exceed them – delivering measurable value over the long term. At the same time, we work alongside our customers as partners and advocates, helping position them for the future and supporting their transition toward more sustainable operations.



PROGRESS IN 2025

In 2025, we expanded our role as a strategic partner through continued fleet modernization and the development of customer-focused vessel solutions. With new, more efficient vessels entering service and a significant number under construction, we are enhancing performance, reducing emissions, and delivering greater value across our customers' supply chains.

Through close collaboration with customers, we also advanced tailored projects and next-generation technologies, including electrification, alternative fuels, and shore power, helping position their operations for a lower-carbon future while improving efficiency and reliability today.

At the same time, our advocacy efforts helped maintain efficient cargo flows, support access to lower-carbon fuels, and promote policies that enable sustainable marine transportation.

Building Cleaner More Efficient Vessels

In 2025, we made strong progress on one of the largest fleet renewal and expansion programs in our history. Across our owned fleet and joint ventures, 22 vessels are under construction, and five newbuilds were delivered during the year. These additions are helping us build a cleaner, more efficient, and higher performing fleet.

Our newbuild program reflects our close collaboration with customers to design and build tailored solutions that meet their operational needs and sustainability goals. Each vessel is designed to improve fuel efficiency, reduce emissions, enhance cargo handling, and strengthen safety – ensuring we can deliver reliable, future-ready performance across the supply chain.

Our multi-year renewal program also helps us stay ahead of evolving regulations, adopt new propulsion and energy saving technologies, and reduce our environmental footprint. By steadily modernizing our fleet, we are reinforcing our role as a long-term partner to our customers and contributing to a more sustainable marine transportation industry.

TAILORED VESSELS FOR SIMANDOU MINING PROJECT

In 2025, construction began on five transshipment shuttle vessels (TSV) to support Rio Tinto–Simfer’s Simandou mining project in Guinea.

Developed in close collaboration with port and channel engineers, the bespoke design is tailored to local conditions and optimized for high-capacity operations in West Africa. The vessels feature a shallow-draft hull and diesel-electric propulsion, enhancing fuel efficiency and operational flexibility.

The TSV series will support the project’s 60 MTPA target while strengthening operational efficiency and health, safety, and environmental performance.

ADVANCING ELECTRIC SHIPPING

Construction progressed in 2025 on MV *Yampu*, the world’s first battery-powered self-unloading bulk carrier. Scheduled for delivery in 2026, it will transport 2.7 million tonnes of limestone annually for Adbri – 35 percent more than the ship it will replace – while reducing diesel use by 25 percent and Scope 1 emissions by 40 percent. By 2031, MV *Yampu* is expected to operate fully on electric power, cutting emissions by more than 90 percent.

We are also working with Adbri to upgrade loading and discharge terminals to support shore power.

NEW STANDARD ON THE GREAT LAKES

Our Eureka Shipping joint venture with SMT welcomed MV *Tamarack* in 2025, the first new cement carrier to enter Great Lakes service in over two decades.

Developed in collaboration with our customer and purpose built for the region, the 12,500 DWT vessel replaces two older ships while maintaining capacity and significantly improving efficiency, reliability, and environmental performance.

With diesel electric propulsion, HVO biofuel capability, shore power connectivity, and energy efficient systems, MV *Tamarack* reduces emissions and overall operating impact.

SUPPORTING SUSTAINABLE SALT EXPORTS

In 2024, we signed a 21-year contract with BCI Minerals to tranship up to 5.35 million tonnes of solar salt annually from the Mardie Project, Australia’s largest solar salt development.

Using a custom-built 12,000 DWT transshipment vessel, we will transfer salt from a 2.4 km jetty to larger vessels offshore.

Our innovative vessel design minimizes dredging and reduces environmental impact on the marine ecosystem.

Construction will begin in 2026 with delivery scheduled in 2027.

MODERNIZING THE CSL INTERNATIONAL POOL

Two of five methanol-ready, Kamsarmax class self-unloading vessels under construction for the CSL International Pool were delivered in 2025.

Designed to exceed EEDI Phase 3 standards and equipped with Tier III engines, these vessels are expected to be up to 40 percent more efficient than the ships they replace, driven by improved fuel efficiency and optimized cargo capacity.

The remaining three vessels are scheduled for delivery between 2026 and 2027.

Supporting the Renewable Energy Sector – From Quarry to Site

Our unique assets, strategic partnerships, and operational expertise enable us to deliver reliable, cost-efficient solutions that simplify the complex logistics of the rapidly expanding offshore renewables sector. We support projects across the full value chain – from responsible rock sourcing and multimodal transportation to site delivery and, beginning in 2026, subsea rock installation.

In Europe, these capabilities are delivered through our joint venture, Peak CSL Group, which provides integrated supply chain solutions tailored to offshore wind. The partnership also advances our shared ambition to decarbonize maritime operations. Together, we are developing advanced vessel designs that incorporate next-generation technologies, including battery energy storage, green ammonia-ready engines, and energy efficient hull forms. In 2025, Skarv Shipping, a joint venture of Peak CSL Group, ordered four ammonia-ready multipurpose vessels and two excavator self-unloaders, with deliveries starting in 2026 – scaling lower emission solutions for offshore wind supply chains.

We are also expanding our subsea rock installation capabilities to strengthen our end-to-end offering. Through our CSL OWL SRI joint venture, construction began in 2025 on two 18,000 DWT DP2 subsea rock installation vessels, with the first delivery expected in 2026. Purpose built for flexibility and performance, each vessel will be dual-fuel capable (marine gas oil and methanol), and able to operate in water depths of up to 100 metres, enabling high precision installation for increasingly complex offshore wind projects.

Collaborating to Advance Shore Power

Shore power enables vessels to connect to onshore electricity, eliminating the need to run auxiliary engines in port and significantly reducing emissions and noise.

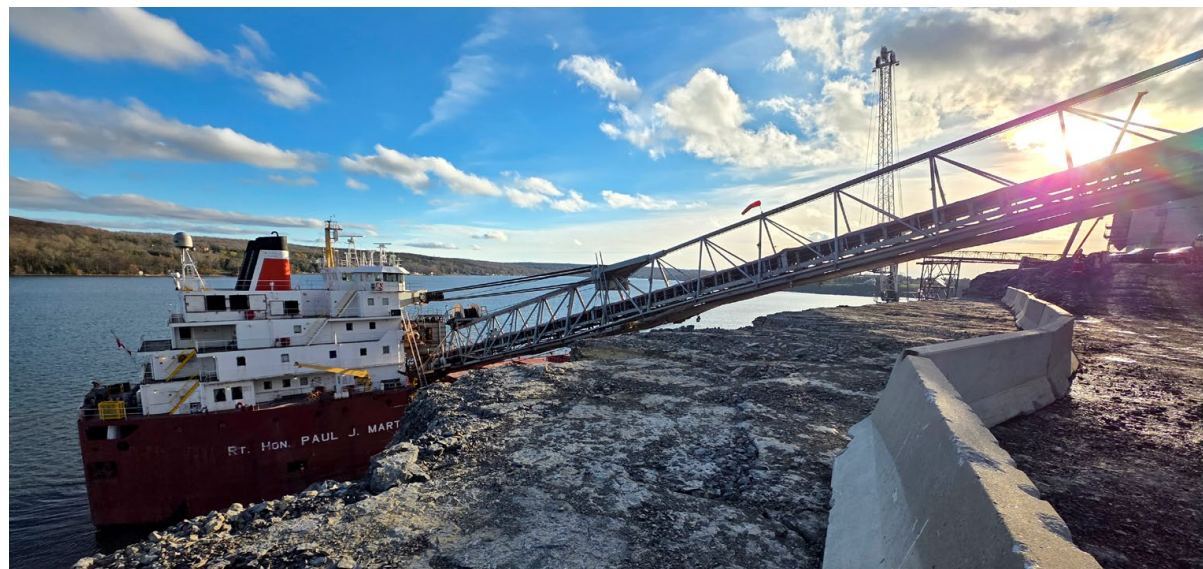
Since 2022, we have been advancing shore power through close collaborations with our customers and port partners. In Australia, alongside Cement Australia, Adbri, the Port Authority of New South Wales and Flinders Ports, we are progressing the technical and operational foundations needed to support deployment along the east coast. This includes joint engineering, infrastructure, and vessel compatibility work.

We are applying the same collaborative approach in Canada, including with the Port of Montreal, to assess feasibility and emissions reduction potential across our North American network.

Working Together for Safer Ports

Our Port Safety Group works closely with customers and vessel crews to proactively identify and mitigate risks at ports and shore-side facilities. This work depends on strong, open relationships, and we value the continued support and engagement of our customers. Together, we've put in place practical improvements to ensure safer, more reliable access to and from our vessels in all weather conditions, including snow and ice.

In 2025, these efforts included replacing old and unsafe bollards at the Bungee facility in Thunder Bay and coordinating with Windsor Salt at their Magdalen Islands and Ojibway facilities to carry out dredging work to restore the depths in the channel and alongside the berth. These changes make everyday operations safer for everyone involved.



Advocating for Our Customers

Our advocacy efforts focus on advancing a regulatory environment that supports both our industry's competitiveness and our customers' ability to operate efficiently. This year, a key priority was safeguarding fair and equitable port access for our vessels – and the cargo we carry – across all trading regions. Legislative and regulatory developments in several jurisdictions, including the United States, risked creating competitive imbalances. Through targeted and collaborative advocacy, we underscored the specialized nature of our short-sea shipping and self-unloading operations, helping maintain access while keeping associated costs manageable.

At the same time, we worked closely with customers to help mitigate the impact of tariffs and ensure the continued fluidity of cargo

movements. Together, these efforts support the ongoing use of marine transportation by our customers, allowing for lower emissions per tonne-kilometre than any other mode.

We also continued to advance the energy transition by advocating for improved access to biodiesel and engaging with governments on emerging solutions such as port electrification. Expanding the availability of low-carbon fuels remains a critical step toward more sustainable shipping.

We also actively contributed to key policy discussions, including the IMO's Net-Zero Framework and various regional initiatives. By promoting a clear understanding of our operations and their benefits, we help shape practical, well-adapted regulations for both CSL and our customers.



LOOKING AHEAD

As we continue to advance sustainable shipping, we are stepping up our efforts to help our customers accelerate the transition. This means improving access to reliable, cost-effective alternative fuel supply chains – helping to remove barriers and enable reductions in Scope 3 emissions. At the same time, we are strengthening our collaboration with a growing number of customers, working together to move supply chain decarbonization further and faster.

By working side by side and combining our expertise and scale, we expect to expand the use of lower-emission marine transport and drive measurable progress toward cleaner, more efficient supply chains. In parallel, we will draw on the expertise of our joint venture partners to deliver practical, high-impact solutions that address real-world challenges and support tangible results.

05 EMPOWERING COMMUNITIES



OUR COMMITMENT

We aim to make a positive, lasting contribution in the communities where we operate. Our approach focuses on supporting initiatives that address real needs and create meaningful impact over time, working closely with local partners and organizations.

Our community investments are centered on three priorities: education, the environment, and social wellbeing. Across these areas, we support a wide range of initiatives – from educational programs and environmental projects to Indigenous empowerment, arts and culture, health services, and humanitarian relief – chosen for their ability to deliver tangible, long-term benefits.

Each year, we dedicate approximately 1 percent of our net profit (before extraordinary items) to charitable giving and disaster relief. Our Donations Committee oversees this commitment, applying clear and consistent criteria to guide funding decisions.

We also encourage our employees to get involved through our Matching Gift and Employee Sponsorship Program, which supports their donations and volunteer efforts and helps extend our impact within the communities we serve.



PROGRESS IN 2025

In 2025, our philanthropy program made steady, meaningful progress across education, environmental stewardship, and community support.

Within our education pillar, we continued to invest in the next generation of maritime and engineering professionals through scholarships, hands-on training opportunities, and upgraded learning facilities. These efforts are helping build a strong talent pipeline, with cadets successfully transitioning into licensed officer roles within our fleet.

Our environmental contributions supported practical, science-driven initiatives – from restoring vital coastal habitats to advancing whale conservation efforts in the Gulf of St. Lawrence – reinforcing our commitment to protecting marine ecosystems.

Across our regions, we remained engaged in the communities where we operate, supporting seafarers, local charities, and disaster relief efforts, while encouraging employee involvement through volunteering and giving initiatives.



Education Pillar

SUPPORTING THE NEXT GENERATION

We offer a range of opportunities to help young people gain hands-on experience and advance their education, including scholarships, bursaries, cadet placements on our vessels, and internships within our shore-side teams. These initiatives were delivered in collaboration with the following institutions:

- Australian Maritime College
- Georgian College
- Institut maritime du Québec
- Marine Institute of Memorial University
- Massachusetts Maritime Academy
- Nova Scotia Community College – Nautical Institute

Our scholarship program creates meaningful pathways into maritime and engineering careers. In 2025, we supported 16 students across four Canadian institutions, evenly split between engineering and nautical sciences. Each recipient also gained hands-on experience through a guaranteed summer internship with CSL.

We maintained strong support for marine education by partnering with schools across Canada, with a focus on cadets who have already demonstrated commitment through sea time with CSL. This approach is helping build a steady pipeline of skilled professionals. Notably, nine CSL cadets graduated in 2025 and joined our domestic fleet as licensed officers. More cadets are expected to follow as they complete their certification requirements.

We also invested in enhancing learning environments, supporting the renewal and upgrade of a CSL-named simulator space at Georgian College to ensure students train on modern, industry-relevant equipment.



Environment Pillar

PROTECTING MARINE MAMMALS AND ECOSYSTEMS

Our environmental efforts in 2025 focused on practical, science-based initiatives that contribute to ecosystem restoration and species protection. We supported a pilot project in the Magdalen Islands exploring effective methods to restore eelgrass in degraded lagoon habitats – critical work for coastal biodiversity.

In addition, we continued our partnership with the Canadian Whale Institute, helping advance whale conservation and rescue efforts in the Gulf of St. Lawrence. These initiatives reflect our commitment to protecting marine ecosystems connected to our operations.

Our funding and in-kind contributions in 2025 supported the following organizations:

- Antarctic Science Foundation
- Canadian Whale Institute
- Comité ZIP des Îles-de-la-Madeleine
- Dolphin Research Institute
- National Marine Life Center
- Salem Sound Coastwatch



Social Pillar

GIVING BACK TO OUR COMMUNITIES

Across our regions, we supported a range of community and maritime-focused organizations. This included ongoing contributions to seafarer welfare groups, maritime museums, and local health and social services. Food banks and wildlife organizations were also key beneficiaries, reflecting local priorities across Canada, the Americas, and Australia.

We continued to support children's charities through our annual holiday initiative, alongside contributions to international disaster relief efforts. Employee engagement also remained an important part of our philanthropy, with matching donations and volunteer days organized by local offices to encourage community involvement and amplify impact.

Some of the non-profit organizations supported by CSL and our employees in 2025 include:

- American Red Cross
- Battle of the Atlantic Memorial Fund
- Beverly Bootstraps Food Pantry
- Bikers 4 Heroes
- Breakfast Club of Canada
- Canadian Cancer Society
- Canadian Coast Guard Auxiliary
- Canadian Maritime Heritage Foundation
- Canadian Red Cross
- Canadian UNICEF Committee
- Children's Ground
- CHU Ste-Justine Foundation
- Community Giving Tree
- Council of the Great Lakes
- Dans la rue
- Fondation du Musée des beaux arts de Montréal
- Great Lakes Museum
- Healing Abuse, Working for Change
- Jeunes musiciens du monde
- Little Wings
- Marine Rescue Dampier
- Mariners' House of Montreal
- Merchant Navy War Memorial Fund
- Miriam Foundation
- Mission to Seafarers
- Moisson Montréal
- Montreal Children's Hospital Foundation
- Multiple Sclerosis Society
- Musée maritime de Charlevoix
- Old Brewery Mission Foundation
- Open Door
- Peabody Essex Museum
- Pentengill House
- Rotary Club of North Sydney Sunrise
- Royal Institution for the Advancement of Learning
- Running Water Project
- St-Vincent de Paul Society
- Scouts marins du Grand Montréal
- Stella Maris Seafarers Centre
- Sydney Local Health District
- Trustees of Reservations
- Vision Sans Frontière (Guinea)
- Volunteer Marine Rescue NSW-Sydney
- YCW Netball Club



**MARTIN FAMILY
INITIATIVE**

The Martin Family Initiative

CSL supports the Martin Family Initiative (MFI) in its mission to collaborate with First Nations, Inuit, and Métis Nation people to enhance education, health, and overall wellbeing for children, youth, and adults. MFI offers programs in early childhood development, literacy, entrepreneurship, and mentorship, reaching over 100 schools, organizations and communities across Canada. Since 2008, these programs have benefited more than 10,000 students.



LOOKING AHEAD

We're focused on strengthening the way we support communities by working more closely with our customers and local partners to identify opportunities where we can make a meaningful, lasting difference. Our goal is to invest in initiatives that deliver clear, measurable benefits and contribute to the long-term wellbeing of the communities where we operate.

We also see an opportunity to deepen employee involvement. By encouraging greater participation in programs like Matching Gifts and Employee Sponsorship, as well as expanding volunteering efforts, we aim to make it easier for our people to give back in ways that matter to them.

Governance.

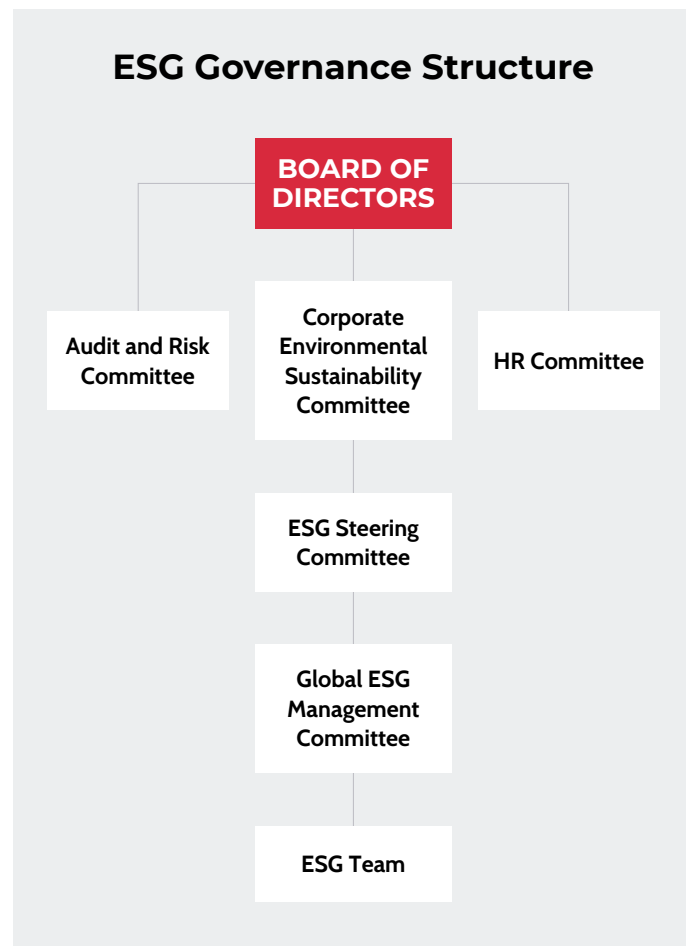
Strong governance underpins our ability to build trust and create long-term value. Guided by transparency, ethical conduct and accountability, our governance framework provides clear oversight of environmental, social, and governance priorities. It promotes integrity across the organization, supports responsible sourcing, and safeguards our systems and data through robust cyber security and privacy practices. Together, these principles guide how we lead, make decisions, and remain accountable to our stakeholders.

- 01 ESG Oversight
- 02 Ethics and Compliance
- 03 Responsible Sourcing and Sustainable Supply Chains
- 04 Cyber Security and Privacy



01 ESG OVERSIGHT

Oversight and direction of corporate sustainability at CSL is managed by our board and management committees working closely with our ESG team within the Sustainability, Legal, and Risk function. The Chief Legal and Sustainability Officer and ESG Director collaborate with teams across the organization to develop our sustainability strategies, which are carefully reviewed to ensure alignment with CSL's values and long-term priorities.



Board of Directors

Management of The CSL Group is overseen by a nine-member Board of Directors, which includes CSL's three owners and six independent directors. In addition to overseeing the company's business activities, the Board of Directors advises the management team on CSL's strategic and operational direction.

CSL's Board of Directors holds ultimate responsibility for overseeing sustainability-related matters. Board oversight is supported by three committees – the Audit and Risk Committee, the Human Resources Committee, and the Corporate Environmental Sustainability Committee – which provide subject-matter expertise, review ESG-related risks and policies, and make recommendations on disclosures and governance practices.

Corporate Environmental Sustainability Committee

The Corporate Environmental Sustainability Committee (CESC) is a standing committee of the Board of Directors that oversees environmental sustainability matters and their alignment with CSL's business strategy and risk profile.

The Committee monitors developments in environmental regulation and standards, supports management in advancing sustainability initiatives, and oversees CSL's environmental policies, management systems and audits. It also reviews and approves CSL's annual Sustainability Report and provides oversight of material environmental risks, strategic initiatives and external assurance activities.

In 2025, the CESC Charter was updated to include responsibility for reviewing and, where required, recommending climate-related disclosures required by regulation for Board approval, enhancing Board-level oversight of climate governance and reporting.

Management-Level ESG Governance

CSL's ESG governance framework is supported by several management-level committees that ensure coordination, accountability and execution across regions and functions.

ESG STEERING COMMITTEE

Led by CSL's executive leadership, the ESG Steering Committee meets regularly to guide the direction of CSL's ESG strategy, approve objectives and targets, and ensure cross-functional alignment and accountability for performance.

GLOBAL ESG MANAGEMENT COMMITTEE

The Global ESG Management Committee is composed of functional and regional leaders and meets quarterly. The committee coordinates responses to environmental regulations, compliance strategies and ESG initiatives, ensuring consistency and alignment across CSL's global operations.

ESG TEAM

The ESG team, within the Sustainability, Legal and Risk function, supports these committees by developing and tracking ESG initiatives, monitoring regulatory developments, collecting and reporting ESG data, and coordinating implementation across the organization.

CSL Board of Directors



Marie-Josée Guérin

Marie-Josée Guérin was Vice-President, Finance, Special Projects in the Americas for Air Liquide from September 2022 to March 2023, Chief Financial Officer, Air Liquide North America, from 2019 to 2022, and Chief Financial Officer, Air Liquide Canada, from 2006 to 2019. Prior to joining Air Liquide, Ms. Guérin spent over 20 years at KPMG, including 10 years as audit partner with public and non-public organizations.



Rhodri J. Harries

Rhodri J. Harries was Executive Vice President, Chief Financial and Administrative Officer of Gildan Activewear, based in Montreal. Before joining Gildan in 2015, he held senior roles at Alcan and Rio Tinto Alcan, including Chief Financial Officer and Chief Commercial Officer, following 15 years at General Motors in finance and business development. From 2020 to early 2025, Mr. Harries served on the Board of Directors of Stella-Jones Inc.



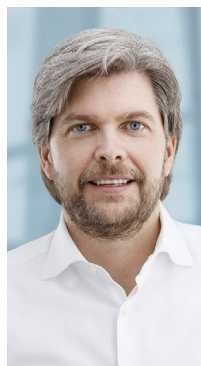
Rod Jones

Rod Jones was President and Chief Executive Officer of The CSL Group Inc. from 2008 to 2017. Over his 30-year career with CSL, Mr. Jones led the team that launched CSL Americas and CSL's international expansion to Australia, Asia, Europe and Africa. He also was a Director on the Board of Directors of The Standard Club, a P&I insurance club, from 2000 to 2017, where he served as Chair from 2014 to 2017. Prior to CSL, Mr. Jones held management positions at Van Ommeren and Navios Corp.



William W. Linton

William (Bill) Linton is a Corporate Director currently serving on the Board of Directors of TMX Group, Inc. and Empire Company Ltd. He served as Executive Vice-President, Finance and Chief Financial Officer at Rogers Communications Inc. from 2005 to 2012, and was Chief Executive Officer of Call-Net Enterprises from 2000 to 2005. Mr. Linton is a Fellow of the Ontario Institute of Chartered Accountants. He also is an active investor and serves as a director of several private companies in the technology and finance industries.



David P. A. Martin

David P. A. Martin is an owner of The CSL Group Inc. and Horizon Capital Holdings, of which he is the Co-President and Chief Executive Officer, as well as the President of Bromart Holdings which is an owner of The CSL Group Inc. and Horizon Capital Holdings. Mr. Martin is a former Chair of the Board of Directors of the World Wildlife Fund (Canada) and a co-founder and General Partner of Capital for Aboriginal Prosperity and Entrepreneurship Fund (CAPE Fund).



James E. Martin

R. James E. Martin is a film and television producer and an owner of The CSL Group Inc. and Horizon Capital Holdings. Mr. Martin began his career marketing films at The Movie Network before working in theatrical distribution with TVA International, a subsidiary of Montreal's Astral Network. Since 2006, he has been producing features through his own production company, High Treason Productions, and is currently developing a television co-production in partnership with Ciné Télé Action.



Paul W. J. Martin

Paul W. J. Martin is the Chair of the Board of Directors of The CSL Group Inc. as well as an owner of The CSL Group Inc. and Horizon Capital Holdings.



Eric Olsen

Eric Olsen was CEO of Aliaxis from 2020 to 2024, and CEO of LafargeHolcim from 2015 to April 2017. At Lafarge, he also served as Executive Vice President of Organization and HR from 2007 to 2012, and Executive Vice President of Operations from 2012 to 2015. Mr. Olsen previously worked in audit at Deloitte & Touche, in mergers and acquisitions at Banque Paribas, and was a Partner at Trinity Associates. He is also a member of the Board of Directors of Fortera and Verdagy and has been a Corporate Advisor to Temasek since 2020.



Nathalie Palladitcheff

Nathalie Palladitcheff was the President and Chief Executive Officer of Ivanhoe Cambridge (CDPQ) from 2019 to 2024, after previously serving as Chief Financial Officer and President. Before joining Ivanhoe Cambridge in 2015, she spent 15 years in leadership roles, including Chief Financial Officer and Chief Executive Officer, at European public real estate companies. She began her career in finance with PwC and the Credit Agricole Group. Ms. Palladitcheff is also a member of the Board of Directors of TD Bank and the CHU Sainte-Justine Foundation.

02 ETHICS AND COMPLIANCE



OUR COMMITMENT

Ethics and compliance sit at the foundation of our social mandate to operate and grow responsibly. Acting with integrity underpins the trust placed in us by our customers, partners, regulators, and the communities in which we operate. This commitment extends across CSL and is equally critical to the way we work with our joint venture partners, ensuring shared standards and consistent expectations.



PROGRESS IN 2025

In 2025, we strengthened our compliance framework by taking a more targeted and practical approach, with a strong focus on continuous improvement. While our core ethical principles apply to all employees, we expanded role-specific training to ensure people receive relevant guidance when they need it. This tailored training covers key areas including CSL policies and applicable laws, sanctions awareness, anti-corruption, modern slavery, and harassment prevention. This approach reinforces accountability and supports ethical decision-making across the organization.

Code of Corporate Responsibility

Our commitment to ethical conduct is guided by the CSL Code of Corporate Responsibility, which sets clear expectations for how we conduct our business and engage with customers, employees, business partners, and the wider community. The Code outlines our responsibilities to act lawfully and ethically, treat people fairly and with respect, protect the environment, uphold human rights, and maintain zero tolerance for corruption. It supports responsible decision-making and compliance with global laws and industry standards and is a fundamental requirement for every CSL director, officer, and employee.

Zero Tolerance for Corruption



We maintain a zero-tolerance approach to corruption across all business activities, supported by strong enforcement measures and a confidential reporting mechanism. Our anti-corruption program emphasizes rigorous due diligence, effective internal controls, and collaboration with stakeholders to address the root causes of corruption and promote integrity across the maritime industry.

During the past year, we strengthened our framework by updating due diligence processes and enhancing third-party onboarding to align with evolving legal and regulatory requirements and improve risk identification. We also expanded anti-corruption training to further reinforce employee awareness and accountability.

We continue to participate actively in the Maritime Anti-Corruption Network (MACN), maintaining a strong compliance score that reflects our alignment with international anti-corruption standards and industry best practices, and are a member of the Board of Directors.

Labour and Human Rights

We are committed to promoting a culture of respect and accountability, ensuring our actions positively impact our employees, customers, communities, and all stakeholders we engage with. We adhere to the UN Guiding Principles on Business and Human Rights (UNGPs) and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work (ILOD).

PREVENTING HARASSMENT AND DISCRIMINATION

We are committed to providing a safe, inclusive and respectful workplace, with zero tolerance for harassment or discrimination of any kind. Our Workplace Harassment and Violence Prevention Policy sets clear standards for conduct and defines robust procedures for reporting, investigating, and addressing inappropriate behaviour.

Regular training equips employees and managers with the skills needed to prevent and respond to incidents of harassment or discrimination. Together, these measures support a workplace culture where people feel respected, supported, and confident speaking up without fear of retaliation.

MODERN SLAVERY

CSL strictly prohibits modern slavery, child labour, human trafficking, and all forms of forced labour. Respect for human rights is a core corporate responsibility that underpins our operations and decision-making.

In 2025, we strengthened our approach to preventing modern slavery by enhancing due diligence for suppliers and crewing agencies and reinforcing ethical standards across the business. We also expanded employee training and awareness initiatives to support understanding of, and compliance with human rights requirements.

No instances of modern slavery or child labour were identified during the year, reflecting the effectiveness of our preventive measures and ongoing commitment to responsible business practices.

Sanctions Compliance

CSL's Sanctions Compliance Manual sets out a clear framework to ensure our business activities comply with applicable sanctions laws and regulations. In 2025, we strengthened this framework by updating the due diligence forms used when onboarding customers, joint venture partners, and service providers.

These updates reflect recent regulatory developments, support consistent risk identification, and enable systematic sanctions screening at the outset of new relationships. In parallel, we continued to expand company-wide sanctions awareness training to ensure employees understand their responsibilities and evolving compliance requirements.



Whistleblowing



We encourage employees, customers, suppliers and the public to report any suspected breaches of our policies or commitments through EthicsPoint, a confidential and anonymous third-party reporting service. Reports can be submitted online or by calling the designated phone number listed on the [EthicsPoint Website](#). All submissions are handled confidentially, thoroughly investigated, and addressed by CSL's legal department.

In 2025, we received 17 reports of alleged breaches to CSL policies and commitments, reported through the whistleblowing system or through other channels. The submission of the reports reflects the accessibility and use of our reporting mechanisms and support our ongoing efforts to identify, assess, and address potential issues in a timely and transparent manner.

NATURE OF COMPLAINT	NUMBER OF COMPLAINTS	NUMBER OF BREACHES DETECTED	NUMBER OF CORRECTIVE ACTIONS
Accounting and Auditing Matters	0	0	0
Bribery	0	0	0
Conflict of Interest	0	0	0
Discrimination	1	1	1
Harassment	13	3	3
Embezzlement	0	0	0
Falsification of Contracts, Reports or Records	0	0	0
Misconduct or Inappropriate Behavior	0	0	0
Sabotage or Vandalism	0	0	0
Substance Abuse	1	1	1
Theft	0	0	0
Unsafe Working Conditions	0	0	0
Violation of Policy	0	0	0
Violence or Threat	0	0	0
Other	2	1	1



LOOKING AHEAD

In 2026, we will continue to strengthen our approach to ethics and compliance through regular policy updates and ongoing monitoring. Building on the 2025 review of our joint venture policies and compliance programs, we will implement any updates needed to maintain alignment with CSL's ethical standards and legal requirements. We will also deliver global training for employees on key compliance topics, supporting consistent, principled decision-making across the organization.

03 RESPONSIBLE SOURCING AND SUSTAINABLE SUPPLY CHAINS



OUR COMMITMENT

We recognize that our responsibility doesn't stop with our own operations. The suppliers and partners we work with around the world are an important part of our sustainability journey. By prioritizing responsible sourcing and considering ESG factors in how we buy, we aim to encourage ethical practices and reduce impacts across our supply chain. As interest in supply chain transparency grows and new regulations emerge, we are strengthening our approach to ensure we remain proactive, resilient, and aligned with best practices.



PROGRESS IN 2025

In 2025, we advanced the development of our Sustainable Procurement Strategy, positioning ESG considerations alongside cost and quality in supplier-related decision making. This approach shapes how we assess new suppliers and how we work with existing partners. The strategy will set out clear expectations for ethical and sustainable sourcing, and guide how we choose and engage with suppliers. It will be regularly updated to reflect changing global conditions and the evolving needs of our business.

Strengthening Partnerships Through Shared Standards

Responsible sourcing is central to building a resilient and sustainable supply chain. We work closely with our suppliers to ensure our expectations around ethics, compliance, and sustainability are clearly understood and consistently applied. In 2025, we advanced a series of initiatives to reinforce responsible procurement practices and strengthen alignment between our values and those of our suppliers.

UPDATED GENERAL PURCHASING TERMS AND CONDITIONS

We updated our General Purchasing Terms and Conditions to clearly define expectations for ethical and compliant business conduct across all purchasing activities globally. The updated terms address key areas such as anti-corruption, modern slavery and sanctions, reinforcing transparency and accountability throughout our supply base. The terms are publicly available on CSL's website.

INTRODUCTION OF ACCESSIBILITY SCREENING

To support CSL's broader accessibility and inclusion objectives, we introduced standard accessibility screening questions into our Request for Proposal process. This allows us to more consistently assess prospective suppliers' inclusive employment practices, workforce diversity, and workplace accessibility.

ENHANCED SANCTIONS SCREENING

We strengthened our sanctions compliance processes by adding additional checks before onboarding new suppliers. Employees are now required to formally confirm sanctions compliance as part of supplier onboarding, supported by third-party screening to ensure suppliers do not operate in sanctioned countries.

BUILDING INTERNAL SUSTAINABLE PROCUREMENT EXPERTISE

We appointed a sustainable procurement subject matter expert within the strategic sourcing team to strengthen the integration of ESG considerations across procurement and supplier selection. This role helps embed sustainability more consistently into sourcing decisions, while ensuring CSL remains informed of emerging best practices and regulatory developments through ongoing training and external engagement.



LOOKING AHEAD

To further strengthen our responsible sourcing and sustainable supply chains, we will continue to enhance the systems and processes that support effective supplier oversight.

We plan to evaluate supplier management systems that better capture and monitor key supplier information, including relevant ESG metrics. These systems will support contract management, performance monitoring, compliance verification, and risk management. We will also enhance supplier onboarding by introducing more standardized compliance and due diligence questions. This will allow potential risks to be identified and managed earlier across the procurement lifecycle.

04 CYBER SECURITY AND PRIVACY



OUR COMMITMENT

Safeguarding data, systems, and personal information is critical to our ability to operate responsibly and maintain the trust of our customers, partners, and stakeholders. Cyber security and privacy are embedded in how we manage risk and support the resilience of our operations in an increasingly digital environment.

We strengthen our cyber resilience through regular risk assessments, layered security controls, and clear incident response processes. Employee awareness and training play a key role in fostering a strong security culture, while third-party risk management helps protect our wider ecosystem. We also remain committed to meeting relevant regulatory requirements and continuously improving our cyber security and privacy practices.



PROGRESS IN 2025

In 2025, we continued to strengthen our cyber security and privacy practices, with a focus on people, systems, and third-party risk. We enhanced our cyber security training and testing program to further build employee awareness and preparedness, supporting a strong and consistent security culture across the organization. We have refined our processes for assessing the cyber security posture of our key business partners, and enhanced communications with those partners to improve our collective posture.

As the use of artificial intelligence (AI) tools continues to expand, we began implementing enhanced data protection controls and technical guardrails to help safeguard sensitive information and reduce the risk of misuse of generative AI services.

Mitigating Threats

CYBER SECURITY TRAINING AND TESTING

Cyber security awareness is a key part of CSL's approach to managing risk. While people are often targeted in cyber attacks, they are also an essential line of defense. Our ship and shore employees must all complete mandatory cyber security training when they join CSL, covering topics such as identifying phishing attempts, recognizing malware, and protecting sensitive information. The training is regularly updated to reflect emerging risks, including increasingly sophisticated AI-enabled threats.

To reinforce this training and better understand how employees respond in real-world scenarios, CSL conducts quarterly phishing simulations. These exercises help employees build practical skills, maintain awareness, and stay alert to evolving tactics, while also allowing CSL to track effectiveness and refine training where needed. Together, these efforts strengthen our overall cyber security posture and support a culture of shared responsibility for protecting CSL's digital assets.

2025 CYBER SECURITY TRAINING

% of employees trained on cyber security – shore **94%** 

% of employees trained on cyber security – ship **68%** 

THIRD-PARTY RISK MANAGEMENT

We continue to strengthen third-party risk management to address cyber security threats across our supply chain. In 2025, we enhanced our third-party questionnaire and centralized register to improve usability and the quality, consistency, and oversight of data. These improvements enable us to assign a clear risk posture score to each supplier, providing greater visibility into our third-party exposure. With this enhanced insight, we are better positioned to identify potential threats, prioritize high-risk relationships, and take proactive steps to mitigate cyber security risks that could impact our operations, data, and stakeholders.

Using AI Responsibly

As the use of AI expands across CSL, we have strengthened oversight to ensure privacy and ethical principles are embedded throughout the evaluation, deployment, and use of AI tools. All AI systems are subject to enhanced review processes designed to confirm alignment with applicable privacy laws, internal standards, and ethical guidelines. We also provide targeted training on responsible AI use, reinforcing privacy, data minimization, transparency, and accountability alongside our broader privacy and cyber security programs.

Privacy and Data Protection

To protect personal information across our global operations, we integrate privacy into the way we work every day. This includes clear policies, practical safeguards, and regular training that equip ship and shore employees to make informed and responsible decisions. As new technologies and tools – including AI – are introduced, we consider privacy from the outset. This proactive approach supports regulatory compliance, protects personal data, and helps maintain the trust placed in CSL.

In 2025, we took several steps to strengthen our privacy foundations and enhance how personal data is protected across the organization. We updated our data protection policy materials for both shore-based and offshore employees, helping ensure a consistent understanding of privacy expectations across all operating environments.

All new information technology projects were subject to structured privacy assessments to evaluate data sensitivity, potential risks, and how personal information would be processed. In parallel, our privacy impact assessment process continued to evolve to reflect new legal requirements and emerging privacy risks.

We also developed a comprehensive Data Incident Response Strategy to improve readiness in the event of a potential data breach. This framework strengthens how incidents are detected, escalated, communicated, and resolved, enabling coordinated and timely action to reduce risk and protect individuals' personal information.

2025 PRIVACY BREACHES AND LEAKS

Total number of substantiated complaints received concerning breaches of privacy (GRI 418-1) **2**

Total number of identified leaks, thefts, or losses of data (GRI 418-1) **0**

Privacy Governance

EMPLOYEE PRIVACY

CSL is committed to protecting employee personal information and handling it with care and respect. This responsibility is guided by clear policies overseen by the Chief Human Resources Officer, who also serves as Privacy Officer. Employee personal data is collected only when necessary and with appropriate consent, and access is limited to those who need it for legitimate business purposes.

We maintain safeguards to ensure information remains accurate, confidential, and securely handled. Employees can access and update their personal information, and any privacy concerns are addressed in a timely manner. The use of employee photos or videos for internal purposes is always voluntary and based on individual consent and personal preference.

EXTERNAL PARTY PRIVACY

CSL is committed to protecting the personal information of customers, suppliers, job applicants, and other external partners. Personal data is collected only for legitimate business purposes and with appropriate consent, securely managed within CSL's systems, and retained only for as long as required by law or business need. Our approach is designed to promote transparency, protect privacy, and maintain the trust of those who engage with CSL. Further details are outlined in CSL's Privacy Policy.

Zero-Trust Architecture

To further protect our people, operations, and stakeholders, we are adopting a Zero-Trust model for our systems architecture to limit digital access to only what is necessary and expected. Under this approach, devices can communicate only with approved systems, reducing the risk of unauthorized access.

This framework applies across CSL's digital ecosystem, including employee workstations, servers, sensors, and even third-party devices such as vendor-provided diagnostic equipment or visitor devices. By documenting and monitoring these connections, CSL can quickly detect unusual or unexpected activity, helping us proactively manage security risks and strengthen the resilience of our operations.

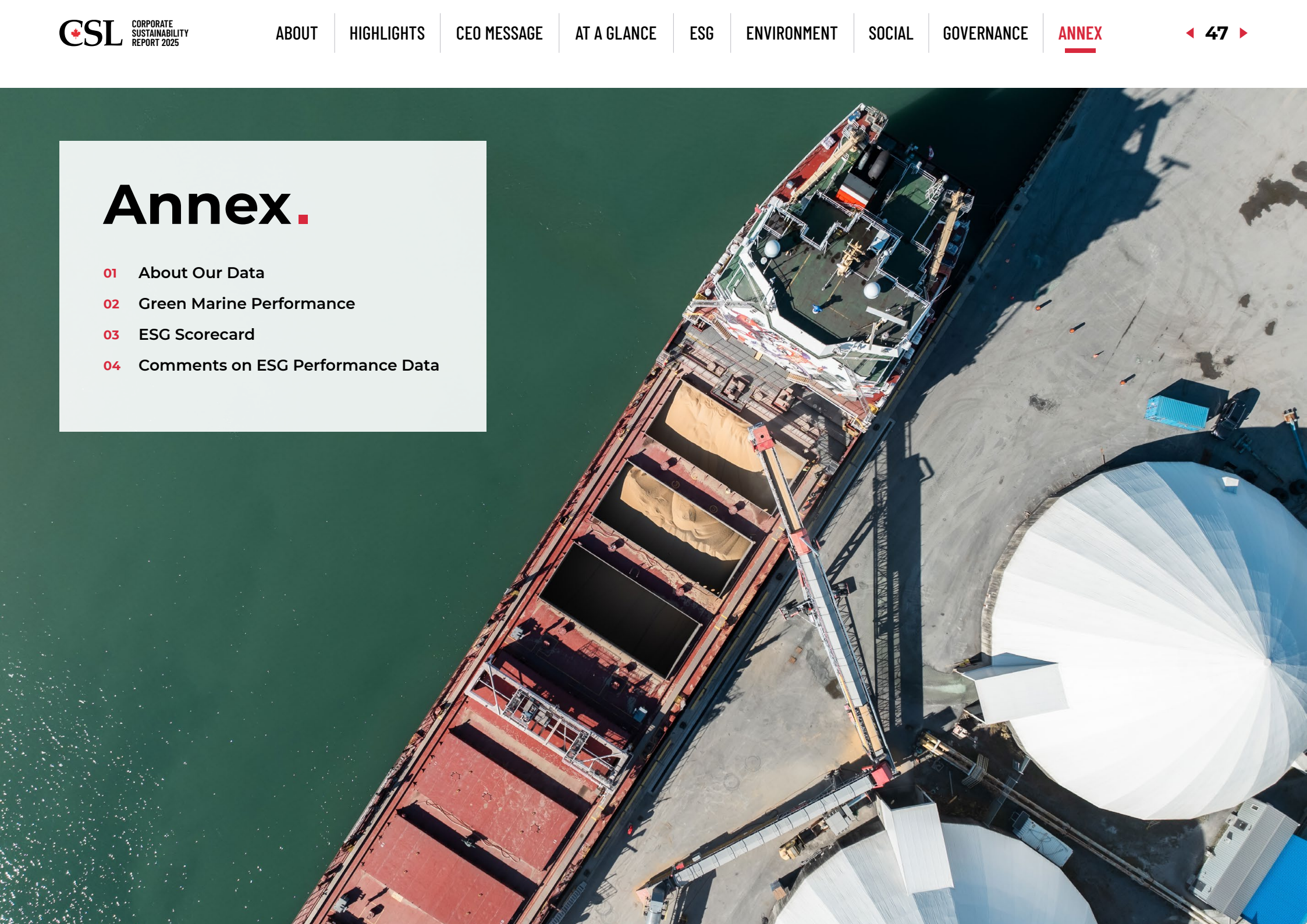


LOOKING AHEAD

Moving forward, we are working on establishing a comprehensive Identity Governance and Administration (IGA) program, with deployment planned for 2026-27. This initiative will strengthen our ability to ensure that access to systems and information is appropriately granted, approved, and monitored. By enhancing oversight and auditability of user access, IGA will support ongoing compliance, reduce digital risk, and reinforce our commitment to protecting data across our organization.

Annex.

- 01 About Our Data
- 02 Green Marine Performance
- 03 ESG Scorecard
- 04 Comments on ESG Performance Data



01 ABOUT OUR DATA

We are dedicated to sharing our environmental, social, and governance (ESG) metrics with clarity and transparency. Our voluntary disclosures are guided by the following key frameworks:

- Sustainability Accounting Standards Board (SASB):
The Marine Transportation Standard (version 2023-12)
- The Global Reporting Initiative (GRI) Standards
- The GHG Protocol
- The Green Marine Environmental Certification program

Our reporting focuses on the metrics that matter most to our stakeholders, as determined through our materiality assessment process. As a privately owned company, we are not required to disclose this data to meet shareholder obligations. Rather, we view transparency in ESG reporting as a pillar of responsible, forward-looking business practices. By providing credible, comparable information, we aim to build stakeholder trust and contribute to raising the bar for sustainability within the shipping industry.

Unless otherwise noted, CSL's ESG scorecard reflects data from the 2025 calendar year, spanning January 1 to December 31.

2025 ACTIVITY METRICS

Number of seafarers on CSL-owned ships (excluding joint ventures)	1,900
Total distance travelled by vessels (nautical miles)	1,295,907
Operating days	13,444
Deadweight tonnage ('000s MT)	1,897
Number of vessels in wholly owned shipping fleet	46
Number of vessels in joint venture arrangements <i>Three vessels operated partially in 2025 before being sold or recycled.</i>	53
Number of time charter voyages	17
Number of vessel port calls (including transshipment)	5,146

ISO 14001 Environmental Management System

CSL's Environmental Management System is certified to ISO 14001:2015, a structured, globally recognized approach to managing environmental impacts. Our EMS supports regulatory compliance, continuous improvement, and measurable performance outcomes, and is embedded across our operations and governance processes.



Emissions Boundaries

SCOPE 1 AND SCOPE 3 CO₂ EMISSIONS

Owned and Joint Venture Fleets

We take a structured approach to reporting our greenhouse gas (GHG) emissions, with clear boundaries for Scope 1 and a phased expansion of Scope 3. Our Scope 1 inventory captures direct emissions from operations; however, it excludes all global vessel operations involving tugs and related port vessels that are owned and managed by third parties.

We began reporting Scope 3 emissions in 2025, initially focusing on emissions from fuel consumption associated with vessel operations. As our data maturity improves, we plan to broaden the scope of our reporting to include additional categories across our supply chain, providing a more comprehensive view of our indirect emissions over time.

SCOPE 1 EMISSIONS

Scope 1 emissions comprise direct greenhouse gas (GHG) emissions from fuel combustion and other emission sources from vessels and assets under CSL's operational control, in accordance with the GHG Protocol.

The organizational and operational boundary includes:

- Vessels wholly owned by CSL or by joint ventures where CSL has operational control
- Transshipment vessels operating in Africa and Australia where CSL controls fuel use
- Vessels relet from the wholly owned CSL fleet
- Bareboat chartered-in vessels within the wholly owned CSL fleet
- Time-chartered-in vessels where CSL assumes responsibility for fuel procurement and consumption
- Voyage-chartered-in vessels where CSL assumes responsibility for fuel procurement and consumption

Vessels and assets are included in Scope 1 emissions where CSL has authority over operational decisions, including fuel use, consistent with the operational control approach under the GHG Protocol Corporate Standard.

SCOPE 3 EMISSIONS

Scope 3 emissions comprise indirect greenhouse gas (GHG) emissions occurring across CSL's upstream and downstream value chain, in accordance with the GHG Protocol.

CSL currently reports Scope 3 emissions related to maritime transportation activities that are not under CSL's operational control, but where CSL has commercial involvement.

The organizational and operational boundary includes:

- Vessels wholly owned by CSL or by joint ventures where CSL does not have operational control over fuel use
- Vessels relet into the wholly owned CSL fleet where fuel responsibility rests with the counterparty
- Transshipment vessels where customers retain control over fuel procurement and consumption

Emissions are classified as Scope 3 where CSL does not have authority over operational decisions, including fuel use, and therefore does not meet the criteria for operational control under the GHG Protocol Corporate Standard.

SCOPE 2 EMISSIONS

Our Scope 2 reporting reflects indirect emissions from purchased electricity across our operations. This includes electricity used by our Great Lakes fleet during winter lay-up when vessels are connected to shore power, as well as electricity consumption from owned buildings. We report Scope 2 emissions using the location-based method, in accordance with the GHG Protocol Scope 2 Guidance.

Energy Efficiency Operating Indicator (Laden)

The Energy Efficiency Operational Indicator (EEOI) is used to measure the carbon intensity of our vessels while laden. EEOI reflects the time spent loading, carrying cargo and discharging (laden leg).

It includes all global operations of vessels that are:

- 100 percent owned and managed by CSL Group and subsidiaries
- 100 percent owned and managed by third-party ship managers

It excludes:

- 100 percent owned but time chartered out to a non-CSL entity
- Transshipment operations

The IMO recommends the use of observed (actual) distances over standard distances when calculating EEOI. Given that this metric is a company-specific target, we have opted for standard distances.

As our observed distances are typically longer than standard, this approach may result in a slight overstatement of our EEOI. As we improve the consistency of observed distance data captured in our commercial systems, we expect to incorporate it into future EEOI calculations.

02 GREEN MARINE PERFORMANCE



Green Marine is a voluntary marine environmental certification program that helps shipowners, ports, terminals, Seaway corporations and shipyards improve their environmental performance. CSL and all participants agree to publish their results annually and have an external auditor verification every two years.

Because program requirements vary in different operating jurisdictions, CSL's participation in Green Marine is divided between Canada Steamship Lines, which encompasses our entire Canadian fleet, and CSL International, which includes all our other fleets, excluding transshipment.

Level Achieved in 2025

The Green Marine program scores performance indicators on a scale of one to five. Reaching Level 1 indicates a company is in regulatory compliance, while reaching Level 5 demonstrates the organization's leadership and excellence.

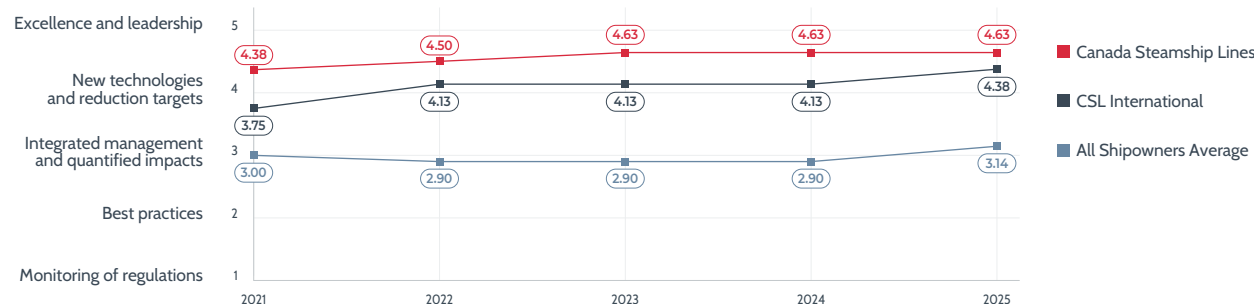
In 2025, Canada Steamship Lines maintained consistently strong performance indicator scores, while CSL International achieved measurable improvement, increasing its average score from 4.13/5 to 4.38/5.

CSL International's progress was driven by higher scores in key areas, including Oily Discharge, supported by the installation of an integrated bilge treatment system (IBTS) on a newbuild vessel, and Underwater Noise, reflecting ongoing research efforts and active engagement on this issue.

Canada Steamship Lines also delivered strong results in the Air Emissions (GHG) category, driven by continued decarbonization initiatives, including the ongoing use of biofuels across its Great Lakes operations.

PERFORMANCE INDICATOR	CANADA STEAMSHIP LINES	CSL INTERNATIONAL
Aquatic Invasive Species	5	5
Air Emissions (So _x and PM)	4	4
Air Emissions (No _x)	4	3
Air Emissions (GHG)	5	3
Oily Discharge	5	5
Waste Management	5	5
Underwater Noise	5	5
Ship Recycling	4	5

GREEN MARINE PERFORMANCE LEVELS AND HISTORICAL TREND



03 ESG SCORECARD

Environmental Stewardship

METRIC	METHODOLOGY REFERENCE	2021	2022	2023	2024	2025
DECARBONIZATION						
GREENHOUSE GASES						
Energy Efficiency						
Scope 1 CO ₂ emissions (tonnes) (including biogenic emissions)	GHG Protocol	520,162	644,505	587,238	516,963	417,645
Scope 2 CO ₂ emissions (tonnes)	GHG Protocol	-	-	49	215	246
Scope 3 emissions (tonnes) (shipping sources only)	GHG Protocol	-	-	-	-	274,703
Energy Efficiency (EEOI) – percentage reduction vs 2005	CSL Internal	-25%	-26%	-29%	-30%	-30%
Total Energy Consumed						
Total energy consumed	SASB TR-MT-110a.3	6,613,950	7,353,271	7,412,079	6,974,861	6,232,583
Heavy fuel as a percentage of total fuel	SASB TR-MT-110a.3	37%	41%	38%	36%	33.3%
Renewable energy as a percentage of total fuel	SASB TR-MT-110a.3	8%	8%	8%	8.7%	11.4%
Air Pollutants						
Emissions of oxides of sulphur (SO _x) in MT	SASB TR-MT-120a.1	316	352	350	307	277
Fuel sulphur average (%)	Green Marine Indicator – Air Emissions (SO _x and PM)	0.20%	0.19%	0.19%	0.18%	0.17%
Emissions of oxides of nitrogen (NO _x) in MT	SASB TR-MT-120a.1	12,292	14,582	14,500	14,293	12,564
NO _x (kg/tonne-fuel)	Green Marine Indicator – Air Emissions (NO _x)	78	79	79	83	80
Emissions of particulate matter (PM10) in MT	SASB TR-MT-120a.1	201	370	373	327	304

METRIC	METHODOLOGY REFERENCE	2021	2022	2023	2024	2025
BIODIVERSITY PROTECTION						
Accidents and Oil Spills						
Total number of spills and releases to the environment	SASB TR-MT-160a.3	9	4	5	3	4
Total litres of spills and releases to the environment	SASB TR-MT-160a.3	36	23	17	4	108
Marine Pollution						
Treated bilge discharged to sea (m³)	Green Marine Oily Discharge Indicator	5,959	5,694	5,011	5,062	5,363
Ecological Impacts						
Percentage of fleet implementing ballast water exchange	SASB TR-MT-160a.2	21%	5%	6%	4.5%	4.4%
Percentage of fleet implementing ballast water treatment	SASB TR-MT-160a.2	38%	64%	62%	64%	Great Lakes: 25% All other regions: 100%
Environmental Compliance						
Number of incidents of non-compliance associated with environmental impacts or non-compliance with environmental laws and regulation	GRI 307-1	5	1	2	3	4
RECYCLING AND WASTE MANAGEMENT						
Waste and Hazardous Materials						
Landfill waste (m³)	Green Marine – Waste Management Indicator	2,278	2,240	2,704	2,601	2,430
Landfill waste as a percentage of total waste	Green Marine – Waste Management Indicator	56%	64%	66%	60%	63%
Recycling (m³)	Green Marine – Waste Management Indicator	900	1,003	1,063	1,232	920
Recycling as a percentage of total waste	Green Marine – Waste Management Indicator	22%	29%	26%	29%	24%
Incinerated (m³)	Green Marine – Waste Management Indicator	314	232	337	267	293
Organic (m³)	Green Marine – Waste Management Indicator	204	228	389	389	282
Organics as a percentage of total waste	Green Marine – Waste Management Indicator	4%	6%	8.1%	9%	7%
Sludge disposed ashore (m³)	Green Marine – Waste Management Indicator	2,659	3,095	2,889	3,208	2,998

Social Responsibility

METRIC	METHODOLOGY REFERENCE	2021	2022	2023	2024	2025
HEALTH AND SAFETY						
Fatalities	SASB TR-MT-320a.1	0	0	0	0	0
Lost-Time Injuries (LTI)	SASB TR-MT-320a.1	14	4	5	4	10
Lost-Time Incident Frequency Rate (LTIFR)	SASB TR-MT-320a.1	1.7	0.5	0.6	0.5	1.2
Total Recordable Cases (TCR)	GRI 403-2	29	24	30	21	32
Total Recordable Case Frequency Rate (TRCF)	GRI 403-2	4.2	3.1	3.5	2.4	3.9
Number of marine casualties	SASB TR-MT-540a.1	-	-	1	3	12
Percentage of marine casualties classified as very serious	SASB TR-MT-540a.1	-	-	0	0	0
Number of Conditions of Class	SASB TR-MT-540a.2	82	48	69	67	122
Number of Port State Control deficiencies	SASB TR-MT-540a.3	79	75	45	51	98
Number of Port State Control detentions	SASB TR-MT-540a.3	1	1	0	3	0
DIVERSITY, EQUITY AND INCLUSION						
Number of shore employees	-	249	244	260	263	254
Gender with the lowest representation (%) – shore	GRI-405-1	41%	40%	39%	38%	38%
Gender with the lowest representation (%) – ship	GRI-405-1	-	6%	9%	8.4% (CA) 2.4% (AU)	6%
Number of incidents of discrimination and corrective actions taken	GRI-406-1	8	2	0	0	1
Total number of employees by age group and gender with the lowest representation – shore						
<30	GRI-405-1	28	28	29	30	23
<30 (%)	GRI-405-1	46%	46%	55%	53%	39%
30-50	GRI-405-1	160	156	169	172	157
30-50 (%)	GRI-405-1	44%	42%	39%	37%	38%
>50	GRI-405-1	61	60	62	66	74
>50 (%)	GRI-405-1	31%	32%	34%	32%	36%

METRIC	METHODOLOGY REFERENCE	2021	2022	2023	2024	2025
Gender with the lowest representation by employee category (%)						
Senior management	GRI-405-1	31%	21%	20%	21%	29%
Management	GRI-405-1	36%	34%	35%	27%	30%
Professional and technical operations	GRI-405-1	40%	43%	41%	43%	41%
Support staff	GRI-405-1	20%	0%	0%	0%	0%
NEW EMPLOYEES						
Total number of new hires – shore	GRI-401-1	35	30	32	18	14
Gender with the lowest representation (%)	GRI-401-1	46%	47%	38%	28%	36%
Total number of new employees by age group						
<30	GRI-401-1	8	6	8	7	4
<30 (%)	GRI-401-1	50%	33%	63%	43%	29%
30-50	GRI-401-1	23	20	18	10	8
30-50 (%)	GRI-401-1	43%	50%	28%	20%	57%
>50	GRI-401-1	4	4	6	1	2
>50 (%)	GRI-401-1	50%	50%	33%	0%	14%
TURNOVER						
Total number of departures – shore	GRI-401-1	-	43	25	21	33
Total turnover rate – shore	GRI-401-1	-	17%	10%	8%	12.6%
Gender with the highest representation (%)	GRI-401-1	-	58%	60%	57%	67%
Total number of departures by age group with highest representation						
<30	GRI-401-1	-	7	6	1	2
<30 (%)	GRI-401-1	-	57%	83%	100%	67%
30-50	GRI-401-1	-	24	13	13	22
30-50 (%)	GRI-401-1	-	58%	54%	54%	27%
>50	GRI-401-1	-	12	6	7	8
>50 (%)	GRI-401-1	-	58%	50%	57%	38%

Governance

METRIC	METHODOLOGY REFERENCE	2021	2022	2023	2024	2025
ETHICS AND ANTI-CORRUPTION						
Number of calls at ports in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	SASB TR-MT-510a.1	117	102	67	68	59
Number of calls at ports in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index (%)	SASB TR-MT-510a.1	3.8%	3.2%	2.6%	2.4%	1.3%
CYBER SECURITY AND PRIVACY						
Percentage of employees trained on cyber security – shore		-	-	90%	90%	94%
Percentage of employees trained on cyber security – ship		-	-	62%	62%	68%
RIGHT TO PRIVACY						
Total number of substantiated complaints received concerning breaches of privacy	GRI 418-1	0	0	0	0	2
Total number of identified leaks, thefts, or losses of data	GRI 418-1	0	0	0	0	0

04 COMMENTS ON ESG PERFORMANCE DATA

Boundary Setting

The data provided in our ESG Scorecard includes all the assets CSL owns and operates, including vessels under third-party management, unless otherwise stipulated. The data includes employees of The CSL Group or subsidiaries. Assets and employees in CSL's joint ventures are excluded from the data.

Activity Metrics

The activity metrics serve as an important reference point for other ESG disclosures. The number of port calls and distance travelled includes transshipment operations, while the total deadweight tonnage excludes transshipment platform and barges.

The total number of port calls includes any stops for repairs or fueling. Prior to 2021, the total number of port calls only included loading and discharge ports.

Environmental

MARINE POLLUTION

Treated bilge water is the water legally discharged after treatment through a vessel's oily water separator. In the Great Lakes, ships must comply with 5 parts per million (ppm) oil to water content in the bilge discharged. In international waters, the limit is 15 ppm.

AIR POLLUTANTS

Sulphur oxide emissions are calculated from the SO_x percentage mandated and declared on the bunker delivery note. Nitrous oxide emissions and particulate matter calculations and emission factors are based on IMO and US EPA (in Green Marine annexes).

GREENHOUSE GASES

Conversion factors

We use the following standard conversion factors for fuel metric tonnes to gigajoules: heavy fuel oil 40,200KJ/KG, marine diesel oil 42,700KJ/KG, biodiesel 37,000 KJ/KG.

Life Cycle Assessment (LCA)

Previously, our fleet's Energy Efficiency Operating Indicator (EEOI) was calculated using a tank-to-wake approach for all fuels. Since 2023, we adopted a consistent well-to-wake methodology for biofuel as set out by the IMO's 2023 Interim Guidance Scope 1 Emissions on the Use of Biofuels. As a result, we consolidated the EEOI metrics from four down to one.

We continue to use the tank-to-wake approach for traditional fuels. The remaining indicator is:

- Laden EEOI (blend of tank-to-wake for traditional fuels and well-to-wake for biofuels – biogenics included)

Scope 1 Emissions

Scope 1 emissions include biogenic CO₂ emissions.

▪ Canada

Biogenic emissions in Canada are calculated on a well-to-wake basis and reflect the CO₂ equivalent emissions from biodiesel using a carbon intensity of -13gCO₂e/MJ. This follows Transport Canada's GHGenius calculation methodology for B100 biofuel.

▪ Europe

Biogenic emissions under the EU Emissions Trading System (ETS) are calculated on a tank-to-wake basis and reflect the CO₂e emissions from biodiesel, using a carbon intensity range of 4.4 to 17.4 gCO₂e/MJ, in line with the European RED II Directive (EU) 2018/2001 methodology. For example, B6 is calculated at 16 gCO₂/MJ, while B30 can range from 4.4 to 17.4 gCO₂/MJ depending on the biofuel type consumed.

Under EU ETS, emissions are measured on a tank-to-wake basis, with the verified biogenic portion of the fuel zero-rated. In contrast, FuelEU Maritime applies a well-to-wake approach, capturing emissions across the full lifecycle of the fuel.

▪ Other regions

We do not currently consume biofuel in other regions.

Scope 2 Emissions

There was an increase in Scope 2 emissions from 2024 to 2025, primarily due to increases in CO₂ factors per energy source in different regions.

WASTE AND HAZARDOUS MANAGEMENT

This disclosure includes all waste generated on board our global fleet but excludes office-generated waste. Organic waste refers to all organic material generated on board, which is sent to composting facilities through our dedicated waste management suppliers. We do not include dry cargo residues in our waste data.

ENVIRONMENTAL COMPLIANCE

There were four breaches in 2025 for prohibited discharges and/or in prohibited areas. This was reported to the appropriate authorities and actions were taken to ensure enhanced monitoring of vessel position and transits in protected areas.

Social

HEALTH AND SAFETY

All safety data applies exclusively to CSL employees and does not include hours worked or injuries sustained by contractors. Both the Lost-Time Injury Frequency Rate (LTIFR) and Total Recordable Case Frequency Rate (TRCFR) are calculated per one million person-hours worked.

NUMBER OF MARINE CASUALTIES

During the reporting period, three vessels experienced minor grounding events and were promptly and safely refloated, with no damage to the vessels and no impact to the environment. One vessel was involved in a collision with a dock wall during berthing manoeuvres.

Eight crewmembers sustained serious injuries as a result of workplace incidents. In all cases, immediate first aid was provided on board, and each individual was medically disembarked and received appropriate ongoing medical care, reflecting the effectiveness of our emergency response and welfare management processes.

DIVERSITY AND INCLUSION

CSL's diversity and inclusion disclosure includes gender representation by age and employment type. For shore side employees, our data includes permanent employees in all regions as of December 31, 2025.

NEW EMPLOYEES

The new employee disclosure metrics include all new permanent employees from every region, hired during the 2025 calendar year. This disclosure includes shoreside employees only.

TURNOVER

Turnover disclosure metrics and gender representation therein include all departures during 2025 in every region. This disclosure includes shoreside employees only.

Governance

ETHICS AND ANTI-CORRUPTION

In 2025, 59 countries ranked in the bottom 20 on Transparency International's Corruption Perceptions Index, due to multiple countries sharing the same scores. This is up from 51 countries last year. Of these, CSL visited three countries in this list: Mexico, Guatemala and Guinea.

We believe the most effective way to combat corruption is by actively engaging with stakeholders to address its root causes, and not only avoiding regions perceived as high-risk. This commitment is reflected in CSL's zero-tolerance corruption policy and robust anti-corruption program, focused on due diligence and strong controls. We also take an active role in the Maritime Anti-Corruption Network, working with governments, NGOs, and civil society to tackle corruption where it is most prevalent and foster a culture of integrity across the maritime industry.

RIGHT TO PRIVACY

We received two complaints related to breaches of privacy in 2025. Our cyber security monitoring and response systems detected no data leaks, thefts, or losses during the reporting period.





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