

OUR ESG JOURNEY

Quarter 2 saw the release of our second annual Responsibility and Beyond Report. The report highlights the progress we are making to operate more safely, sustainably, and responsibly across Inchcape. It shows how we are embedding ESG into day-to-day operations and delivering measurable impact across our global network.

As a business at the centre of the maritime value chain, our role goes beyond our own operations. We are helping to raise standards across the industry through safer operations, reduced environmental impact, and the highest levels of integrity.

What's inside:

- Progress across our three ESG pillars: People, Environment, and Business Conduct
- Key initiatives including StaySafe 360°, our Net Zero pathway, and compliance programmes
- Verified greenhouse gas emissions baseline aligned to global standards



PEOPLE

SAFETY

Q2 StaySafe 360 HSSE Campaign: Fatigue Awareness

At Inchcape, we operate in a 24/7 maritime environment where vessel schedules, tides and cargo operations continue around the clock. While our operations never stop, the human body has limits. Fatigue is more than simply feeling tired. It is a significant safety risk that can impair concentration, decision-making, reaction times and overall performance, increasing the likelihood of incidents on the road, at the berth and in the workplace.

The Danger Signs

- **Physical:** Heavy eyes, yawning, microsleeps, blurred vision.
- **Mental:** Poor judgement, taking shortcuts, misreading documents.
- **Behavioural:** Irritability, clumsiness, "just get it done" attitude.

The Action Plan

Employees (Front line)



Coffee ≠ Fuel:

It masks tiredness; it doesn't replace sleep.



Watch Your Colleague:

Intervene if a teammate looks exhausted.



Speak Up:

Saying "I'm too tired" is a professional safety action.

Leaders (Manager)



Manage the Roster:

Don't let your hardest workers burn out.



Validate the Pause:

Support "Stop Work". Safety > Schedule.



Safe Environment:

Ensure proper workstations, lighting & ventilation, etc.

Looking Ahead: Q3 Beat the Heat, Defeat the Cold

As we enter Q3, our focus turns to managing seasonal weather risks and ensuring that safety remains at the forefront of everything we do. Whether facing extreme heat or colder conditions, we must remain vigilant, prepared and committed to safe working practices.

Pulse Survey Highlights

This year's survey measured progress against the 2025 results while introducing new focus areas, including leadership visibility, Stop Work Authority (SWA), practical application of the 9 Life Saving Rules, confidence in corrective actions, and the impact of the StaySafe360 campaign.

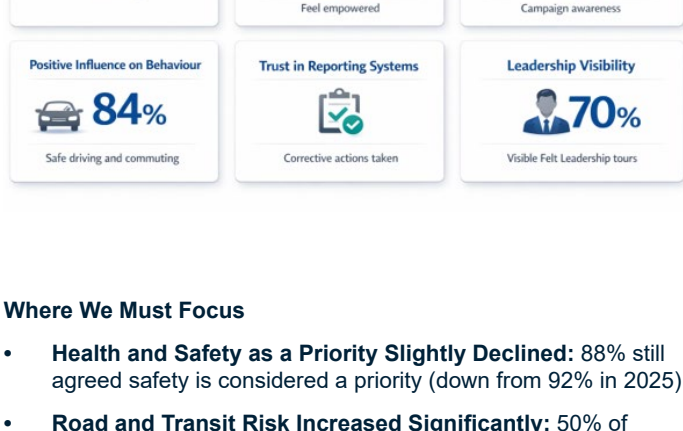
What We're Getting Right

- **Safety Culture Continues to Improve:** 93% of employees rated the company's safety culture as good, (up from 91% in 2025).
- **Stop Work Authority (SWA) Strengthened:** 82% now feel empowered to use SWA without fear of reprisal (up from 77% in 2025).
- **StaySafe360 Campaign Success:** 94% awareness and 84% reported positive influence on safe driving and commuting behaviour.
- **Trust in Reporting Systems:** 89% believe corrective actions are taken following reported incidents and near misses.
- **Leadership Visibility Improved:** 70% reported seeing leaders conducting Visible Felt Leadership (VFL) tours and safety conversations.

Did you know? Since 2025, approximately 30% of reported incidents have been linked to fatigue-related factors. This highlights the importance of recognising the signs of fatigue, managing workloads effectively and ensuring we take the necessary steps to protect ourselves and those around us.

Through the StaySafe360 campaign, we continue to raise awareness of fatigue risks and promote practical measures that support safer, healthier and more resilient teams across our global network.

Safety Survey Dashboard



Where We Must Focus

- **Health and Safety as a Priority Slightly Declined:** 88% still agreed safety is considered a priority (down from 92% in 2025).
- **Road and Transit Risk Increased Significantly:** 50% of employees now identify "on the road" / commuting as their highest safety risk (up from ~35% in 2025).
- **Leadership Visibility Still Inconsistent:** While improved, 30% remain neutral or disagree that they see sufficient leadership engagement in the field.
- **Practical Application of Life Saving Rules:** Only 83% feel confident applying the rules in real situations.
- **Fatigue & Workload Pressure:** Increasing concerns around long hours, commuting fatigue, and operational pressure.

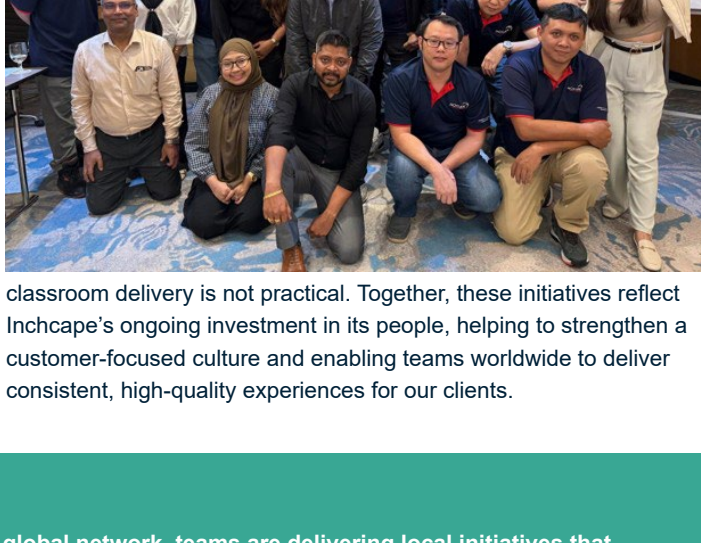
GREAT PLACE TO WORK AND GROW

Client Communication Excellence Training:

Building Capability and Elevating Customer Experience

Since its launch in August 2025, the Client Communication Excellence Training Programme has become one of Inchcape's flagship global learning initiatives, strengthening customer communication skills across our international network. More than 350 client-facing colleagues have completed the programme, with delivery now established in 10 locations: Dubai, Mumbai, Chennai, Houston, Panama, Ecuador, Mauritius, Istanbul, Malaysia and Singapore. Through a sustainable Train-the-Trainer model, 20 regional trainers have also been equipped to continue delivering the programme locally. Using highly interactive, scenario-based workshops, participants build the confidence, empathy and practical communication skills needed to manage customer interactions effectively across different cultures, channels and situations.

To support long-term growth and accessibility, the programme has created a scalable learning framework that enables local teams to deliver Client Communication Excellence independently within their markets. A dedicated global e-learning module has also been developed, extending access to colleagues in locations where



classroom delivery is not practical. Together, these initiatives reflect Inchcape's ongoing investment in its people, helping to strengthen a customer-focused culture and enabling teams worldwide to deliver consistent, high-quality experiences for our clients.

AROUND OUR NETWORK

Supporting our people is a key part of our ESG strategy. Across our global network, teams are delivering local initiatives that promote wellbeing, learning and employee engagement. The examples below highlight how our offices are creating positive workplace experiences while helping colleagues stay healthy, connected and empowered to succeed.



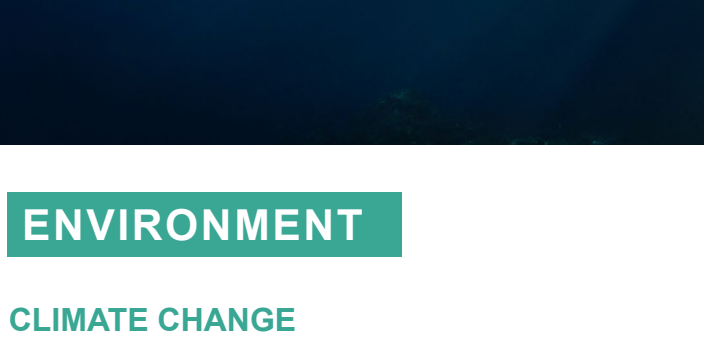
ENERGIZING OUR WORKPLACE WITH ZUMBA

As part of its employee wellbeing and engagement programme, our Mumbai office recently hosted a lively Zumba session that brought colleagues together for an energising break from their daily routines. Led by a professional instructor, the session combined fitness, fun and teamwork, creating an atmosphere filled with enthusiasm, laughter and positive energy.



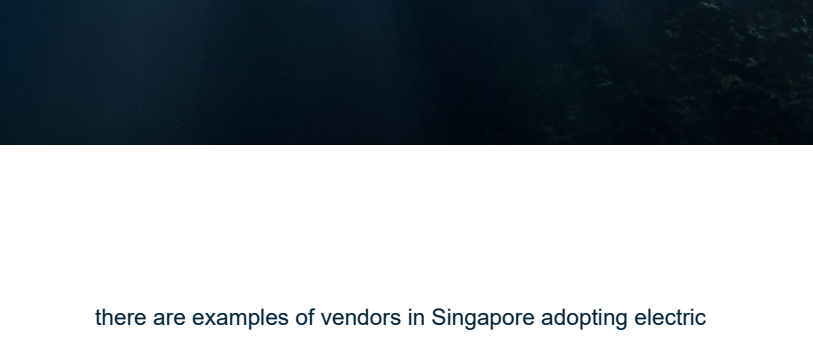
COMMUNICATIONS EXCELLENCE TRAINING

Colleagues in our Mumbai office recently participated in the Client Communication Excellence Training programme, designed to strengthen the skills and confidence needed to deliver exceptional customer experiences. Through interactive workshops, practical exercises and real-world scenarios, participants explored effective communication techniques that help build trust, manage challenging situations and create stronger client relationships.



HEALTH & BENEFITS FAIR

Our Panama team recently hosted a Health & Benefits Fair, giving employees access to a range of health, wellness and lifestyle services in one convenient location. Colleagues were able to take advantage of services including laboratory testing, vision screenings, eyewear consultations, vitamins, and health and beauty products.



ENVIRONMENT

CLIMATE CHANGE

Net Zero Road Map

Quarter 2 saw Inchcape reaffirm its commitment to a safer and more sustainable future by publishing its Net Zero ambition.

As pressure mounts from regulators, investors, and customers, it is critical that we begin delivering against defined targets. Achieving this will require coordinated action across all three emissions scopes:



- **Scope 1:** Inchcape currently operates just over 350 company vehicles, of which only 5% are electric or hybrid. Our procurement team has begun engaging with locations as lease contracts expire to assess the feasibility of transitioning from internal combustion engine (ICE) vehicles to electric alternatives, considering both cost and operational requirements.

Based on our audited 2024 emission baseline, the launch fleet in the UAE accounts for 54% of total Scope 1 emissions. While

there are examples of vendors in Singapore adopting electric propulsion, conversion is not straightforward and presents significant technological and economic challenges.

- **Scope 2:** Procuring 100% renewable electricity across a global portfolio of offices is achievable, but it is not a single transaction. It requires a structured, multi-year approach that combines power purchase agreements, renewable energy certificates, and on-site generation, tailored to the conditions of each market.

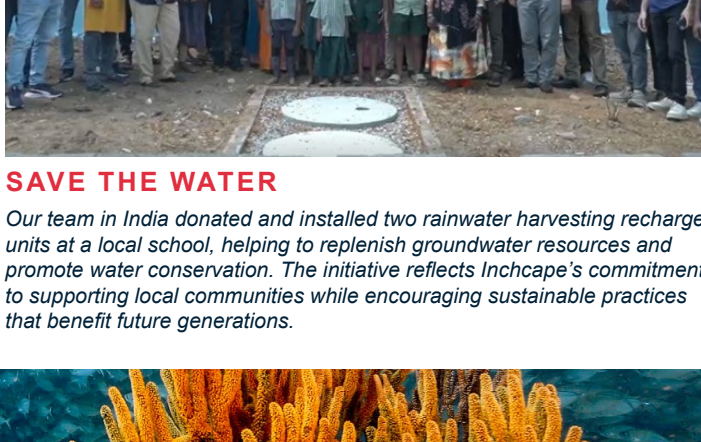
- **Scope 3:** Due to the scale of our supply chain, Scope 3 emissions account for over 40% of total emissions, necessitating a formal target under global reporting standards. Inchcape has chosen to adopt a supplier engagement target rather than a direct emissions reduction target.

COMPLIANCE / REPORTING

Strengthening Supply Chain Transparency with Achilles

In June, we hosted an Achilles Partnership webinar to provide colleagues with a deeper understanding of the supplier onboarding process and the role the Achilles platform plays in supporting responsible procurement. The session explored key platform capabilities, supplier qualification and assessment processes, supply chain risk management, and the sustainability and ESG principles that underpin the programme.

The webinar helped equip colleagues with the knowledge and confidence to engage effectively with suppliers throughout the onboarding journey. We were particularly encouraged by the strong levels of participation and engagement, reflecting a shared commitment to responsible sourcing, stronger supply chain resilience, and the continued advancement of our sustainability objectives.



SAVE THE WATER

Our team in India donated and installed two rainwater harvesting recharge units at a local school, helping to replenish groundwater resources and promote water conservation. The initiative reflects Inchcape's commitment to supporting local communities while encouraging sustainable practices that benefit future generations.

AROUND OUR NETWORK

Protecting the environment is a core part of our ESG strategy. Across our global network, teams are taking practical action to support environmental stewardship, conserve natural resources and create positive impacts within the communities where we operate. The example here highlights how one of our teams is contributing to a more sustainable future through local action and community engagement.

BUSINESS CONDUCT

Compliance & Ethics | Q2 Update 2026

Speak-Up Culture & Investigations

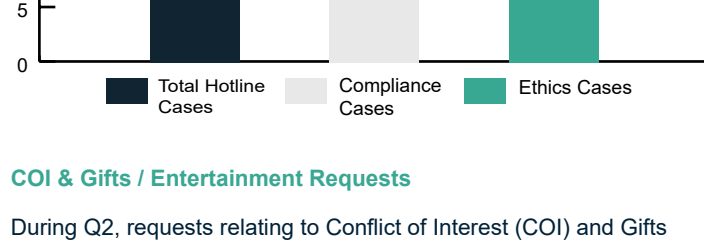
The Speak-Up channel remained active throughout Q2, with matters raised and investigated across several categories, including:

- **Financial reporting and inter-entity conduct:** concerns raised regarding accounting treatment and revenue allocation between entities, triggering an independent review coordinated with Legal and Group Internal Audit, including formal evidence preservation and controlled data-extraction protocols.
- **Conflicts of interest:** an undisclosed outside business interest was identified and investigated in one region, resulting in formal review under the Code of Conduct and conflict-of-interest policy.
- **Third-party and sub-agency conduct:** a whistleblower complaint concerning a regional sub-agency arrangement prompted a structured, multi-phase investigation covering contract review, transaction testing, and in-market fact-finding.
- **Operational conduct concerns:** a field-level incident involving a potential facilitation payment was escalated, investigated, and addressed as a discrete compliance matter separate from broader service-quality issues.

All matters were handled in line with ISS's Whistle-Blower & Anti-Retaliation Policy, with non-retaliation assurances given to complainants and independence maintained from any personnel with actual or perceived conflicts.

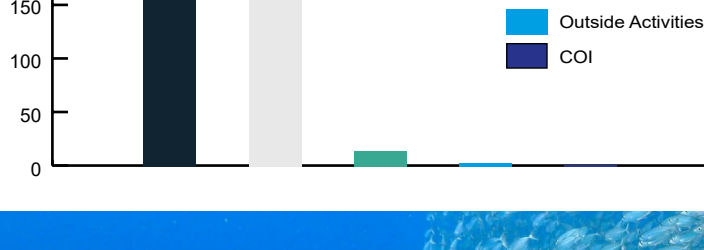
Hotline Cases

So far in 2026, a total of 21 cases were reported through the EQS Integrity Line. The reported matters covered a range of ethics and compliance-related concerns and are being managed and investigated in accordance with the Company's internal policies, procedures, and governance requirements.



COI & Gifts / Entertainment Requests

During Q2, requests relating to Conflict of Interest (COI) and Gifts & Entertainment (G&E) continued to be managed through the EQS Integrity Hub | Approvals platform. A total of 208 requests were submitted during the quarter, with activity distributed across April (92), May (44), and June (69). The volume of requests reflects the ongoing use of the EQS platform to support COI and G&E disclosure and approval processes.



Third-Party & Vendor Integrity

Vendor onboarding and due diligence processes were refined in Q2, including clarification of proprietorship and beneficial-ownership documentation standards. In parallel, the Vendor Integrity Awards framework was finalised ahead of Compliance Week 2026 — a nine-criterion scoring model spanning conduct record, transparency, audit cooperation, and personnel welfare, applied across three regions (APAC, EMEA, Americas) with compliance veto rights preserved in the approval chain.

Systems & Reporting Infrastructure

Inchcape progressed migration of its whistleblower and case management platform from EQS/Convercer to CaselQ, with legacy system decommissioning targeted for the end of September 2026 and go-live ahead of Compliance Week September 2026. A SOC 2 CUEC (Complementary User Entity Controls) response matrix was completed as part of the transition's security and assurance review.

Training & Culture

Compliance Champions Network: The Compliance Champions programme continues to promote ethics and compliance awareness across the business. During Q2, the network comprised 18 active Compliance Champions globally, representing the APAC, EMEA, and Americas regions. The Champions serve as local advocates for compliance, helping to reinforce key messages, promote awareness initiatives, and support employee engagement with the Compliance function.

Training Completion Rate: Compliance training completion rate reached 75% in Q2, demonstrating strong employee participation and an ongoing commitment to compliance awareness and ethical conduct across the organisation.

Planning also advanced on a Group-wide "Global Champions" training model, to formalise a compliance champion network ahead of its Q4 launch at Compliance Week.

Forward Look: Compliance Week Singapore 2026

Preparation continued for Compliance Week Singapore 2026 ("Integrity in Motion: Beyond Borders," 10–13 November), including:

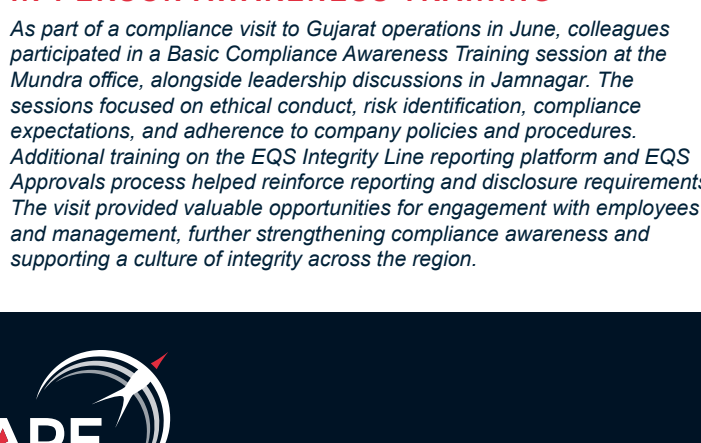
- Launch of The Compass, a magazine marking four years of the ISS compliance journey, with contributions from senior leadership and external partners
- Continued collaboration with the Maritime Anti-Corruption Network (MACN)
- Finalisation of the Vendor Integrity Awards process ahead of regional scoring

AROUND OUR NETWORK

Our third pillar in our ESG strategy is 'Business Conduct'.

This reflects our commitment to acting with integrity, upholding the highest ethical standards, and fostering a culture of accountability across our global network.

Through training, awareness and open dialogue, we empower colleagues to make informed decisions, speak up when concerns arise, and help ensure our business is conducted responsibly and in line with our values.



IN-PERSON AWARENESS TRAINING

As part of a compliance visit to Gujarat operations in June, colleagues participated in a Basic Compliance Awareness Training session at the Mundra office, alongside leadership discussions in Jamnagar. The sessions focused on ethical conduct, risk identification, compliance expectations, and adherence to company policies and procedures. Additional training on the EQS Integrity Line reporting platform and EQS Approvals process helped reinforce reporting and disclosure requirements. The visit provided valuable opportunities for engagement with employees and management, further strengthening compliance awareness and supporting a culture of integrity across the region.