NORTH, SOUTH, NET ZERO

IN A FRACTURED WORLD



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GREENER SHIPPING SUMMIT 2026

Committed to Safe, Clean & Efficient Shipping Operations.

Crude Oil, LNG & LPG Markets

- Shaped by exceptional geopolitical disruption, alongside longer-term supply growth terms.
- Near-term conditions are exceptionally tight with
  - High prices
  - Significant demand destruction
- Medium-to long-term fundamentals still point toward increasing supply capacity – esp. in LNG and LPG.
- Normalisation depends on geopolitical de-escalation.



Greek Shipping Impacts

- 2026 is a textbook case of geopolitical leverage:
  - Crude oil & LPG tankers are clear winners
  - LNG is selectively strong (operational risk management is as important as market exposure).
- Greek owners' scale, balance-sheet flexibility and commercial sophistication place them among the best-positioned global beneficiaries.
- Provided volatility is actively managed rather than passively ridden.



Greek Shipping Strategic Takeaways

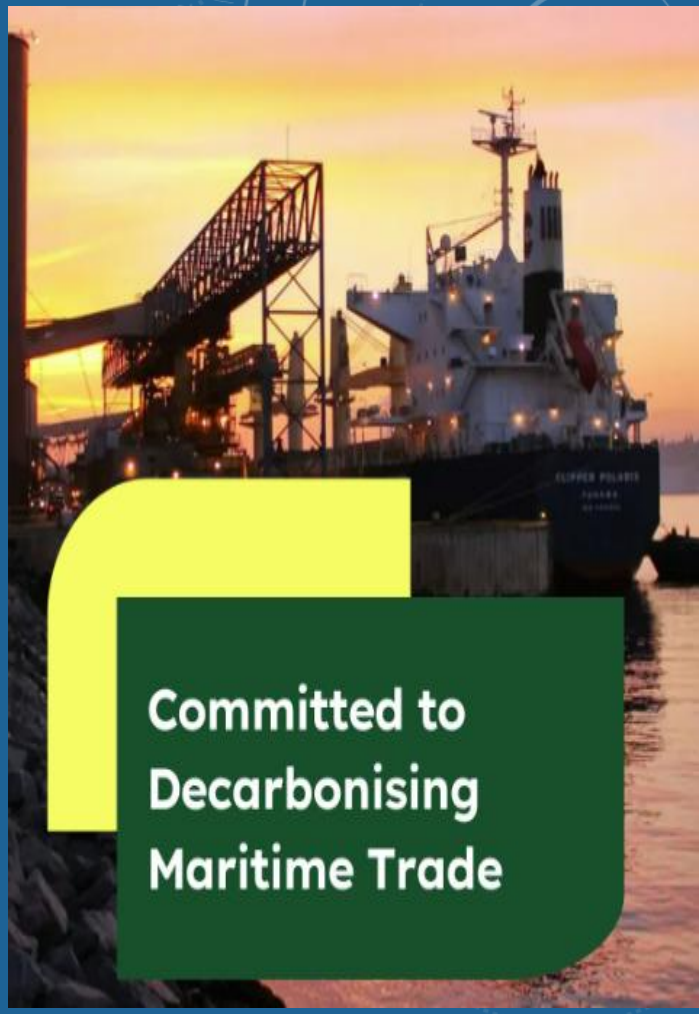
- ❑ Risk is not additive – it is multiplicative.
  - Physical disruption +
  - price volatility +
  - policy intervention

  create non-linear exposure.
- ❑ Balance sheet strength matters more than market timing.
  - Greek owners with low leverage can ride volatility.
- ❑ Optionality beats scale alone.
  - Fleet flexibility is the single most valuable hedge.
- ❑ The exit decision is as important as the entry.
  - Asset sales (not just earnings) will define who wins in 2026-27.

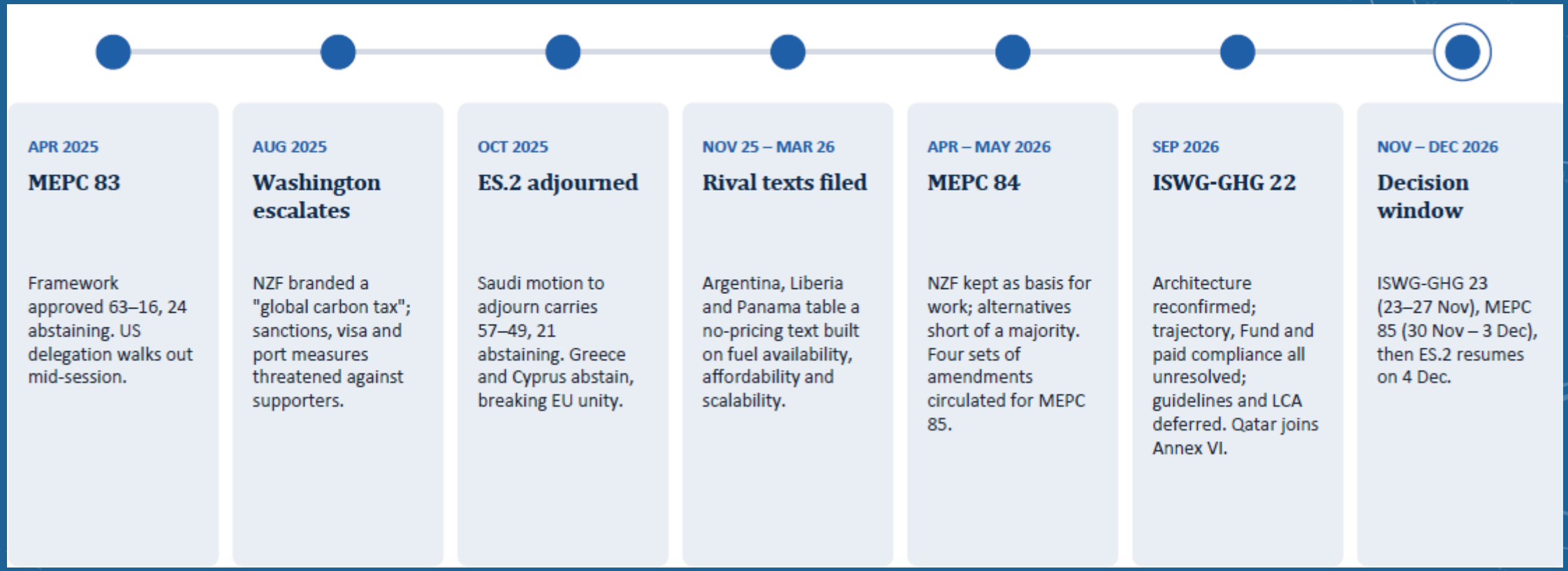


The Environmental Debate

- ❑ Climate change is a reality manifesting with increasing intensity.
- ❑ Reduction in GHG emissions is a collective responsibility.
- ❑ Shipping is committed to making a meaningful contribution.
- ❑ Continuous and significant investment in new technologies, and energy efficiency, thus reducing carbon footprint.
- ❑ GHG emission reduction targets must remain REALISTIC!
- ❑ Shipping supports a single, functional and workable framework.
- ❑ However, IMO's NZF is NOT the solution.



18 months from Approval to Stalemate



APR 2025

MEPC 83

Framework approved 63–16, 24 abstaining. US delegation walks out mid-session.

AUG 2025

Washington escalates

NZF branded a "global carbon tax"; sanctions, visa and port measures threatened against supporters.

OCT 2025

ES.2 adjourned

Saudi motion to adjourn carries 57–49, 21 abstaining. Greece and Cyprus abstain, breaking EU unity.

NOV 25 – MAR 26

Rival texts filed

Argentina, Liberia and Panama table a no-pricing text built on fuel availability, affordability and scalability.

APR – MAY 2026

MEPC 84

NZF kept as basis for work; alternatives short of a majority. Four sets of amendments circulated for MEPC 85.

SEP 2026

ISWG-GHG 22

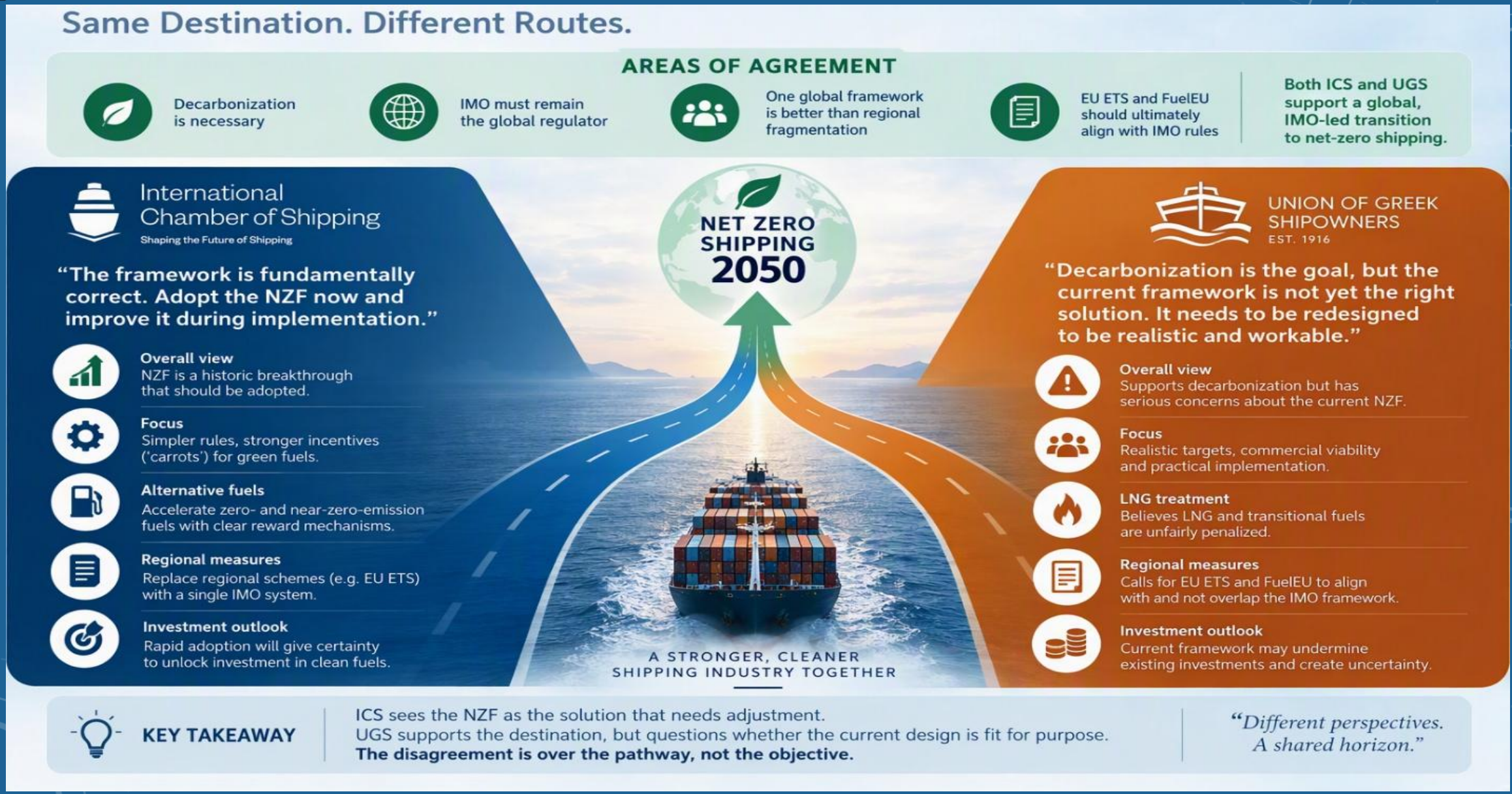
Architecture reconfirmed; trajectory, Fund and paid compliance all unresolved; guidelines and LCA deferred. Qatar joins Annex VI.

NOV – DEC 2026

Decision window

ISWG-GHG 23 (23–27 Nov), MEPC 85 (30 Nov – 3 Dec), then ES.2 resumes on 4 Dec.

IMO Net Zero Framework : ICS vs. UGS



EU North-South Divide on the IMO Net Zero Framework

Competitiveness $ **VS.** Pace of Decarbonisation

SOUTHERN EUROPE

Greece • Cyprus • Malta • Italy

- Global IMO solution preferred
- Protection of shipping competitiveness
- Concerned about fuel availability
- Oppose overlapping EU regulations
- Focus on cost-efficient transition

PRIORITY: Competitiveness & Regulatory Simplicity

IMO NET-ZERO FRAMEWORK

NORTHERN EUROPE

Denmark • Germany • Netherlands • Nordics

- Stronger carbon pricing
- Accelerate green fuel adoption
- Investment and innovation signals
- Willing to accept higher near-term costs
- Focus on rapid decarbonization

PRIORITY: Faster Decarbonisation

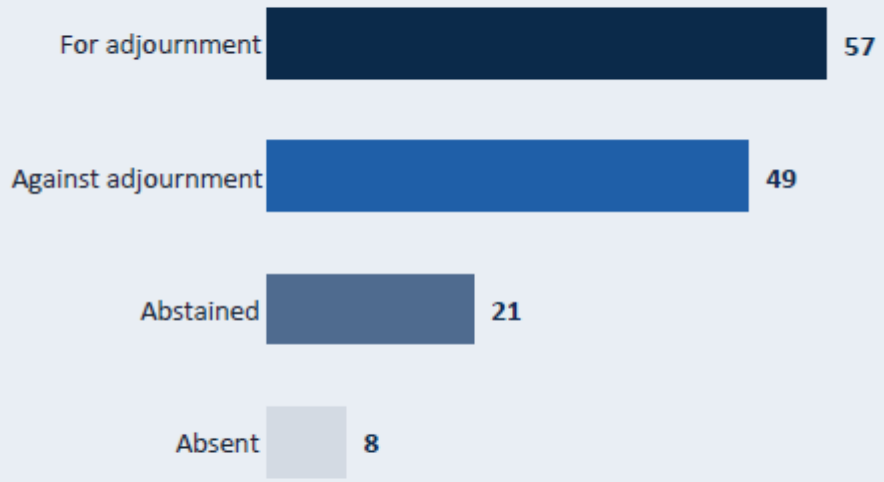
COMMON GROUND: IMO-led pathway to net-zero shipping by 2050

Abstentions do the blockers' work for them

THE ARITHMETIC

MEPC/ES.2 adjournment motion — 17 October 2025

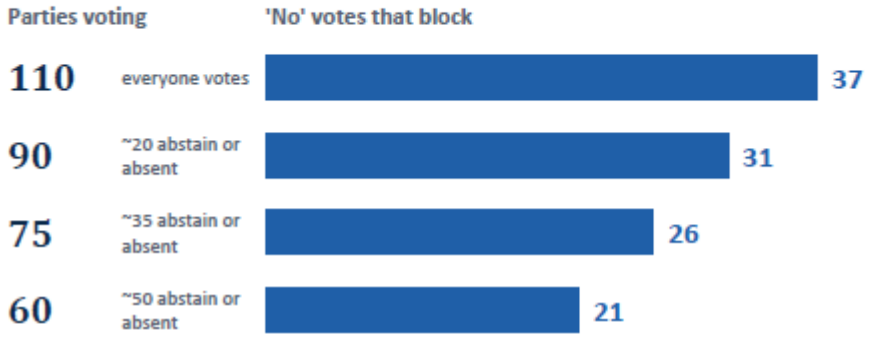
Member states voting — a procedural motion, open to all IMO members present



Of the 63 states that approved the framework in April 2025, 15 voted to adjourn in October and 10 abstained. Non-Parties to Annex VI could, and did, vote.

Adoption of a MARPOL Annex VI amendment (Art. 16)

Two-thirds of Parties present and voting — abstentions and absences do not count



MEPC 83: 24 abstained. MEPC/ES.2: 21 abstained, 8 absent.

- **Delay** An adjournment is procedural: a simple majority of all members present, Annex VI Party or not. This is the blockers' easiest vote — 57 delivered it in October.
- **Adoption** Only Annex VI Parties vote. Every soft supporter who abstains rather than votes yes lowers the number of 'no' votes needed; Greece, Cyprus, Japan and Korea all abstained in October.
- **Entry into force** Tacit acceptance unless one-third of Parties or Parties with 50% of world tonnage object; the US–Russia push for explicit acceptance would add years.

Rule of Thumb:
"NO" blocks once it exceeds half of "YES".
With ~50 yes votes, 26 no votes suffice!

The 2nd gate: an adopted text still must enter into force

Tacit acceptance (the default)

The amendment takes effect on a date set at adoption — at least ten months later; the approved text envisaged sixteen — unless, before then, objections are lodged by one-third of Parties or by Parties whose fleets make up 50% of world merchant tonnage. Either condition is enough.

Explicit acceptance (the alternative)

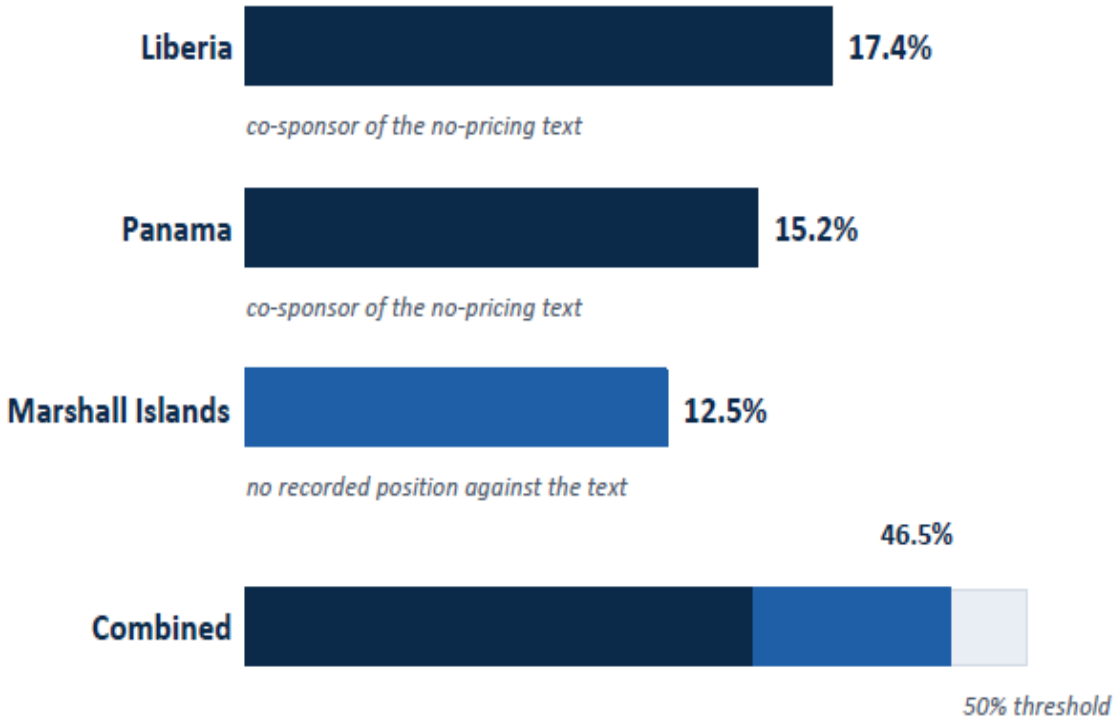
At adoption the Committee can instead decide that the amendment takes effect only once two-thirds of Parties have actively accepted it. The United States and Russia pressed for this route in October 2025; because it is decided at the adoption session itself, it is a live possibility in any adoption scenario.

What history says

The 1997 Protocol that created Annex VI took almost eight years to enter into force. An explicit-acceptance decision would put the framework on a timetable of that kind; a tonnage objection would stop it outright.

Who could lodge a 50% tonnage objection

Share of world fleet by flag, deadweight tons, 1 January 2025 (UNCTAD)



THREE ways an adopted text can still be stopped or slowed: a 1/3 objection; a 50% tonnage objection; an explicit acceptance decision taken at adoption.

IMO – where the ground has shifted

~108	> 97%	+3	8
Annex IV Parties eligible to vote on adoption	of world merchant fleet covered by Parties	Gulf accessions since Oct 2025: Oman – Bahrain - Qatar	Latin American governments now right-leaning or US-aligned

Anchoring the framework

Voted for approval, against adjournment, and for the NZF as basis at MEPC 84

EUROPE & ANGLOSPHERE
EU-27 (formal line) · United Kingdom · Norway · Canada · Australia · New Zealand

GLOBAL SOUTH
Brazil * · Mexico · Kenya · South Africa · Pacific islands (Tuvalu, Solomon Is., Vanuatu, Fiji)

Swing and conditional

Abstained, split from their bloc, hedge in the room — or changed government since they last voted

ASIA
China · Japan · Republic of Korea · Indonesia · Singapore · India

EU MEDITERRANEAN FOUR
Greece · Cyprus · Italy · Malta

LATIN AMERICA — NEW GOVERNMENTS †
Colombia · Chile · Peru · Ecuador · Bolivia · Paraguay

OPEN REGISTRY
Bahamas

AFRICA — SEEKING FINANCE
Ghana · Nigeria · Sierra Leone

Revise or reject

Called for alternative frameworks, no pricing, no fund, or explicit acceptance

CORE OPPONENTS
United States · Saudi Arabia · United Arab Emirates · Russia

NEW ANNEX VI PARTIES
Qatar · Oman · Bahrain

FLAG STATES & CO-SPONSORS
Liberia · Panama · Argentina

OTHER BACKERS
Kuwait · Algeria · Jordan · Yemen · Somalia · Tunisia · Venezuela †

Outcomes in order of likelihood

MOST LIKELY

Adoption slips into 2027

No adoptable consolidated text by 4 December. Guidelines and LCA unfinished; the 'adopt as a package' argument prevails; a procedural adjournment or a new extraordinary session is agreed by simple majority.

PLAUSIBLE

Technical first, economics deferred

GFI standard adopted with a gentler trajectory; surplus units cover both tiers; the Fund becomes a placeholder or a dated review item. Buys abstention rather than consent.

PLAUSIBLE

Scaled-back NZF architecture

Two tiers, pricing and a Fund or Facility all retained, but with a gentler trajectory, lower or deferred prices and a lighter institution — the shape of a Chair's consolidated text.

LESS LIKELY

Voluntary or hybrid framework

Guidelines, a voluntary registry and voluntary contributions with no MARPOL amendment — or a text adopted but then stalled at the entry-into-force gate.

UNLIKELY

Adopted essentially as approved

The 2025 text with only strictly necessary adjustments, carried by two-thirds of those voting, under tacit acceptance.

Ordering is the presenter's judgment as of 6 November 2026, not an official assessment.
Delay and a later deal are sequential, not alternatives.
Any adopted outcome then faces the entry-into-force gate on previous slide.

Commercial Read-Through for Greek Fleet

Availability, affordability, scalability: the opposing camp's frame

- Liberia's test — only available, affordable and scalable fuels set the curve — is the opposing camp's core position; some supporters are open to a periodic availability review, not to the test itself.
- The trajectory is unresolved: supporters would accept a gentler start only with a steeper climb later; opponents want LNG viable for the long term.
- Methane accounting, deferred to November, decides how much of that window LNG actually gets.

The ship is the compliance entity; the charter party decides who pays

- Tankers are spot- and voyage-heavy; owner–charterer allocation of costs and surplus units is unwritten.
- EU ETS and FuelEU clause practice is the template for charter-party renewals.
- Fleet pooling drew broad support in every text — dual-fuel units can cover conventional sisters.

A longer glidepath lowers stranded-asset risk — the 2040 target is contested

- A gentler trajectory would carry 2020s-built eco conventional tankers through their first special-survey cycle.
- Surplus units are tradable under every text on the table, including Liberia's.
- Expect secondhand values to diverge between dual-fuel and conventional tonnage through the 2030s.

Delay, not defeat, is the realistic downside — and it is regional

- Every year without a global measure is a year under EU ETS and FuelEU Maritime, with US port fees layered on top.
- Supporters warn that a technical-only outcome would multiply regional measures — the multi-regime stack is the real risk for a Europe-exposed owner.
- A global measure, even a diluted one, is the only route to aligning or crediting EU measures.

Beyond IMO's NZF

IMO's NZF is a Regulatory Baseline
NOT the most cost-effective Decarbonisation Strategy

WINNING STRATEGY

OPERATIONAL EFFICIENCY FIRST

- Voyage optimization
- Weather routing
- Just-in-time arrival
- Hull & propeller cleaning
- Trim / Speed optimization
- Digital performance optimization

10-30%
Potential Emissions Reduction
With relatively low capital investment

TECHNOLOGICAL ENHANCEMENTS

- Advanced hull coatings
- ESDs
- VFDs
- Waste Heat recovery
- WAPS
- ALS

>22%
Potential Emissions Reduction

SELECTIVE FUEL TRANSITION

- LNG
- Sustainable biofuels
- Green methanol
- Synthetic e-fuels
- Electrification (SST)
- Nuclear

Match fuel pathways to vessel type, route & commercial reqts

A SUCCESSFUL FLEET will:

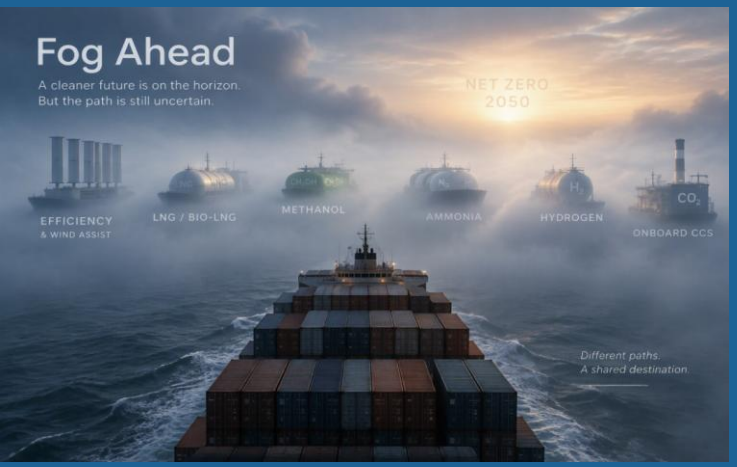
- Cut energy demand aggressively
- Use AI/SI and analytics to improve operational decisions
- Deploy alternative fuels selectively

Treat compliance as an outcome – NOT a strategy!

Today's only Certainty is… UNCERTAINTY!

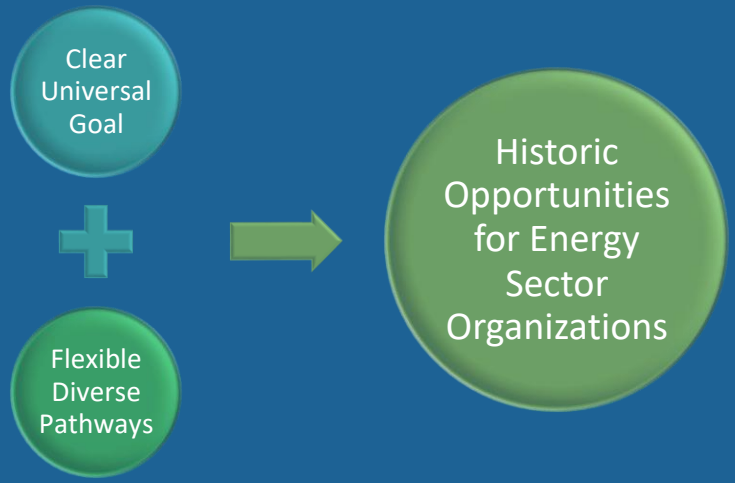
Today's Energy Industry participants need to operate like early explorers





Clear Goal: DECARBONIZE THE WORLD

- Moving forward without a detailed map
- Only a high-level idea of the energy system we are building



Way Forward



Shipping is vital for the functioning of the world!

IMO member states must listen to the voice of shipping!

Thank you!

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