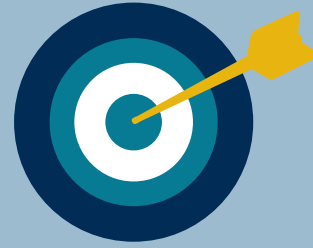






**Our vision for future development  
of our team and company:**

**“We strive to be your  
preferred partner in global  
dry bulk shipping”**



**Our future mission is to be  
always considered as:**

**“A partner you  
can trust”**

### Our values



#### **Excellence**

We seek to contribute to our customers' competitiveness by anticipating and meeting their needs.

We encourage creativity and innovation, introducing solutions that are beyond the ordinary.

We strive to continuously improve the quality and effectiveness of services rendered.



#### **Integrity**

We act in an ethical manner, focused on sustainability and safeguarding our reputation.

We encourage personal and professional development and a fair balance between work and private life.

We promote team spirit in a multicultural environment, without discrimination of any kind.



#### **Passion**

We are passionate about our work and our company.

We believe that personal commitment and work well done makes a difference.

We challenge ourselves to create value and exceed customers' expectations.



#### **Safety**

We believe that safety is an integral part of our mindset and key to our business success.

We place safety first, to keep health, life, environment, cargoes and assets free of risks.

We are committed to developing and stimulating a safe working culture onboard ships and ashore.



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## Our business principles



### Economics & Competition

Long-term profitability is essential to achieve our business goals and to our continued growth.



### Business Integrity & Compliance

We insist on honesty, integrity and fairness in all aspects of our business and the same is expected in all of UltrNAV's business relationships.



### Workplace & Safety

We encourage a safe, clean and open working environment.



### Protection of the environment

We are committed to protecting the environment and support the precautionary principle of avoiding materials and methods that pose environmental and health risks, as far as reasonably practicable.

## Business Model





# Navigating COVID-19, emission reductions and a weak market

2020 was dominated by the outbreak of COVID-19. The virus hit the dry bulk market in Q1 when the market was already battling the usual seasonal slump as well as extra fuel cost due to new IMO regulation.

The outbreak escalated from an internal Chinese concern into a pandemic dominating the global economy.

China recovered fast and kept global dry bulk demand at reasonable levels for the rest of the year. As the virus spread to the rest of the world, lockdowns helped contain the virus during summer and restrictions were scaled back. However, with winter approaching outbreaks flared up and lockdowns reintroduced.

The other major effect on dry bulk demand in 2020 has been an extraordinary lack of steam coal demand. This is due to many industries have been operating at low levels but also that especially the developed world is switching to non-carbon fuel sources.

As we look to the future, we have new regulations coming into force in 2030 and 2050; Via IMO we are committed to reduce our emissions with 40% per cargo tons-mile by 2030 and 50% by 2050 compared to 2008 figures. Globally, the focus on emission reductions is increasing day-by-day and we must continue to innovate, collect and analyse data, invest in equipment and systems as well as raise general awareness both on-shore and at-sea.

We believe we have the opportunity to play a positive role in this future to the benefit of the climate as well as our long-term success as a company.

Ultrabulk African Services, Ultrabulk Parcel Service and the specialised MPP Service which focuses on the Europe/Africa/Europe trades continued with a good development over 2020, increasing the size of the operation to the benefit of its clients, when at its highest operating around 40 vessels in total. These additional services provide clients with an even more diversified product

range and have resulted in cross segment synergies and opportunities.

Other important focus areas includes gender diversity, and in 2020, Ultrabulk committed to the Charter for More Women in Shipping, an initiative launched in 2020 by Danish Shipping. By signing the Charter, Ultrabulk has made a significant commitment towards a more gender balanced organisation and in shipping in general.

Another focus area in 2020 was anti-harassment as we believe everyone has the right to work in a including environment free of harassment of any kind. Initiatives evolve around awareness and education and will continue in 2020.

## OUTLOOK

Ultrabulk is confident that the worst of COVID-19 effects are behind us and that the company is well positioned to address the opportunities that will arise under present market conditions. Ultrabulk remains positive to the dry bulk market in 2021 and the nearby years, predominantly founded on low deliveries of new vessels from the shipyards in combination with a healthy growth in demand. The above-mentioned fundamentals in combination with the effects of government stimuli and low interest rates, sets the scene for a positive dry bulk market, especially the Emerging and Developing economies are expected to grow strongly.



Per Lange  
CEO



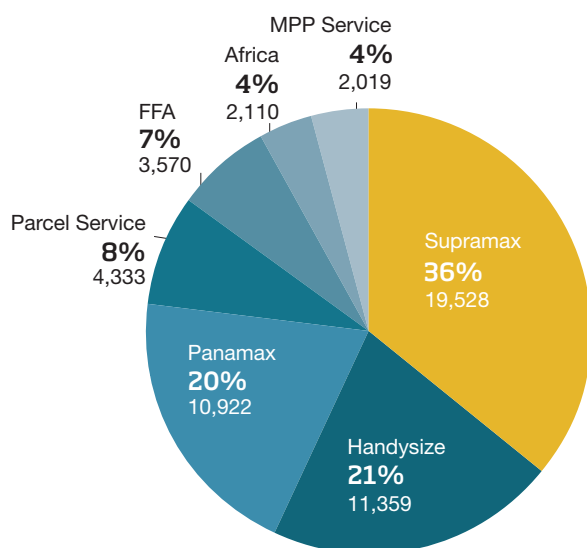
# An operator with an industrial focus

**Our partnership philosophy is based on long-term relationships, combining cargo contracts and tonnage procurement into the vital core of the Ultrabulk business model. These long-term partnerships are the basis for a stable platform and sustainable future growth.**

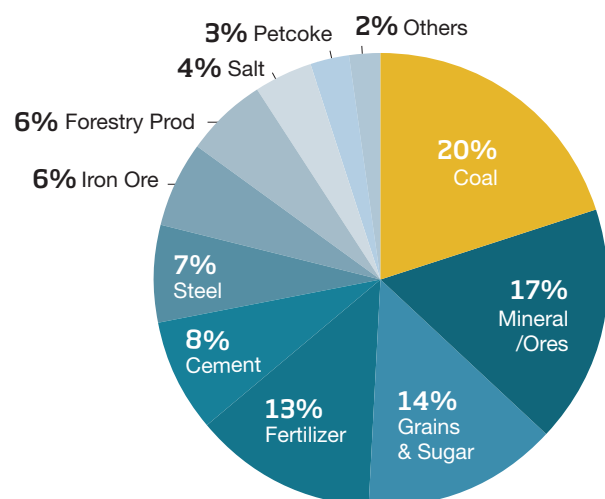
A key factor of ensuring customer satisfaction rests with our experienced and professional team of operators, strategically located in offices around the world and supported by a state-of-the-art back-office system. They work closely together internally as well as with our partners, taking pro-active steps day and night, in order to take advantage of opportunities and avoid problems escalating. Our system positively supports these efforts to provide the service level our partners need and expect

of us, by ensuring focus is maintained on critical factors at all times. It also facilitates strict risk management and is a fully integrated part of the communication system. A designated operator with specialised commodity, regional and trade knowledge is allocated to each partner. This ensures a smooth dialogue and creates a constructive environment, where we understand and meet our partners' requirements and priorities at all times.

**2020 Trading days (50.274) by segment & area**



**2020 Lifting's 52.4 M/tons**







Ultra Lynx at Sepetiba Bay,  
Ternium steel slab terminal

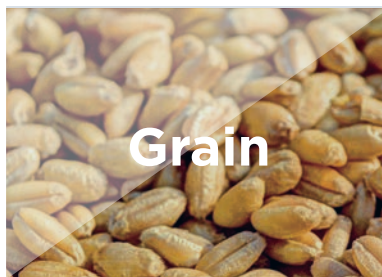
## Core commodities carried



Coal



Minerals



Grain



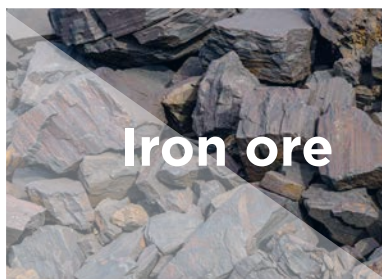
Fertilizer



Construction  
products



Steel



Iron ore



Forestry



Salt



Petcoke

Specialised knowledge and assistance  
is offered in relation to the safe  
handling of full cargoes carried.



# Business built on partnerships

We build long-term partnerships based on integrity, excellence, safety and passion.

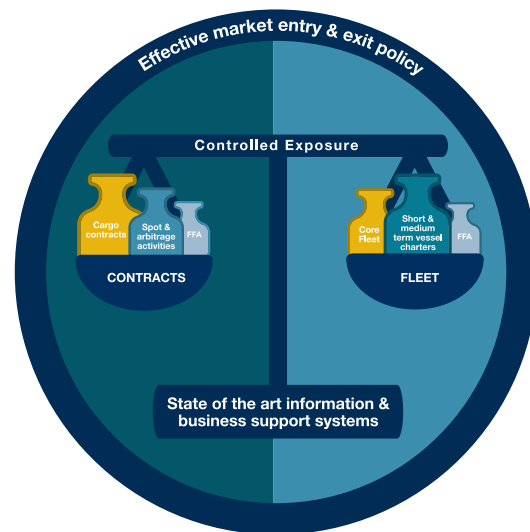
Partnerships with close customers are the core of our business, and considerable effort is put into visualising and meeting their needs. Long-term perspectives drive investments, aimed at building personal relations and cooperations. Resources are allocated to analyse and improve operations cost-efficiency, and investments are made on an ongoing basis in port equipment and facilities in order to improve operations further and as an integrated part of the long-term business strategy.

Core partnerships are supplemented with joint ventures which have been established for the ownership of vessels, as well as cargo handling projects, on the basis of a close cooperation with key customers around the globe.

## EXPOSURE MANAGEMENT

Risk management is an integrated part of the business platform. Focus is on strict counterpart control both prior to entering agreements and on a current basis. The control systems assist in relation to monitoring developments and ensuring risk is constrained at acceptable pre-defined levels, which are duly aligned with our strategy and commensurate with our financial strength.

## Exposure Management





# The fleet

## MPP

Up to 25,000 dwt – Up to 10 vessels



## Handysize

25,000-45,000 dwt – Up to 55 vessels



## Supramax

45,000-65,000 dwt – Up to 65 vessels



## Panamax

65,000-85,000 dwt – Up to 40 vessels



**Total fleet: 135 to 170 vessels**





# Tonnage procurement

## Meeting the environmental challenges in close cooperation with our long-term partners

Despite having met the 2020 IMO SOX environmental regulations with no down time for bunker tank cleanings, the future leaves no time for anyone in our industry to rest on their laurels. The future already holds major challenges that will undoubtedly have a major impact on our industry in the years to come. To solve these challenges, we need to continue to work closely together with ship builders, cargo partners, industry organisations and authorities to ensure we live up to our obligations to society.

The emissions challenges on NOX/Greenhouse Gas (GHG) reductions are the next challenge facing our industry. Even though the first deadline is almost a decade away, the need for cooperation and industry innovation and investments is just one of several hurdles to overcome, and we must lift in unity with not only the shipbuilders and shipowners, but also involving the cargo owners, industry organisations and other industries faced with similar tasks at hand.

The coming NOX/GHG challenges do not have a single suitable proven and workable solution for the shipping industry to reach zero-emissions. There are, however, a lot of initiatives taken, and still to be taken, to reduce the levels of emissions, but while many ideas are on the table, no single solution has presently presented a viable and financially workable solution. While super slow steam is one of many possible workings, it is unlikely the single stand-alone solution for our industry. Likewise, a number of new fuels are being investigated, all involving challenges in relation to the present traditional combustion engine. Challenges that are far from solved today.

Ultrabulk continues diligently to follow numerous promising initiatives, both as a possible customer, but also as an investor, with the goal to support the much-needed innovation to solve the challenge ahead of us.

Ultrabulk is a strong supporter of initiatives to reduce environmental footprints as set out by the authorities. We take a proactive role in working with the authorities as well as our tonnage and cargo partners to find optimal and cost-efficient solutions to the closely approaching NOX/GHG requirements including participating in studies for projects offering carbon-neutral transportation options. Such position requires considerable investment, not only in securing the much required R&D investment in the various options being discussed, but also in the actual equipment needed for compliance, as well as actively cooperating in developing new options and opportunities for present and future environmental regulations.

The work is still at the early stages, and to reach the finish line, cooperation throughout the industry is essential for success. Ultrabulk is committed to carry a leading role in achieving the goal.

In 2020, Ultrabulk took delivery of seven newbuilding vessels to our fleet of which three are equipped with HFO scrubbers, continuing our focus on all environmental challenges. We have four units scheduled for delivery in 2021-23, and consider ourselves well-positioned to service our key long-term and spot-cargo clients in the years to come with a constant focus on ensuring we always have access to the latest ship design.

With a maintained focus on reducing our carbon footprint, Ultrabulk will continue to work closely with the best shipbuilders in our industry and first-class reliable owners. Together we will continue the improvement of designs of the next generation of vessels by retaining focus on a strict due diligence process with our close partners.





Ultrabulk newbuilding programme main facts

49

vessels delivered  
and in service

4

vessels to be  
delivered by 2023

Diversified mix including:

Chartered tonnage

Owned tonnage

Joint venture/  
co-owned vessels

MPP, Handysize,  
Supramax,  
Panamax and  
Kamsarmax vessels



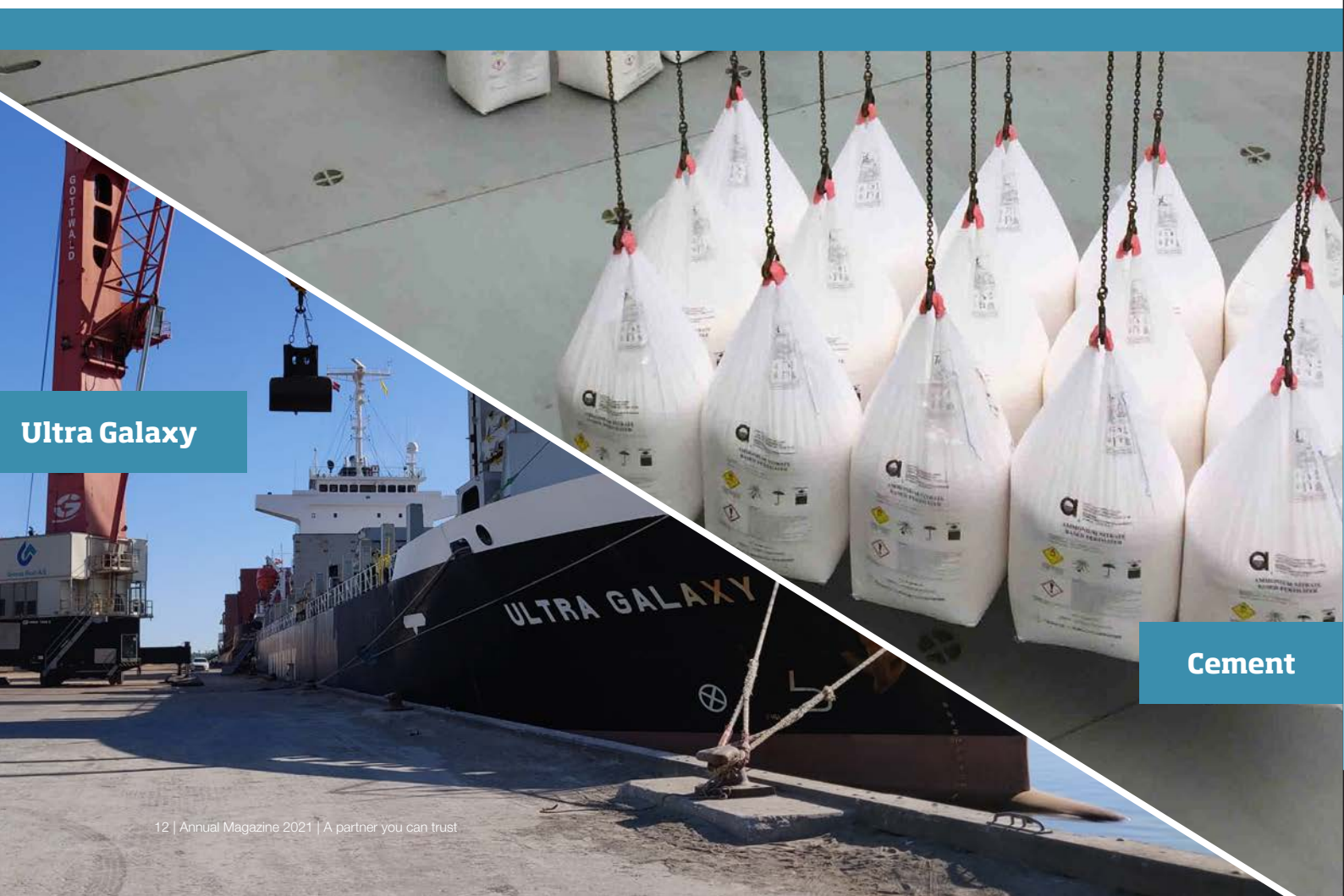
# Specialised Parceling Services

**Ultrabulk is specialised in niche services, offering tailor-made cargo handling solutions to a broad range of customers, based on flexibility, reliability and experience.**

The Ultrabulk MPP Services, Parcel Services and African Services offer a broad range of services to our customers to satisfy their need for transportation of bulk and break-bulk in full cargo to many destinations on our trade routes. Each of our Specialised Parceling teams are made up of well qualified and duly empowered staff providing services

on core cargoes as well as other commodities. Regular sailings are now offered on core trading routes.

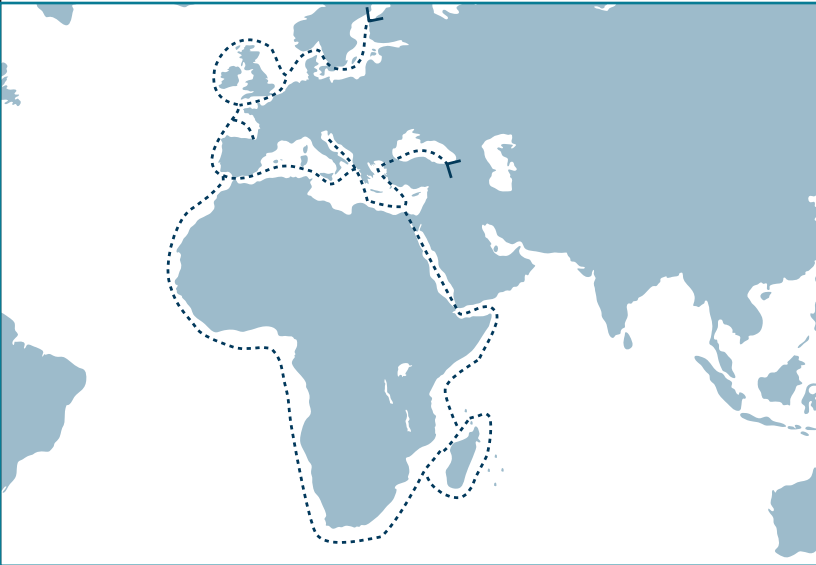
**For more information about our regular sailing routes, please visit our website: [www.ultrabulk.com](http://www.ultrabulk.com)**



**Ultra Galaxy**

**Cement**





### MPP Services

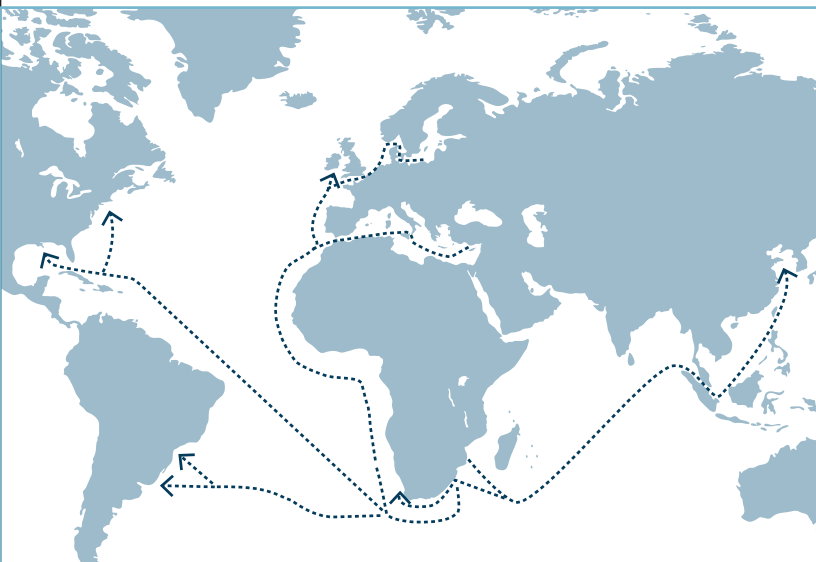
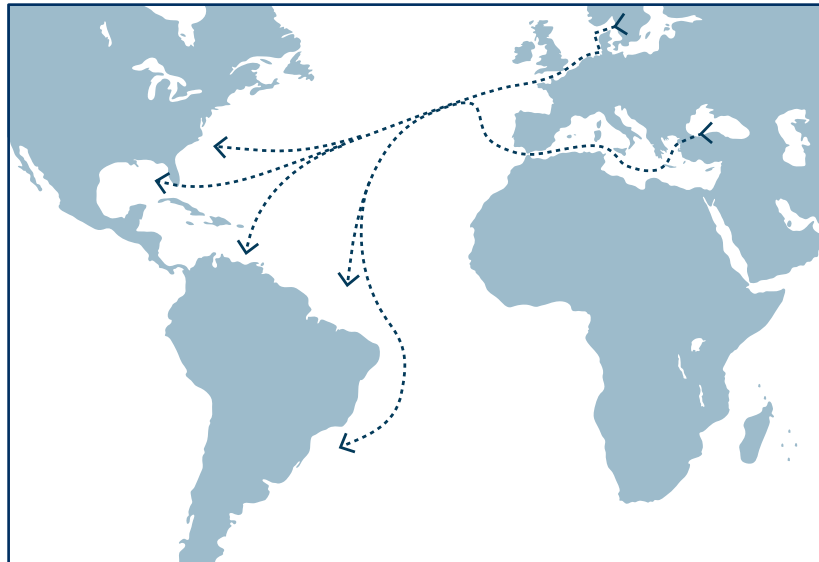
#### Africa is the center of our world

Regular sailings are offered from the Baltic, UK, Continent, Mediterranean, Adriatic and Black Sea to East and South Africa including islands either via West Africa or Red Sea and back loading from Mozambique + South Africa to the Mediterranean, continent, UK and Baltic.

### Parcel Services

#### Parceling is our world

Regular sailings are offered from the Baltic, Continent, Mediterranean, Black Sea to NCSA, Caribs, ECSA, incl. WCCA, WCSA, USG, USEC. Whilst some routes are based on core cargo types, all commodities are accommodated to the benefit of all.



### African Services

#### Ultrabulk takes you from Africa and back

Regular sailings are offered from South East Africa to Far East, Middle East, North Continent, Mediterranean and North America.

# Sustainability

The fragility of the surrounding ecosystems and the potential impact from the operations have long since been acknowledged, and Ultrabulk has taken numerous initiatives aimed towards minimizing the operational footprint on air, sea, and land resources.

Ultrabulk runs its business operations in accordance with internationally recognised climate and environmental management standards as a minimum.

## ENVIRONMENTAL PERFORMANCE

The baseline for the initiatives encompassed in environmental performance continues to be the industry standard provided by the adhesion to MARPOL, covering prevention of pollution of the marine environment. Ultrabulk also continues to be part of the Trident Alliance, constantly pushing for the reduction of sulphur emissions.

The worldwide focus on climate issues is greatly affecting the shipping industry, and via IMO we are committed to reduce our emissions with 40 % per cargo tons-mile by 2030 compared to 2008 levels. Globally, the focus on emissions reductions is increasing day-by-day and we have to continue to innovate, collect and analyse data, invest in equipment and systems as well as raise general awareness both on-shore and at-sea.

Taking on the climate challenge is not all about regulations and restrictions. It also offers a variety of opportunities for us as a group as well as for the shipping industry and society at large.

## SOCIAL PERFORMANCE

Ultrabulk's definition of a good social performance is to ensure that all employees grow in their capacities together with the business, in developing the shipping community around vessels and offices, by pushing vendors to provide better work practices throughout the supply chain, and by working to be closer to clients around the world.

Ultrabulk and the entire Ultrana Group support in various ways different charity and non-profit organisations working with the well-being and healthy upbringing of children. The charity initiatives are primarily focused on South America, and includes among others Fundación Cimiento in Argentina, Fundaciones Wiese in Peru and People Help People Corporation in Chile.

**The annual report of Ultrabulk's CSR activities can be found on [ultrabulk.com/sustainability](https://ultrabulk.com/sustainability)**

## CORPORATE GOVERNANCE

Corporate governance is an important tool to drive sustainability and stable growth by amongst others encouraging the use of best practices, the empowerment and integrity of staff, and adopting fundamental safeguards in the management of all activities.

## DIGITALISATION

Ultrabulk continues to invest in online monitoring and optimisation software, ensuring cargo is being transported in a fuel-efficient way, thereby minimising our emissions.

In 2020, Ultrabulk launched a system to improve speed setting decisions on voyages. The tool improves decision making on speed planning a voyage for the optimal environmental result.

## SUSTAINABLE DEVELOPMENT GOALS

Ultrabulk remains inspired by the 17 UN Global Goals for Sustainable Development. Shipping as an industry has great potential to impact some of the global challenges we face as society, whilst also taking climate change into consideration.





# Decarbonisation strategy

**We are focused on providing efficient, safe and environmentally friendly maritime transportation services to the mutual benefit of our customers, employees and all relevant stakeholders. We aspire to be “A Partner You Can Trust” for all of them.**

Realising that the climate and environmental challenges cannot be solved by one company alone, it is only natural that Ultrabulk has joined forces with the rest of the Ultranav group to find synergies. Ultranav has outlined a decarbonisation strategy built on 8 pillars setting a clear

direction for Ultranav's contributions to finding a solution to minimise the effects of climate change. The goal is to play an active role in exceeding IMO's mandatory targets of reducing CO2 intensity by at least 40% until 2030 and total GHG emissions by 50% until 2050.

## 1. ENERGY EFFICIENCY

Ultranav believes that there is untapped potential in realising additional improvements through the implementation of various existing and new technologies.

## 2. PARTNERSHIPS

Achieving the global climate goals requires a cross-industry cooperation between all stakeholders.

## 3. NEW TECHNOLOGY

Ultranav believes that zero emission shipping is driven by the uptake of carbon-free fuels.

## 4. SHARED RESPONSIBILITY WITH OUR CUSTOMERS

Ultranav believes that net-zero shipping needs an integral industry-wide solution.

## THE 8 PILLARS OF THE DECARBONISATION STRATEGY

## 5. EDUCATION AND AWARENESS

Inclusion of all stakeholders on the decarbonization challenges is essential to effectively achieve our common goals.

## 6. TRANSPARENT AND ACCURATE REPORTING

Transparent and accurate reporting of emissions and efficiencies is a key element to commitment.

## 7. REGULATIONS

Ultranav supports a carbon levy or similar regulatory incentives that promotes the decarbonisation of shipping on a level playing field.

## 8. CARBON CREDITS

Ultranav believes that offsetting of emissions can work as a catalyst in the transition to a permanent carbon-free solution.

# Thinking globally, acting locally





# A professional and dedicated team

Our staff is strategically located in seven offices around the world, namely in Denmark, South Africa, Singapore, Australia, USA, Chile and Brazil. The geographical spread of offices enables us to serve our partners in their own time zone in relation to Chartering as well as Operation. Each office is empowered with adequate authority to make the right business decisions in a quick and efficient manner.

A matrix organised staff and a best-in-class trade management system enable each team member to propose to customers the right shipping solution

irrespective of commodity type, shipment size or geographical considerations. A tailor-made and well-proved risk management system has been established to support the commercial decision-making process and ensure a stable platform even during volatile market conditions.

We consider diversity an asset, and we believe that having a well-educated, cross-cultural and mixed gender team, stimulate and contribute to an inspirational work environment that provides a strong foundation for long-term, mutually constructive relationships with our partners.

## Offices and staff facts and figures



7

Offices



98

Staff



17

Nationalities



40

YEARS  
Average age



7.8

YEARS  
Average service

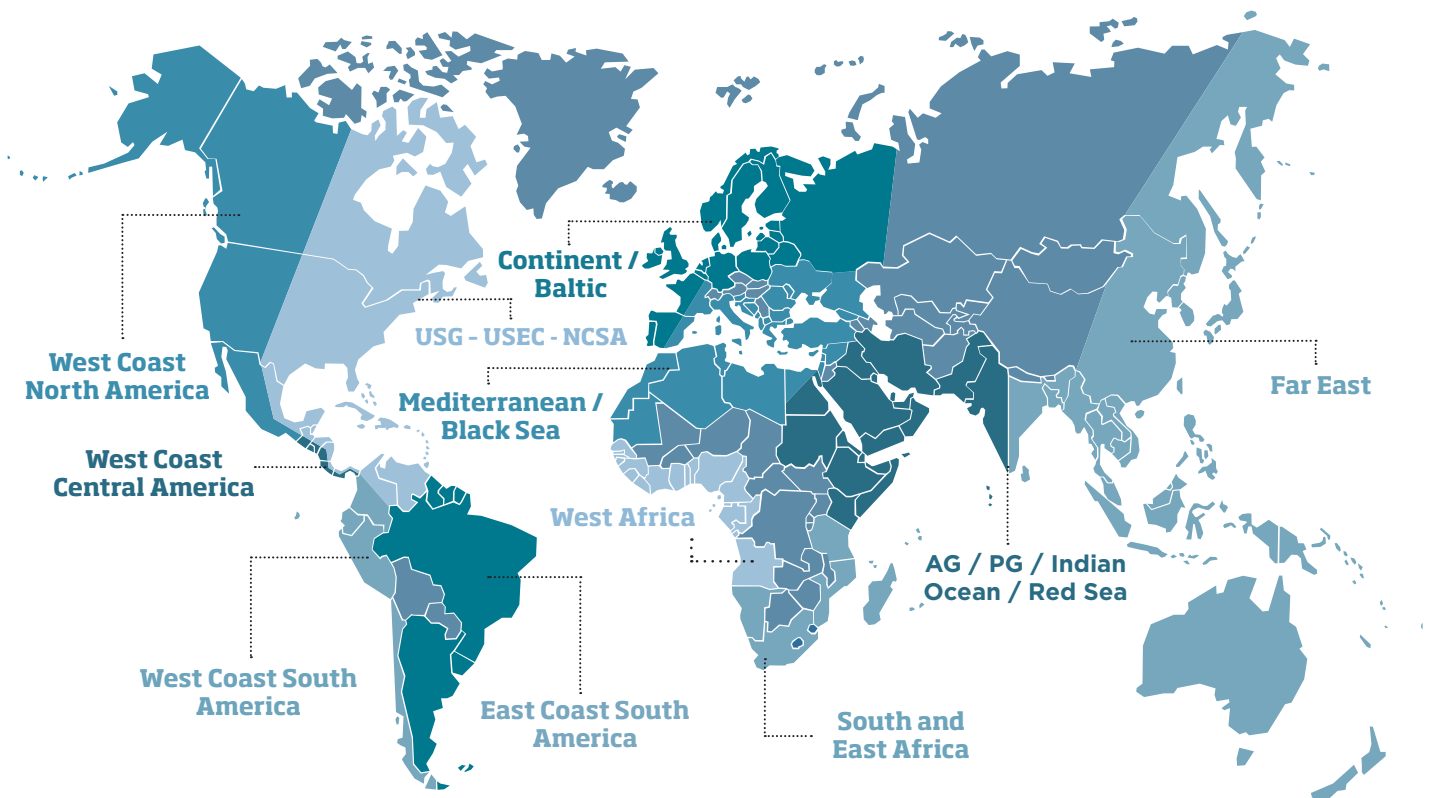


80/20

%  
Men / women

# How we work

Each geographical area is served by dedicated teams located across our offices. Each team is made up of well qualified and duly empowered staff providing services to our customers in the Panamax, Supramax, Handysize, MPP and Parcel segments.



See more on our website: [www.ultrabulk.com/how-we-work](http://www.ultrabulk.com/how-we-work)





# Part of a large and diversified shipping group

Ultrana was founded as Sociedad Naviera Ultragas Ltda. in 1960 by Captain Albert von Appen (1901-1971) and has since then developed into a considerable and diversified shipping group. From the head office in Santiago, Chile, and from the network of offices around the world, the Ultrana companies actively serve customers in a wide range of shipping related services.

Ultrana operates in five market segments: Oil, gas, dry bulk, coastal trades, and towage & offshore, through eleven business units. We operate a fleet of gas and chemical carriers, tankers for crude oil and clean petroleum products, bulk carriers, feeder containers, multipurpose vessels, harbour tugs, OSVs, AHTS, pusher tugs, barges and pilot boats.

Ultrana operates a fleet of about 425 units of which around 70 ocean going vessels and 110 tugs, barges and off-shore vessels are owned.

## ASSOCIATED GROUPS

Since its origin, Ultrana has been closely related to Ultramar, one of the principle suppliers of integrated port services and cargo logistic solutions in the South and North American markets. Ultramar's principle activities include agencies and integral solutions, industrial logistics, stevedoring and port services.



## Ultrana Business Units



Number of vessels and tugs in the Ultrana fleet: 426

**108**

Tankers

**10**

MPP and  
containers

**21**

Gas  
Carriers

**177**

Dry Cargo

**71**

Harbor  
Tugs

**23**

PSV

**4**

AHTS

**3**

Pusher  
Tugs

**5**

Barges

**4**

Pilot/Crew  
boats







# A strong financial platform

The application of the Ultrabulk business model with strict control on exposure, risk management and a constant pursuit of productivity improvements and synergies has made it possible to register positive EBITDA contributions for Ultrabulk over the last years where the dry bulk market has registered big fluctuations. Unfortunately, in 2020 Ultrabulk posted a negative result due to the very low market experienced in 2020. The 2020 result was negatively affected by impairments of MUSD 6.3 and an internal sale of a vessel a MUSD 3.2. Expectations for the 2021 result are positive.

The market during Q1 2020 was lower than in Q1 2019 as the usual seasonality pulling the market lower was exacerbated by the arrival of Covid-19. The Baltic Supramax Index (BSI) fell to USD 6,557 per day in Q1 2020 compared to USD 7,931 in Q1 2019. The market stayed subdued in Q2 with the BSI at USD 5,484 as the effects of the virus ravaged the economies. By Q3, mainly China accelerated dry bulk imports and the BSI rose to USD 9,931 per day. As China kept up steam, the BSI averaged USD 10,749 in Q4. The BSI ended up at USD 8,180 per day in 2020 compared to USD 9,923 in 2019.

Ultrabulk maintains a strong equity base and its cash position remains strong, providing the freedom to execute on strategies during challenging times. The strategic focus on partnerships includes a planned growth of long-term core fleet including owned, partly owned and long-term chartered vessels, and consequently Ultrabulk is successfully building long-term partnerships with banks, other financiers and with Japanese partners as well. Ultrabulk's overall strategy is to maintain a conservative and sustainable balance of borrowings and equity, ensuring stability in the volatile shipping market.

An appropriate level of liquidity is achieved by virtue of the positive operating cash flow, strict cash management and close control of working capital. Exposure of all types is monitored and managed in line with conservative policies and including the mitigation of credit risk.

Focus on the latter is handled in many ways ranging from a controlled exposure strategy and partnering up with customers and stakeholders, to the application of management control tools and constant care in all respects.

**Ultrabulk's dedicated staff and solid business model in combination with new strategic initiatives and risk management focus are the basis for a stable platform and sustainable future growth.**

Consolidated (2020)

EBITDA (USD)

**120 mill.**

Net Result (USD)

**-16 mill.**

Cash (USD)

**76 mill.**

Equity (USD)

**135 mill.**



Ultrabulk supports the following associations;



GLOBAL  
MARITIME  
FORUM



DanishShipping



WIS - DENMARK

FOR WOMEN IN SHIPPING

## Contact

### Ultrabulk A/S

Smakkedalen 6  
2820 Gentofte  
Denmark

### Ultrabulk (South Africa) Pty. Ltd.

ICR House, Alphen Office Park  
Constantia Main Road  
7806 Constantia  
South Africa

### Ultrabulk (Australia) Pty. Ltd.

Level 5, 203-233 New South Head Road  
Edgecliff, Sydney  
New South Wales 2027  
Australia

### Ultrabulk (USA) Inc.

1055 Washington Boulevard  
Suite 420  
Stamford Connecticut 06901  
USA

### Ultrabulk do Brasil Ltda.

Atlantica Business Center  
Av. Atlantica 1130, 12th Floor  
Rio de Janeiro 22021-000  
Brazil

### Ultrabulk (Singapore) Pte Ltd.

12 Marina View  
#21-07 Asia Square Tower 2  
Singapore 018961

### Ultrabulk

c/o Naviera Ultrana Limitada  
Avda. El Bosque Norte 500, 20th Floor  
Las Condes  
Santiago 7550092  
Chile

Ultrabulk back-office services are  
provided by;

### Ultrana Business Support ApS

Smakkedalen 6  
2820 Gentofte, Denmark



[www.ultrabulk.com](http://www.ultrabulk.com)

an **Ultranav** Company