



25  
YEARS



Ship Supply in  
**Türkiye**

## SUSTAINABILITY REPORT

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# Message from Executive Director

Dear Stakeholders,

As ARMA International Ship Supply Inc., we are proud to celebrate our 25th year of service in 2025. At this important milestone, we are not only striving for operational excellence, but also fulfilling our responsibility to the environment in which we operate. In line with our corporate sustainability vision, we are committed to reducing our environmental impact, using our resources more efficiently, and building a livable world for future generations. Every step we take in our 25th year is guided by a dual focus on industry success and creating social and environmental value. We continue to integrate our sustainability vision into all our operations with determination.

As we present our 2025 Sustainability Report, we are pleased to share the tangible outcomes of this vision with you, in line with our principle of transparency. The year 2024 marked significant progress in our sustainability journey. We successfully reduced carbon emissions across our supply chain by 17%, launched new recycling programs in our offices, and conducted comprehensive occupational health and safety training for our employees.

The global maritime industry is undergoing a major transformation, driven by tightening environmental regulations, accelerating digitalization, and increasing customer expectations. As ARMA Ship Supply, we are committed to being an active part of this transformation and building a sustainable future. We are moving forward with a clear strategy to expand green supply solutions, adopt innovative logistics approaches, and integrate circular economy principles into our business model.

We sincerely thank all our employees, customers, suppliers, and stakeholders who accompany us on this sustainability journey. We firmly believe that together, we can build a smarter, greener, and more responsible future.

**ILKER TOPKARA**

Executive Director

*Arma Int'l Ship Supply Inc.*

# About Us

## Arma Int'l Ship Supply

As ARMA International Ship Supply Inc., we proudly celebrate our 25th year in the maritime supply industry. With a quarter-century of experience, we have established ourselves as one of Türkiye's most reliable and comprehensive ship supply service providers. Our journey over the past 25 years has been shaped by a commitment to operational excellence, environmental responsibility, and long-term partnerships with our valued customers.

We provide a wide range of services including provisions/victualling, consumables and technical stores, ship spares in transit, as well as various marine service solutions such as safety equipment maintenance and servicing, repairing, overhauling, and reconditioning works. With our nationwide branch network covering all major ports, straits (Bosphorus & Dardanelles), and shipyard areas (Tuzla, Yalova, Icdas), we ensure fast and efficient delivery wherever needed.

Our experienced and qualified team is multilingual—fluent in English, Greek, German, Russian, French, and Chinese—which allows seamless communication with our international clients.

We are committed to delivering the most suitable and cost-effective solutions by combining our know-how with rapid response capabilities. As part of our digital infrastructure, we are proud members of leading procurement platforms such as ShipServ (TradeNet), MESPAS, SeaProc, and ProcureShip. We are also active participants in key industry organizations including IMPA, ISSA, TURSSA, and Sea Sons Club.



# I About Us

# Arma Int'l Ship Supply

## Vision

To be recognized globally as a leader in sustainable supply chain practices in the maritime industry—minimizing our environmental footprint, contributing to social welfare, and operating under an ethically driven business model.

## Mission

To deliver high-quality, reliable, and innovative ship supply services while maintaining environmentally conscious operations, investing in the development of our employees, establishing sustainable partnerships with our suppliers, and creating value for the communities we operate in.

### **Core Services:**

Provision and bonded stores supply  
Technical and consumable stores supply  
Ship spare parts and in-transit logistics  
Customs clearance, warehousing, and integrated logistics solutions

With our global supply network, we offer a broad product range and dependable support to vessels of all types and sizes.

As part of our strong focus on sustainability, we operate in accordance with internationally recognized management systems and are accredited with ISO 9001 (Quality Management), ISO 14001 (Environmental Management), ISO 22000 (Food Safety Management), and ISO 45001 (Occupational Health & Safety). We cover all service standards under our sustainability policy and continue to improve our performance across all ESG (Environmental, Social, Governance) areas.

With the motto “Optimized for You”, we are dedicated to exceeding expectations in every aspect of our business. As we look ahead, we remain committed to innovation, efficiency, and sustainability—carrying the values that brought us this far into the next 25 years.

# Main Values and Strategic Foundations

At ARMA International Ship Supply Inc., our values guide our decisions, shape our company culture, and ensure long-term success built on trust, integrity, and responsibility. As we celebrate our 25th year, we remain steadfast in our mission to grow sustainably while creating value for all our stakeholders. The following core principles define how we operate:

## **1. Teamwork**

We believe in the power of collective achievement. By leveraging individual strengths within a collaborative environment, we generate solutions that have a greater impact. Our success is built on unity, mutual support, and shared goals.

## **2. Transparent Communication**

Open, honest, and timely communication is essential to our operations. We encourage respectful dialogue rooted in active listening, mutual understanding, and a belief in good intentions. Transparency ensures alignment, trust, and operational excellence.

## **3. Embracing Change**

We acknowledge that growth is only possible through adaptability. As part of a dynamic and evolving sector, we embrace change, drive innovation, and remain agile in the face of emerging global trends and environmental expectations.

## **4. Humility in Growth**

Despite our success, we remain humble and open to learning. We recognize that every challenge is an opportunity for improvement and that true leadership is built on continuous development.

## **5. Customer-Centered Approach**

Our customers' success is our success. We continuously develop and expand our offerings to empower our partners, providing value-driven, sustainable solutions that help them thrive in a competitive global marketplace.

## **6. Positive and Inclusive Work Environment**

We foster a workplace culture that is supportive, inclusive, and energizing—one where both personal well-being and professional growth are nurtured. We believe that a positive environment fuels motivation, creativity, and long-term loyalty.

# | Main Values and Strategic Foundations

## 7. Commitment to Equality

We are committed to equal opportunity, representation, and respect for all. Diversity in thought, background, and perspective drives innovation, strengthens collaboration, and enriches our company culture. We aim to ensure that everyone is heard, valued, and empowered.

## 8. Acting Sustainably

We are aware that how we operate is just as important as what we deliver. Our sustainability strategy is rooted in ethics, resource efficiency, and future-focused innovation. We:

Conduct our business responsibly, ethically, and with minimal environmental impact

Pursue continuous learning to develop long-lasting, sustainable solutions

Embrace circular practices and support the preservation of natural resources

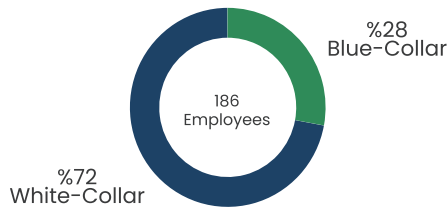
Aim to leave a healthy, thriving planet for future generations

Our values are not static—they evolve as we evolve. Guided by these principles, we move forward with the goal of creating lasting positive impact in the maritime industry and beyond.



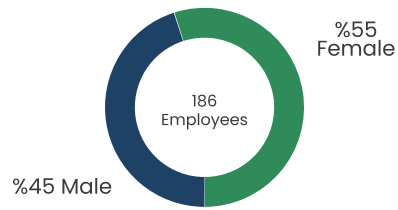
# Demographic Structure of ARMA

As of 2025, ARMA International Ship Supply Inc. employs a total of 186 personnel, consisting of diverse teams contributing to our operations across Türkiye and abroad. Our workforce reflects a balance of expertise, experience, and diversity—factors that strengthen our organizational resilience and ability to adapt in a dynamic maritime sector.



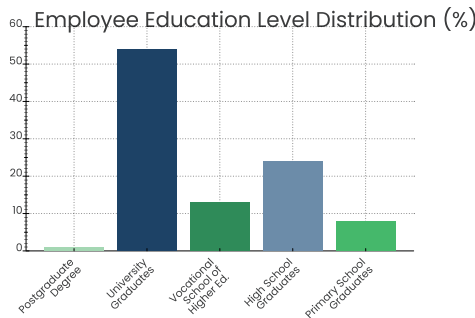
## By Employee Type

This composition reflects our service-oriented business model that integrates operational efficiency with strategic coordination across departments.



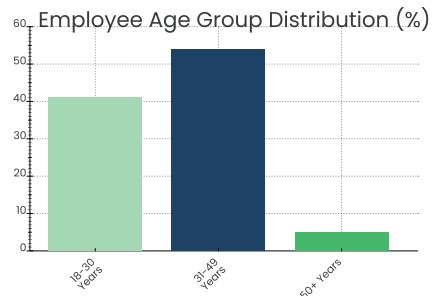
## By Gender

We promote gender balance and inclusive hiring practices across all departments. Our goal is to further strengthen equal representation in both operational and managerial roles.



## By Education Level

Our workforce is largely composed of university-educated professionals, indicating a strong knowledge base and the technical capacity necessary to serve the complex needs of the maritime supply sector.



## By Age Group

A majority of our team falls within the 31–49 age range, representing experienced professionals, while a significant 41% is comprised of young talents who bring dynamism and fresh perspectives to our operations.

# I 10 Principles of the UN Global Compact

As a responsible and sustainability-driven organization, ARMA International Ship Supply Inc. fully supports the Ten Principles of the United Nations Global Compact, which serve as a universal framework for sustainable and ethical business conduct. These principles, structured under four main categories, guide our operations, policies, and stakeholder relationships.

## **Human Rights**

Principle 1: We support and respect the protection of internationally proclaimed human rights across all our operations and value chain.

Principle 2: We are committed to ensuring that we are not complicit in any form of human rights abuse.

## **Labour Standards**

Principle 3: We uphold the freedom of association and recognize the right to collective bargaining for all workers.

Principle 4: We strictly oppose all forms of forced or compulsory labor.

Principle 5: We prohibit child labor in any aspect of our business activities or those of our suppliers.

Principle 6: We are committed to eliminating discrimination in employment practices, including recruitment, compensation, and promotion.

## **Environment**

Principle 7: We adopt a precautionary approach to environmental challenges and strive to minimize our ecological footprint.

Principle 8: We actively support initiatives and collaborations aimed at increasing environmental responsibility within and beyond our organization.

Principle 9: We promote the development and widespread adoption of environmentally friendly technologies and sustainable practices.

## **Anti-Corruption**

Principle 10: We adopt a zero-tolerance policy against all forms of corruption, including bribery, fraud, and extortion, and integrate anti-corruption measures into our governance and business practices.

# I Human Rights

Principle 1: Businesses should support and respect proclaimed human rights.

Principle 2: Businesses should not be complicit in human rights abuses.

Our organization fully embraces and implements the human rights principles outlined in Principles 1 and 2 of the United Nations Global Compact. We strictly prohibit any violation of these principles and immediately terminate business relationships with any suppliers, stakeholders, or subcontractors found to be involved in such violations.

All employees of our company bear the responsibility to uphold Principles 1 and 2. The guidelines ensuring compliance with these principles are detailed comprehensively in our Employee Handbook, which is provided to every new employee on their first day. Furthermore, these principles and related working standards are thoroughly explained during the orientation process.

Our organization complies fully with the provisions of Turkey's Labor Law No. 4857, issued by the Council of Ministers. We guarantee that no employee is paid below the legal minimum wage. Currently, 85% of our employees earn salaries that are 40% or more above the minimum wage. Additionally, all overtime wages are paid in accordance with the law.

We also benefit from incentives provided by the Social Security Institution for young and women entrepreneurs.

Moreover, to support our employees' well-being and satisfaction, our organization offers the following benefits:

- Supplies and food aid during religious holidays,
- Complementary health insurance,
- Free transportation assistance,
- Free meals or cafeteria services.

# Human Resources Practices

Our organization is committed to creating and maintaining a workplace where fairness, equity, and respect are fundamental values. We continuously strive to develop human resources practices that support these principles and promote employee well-being, engagement, and professional growth.

## **Recruitment and Onboarding:**

We are dedicated to ensuring a discrimination-free recruitment and placement process, in full compliance with the United Nations Global Compact principles. All job vacancies are advertised widely through various channels to attract a diverse and qualified pool of candidates. Applications are reviewed objectively, and eligible candidates are invited for interviews designed to assess alignment with our core values and job requirements. The candidate who best fits the role and organizational culture is offered employment.

Upon acceptance, new employees undergo a structured onboarding program. This includes:

- Comprehensive orientation sessions covering company policies, values, and expectations,
- A guided tour of our facilities to familiarize new hires with their work environment,
- Job-specific training and knowledge transfer to ensure readiness and confidence,
- Social integration activities to foster connection and belonging within the team.

This approach is designed to support new employees in adapting quickly and feeling valued as part of our organization.

## **Employee Development and Training:**

Our commitment extends beyond hiring. We invest in continuous learning opportunities for all employees, encouraging skill development and career progression through workshops, seminars, and on-the-job training. Performance reviews are conducted regularly to provide constructive feedback and identify growth paths.

# Human Resources Practices

## **Fair Compensation and Benefits:**

We ensure that compensation practices are competitive, equitable, and transparent. Salaries are set above legal minimums, reflecting employees' skills and responsibilities. Additionally, we provide benefits such as complementary health insurance, transportation assistance, meal services, and holiday support to enhance employee well-being.

## **Workplace Health and Safety:**

The health and safety of our employees is a top priority. We maintain strict compliance with all relevant laws and regulations, and continuously work to improve workplace conditions through regular training, risk assessments, and safety programs.

## **Employee Engagement and Communication:**

Open communication channels are maintained at all levels, allowing employees to voice their ideas, concerns, and feedback. We encourage collaboration and teamwork, believing that engaged employees contribute to a positive and productive work environment.



# Women Employees and Gender Equality

At ARMA International Ship Supply Inc., we embrace the Principle of Equal Opportunity across all functions—including recruitment, promotion, and access to benefits. We are committed to building an inclusive and equitable workplace where female employees can thrive professionally and personally. In alignment with our values, women currently hold the majority of senior management positions, reflecting our belief in women’s leadership, vision, and impact on organizational growth.

While all hiring and career advancement decisions are based on merit, positive discrimination may be considered in recruitment processes when aligned with the specific requirements of a position. Equal access to promotions, training opportunities, and fringe benefits is guaranteed for all employees, regardless of gender.

Supporting the professional and personal development of our female team members remains a priority. We offer targeted training programs that enhance their business acumen, self-confidence, and leadership capabilities. Through internal rotation programs, we encourage the development of versatile professional competencies and broader organizational experience.

To facilitate the entry of newly graduated women into the workforce, we actively support internship and employment opportunities that help them gain real-world experience and career orientation.

Our occupational health team provides proactive support for both the physical and mental well-being of our female employees. Special considerations are made for pregnant employees and new mothers, including the creation of more comfortable workspaces and full support during maternity leave, which we aim to extend as much as possible within legal and organizational frameworks.

# Women Employees and Gender Equality

Believing that employee happiness and engagement are essential, we have established anonymous suggestion systems where female employees can share their ideas, needs, and concerns directly with senior management, including the General Manager. These platforms foster open communication and ensure every voice is heard.

Recognizing the value of motivation-enhancing practices, we also develop various initiatives and projects that promote work-life balance, appreciation, and career satisfaction—particularly tailored for women at all stages of their professional journey.



# Home of Sustainable Offerings

At Arma Ship Supply, we are committed to using our resources responsibly and efficiently while supporting our customers' life at sea. Through this commitment, we align our operations with several United Nations Sustainable Development Goals (SDGs), contributing to a more resilient and responsible maritime industry.



## **SDG 12 – Responsible Consumption and Production:**

We strive to minimize waste, reduce our environmental footprint, and implement sustainable procurement practices in every stage of our supply chain.



## **SDG 14 – Life Below Water:**

By offering eco-friendly products and promoting responsible maritime services, we contribute to the protection of marine ecosystems and biodiversity.



## **SDG 13 – Climate Action:**

Through energy-efficient operations and reduced packaging waste, we support global efforts to mitigate climate change and promote cleaner seas.



## **SDG 9 – Industry, Innovation and Infrastructure:**

We continuously improve our service processes and logistics infrastructure to ensure sustainable innovation within the ship supply industry.

This integrated approach reflects our belief that sustainability is not an add-on—but a core responsibility embedded in everything we do.

# I Responsible Supply Chain

At Arma Ship Supply, we recognize that each product we supply carries its own unique environmental and social footprint. With thousands of products moving through our operations, every procurement decision we make can create a ripple effect across global supply chains.

As highlighted in our stakeholder materiality analysis, sustainable alternatives are increasingly important to our partners and clients. In response, we are committed to facilitating more responsible choices by enhancing the transparency and sustainability of our procurement practices.

## **Sustainable Procurement Policies**

We are placing stronger emphasis on internationally recognized certification schemes to ensure environmental and social accountability throughout our supply chain. Our procurement processes now include enhanced supplier evaluation criteria, with a focus on environmental certifications, ethical labor practices, and traceability.

## **Combatting Deforestation**

Deforestation remains one of the most pressing global challenges, with devastating consequences for biodiversity, climate, and local communities—particularly in vulnerable regions. In line with our sustainability goals, we have taken the first steps toward achieving **a deforestation-free supply chain.**

To this end, we have updated our **Supplier Code of Conduct** to include clear expectations related to deforestation. We actively engage with suppliers to collect transparent data, including tracking reports and measurable mitigation plans, aimed at reducing and ultimately eliminating deforestation risks in our product categories.

Our goal is to prioritize partnerships with suppliers who share our values and demonstrate strong deforestation policies. Together, we aim to foster a supply chain that is not only efficient but also aligned with global environmental responsibilities.

# Stakeholder Engagement for Sustainable Impact

We believe collaboration is key to real progress. By partnering with suppliers, industry associations, NGOs, and other stakeholders, we promote open dialogue and collective action. These partnerships help us exchange knowledge, implement best practices, and collectively overcome industry-wide challenges.

By embedding sustainability into every layer of our supply chain, Arma Ship Supply reaffirms its commitment to advancing the **UN Sustainable Development Goals**, especially:



SDG 12  
Responsible Consumption  
and Production



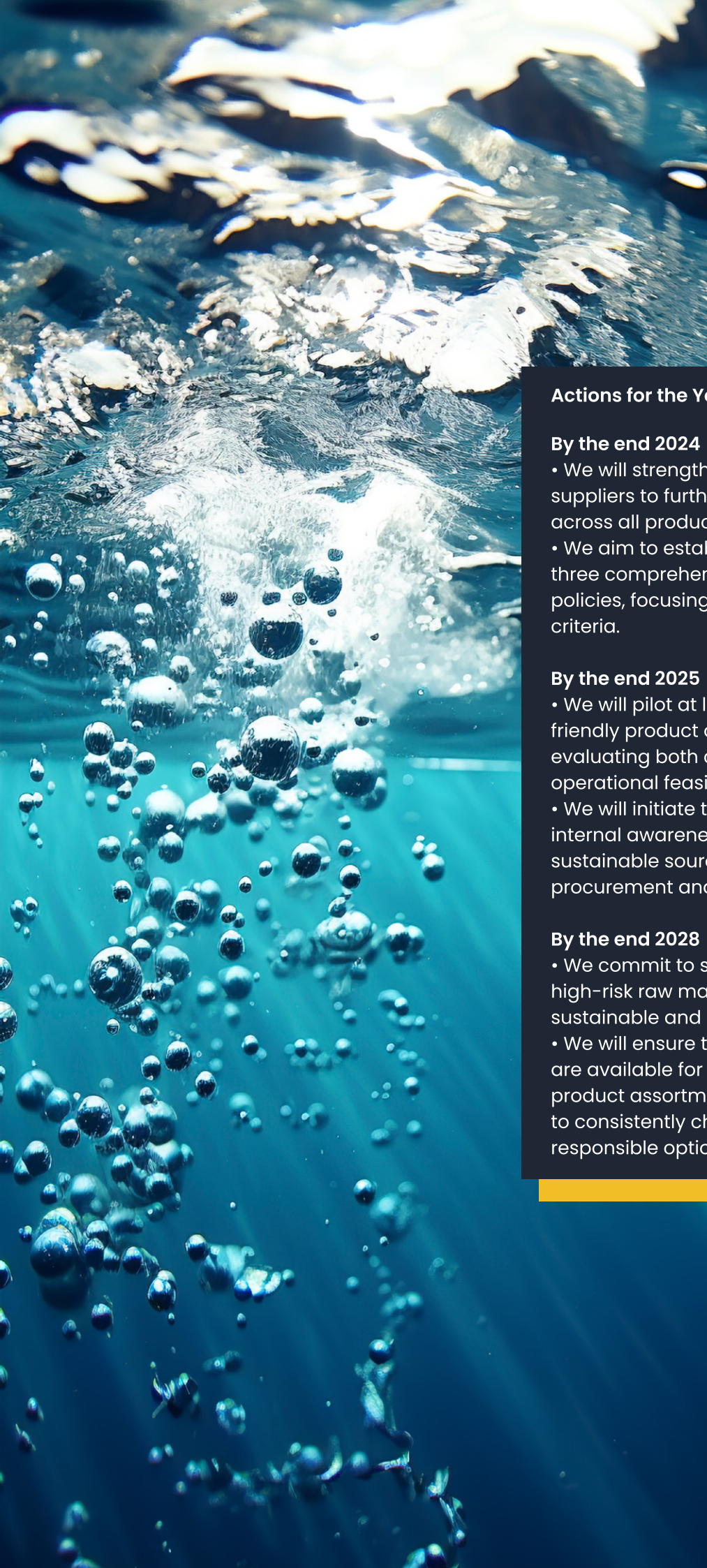
SDG 13  
Climate Action



SDG 15  
Life on Land



SDG 17  
Partnership for the Goals



## **Actions for the Years Ahead**

### **By the end 2024**

- We will strengthen collaboration with our suppliers to further reduce single-use plastics across all product categories.
- We aim to establish and implement at least three comprehensive sustainable procurement policies, focusing on environmental and social criteria.

### **By the end 2025**

- We will pilot at least one innovative eco-friendly product or packaging solution, evaluating both customer acceptance and operational feasibility.
- We will initiate training programs to increase internal awareness and competence on sustainable sourcing practices among our procurement and operations teams.

### **By the end 2028**

- We commit to sourcing 100% of identified high-risk raw materials from verified sustainable and deforestation-free suppliers.
- We will ensure that sustainable alternatives are available for the majority of our global product assortment, enabling customers to consistently choose environmentally responsible options.

# Governance

At Arma Ship Supply, strong governance is fundamental to safeguarding the long-term interests of our company and stakeholders. We are committed to upholding the highest legal, ethical, and social standards across all areas of our operations, reinforcing our dedication to Environmental, Social, and Governance (ESG) principles.

This section outlines our governance framework, detailing the structures, policies, and processes that ensure transparency, accountability, and responsible decision-making at every level of the organization.

## Our Business Principles

Arma Ship Supply's Business Principles serve as our ethical compass, guiding how we conduct business and interact with customers, suppliers, employees, and partners. These principles are fully integrated into our daily operations and reflect our mission to deliver expert, sustainable, and reliable ship supply services while fostering a safe and inclusive workplace.

Our Business Principles are aligned with international standards and frameworks, including the United Nations Global Compact and relevant regulations on anti-corruption, transparency, fair competition, anti-fraud, and compliance with international trade laws and sanctions.

These principles codify the values we live by and promote throughout Arma Ship Supply, serving as the foundation for our policies, ethical conduct, and corporate culture. Through robust governance, we ensure that all decisions and actions support sustainable growth and the trust of our stakeholders.

At Arma Ship Supply, our ethical standards are deeply rooted in our company culture, and we strive every day to achieve the following objectives:

- **Prioritize supply chain collaboration** to ensure that our suppliers fully comply with our **Supplier Code of Conduct**.
- **Conduct our business in line with Arma Ship Supply's Business Principles**, ensuring that our ethical standards are upheld across all operations.
- **Provide easy and transparent access to company policies**, enabling all employees to understand and adhere to our global guidelines and procedures.

# Data Ethics

At Arma Ship Supply, we recognize the growing importance of ethical data practices in an increasingly digitalized world. Our **Policy for Data Ethics** applies to all employees as well as current and potential business partners. This policy encompasses the responsible and transparent use of all types of data—not limited to personal data—and is built upon principles of integrity, confidentiality, and data minimization.

Our Data Ethics Policy outlines:

- The types of data we use,
- How data is collected and processed,
- And how **emerging technologies**, such as Artificial Intelligence (AI) and machine learning, are responsibly integrated into our systems.

As we continue to enhance our operational efficiency, we are also investing in smart digital tools. In 2024, we began consolidating and validating customer, supplier, and product data across systems to ensure accuracy, reduce redundancy, and improve our service quality. Looking ahead, we aim to explore AI-supported systems that can streamline product selection and supply management, improving both speed and customer satisfaction—while maintaining strict compliance with our ethical data policies.



# Human Rights, Labour Rights and Responsible Supply Chain

At Arma Ship Supply, all business activities are carried out with full respect for **human rights and labor rights**, including:

- Fair employment practices,
- Prohibition of forced, compulsory, or child labor,
- Respect for freedom of association and collective bargaining,
- Equal opportunity and non-discrimination.

These commitments are embedded within our **Business Principles** and reflected in our **Supplier Code of Conduct**. We expect all our suppliers—regardless of their location or industry—to uphold the same ethical standards and comply with relevant international and local regulations.

Given the diverse nature of our global supply chain, we acknowledge that full alignment with our ethical policies may not always be immediate. However, we are actively working to improve awareness and understanding among our suppliers through ongoing dialogue, audits, and collaboration.

Maintaining an ethical, transparent, and human rights-focused supply chain is not only a responsibility—it is a fundamental component of our long-term vision for sustainable growth.



# Actions Already Achieved

## Supply Chain Collaboration

As of 2024, **64% of our active suppliers** have signed and committed to the **Arma Ship Supply Supplier Code of Conduct**, including the majority of our high-volume and strategic suppliers. To ensure ethical consistency across our network, we have implemented a structured supplier onboarding and evaluation process based on environmental, social, and governance (ESG) criteria.

In 2023, **no incidents** of non-compliance with social, economic, or environmental regulations were recorded across our operations.

## Governance & Compliance

In 2023, Arma Ship Supply reported:

- 0 incidents of corruption
- 0 legal actions related to anti-competitive behavior
- 0 breaches of relevant national or international compliance regulations

Our internal governance documents, including our **Business Principles and ESG Policies**, were reviewed and updated in alignment with evolving international standards and best practices.

## Actions for the Years Ahead

### By the end 2025

- We aim to increase supplier adherence to our Code of Conduct from 64% in 2024 to over 75%, strengthening ethical alignment across our global supply chain.
- We are committed to maintaining zero tolerance for corruption, anti-competitive behavior, and breaches of compliance laws—every year.
- All employees in procurement, sales, and operational roles will be required to complete an extended compliance and ethics training program, which includes periodic assessments to measure understanding and application.
- We will initiate collaborative workshops and stakeholder dialogues with our top five suppliers and customers, focusing on joint progress in transparency, fair competition, and ESG performance across the maritime industry.

At Arma Ship Supply, we are dedicated to building a transparent, ethical, and responsible business environment that contributes to the long-term sustainability of our operations and the ship supply sector at large.

# I Reducing Waste

At Arma Ship Supply, our operations revolve around delivering provisions, technical stores, and spare parts logistics to vessels worldwide. Naturally, packaging materials and various consumables are integral to this process. However, we strongly believe that anyone introducing waste into the value chain must also take responsibility for its reduction, reuse, or proper disposal. To address this, we are implementing structured waste management procedures across our operations—aimed at improving the sorting, recycling, and responsible handling of all recyclable materials within our supply chain.

## **Circular Economy Initiatives**

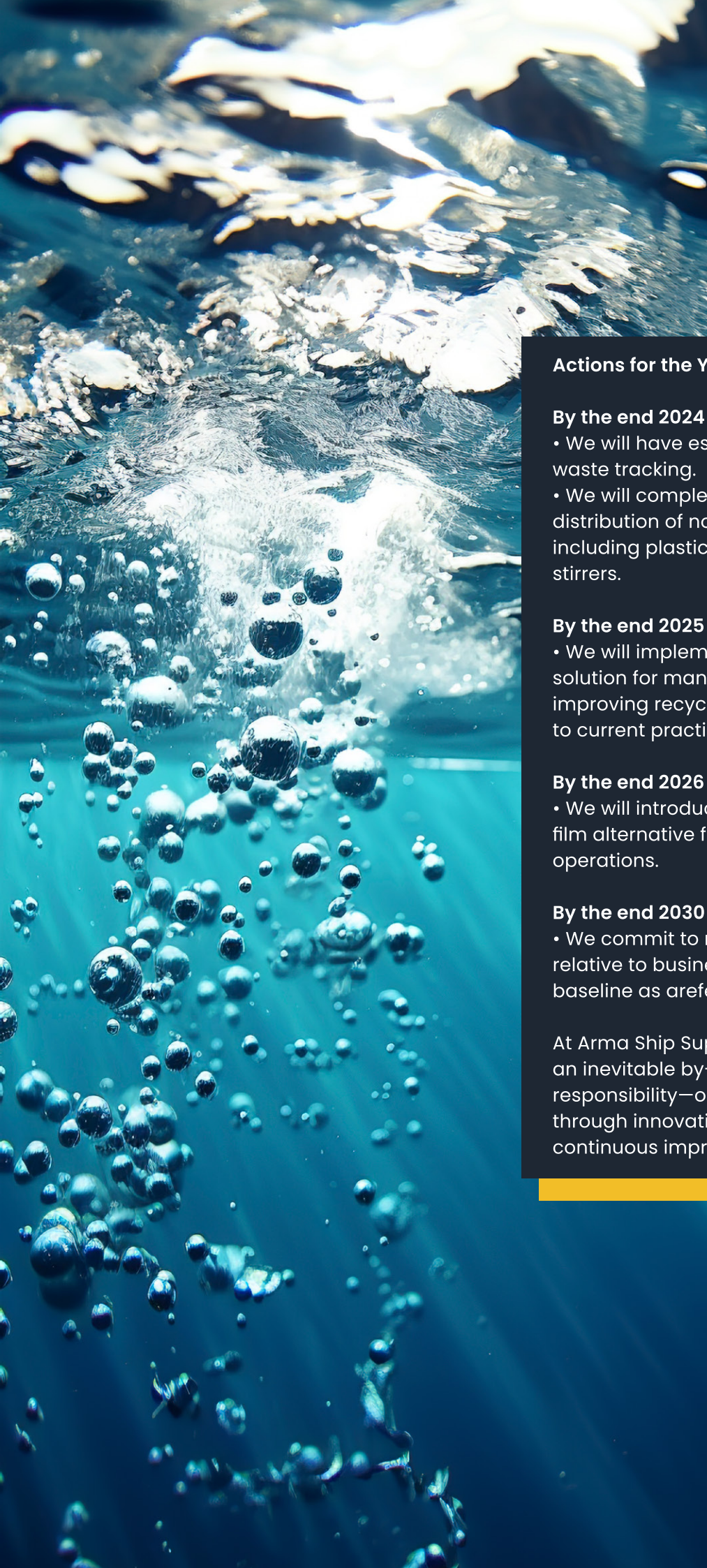
The rising consumption of plastic and the low global recycling rate remain significant environmental challenges. In line with EU directives and our internal sustainability commitments, Arma Ship Supply has chosen to eliminate the use of single-use plastics across all operational locations.

We have already begun a phased transition to remove non-reusable plastic products such as plastic cutlery, plates, straws, and stirrers from our inventory. By the end of 2024, these items will no longer be sold, supplied, or distributed by Arma Ship Supply. Looking ahead, we are also exploring more sustainable alternatives for our packaging, including stretch film and cardboard boxes, to align with circular economy principles.

## **Food Waste Reduction**

As a major provisions supplier, we are aware of our responsibility in minimizing food waste. In 2024, we will establish a formal food waste baseline to monitor and track food nearing expiration dates across our warehouses.

Where operationally feasible, surplus or short-dated items will be collected and redirected to community support programs or local charities to ensure food is consumed rather than discarded. Over the coming years, we plan to expand these practices across our main hubs.



## Actions for the Years Ahead

### By the end 2024

- We will have established a baseline for food waste tracking.
- We will completely phase out the sale and distribution of non-reusable plastic products, including plastic cutlery, plates, straws, and stirrers.

### By the end 2025

- We will implement a more responsible solution for managing cardboard boxes, improving recyclability and reuse compared to current practices.

### By the end 2026

- We will introduce a more sustainable stretch film alternative for packaging and logistics operations.

### By the end 2030

- We commit to reducing food waste by 50%, relative to business growth, using our 2024 baseline as a reference.

At Arma Ship Supply, we view waste not as an inevitable by-product, but as a critical responsibility—one we are actively addressing through innovation, collaboration, and continuous improvement.

# I Supporting Our Customers' Life at Sea

At Arma Ship Supply, we recognize that the well-being of seafarers is at the heart of a safe and efficient maritime operation. As a trusted partner to vessels navigating global waters, we take pride in supporting crews with reliable services that contribute not only to their operational needs, but also to their **daily comfort, nutrition, and morale on board**.

Our provision services are designed to supply **fresh, high-quality, and nutritious food** that meets international standards and caters to diverse dietary needs. We understand that a well-fed crew is a healthier and more motivated crew. In this regard, we collaborate closely with vessel management teams to ensure timely and tailored deliveries that match the unique demands of life at sea.

In response to the **global food inflation crisis in 2022**, our budget control and procurement teams conducted a comprehensive review of customer budget rates. By analyzing supply alternatives and working hand-in-hand with our key vendors, we were able to **optimize product selections, limit price increases, and help maintain food quality and nutritional balance** on board—despite volatile market conditions.

We remain committed to **reviewing and adjusting budgets in close collaboration with our customers**, as global supply and pricing challenges continue to evolve. Our approach prioritizes transparency, flexibility, and fairness—ensuring crews continue to receive the value they deserve without compromising on quality.

Looking ahead, Arma Ship Supply is also exploring additional services that support **crew welfare**, including enhanced menu planning tools, hygiene-focused galley management solutions, and digital systems to streamline reporting and onboard logistics.

# Looking Ahead

At Arma Ship Supply, our commitment to sustainability is not a passing trend but a strategic and long-term responsibility. We believe that integrating Environmental, Social, and Governance (ESG) principles into every aspect of our operations creates lasting value for all stakeholders—our customers, our employees, our partners, and the planet.

In the coming years, we will continue to invest in reducing our environmental footprint by embracing innovative technologies, enhancing energy efficiency, and adopting responsible procurement practices. We are also committed to strengthening our workplace culture, promoting equality and inclusion, and fostering the professional development and well-being of our team.

Strong governance and ethical conduct will remain the foundation of how we do business. We will further enhance our transparency, compliance, and risk management practices to uphold the highest standards in the industry.

Above all, we will actively engage with our stakeholders, listening to their expectations and integrating their feedback into our journey. Together, we aim to shape a more sustainable maritime future—one where responsibility, resilience, and progress go hand in hand.

