DANAOS CORPORATION

ESG Report 2025

SHIPPING CO LTD

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ESG REPORT 2025

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Contents

Message from the Company's Management

Sustainability is not a destination but a continuous journey, one that requires ambition, decisive action, and a commitment to doing business responsibly. At Danaos, we believe that companies creating long-term value for all stakeholders are best positioned to lead the transformation toward a more sustainable future.

The shipping industry is undergoing a profound transformation. The choices we make today will shape the industry for decades to come. We view sustainability not as a compliance obligation, but as a strategic priority and an opportunity to strengthen our business while contributing to a cleaner-energy future.

Decarbonization remains the most pressing challenge facing our sector. We are addressing it through a disciplined and forward-looking fleet investment strategy. Following the delivery of eight methanol-ready container vessels in 2024–2025, two of which are also ammonia-ready, we are progressing with an additional 21 methanol-ready vessels, eight of which carry dual notation as ammonia-ready, scheduled for delivery between 2026 and 2029. These investments reflect firm commitments already underway and position us well for the regulatory and commercial landscape ahead.

We are equally committed to expanding our role in the broader energy transition. By leveraging our shipping expertise to support safe and efficient LNG transportation, we are broadening our footprint across the energy sector and building on our strengths in global seaborne trade. Danaos is securing a strategic role in the Alaska LNG project, positioning itself at the forefront of emerging energy corridors and reinforcing its commitment to supporting large-scale, reliable LNG supply chains. Meaningful progress requires close collaboration across the maritime value chain, and we remain committed to working with all stakeholders to advance the transition to a lower-carbon future.

We are proud to have achieved our 2030 carbon intensity reduction target six years ahead of schedule, reflecting both technological progress and a strong culture of accountability. This milestone is a measure of what is possible when ambition is matched by discipline. It also raises the bar for what we expect of ourselves going forward, across environmental, social, and governance dimensions alike. Our performance is further recognized through Danaos' strong ranking in the S&P Global Corporate Sustainability Assessment within the marine transportation sector.

Sustainability is central to Danaos' strategy, guiding how we operate, invest, and innovate to create long-term value while addressing environmental and social challenges. Digitalization supports this ambition, enhancing transparency, improving operational efficiency, and enabling real-time monitoring of our environmental performance across the fleet.

We are moving forward with determination on the path to a low-carbon future, driven by innovation, collaboration, and responsible leadership. We remain steadfast in our mission to provide efficient, safe, and sustainable transportation of goods, while delivering long-term value to our shareholders and a positive, lasting impact on our employees and society.

The course is set, and we are confident in the journey ahead.

Dr. John Coustas
Chairman,
President & CEO

Our Profile

Purpose of the report

Welcome to Danaos Corporation's ESG Report, which reflects and expands on our ongoing sustainability journey. Since 2018, when we issued our first ESG Report covering fiscal year 2017, we have committed to integrating sustainability into our business model. Over time, our ESG strategy has reinforced our determination to exceed the International Maritime Organization's GHG emissions targets and to align our actions with the UN Sustainable Development Goals. Achieving these ambitions requires close collaboration with our stakeholders, ensuring we address their expectations and interests in a transparent, consistent, and comprehensive way.

This is the third report issued following the establishment of our ESG Committee. The execution of our ESG strategy contributed to a meaningful improvement in our performance and external ratings over the past year, including stronger sustainability metrics through our S&P Global CSA disclosures and improved disclosure to CDP, placing us among the higher-performing companies in the marine transport sector. In addition, we continue this year to take steps and implement ongoing processes to achieve GHG emissions neutrality in accordance with the Low Carbon Transition Plan we have created.

This Report provides a comprehensive overview of our annual performance, ESG strategy, and targets. We are proud to share our environmental, social, safety, and governance performance for 2025, alongside a broader set of commitments and initiatives designed to support our employees, suppliers, customers, and the communities in which we operate worldwide.

Danaos Corporation is guided by three core pillars—efficiency, safety, and reliability—creating long-term value for our stakeholders by pursuing environmentally responsible and sustainable solutions. This report has been prepared in accordance with the Global Reporting Initiative (GRI) and SASB standards and covers the reporting period from January 1, 2025, to December 31, 2025, aligned with our financial reporting period.

Danaos Corporation Overview

Danaos Corporation is a leading maritime company specializing in the ownership, chartering, and management of containerships and dry bulk vessels, supporting global trade through long-standing partnerships with premier liner operators.

Our fleet currently comprises 75 containerships, including two BB-chartered vessels, with a total capacity of 477,491 TEUs. Our growth pipeline includes 27 newbuild containerships expected to add 174,550 TEUs, reinforcing our position among the top containership leasing companies globally by TEU capacity.

Our containership business model is built on operational stability, with vessels primarily deployed under long-term charters to a diversified group of leading customers, including CMA CGM, MSC, Hapag Lloyd, COSCO, PIL, Maersk, ONE, Sealead, OOCL, Samudera, Interasia Lines, Yang Ming, and ZIM.

Complementing this segment, Danaos operates a strategically managed dry bulk fleet of 10 Capesize vessels totaling 1,760,677 DWT and one additional drybulk vessel 182,425 DWT delivered in March 2026. These vessels mainly trade under short-term time and voyage charters, providing flexibility and supporting optimized utilization. The Company also has four Newcastlemax vessels on order, expected to add an aggregate of 844,000 DWT.

Danaos' operations are supported by a focus on operational efficiency, safety, and environmental performance. The Company utilizes advanced fleet management systems and eco-efficient technologies to enhance vessel performance and fuel optimization in line with decarbonization objectives.

Headquartered in Piraeus, Greece, Danaos maintains an international operating presence with crewing offices in Cyprus, Russia, Ukraine, and Tanzania, and site offices in South Korea (Republic of Korea) and China, enabling coordinated oversight of fleet operations.

Governance and strategic direction are overseen by the Board of Directors and Executive Officers. Operational management is conducted through Danaos Shipping Co. Limited and its affiliates, including Danaos Chartering, which provide technical and administrative and certain commercial services. These entities operate under the oversight of the Company's executive management and Board of Directors.

The Company monitors performance through defined ESG indicators to support accountability, transparency, and continuous improvement. Danaos Corporation is publicly listed on the New York Stock Exchange under the ticker symbol DAC and remains committed to responsible business practices and sustainable growth.

This Report encompasses Danaos Corporation, its subsidiaries and affiliates, including Danaos Shipping Co. Limited and Danaos Chartering, referred to collectively as Danaos, the Company, or we.

2025 At a Glance

Key Performance Indicators (KPIs)

83
Vessels
73 containerships
10 Capesize bulk carriers
25 newbuildings/ containerships

18,972
Operating Days
of Containerships

5,659,063
DWT Containerships

246
Shore Employees

5
Offices

4,713
Port Calls

6,838,306
Distance Traveled

2,858
Operating Days
of Bulk carriers

1,760,677
DWT Bulk carriers

1,898
Seafarers

464,491
TEU
73 Containerships

Environmental		2024	2025
Energy & Fuel Use	Fuel Consumption HFO-LFO (MT)	1,168,740	1,136,438
	Fuel Consumption – Biofuel (MT) EU RED-II certified	15,742	3,972
	Fuel Consumption – MGO (MT)	35,629	61,115
Climate & Emissions	AER Value (g/DWT·mile)	6.72	5.96
	CO_2 Emissions Intensity (gCO_2/tn·mile)	13.26	11.95
	Reduction in CO_2 emissions intensity vs IMO 2030 target (%)	51.4%	56.2%
	Scope 1 (direct) Emissions (tCO_2e)	3,819,113	3,793,839
	Scope 2 (indirect) Emissions (tCO_2e)	305	290.8
	Scope 3 (indirect) Emissions (tCO_2e)	677,000	670,098
Air Pollutants	SO_x Emissions (t SO_x)	10,530	10,399
	SO_x Intensity (gSO_x /tn·mile)	0.04	0.03
	NO_x Emissions (t NO_x)	114,753	112,469
	NO_x Intensity (gNO_x/tn·mile)	0.40	0.36
Resource Use & Waste	Plastics Recycling (m^3)	2,556.99	2,779
	Cooking Oil Recycling (m^3)	16.87	22.67
	E-Waste Recycling (m^3)	115	132.05
	Ashes (m^3)	66.4	29.13
Environmental Management	Total Freon Capacity (t)	29.9	31.1
	Total Freon Losses (%)	10.5%	11.11%
	Incidents of non-compliance with environmental laws and regulations	1	0
Operational Indicators	Total Ballast (m^3)	12,270,328	12,653,487
	Ballast Operated compared to last year	127% (increase)	3.1% (increase)
	FO consumption change for the tonnes of ballast operated compared to last year	134% (increase)	9.7% (increase)

Social	2024	2025
Office employees[1]	218	246
Seafarers[2]	1,875	1,898
Employee Hires	61	37
Contractors	0	0
% Of Women Employees	39%	40%
% Of Women in Managerial Positions	17%	15%
Average retention rate (office employees)	92%	96.9%
Average retention rate (crew)	89.12%	86%
Training hours (office employees)	3,247	4,363.2
Training hours (crew)	48,468	76,408
Marine Accidents with casualties	1	0
LTIs	48	40
LTIF Rate	3.03	2.39
Near Misses Reports	419	456

[1] All office employees are working full time and on permanent basis.
[2] All seafarers are on a contract basis.

Governance – Operations	2024	2025
Number of Offices	5	5
Number of Vessels	81	83
Operating Days	28,115	21,830
DWT	5,469,223 DWT for Containerships 1,760,677 DWT Bulk carriers	5,659,063 DWT Containerships 1,760,677 DWT Bulk carriers
Distance Travelled	6,509,858	6,838,306
TEU	452,463 TEU (71 Containerships)	464,491 TEU (73 Containerships)
Port Calls	4,389	4,713
Number of Material Topics	20	20
Number of internal policies, codes, guidelines	13	13
Number of committees	4	4
Number of Board Members	6	6
Number of Independent Board Members	4	4
Port calls in countries in the 20 lowest rankings of Transparency International's Corruption Perception Index (CPI)	0.05%	1.02%
Number of bribery, fraud, corruption incidents	0	0
Internal Assurance Audits	54	21
Material weaknesses or significant deficiencies identified through internal assurance or external financial audits	0	0
Internal audits (ISM/ISPS related)	105	116
Third party audits (ISM/ISPS related)	36	32
MLC inspections	22	16
Inspections without deficiency	49%	43%
Inspections per Vessel	2.81	3.65
Deficiency/Inspection	2.15	2.04
ISM related	25%	17%

Our Vision - Our Values - Our Mission Statement

Our Vision, Our Values

We strive to deliver safe, efficient and cost-effective seaborne transportation, as well as to remain the preferred choice among containership and dry-bulk clients and to create shareholder value. To achieve our goals, we make significant investments in our operational, technical and financial infrastructure, while pursuing sustainable and ecologically friendly solutions.

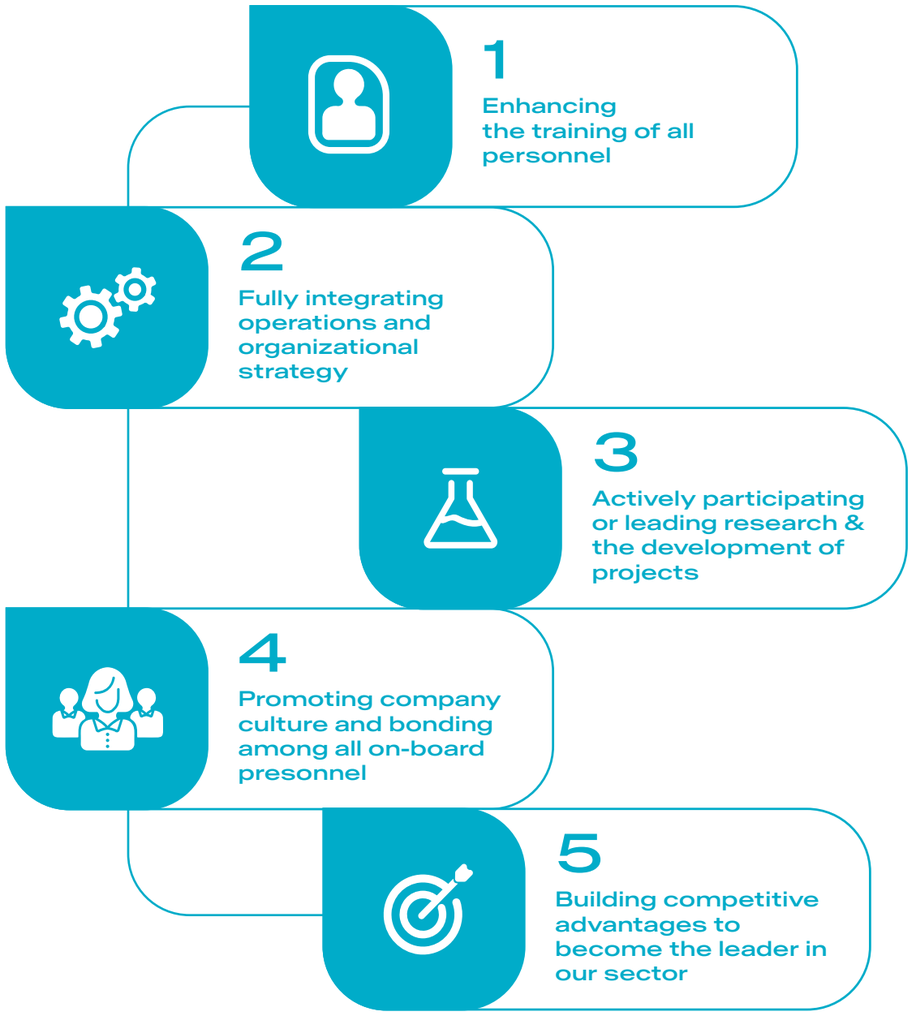


Figure 1: The Danaos company vision/values.

Global Operations

Trading Areas

A. Asia ↔ North America

Pacific Corridor
- Far East / SE Asia → US West Coast
- Far East → Canada West Coast
- Far East / SE Asia → Pacific Northwest

Atlantic Corridor (via Panama)
- Asia / India / Middle East → USEC
- Asia → US Gulf
- Far East → US East Coast (via Panama Canal)

B. Asia ↔ Europe / Mediterranean

- Far East / Asia → Northern Europe
- India / Middle East → Mediterranean
- Asia → Med → USEC
- Europe ↔ West Africa ↔ Asia loops

C. Asia ↔ Latin America

Atlantic Coast
- Far East → East Coast South America
- Asia → Brazil
- EC Latin America ↔ Asia

Pacific Coast
- Far East → WC Central America
- Far East → WC South America
- Asia → Mexico / Panama / Caribbean

D. Asia ↔ Africa

West Africa
- Asia → West Africa
- Persian Gulf → West Africa
- North Europe → West Africa → Far East

East Africa / Indian Ocean
- Indian Subcontinent → East Africa
- SE Asia → Southeast Africa
- Far East → East Africa

E. Australia

- Australia ↔ Far East
- Australia ↔ Southeast Asia
- Australia ↔ Eastern Asia
- Australia ↔ Latin America
- Australia ↔ South Africa / West Africa

F. Intra-Asia

- Eastern Asia ↔ Southeast Asia
- Southeast Asia ↔ Southern Asia
- Persian Gulf ↔ India
- Intra-Far East network

BULK CARRIERS:

1. Australia → Far East
2. Far East ↔ Latin America
3. Far East ↔ Africa

Countries of Operation

Argentina, Australia, Bahamas, Bahrain, Bangladesh, Belgium, Belize, Benin, Brazil, Cambodia, Cameroon, Canada, China, Columbia, Congo Republic, Costa Rica, Côte d'Ivoire, Curacao, Dominican Republic, Ecuador, Egypt, Equatorial Guinea, France, Gabon, Germany, Ghana, Gibraltar, Greece, Guadeloupe, Guatemala, Guinea, Hong Kong, India, Indonesia, Israel, Italy, Jamaica, Japan, Jordan, Kenya, Lebanon, Malaysia, Malta, Martinique, Mauritania, Mauritius, Mexico, Morocco, Mozambique, Namibia, Netherlands, New Zealand, Nigeria, Oman, Pakistan, Panama, Peru, Philippines, Portugal, Qatar, Republic of Chile, Réunion, Saudi Arabia, Senegal, Sierra Leone, Singapore, Slovenia, South Africa, South Korea, Spain, Sri Lanka, Taiwan, Tanzania, Thailand, Togo, Trinidad and Tobago, Turkey, United Arab Emirates, United Kingdom, Uruguay, United States of America, Vietnam.

Our ESG Strategy

This ESG Report covers the period from 1 January to 31 December 2025 and presents Danaos' environmental, social and governance performance with transparency, accountability and alignment to internationally recognized frameworks and evolving regulatory requirements. Sustainability is embedded in our corporate governance structure and decision-making processes. Our ESG strategy, overseen at Board and senior management level, is integrated into our enterprise risk management framework and informed by materiality assessments and stakeholder engagement. It serves as a roadmap toward 2030, strengthening resilience, operational excellence and long-term value creation in a rapidly evolving maritime landscape. At the core of our environmental commitment lies the Danaos Low Carbon Transition Plan (LCTP), first published in 2022 and updated annually to reflect regulatory developments and market conditions. The LCTP defines our decarbonization pathway aligned with the 1.5°C ambition and targets exceeding current IMO requirements.

Our key objectives include:

- 50% reduction in Energy Efficiency Operational Index (EEOI) by 2030 compared to 2008 levels
- Long-term ambition to achieve GHG emissions neutrality by 2050

To achieve these goals, we focus on fleet modernization, energy-efficiency technologies, process optimization and supplier engagement. Investment decisions are supported by Shadow Carbon Pricing, and our decarbonization targets are aligned with climate science and a 1.5°C pathway, reinforcing credibility and scientific rigor. Performance is monitored through defined KPIs and disclosed annually to ensure transparency and accountability.

Danaos actively participates in leading ESG benchmarking and disclosure platforms to validate and strengthen our performance.

Since 2023, we report to the S&P Global Corporate Sustainability Assessment (CSA). In 2025, we achieved a CSA score of 62, ranking in the top 7% of the Transportation and Transportation Infrastructure sector and in the top 3% of the Environmental pillar. Danaos is proud to be recognized in The Sustainability Yearbook 2026, reflecting our strong commitment to environmental, social, and governance (ESG) excellence and our continuous efforts to drive sustainable and responsible business practices.

In 2025, we further enhanced our transparency through CDP disclosures, scoring B for Climate, B for Water, and our Supplier Engagement Rating score is A-. These assessments reflect our structured approach to climate risk management, emissions reduction and responsible supply chain engagement.

We uphold the highest standards of safety, ethical conduct and operational integrity both on board and onshore. Sustainability is embedded across all lifecycle stages of our operations, from ownership policies to day-to-day execution. Since 2022, we have implemented a structured ESG questionnaire for suppliers, strengthening supply chain due diligence and improving visibility across our value chain. Continuous training and awareness programs ensure that crew members and onshore personnel understand their role in advancing our ESG objectives.

Looking ahead, our revised ESG strategy through 2028 builds on the strong foundation established to date and incorporates evolving stakeholder expectations, emerging industry practices and regulatory developments. By integrating sustainability into strategy, risk management and capital allocation, Danaos remains committed to responsible growth, environmental stewardship, social responsibility and robust governance as we navigate the maritime sector's transition.

Materiality Assessment

In 2025, we advanced our Double Materiality Assessment (DMA) to reflect a rapidly evolving sustainability and regulatory landscape and to sharpen how we translate ESG insights into business decisions. Beyond identifying what matters most to our stakeholders, the 2025 DMA strengthened our ability to anticipate and manage emerging risks and opportunities across the full value chain—linking operational realities, market expectations, and long-term resilience. Danaos' Double Materiality Assessment (DMA) methodology:

Step 1: identified and grouped stakeholders: internal decision-makers (C-Suite Executives and Directors) and external parties (employees, charterers, crew, financial institutions/consultants, flag states and classification societies, insurers and P&I clubs, shipyards, institutions/NGOs, and suppliers).

Step 2: ran a qualitative survey across all groups. Topics were based on GRI Standards and expanded with SASB Transportation—Marine Transportation risks and opportunities, broken into relevant sub-topics; respondents ranked each topic as Very High, High, or Low.

Step 3: had C-Suite and Directors evaluate each topic's physical or transition risks/opportunities and the potential impact on financial position and performance, including which financial accounts could be affected.

Step 4: plotted results in a materiality matrix: stakeholder scores on the X-axis and leadership scores on the Y-axis; triangle markers indicate financial significance based on probability and magnitude across time horizons.

Step 5: benchmarked identified material issues against peer organizations.

The process of Double Materiality Assessment revealed the following 20 material topics.

Material Topics 2025

1	Governance	Anti-corruption
2	Governance	Regulatory compliance
3	Governance	Shipping management & performance
4	Governance	Business ethics
5	Governance	Strategy & Risk Management
6	Governance	Transparency
7	Governance	Roles & Responsibilities
8	Environmental	Emissions
9	Environmental	Waste management
10	Social	Occupational Health & Safety
11	Social	Humans Rights Policy
12	Social	Training and Education
13	Social	Diversity and Equal Opportunities
14	Social	Non- discrimination
15	Social	Security Practices
16	Social	Child Labor
17	Social	Data Privacy
18	Social	Customer Relations
19	Social	Digitalization and AI
20	Social	Labor Practices and Employees Welfare

Material topics that did not emerge as significant in 2025 but were material in 2023 included:

- Monitoring and Control Mechanisms,
- Energy Management,
- Water and Effluents,
- Biodiversity,
- Forced And Compulsory Labor.

Conversely, several topics gained importance in 2025 despite not being identified as material in 2023, reflecting evolving industry priorities and stakeholder expectations. These included:

- Shipping Management and Performance,
- Data Privacy,
- Customer Relations,
- Digitalization and Artificial Intelligence,
- Labor Practices and Employee Welfare.

Topics Assessed

Governance Topics

1 Material Topic | Economy: Anti-corruption
2 Economy: Monitoring Mechanisms
3 Material Topic | Economy: Regulatory compliance
4 Material Topic | Economy: Shipping management & performance
5 Material Topic | Economy: Business ethics
6 Material Topic | Economy: Strategy & Risk Management
7 Material Topic | Economy: Transparency
8 Material Topic | Economy: Roles & Responsibilities

Enviromental Topics

9 Environment: Energy
10 Environment: Water and effluents
11 Environment: Biodiversity
12 Material Topic | Environment Emissions
13 Material Topic | Environment: Waste management

Social Topics

14 Material Topic | Society: Occupational Health & Safety
15 Material Topic | Society: Humans Rights Policy
16 Material Topic | Society: Training and Education
17 Material Topic | Society: Diversity and Equal Opportunities
18 Material Topic | Society: Non- discrimination
19 Material Topic | Society: Security Practices
20 Material Topic | Society: Child Labor
21 Material Topic | Society: Data Privacy
22 Material Topic | Society: Customer Relations
23 Society: Local Communities
24 Material Topic | Society: Digitalization and AI
25 Material Topic | Society: Labor Practices and Employees Welfare

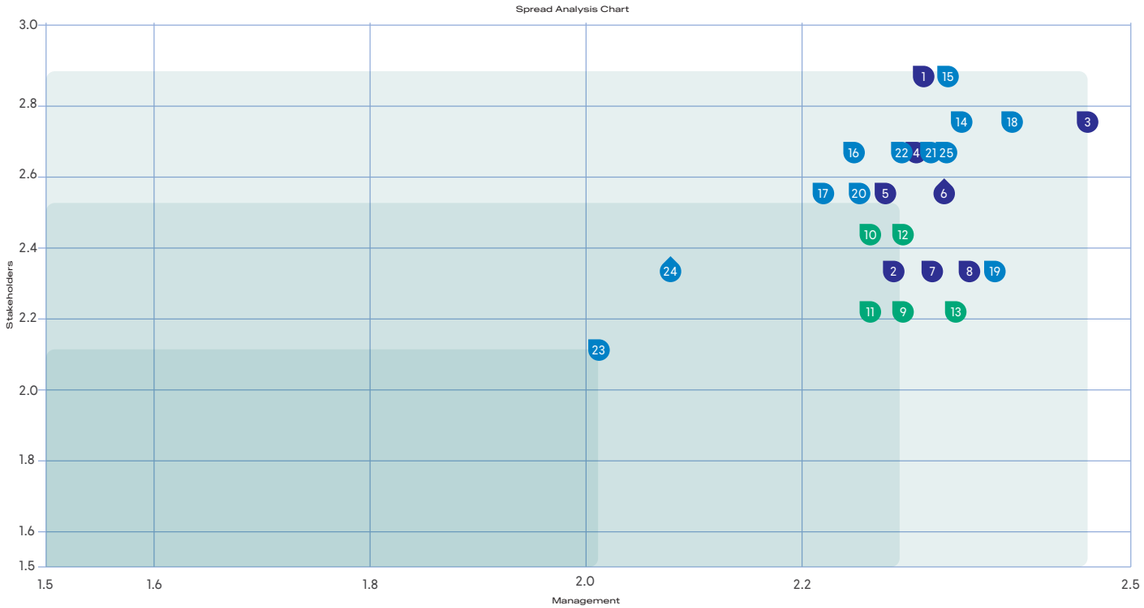
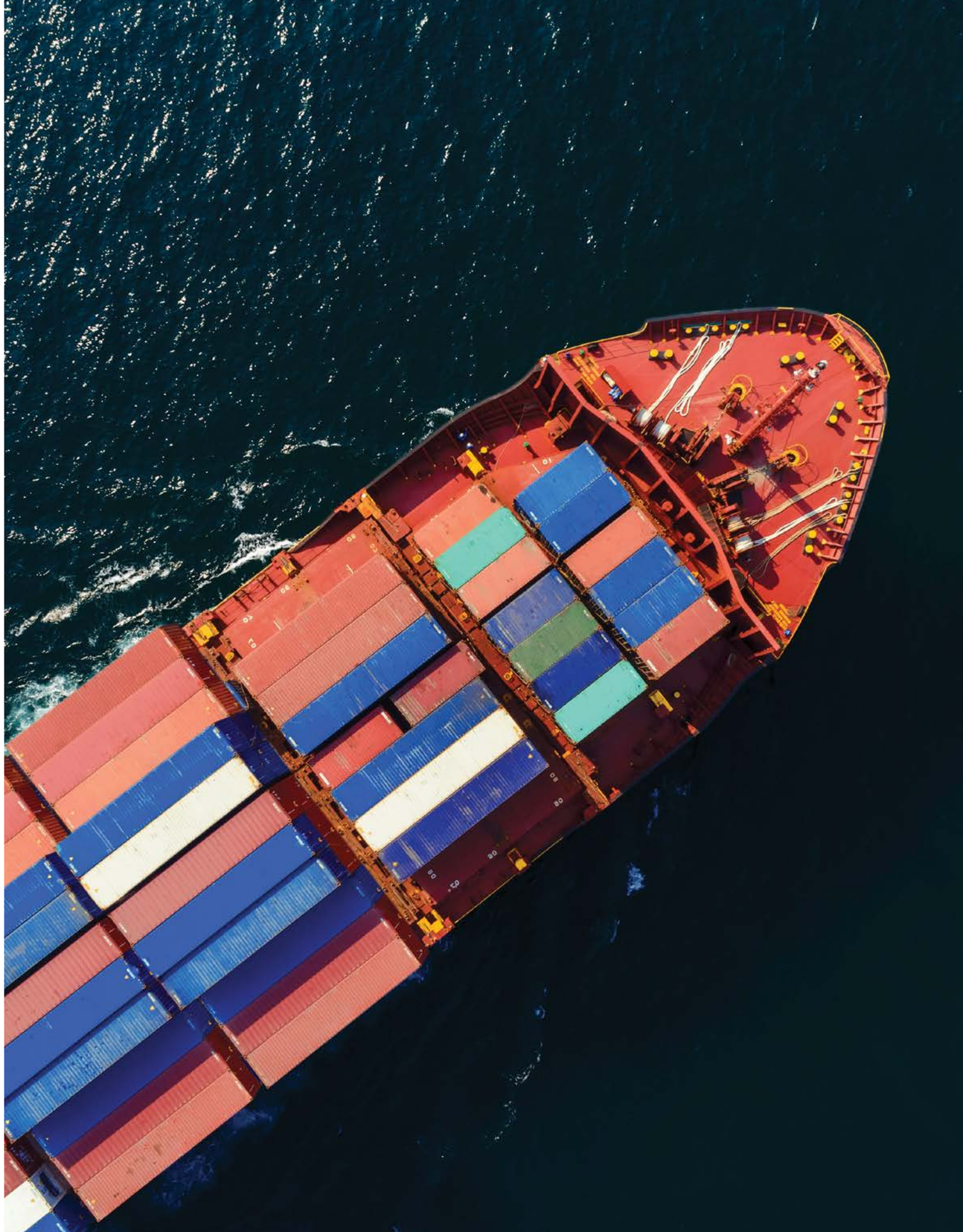


Figure 2: Materiality Matrix 2025.



Our Commitments - 2028 Goals in Progress

Environmental Targets	Target	Status 2025
Emissions	50% reduction of CO_2 emissions intensity (gCO_2/ tn-mile) by 2030 (against 2008 baseline).	Embedded (56.2% reduction in 2025)
	Exhaust gas Cleaning Systems (scrubbers) have been installed and certified and are now in operation onboard Danaos vessels.	Embedded (17 Danaos vessels fitted with EGCS SOx Scrubber)
	GHG Emissions neutrality by 2050.	In progress
	By 2050, all newbuilds are to be GHG-emissions neutral, transitioning to alternative fuels subject to availability, as well as technological and regulatory readiness.	In progress
	40% of container vessels will be equipped with AMPs to ensure full power with less emissions.	Embedded (41% of Container vessels already fitted with AMPs in 2025)
	Participating in Joint Industry Projects (JIP) investigating the use of alternative fuels to improve combustion and reduce the carbon footprint of vessels.	In progress
Marine Pollution, Conservation & Biodiversity	Work with vessels to ensure zero significant spills.[3]	Embedded
Waste Reduction	Zero waste overboard. No paper to landfield from our offices.	Embedded
	Reduction of waste volume onboard vessels by 50%(reference year 2021) to be achieved through the installation of garbage compactors across 100% of the fleet by the end of 2026	In progress In 2025 garbage compactors installed in 60 vessels (corresponding to 72% of the fleet). Compactors process key waste streams including plastics, aluminium, paper, and jerrycans, reducing onboard waste volume by more than 50%.
Environmental Compliance	Perform gap analysis and issue compliance roadmap with modifications to take place on each vessel (when relevant regulatory enforcement takes place).	Embedded
Memberships	Become a member of the Global Maritime Forum (GMF) and joined the Getting to Zero Coalition.	Embedded
	Become a member of the Ammonia Energy Association (AEA) and explore potential alternatives for newbuilding vessels and Methanol Institute.	Embedded
Reporting	Ensure full transparency to the IMO DCS and EU MRV -UK MRV emission reporting schemes through our advanced Beyond Waves data analytics platform.	Embedded
	Monitor and report company's fleet emissions and energy efficiency indices in our annual report.	Embedded
Initiatives	Develop tools to monitor compliance with various initiatives, such as the Poseidon Principles, Climate Bonds, SBTi and sharing of relevant data with our clients.	Embedded
Environmental Management System	ISO-50001 Environmental Management System adopted in 2015 is now stimulating energy-efficient operational practices and provides the necessary metrics.	Embedded
Innovation	Work on the full digitalization of company processes, ensuring close control and prompt response promoting fuel efficiency.	Embedded
	Continuous study and research on technical measures and design retrofits, aiming at improving vessel performance	In progress
	Support R&D research activities on the study and investigation of the use of alternative fuels and innovative technologies.	In progress

[3] Spill of 100-1000 lts is considered significant

CO_2 emissions intensity reduction (against 2008 baseline)

Target 50%

Status 56.2%

Embedded

Danaos CO_2 emissions per transport work (gCO_2/tn-mile) in 2025 was 11.95 (gCO_2/tn-mile), leading to 56.2% reduction compared to 2008 base year, surpassing our 2030 target of 50% six years ahead of schedule!

Container fleet AMP Installation Status

Target 40%

Status 41%

Embedded

41% of container fleet is already fitted with AMP by the end of 2025.

Waste reduction - Compactors installation status

Target 100%

Status 72%

In progress

72% of the fleet is already equipped with compactors in 2025.

Social Targets	Target	Status 2025
Child & Forced Labor	No child or forced labor permitted in our own operations.	Embedded
	Screening our significant suppliers to preclude child or forced labor.	Embedded
	Screening our significant suppliers to comply with Human Rights, Equal Opportunities and Non- Discrimination Policies	Embedded
Crew welfare & wellbeing	Implementation of crew welfare & wellbeing program (seafarers and staff satisfaction by >80%)	In progress
Diversity-Share of Women	Share of women in Office Employees: 40%	Embedded (40% women in office employees in 2025)
	Share of women in Directors: 25%	Embedded (25% women in Directors in 2025)
	Share of women in STEM: 25%	In progress (22% women in STEM in 2025)
Training & Development	All staff trained on Health, Safety, Social and Environmental (HSSE) risks.	Embedded
	Offer summer internship programs.	Embedded
	Ensure company culture of sustainability is in place onboard and ashore.	Embedded
	Ongoing monitoring of personnel career development and training.	Embedded
Crew Retention	Maintain annual crew retention rates above 80%.	Embedded (2025 crew retention 86%)
	Compliance with ILO requirements for seafarers.	Embedded
Employee Retention	Expand diversity and equal opportunities.	Embedded
Employee Retention Safety	Maintain annual employee retention rates above 90%.	Embedded (2025 employee retention 96.9%)
Procurement	Establish a sustainable procurement policy and screening of our suppliers.	Embedded
Health and Safety	Screening our significant suppliers for Safe Working Condition policies in place.	Embedded
	Zero Fatal Accidents and Improvement in Serious Accidents Rate* (*improve serious accidents rate or be within the top quartile of the industry average for this indicator).	Embedded
	Maintain our LTIF significantly lower than the industry averages.	In progress (LTIFR 2.39 in 2025)
Maximize our Social Impact	Maintain our strong social engagement and provide support to vulnerable groups.	Embedded
	Encourage the spirit of volunteerism among the employees towards environmental and charity activities.	Embedded
	Provide Sponsorships to University Students.	Embedded
	Increase further Social Impact by 2028.	Embedded

Crew retention above 80%

Target 80%

Status 86%

Embedded

The crew retention rate stood at 86% in 2025.

Employee retention above 90%.

Target 90%

Status 96.9%

Embedded

The employee's retention rate stood at 96.9% in 2025.

Share of women in Office Employees

Target 40%

Status 40%

Embedded

40% women in office employees in 2025.

Share of women in Directors

Target 25%

Status 25%

Embedded

25% women in Directors in 2025.

Share of women in STEM

Target 25%

Status 22%

In progress

22% women in STEM in 2025.

Zero fatal accidents

Target 0

Status 0

Embedded

0 in 2025.

Governance Targets	Target	Status 2025
Anti-Corruption	Zero corruption incidents	Embedded (Zero incidents in 2025)
	Screening our significant suppliers to comply with anti-corruption policies.	Embedded
	Establish partnerships with sustainable and anti-corruption initiatives.	Embedded
Promote Diversity in the board of directors and executive level	25% of the Board Members and Directors to be female.	In progress (18% of the Board Members and Directors are female in 2025)
Transparency-Reporting ESG - Ratings	Publish an ESG report on an annual basis and complying with the most important ESG Standards.	Embedded
	Increase and or maintain ESG ratings in the most important Agencies.	Embedded
	Integrate SASB standards into ESG report.	Embedded
Ethical Business Conduct	100% implementation rate .	Embedded
	Screening our significant suppliers to adhere to Danaos Code of Ethics.	Embedded
Whistleblowing	Provide a confidential and effective whistleblowing system for reporting violations.	Embedded
Customer Satisfaction	>90% of customers to be satisfied	In progress (80% customers satisfied in 2025)
Digitalization	100% digitalization of company processes by 2027	In progress
	Introduction and use of AI by 2027	In progress
Tracking key suppliers' sustainability performance	100% of Significant Suppliers[4] to be assessed.	In progress (49% of these suppliers assessed in 2025)
	Improvement of Tier I Significant suppliers[4] 'ESG score by 20% by 2028 (basis Danaos Suppliers Screening Process)	In progress

[4] Those that have annual turnover less than USD 200K and less than 20 employees will be excluded

Zero Corruption incidents

Target Zero (0) | Status Zero (0)

Embedded

Zero incidents for 2025 in Danaos.

ESG Suppliers Questionnaire

Target 100% | Status 49%

In progress

ESG Suppliers Questionnaire was addressed to all significant Tier I suppliers. 49% of these suppliers replied in 2025.
Assessment resulted in zero significant suppliers being excluded from the approved list of suppliers.

Our ESG Goals and Commitments to the SDGs

At Danaos, we are focused on aligning our key targets and future investments with the United Nations Sustainable Development Goals (SDGs) and our Environmental, Social and Governance (ESG) priorities. As part of a broader global value chain, we recognize our responsibility to contribute meaningfully to the UN 2030 Agenda—supporting efforts to eradicate poverty, protect the planet, address climate change, and promote peace and prosperity for all by 2030.

We have embedded the SDGs into our strategy by identifying those most relevant to our business and assessing how we can best strengthen our contribution through measurable actions and responsible decision-making.

Our ESG goals include:

- Advance decarbonization, with the ambition to Greenhouse gas (GHG) emissions neutrality by 2050.
- Continue research and development on energy efficiency, as well as alternative fuels and technologies.
- Strengthen partnerships with key stakeholders to promote sustainable development and shared progress.
- Ensure full compliance at sea and prevent adverse impacts on marine biodiversity by avoiding water pollution and maintaining robust waste and ballast water management and treatment.
- Meet evolving air emissions regulations and continue investing in maintenance and solutions that support emissions reduction.
- Promote circular economy principles by implementing policies that support the 3R concept (Reduce, Reuse, Recycle).
- Train both shore-based and onboard personnel to build decarbonization awareness and support effective implementation of actions.
- Further digitalize company processes and develop tools that enhance transparency and support decarbonization, aligned with a blockchain-ready approach.

The above commitments are primarily aligned with the following United Nations Sustainable Development Goals (SDGs):

Strategic Target	Relevant SDG(s)
Advance decarbonization, with the ambition to achieve Greenhouse gas (GHG) emissions neutrality by 2050.	7, 13
Continue research and development on energy efficiency, as well as alternative fuels and technologies.	7, 9, 13
Strengthen partnerships with key stakeholders to promote sustainable development and shared progress.	17
Ensure full compliance at sea and prevent adverse impacts on marine biodiversity by avoiding water pollution and maintaining robust waste and ballast water management and treatment.	6, 14
Meet evolving air emissions regulations and continue investing in maintenance and solutions that support emissions reduction.	13, 3
Promote circular economy principles by implementing policies that support the 3R concept (Reduce, Reuse, Recycle).	12
Train both shore-based and onboard personnel to build decarbonization awareness and support effective implementation of actions.	4, 13
Further digitalize company processes and develop tools that enhance transparency and support decarbonization, aligned with a blockchain-ready approach.	9, 13, 16

Stakeholder Engagement

Stakeholder engagement is a cornerstone of Danaos' strategic planning. To ensure a consistent and structured approach, we have established a Stakeholder Engagement Policy that sets out how we build and maintain meaningful relationships with our key stakeholder groups. Continuous, two-way communication is essential, enabling us to shape our actions and targets in a way that responds to stakeholder expectations, priorities, and concerns.

As part of this approach, we conduct regular materiality assessments, inviting stakeholders to assess and prioritize sustainability topics based on their significance. When determining whether an issue is material, we consider our impacts and dependencies across the value chain and draw on the perspectives of our principal stakeholders. We refresh this assessment annually to ensure it remains aligned with changes in our operations, stakeholder expectations, and the broader external context.

In parallel, we have introduced a customer satisfaction survey to better evaluate the effectiveness of our communication with this critical stakeholder group. By systematically addressing environmental, social, and governance (ESG) topics, we strengthen the foundation of our sustainability strategy and ensure our reporting and initiatives remain relevant, targeted, and action oriented.

Our Stakeholders	What they expect from us		Communication Channels and Frequency of Engagement
Employees (Office staff & Seafarers)	Our employees expect from Danaos Shipping to operate with integrity through robust anti-corruption and security practices, to ensure safe and healthy working conditions, to promote diversity, equal opportunities and a discrimination-free workplace, to strictly prohibit child labor, to support fair labor practices and employee welfare, and to provide continuous opportunities for training, education and professional development, while responsibly leveraging digitalization and artificial intelligence to enhance efficiency and support our workforce. Relative material topics: ▪ Anti-corruption ▪ Occupational Health & Safety ▪ Training and Education ▪ Diversity and Equal Opportunities ▪ Non- discrimination ▪ Security Practices ▪ Child Labor ▪ Digitalization and AI ▪ Labor Practices and Employees Welfare	We support an ongoing open communication between management and employees. Engagement is achieved also through monthly internal meetings, as well as an annual management review report. We host regular team-building activities and employee welfare initiatives and we hold regular employee satisfaction surveys.
Customers (Charterers)	Our customers expect Danaos Shipping to uphold strong business ethics and transparent practices, and to maintain trusted, responsive and constructive customer relations through high-quality and flexible services, ongoing and accurate support, and open communication aligned with their requirements. Relative material topics: ▪ Business ethics ▪ Transparency ▪ Customer Relations	We engage with our customers through meetings, in order to share information on action plans and long-term strategy. We work closely with our customers to develop services that promote sustainability, and we participate in our customers' benchmarking systems and sustainability assessments. We have a customers' "Added value" program in place.
Finance Related (Banks)	Our finance-related stakeholders are interested in Danaos Shipping's strong business ethics, anti-corruption practices and full regulatory compliance, transparent and reliable disclosures, effective management of environmental impacts including emissions and waste, robust occupational health and safety standards, respect for human rights through non-discrimination, diversity and equal opportunities, the prohibition of child labor, and the protection of data privacy within a well-governed and resilient organization. Relative material topics: ▪ Anti-corruption ▪ Regulatory compliance ▪ Business ethics ▪ Transparency ▪ Emissions ▪ Waste management ▪ Occupational Health & Safety ▪ Humans Rights Policy ▪ Diversity and Equal Opportunities ▪ Non- discrimination ▪ Child Labor ▪ Data Privacy	We are in daily communication with our finance-related stakeholders through our contracts, our financial reports, progress meetings, our corporate presentation and, in general, our day-to-day transactions.

Our Stakeholders	What they expect from us		Communication Channels and Frequency of Engagement
Government Officials and Authorities (Port State Control)	Government officials and agencies expect us to operate with integrity through strong anti-corruption practices, full regulatory compliance and transparency, to conduct safe and environmentally responsible operations by effectively managing emissions and waste, to uphold high occupational health and safety standards, to respect human rights, to implement robust security practices, and to contribute to sustainable economic growth. Relative material topics: ▪ Anti-corruption ▪ Regulatory compliance ▪ Transparency ▪ Emissions ▪ Waste Management ▪ Occupational Health & Safety ▪ Humans Rights Policy ▪ Security Practices	We engage with government officials and authorities through notices/instructions about latest rules and requirements, through the results of our inspections and auditing programs and through formal dialogue and communication channels.
International and Industry Organizations and Regulators (e.g. IMO, HELMEPA)	These stakeholders expect our active participation, collaboration and support, to be up-to-date and compliant with new requirements, to ensure strong shipping management and performance, to apply effective strategy and risk management, to operate safely and responsibly by managing emissions and waste, to uphold high occupational health and safety standards, to implement robust security practices, to prohibit child labor, and to promote fair labor practices and employee welfare while strengthening our internal sustainability culture. Relative material topics: ▪ Regulatory Compliance ▪ Shipping management & performance ▪ Strategy & Risk management ▪ Emissions ▪ Waste management ▪ Occupational Health & Safety ▪ Security Practices ▪ Child Labor ▪ Labor Practices and Employees Welfare	We engage through annual and ad-hoc meetings, memberships, audits, participation in high-level meetings, steering groups, committee, councils, forums and projects, as well as through the formation of joint action plans on a regular basis at least quarterly.
Suppliers (port agents, manufacturers, shipyards)	Our suppliers expect fair and long-term cooperation, transparent and compliant business conduct supported by strong anti-corruption practices, responsible management of environmental impacts including emissions and waste, high occupational health and safety standards, respect for human rights through diversity, equal opportunities and non-discrimination, the prohibition of child labor, robust security and data privacy practices, and the promotion of fair labor practices and employee welfare across the value chain. Relative material topics: ▪ Anti-corruption ▪ Regulatory compliance ▪ Transparency ▪ Emissions ▪ Waste management ▪ Occupational Health & Safety ▪ Humans Rights Policy ▪ Diversity and Equal Opportunities ▪ Non- discrimination ▪ Security Practices ▪ Child Labor ▪ Data Privacy ▪ Labor Practices and Employees Welfare	We communicate with our suppliers through our supplier performance evaluation, through service review meetings (with major suppliers), through our participation in supplier organized workshops and on- site visits on a regular basis. We have a sustainable procurement policy in place to ensure effective implementation of suppliers ESG programs required to identify and assess material risks and impacts. Detailed description can be found in the corresponding section in current ESG report.
Society (NGOs, Local Communities)	Our social stakeholders expect from us to manage our environmental impact responsibly through effective control of emissions and waste, to ensure safe and healthy working conditions, to uphold fair labor practices and employee welfare, to protect and promote human rights, and to contribute positively to social and economic development through responsible business conduct. Relative material topics: ▪ Emissions ▪ Waste management ▪ Occupational Health & Safety ▪ Labor Practices and Employees Welfare ▪ Humans Rights Policy	We communicate through news published on our corporate website and social media accounts, through our donations and charities and through our participation in discussions/ dialogue in sustainability forums organized by NGOs on a regular basis.

Table 1: Stakeholder Engagement.

Key Partnerships

Sharing expertise and collaborating with others in the sector is key to driving collective progress toward sustainability goals. We are actively pursuing membership in industry associations and committees, in order to contribute to the progress of the shipping industry via the exchange of expertise, as well as the support and promotion of sustainability concerns.

This year, Danaos is **continuing and strengthening** its external collaborations and voluntary initiatives that support responsible business practices, environmental stewardship, and progress toward the UN Sustainable Development Goals (SDGs).

United Nations Global Compact (UNGC): Following our official enrolment in **2024**, we are continuing our participation in the **UN Global Compact**, reinforcing our commitment to align our policies and operations with its universal principles on **human rights, labor standards, environmental protection, and anti-corruption**. Through this platform, we remain engaged with stakeholders globally and contribute to collective action that advances the SDGs.

Danaos was recognized among **"The Most Sustainable Companies in Greece 2026"** by the QualityNet Foundation, reflecting the Company's strong sustainability performance and its inclusion among leading companies distinguished for their ESG performance and commitment to sustainable business practices.

Global Maritime Forum (GMF) and the Getting to Zero Coalition: As a member of the **Global Maritime Forum since 2020**, we continue to support the **Getting to Zero Coalition** statement and remain actively involved in industry dialogue aimed at accelerating the transition to scalable zero-emission solutions for shipping.

Ammonia Energy Association (AEA): Building on our membership since July 2024, we are continuing our engagement with the **Ammonia Energy Association** by participating in meetings and staying current on developments related to **ammonia** as a potential marine fuel and pathway for decarbonization.

Danaos is continuing and strengthening its external collaborations and voluntary initiatives that support responsible business practices, environmental stewardship, and progress toward the UN Sustainable Development Goals (SDGs).

Methanol Institute (MI): In parallel, we participate in the **Methanol Institute**, to support the company's long-term alternative fuels strategy and planning of future newbuilding and retrofit decisions.

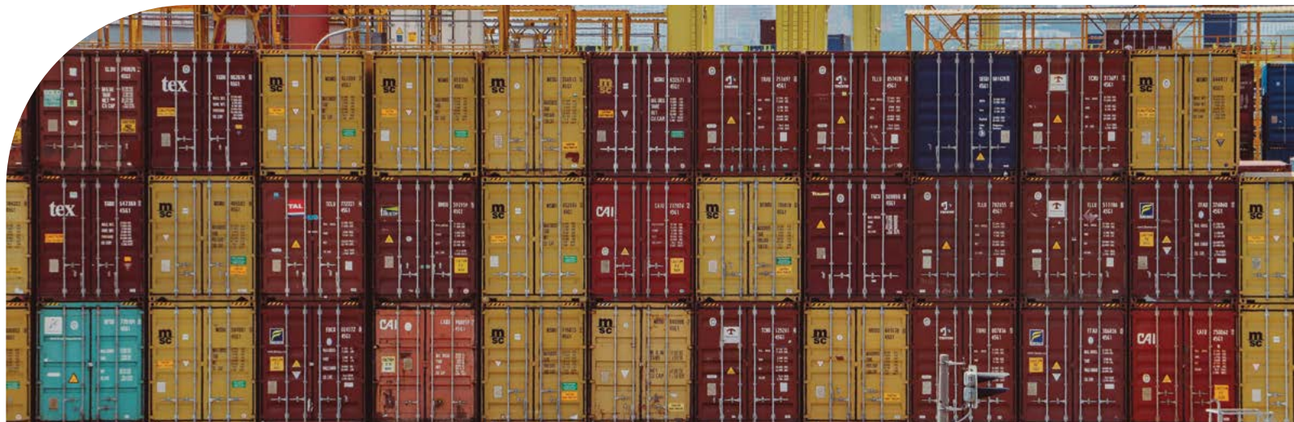
Environmental Ship Index (ESI): We remain voluntarily enrolled in the **Environmental Ship Index**, demonstrating our ongoing focus on improving vessel environmental performance and supporting customer sustainability priorities. By leveraging **ESI data**, we further enhance emissions-reduction planning, strengthen regulatory alignment, and reinforce client partnerships.

Poseidon Principles and Climate bond initiatives: This year, we continue to explore the **Poseidon Principles** and **Climate bond initiatives** as part of our broader effort to validate and assess our fleet's alignment with evolving climate expectations and compliance requirements.

Biodiversity initiatives: "SAvE Whales" and "Blue Whales Blue Skies": We are continuing measures to address biodiversity impacts by integrating areas identified under the **"SAvE Whales"** initiative into our **Waves** online fleet monitoring system, supporting the development of advanced alerting approaches aimed at reducing the risk of whale strikes. In parallel, we continue to apply a **geofencing-like approach** for the **"Blue Whales Blue Skies"** initiative and engage with clients whose chartered vessels operate in these regions, encouraging adherence to **voluntary speed reduction** measures.

Maritime Anti-Corruption Network (MACN): As an active member of the Maritime Anti-Corruption Network, we continue to support collective industry efforts to promote transparency, integrity, and fair business practices across the maritime sector. In alignment with our Anti-Bribery & Anti-Corruption (ABAC) Policy, we engage with MACN initiatives, tools, and best-practice guidance to strengthen our compliance framework, enhance risk awareness, and reinforce a zero-tolerance approach to bribery and corruption. Through this collaboration, we contribute to sector-wide dialogue and capacity-building actions aimed at eliminating corrupt practices and fostering ethical conduct throughout global shipping operations.

Danaos was recognized among "The Most Sustainable Companies in Greece 2026" by the QualityNet Foundation, reflecting the Company's strong sustainability performance.



Environment

01

We recognize that safeguarding the environment and adapting to climate change offer a meaningful opportunity to transform our operations and strengthen our positive contribution. By conducting climate-related risk assessments, we can better shape our strategy, guide investment decisions, and prioritize actions that enhance performance and resilience, ensuring our operations are managed with a clear, risk-aware approach.

Material Topics

- Emmissions
- Waste Management

Goals 2028

Status: 13 out of 19 environmental goals have been embedded in 2025.

SDGs

Climate-Related Risks and Policies

Danaos recognizes the importance of addressing climate change through a structured and transparent approach. In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we categorize, manage and report both physical and transition climate-related risks. Our long-term climate ambition remains the achievement of greenhouse gas (GHG) emissions neutrality by 2050, while pursuing opportunities to attain net-zero emissions earlier, subject to technological maturity and shipyard slot availability.

Over the past year, Danaos has continued to implement a wide range of energy-efficiency measures and has advanced the use of tools such as Internal Carbon Pricing to enhance environmental impact assessments and drive investment decisions. Our disclosures remain aligned with the TCFD framework to ensure that our stakeholders have clear insight into the Company's climate strategy, risk management and long-term transition pathway.

In strengthening our decarbonization agenda, we adopted stricter emissions-reduction targets, committing to a 50% reduction in carbon intensity by 2030 relative to 2008 levels and maintaining our long-term net-zero commitment for 2050.

Climate-scenario analysis, incorporating SSP1-2.6 and RCP 8.5, continues to inform our strategic planning. Based on these scenarios, Danaos has invested in automated systems for advanced sea routing and passage plan control across the entire fleet. We have further introduced advanced mooring force calculation software paired with targeted employee training to safeguard port operations. At the same time, we follow regulatory and technical developments closely, particularly the forthcoming structural rules expected from the International Association of Classification Societies (IACS), which are relevant to the sustainability and resilience of newbuild vessels.

Throughout the years, we have experienced disruptions caused by supply shortages from major lubricant and additive suppliers affected by hurricane-related infrastructure damage. To address this risk, we enhanced our consumables management policy by optimizing onboard inventory levels and deploying smart monitoring and alerting systems through our WAVES data analytics platform to ensure uninterrupted vessel operations. We further improved resilience by diversifying both suppliers and supply ports. To mitigate operational delays associated with prolonged anchorage due to extreme weather—such as coastal flooding, high winds and thunderstorms—we invested in advanced low-friction hull coatings to support longer idling periods and adjusted our provisions management strategy accordingly. These actions reinforce the resilience of our supply chain and reflect industry best practices in climate-related operational risk management.

Our Head office, which represents our principal land-based asset, is considered to have low exposure to physical climate impacts. Nonetheless, our business continuity strategy incorporates a backup operational framework located in another country in the hypothetical case of severe disruption. Remote work capabilities, enhanced through previous business continuity responses, provide additional assurance of operational continuity.

Danaos' decarbonization strategy, guided by our Low Carbon Transition Plan (LCTP), focuses on a dual pathway: maximizing the operational efficiency of the existing fleet while investing in fleet renewal through the acquisition of ECO second-hand vessels and the construction of newbuildings capable of accommodating green fuels in the future. We anticipate that the ambitious SSP1-1.9 pathway aligned with the Paris Agreement's 1.5°C objective will gain relevance, and we are actively exploring pathways to align our targets with the Science Based Targets initiative (SBTi), acknowledging the challenges that must be addressed.

The LCTP incorporates the IMO's decarbonization targets and reflects the IEA Sustainable Development Scenario's trajectory toward achieving the Paris Agreement's goal.

In strengthening our decarbonization agenda, we adopted stricter emissions-reduction targets, committing to a 50% reduction in carbon intensity by 2030 relative to 2008 levels and maintaining our long-term net-zero commitment for 2050.

We continue to strengthen risk-management frameworks and integrate climate-scenario analysis into strategic planning.

Our LCTP articulates the main aspects of our environmental strategy in:

- Maximizing the efficiency of the existing fleet: Our investment in energy efficiency and Internal Carbon Pricing (ICP) tools demonstrates a strategic approach to emissions reduction and cost optimization. These tools enhance data-driven decision-making and sustainability impact assessments. Recognizing the limitations of energy efficiency improvements on the existing fleet underscores the importance of fleet renewal and exploring alternative fuels.
- Cooperating closely with our clients on a transparent data-sharing basis aiming to optimize the vessel trade route through an advanced leg analysis methodology, developed in-house.
- Working on the prevention of power penalty development through advanced performance monitoring tools: We try to achieve the maximum engagement of our people in this process. By emphasizing real-time performance evaluation and proactive corrective actions, we're ensuring both operational efficiency and long-term sustainability. In this respect, we invest in advanced performance-monitoring tools, crew engagement and training on energy efficiency best practices, while we encourage a data-driven culture where crew actively contributes to performance monitoring.
- Green fuel readiness and fleet renewal, ensuring Danaos is well prepared for the maritime energy transition.

In the scope of Danaos disclosure about the application of TCFD framework in the management of climate-related risks, a comprehensive TCFD-aligned gap analysis and a detailed assessment of climate-related risks and opportunities was performed. In Danaos, we have assessed climate-related risks, identified their potential impacts and developed response mechanisms to mitigate these challenges.

These risks are categorized in **transition risks** (policy and legal, technology, market and reputation) and **physical risks** (acute and chronic climate impacts).

Transition risks, including regulatory changes such as the EU ETS, FuelEU Maritime and potential IMO CII-related penalties, are managed through emissions monitoring, data transparency and continued fleet efficiency upgrades. Technology-related risks are mitigated through investment in digital systems, fleet renewal and fuel-flexible vessel designs.

Increased investor, regulator and customer scrutiny is addressed through transparent ESG disclosures, including CDP, S&P CSA, GRI and SASB and the publication of our Low Carbon Transition Plan annually.

Acute physical risks are mitigated with advanced weather routing, automated passage planning and risk-based vessel deployment strategies, while chronic risks are addressed through long-term climate-resilience planning and exploration of adaptive technologies.

Danaos has also identified and assessed climate-related opportunities and their potential financial impact. Resource-efficiency opportunities involve ongoing investment in energy-saving technologies, digital performance monitoring and operational optimization. As customer demand shifts toward low-carbon shipping solutions, our transparent emissions reporting and collaborative approach with clients position us advantageously. The transition to low-carbon fuels creates opportunities through the deployment of ECO vessels capable of future green-fuel retrofits. We continue to strengthen risk-management frameworks and integrate climate-scenario analysis into strategic planning.

All climate-related risks, opportunities, their potential financial impacts and associated response strategies are disclosed in detail in our CDP report, supporting transparency and alignment with global best practices.

Emissions

Regulatory Framework in Shipping on Emissions Reduction

The regulatory landscape governing emissions reduction in shipping continues to accelerate, driven by international, regional and national efforts to decarbonize the sector. In 2025, the focus remained on short-term measures such as the Carbon Intensity Indicator (CII), alongside the industry's increasing shift toward future fuels, including ammonia, hydrogen and sustainable biofuels, as well as innovative propulsion technologies. These developments support the broader pathway to achieving net-zero emissions by 2050.

The EU maintains a leading role through the extension of the EU Emissions Trading System (ETS) to maritime transport, effective from January 2024, following its adoption in 2023. Under this mechanism, shipping companies must purchase allowances for their CO_2 emissions, creating direct financial incentives for efficiency improvements and supporting the EU's Fit for 55 target of a 55% emissions reduction by 2030. Complementary EU initiatives, including FuelEU Maritime and RED II, are accelerating the production and uptake of renewable and synthetic fuels, while the sustainability classification rules are guiding direct investment toward environmentally sustainable activities.

National and subnational authorities are also tightening requirements. Measures range from stricter emission caps and low-sulfur fuel mandates to enhanced enforcement in coastal waters. In the United States, the California Air Resources Board (CARB) enforces strict air quality standards for ships operating in California's waters.

Despite regulatory progress, challenges persist. Fuel availability and the limited infrastructure for alternative fuels remain major barriers, requiring substantial investment and coordinated industry action. Technological maturity, operational impacts and cost burdens continue to shape the pace of transition. Danaos is proactively addressing these challenges by developing digital tools that monitor vessel emissions in real time, enabling early assessment of FuelEU compliance obligations and associated financial risks.

As the sector evolves through regulatory tightening, alternative fuel development and digital transformation, the need for continuous adaptation is evident. Danaos fully supports the IMO's revised decarbonization ambitions and actively contributes to the development of practical pathways to meet them.

"Progress is never automatic; every step forward is a choice to build a better future."

Danaos fully supports the IMO's revised decarbonization ambitions and actively contributes to the development of practical pathways to meet them.

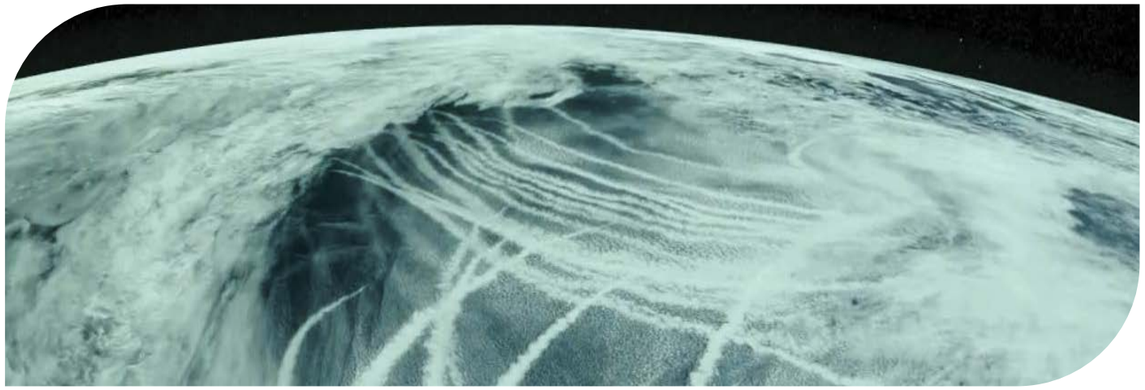


Figure 3: Ship in the northern Pacific (NASA).

Heading towards decarbonization

Danaos approaches the pathway to emissions neutrality by 2050 with a balanced combination of ambition and operational realism. Our decarbonization strategy is anchored in two complementary pathways:

- maximizing the efficiency of the existing fleet and
- progressively transitioning toward vessels capable of operating on zero-carbon fuels.

These pathways are implemented through our Low Carbon Transition Plan (LCTP), which aligns the International Energy Agency's (IEA) Beyond 2° Scenario (B2DS) decarbonization scenarios and supports commercially attractive growth with a reduced carbon footprint.

In line with this strategy, Danaos strengthened its climate targets by committing to a 50% reduction in carbon intensity by 2030 compared with 2008 levels, while maintaining the long-term objective of GHG Emissions neutrality by 2050.

We embarked on a comprehensive Low Carbon Transition Plan (LCTP) aimed at reducing emissions from our fleet by investing in ships that are commercially attractive with a low carbon footprint. Decarbonization journey towards 2050 hinges on two primary pathways:

a) optimizing the current fleet of vessels and
b) transitioning to a fleet of zero-carbon vessels powered by zero-carbon fuels.

Biofuels are deployed as a short-term and near-term transition solution, supporting decarbonization while alternative fuels mature. Multiple bunkering campaigns using certified sustainable B24 and B30 blends have been carried out, primarily for vessels calling at EU ports, in line with regional regulatory requirements. The primary concern surrounding biofuels relates to the sustainability of the biomass feedstock used in their production. As demand for biofuels has already increased and is expected to continue growing, it is essential to apply robust due diligence in feedstock selection to mitigate potential adverse social and environmental impacts.

Medium-term initiatives focus on reducing emissions during port operations and preparing the fleet for fuel transitions. Danaos has already exceeded its commitment to equip 40% of the container fleet with Alternative Marine Power (AMP) by 2025, reducing emissions at berth and supporting compliance with evolving port regulations.

This period also covers the implementation of the IMO's mid-term GHG reduction measures, including a transition phase to assess regulatory effectiveness. Danaos integrates the anticipated impacts of evolving regulations into its growth and investment planning. Green newbuilding vessels currently under construction are expected to join the fleet during this horizon. These vessels are designed to be "green fuel ready," capable of operating on alternative fuels as they become commercially viable.

In addition, Danaos actively participates in industry initiatives, including membership in the Ammonia Energy Association and the Methanol Institute, to stay informed on developments regarding methanol and ammonia as maritime fuels.

Danaos' newbuilding program is anchored in advanced ECO vessel designs, with approximately 74.4% of newbuildings methanol-ready and 25.6% also ammonia-ready, ensuring flexibility for future sustainable fuel adoption.

In the near term, fleet optimization has remained a priority. The short-term period (2025-2026) is aligned with the implementation of key regulatory changes, including the IMO's Carbon Intensity Indicator (CII), the EU Emissions Trading System (EU ETS) and the FuelEU Maritime regulation. During this period, Danaos prioritized retrofitting the fleet, completing more than 300 energy-efficiency upgrades, including propulsion improvements, navigation enhancements and main engine tuning, all validated through speed and performance trials. In parallel, Danaos expanded its dry bulk portfolio, with efficiency upgrades and propulsion improvements already underway.

The long-term horizon is critical for achieving deep decarbonization in line with global climate goals. To support fuel transition, Danaos prioritizes fleet renewal, divesting from older vessels while investing in new buildings with advanced environmental specifications, including ECO designs, methanol-ready capability and cold ironing systems. Eight (8) new buildings were successfully delivered in 2024-2025, while our orderbook as of first Quarter 2026 includes thirty-one (31) additional green vessels expected for delivery between 2026 and 2029. Danaos' newbuilding program is anchored in advanced ECO vessel designs, with approximately 74.4% of newbuildings methanol-ready and 25.6% also ammonia-ready, ensuring flexibility for future sustainable fuel adoption. Stakeholder engagement remains central to our decarbonization journey. Danaos collaborates closely with suppliers, charterers and financial institutions, embedding ESG criteria across the value chain. Active participation in initiatives such as the UN Global Compact and Global Maritime Forum's Getting to Zero Coalition support alignment with emerging climate standards and scientific pathways.

Beyond operational emissions reductions, Danaos continues to address residual emissions through verified carbon offsetting of headquarters operations and employee commuting.

In 2024, the company further strengthened its climate strategy by enrolling thirty retrofitted vessels in a Gold Standard-compliant Voluntary Carbon Market program. In total, thirty (30) vessels retrofitted in 2024-2025 were enrolled enabling retrofit-related emissions savings to be monetized and reinvested into fleet renewal and environmental performance upgrades. There is a link between green performance and VCM, since funds anticipated for large scale retrofits will provide capital for ship-owing companies, making decisions for retrofits and green fuels more viable.

We have also performed speed trials to verify new speed power curves on both vessels retrofitted with propulsion improvements, as well as on vessels retrofitted with new propellers or ESDs.

CO_2 emissions intensity reduced by 56.2% vs 2008 baseline, exceeding the 2030 reduction target (achieved in 2024) six years ahead of schedule.

Emissions Monitoring

Danaos has developed an advanced digital monitoring tool to measure and manage the fleet's emissions and overall energy efficiency. Emissions are calculated across the entire fleet to ensure transparency, regulatory compliance and effective emissions management. These performance metrics serve as key indicators of environmental impact and, upon request, are shared with clients to support the assessment of their value-chain emissions in line with the Scope 3 GHG Protocol.

Our internally developed monitoring routine incorporates interactive Carbon Intensity Indicator (CII) calculations, vessel ratings and forward-looking projections of CO_2 emissions. This capability positions Danaos to respond effectively to existing regulatory mechanisms, including the EU ETS and FuelEU Maritime and to potential future market-based measures under the IMO's evolving GHG framework. Building on the significant speed reductions implemented in prior years, the fleet's average operating speed decreased further to approximately 14.4 knots in 2025, compared with 14.7 knots in 2024. The average fleet draft remained broadly stable at 11.3 meters in 2025 (2024 at 11.2 meters), reflecting adjustments in trading patterns and cargo utilization, with no material impact on operational efficiency.

The cumulative impact of Danaos' extensive retrofit program continued operational optimization and the delivery of newbuilding vessels during 2024–2025 was reflected in further improvements in energy efficiency. The fleet's Energy Efficiency Operational Indicator (EEOI) declined to approximately 11.95 g CO_2 per tn-mile in 2025, compared with 13.26 g CO_2 per tn-mile in 2024, corresponding to a 56.2% reduction in CO_2 emissions intensity relative to the 2008 baseline.

With a 56.2% reduction in CO▪ emissions intensity in 2025 compared with the 2008 baseline, Danaos has exceeded its 2030 emissions intensity reduction target of 50%, six years ahead of schedule. The target was first achieved in 2024, and performance continues to outperform this level in 2025. This outcome demonstrates sustained progress toward the company's long-term decarbonization objectives and reflects a combination of technical efficiency measures, operational discipline and strategic investment in lower-carbon assets, reinforcing Danaos' commitment to supporting the maritime sector's transition toward a lower-emissions future.

CO_2 emissions intensity reduction (against 2008 baseline)

Target 50%

Status 56.2%

Embedded

Danaos CO_2 emissions per transport work (gCO_2/tn-mile) in 2025 was 11.95 (gCO_2/tn-mile), leading to 56.2% reduction compared to 2008 base year, surpassing our 2030 target of 50% six years ahead of schedule!

EEOI (gCO_2/tn-mile)

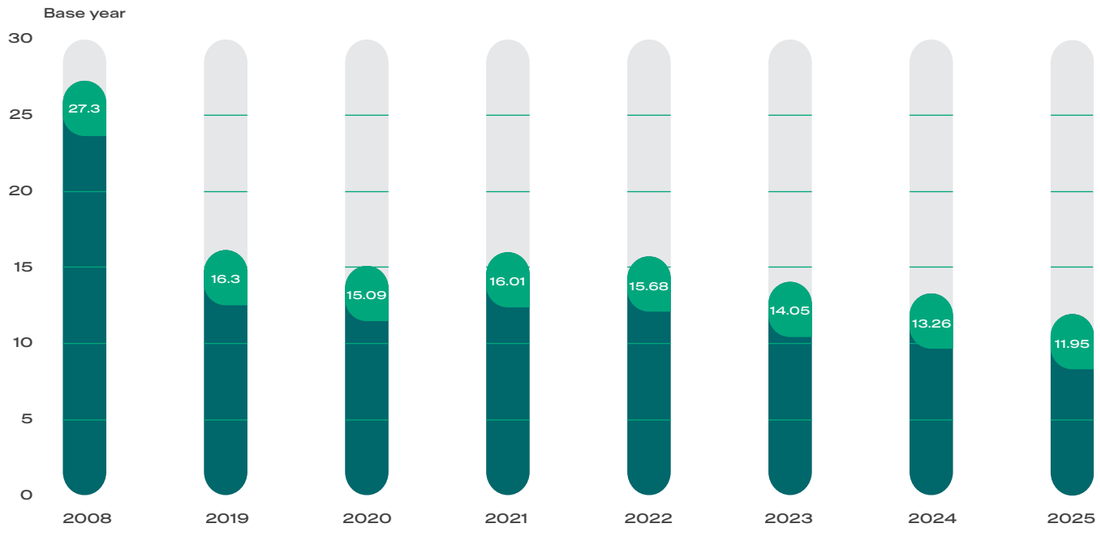


Figure 4: EEOI (CO_2 emissions intensity reduction) intensity reduction trend vs base year 2008 (2019-2025)

Danaos calculates its greenhouse gas (GHG) emissions and related KPIs using methodologies aligned with the BIMCO Ship Performance Indicators (Ship PI) platform (ship-pi.bimco.org), ensuring consistency with industry standards and alignment with tools commonly used by our charterers. In addition, emissions are quantified in accordance with the Greenhouse Gas (GHG) Protocol Corporate Standard and applicable IMO and EU regulatory frameworks, supporting transparency, methodological rigor and comparability in emissions reporting and performance assessment. As of 2025, reporting also includes methane (CH_4) and nitrous oxide (N_2O), enabling the calculation of total CO_2-equivalent (tCO_2e) emissions and alignment with evolving regulatory and disclosure requirements.

Emissions	2024	Change 2023-2024	2025	Change 2024-2025
CO_2 (tCO_2)	3,799,558	+21.8%	3,744,982	-1.4%
CO_2 Emissions Intensity (gCO_2/tn-mile)	13.26	-5.6%	11.95	-9.9%
SOx (tn SOx)	10,530	20%	10,399	-1.2%
SOx Eff (gSOx/tn-mile)	0.04	0	0.03	-25%
NOx (tNOx)	114,753	19.7%	112,469	-2%
NOx Eff (gNOx/tn-mile)	0.4	-7%	0.36	-10%
CH_4 and N_2O (tCO_2e)	59,907	+19%	58,995	-1.5%

Table 2: CO_2 and other emissions for 2024-2025.

Following the successful implementation of the IMO 0.5% global sulfur cap in 2020, Danaos has continued to strengthen the monitoring of sulfur oxides (SOx) and nitrogen oxides (NOx) across the fleet. As of 2025, nine existing vessels are equipped with open-loop scrubbers, while six newbuilding vessels delivered in 2024 and two bulk carriers are also fitted with SOx scrubbers.

Fleet operations within SOx and NOx Emission Control Areas (ECAs) are closely monitored, and regions restricting the use of open-loop scrubbers are continuously tracked and reflected in our operational monitoring maps. Danaos has implemented integrated monitoring of both air emissions and scrubber washwater discharge, enabling early detection of potential malfunctions and minimizing the risk of non-compliance. Scrubber performance is continuously supervised through the WAVES data analytics platform, supported by reference logs and automated alerts, ensuring ongoing compliance with applicable environmental regulations. In parallel, thirty (30) newbuild vessels will be equipped with SOx scrubbers and NOx Tier III emission-reduction technologies, including Selective Catalytic Reduction (SCR) and Exhaust Gas Recirculation (EGR) systems. Our R&D function continues to assess emerging emissions-control technologies to identify solutions that balance environmental performance, operational reliability and regulatory readiness.

The efficiency gains reflected in Danaos' emissions performance are the result of a combination of operational optimization and targeted retrofits. It is estimated that, for these Low Carbon Products (based on provided data of fuel savings from makers), which are being monitored for their reliability via Waves, that the deployment of low-carbon technologies and retrofit solutions has reduced fuel consumption by approximately 5% compared to baseline operation without these interventions.

Danaos has also continued to expand the installation of Alternative Marine Power (AMP) systems to reduce emissions while vessels are at berth. By 2025, the company achieved its AMP installation target, with fourteen additional vessels equipped, including newbuilding vessels delivered in 2024-2025. As a result, 41% of the container fleet and approximately 36% of the total fleet, including bulk carriers, are AMP-equipped. Through its AMP program, Danaos is proactively positioning its fleet to meet these requirements and to support the broader decarbonization of port operations.

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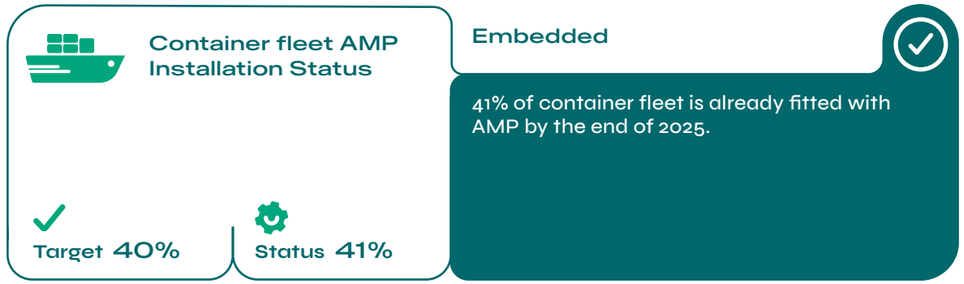


Danaos' long-term objective is to increase AMP coverage to 81% of the container fleet by 2030, supporting port-side decarbonization and compliance with increasingly stringent shore-power requirements. These investments are aligned with evolving European regulatory developments that mandate that major EU ports must provide Onshore Power Supply (OPS) infrastructure by 1 January 2030 for container and passenger ships, with the requirement extending to additional ports by 2035. Under the Alternative Fuels Infrastructure Regulation (AFIR) and the FuelEU Maritime Regulation, docked vessels above 5,000 gross tonnage calling at designated EU ports will be required to connect to OPS or use alternative zero-emission technologies, with the objective of eliminating auxiliary engine emissions while at berth.

Fleet EEOI - CII Data	2024	2025
AER	6.72	5.96
EEOI	13.26	11.95
EEXI Compliance	100%	100%
CII Compliance	60% (A-B-C CII RATED)	79.5% (A-B-C CII RATED)
CII-A Vessels	19%	15.7%
CII-B Vessels	20%	30.1%
CII-C Vessels	21%	33.7%
CII-D Vessels	29%	16.9%
CII-E Vessels	11%	3.6%
Fuel Consumption	1,220,112	1,201,525

Table 3: AER, EEXI, CII, EEOI, FUEL CONSUMPTION for Danaos Fleet for 2024-2025 (in tons).

Scope 1 (Direct) – Scope 2 (Indirect) – Scope 3 GHG Emissions

Danaos calculates and reports its direct greenhouse gas emissions (Scope 1) and indirect emissions from purchased electricity (Scope 2), with emissions allocated on a client basis where applicable. In parallel, the Company continues to enhance the collection, coverage and quality of value-chain greenhouse gas data (Scope 3) associated with its business activities.

Scope 1 emissions primarily arise from fuel combustion during vessel operations, the majority of which occur in international waters. Emissions are calculated based on actual fuel consumption data and recognized emission factors, in accordance with the GHG Protocol Corporate Standard and applicable maritime regulatory requirements. As of 2025, Scope 1 greenhouse gas reporting has been expanded to include methane (CH_4) and nitrous oxide (N_2O), enabling the calculation of total carbon dioxide equivalent emissions (tCO_2e) and supporting alignment with evolving regulatory, IMO and EU disclosure requirements. Prior-year figures have been restated accordingly to ensure comparability across reporting periods.

Scope 2 emissions are calculated and reported using both the market-based and location-based approaches, in line with the GHG Protocol requirements. The market-based method applies regional residual mix emission factors, while the location-based method are calculated using national grid emission factors. For EU countries, emission factors are sourced from the European Environment Agency and for non-EU countries, emission factors are sourced from the International Energy Agency, ensuring methodological transparency, consistency, and comparability. As of 2025, the organizational boundary for Scope 2 reporting has been expanded to include electricity consumption from the Tanzania office in Zanzibar. In previous reporting periods, emissions from this location were not calculated due to the unavailability of supplier-specific data, contractual instruments, and reliable country-specific emission factors. Accordingly, Scope 2 emissions are now reported for all six operational locations under our operational control, comprising five offices and one site office (project-based facility). A site office embedded within a third-party shipyard in China has been excluded from the Scope 2 boundary, as operational control rests with the shipyard operator.

In 2025, Danaos achieved a 3% reduction in Scope 2 emissions compared with the previous year, primarily reflecting continued implementation of energy-efficiency measures and optimized electricity consumption across shore-based facilities.

A structured procedure for Scope 3 emissions reporting has been established and continues to evolve. This includes the collection of emissions data from suppliers and partners, with reported Scope 1 and Scope 2 emissions allocated to Danaos where **relevant**. Key Scope 3 emissions categories include emissions associated with business travel and Well-to-Tank (WtT) fuel lifecycle emissions. WtT emissions are calculated in accordance with the FuelEU Maritime Regulation (EU) 2023/1805, which mandates the use of a Well-to-Wake lifecycle methodology for greenhouse gas intensity calculations.

Moreover, Scope 3 categories have been expanded as the company has collected accurate emissions data from courier service companies, to estimate emissions of sending goods onboard through procurement activities, while since 2023 we report shipyard shore power during drydockings and supplier Scope 3 emissions collection through ESG questionnaire embedded in the Danaos Analytics Platform, supporting supplier engagement, transparency and continuous improvement across the procurement process.

More specifically, our R&D department, in cooperation with our Procurement department, has implemented an emissions recording and ESG data collection module within the Beyond WAVES platform, through which suppliers report Scope 1 and Scope 2 emissions related to Danaos activities alongside broader ESG indicators. Allocations are calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard. The system supports supplier engagement, transparency and continuous improvement across the procurement process and enables monitoring of ESG partner performance through defined KPIs. The company has set prerequisite and mandatory criteria, mainly related to people and secondary ones related to GHG emissions. Our aim is to assess and measure sustainability activity and ensure the sustainable and efficient performance of our supply chain in compliance with our requirements and standards, which is necessary for creating positive value.

Our "Emissions Allocation" function devised in our WAVES platform allocates our Scope 1 emissions on a client/vessel basis, so that our clients can in turn evaluate the size of their contribution in a holistic approach, as a part of the value-chain environmental footprint and thus refine their strategy accordingly.

During 2025, Danaos enhanced its greenhouse gas (GHG) accounting methodology to further align with evolving regulatory and reporting requirements. Key updates include:

- Scope 1 reporting includes methane (CH_4) and nitrous oxide (N_2O), enabling full reporting in carbon dioxide equivalent (t CO_2e);
- Adoption of FuelEU Maritime Regulation (EU) 2023/1805 emission factors for Well-to-Tank (WtT) emissions calculations;
- Restatement of 2024 comparative figures to ensure methodological consistency and year-on-year comparability.

These updates represent methodological enhancements only and do not reflect changes in operational performance or fuel consumption. As of 2025, the Scope 2 reporting boundary was expanded to include the Zanzibar office in Tanzania, with emissions calculated under both location-based and market-based methodologies using the IEA country emission factor in the absence of supplier-specific data.

Below are presented Danaos Greenhouse Gas Emissions Scope 1, Scope 2 and Scope 3 emissions for the year 2024-2025.

Total GHG Emissions [5]	2024	2025
Total direct (Scope 1) emissions (tCO_2e) [6,7,8]	3,819,113	3,793,839
Total energy indirect (Scope 2) emissions (tCO_2e)[9]	305	290.8
Total other indirect (Scope 3) emissions (tCO_2e)[10]	677,000	670,098

Table 4: Total GHG Emissions (2024-2025)

Biogenic emissions (disclosed separately)	2024	2025
Biogenic CO_2 emissions – Biofuel (tCO_2e)	40,353	10,138

Table 5: Biogenic emissions (2024-2025)

Scope 1 (tCO_2e)	2024	2025
Containers	3,585,542	3,521,935
Bulkers	233,571	271,904
Total	3,819,113	3,793,839

Table 6: Scope 1 emissions for Container and Bulker fleet for 2024-2025.

Scope 2 (Market-based)

	2024			2025		
Office	MWh	tCO_2e	Renewable	MWh	tCO_2e	Renewable[11]
Greece	1,011.2	291.4	48.5%*	1,084.5	260.5	49.95%*
Cyprus	12	6.4		10.7	5.7	
Russia	9.2	0.39		10	0.42	
Ukraine	14.3	4.16		12.6	4.35	
Korea	5.7	2.68		4.5	2.16	
Tanzania				62.8	17.7	
Total	1,052.4	305	47%	1,185.1	290.8	46%

Table 7: Scope 2 Market-based emissions for 2024 -2025.

[5] Organizational and operational boundaries are applied consistently across Scope 1, Scope 2 and Scope 3 emissions unless otherwise stated.
[6] Scope 1 emissions include CO_2, CH_4 and N_2O using Global Warming Potential (GWP) values based on IPCC AR5 (100-year time horizon).
[7] Scope 1 emissions do not include biofuel combustion. Biogenic emissions relate to biofuel combustion and are reported separately from fossil GHG emissions (Table 5) in accordance with GHG Protocol guidance.
[8] Comparative 2024 Scope 1 figures have been recalculated to include CH_4 and N_2O emissions and are expressed in tCO_2e.
[9] Scope 2 emissions are based on Market-based method, reflecting the emissions reduction achieved through the procurement of renewable electricity, while Scope 2 emissions calculated using the Location-based method are presented in Table 8.
[10] Scope 3 emissions include categories as listed in Table 9. During 2025, Danaos updated its WtT emissions calculation methodology to align fully with the FuelEU Maritime Regulation. Accordingly, 2024 comparative figures have been restated using the same FuelEU emission factors to ensure consistency and comparability of reported emissions across reporting periods. The restatement resulted in an increase in previously reported 2024 WtT emissions due solely to the application of revised regulatory emission factors.
[11] Reference DAPEEP report for Aggregated Energy Mix results. Data for 2024 is used, as data for 2025 will be published in July 2026.

Scope 2 (Location-based)[12]

	2024		2025	
Office	MWh	tCO_2e	MWh	tCO_2e
Greece	1,011.2	284.2	1,084.5	309.1
Cyprus	12	6.8	10.7	5.7
Russia	9.2	3.2	10	3.9
Ukraine	14.3	4.0	12.6	3.3
Korea	5.7	2.4	4.5	2.0
Tanzania			62.8	17.7
Total	1,052.4	300.6	1,185.1	341.7

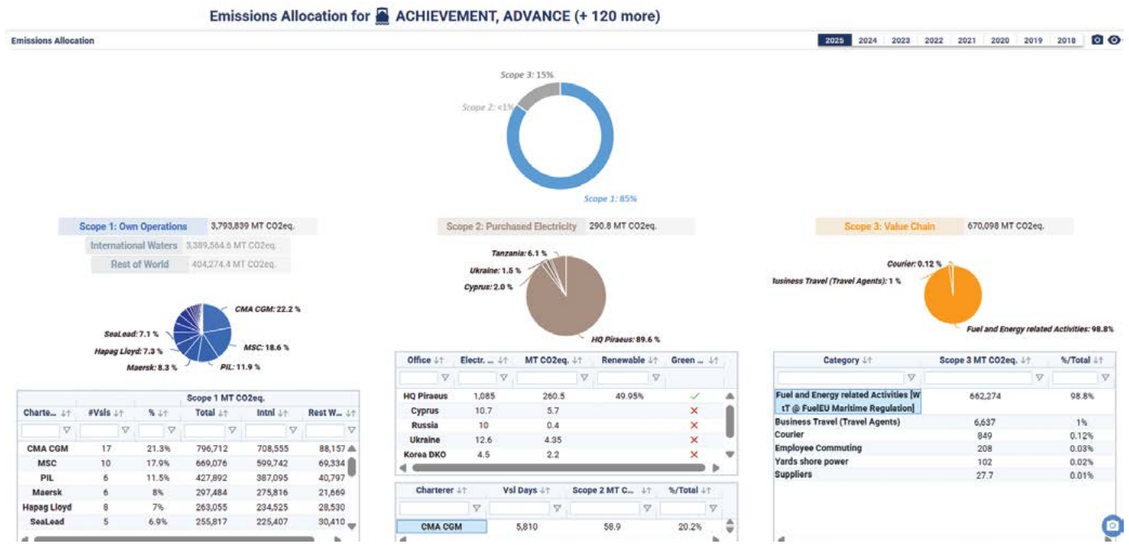
Table 8: Scope 2 Location-based emissions for 2024 -2025.

[12] Reference national grid average emission factors applied to electricity consumption at each site, using for EU countries the EEA and for non-EU countries the IEA most recent available data (2025 edition).

For Danaos' Russia office, the difference between Scope 2 market-based and location-based emissions reflects the emission factors applied. The market-based method uses a regional residual mix factor provided by our provider, reflecting the lower-carbon St. Petersburg grid mix (primarily nuclear and hydropower), while the location-based method applies the national grid emission factors (sourced from the IEA).

Scope 3 (tCO_2e)	2024	2025
Fuels + MGO WtT	647,511	662,274
Upstream Transportation and Distribution (Courier)	1,082	849
Business travel	6,007	6,637
Employees commuting	198	208
Purchased Good and Services (Suppliers)	252.3	27.7
Purchased Good and Services (Yards shore power)	288.7	102.1
Total	677,000	670,098

Table 9: Scope 3 emissions (2024-2025).



Ozone Depleting Substances

We have incorporated the modifications from the old systems to the new ones and, according to the regulations, any deliberate emission of ODS is prohibited. For new building vessels, any installation containing ODS, such as halons and chlorofluorocarbons (CFCs), is prohibited. The Freon Types in use are R-404A, R-410, R-417 and R-407C. Total Freon Capacity increased in 2025 due to the increase in the number of vessels from 81 in 2024 to 83 within 2025. Freon losses for 2025 were at 11.1% of the total capacity, reflecting that our efforts to reduce losses are paying off.

We plan to reduce greenhouse gas emissions and mitigate climate change, based on EU F-gas Regulation (517/2014) adopted 1 Jan 2015 for reduction of use of HFCs. A service ban on HFCs with high Global Warming Potential (GWP >2,500) like R-404A, R-507 and R-422A has been imposed since 1 Jan 2020. The F-gas regulation applies to all EU countries and EU flagged vessels. Therefore, replenishment of retrofit systems with lower GWP refrigerants takes place where required.

GWP (Global Warming Potential)	2024	2025
Total Freon Capacity (tons)	29.9	31.1
Total Freon Losses (%)	10.5%	11.11%

Table 10: Freon Capacity and Losses Overview for 2024-2025.

Energy

Energy – Fuel Consumption

Danaos' R&D Department plays a central role in improving energy efficiency across the fleet by extensively investigating options for minimizing transportation costs and the subsequent fuel consumption required per cargo transferred. This includes optimizing the vessels' design and operating profile and consequently monitoring performance. More than that, the R&D department continuously evaluates alternative fuel pathways, including methanol, ammonia, LNG and hydrogen, to support the long-term energy transition. Fleet energy consumption is reported annually and includes fossil fuels consumed onboard Danaos-operated vessels and shore-based infrastructure. Total energy consumption decreased by ~0.5% in 2025 compared to 2024. Danaos does not have material energy consumption outside the organization attributable to its operations.

Energy Consumption (TJ)	2024	2025
Consumption of Fuel	46,876	46,030
Consumption of Diesel	1,434	2,610
Renewable Energy (Fuel and Electricity)	646	149
Consumption of purchased non-renewable electricity	2.0	2.3
Total energy consumption	48,959	48,791

Table 11: Energy Consumption for 2024-2025.

Renewable electricity share across all Offices	2024	2025
% renewables	47%	46%

Table 12: Percentage of renewable energy for Danaos Offices in 2024 and 2025.

Renewable electricity share reflects supplier-specific energy mix data available only for headquarters (49.95% renewable); other offices are conservatively treated as non-renewable due to lack of supplier information, resulting in a 46% renewable share in 2025.

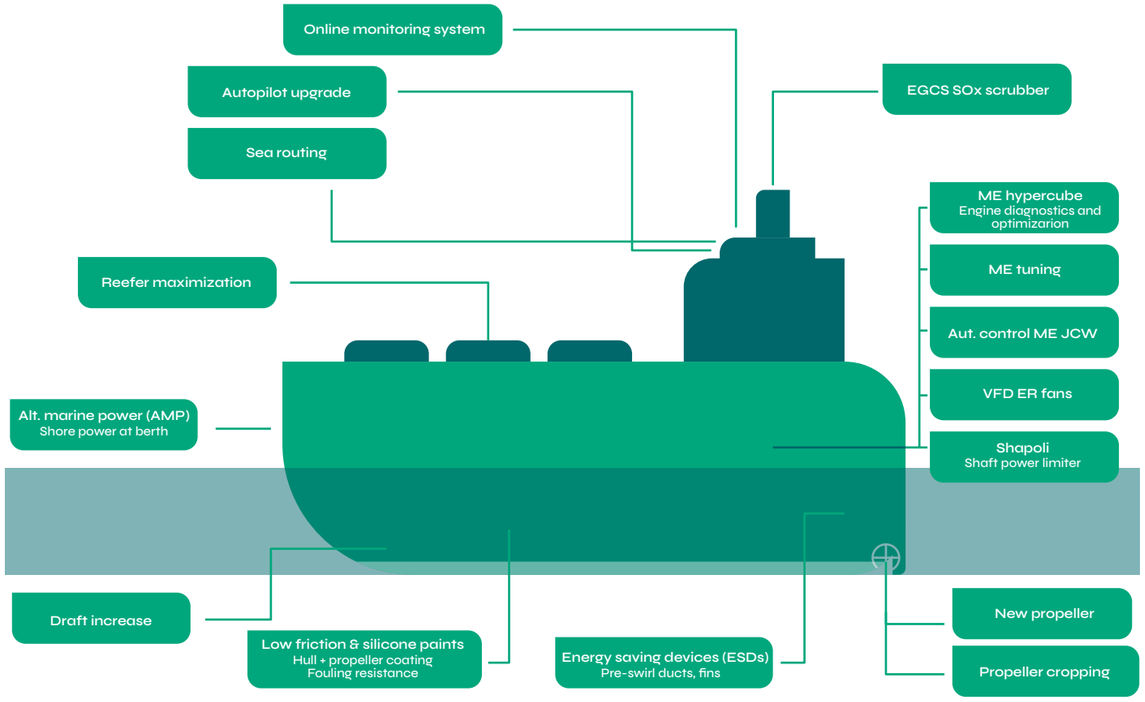
Danaos has been certified under the ISO 50001 Energy Management System since 2015. Energy efficiency KPIs are systematically monitored to support regulatory compliance, improve vessel performance and enhance Carbon Intensity Indicator (CII) ratings.

On top of the above and as a part of our effort to achieve optimum CII results for our fleet, numerous retrofits have taken place within 2025 as depicted below:

Scope	#Vessels Complete 2025	Total
Sea Routing	26	47
New Propeller	3	25
Propeller Cropping	1	9
Energy Saving Devices (ESDs)	4	44
VFD ER Fans	-	7
Aut. Control ME JCW	-	6
ME Tuning	-	10
ME Hypercube	-	1
Draft Increase	-	37
Online Monitoring System	3	82
Autopilot Upgrade	-	63
Alternative Marine Power (AMP)	8	30
Shapoli	-	51
Low Friction Paints	17	66
Silicone Paints	-	1
Propeller Silicone Painting	-	2
EGCS SOx Scrubber	-	17
Reefer maximization	-	23

Table 13: Retrofits carried out in 2025.

CII Retrofit Measures



Energy Efficiency measures and initiatives to improve CII

As part of its decarbonization strategy, Danaos implemented an extensive retrofit program during previous years. This included the completion of 3 propeller retrofits in our container fleet, all fitted with propeller BTF as well as 4 Energy saving device (ESD) installation. All above investments are of course distributed in different implementation periods throughout 2025 and various retrofits were carried out on different vessels with various operational profiles. From the investment in the aforementioned low carbon products and enhancements, we have concluded to a fleet weighted average of 5% savings in fuel consumption per vessel.

Danaos also continued its diversification into the dry bulk sector, with the acquisition of three additional Capesize carriers delivered within 2024, increasing the number of bulk carriers to ten (10) in total. Technical optimizations and retrofits are being implemented for the second-hand Capesize Bulk Carriers acquired, in order to be further optimized, aiming to performance improvement and emission reduction. In 2025, we completed 1 ESD installation (PSV, HVAF and propeller trimming) on a bulk carrier and 1 more vessel remains to be completed with 2026, while one vessel was delivered with the ESD installed. Compliance with Rightship standards and aiming to achieve good fleet rating scores refers to energy optimizations as well, apart from safety aspects.

Low-friction hull coatings remain a key efficiency lever, with seventeen (17) vessels coated under the Company's Low Friction Paint Campaign. These measures are complemented by optimized vessel loading, steering practices and voyage planning, delivering further power and emissions savings.

As part of its decarbonization strategy, Danaos implemented an extensive retrofit program during previous years.

Fuel Consumption	2024	2025
HFO-LFO (MT)	1,168,860	1,136,438
Biofuel (MT)	15,742	3,972
MGO (MT)	35,630	61,115
Power efficiency index (%)	35.2%	35.0%
Reefer utilization (%)	16.6	16.4
Average reefer load (kW)	4	4

Table 14: Fuel Consumption for 2024-2025.

Newbuilding Program

As of end of 2025, twenty-five (25) container newbuilding vessels are under construction and are scheduled for delivery between 2026 and 2029. Danaos' newbuilding strategy prioritizes ECO designs that support green fuel flexibility and long-term decarbonization. The 82% of these newbuildings are methanol-ready and 30% also ammonia-ready, including the newbuilding vessels already delivered. Eight newbuilding vessels were delivered in 2024–2025, featuring advanced ECO designs and capable of accommodating green fuels. These vessels are equipped with NOx Tier III emission-reduction technologies, supporting compliance with stringent environmental standards.

Danaos' newbuilding strategy prioritizes ECO designs that support green fuel flexibility and long-term decarbonization.

Target: By 2050 all new buildings to be greenhouse gas (GHG) emissions neutral.

In progress

Waste Management

Danaos' activities produce a range of waste streams, including used spare parts from vessel maintenance, sludge generated through fuel consumption, onboard waste from routine shipping operations, and waste originating from shore-based facilities. Our waste management emphasizes continuous innovation and operational efficiency to reduce waste generation across fleet and shore-based operations. Initiatives include strengthening waste segregation processes, advancing documentation digitalization to lower environmental impacts, and systematically assessing opportunities for recyclable and reusable materials onboard and ashore in support of circular economy practices.

Waste reduction and proper waste handling training is provided to employees and crew as part of onboarding and refresher programs, with a focus on pollution prevention, regulatory compliance and responsible disposal practices.

Circular Economy and Responsible Waste Management

A key initiative supporting circularity is the ReNAV campaign, led by the Electrical Department, which focuses on the upcycling and reuse of navigation and communication equipment. Given the high level of fleet standardization across sister vessels, equipment and spare parts removed during retrofits are assessed for reusability. Components unaffected by the fault triggering the retrofit are either redeployed onboard other vessels or retained as office stock for future use, extending asset life cycles and reducing waste generation. Typical equipment included in the ReNAV scheme comprises marine monitors, processor cards and satellite communication systems.

Equipment that cannot be reused is dismantled into basic components, such as batteries, bare metal parts like frames etc., electronic components, and delivered to licensed recycling facilities.

Through the ReNAV campaign within 2025, a total of 34 systems have been recycled, 29 systems have been upcycled (have been retrofitted and kept in office stock or sent to other vessels for reuse) and 3 systems have been repaired.

A key initiative supporting circularity is the ReNAV campaign, which focuses on the upcycling and reuse of navigation and communication equipment.

Ship Recycling – Handling of Hazardous Materials

We pay special attention to the proper recording of hazardous materials, ensuring smooth cooperation with our suppliers, safe recycling of vessels at the end of their life and selecting recycling facilities which embody safe practices. Since 2017 Danaos has been training its own Quality Control Engineers, as "Hazmat Experts" (currently approved by two Classification Societies: KR & DNV). Danaos' Quality Control Engineers have proceeded with sampling and preparation of Inventories of Hazardous Materials (IHM) to the entire Fleet, acting proactively so as necessary certification both for EU and HKC to be available.

Within 2025, the entire Fleet was in full compliance with current Regulations related to IHM Certification and IHM Maintenance.

Presently IHM Maintenance is followed as an ongoing process, keeping vessels' records up to date, while at the same time constant monitoring of new Resolutions or amendments on Guidelines is considered integral part of IHM.

Waste Onboard Management

Garbage segregation is implemented onboard all vessels in accordance with the Danaos Safety Management System (DSMS), pollution prevention procedures and MARPOL requirements. The company promotes waste prevention, reduction, reuse and recycling and minimizing waste streams, including garbage generated on board. We provide separate waste streams at the point of collection, so that garbage can be separated and discharged ashore more effectively.

Ship-generated waste is delivered to licensed port reception facilities and managed in accordance with applicable local and international regulations. Danaos' policy requires waste segregation both onboard and ashore to support recycling wherever feasible. Onboard waste streams are categorized into liquid and solid waste, each managed under strict control procedures according to MARPOL (International Convention for the Prevention of Pollution from Ships). Solid operational waste primarily arises from maintenance activities. Recyclable materials, such as metallic parts, are discharged ashore for recycling, while others non-recyclable items, such as oily rags are incinerated onboard to reduce the volume of waste ending up at the landfills.

In compliance with the regulations, ash is collected, retained onboard and discharged at port reception facilities, to be further used as raw material in the construction industry. Since 2023, the total amount of ash disposed ashore was recorded as part of our systematic reporting and is shown below. Other waste generated from the living spaces is segregated in categories and disposed ashore for recycling. Waste that is categorized as Hazardous and Medical is carefully segregated, clearly labelled and disposed ashore according to international and national regulations. Two sub-categories of operational waste, which are totally separated as Hazardous, consist of jerrycans & paint cans, for which special care is provided to minimize to the extent possible the remnants of paint/chemical contained. In 2025, we continued recording the quantities of these two items separately from other operational waste, to ensure safe disposal.

Improvements recorded on waste recycling between 2024 and 2025 are available in the table below:

The company promotes waste prevention, reduction, reuse and recycling and minimizing waste streams, including garbage generated on board

Category	2024	Difference (2023-2024)	2025	Difference 2024-2025
Plastics (m^3)	2,557	9%	2,779	9%
Cooking oil (m^3)	16.87	13%	22.67	34%
e-Wastes (m^3)	115	17%	132	15%
Ashes (m^3)	66.4	174%	29.1	-56%

Table 15: Waste for 2024-2025.

Between 2023–2024 and 2024–2025, changes in onboard waste recycling reflect both operational and technical improvements. Used cooking oil (UCO) generated onboard increased in 2025, reflecting higher fleet utilisation, the addition of vessels with larger galley facilities and enhanced onboard tracking practices. Increased galley activity also reflects the company's ongoing investment in crew welfare and the provision of healthier nutrition standards onboard, in line with the Maritime Labour Convention. All UCO generated across the fleet is 100% collected and transferred to licensed facilities for biodiesel production, consistent with the company's circular economy commitments. In contrast, the ash generation decrease is attributed to the increased use of garbage compactors, which minimize the volume of waste requiring incineration as well as operational constraints, such as round-trip voyage patterns where waste cannot always be discharged ashore for recycling, continue to necessitate onboard incineration.

To minimize ship-generated garbage, Danaos works closely with approved ship chandlers to reduce packaging, promote bulk supplies, encourage reusable or recyclable packaging and return packaging materials to suppliers wherever possible.

More specifically, we have agreed with our approved ship-chandlers on a number of practices such as:

- Using supplies that come in bulk packaging, considering factors such as adequate self-life (once a container is open).
- Using supplies that come in reusable or recyclable packaging and containers.
- Avoiding supplies that are packaged in plastic, unless reusable or recyclable plastic is used.
- Wrapping which protects goods on their way to the ship should be replaced in the port before receiving the goods.
- Crew should return plastic, paper and wooden packing materials to the respective suppliers.

Total onboard waste volume per DWT increased modestly in 2025, primarily driven by the bulker fleet, reflecting recent vessel acquisitions. Newly delivered bulk carriers underwent drydocking upon delivery, which affected waste reporting consistency and may have influenced bulker waste intensity figures. The container fleet remained stable, supported by the integration of two newbuilding vessels.

	2024	2025
Waste volume (lts) per DWT	0.87 (81 vsls)	0.93 (83 vsls)
	1.07 (containers)	1.07 (containers)
	0.33 (bulkers)	0.4 (bulkers)

Table 16: Total waste volume per DWT for 2024-2025.

As part of the Company's 3R (Reduce, Reuse, Recycle) program, garbage compactors are progressively installed across the fleet.

As part of the Company's 3R (Reduce, Reuse, Recycle) program, garbage compactors are progressively being installed across the fleet to support the target of reducing onboard waste volume by 50% relative to the 2021 baseline. By the end of 2025, 60 vessels (72% of the fleet) had been equipped with compactors, with installation across the entire fleet targeted to be complated by the end of 2026. Compactors process key waste streams including plastics, aluminium, paper, and jerrycans, reducing onboard waste volume by more than 50%. Waste intensity is systematically monitored to track progress and assess program effectiveness while accounting for changes in fleet size over time.

In 2025, total absolute waste volume increased compared with the prior year, reflecting fleet growth. The recycling and reuse rate remained consistent year-on-year, demonstrating that waste management performance was maintained proportionally as the fleet expanded. This reflects stable waste management practices and the company's ongoing commitment to circular economy principles.

Waste reduction - Compactors installation status

In progress

72% of the fleet is already equipped with compactors in 2025.

Target 100%

Status 72%

The volume of waste directed to recycling increased in line with waste generation, reflecting consistent waste management performance and ongoing commitment to circular economy practices.

The detailed breakdown of waste handled through incineration, landfilling and other disposal methods is presented in the table below:

Category	2024	2025
Total waste recycled/reused (m^3)	3,645.8	3,958.8
Total waste disposed (m^3)	6,451.1	7,042.6
– Waste landfilled (m^3)	4,859.2	5,200.4
– Waste incinerated without energy recovery	1,552	1,813.6
– Other / Waste with unknown disposal method (m^3)	39.9	28.6

Table 17: Total waste by treatment/disposal method (m^3) for years 2024-2025.

The above table includes hazardous waste streams, such as jerrycans and paint cans, which are fully segregated and managed under strict handling procedures. While these waste streams are included in total waste figures to ensure completeness and consistency of reporting, they are also disclosed separately due to their hazardous nature.

Liquid waste primarily consists of oil residues (sludge) generated from fuel purification processes. Sludge volumes are closely linked to fuel consumption and are minimized through fuel quality analysis fuels in specialized laboratories and regular maintenance of purification systems. In 2025, total sludge generated amounted to 20,655 m^3 and was disposed of at licensed shore reception facilities for further industrial processing.

All fleet vessels follow a specific Garbage & Sewage Management Plan (GSMP), while a Garbage Record Book and placards for the familiarization of crew and visitors regarding the proper handling of garbage on board are available. Ship personnel receive regular training on waste management procedures, and compliance is verified through internal audits, Port State Control inspections and port agencies/authority controls.

Ship personnel receive regular training on waste management procedures, and compliance is verified through internal audits, Port State Control inspections and port agencies/authority controls.

Onshore Waste Management

In parallel with shipboard management, we continuously strive to improve the management of waste generated in our headquarters. As part of our Environmental Action Plan, we monitor the average paper consumption per employee per day, and we always encourage our people to reduce paper consumption. Although the number of our personnel increased in 2025, the efforts for less paper use were noted. In 2025, total paper consumption decreased by 21.06%, compared to a 13.3% reduction in 2024.

At the same time, e-waste generation is of major concern. Danaos invests in high-end data and networking electronic equipment, attaining information security and prolonged life cycles. Any obsolete equipment, classified as e-waste, can either be in working condition or be unusable. IT equipment that remains in working condition after it has been data-wiped and refurbished is donated to charity institutions. Any equipment that we can't re-use in-house is recycled by professional companies. Additionally, we abide by the contract with our suppliers to return IT electronic equipment and the empty toner cartridges for recycling. As a result of these practices, during 2025, a total of 415 kg of electronic IT equipment, 20 kg lamps and a total of 27 toner cartridges were collected from our offices for appropriate management and recycling.

Marine Environment Stewardship

Conforming to Environmental Laws & Regulations

Environmental protection and pollution prevention remain top priorities for Danaos. The Company operates under a Zero MARPOL Incident policy, with any oil spill or leakage, regardless of scale, documented, reported and analyzed to prevent recurrence and continuously improve preventive controls.

Recognizing that human factors are the most common contributors to pollution incidents, Danaos focuses on minimizing exposure risks through a structured and proactive prevention framework. This includes preventive maintenance of critical machinery, routine drills and emergency simulations, and continuous training of both onboard and shore-based personnel through safety meetings and targeted programs and a strong crisis management policy. Danaos' Safety Management System integrates robust pollution prevention procedures and crisis management protocols, supported by predictive risk assessments designed to identify and mitigate potential environmental threats before they materialize. These measures enable early detection, rapid response and effective incident prevention.

As a result of this systematic approach, Danaos continues to operate with zero oil spills, reflecting the effectiveness of its governance structure, operational discipline and strong environmental culture.

At same time, we have established and implemented a robust Environmental Management System, and our fleet systematically complies with or exceeds environmental laws and regulations as imposed by:

- IMO
- U.S. Oil Pollution Act of 1990
- CERCLA (spills and releases of hazardous substances)
- Clean Water Act
- Clean Air Act
- EU MRV regulation

In 2025 there were zero (0) cases of significant spills, while zero containers have been reported to be lost at sea.

Zero significant spills

Target Zero (0)

Status Zero (0)

Embedded

In 2025 there were zero (0) cases of significant spills, while zero containers have been reported to be lost at sea.

Biodiversity

Protecting Marine Biodiversity

Addressing biodiversity loss is a critical priority, given the close interconnection between healthy ecosystems, human well-being and maritime operations. Danaos applies sustainable shipping practices designed to minimize environmental impacts and protect marine ecosystems, including the reduction of pollutants, strict waste management controls and responsible operational planning.

To strengthen environmental governance, Danaos is developing a nature-related risk management process aligned with the Taskforce on Nature-related Financial Disclosures (TNFD) framework. This initiative will enhance the company's ability to identify, assess and manage nature-related dependencies, risks and opportunities across its operations and supply chain. Risks are categorized by type, operational impact and timeframe, with defined mitigation actions aimed at safeguarding marine biodiversity while supporting operational efficiency and regulatory compliance.

To strengthen environmental governance, Danaos is developing a nature-related risk management process aligned with the Taskforce on Nature-related Financial Disclosures (TNFD) framework.

Physical Risks Chronic

Description	Primary Operation effect	Value chain stage where the risk occurs	Time horizon	Likelihood	Description of Countermeasure and Actions
Risks to Marine Habitats Ship activity in Particularly Sensitive Sea Areas (PSSAs) may disrupt marine species habitat. Ship strikes are a major threat to many endangered whale species. Environmental hazards from underwater noise, which masks the communication signals of marine species and disrupts behavior of marine life. Risk of container loss overboard, resulting in marine pollution and long-term ecological harm.	▪ Increase operation cost ▪ Increase compliance cost	Direct Operation Downstream	MT	Low	▪ Continuously monitor our vessels' trading routes and any trespassing into sensitive or Particularly Sensitive Sea Areas (PSSAs) as defined in MEPC.1/Circ.778/Rev.3 Annex 2. In these zones, operations are limited strictly to transshipment activities only, no cargo loading/unloading or bunkering is conducted. This precaution mitigates environmental risks and reflects our proactive commitment to safeguarding vulnerable marine ecosystems while ensuring responsible global operations. ▪ Monitoring through our Waves system the vessels' routes to ensure compliance and to encourage voluntary speed reductions for whale protection in areas designated as "Whales Initiatives", such as Blue Whales Blue Skies Zones, Vancouver Killer Whales Zone, NOAA Right Whale Ship Strike Reduction Rule Zones and SaVE WHALES Zones (Blue Whales Blue Skies" and "SAvE Whales" initiatives). ▪ Implement robust vessel safety measures designed to minimise the risk of container loss during transit. ▪ Apply advanced routing software to improve route efficiency while preventing transit through vulnerable marine areas.
Dependence on Biodiversity Marine ecological degradation and sea-level rise may restrict access to key shipping channels and ports, leading to longer detours, higher fuel costs, schedule disruptions and reduced operational reliability.	▪ Increase operation cost ▪ Increase compliance cost	Upstream Direct Operation	LT	Low	▪ Ensure compliance with all port regulations and adjust deployment schedules to minimise additional operational costs. ▪ Engage proactively in marine ecological protection initiatives to strengthen ecosystem resilience. ▪ Prioritize fleet modernization by adopting commercially viable green technologies to reduce environmental impact and enhance operational sustainability.

Policy and Transition Risks

Description	Primary Operation effect	Value chain stage where the risk occurs	Time horizon	Likelihood	Description of Countermeasure and Actions
Ballast Water Management Risk of invasive species through uncontrolled ballast water discharge and the transfer of non-native aquatic organisms to new marine environments, disrupting local ecosystems, harming biodiversity and affecting fisheries and coastal industries.	▪ Regulatory compliance ▪ Reputational damage ▪ Increase operation cost	Direct Operation	MT	Medium	▪ Ensure full compliance with the IMO Ballast Water Management Convention to prevent the spread of invasive aquatic species. ▪ Install IMO- and USCG-certified ballast water treatment systems on all vessels. ▪ Follow manufacturer-recommended maintenance procedures/intervals. ▪ Train crew members in the proper operation of ballast water management systems to guarantee effective and consistent performance.
Ship Recycling Improper ship recycling can result in severe environmental damage and legal liabilities. Ensuring compliance with international regulations, such as the Hong Kong International Convention and adhering to environmental protection standards is essential to mitigate this risk.	▪ Increase compliance cost ▪ Market restrictions ▪ Legal liabilities	Direct Operation Downstream	MT	Low	▪ Ensure accurate recording and documentation of hazardous materials through comprehensive Inventories of Hazardous Materials (IHM) for all vessels. ▪ Collaborate closely with suppliers to guarantee safe and environmentally responsible recycling practices. ▪ Select ship recycling facilities that adhere to high safety and environmental standards. ▪ Maintain a dedicated team of trained Quality Control Engineers/Experts responsible for on-site sampling, preparing IHMs and certifying compliance.

ST: Short-term | MT: Medium-term | LT: Long-term

Policy and Transition Risks

Description	Primary Operation effect	Value chain stage where the risk occurs	Time horizon	Likelihood	Description of Countermeasure and Actions
Biofouling Management Extended anchorage during extreme weather may disrupt port operations and increase hull biofouling, reducing efficiency, raising fuel use and harming marine ecosystems	▪ Environmental pollution ▪ Increased maintenance costs ▪ Increased emissions ▪ Reduced efficiency	Direct Operation	ST	Low	▪ Implement proper biofouling management that minimizes environmental harm, while ensuring compliance with IMO and applicable environmental regulations. ▪ Apply Low Friction paints on all vessels, leading to significant power savings and subsequent reductions in carbon emissions, while reducing negative environmental impacts.
Waste Management Improper handling of waste and plastics may lead to pollution into the marine environment, posing ecological harm and regulatory non-compliance. Implementing IMO-aligned systems and crew training helps prevent plastic discharge and maintain environmental standards.	▪ Environmental pollution ▪ Violations, fines ▪ Navigational safety risks ▪ Reputational risks	Direct Operation	MT	Medium	▪ Install garbage compactors on all vessels to reduce the waste volume onboard. ▪ Onboard garbage is segregated under DSMS procedures, with separate waste streams and practices to prevent, reduce, recycle and safely discharge waste ashore, in compliance with international regulations. ▪ Training crew on proper garbage segregation and handling of waste to reduce impacts on the marine environment.

Biodiversity Protection Opportunity

Description	Primary Operation effect	Value chain stage where the risk occurs	Time horizon	Likelihood	Description of Countermeasure and Actions
Leverage advanced route optimization and environmental data analytics to minimize whale strikes, reduce underwater noise and lower fuel consumption simultaneously.	▪ Reduced impact on marine species ▪ Reduced emissions	Direct Operation	LT	Low	▪ Enhanced biodiversity protection and operational efficiency while lowering costs and supporting compliance with marine protection regulations.

ST: Short-term | MT: Medium-term | LT: Long-term

Table 18: TNFD-aligned Nature-Related Risks and Opportunities

Key biodiversity protection measures include compliance with international regulation for ballast water. The BWTS units employed on all our vessels utilize either: UV disinfection, installed on our containerships, to inactivate bacteria and pathogens through ultraviolet light exposure, or Electrolysis-based treatment, installed on our bulkers, where seawater is electrochemically processed to generate disinfectant compounds that neutralize harmful organisms. 100% of Danaos' diversified fleet of containerships and bulk carriers was retrofitted with BWTS, significantly reducing the risk of invasive species transfer while largely avoiding chemical discharge. The operation of BWTS is closely monitored, particularly in sensitive areas, in line with MARPOL guidance (MEPC.1/Circ.778). Additional measures supporting marine biodiversity protection include application of antifouling paints that are free of organotin compounds and cybutryne eliminating substances known to harm marine life, enhanced waste management practices, monitoring of freshwater consumption, recycling initiatives such as the mooring ropes recycling program and the Company's 3R (Repair–Reuse–Recycle) policy. Sewage treatment systems are operated in compliance with applicable standards, while the company's zero-spill policy, supported by continuous fleet monitoring and predictive maintenance, further reduces risks to the marine environment.
Danaos has established a structured action plan for oil spill risk mitigation, supported by preventive maintenance, regular drills, crew training and crisis management procedures. These measures protect not only the marine environment but also crew safety and surrounding communities. A robust Environmental Management System is in place, ensuring systematic compliance with, and in many cases exceeding, applicable environmental laws and regulations.

Further biodiversity-focused initiatives include the integration of environmentally sensitive areas into our advanced fleet monitoring system. Areas covered by initiatives such as "Blue Whales Blue Skies" and "SAvE Whales" are monitored using a geofencing-like approach, with voluntary speed reduction guidance communicated to charterers. Officers are encouraged to report encounters with cetaceans and other protected species to support awareness and mitigation efforts.

**A robust Environmental Management System is in place, ensuring systematic compliance with, and in many cases exceeding, applicable environmental laws and regulations.
Further biodiversity-focused initiatives include the integration of environmentally sensitive areas into our advanced fleet monitoring system.**

Biodiversity Protected Areas	Days in 2025	% of Fleet Steaming Days
Whales Protected Areas	1014	4.6%

Table 19: Days in Whales protected areas in 2025, based on total fleet steaming days

In parallel, through our advanced analytics platform, Danaos closely monitors vessel operations within designated Sulphur Emission Control Areas (ECAs) and NOx ECAs, ensuring compliance with applicable emission limits and reducing air-pollution pressures on sensitive marine ecosystems.

Emission-sensitive Areas	Days in 2025	% of Fleet Steaming Days
MARPOL ECA	2,976	13.6%
NECA	1,107	5.1%

Table 20: Days in emission-sensitive areas in 2025, based on total fleet steaming days

Danaos recognizes that effective biodiversity protection requires sustainability to be embedded at all levels of the organization. Continuous training and awareness-building initiatives ensure that both shore-based employees and seafarers understand their role in protecting marine ecosystems and contribute to sustainable practices in day-to-day operations.

Monitoring and Compliance in Particularly Sensitive Sea Areas

As a tonnage provider, Danaos monitors our vessels' activity in any sensitive areas and particularly sensitive areas as per MEPC.1/Circ.778/Rev.3 Annex 2, Page 1, through our online fleet monitoring system. More specifically, all Sensitive areas and Particularly Sensitive Areas are digitally mapped in our Beyond Waves analytics platform percentage of time spent in these zones is automatically calculated using real-time vessel coordinates as received from our online sensors and performance tools. In total, 1.5% of the operating time was spent in PSSAs within 2025. During operations in environmentally sensitive areas, Danaos ensures that vessel crews strictly follow all protective measures set out in MEPC.1/Circ.778/Rev.3 Annex 2, Page 1. These measures include enhanced reporting to relevant authorities, voluntary speed reduction, anchoring restrictions and the avoidance of activities that may increase environmental risk, such as cargo loading or unloading and bunkering.

Although Danaos' operations predominantly take place in international waters, the Company maintains heightened oversight in Particularly Sensitive Areas (PSAs). In such regions, vessel activities are limited to transshipment only, with no cargo handling or bunkering permitted. This operational discipline minimizes environmental risk and reflects Danaos' commitment to safeguarding vulnerable marine ecosystems while operating responsibly on a global scale.

As Danaos is not a liner operator and vessels are commercially operated by charterers, certain operational measures rely on close cooperation and awareness across the chartering chain. Voluntary initiatives, including speed reduction in sensitive areas and the prevention of illegal wildlife transport, are actively communicated and supported, with many of these commitments formally adopted by Danaos' charterers.

Beyond operational controls, Danaos supports environmental protection through annual afforestation and coastal cleaning programs as well as active participation in HELMEPA (Hellenic Marine Environment Protection Association) initiatives. These actions contribute to environmental marine and coastal ecosystem protection, environmental awareness and broader community engagement.

Water Usage and Effluents Treatment

Water Used for Oceanic Operations

Danaos has established comprehensive procedures for managing water use and water discharges associated with ocean-going operations, fully aligned with International Maritime Organization (IMO) requirements and applicable local regulations. This proactive approach minimizes environmental impacts while ensuring consistent compliance with increasingly stringent global standards.

Recognizing the diversity of ship-generated water streams, Danaos applies a structured risk-management framework to identify, assess and mitigate potential impacts on the marine environment. Water-related risks are integrated into operational planning and monitored through onboard systems, inspections and audits.

The Company's policy on the prevention of pollution from sewage generated onboard its vessels is based on the following core principles:

- All sewage equipment on board the Company's ships is type approved as indicated by a maker's plate affixed to the equipment and are approved by the Flag Administration.
- Vessels equipped with sewage holding tanks should use these tanks in all ports and following MARPOL Guidelines, dispose of the contents further than 12 miles from nearest land and in accordance with the approved discharge rate.
- Treated sewage along with greywater can be temporarily disposed through Class approved piping to designated temporary holding tanks and thereafter discharged to the stringiest regulation applicable.
- Vessels equipped with chemical treatment plants should be used while in transit throughout all coastal areas.

Shipboard wastewater management is governed by the Garbage & Sewage Management Plan (GSMP), which incorporates all applicable IMO and national regulations. The GSMP clearly defines roles and responsibilities for sewage management and sets out best practices for the safe and efficient operation of sewage treatment plants. Periodic maintenance, inspections and performance checks are integrated into the Planned Maintenance System (PMS).

In addition to the assigned personnel's specific duties familiarization, all shipboard personnel are further trained and educated during the regular safety and environmental meetings held on board on the following topics:

- International (MARPOL Annex IV) and national legislation of the States/ports called.
- Specific requirements for wastewater treatment and disposal of wastewater effluents.
- The operation of wastewater treatment facilities onboard.
- The disposal of wastewater to shore facilities.
- Health and sanitary considerations, best practices to avoid abnormalities to sanitary system onboard.

For operations in U.S. waters, Danaos complies fully with the Vessel General Permit (VGP) requirements for greywater discharges. VGP controls have been embedded into the Danaos Safety Management System (DSMS), supported by a dedicated onboard manual and computer-based training (CBT) modules to ensure crew awareness and compliance.

Water stewardship is also extended to the supply chain. The ESG Supplier Assessment program includes dedicated water-related disclosures within the ESG Questionnaire, encouraging suppliers to report on water consumption and effluent treatment practices and supporting responsible value-chain engagement.

As ballast water operations represent a material interaction with marine ecosystems, Danaos applies strict controls to minimize the transfer of invasive species. The company began installing Ballast Water Treatment Systems (BWTS) in 2018, and by the end of 2025 100% of the fleet was fully equipped and operational, irrespective of IMO compliance dates.

UV-based treatment systems are installed on all containerships, eliminating bacteria and pathogens without the use of chemicals, while electrolysis-based systems are applied on bulk carriers to ensure robust performance under varying operational conditions. All engineering, approvals and installations were conducted in-house by the R&D and Technical Departments, following rigorous evaluation criteria including efficiency, durability, operational flexibility and environmental performance. All systems are certified by the IMO and approved by the U.S. Environmental Protection Agency and relevant European authorities.

In 2025, the total volume of ballast water that was operated through BWTS in Danaos' fleet was slightly increased to 12,653,487 cubic meters, corresponding to 3.1% increase compared to previous year. The increase is primarily attributable to fleet expansion, with additional vessel capacity delivered during the period (2 container vessels were delivered in 2025). Total ballast treated is related to the total number of vessels of the fleet as well as the diversification of the fleet and is expected to increase along with the fleet growth. We should mention that we aim to optimize the use of ballast water equipment and, whenever possible, we perform ballast operations by gravity to reduce fuel consumption.

Discharged ballast water is tested on an annual basis for all Danaos vessels. Samples are tested annually regardless of VGP port calls in order to verify system operation and proper discharge properties. Within 2025, a total of 79 samples have been tested and all found within limits.

Ballast Water	2024	2025
Total Ballast Operated (m3)	12,270,328	12,653,487
Ballast operated compared to last year	127%	3.1%
Change in FO consumption per ton of ballast operated compared to last year	134%	9.7%

Table 21: Ballast Water for 2024-2025.

Scrubber discharge water is tested in all vessels of our fleet that are equipped with open loop scrubber. As per VGP, washwater sampling from 3 positions shall take place twice during the first year of permit coverage or system operation, whichever is later. The two samples must be collected at least 14 days apart, while -as per IMO requirements- sampling should take place only during system testing (commissioning) and at a 12-month interval for a period of two years of operation (minimum 3 samples).

Apart from the standard VGP requirement, Danaos requires that washwater is tested on an annual basis, in order to verify system operation and that the discharged water is within the permissible limits. Within 2025, a total of 25 samples have been tested and 24 found within limits. Resampling was carried out as a corrective action for the one out-of-limits test from washwater samples, to ensure proper operation of system. The resampling results were found to be within limits, too.

Freshwater Use

Freshwater availability is an increasingly material environmental issue, and Danaos recognizes that effective water management supports operational resilience, cost efficiency and preparedness for future regulatory developments. Accordingly, Danaos has implemented a structured program to monitor and report freshwater withdrawal and consumption across both fleet and shore-based operations.

Water use at the Company's headquarters has been actively monitored since 2023, and in 2024 this initiative was expanded to cover all office locations (5 offices and 1 site office in S.Korea). Freshwater for shore-based operations is sourced exclusively from public water supply networks.

During 2025, freshwater withdrawal and consumption at the headquarters amounted to 1,048 mt, reflecting an increase compared to the previous year by 29%, primarily attributable to business growth and an increase in personnel. Wastewater generated at shore offices originates solely from domestic water use. As the effluent is discharged directly into public wastewater drainage system, in line with local legislation and specifications, volumes cannot be separately measured. At the headquarters in Greece, wastewater management is handled entirely through the municipal wastewater collection and treatment infrastructure operated by local authorities, where all discharges are managed in compliance with applicable national and local environmental regulations.

To strengthen its understanding of water-related physical risks, Danaos conducts a physical water risk assessment across its global office locations using the WWF Water Risk Filter Tool, considering factors such as water availability and exposure to physical water stress.

Offices FW consumption – total volumes (MT)	Year	HQ	All offices
	2024	813	1,101
	2025	1,048	1,780

Table 22: Offices Freshwater consumption for 2024-2025.

For shipboard operations, freshwater consumption is mainly supported by onboard desalination units, which supply the majority of fresh water used during voyages. Freshwater supplied from shore facilities therefore represents only a limited proportion of total onboard consumption. Any necessary replenishment is mainly conducted in ports located outside water-stressed areas, except in emergency or safety-critical situations, ensuring minimal impact on local communities and ecosystems.

Awareness training on water efficiency and conservation is provided to employees and crew, emphasizing responsible freshwater use in water-stressed areas and compliance with environmental requirements.

In 2025, 16,841 metric tons of fresh water were received onboard vessels. Total freshwater consumption is closely linked to fleet size and operational activity, and absolute volumes are expected to increase in line with fleet growth.

Freshwater monitoring for 2024-2025.

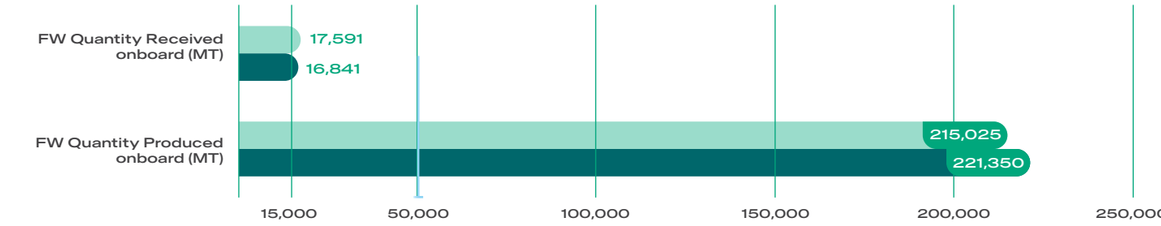


Table 23: Freshwater monitoring for 2024-2025.

Total Company's Water consumption (MT) (Ashore and Onboard)

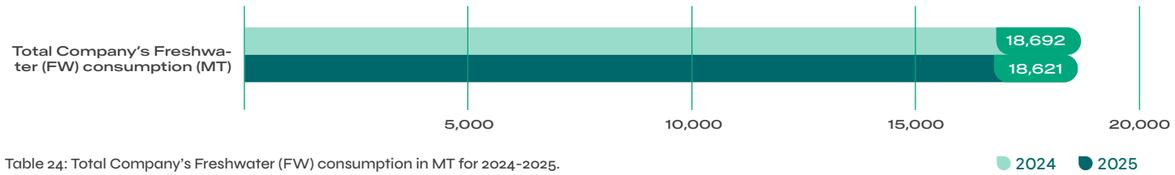


Table 24: Total Company's Freshwater (FW) consumption in MT for 2024-2025.

Freshwater consumption onboard is monitored on a quarterly basis by our SQE department, through vessel-level reporting by consumption category. A daily average freshwater consumption indicator has also been incorporated into the monitoring framework to enhance trend analysis and operational oversight.

Average daily consumption of Freshwater for 2024-2025

Table 25: Average daily consumption of Freshwater for 2024-2025.

To safeguard crew health and wellbeing, Danaos conducts systematic potable water quality testing in accordance with the Maritime Labour Convention (MLC, 2006) and World Health Organization (WHO) drinking water guidelines. The Maritime Labour Convention (MLC 2006), which came into force on August 20, 2013, demands that Potable (Drinking) Water should be tested (in accordance with World Health Organization guidelines for drinking water quality) at least once, at intervals of not more than six (6) months. Every vessel submits 2 samples on an annual basis, from different onboard locations. Within 2025, a total 168 samples were sent for analysis and 155 were found within limits. Where deviations were identified, corrective actions including resampling were promptly implemented, with results confirming compliance.

Through continuous monitoring of freshwater withdrawal, consumption and quality, and by assessing physical water risks across shore-based operations, Danaos reinforces responsible water management and supports the sustainable operation of its fleet and offices.

EU Projects

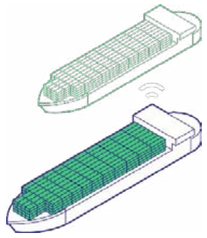
For one more year we are at the forefront of maritime research, continuously advancing energy efficiency, digital transformation, and sustainability. **DT4GS, EO4EU, *Engimmonia, and ongoing Auto-Assess, Eco-shipyard, SafeNav, BlueBarge, Copropel, and Reship projects*** were completed embody our commitment to cutting-edge solutions. From AI-driven autonomous inspections and digital twin ecosystems to next-generation propulsion systems and sustainable shipyard operations, these projects integrate big data analytics, IoT, generative AI, alternative fuels evaluation, to enhance vessel performance and reduce environmental impact. Building on the success of last year's completed initiatives within the context of *Bugwright2, Emerge, Gaters, and E-Shyips*, we continue to drive progress toward a greener, more efficient maritime industry.

Completed projects

Within 2025 **DT4GS** (Digital Twin for Greener Shipping) has been successfully completed pushing the boundaries of Digital Twin technology in maritime operations, ensuring enhanced vessel monitoring, predictive maintenance, and decision support. In the context of the project, we demonstrate a cutting-edge digital twin ecosystem designed to enhance efficiency, optimize decision-making, and drive the industry's decarbonization efforts. The DT4GS frame represents a holistic modular DT frame comprising a variety of services and simulation tools, fostering operational efficiency and environmental compliance.

At its core, the **Open Model Library (OML)** provides a standardized repository of simulation models, ensuring interoperability and scalability across various optimization scenarios, thereby enabling stakeholders to develop and deploy, on demand, tailored solutions with ease.

The Operational Optimization Digital Twin (**OODT**) functions as an intelligent engine for voyage planning, integrating **Agentic AI** and reinforcement learning to enhance routing strategies dynamically. These AI-driven models continuously adapt to changing conditions, balancing emissions reduction, regulatory compliance, cost efficiency, and safety, making way for more autonomous and self-optimizing maritime operations.



The seamless integration of OODT with the Dataspace ensures secure and real-time data exchange, fostering an ecosystem where vessels, ports, and logistics networks operate with synchronized intelligence. The *Knowledge Graph* plays a pivotal role in standardizing data relationships and automating KPI identification, enabling predictive analytics and proactive decision-making. These advancements collectively **pave the way for controlled automation and autonomous shipping**, where real-time adjustments and AI-driven decision support systems reduce human intervention while maintaining regulatory and operational oversight. The inclusion of **control actuation mechanisms** ensures that AI-optimized decisions can be directly executed on vessel navigation, fuel management, and port call coordination, accelerating the transition toward smarter, semi-autonomous shipping operations.

Finally, the introduction of the **DT4GS Alliance** aims to realize the vision of a collaborative initiative involving key industry players and technology leaders, fostering innovation, knowledge exchange, and standardization within the digital twin landscape. Through coordinated efforts, DT4GS ensures that emerging technologies, such as AI-enhanced optimization and autonomous decision-making, align with industry needs and regulatory frameworks. Furthermore, the significance of digital twins in modern maritime operations has been extensively documented in the **"Shipping Digital Twin Landscape"** chapter, published by IGI Global. This publication highlights the transformative potential of digital twins, illustrating how frameworks like DT4GS contribute to sustainability, efficiency, and automation in the maritime sector. By integrating these elements, DT4GS not only enhances current operational strategies but also **lays the groundwork for the next generation of autonomous and intelligent shipping solutions**.

EO4EU advances AI-driven methodologies for managing Earth Observation data, improving accessibility and utilization for maritime applications and environmental monitoring. EO4EU aims to limit the solution space and increase the throughput reducing the computational time. Such an approach will have a positive impact on ships travelling, towards their destination, as it will limit the time of the optimized route. EO4EU offers enhanced visualization capacity of the data obtained both by the open EO sources as well as the in-situ data collected by DANAOS, offering a multi-layer interaction with the user on board, while augment user-friendliness and responsiveness.

The ENGIMMONIA Project received significant recognition at the Waterborne Days 2025, where it was honoured with two prestigious awards: the **Outstanding Innovation Award and the Environmental Impact and Climate Change Award**. These accolades highlight the project's ground-breaking contributions to advancing sustainable fuel technologies in maritime operations.

ENGIMMONIA focuses on integrating ammonia as a maritime fuel, accelerating the transition toward zero-emission shipping while incorporating innovative waste heat recovery and renewable energy integration technologies.

Danaos' active participation in ENGIMMONIA aligns seamlessly with its strategic goal of fostering innovation in the pursuit of a greener, more sustainable future. By supporting the development and implementation of eco-friendly fuel solutions, Danaos reinforces its commitment to reducing the environmental impact of maritime activities, thus shaping a more sustainable and climate-conscious industry.

Ongoing projects

As part of the awarded **CoPropel** initiative, Danaos is exploring the application of composite material technology in the design of next-generation marine propellers, significantly enhancing propulsion efficiency while reducing noise and weight. A key ambition of CoPropel is the development of a composite marine propeller integrating an embedded structural health monitoring (SHM) system. Through a pyramid-style demonstration strategy, the project progresses from coupon-level testing to small-scale prototypes and ultimately full-scale sea trials, raising the technology readiness level to TRL 5–6. In parallel, existing composite propeller design and certification guidance is being updated to support future market deployment.

In the context of digital transformation, Danaos plays a key role in **AutoAssess**, a revolutionary initiative aimed at leveraging **AI-driven autonomous inspections** to enhance ship safety and maintenance efficiency. AutoAssess utilizes unmanned aerial systems (UAS) equipped with AI-based scanning, mapping, navigation, and non-destructive testing (NDT) to autonomously inspect and assess ships in environments where traditional GNSS-based navigation is ineffective. By integrating cutting edge multi-modal SLAM, path planning, and machine learning for defect identification, AutoAssess significantly reduces the need for human intervention, ensuring a safer and more efficient inspection process.

Through a digital twin approach, this project achieves superhuman results, offering high-resolution 3D mapping, defect detection at the micrometer scale, and automated trend analysis for predictive maintenance. We also actively involved in projects dedicated to **increasing ship performance, improving energy efficiency, and fostering value chain integration**. Within **ESY Ecoshipyard**, we are committed to fostering sustainable shipyard operations by integrating green technologies that minimize environmental impact. The project provides shipyards with a cloud-based platform for continuous monitoring, assessment, and ranking of sustainability options, incorporating AI-driven quality control, predictive maintenance, and optimized design methodologies.

SafeNav enhances navigational safety with AI-driven real-time obstacle detection, utilizing state-of-the-art sensor data and *advanced decision-support algorithms* to reduce collision risks and ensure safer maritime operations. In **BlueBarge**, we are driving the development of sustainable and energy-efficient shipping through modular and scalable offshore power supply solutions that mitigate emissions from moored and anchored vessels.

In **Reship**, we are involved in redefining *energy efficiency solutions* for **Hydrogen - powered ships**, contributing to the development of **energy-saving devices** and hydrogen-compatible solutions for marine and inland shipping.

2025: Expanding our Portfolio

As we step into 2025, our portfolio is significantly enriched with new impactful EU-funded projects, showcasing our commitment to advancing maritime technology and sustainability. Our D-Navio, Mediate, and Warrant are set to revolutionize the maritime industry by incorporating cutting-edge technologies such as AI Digital Twin, Zero-Trust principles, IoT, Federated Learning, and MCDA.

Innovation and Digitalization

Shipping companies are continuously seeking ways to adopt new technologies and enhance the efficiency of their investments. As global supply chains demand a smooth flow of goods and services, Digital Business has become a crucial enabler for shipping companies. Modern technologies, such as the Internet of Things (IoT), Big Data, Artificial Intelligence (AI), Application Programming Interfaces (APIs) and sensors, along with large volumes of data, are being harnessed to optimize operations, boost efficiency and lower costs. In order all of these to be implemented, changes in the operating models are required as soon as possible for the whole industry to adapt to the new demanding reality.

To successfully implement these advancements, operating models must evolve rapidly, enabling organizations to adapt to a more data-driven and demanding business environment. During 2025, the Company significantly accelerated its digital transformation journey through the implementation of the following innovation initiatives at its Beyond Waves platform:

Digital Finance & Cost Management

Invoices Manager & AI-Driven Invoice Processing: A centralized operational hub was introduced for invoice uploading, management, monitoring, approval, and payment processing. AI-enabled invoice uploading automates data capture and reduces manual intervention, improving accuracy and efficiency.

Key components include:

- Invoices Approval Rules Engine, enabling the modelling of complex approval workflows and strengthening internal controls.
- Expanded Expense Ledger Editor tool
- Subscriptions Log, a centralized monitoring tool
- Currencies API, replacing manual exchange-rate entries with automated online data integration
- Digital Cash Expenses Report, enhancing transparency and traceability of operational cash expenses.

Departmental Budget Platform: A unified system for the structured preparation and management of annual departmental budgets was deployed. The platform ensures:

- Controlled and standardized budget planning,
- Alignment with financial reporting and accounting standards,
- Full integration with the Company's accounting framework,
- Improved financial oversight and accountability.

Operational & Travel Digitalization

Crew & Ticketing Management Platform: A centralized and secure digital flight-booking platform was implemented to support business travel and crew movements.

The system operates as a bidding platform where multiple travel agents submit quotations, enabling:

- Faster comparison of travel options,
- Streamlined workflows,
- Transparent cost control,
- Improved operational efficiency.

Hearing Crew's Voice – Digital Feedback Framework

A structured digital feedback ecosystem was introduced to ensure that seafarers' perspectives are systematically captured and incorporated into decision-making processes. **This includes:**

1. Crew Survey Questionnaire, enabling regular and anonymous feedback collection regarding onboard conditions, wellbeing, and operational practices.

2. LTP (Learning & Training Program) Questionnaire – Online, allowing crew members to evaluate training effectiveness and identify development needs, supporting continuous professional improvement.

3. Crew Welfare Inventory Management.

4. Accommodation Inspection Checklist & Aggregator

These tools promote open communication, strengthen trust, and enable management to proactively address emerging concerns.

Chartering & Commercial Data Governance

Time Charter Descriptions Management Tool: A new digital workflow empowers designated data owners to independently maintain and update chartering information, subject to internal approval processes. The solution enhances:

- Data accuracy and accountability,
- Reduced maintenance effort and response time,
- Continuous management visibility over chartering descriptions and related decisions.

Fleet Performance & Operational Intelligence

Fleet Performance Monitoring Tool: A fleet-wide performance evaluation system was introduced, providing:

- Monitoring based on key operational parameters,
- Comprehensive visibility into vessel condition and performance trends,
- Summary dashboards comparing vessel performance against Charter Party benchmarks, supporting improved operational efficiency and fuel optimization.

Performance Monitoring Tool Aggregator

					Containers			
Code	Vessel	Tech Flt	Month	Current Status	Confidence Level - Design	CP Compliance - Design	Confidence Level - Scantling	CP Compliance - Scantling
						(1) Compliant		
108	EXPRESS FRANCE	F5	APR-2026	-	High	Compliant	Low	
111	KOTA PEONY	F11	APR-2026	-	Medium	Compliant		
115	AMBITION	F11	APR-2026	GOOD	High	Compliant		
124	DIMITRA C	F1	APR-2026	-	High	Compliant	High	
138	STEPHANIE C	F2	APR-2026	-	High	Compliant		
141	WIDE INDIA	F2	APR-2026	-	High	Compliant		
148	GREENFIELD	F14	APR-2026	-	High	Compliant	High	
63	CMA CGM MOLIERE	F8	APR-2026	-	Low	Compliant		
72	CMA CGM TANCREDI	F9	APR-2026	-	High	Compliant		
74	CMA CGM SAMSON	F9	APR-2026	-	High	Compliant		

Figure 5: Fleet Performance Monitoring Tool

Departmental KPI Monitoring

Integrated KPI dashboards now provide consolidated visibility across crew, operational, and technical performance areas. This enables:

- Early identification of trends, inefficiencies, and operational risks,
- Improved planning and compliance monitoring,
- Enhanced fleet-wide resource allocation and decision-making.

Figure 6:Danaos KPI dashboards

Social

02

At Danaos, we recognize that our long-term success is fundamentally driven by our people. Our human capital is our greatest asset, and we are committed to fostering a safe, inclusive, and supportive working environment where everyone can thrive. We prioritize health and safety across all operations and invest continuously in the growth and training of our employees and seafarers to ensure excellence, competence, and resilience at sea. Danaos upholds the highest standards of human and labor rights, promotes diversity and inclusion, and is committed to equal pay and fair treatment for all employees. Employee engagement and wellbeing are central to our culture and decision-making, while our contribution to society is deeply embedded in the DNA of the company, guiding how we operate and create shared value for the communities we serve.

Human Capital

Danaos has been officially recognized as one of the Best Workplaces Hellas for 2025 by Great Place to Work® Hellas, marking a significant milestone in our ongoing commitment to cultivating a positive and inclusive work environment. This esteemed recognition is based on comprehensive employee feedback and organizational culture assessments, underscoring the trust, collaboration, and shared purpose that define our workplace. In December 2025, Danaos was certified as a Great Place to Work® for the third consecutive year, achieving an overall employee trust score of 87%. We are proud that our efforts to prioritize employee well-being and foster a supportive culture have been acknowledged, reflecting our dedication to making Danaos not just a company, but a community where our people thrive.

Our human capital is composed of both shore-based office employees and seafarers, whose combined expertise underpins the safe and efficient operation of the Company. Our shore-based teams bring together diverse backgrounds and specialized knowledge across the maritime industry, including marine engineering, maritime operations, finance, human resources, information technology and computer engineering, legal, and commercial functions. Complementing this, our seafarers are highly skilled and thoroughly trained to meet the highest standards of safety, regulatory compliance, and operational efficiency, ensuring reliable performance across all vessels and operations. 100% of employees and seafarers are covered through collective bargaining agreements.

Our human capital is composed of both shore-based office employees and seafarers, whose combined expertise underpins the safe and efficient operation of the Company. Our shore-based teams bring together diverse backgrounds and specialized knowledge across the maritime industry, including marine engineering, maritime operations, finance, human resources, information technology and computer engineering, legal, and commercial functions. Complementing this, our seafarers are highly skilled and thoroughly trained to meet the highest standards of safety, regulatory compliance, and operational efficiency, ensuring reliable performance across all vessels and operations. 100% of employees and seafarers are covered through collective bargaining agreements.

Material Topics

- Occupational Health & Safety
- Humans Rights Policy
- Training and Education
- Diversity and Equal Opportunities
- Non- discrimination
- Security Practices
- Child Labor
- Data Privacy
- Customer Relations
- Digitalization and AI
- Labor Practices and Employees Welfare

Goals 2028

Status: 20 out of 23 social goals for have been already embedded in 2025.

SDGs

Office Employees Key Statistics

As of 31/12/2025 data, our workforce continued to grow and diversify, reflecting our commitment to excellence and inclusion.

The average age of our employees is **39 years.**

Our team comprises **246** employees, representing five nationalities with **40% women and** 15% of management positions held by women.

The turnover rate for office employees stands at **3.1%**, with a voluntary turnover rate of **2.2%**.

The breakdown analysis indicates that re-signed employees were 33% female and 66% male, 50% junior level and 50% mid level, and 83 % <=30 and 17 % >30<=50 age group.

		Share of Resigned Employees (%)
Gender	Female	33%
	Male	66%
Seniority Level	Junior Level	50%
	Mid Level	50%
Age Group	≤ 30	83%
	>30 ≤ 50	17%

Table 26: Employee Turnover Breakdown by Gender, Seniority and Age Group 2025

We welcomed 37 new employees and 20 summer interns, with **51%** female hires and **49%** aged 30 or younger.

A highly educated workforce, where **71% of employees** hold a Bachelor's degree or higher, while 54% of total have earned postgraduate qualifications (MSc, MBA, PhD).

Our employees accumulated a total of **4,363.2 training hours**, averaging 17,7 hours per employee.

Employee retention above 90%.

Embedded

The employee's retention rate stood at 96.9% in 2025.

Target 90%

Status 96.9%

Seafarers Workforce Overview

- Our seafarer workforce remained strong, diverse and committed to excellence.
- A total of 1,898 seafarers were onboard our vessels, as of 31/12/2025.
- The average age of our seafarers was 36 years.
- Our workforce represented seven different nationalities, fostering a diverse and inclusive working environment.
- The crew retention rate stood at 86%, reflecting our commitment to employee satisfaction and career growth.
- We delivered 76408 training hours, reinforcing our dedication to continuous learning and skill development.
- A total of 335 seafarers were promoted, recognizing their expertise and contributions.

Crew retention above 80%

Embedded

The crew retention rate stood at 86% in 2025.

Target 80%

Status 86%

Talent Acquisition

Our Talent Acquisition approach is designed to attract, assess, and retain top talent through a comprehensive and modern recruitment strategy. We actively promote exciting career opportunities across multiple channels, emphasizing the meaningful impact employees can make within our dynamic organization. Competitive compensation packages, extensive benefits, and a strong focus on professional development make Danaos an attractive destination for exceptional individuals. We utilize modern recruitment practices; we leverage cutting-edge technology and innovative platforms to identify candidates whose skills and values align with our goals and culture. Our selection process goes beyond traditional measures: especially for Seafarers, we conduct Crew Evaluation System tests for Officers, while office-based candidates participate in both technical and soft-skills interviews, supported by online assessments that evaluate knowledge, skills, and cultural fit. This holistic approach ensures we build capable, well-aligned teams across all areas of the organization. In 2025 we welcomed 37 new office employees. Our Talent Acquisition approach is designed to attract, assess, and retain top talent through a comprehensive and modern recruitment strategy. We actively promote exciting career opportunities across multiple channels, emphasizing the meaningful impact employees can make within our dynamic organization. Competitive compensation packages, extensive benefits, and a strong focus on professional development make Danaos an attractive destination for exceptional individuals. We utilize modern recruitment practices; we leverage cutting-edge technology and innovative platforms to identify candidates whose skills and values align with our goals and culture. Our selection process goes beyond traditional measures: especially for Seafarers, we conduct Crew Evaluation System tests for Officers, while office-based candidates participate in both technical and soft-skills interviews, supported by online assessments that evaluate knowledge, skills, and cultural fit. This holistic approach ensures we build capable, well-aligned teams across all areas of the organization. In 2025 we welcomed 37 new office employees.

New office employees	2024	2025
Age Group		
<=30	46%	49%
>30<=50	54%	51%
Career Path Level		
Director	3%	3%
Manager	5%	3%
Deputy Manager	5%	3%
Experienced	25%	30%
Mid Experience	23%	19%
Junior Employee	40%	43%
Gender		
Male	56%	49%
Female	44%	51%

Table 27: Career Path Allocation

Occupational Health & Safety

We have developed and implemented a documented Safety Management System (the DSMS), through which our Company's Occupational Health and Safety (OHS) policy is fully reflected and applied. The DSMS fulfils the requirements of the ISM Code and, since 2002—when the Code became mandatory for containerships—it has been successfully audited on a continuous basis, enabling Danaos to maintain its Document of Compliance (the "license to operate" of shipping) valid throughout the years. In addition, our DSMS has voluntarily incorporated the requirements of internationally recognized management system standards, including ISO 9001, ISO 14001, ISO 45001 and ISO 50001.

The health and safety of our employees are intrinsically linked to their well-being, and we focus on achieving the safest possible working conditions through the implementation of an integrated Occupational Health and Safety regime embedded within the DSMS. The DSMS is applicable to all employees aboard and ashore, as well as to all contractors and individuals operating under the Company's supervision. Workers and/or their representatives are consulted and actively participate in the review and continuous improvement of DSMS policies and procedures.

This regime includes:

- The application of best practices in ship operation and the working environment in order to prevent injuries and ill health.
- Continual, flexible and regularly reviewed risk assessments for vessels, cargo and the environment, including procedures for prioritization and the establishment of action plans.
- The ongoing development of the health and safety competencies of our people, supported by established quantitative targets for the improvement of OHS performance metrics.

The overarching goal of our safety policy remains simple yet vital: to ensure that every day starts and ends with our people safe and healthy. Accordingly, the DSMS is subject to periodic review and amendment in order to:

a. Consolidate, well in advance, all applicable local, national and international regulatory requirements affecting our fleet, and
b. Incorporate voluntary standards and continuous improvement practices that exceed mandatory rules and regulations.

Our executive management formally endorses the DSMS policies and procedures and actively participates in their periodic review, reaffirming the Company's commitment to effective leadership, accountability, and continual improvement in occupational health and safety performance.

Risk Assessment

Danaos maintains a structured approach to risk identification and assessment, reflecting the complexity of its global operations in the container ship and bulk carrier sectors. Risk identification is embedded within the Company's Safety Management System (DSMS), which is certified under the ISM Code and aligned with internationally recognized standards, including ISO 9001 (Quality), ISO 14001 (Environment), ISO 45001 (Occupational Health and Safety), and ISO 50001 (Energy Management).

This framework supports the systematic identification of operational, environmental, and occupational health and safety hazards, including those with potential impacts on crew well-being and safe vessel operations.

Risks are categorized into operational, occupational health and safety, environmental, energy, regulatory, and business continuity areas, enabling a comprehensive and consistent assessment across all activities.

Operational risks include navigational hazards, machinery failures, cargo-related incidents, port operations, and cybersecurity threats, which may affect vessel safety, service reliability, and asset integrity. Occupational health and safety risks arise from onboard and shore-based activities and include exposure to physical, chemical, ergonomic, and psychosocial hazards. Particular focus is placed on fatigue management, mental health and well-being, and the prevention of impairment at work through structured alcohol and drug control programs.

Environmental risks are associated with vessel operations and include marine pollution, air emissions, waste management, and compliance with evolving environmental regulations. Energy-related risks address fuel efficiency, energy consumption, and exposure to fuel price volatility, as well as the transition to lower-carbon operations. Regulatory risks reflect the international maritime framework governing safety, labor, environmental protection, and energy efficiency, while business continuity risks include geopolitical developments, extreme weather events, public health events, supply chain disruptions, and market volatility.

Risk identification and assessment are performed through formal risk assessments, management reviews, routine inspections and control activities within the Safety Management System, external audits, incident investigations, fatigue risk assessments, health and well-being monitoring, and stakeholder feedback.
Crew members are actively encouraged to report hazards, unsafe conditions, and near-miss incidents through established reporting channels, supporting early identification and mitigation of risks.
Workers participate in safety processes through reporting, feedback mechanisms, and involvement in incident investigations and safety reviews, strengthening risk awareness and prevention.

The outcomes support the prioritization of risks, the definition of control measures, and the development of targeted action plans, ensuring safe, efficient, and sustainable fleet operations.

Incident investigation processes are applied systematically to identify root causes and implement corrective and preventive actions.

The scale and coverage of risk assessments performed across operations are presented in Table 29.

Risk Assessment Library	2024	2025
Total No. of Risk Assessments	335	363
No. of Risk Assessments Revised	7	8
No. of New Risk Assessments	32	28

Table 28: Risk Assessment data (2024-2025)

Risk Assessment: Main groups	# of Risk Assessments in Group
Cargo operations	9
Hot works	1
Ship-to-ship operations	1
Danaos Office	2
IMO 2020 Sulphur Cap	5
Anchoring	4
Arrivals/Departures at/from port	1
Bunkering	3
Cyber Security	1
Defective systems/equipment	120
Emergency Preparedness	13
Environmentally Sensitive Operations	12
Health-Hygiene	16
Maintenance and Repairs	18
Management of Change	3
Mooring	7
Navigation	21
Safety Preparedness	19
Security Preparedness	11
Dry docking	12
Use of tools	5
Various shipboard activities	2

Table 29: Risk Assessment Categories (2025)

Fatigue Risk Assessment

Danaos operates a structured Fatigue Risk Management System supported by a dedicated digital platform through which seafarers record work and rest hours. The system automatically identifies non-conformities and rest hour breaches and generates alerts to the office, enabling timely follow-up and corrective actions.

This process supports compliance with applicable international requirements, including the IMO STCW Convention, the ILO Maritime Labour Convention (MLC, 2006), and the ISM Code.

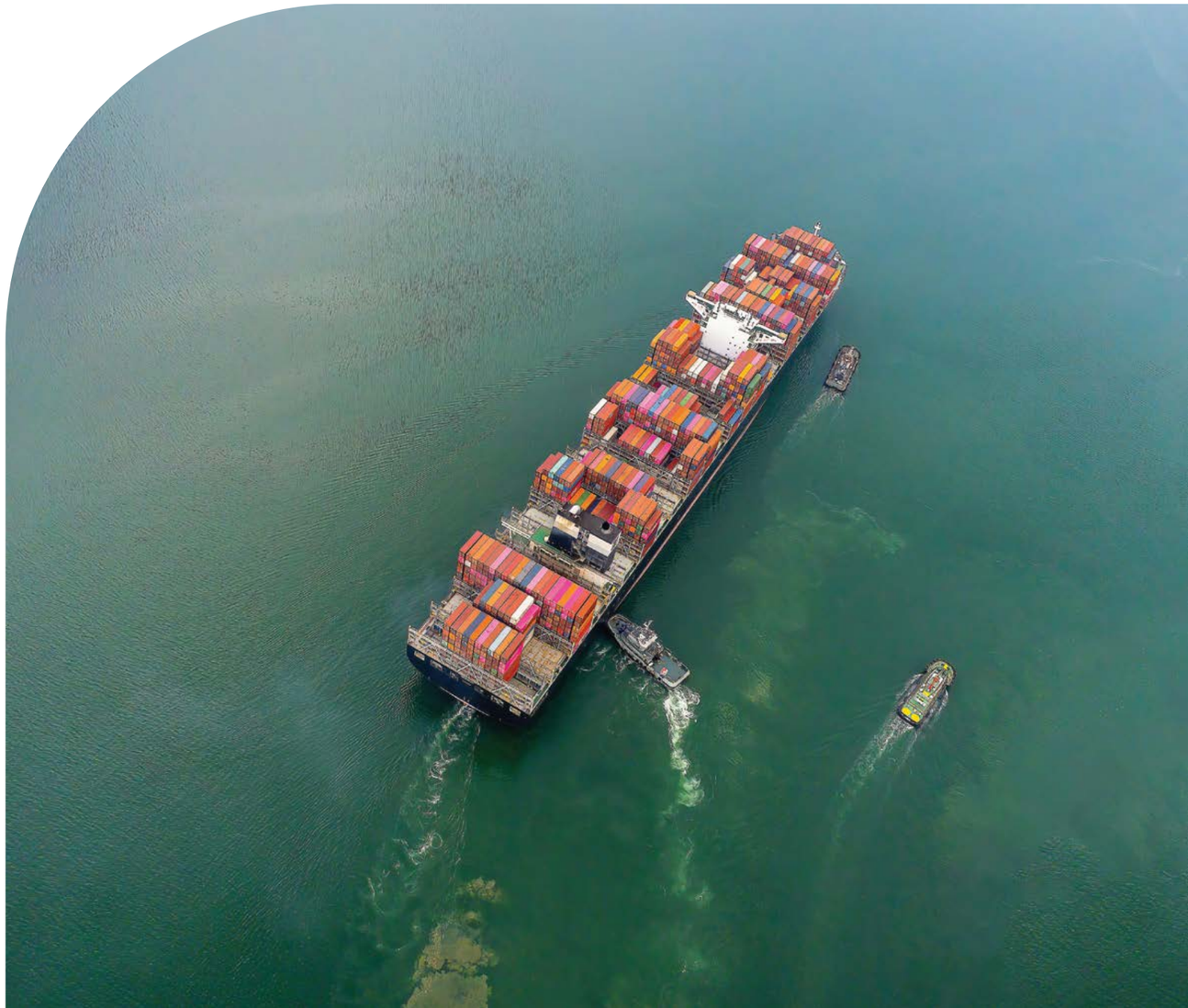
It also enables early identification of fatigue-related hazards and supports continuous monitoring of crew well-being. Through continuous monitoring, transparent reporting, and proactive management, the Company promotes safe working conditions and mitigates fatigue-related operational risks across its fleet.

Watch and Rest Hours Compliance

Compliance with work and rest hour requirements is monitored through internal systems and external inspections, with results presented in Table 30 below.

Watch & Rest Hours violations recorded by external inspectors	2024	2025
MLC Inspectors on behalf of Flag Administration	0	0
Port State Control Officers	1	0
Flag State Inspectors	0	0

Table 30: Watch and Rest Hours Violations (2024–2025)



Mental Health

Danaos implements a comprehensive Mental Health Policy that forms an integral part of our commitment to safeguarding the wellbeing of all personnel across our fleet and offices. The Company's Safety Management System (DSMS) includes mental health risk identification and prevention guidelines, ensuring that onboard leadership and crew members are equipped to identify and respond to early warning signs. To reinforce awareness and preparedness, all seafarers undergo a mandatory mental health awareness training module through our digital training platform. This training covers the importance of maintaining good mental health, practical techniques for supporting colleagues who may be affected, and specific signs that may indicate stress, fatigue or psychological strain. In addition, Danaos provides a 24/7 confidential mental health support service for all seafarers, offering immediate access to professional assistance at any time during their duty periods, regardless of location or time zone. Recognizing that mental wellbeing is equally essential ashore, an equivalent support service is extended to all office employees. Through this structured approach—combining policy guidance, dedicated training and continuous professional support—Danaos promotes a safe, resilient and supportive environment for all its people, both at sea and on land.

Drug and Alcohol screening

Danaos maintains a strict Drug and Alcohol (D&A) Control Policy to safeguard the safety, wellbeing and operational reliability of all seafarers across the fleet. All crew members undergo mandatory drug and alcohol testing prior to deployment, ensuring full compliance with Company standards and international regulatory requirements. In addition, all managed vessels are equipped with calibrated alcohol testing devices, enabling unannounced onboard alcohol tests at regular intervals to verify ongoing adherence to our zero tolerance policy. To further enhance the integrity and independence of the program, Danaos has introduced an additional layer of oversight through unannounced D&A testing carried out by accredited private contractors. This multi tiered approach ensures continuous monitoring, early detection of potential risks, and reinforcement of a strong safety culture across the entire fleet.

Violations of alcohol policy

Table 31: Number of recorded violations of the Company's D&A policy in 2024 and 2025.

Crisis management

Danaos has implemented comprehensive measures and allocated resources to safeguard people, vessels and operations in the event of an emergency. We have established procedures to identify potential emergency scenarios and developed detailed response plans. These plans are effectively communicated to all employees and crew members, who receive the necessary training to ensure preparedness. Apart from the Response plan, we have developed an in-house Emergency Response Service system to provide clear instructions, task allocations and structured support to effectively manage emergency situations.

A key component of our emergency preparedness system is the hands-on management system onboard every vessel, as outlined in the Ship Security Plan (SSP). All employees, crew members, visitors, inspectors, suppliers and third parties boarding our ships are required to adhere strictly to the SSP guidelines.

Drills

The Company has established a program of drills and exercises to prepare crew and shore-based personnel for emergency actions to develop and maintain confidence and proficiency and test the effectiveness and suitability of the emergency plans.

This planning is drawn up annually in accordance with the requirements provided by international regulations. In addition to the onboard drills required to be performed by the International Convention for the Safety of Life at Sea (SOLAS convention) at specific intervals (monthly, 2-monthly or 3-monthly), the planning includes a variety of scenarios in which crews practice throughout the year. These drills cover both emergency preparedness in respect of safety and familiarity with security plans and procedures. The identification of emergencies is defined in the Emergency Procedures Manual (EPM), which contains guidelines (in the form of checklists) for handling emergency situations and is the point of reference during the design and execution of onboard drills.

Danaos Annual Drills Planning is outlined in the table below:

Drill Description	Periodicity
Abandon Ship	Monthly/ Every 15 days (Maltese fleet)
Black out	Semi-Annual
Collision	Once per year
ECDIS Failure	Quarterly
Emergency Steering	Quarterly
Emergency Towing	Semi-Annual
Enclosed Space Entry	2-Monthly
Engine Room Flooding	Semi-Annual
Engine Side Emergency Operation	Quarterly
Excessive List	Once per year
Explosion in Engine Room	Semi-Annual
Fire Drill	Monthly/ Every 15 days (Maltese fleet)
Grounding	Semi-Annual
Hazmat	Semi-Annual
Helicopter Rescue – Helicopter Crash	Once per year
Hull Failure	Once per year
Man overboard - Recovery	Quarterly
Search and Rescue	Semi-Annual
SOPEP	Quarterly
Security	Quarterly
Stowaway	Once per year
SHIP-TO-SHORE with selected ships from our fleet	Once per year

Table 32: Danaos Annual Drills Planning.

All drills are thoroughly documented, capturing key details such as the specific scenario, date, time, location, participants, areas for improvement and an evaluation of the crew's skills and knowledge. This information is recorded in the Danaos Enterprise ISM Module. The drill reports are then submitted to the office, where they are reviewed by the Safety, Quality and Environmental (SQE) Superintendents to ensure compliance and identify opportunities for further enhancement. In 2025, a total of 5,025 drills were conducted across the Danaos fleet.

Incidents

Our policy mandates that all incidents are reported, investigated and analyzed to prevent recurrence. Crew members are trained and actively encouraged to recognize and report near-misses, which are treated as early warning signs of procedures or practices that require revision and improvement. Investigations are led by the ship's Master, with support from the Safety Officer, seafarers' safety representative, or other members of the Safety, Environmental & MLC Committee.

In 2025, we continued utilizing the UDE (Undesired Event) application within our platform for accident and incident analysis reporting. Enhancements to this system provided clearer insights into the conditions surrounding incidents and facilitated close monitoring of corrective actions taken onboard. At the same time, we reinforced best practices to increase crew awareness and promote safety.

Safety audits

Danaos' Safety Management Systems are regularly audited by the Safety, Quality and Environmental Department internally and by Recognized Organizations, including IACS members, externally. Unscheduled audits are conducted if serious deficiencies are identified during third-party inspections. Audit findings, non-conformities, or observations are analyzed during the management review process. To ensure excellence, we have established internal Key Performance Indicators (KPIs) aligned with BIMCO SHIPPING KPIs. Serious findings that pose risks to personnel, ships or the environment are analyzed using the Root Cause Analysis (RCA) method, followed by immediate corrective actions.

A variety of inspections are conducted across our fleet to ensure compliance with ISM/ISPS Codes, ISO 9001, ISO 14001, ISO 50001, ISO 45001 standards and the MLC Convention. All vessel certifications were successfully endorsed. The table below outlines the number and types of audits conducted over the past two years.

Audit type	2024	2025	Difference 2024-2025
Internal Audits	105	116	+10.5%
Third party audits	36	32	-11.1%
MLC inspections	22	16	-27.3%

Table 33: Number of audits per type of audit for 2024 and 2025.

In 2025, the container fleet recorded a total of 531 deficiencies, with 9 detentions. For the bulk carrier fleet, the total recorded deficiencies were 79, with 2 detentions. Finally, we should mention that third-party MLC inspections confirmed that all seafarers onboard are provided with decent living and working conditions and that their employment agreements and wage payments comply with applicable collective bargaining agreements.

MLC inspections confirmed that all seafarers onboard are provided with decent living and working conditions and that their employment agreements and wage payments comply with applicable collective bargaining agreements.

All Fleet	2024	2025
LTIs	48	40
LTIF Rate	3.03	2.39
Near Misses reports	419	456

Table 34: Safety Performance Metrics for 2024-2025.

PSC Boardings – [Containers Fleet]	2024	2025
Inspections/Vessels	2.85	3.79
Deficiencies/Inspections	1.69	1.95
Inspections without Deficiency	52%	47%
ISM Related	12.3%	15.8%

Table 35: Inspections Performance Metrics for containers fleet, 2024-2025.

PSC Boardings – [Bulk Carriers Fleet]	2024	2025
Inspections/Vessels	2.56	2.60
Deficiencies/Inspections	6.17	3.04
Inspections without Deficiency	22%	12%
ISM Related	56.3%	25.3%

Table 36: Inspections Performance Metrics for bulk carriers fleet, 2024-2025.

LTIFR[13] Contractors

Year	Median LTIFR[14]	Range	No. of shipyards	YoY trend
2024	0.75	0.16 – 1.82	6	+35% VS 2023
2025	0.49	0.00 – 7.11	10	-34% VS 2024

Table 37: LTIFR Contractors 2024-2025

[13] LTIFR = (No. of lost-time injuries / annual actual work hours) × 1,000,000.
[14] Median LTIFR per year based on participating shipyards. Shipyard names withheld for confidentiality.

In 2025, the median LTIFR for contractors was calculated as the average of the 5th and 6th values in the sorted dataset. One shipyard reported an LTIFR of 0 (indicating zero lost-time injuries), while another reported an LTIFR of 7.11; the latter was excluded from the median calculation as it fell outside the interquartile range. It should also be noted that not all shipyards reported data consistently across all years.

Health and Safety at our Offices

At our offices, we have established a Building Emergency Response Team (BERT) with designated members on each floor. This team is certified in firefighting and emergency response, ensuring preparedness for a range of scenarios. To maintain readiness, we conduct annual drills and refresher training sessions. Both the team and the building are equipped with the necessary tools to handle emergencies safely and efficiently.

Additionally, we have a well-trained First Aid Team equipped to provide immediate medical assistance when needed.

This team undergoes annual refresher training and is supported with adequate first-aid equipment to ensure swift and effective responses to health-related situations. These initiatives demonstrate our commitment to maintaining a safe and secure environment for all.

According to 2025 Great Place to Work® Trust Index© Survey 98% of Office Employees believe that Danaos is a safe place to work.

Wellness Engagement, Retention

Our Wellness, Engagement, and Retention strategy is designed to foster a supportive, inclusive, and high-trust working environment for both office employees and seafarers, with a strong emphasis on wellbeing, engagement, regulatory compliance, and long-term workforce retention. Through structured feedback mechanisms, targeted wellbeing initiatives, and continuous investment in working and living conditions, we aim to maintain low turnover rates and a motivated, resilient workforce.

For office employees, engagement is systematically measured through the annual Great Place to Work Trust Index Survey, which evaluates key dimensions including credibility, respect, fairness, pride, camaraderie, communication, collaboration, leadership, integrity, and care. Survey findings are complemented by regular one-to-one engagement meetings with the HR Director and the Culture & Engagement Manager. To ensure consistency in feedback across the organization, vessel crew survey questionnaires are also conducted.

The results of 2025 survey were the below:

Figure 7: Office employees survey results for 2025

Office employee wellbeing is supported through a comprehensive range of initiatives, including access to medical doctors, diet and nutrition sessions, employee assistance and mental health programs, participation in sports teams, gym contributions, and comprehensive medical health insurance coverage. Recognizing the importance of family support and work-life balance, the Company offers childcare contributions, career orientation sessions for employees' children, academic achievement awards, and family-inclusive entertainment events. These initiatives are complemented by paid time off and a range of leave options, including parental leave, to support employees in balancing professional and personal responsibilities. Caring score of Trust Index Survey is 88%.

Parental Leave

Danaos Shipping recognizes that supporting employees during significant life events is essential to fostering a fair, inclusive, and resilient workplace. In line with our commitment to responsible employment practices and workforce wellbeing, we provide parental leave arrangements designed to support employees in balancing family responsibilities with their professional roles.

Our parental leave policies apply to eligible office employees and are aligned with applicable national legislation and collective agreements, while also reflecting our broader human capital strategy focused on talent retention, gender equality, and long-term employee engagement. Danaos aims to ensure that employees are able to take parental leave without adverse impact on career development, remuneration, or employment continuity.

Parental leave	2024	2025
Birth Leave	4	3
Father Leave	3	3
Completed leave and remained in the company	5 - 100%	3 - 100%

Table 38: Parental leave (2024-2025)

Seafarers Engagement

For seafarers, structured feedback is gathered through crew survey questionnaires conducted twice per year, supporting continuous improvement and engagement. On top of that we conduct on regular basis Crew Engagement Workshops with the participation of Vessels Top Officers and Crew and HR Management.

Holistic wellbeing is promoted through high-quality training facilities, crew accommodation inspections supported by online applications, high-speed onboard internet, and dedicated crew welfare budgets. As part of our commitment to crew welfare and regulatory compliance, a series of key initiatives introduced in 2024 remain in effect.

These include an online training platform that enhances regulatory awareness by enabling crew members to stay up to date with the compliance framework applicable across all managed vessels, with training progress tracked electronically. In addition, watch and rest hours and overtime work are monitored through dedicated online systems, supported by a clear policy governing overtime assignment, tracking, and compensation.

Together, these initiatives reinforce engagement, promote wellbeing, and foster long-term commitment across our workforce.

Diversity, Equal Opportunities and Non-discrimination

Danaos remains steadfast in its commitment to fostering a workplace culture founded on safety, respect, and inclusivity for all employees and stakeholders. Central to this commitment is the Company's zero-tolerance approach to violence and harassment in any form. We strive to create and sustain a diverse, inclusive, and equitable working environment where every individual is valued and treated with respect. Diversity and inclusion are integral to our success, and we actively promote a culture of respect, belonging, and equal opportunity for all, irrespective of age, gender, race, ethnicity, disability, marital or family status, religion or beliefs, pregnancy, gender identity or expression, sexual orientation, nationality, or any other characteristic protected by law.

The Diversity, Equal Opportunities and Inclusion Policy applies across all aspects of employment at Danaos, including recruitment, training, performance evaluation, career development, rewards, workplace conduct, facilities, and termination of employment, while also guiding our engagement with external stakeholders such as clients, agents, and suppliers. We firmly believe that diversity is a key driver of value, enhancing innovation, creativity, and sustainable business performance by bringing together a wide range of perspectives, experiences, and backgrounds.

Our workforce reflects this commitment, with office employees representing five nationalities and seafarers drawn from seven nationalities, all of whom are expected to actively uphold the principles of equity, diversity, and inclusion in their daily work.

Every Danaos employee, from onboard crews to onshore management, is required to maintain the highest standards of professional conduct, treating others with dignity and respect and avoiding any behavior that could be perceived as violent, abusive, or harassing. To support this, the Company has established robust policies and procedures to prevent, identify, and address incidents of violence and harassment, which are communicated through structured training programs and clear written guidelines. Awareness initiatives, including in-house sessions on cultural awareness, inclusion, and equal employment opportunities, help employees recognize and challenge implicit biases, encouraging fairer interactions and stronger collaboration across diverse backgrounds. Furthermore, all new employees and senior officers receive dedicated Diversity and Inclusion training during onboarding, complemented by accessible online courses available through the Company's training platform, ensuring continuous learning and the promotion of a respectful, inclusive environment both onshore and at sea.

Danaos remains steadfast in its commitment to fostering a workplace culture founded on safety, respect, and inclusivity for all employees and stakeholders. Central to this commitment is the Company's zero-tolerance approach to violence and harassment in any form.

In 2025, no incidents of discrimination, violence, or harassment were reported through our online applications.

In Trust Index Survey all statements regarding the fair treatment regardless gender, race and sexual oriented are scored higher than 90%!

The figures below provide insights into the age diversity of both office employees and seafarers, gender diversity in managerial positions, gender diversity in STEM roles among office employees and the gender pay gap across office positions.

In 2025, no incidents of discrimination, violence, or harassment were reported through our online applications.

Gender diversity		2024	2025
Female	Directors	29%	25%
	All Employees	39%	40%
Male	Directors	71%	75%
	All Employees	61%	60%

Table 39: Gender diversity in managerial positions for 2024-2025.

Age	Employees	2024	2025
≤30	Crew	27%	26%
	Office	26%	25%
>30≤50	Crew	59%	60%
	Office	62%	64%
>50	Crew	14%	14%
	Office	12%	11%

Table 40: Age diversity office employees in 2024 - 2025.

Gender diversity in STEM	2024	2025
Female	23%	22%
Male	77%	78%

Table 41: Gender diversity in STEM for 2024 - 2025.

Female to Male Ratio Salary Gap	2024	2025
Employees	101%	86%
Managers	77%	88%

Table 42: Ratio of the basic salary and remuneration of women to men for 2024-2025.

Share of women in Office Employees

Target 40%

Status 40%

Embedded

40% women in office employees in 2025.

Share of women in Directors

Target 25%

Status 25%

Embedded

25% women in Directors in 2025.

Share of women in STEM

Target 25%

Status 22%

In progress

22% women in STEM in 2025.

Transparency and Accountability

Danaos aims to be among the most transparent shipping companies globally, supported by initiatives, reports, and tools that collect and communicate data to all interested parties. These efforts are guided by commitments and policies covering sustainable development, compliance with IMO and EU MRV regulations, energy consumption and emissions, employee assessment and development, and engagement across the wider value chain. Accountability is ensured through the Danaos Management System, which strengthens organizational structures and communication channels to improve efficiency and reduce workloads. It includes committee charters, governance guidelines, a Code of Conduct & Ethics for officers and directors, job descriptions, policies, SOPs, and working instructions, helping prevent conflicts of interest and identify potential violations. Employees access it via the intranet, while external stakeholders can view the Code on the Danaos website.

Continuous Learning & Development

Continuous learning and professional development are core to Danaos' people and ESG strategy, ensuring office employees and seafarers maintain the skills needed to operate safely, efficiently, and responsibly in a changing regulatory environment. For office employees, an annual training plan is built through structured training needs analysis informed by performance reviews, regulatory and compliance requirements, safety standards, new technologies, and wellbeing priorities. Training is delivered via blended learning, combining online microlearning with instructor-led seminars, with strong emphasis on onboarding and company systems. For seafarers, a dedicated Crew Training team provides pre-joining familiarization, supported by a rank-based training matrix, an online training platform, and certified courses delivered through the Danaos Training Center (DATC).

An essential component of the training curriculum is Danaos' Safety Management System (DSMS), incorporating real-life fleet experiences, feedback and lessons learned. The training program combines theoretical knowledge with practical exercises, using real-world scenarios in simulation-based drills to enhance skills and competence.

The Danaos Assessment and Training Centre (DATC) was established in 2016 to meet the training needs of the company's fleet officers, crew and shore-based employees. Located at the Danaos Piraeus offices, the facility is equipped with a full-mission Bridge Simulator and state-of-the-art training resources. The DATC underscores the company's commitment to providing top tier training facilities and further developing the competence of its personnel to ensure operational excellence.

The DATC is certified and accredited by Lloyd's Register of Shipping and the Cyprus Department of Merchant Shipping (DMS), holding the Approved Training Provider Certificate and ISO 9001:2015 certification. The DATC team works closely with all company departments to identify specific training needs, offering tailored training activities that aim to boost knowledge, awareness, competence and overall performance.

Through the DATC the following Simulation Trainings are provided:

- **BR(T)M**: Bridge Resource Management
- **MRM**: Maritime Resource Management
- Damage Stability and Damage Control
- Multi-Cultural Teams and Effective

In 2025 DATC offered 318 Training Hours.

Seafarers Training: Navigating the Path to Excellence

By prioritizing technical proficiency, safety, environmental awareness and continuous learning, our training programs enhance the competence and professionalism of seafarers, ensuring the reliability and safety of global shipping operations. To achieve this, we have developed in-house seminars and pre-boarding training, and we continually assess training needs to ensure the safety and competence of our workforce.

Training for both employees and seafarers cover key areas, including:

- Safety
- Environmental policy and goals
- Relevant environmental aspects
- Operational, monitoring and contingency procedures
- Updates on laws and regulations affecting ships' operations
- Day-to-day activities

Our computer-based training programs ensure ongoing evaluation and appraisal of seagoing and shore-based employees throughout their careers. A variety of seminars tailored to Danaos Shipping are held at our premises.

In 2025 we offered 76,408 hours of training to seafarers.

Seafarer Development

Danaos adopts a proactive approach to supporting seafarer development and skills enhancement through structured quarterly performance reviews. These evaluations are instrumental in informing career progression decisions and identifying targeted training and development needs. Using an advanced online platform, performance feedback is gathered from a broad range of sources, enabling a comprehensive and objective assessment. Evaluation criteria encompass operational efficiency, regulatory compliance, adherence to safety standards, and the demonstration of key soft skills. By applying rigorous assessment standards, Danaos strengthens a culture of continuous improvement and reaffirms its commitment to excellence and safety in maritime operations.

Cadet Programs

Our cadet programs are designed to support aspiring maritime professionals from various countries, promoting skills development and long-term career growth.
We collaborate with local maritime academies with comprehensive approach to maritime education, including rigorous theoretical and practical training aligned with international standards. The programs focus on disciplines such Deck and Engineering Watch Officer training and Electro-Technical, emphasizing safety, technical expertise and strict adherence to industry requirements. Graduates gain essential sea service experience through established placement programs, culminating in certifications that support their career progression. The program also provides ongoing professional development, wellness and tailored training, ensuring a sustainable talent pipeline for Danaos. During 2025, we had 104 participants from various countries.

Onboard Riding Training Program

In 2025, Danaos continued the Onboard Riding Trainer initiative as part of its commitment to strengthening seafarer training and development. The program is based on selecting experienced Deck and Engine Officers from within our crew who bring extensive expertise and a strong understanding of Danaos' operations. These trainers visit vessels to deliver structured on-the-job training to new seafarers, with emphasis on operational procedures, onboard systems, communication protocols, and corporate culture.

Acting as onboard consultants, the Onboard Riding Trainers share practical knowledge and provide hands-on guidance on both Deck and Engine Room duties. Their purpose is to ensure that new crew members develop a thorough understanding of Danaos' practices and standards, and fully adopt our safety culture, supporting smooth and consistent integration into daily operations.

Prior to undertaking their assignments, the selected trainers completed extensive training in soft skills and mentoring techniques, enabling them to effectively coach, guide, and support their colleagues. This initiative reflects Danaos' dedication to building a skilled and confident workforce capable of upholding the Company's high standards of excellence.

On-Shore Employee Training

We invest extensively in comprehensive training programs designed to facilitate smooth onboarding, enhance digital skills, promote awareness of rules and regulations, encourage safety measures, improve operational efficiency, advance diversity, equity and inclusion (DEI) initiatives and cultivate effective leadership skills. Our commitment to employee growth is reflected in the thousands of training hours provided, delivered through various methods such as instructor-led sessions, webinars, seminars and other interactive platforms. By empowering our team with the necessary knowledge and skills, we not only strengthen our organizational capabilities but also contribute to a more sustainable and responsible maritime sector.

Acknowledging the critical need to stay ahead in the fast-changing maritime industry, Danaos has invested in this initiative to provide its workforce with the essential tools and knowledge. This proactive approach highlights the company's dedication to innovation and ensures that its team is equipped to tackle the challenges of the digital age, leading to enhanced performance and efficiency throughout the organization.

Hours of training topics for all employees	2024	2025
Business & Operational Knowledge	1,153.25	1,644.2
Familiarisation	137	92
DEI	24	50
Digital Skills	929	924
ESG	64.5	56.5
Leadership	72	144
Rules Regulation Awareness	173	658.8
SMS	88	136.5
Soft Skills	142	167.5
Compliance	120	247.7
H&S	84	242

Table 43: Hours of training topics for all employees for 2024-2025.

Digital Skills Development Program

In order to respond to the demands of industrial and technology changes and as part of its commitment to digital transformation, Danaos Shipping has launched a comprehensive Digital Skills Development program for its office employees. Understanding the critical role of technology in the evolving maritime industry, the company has invested in equipping its workforce with essential digital competencies. Through this initiative, a total of 924 training hours has been offered, providing employees access to a wide array of courses designed to enhance their digital proficiency including AI tools. This proactive strategy not only reinforces Danaos Shipping's dedication to innovation but also empowers its team to adapt to the digital landscape, driving efficiency and operational excellence across the organization.

Leadership Improvement Programs

Danaos places strong emphasis on leadership development as a key enabler of safe operations, strong performance, and sustainable growth, investing in targeted programs for both office employees and seafarers. In 2025, the Company invested 72 training hours in leadership workshops for Directors and Managers, focusing on strengthening feedback practices, effective communication, and objective setting to enhance people management and organizational effectiveness. In parallel, an additional 508 training hours were dedicated to leadership development for seafarers, specifically designed for the top four officers onboard vessels. These programs reinforce the understanding that effective leadership is essential for guiding multinational crews safely and efficiently in demanding operational environments, while supporting a strong safety culture, teamwork, and crew wellbeing. The training equips participants with a solid foundation in core leadership principles, highlights the distinction between managing and leading, and explores how personality, stress, and behavior influence performance. Participants also develop skills in self-leadership, leading others through change, effective verbal and non-verbal communication, diversity management, and the prevention and resolution of workplace issues such as conflict, bullying, and harassment, ultimately contributing to safer operations and improved performance.

- **Office employees** accumulated a total of training hours 4,363.2, averaging 17.7 hours per employee.
- **Seafarers** received a total of 76,408 training hours, ensuring ongoing skill development and regulatory compliance.

Feedback and Career Growth

One of the key benefits of our Career Path Framework is its ability to provide employees with a clear pathway for career growth. By outlining the skills and experiences required for progression, individuals can take proactive steps to develop their capabilities and advance within the organization. This not only enhances employee engagement and job satisfaction but also strengthen our talent pipeline, ensuring that we have the right people in the right roles at every level of the organization.

Importantly, our Career Path Framework is an integral component of our broader Human Resources Management strategy, which encompasses Performance Management, Talent Management and Training & Development. By integrating career progression into these core processes, we create a holistic approach to employee development, where individuals are supported at every stage of their career journey.

- In 2025, **42 employees promoted** to the next level and **4 employees changed career path**.
- 29 % of promoted employees were female.

Career Path Allocation	2024	2025
Junior Employee	17%	15%
Mid Experienced Employee	24%	23%
Experienced Employee	37%	40%
Junior Manager	6%	5%
Deputy Manager	4%	3%
Manager	5%	5%
Director	6%	7%
C- Level	2%	2%

Table 44: Career Path Allocation for 2024-2025.

Career Path Gender Allocation	2024		2025	
	Female	Male	Female	Male
Junior Employee	57%	43%	65%	35%
Mid Experienced Employee	58%	42%	60%	40%
Experienced Employee	35%	65%	36%	64%
Junior Manager	0%	100%	0%	100%
Deputy Manager	13%	88%	13%	87%
Manager	10%	90%	8%	92%
Director	29%	71%	25%	75%

Table 45: Career Path per Gender for 2024-2025.

Our **Employees Performance Management system** is designed to align the **"What"** — the objectives to be achieved — with the **"How"** — the competencies demonstrated in achieving them. At the start of each year, Management sets the company-wide objectives and allocates them to departments. Each department then establishes team and individual targets, which are reviewed and evaluated at the end of the year. In addition to objective achievements, each employee is assessed on their competencies and receives constructive feedback on their overall performance.

The performance evaluation process includes several key stages: **Self-Evaluation, Manager and Peer Evaluations, Calibration, Talent Review Meetings, and Performance Feedback Discussions**. Calibration Meetings ensure consistency and fairness in evaluations across managers, while Talent Review sessions enable Top Management and Directors to discuss both performance and potential, supporting informed career growth and development decisions.

During the **Performance Feedback Discussions**, employees meet with their managers to review their objective achievements, discuss their performance on key competencies, and define personalized development plans. These discussions also serve as a foundation for setting the objectives for the upcoming year, ensuring clarity, alignment, and continuous professional growth.

In 2025, all employees were successfully evaluated and discussed during the Talent Review meetings, reinforcing the company's commitment to continuous development and performance excellence.

During 2025, in addition to the established performance evaluation process applied across the organization, managers and directors participated in a comprehensive 360-degree assessment designed to evaluate leadership and managerial capabilities. The process incorporated structured feedback from peers and direct reports, enabling a balanced and transparent review of strengths as well as areas for development. Based on the results, participants received individualized feedback reports accompanied by targeted action plans to support continuous improvement and leadership effectiveness. The Company intends to implement this 360-degree evaluation on a regular basis, reinforcing a culture of accountability, professional growth, and ongoing performance enhancement.

Human Rights

Danaos is committed to upholding and promoting fundamental human rights across all areas of its operations and value chain. Our Human Rights Policy reflects our respect for the dignity, equality, and well-being of all individuals, ensuring fair treatment, safe working conditions, and zero tolerance for discrimination, harassment, forced labor, or child labor. We actively support freedom of association, equal opportunity, and ethical employment practices, while fostering a workplace built on respect, integrity, and inclusion. Danaos proudly aligns with the core conventions of the International Labor Organization (ILO), as well as internationally recognized frameworks such as those of the United Nations and the OECD, integrating these principles into our policies, procedures, and daily operations. Through continuous monitoring, awareness, and responsible business conduct, we strive to positively impact our people, partners, and the communities in which we operate.

Human Rights Risks and Due Diligence

Danaos recognizes that respecting human rights also requires identifying, assessing, and addressing potential risks across our operations and supply chain. We actively monitor areas where human rights risks may arise, including labor practices, health and safety, equality and non-discrimination, and the treatment of seafarers and office employees. Through due diligence processes, internal controls, and engagement with employees, contractors, and partners, we work to prevent, mitigate, and remediate any adverse human rights impacts. Training, audits, and continuous risk assessments support our proactive approach, ensuring alignment with international standards and reinforcing our commitment to responsible and ethical business conduct.

Human Rights Risk Assessment Process

Danaos Shipping conducts a structured human rights risk assessment covering its own operations, workforce, and value chain. The assessment identifies key groups potentially at risk, evaluates relevant human rights risks, and considers their potential impact, severity, and likelihood. This process enables the Company to prioritize actions, allocate responsibilities, and monitor effectiveness through defined indicators. The assessment is aligned with international frameworks, including the UN Guiding Principles on Business and Human Rights and relevant maritime and labor standards.

Key groups assessed include office employees, seafarers, women, children, third-party employees (contractors and suppliers), and local communities. For each group, Danaos evaluates risks such as discrimination, forced or compulsory labor, unsafe working conditions, unfair wages, and lack of freedom of association. Preventive and protective measures are implemented through company policies, procedures, training programs, contractual safeguards, grievance and whistleblowing mechanisms, and welfare initiatives. Oversight is shared among relevant departments—including Human Resources, Crewing, Procurement, SQE, and Internal Audit—with coordination through the ESG Working Committee.

Group at Risk	Key Human Rights Risks	Potential Impact	Severity	Likelyhood	Overall Risk	Preventive / Protective Actions	Monitoring & Indicators	Responsible Entity	Severity	Likelyhood	Overall Risk
Office Employees	Discrimination, Fair and Equal Wages, Freedom of Association, Safe and Healthy Workplace, Transparency, Excessive Working Hours and Denial of Rest or Leave	Unequal pay, exclusion, occupational stress, lack of representation, Physical and mental exhaustion	H	M	H	Labor Practices Policy, Equal pay policy, Leave Application, internal grievance mechanism, whistleblowing mechanism, occupational health programs, mental health and employee assistance programs, employee engagement surveys, employee engagement meetings with HR	Gender pay gap analysis, staff turnover rate, reported grievances, overtime index, leave & absence metrics	HR+T Department / ESG Working Committee	L	L	L
Seafarers	Forced Labor, Human Trafficking, Right to Collective Bargaining, Safe and Healthy Workplace, Fair and Equal Wages	Excessive working hours, passport retention, unsafe conditions, limited union access, exclusion, occupational stress, unequal pay, Physical and mental exhaustion	H	H	C	Labor Practices Policy, Compliance with MLC (Maritime Labour Convention), Compliance with IBF,Benchmark with Drewry Salary report for seafarers audits of manning agencies, freedom to contact unions, Crew Welfare Campaign, 24/7 Mental Health Support, 24/7 Health Support, Crew welfare application for vessel requests, Crew Surveys, Crew Engagement Meetings, Complaint Procedure, whistleblowing mechanism	Crew welfare inspections, rest hour records and monitoring application, internal and external audits	Crewing Dept. / SQE / HR+T ESG Working Committee	L	L	L
Women	Discrimination, Equal Pay, Safe Workplace, Freedom of Association, Harassment	Gender-based discrimination, wage gap, harassment, limited promotion opportunities	H	H	C	Gender equality policy, anti-harassment training, maternity protection, women's representation in managerial positions, Training for DEI, internal grievance mechanism, whistleblowing mechanism	Diversity metrics, complaints resolved, managerial representation	HR+T Department / ESG Working Committee	L	L	L
Children	Child Labor, Access to Education, Trafficking	Exploitation, deprivation of education, safety risks	H	L	M	Supplier screening for child labor, age verification, community education support, whistleblowing mechanism	Supplier audits, verification records	Procurement / ESG Working Committee	L	L	L
Third-Party Employees (Contractors, Suppliers)	Forced Labor, Human Trafficking, Discrimination, Fair Wages, Safe Workplace	Exploitation through outsourcing, unsafe working conditions, underpayment	H	M	H	Supplier Code of Conduct, regular audits, training, contractual clauses on labor rights, whistleblowing mechanism	Supplier performance reports, audit findings	Procurement / ESG Working Committee	M	L	M
Local Communities	Environmental Sustainability, Transparency, Freedom of Association	Environmental degradation, lack of consultation, reduced livelihood opportunities	H	H	C	Environmental management systems, stakeholder engagement programs, impact assessments, internal grievance mechanism, whistleblowing mechanism	Community feedback, environmental KPIs, grievance logs	R&D / Internal Audit / ESG Working Committee	M	L	M

C: Critical | H: High | M: Medium | L: Low

Figure 8: Human Rights Risk Matrix

Risk Mitigation, Monitoring, and Outcomes

While certain human rights risks were initially assessed as high or critical—particularly for seafarers, women, and local communities—Danaos has implemented targeted mitigation actions to address these exposures. These include compliance with international labor conventions, supplier due diligence, audits of manning agencies and suppliers, employee and crew welfare programs, diversity and inclusion initiatives, and structured stakeholder engagement. Monitoring is supported by qualitative and quantitative indicators such as grievance reporting, audit findings, turnover and diversity metrics, rest-hour records, and community feedback.

As a result of these measures, residual human rights risks across most stakeholder groups have been reduced to low or medium levels. Continuous monitoring, internal and external audits, and regular reviews ensure that controls remain effective and responsive to evolving risks. Danaos remains committed to ongoing improvement, transparency, and the protection of human rights across its operations and value chain.

Reporting and Grievance Mechanisms

Danaos is committed to transparency and accountability in the management of human rights matters. We provide accessible and confidential reporting channels that allow employees, seafarers, and other stakeholders to raise concerns or report potential violations without fear of retaliation. All reports are reviewed promptly, investigated fairly, and addressed in accordance with our policies and legal obligations. Through regular monitoring, documentation, and reporting, we ensure continuous improvement in our human rights practices and maintain open communication with stakeholders, reinforcing trust and upholding our ESG commitments.

In 2025 we had zero incidents reported through our channels.

Labor Rights

The Company is committed to upholding and protecting the labor rights of all employees, both ashore and at sea, by ensuring fair treatment, equal opportunity, and safe, respectful working conditions. Employment practices are guided by principles of non-discrimination, merit-based decision-making, and equal remuneration for work of equal value, regardless of gender, nationality, or other personal characteristics. The Company ensures competitive and transparent compensation, reasonable working hours, adequate rest periods, and lawful overtime arrangements in compliance with applicable local regulations and international standards, including ILO and Maritime Labor Convention requirements. All employees are entitled to statutory leave and benefits, comprehensive health and wellbeing support, and the freedom to raise concerns without fear of retaliation. Through regular policy reviews, employee engagement, and alignment with global best practices, the Company continuously works to promote dignity, equity, and wellbeing in the workplace.

To achieve the above-mentioned our company has in places systems and programs such as:

- Application for monitoring working and resting hours
- Crew Engagement workshops to collect feedback from seafarers on working conditions.
- Employees and Seafarers Engagement and Satisfaction Surveys
- Digital Skills Reskilling programs
- Monitoring application for leave entitlements
- Regular Gender Pay Gap Analysis
- Specific Section on Human Rights Risk Analysis for Labor Rights

Child Labor

We recognize the critical importance of addressing child labor risks within our operations and supply chains. Danaos maintains a strict policy of not employing any seafarer under the age of 18, in any capacity. Age verification is conducted prior to employment to ensure compliance with this standard and to align with international labor conventions and best practices.

Our commitment extends beyond our direct operations and into the global community. We are dedicated to promoting sustainable and responsible business practices that protect the well-being of all individuals involved in our value chain. We actively engage with our suppliers to communicate our zero-tolerance policy on child labor and align on expectations for ethical and socially responsible conduct. Transparency and accountability are central to our supplier selection process. We require all suppliers to comply with applicable labor laws and industry best practices, including fair employment policies, health and safety measures, and zero tolerance for corruption.

When selecting suppliers, we prioritize ethical and responsible business practices to mitigate risks associated with child labor, especially in industries such as manufacturing and in geographic areas where such risks may be more prevalent. We aim to build a network of suppliers who share our values and commitment to human rights.

Danaos has implemented comprehensive policies that explicitly prohibit all forms of child labor. These policies are communicated throughout the organization and to our suppliers. They are continuously reviewed and updated to remain aligned with international labor standards and evolving expectations.

Through these efforts, we contribute to the effective abolition of child labor while ensuring that the products and services supporting our operations not only meet high performance standards but also reflect our social responsibility.

Security Practices

All deck personnel with designated security responsibilities (52%) receive training on appropriate methods for conducting physical searches of individuals. In accordance with our Ship Security Plan (SSP), any search must be performed with full respect for the individual's human rights and dignity. In addition to the SSP, the SSO Danaos Security Training Manual—used for onboard training—provides detailed guidance on search procedures and techniques, including specific considerations to ensure professionalism and respect in every situation. No security personnel are supplied by contractors.

Compensation and Pay

The Company is committed to providing equal pay for all employees based on objective criteria, including role level, performance, skills, experience, and responsibilities. Compensation decisions are made transparently and consistently to ensure equal pay for work of equal value, without regard to gender or any other personal characteristic. To reinforce this commitment, the Company regularly conducts gender pay analyses to identify, monitor, and address any pay disparities. Where gaps are identified, corrective actions are implemented to ensure fair and equitable remuneration practices across the organization.

According to Labor Practices Policy the **Compensation Practices** are the below:

Office Employees

- Salaries for office employees are determined according to their level within the established **career path framework**, ensuring fairness and transparency.
- The Company considers the **cost of living** and ensures that salaries are **at least 30% higher than the national minimum wage** in the country of employment.
- Regular **market salary analyses and internal equity reviews** are conducted to maintain competitiveness and ensure equal pay for work of equal value.

Seafarers

- Compensation for seafarers is based on their **rank** and considers **industry standards** as reported in the **Drewry Maritime Wage Reports**.
- Salaries also take into account the **cost of living in the seafarer's country of origin** to ensure fair and adequate remuneration.

Contribution to Society

Empowering Communities – Commitment to Health & Inclusivity

We actively support initiatives that promote health, wellbeing, and social inclusion, demonstrating our commitment to making a positive impact within the communities we serve. Danaos proudly takes part in the Greece Race for the Cure organized by the NGO Alma Zois, contributing to efforts that raise awareness and support the fight against breast cancer. In addition, we collaborate with ELEPAP, an organization dedicated to supporting children with disabilities, through our participation in the Athens Classic Marathon. These collective actions reflect our ongoing dedication to causes that foster community wellbeing and inclusivity. Through the Act of Joy initiative, Danaos also provides donations to NGOs focused on the protection and welfare of children.

Beyond community engagement, Danaos promotes employee wellbeing through the establishment of the Danaos Blood Bank. This initiative enables employees to donate blood, offering vital support to colleagues and their families in times of need, while also strengthening and contributing to the national healthcare system.

Fostering Maritime Education

We remain dedicated to supporting the development of future maritime professionals through active engagement with academic institutions and schools. In 2025, we welcomed 394 students from Greek and international universities, along with more than 61 students from local schools, offering them meaningful exposure to the maritime industry. These interactions provided hands-on experiences and practical insights, helping to inspire and inform the next generation while strengthening understanding of the sector within the academic community. Through these initiatives, Danaos continues to invest in education and young talent, contributing to the long-term sustainability and growth of the maritime industry.

In parallel, we actively participate in Maritime Career Events, where we share insights into career pathways, skill requirements, and professional opportunities within the maritime sector, reinforcing our commitment to talent development and career progression. Our involvement in the Adopt a Ship initiative, led by Project Connect, further underscores our focus on education and community engagement. Through this program, we support 19 vessels throughout the academic year, connecting primary and secondary school students with seafarers and providing them with a deeper understanding of maritime professions and real-life industry experiences.

Additionally, we continue to support the Students Onboard educational voyages, part of the Management in Maritime Science and Technology Master's Program, in collaboration with the University of Piraeus and the Hellenic Naval Academy. This initiative enables postgraduate students to spend up to one week onboard Danaos vessels during port-to-port voyages, gaining firsthand exposure to daily maritime operations. By bridging academic learning with practical experience, the program equips students with valuable insights and skills, preparing them for successful careers in the maritime industry.

We remain dedicated to supporting the development of future maritime professionals through active engagement with academic institutions and schools.

Empowering the Next Generation

The Danaos Scholarships demonstrate our ongoing commitment to empowering talented and motivated individuals pursuing studies in maritime-related disciplines. By providing financial support, Danaos aims to recognize and encourage students who exhibit strong academic performance, leadership potential, and a genuine passion for contributing to the advancement of the maritime industry. The scholarship program underscores our belief in education as a key driver of innovation, excellence, and long-term success within the dynamic global shipping sector. As scholarship recipients progress through their studies, we look forward to their personal development and the meaningful contributions they will bring to the industry. In addition, Danaos awards six scholarships annually to university students, acknowledging their dedication to becoming the next generation of maritime professionals.

The Danaos Scholarships demonstrate our ongoing commitment to empowering talented and motivated individuals pursuing studies in maritime-related disciplines

Leading the Way in Environmental Responsibility

We continue to demonstrate our strong commitment to environmental protection through a range of meaningful initiatives. Our dedication to safeguarding was highlighted by our participation in the International Coastal Cleanup Campaign organized by HELMEPA, during which 88 Danaos employees joined forces to collect marine litter and protect local coastlines. In parallel, more than 19 employees took part in our annual tree planting initiative, carried out in collaboration with the NGO We4All, further supporting environmental restoration efforts.

Beyond these activities, Danaos promotes sustainability through clothing recycling programs. In partnership with Fabric Republic, we enabled the recycling of more than 100 kilograms of clothing in 2025, supporting waste reduction and responsible resource management. Collectively, these actions underscore our proactive approach to environmental stewardship and our ongoing commitment to delivering a positive and lasting impact on the environment.

Supporting Cultural Institutions and Digital Innovation

Danaos is committed to supporting cultural institutions that preserve heritage while embracing digital transformation. Through its long-standing collaboration with the Benaki Museum, the company contributes to the sustainability and technological advancement of one of Greece's most important cultural organizations.

As part of the Museum's Position Adoption Program, Danaos supports the role of Head of Systems Sector "Giannis and Dimitra Coustas", reinforcing the museum's digital infrastructure and technological resilience. This multi-year commitment reflects the company's broader philosophy of supporting initiatives that enhance institutional capacity, knowledge preservation, and access to culture.

During 2025, the supported program contributed significantly to strengthening the Benaki Museum's information systems, cybersecurity protocols, and overall technological infrastructure. Key initiatives included the gradual **upgrade of workstations** across the organization to improve productivity and user experience, **the reinforcement of cybersecurity policies and compliance monitoring procedures**, and **the optimization of internal digital workflows to increase operational efficiency**. In parallel, major digital projects were advanced, including **the upgrade of the Museum Plus Collection Management System** and the development of the museum's new website, which forms part of a broader digital identity strategy aimed at improving accessibility, enhancing institutional readiness for the future, and creating new revenue opportunities.

Danaos renewed its annual support for the program in 2026, continuing a multi-year commitment that contributes to the museum's long-term sustainability and strategic development.

Beyond technological development, the partnership also strengthens the museum's cultural outreach. Danaos employees are invited to engage with the museum's exhibitions and cultural programs, further fostering cultural engagement and awareness within the company's community.

Through initiatives like this, Danaos aims to support the intersection of **culture, technology, and education**, contributing to the long-term preservation and accessibility of cultural heritage while promoting digital innovation in cultural institutions.

Governance

03

Material Topics

- Anti-corruption
- Regulatory compliance
- Shipping management & performance
- Business ethics
- Strategy & Risk management
- Transparency
- Roles & Responsibilities

Goals 2028

Status: 9 out of 15 governance goals have been already embedded in 2025.

SDGs

How Danaos Is Directed, Overseen, and Held Accountable

Governance at Danaos is a practical system of oversight, accountability, and disciplined decision-making that supports long-term performance in a complex and evolving maritime environment. Rather than operating as a static framework, governance arrangements are designed to remain responsive to regulatory developments, technological change, and emerging risks, while maintaining clarity of roles and responsibilities.

Oversight is exercised through a clearly defined Board and committee structure, supported by formal policies, internal controls, independent assurance, and transparent reporting practices. Together, these elements provide the foundation for responsible conduct, effective risk management, and sustainable value creation.

Governance Framework and Policies

Danaos operates under a comprehensive governance framework that defines standards of conduct, decision-making authority, and oversight responsibilities across the organization. This framework is supported by a suite of policies and codes that address ethics, compliance, risk management, information security, data privacy, and stakeholder engagement.

These policies are actively communicated and periodically reviewed to ensure continued alignment with applicable laws, regulatory expectations, and the Company's evolving risk profile. In 2025, no significant instances of non-compliance with laws and regulations were identified. They are reinforced through training, internal monitoring, and oversight mechanisms, establishing a common foundation for ethical conduct, compliance, and accountability across the organization.

Key governance policies include, among others:

1. Corporate Governance Guidelines
2. Code of Business Conduct and Ethics
3. Code of Conduct & Ethics for Corporate Officers and Directors
4. Supplier Code of Conduct
5. Ethics and Compliance Policy
6. Anti-Bribery & Anti-Corruption Policy
7. Anti-Money Laundering Policy
8. Insider Trading Policy
9. Stakeholder Engagement Policy
10. Environmental and Health & Safety Policies
11. Information Security Policy
12. Data Privacy Policy
13. Compensation Recovery Policy

Board of Directors and Committee Oversight

The Board of Directors provides strategic leadership and oversight of Danaos's performance, governance practices, and long-term direction. In 2025, Board engagement remained strong, with an average meeting attendance rate of 95%, reflecting a high level of commitment to effective oversight.

The Board comprises **six members of diverse national backgrounds** and **professional expertise**, including shipping, engineering, finance, cybersecurity, technology, sustainability, and legal disciplines. A majority of members serve as independent directors (four out of six), supporting objective judgment and balanced decision-making, while one member serves as executive director and one as non-executive director. T**he Board's average tenure of 13.83 years** reflects continuity of experience alongside institutional knowledge. This mix of skills, experience, and perspectives supports effective decision-making and long-term performance.

To support focused oversight, the Board has established four specialized committees:

1 Audit Committee

Oversees financial reporting integrity, ethics and compliance matters, risk management, information security and data privacy, and the effectiveness of internal and external audit functions.

2 Compensation Committee

Oversees executive remuneration practices, ensuring alignment with long-term performance, ethical standards, and the Company's governance principles.

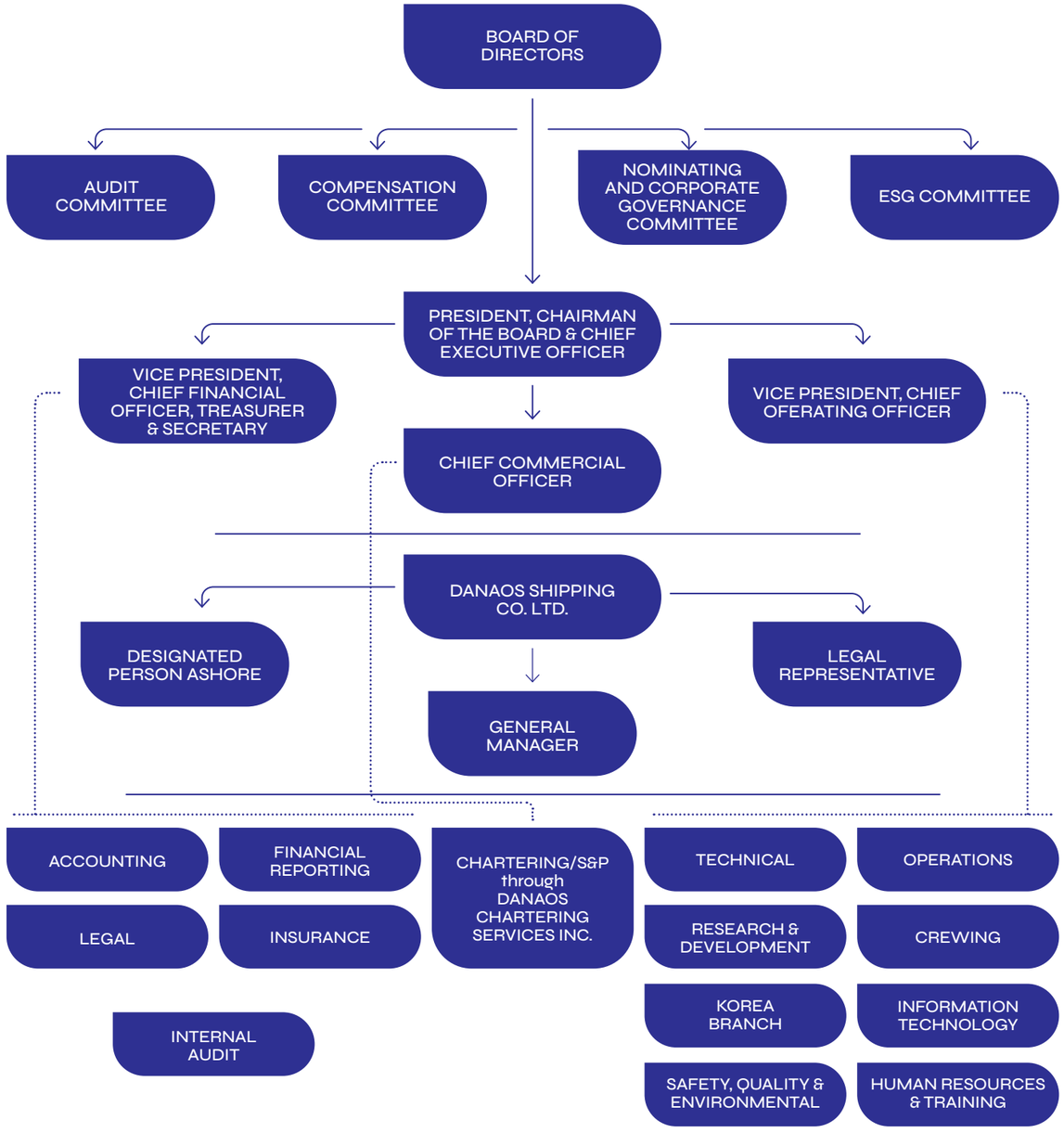
3 Nominating and Corporate Governance Committee

Oversees Board composition, succession planning, and committee assignments, ensuring that appointments reflect appropriate expertise, independence, and alignment with the Company's governance framework.

4 Environmental, Social and Governance Committee

Evaluates ESG-related risks and opportunities, recommends sustainability initiatives, and monitors their integration into business operations and oversight processes. Reviews and approves the organization's sustainability reporting, including materiality assessment.

Committee Chairs report regularly to the full Board, ensuring that significant matters, emerging risks, and areas requiring sustained oversight inform Board-level discussion and decision-making.



Board and Committee Performance Evaluation

To support continuous improvement, the Board of Directors and its Committees conduct annual performance assessments through structured self-evaluation questionnaires. These evaluations cover key aspects of Board effectiveness, including Board and committee composition, quality and clarity of information provided, agenda structure, effectiveness of discussions, oversight of risk and compliance matters as part of the evaluation scope, and the adequacy of time dedicated to emerging issues such as cybersecurity, regulatory developments, and sustainability.

The results of the self-evaluation process are reviewed by the Board and its Committees, providing directors with a structured basis for reflection on governance practices and oversight effectiveness. This process supports informed discussion and helps ensure that Board and committee practices remain appropriate for the Company's evolving operating environment.

Board Nomination & Remuneration

Responsibility for identifying, evaluating, and nominating qualified candidates to the Board resides with the Nominating and Governance Committee. Candidates are assessed based on professional performance, academic achievements, independence, diversity of perspective, and relevance to the Company's strategic direction.

The Compensation Committee oversees the Company's remuneration framework, ensuring that compensation practices remain fair, competitive, and strategically aligned with the Company's long-term direction. The Committee conducts an annual review and approval of all remuneration policies to confirm that they support a performance-driven culture, uphold our corporate values, and reflect the broader interests of both the Company and its stakeholders. In carrying out its responsibilities, the Committee establishes compensation structures for executive officers, primarily based on the accomplishment of valuable sustainability targets. This approach reinforces responsible decision-making, encourages sustainable value creation, and strengthens alignment between executive performance and the Company's long-term commitments.

Chairman, Chief Executive Officer, and Independent Oversight

The Chairman of the Board also serves as Chief Executive Officer. To support independent oversight within this structure, the Board has established specific governance safeguards.

Independent directors meet in executive sessions without executive management present, and these sessions are chaired by the Presiding Director, who is selected from among the independent directors. The Presiding Director presides over executive sessions and facilitates communication between independent directors, the Chairman, and senior management, as appropriate.

Executive directors do not participate in committee meetings. Committee structures are designed to promote objective oversight: the Audit Committee and the Compensation Committee are composed entirely of independent directors, while the Nominating and Corporate Governance Committee and the Environmental, Social and Governance Committee each include one non-executive, non-independent director alongside independent directors, reflecting their broader advisory and strategic remit.

Related-Party Transactions and Conflict-of-Interest Controls

Related-party transactions and conflicts of interest are governed by a formal policy that requires annual declarations by directors and officers and ongoing disclosure of potential conflicts. Identified related-party transactions are reviewed by the Legal and Finance functions and, where significant, are submitted to the Board for review and approval.

Related-party transactions are disclosed in the Company's annual regulatory filings in accordance with applicable requirements and form part of the Board's oversight responsibilities.

In 2025, no conflicts of interest were reported.

Anti-Corruption and Ethical Business Conduct

Danaos maintains a zero-tolerance approach to bribery and corruption and actively supports industry-wide efforts to promote ethical conduct, including through participation in the Maritime Anti-Corruption Network (MACN).

The Company's anti-corruption framework is supported by policies, targeted training, and awareness initiatives designed to ensure that employees and business partners understand their responsibilities and reporting obligations. Operations involving jurisdictions assessed as higher risk are subject to enhanced controls.

In 2025, no incidents of corruption, bribery, or breaches of the Company's anti-corruption policies were recorded. The proportion of port calls in higher-risk jurisdictions, as ranked by the Transparency International's Corruption Perception Index (CPI), represented 1.02% of total port calls.

The Company ensures that its anti-corruption expectations are communicated through the Code of Conduct, onboarding processes, and periodic internal updates.

In 2025, these efforts were supported by targeted training initiatives delivered through a customized program for both office-based employees and seafarers. Among office-based employees, 229 out of 243 completed global business ethics training and 225 out of 244 completed anti-bribery and anti-corruption training, representing completion rates of 94% and 92%, respectively. Seafarer participation was also tracked during the year. While anti-bribery and anti-corruption training was not part of seafarers' mandatory training requirements, 34% of total seafarers completed the training; among officers, the completion rate was 42%. Participation was actively monitored across all employee groups, with follow-ups performed where needed.

At Board level, anti-corruption expectations are addressed through the governance framework and regular compliance updates. The Company is evaluating the introduction of more structured training for Board members as part of its ongoing governance enhancements.

The Company also communicates its anti-corruption principles to business partners through contractual provisions, onboarding processes, and due diligence procedures.

Looking ahead, the Company will further enhance its Training Policy in 2026, strengthening requirements, monitoring, and overall participation.

Danaos did not make political contributions or engage in lobbying activities. External affiliations were limited to membership in recognized maritime and industry associations that promote compliance, safety, and sustainability.

These include the Union of Greek Shipowners (UGS), Cyprus Union of Shipowners (CUS), Malta International Shipowners Association (MISA), INTERCARGO, BIMCO, Nautical Chamber of Greece (NEE), American Hellenic Chamber of Commerce, Liberian Shipowners' Council, Methanol Institute, Global Maritime Forum (GMF) and the Ammonia Energy Association.

Membership fees to these organizations are administrative and non-political. They support technical cooperation, sustainability initiatives, and regulatory compliance. No portion of these payments is directed toward political or legislative advocacy.

All memberships are reviewed annually by the Compliance Officer to ensure continued alignment with Danaos' Code of Conduct, Anti-Bribery and Anti-Corruption Policy, and overall ESG commitments.

Climate Alignment and Trade Associations

The Company does not engage in political lobbying or policy advocacy and limits its participation in trade and industry associations to technical collaboration, safety, and sustainability within the maritime sector. Trade association memberships are periodically reviewed to ensure alignment with the Company's environmental objectives and Paris Agreement commitments, with the ESG Working Team (ESGWT) exercising dedicated oversight. The ESGWT evaluates updates and positions issued by relevant associations against the Company's decarbonization and sustainability strategy, informs the COO any material developments, and jointly determine appropriate actions to maintain alignment. The Company engages selectively with organizations that support sustainable shipping, such as INTERCARGO, BIMCO, Methanol Institute, and Ammonia Energy Association, and promotes constructive dialogue within these bodies to advance Paris-aligned maritime decarbonization.

Whistleblowing and Reporting Mechanisms

Danaos maintains formal reporting channels that allow employees and external stakeholders to raise concerns confidentially and without fear of retaliation. These include a publicly available whistleblowing reporting mechanism and an internal grievance process for workplace-related matters.

Guidance on the proper use of the available reporting channels is provided across the organization through participation in targeted training programs. Those sessions enable better understanding of the Company's Ethics and Compliance policy, while they promote a culture of transparency and accountability.

The Audit Committee oversees the effectiveness of these mechanisms. Information on the operation of reporting channels, including confirmation of reported cases and overall usage, is periodically provided to the Audit Committee. This reporting supports Audit Committee oversight, including in periods with no reported cases.

In 2025, no confirmed breaches of the Code of Conduct or ethics policies, including Anti-Money Laundering and Insider Trading, were identified.

Risk Management and Internal Assurance

Risk management at Danaos follows a structured and forward-looking approach that supports informed decision-making and organizational resilience. Annual enterprise risk assessments incorporate scenario analysis and STEEPLE considerations, covering financial, operational, strategic, regulatory, technological, geopolitical, and sustainability-related risks.

Risk management is integrated with strategic planning and oversight discussions at both management and Board level. Risks identified through the assessment process are considered in the context of business planning, regulatory developments, and emerging industry trends, supporting a coherent approach to risk governance aligned with the Company's long-term objectives. This approach ensures that risk considerations are embedded in operational and strategic decision-making processes across the organization.

Risk governance is supported through a three-line model:

1 **First Line – Operational Ownership**: Business units manage risks within their areas of responsibility.

2 **Second Line – Risk Management and Compliance Oversight**: Senior management establishes policies and monitors adherence.

3 **Third Line – Independent Assurance:** Internal Audit provides independent evaluations and advisory insight.

Focused training on core risk management principles is provided to all Company personnel, promoting risk awareness across the organization.

Cybersecurity, Data Privacy, and Technology Governance

Cybersecurity and data protection are key governance priorities, reflecting the Company's reliance on digital systems and data-driven processes. Oversight is provided at Board level, with periodic reporting to the Audit Committee on cybersecurity risks, control effectiveness, and emerging threats. The Chairman of the Board's valuable experience and strong background in information security supports informed decision-making and effective governance in this critical area.

Danaos maintains an information security program aligned with ISO 27001:2022 and continues to enhance data privacy governance through the pursuit of ISO 27701 certification. The Company maintains incident response and information security-related business continuity plans, which are subject to periodic review. Tabletop exercises and crisis-response simulations are planned to further strengthen preparedness and escalation procedures.

In 2025, no cybersecurity or data privacy incidents were recorded, while there were no confirmed breaches involving third-party personal or confidential data held by the Company.

Technology governance extends beyond risk mitigation. Digitalization, advanced analytics, and artificial intelligence initiatives are overseen to ensure responsible implementation, ethical use, regulatory compliance, and alignment with the Company's governance standards.

Supplier Governance and Sustainable Procurement

Supplier governance and sustainable procurement form part of Danaos's broader risk and sustainability framework. As described in the Company's Low Carbon Transition Plan (LCTP), supplier supplier evaluation incorporates ESG criteria through structured due diligence, performance monitoring, and engagement processes designed to address identified improvement areas.

This approach supports responsible sourcing, operational reliability, and alignment with the Company's sustainability objectives across the value chain.

Through sustainable procurement initiatives, Danaos works closely with suppliers and subcontractors to:

- Ensure fair labor conditions and human rights compliance.
- Promote environmentally responsible practices that align with global sustainability goals.
- Prevent conflicts of interest, corruption and bribery through strict ethical sourcing policies.

We have developed the Supplier Code of Conduct that articulates our expectations for ethical behavior, legal compliance and responsible practices among all our suppliers and subcontractors. Our Supplier Code of Conduct is a strong foundation for ensuring ethical and responsible supply chain practices. By aligning with international standards and the UN Global Compact, we are reinforcing sustainability, human rights and corporate responsibility across our network.

Our procurement strategy prioritizes suppliers who demonstrate a commitment to ESG best practices, ensuring that our supply chain supports our long-term sustainability objectives. Our systematic supplier screening process ensures that ESG considerations are embedded in our supply chain decisions. This proactive approach helps mitigate risks, improve compliance and drive sustainability across our operations. The approved list of suppliers is comprised of suppliers meeting financial integrity, legal integrity, reliability, material and service cost and delivery time predefined criteria. For significant key suppliers, ESG criteria have also been introduced.

Danaos' commitment to supplier ESG compliance and transparency is a strong step toward responsible and sustainable operations. By integrating ESG principles into procurement and ensuring end-to-end visibility, we're reinforcing ethical sourcing and carbon reduction efforts. The key strengths of this approach include comprehensive suppliers' assessments that help us identify material risks and enforce ESG standards, public disclosure and transparency that strengthen stakeholder trust, integrated ESG procurement model embedding sustainability into supplier selection and strong focus on ethical and environmental standards addressing human rights, anti-corruption and carbon reduction.

Suppliers are requested to report on Scope 1+2 emissions among other ESG aspects in line with UN Global Compact and GRI standards. Within 2025, the 10% of the assessed suppliers shared the relevant Scope 1+2 emissions. Of course, there is work to be done to this respect, however the first steps have been successfully made to this direction. Our transparent sharing of Scope 1 & 2 emissions data with clients is a valuable step toward collaborative decarbonization. By enabling clients to assess their environmental impact within the value chain, we help drive informed decision-making and strategic refinements.

A structured ESG desk assessment verifies supplier adherence, ensuring commitments are supported by tangible evidence. The Danaos ESG Assessment Questionnaire, including ESG rating criteria, can be found in the following link: https://vq.danaosshipping.gr/?partner=11111111-2222-3333-4444-555555555555. Suppliers are requested to provide supporting evidence on their ESG policies, practices, performance and public disclosures. This information is then reviewed, resulting in an appraisal of the supplier's ESG performance.

We have set prerequisites and mandatory criteria which, in case they are not fulfilled, the corresponding suppliers are removed from the approved suppliers list. Removing non-compliant suppliers reinforces accountability and strengthens our sustainable procurement framework. The 2025 assessment resulted in zero suppliers being excluded from the list.

Below is the summary of our suppliers' screening results for 2025:

Supplier Screening	2024	2025
Total number of Tier-1 suppliers	268	299
Total number of significant suppliers in Tier-1	122	110
% of total spend on significant suppliers in Tier-1	>90%	>90%
Total number of suppliers assessed via desk assessments	81	54
% of significant suppliers assessed	66%	49%

Table 46: Suppliers' screening results for 2024-2025

Key suppliers to be assessed

Target 100%

Status 49%

In progress

ESG Suppliers Questionnaire was addressed to all significant Tier I suppliers. 49% of these suppliers replied in 2025.

Assessment resulted in zero significant suppliers being excluded from the approved list of suppliers.

During 2025-year assessment, ESG questionnaire was distributed to 110 Significant Tier-1 suppliers (above $200k business and more than 20 p personnel), representing more than 90% of total procurement spend. These suppliers include shipyards, spares, lub oil and paint suppliers, travel agents, insurers, etc. The response rate was 49%, as 54 responses were received. Non-responding suppliers will be further engaged as part of ongoing supplier engagement efforts. All respondents confirmed adherence to Danaos Code of Ethics, part of which is Danaos Supplier Code of Conduct. The foundation for integrating sustainable procurement into our ESG strategy was built in the previous years and in 2026-2028 we focus on scaling up our supplier engagement and improving assessment coverage.

Since 2024, we have implemented a Supplier ESG Scorecard to systematically evaluate suppliers based on their ESG practices and performance and categorizes suppliers into performance tiers according to assessment results.

In 2025, the ESG evaluation results showed continued strong performance across our supplier base. Of the 54 suppliers assessed, 16.7% achieved an excellent rating (Score 80-100), 77.8% were rated medium (Score 50-80), and 5.6% were identified as low performance (Score 30-50). Importantly, no suppliers were classified as poor performance in 2025 (Score<30).

Improvement of Significant Tier I suppliers' ESG score

Target: ✓ +20% ESG Score Improvement (2025 baseline)

In progress

The average ESG score of Significant Tier I suppliers was 64.2 in 2025, compared to 65.5 in 2024. While this reflects a slight decline, the overall supplier base remains strong, with 94.5% rated as excellent or medium performers. Targeted engagement initiatives are underway to improve ESG scores going forward.

Our approach to low-performing suppliers focuses on constructive engagement. We work collaboratively to identify root causes, agree on realistic and measurable corrective actions, and share best practice guidance. In 2025, engagement actions were completed with all low-performing suppliers to ensure they received appropriate support and guidance to strengthen their ESG practices.

It is also worth noting that in previous year one supplier was initially identified as poor performance. Following a detailed review and validation process, this classification was revised due to incomplete information and clarification provided during reassessment. The supplier's final performance was confirmed to be within acceptable standards (medium performance).

Customer Added Value Program

Our customer strategy is built on a spirit of partnership, with customer needs serving as the guiding compass for continuous improvement in our services. Our commitments are structured around defined focus areas and are set out in our "Customer Added-Value Program" methodology, published in 2025. This methodology incorporates the 2024 Customer Added Value Dashboard, which includes KPIs linked to each element that supports value creation for our customers. The related KPI results are updated annually and published in Q2 each year; the latest update was issued in 2025.

Danaos Financial Integrity

Maintaining a strong financial position is essential to supporting long-term growth, innovation, and our ESG commitments. A solid financial foundation enables continued investment in efficiency, sustainability, and customer-focused improvements. Financial KPIs such as EBITDA serve as key indicators of the Company's financial integrity, and—together with our commitment to transparency, ethical business practices, and mutual trust—help establish a robust basis for long-term collaboration.

Danaos Code of Business and Ethics

Danaos' commitment to transparency, ethics, and fairness strengthens our reputation and supports trust-based partnerships with customers. Upholding these values contributes to long-term success and reinforces Danaos' leadership in sustainable and responsible business practices. Every Company employee, including all officers, is responsible for conducting business in a manner that reflects a commitment to the highest standards of integrity.

Reliability in the transportation of goods

Danaos has set a target of maintaining fleet utilization above 99% in relation to operational issues, and this target has been achieved every year for the past 10 years. By prioritizing uninterrupted, high-quality fleet operations, we enable safe, efficient, and timely transportation—key factors in maintaining customer trust and delivering value. This consistent performance further reinforces our operational excellence and competitive advantage.

Professional Crew

Our target for crew retention is above 80%. As seafarers form the backbone of our operations, maintaining a competent, well-trained, and supported workforce is essential to safe and efficient vessel performance. We invest in crew development not only to strengthen safety outcomes, but also to enhance overall fleet performance.

Optimizing Performance

The Danaos Low Carbon Transition Plan (LCTP) provides a comprehensive overview of our commitment to climate action and sets out our decarbonization strategy, which goes beyond the targets established by the IMO. It is a structured and ambitious framework designed to guide our pathway to decarbonization. By aligning with IMO targets, the IEA Sustainable Development Scenario (SDS), and the Paris Agreement, Danaos remains at the forefront of sustainable shipping. Our targets—50% carbon intensity reduction by 2030 and emissions neutrality goal by 2050—demonstrate strong leadership in the industry's green transition.

Danaos' role as a strategic partner in decarbonization also strengthens customer relationships and reinforces our position as an industry leader in sustainability. By sharing our efforts and long-term vision, we create value beyond compliance and help our clients advance their sustainability goals efficiently.

Transparency and Data Sharing

Danaos' proactive approach to data sharing, transparency, and on-demand emissions verification is closely aligned with evolving EU ETS, FuelEU Maritime, UK ETS and IMO CII requirements. By ensuring compliance while using data to support strategic decision-making, we strengthen our ability to remain ahead in the decarbonization landscape.

In parallel, our collaborative data-sharing model—supported through Joint Industry Projects (JIPs) and API development—represents an important step toward real-time performance optimization and improved route efficiency. By establishing a shared understanding of data and performance metrics with our clients, we enable more effective decision-making and support targeted emissions reductions.

Sustainability Structure

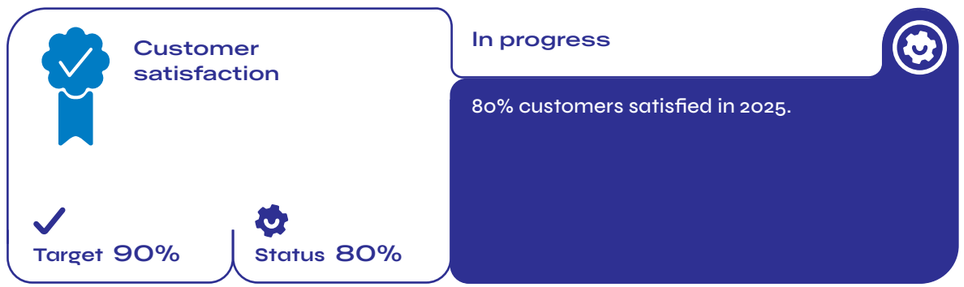
At Danaos, sustainability is embedded in our corporate culture and serves as a key driver in our decision-making process. We are committed to publishing an updated ESG Report annually in accordance with GRI and SASB standards, and to disclosing data each year through CDP and the Corporate Sustainability Assessment (CSA). Our pathway to meeting these commitments is set out in our Low Carbon Transition Plan (LCTP), which defines the roadmap and progressive steps toward our ultimate objective of carbon neutrality.

From an environmental perspective, and as part of our ESG strategy and enhanced engagement on sustainability, in 2024 we disclosed to CDP for the third time and reported to the S&P Global Corporate Sustainability Assessment for the second time. We communicate our commitments and progress toward achieving them in a transparent manner, and we are assessed and rated accordingly.

Customer Satisfaction

At Danaos, we are committed to honoring our commitments and charter party (C/P) agreements. Our digitalized performance monitoring and proactive issue detection reflect a strong focus on data accuracy, operational efficiency, and timely decision-making. By leveraging advanced analytics, we support continuous improvement and maintain alignment with industry standards.
We engage directly with customers through meetings focused on action plans and long-term strategy, strengthening transparency, reinforcing partnerships, and ensuring alignment on sustainability and operational objectives. In addition, we align with our clients' standards and participate in their benchmarking and sustainability assessments, further supporting continuous improvement and long-term collaboration.

In 2023, we launched a customer satisfaction survey, which was restructured in 2024 to provide deeper insights into key performance indicators (KPIs) that capture customer perceptions of our service value.



Shipping Management and Performance

Danaos recognizes that effective risk management is integral to responsible shipping operations and long-term value creation for all stakeholders. The company's Business Risk Management Procedure provides a structured approach to proactively identify, evaluate, mitigate, and monitor risks that could impact operational continuity, financial performance, regulatory compliance and the rights and well-being of all people connected to its activities.

Actual and potential impacts (positive and negative)

Danaos' shipping operations have impacts on the economy, environment, and people, including emissions to air, operational safety, labor conditions and human rights across its fleet operations. Potential negative impacts may arise from environmental emissions, operational incidents, or non-compliance with labor and human rights standards, while positive impacts include efficient maritime transport services and continuous improvements in environmental and operational performance.

These impacts extend to employees, customers, suppliers, and communities, both directly through vessel operations and indirectly through the wider value chain. Positive impacts include efficient maritime transport services and improved environmental performance through operational optimization and emissions reduction initiatives.
The Company is directly involved in these impacts through its vessel operations and indirectly through business relationships with suppliers, charterers and service providers across the maritime value chain.

Policies and commitments

Danaos has implemented a Human Rights Policy that promotes respect for human dignity, equality and labor rights, including freedom of association, fair wages and safe and healthy working conditions, while prohibiting child and forced labor. These commitments are embedded across operations and supported by compliance measures and continuous improvement practices. The Company also maintains a Stakeholder Engagement Policy to ensure transparency and trust with key stakeholders, supporting responsible management of impacts arising from shipping operations and related business relationships.

Actions taken

Danaos manages shipping-related impacts through a structured Business Risk Management Procedure covering proactive risk identification, evaluation, mitigation and continuous monitoring. ESG risks are regularly reviewed by the ESG Working Team. Operational controls, procedures, and compliance mechanisms are implemented across fleet activities to manage safety, environmental, and labor-related risks. The Company also provides digitally enabled access to vessel performance and emissions data to key stakeholders, particularly charterers, supporting transparency and regulatory compliance.

Tracking effectiveness

Effectiveness is monitored through key performance indicators including emissions intensity, fuel efficiency, safety performance, incident rates and compliance metrics. These indicators are reviewed regularly to support continuous improvement and alignment with regulatory and sustainability objectives. The risk management framework is further supported by internal audits and periodic independent reviews, with findings reported to senior management and the Audit Committee, to assess the effectiveness of mitigation actions and identify areas for further improvement.

Stakeholder engagement

Stakeholder engagement, particularly with charterers, regulators, classification societies and other maritime partners, informs Danaos' approach to shipping management. Crew surveys, HR engagement meetings, charterer consultations on fuel preferences and emissions data, collaboration with classification societies and flag state administrations and participation in maritime decarbonization coalitions all contribute to the company's understanding of material impacts and the adequacy of its mitigation measures. Feedback obtained through structured engagement and digital reporting tools supports continuous improvements in transparency, ESG reporting practices, and risk management effectiveness, ensuring alignment with stakeholder expectations and regulatory developments, and to evaluate whether the measures implemented effectively address identified impacts.

ESG Assurance

CSE CENTER for SUSTAINABILITY and EXCELLENCE
ESG Net-Zero Climate Resilience

Danaos Corporation 2025 ESG Report - External Assurance Report

This External Assurance report was conducted by CSE North America on behalf of Danaos Corporation and its ESG Report for the period 1/1/2025 to 31/12/2025. The goal of the process is to provide assurance towards the stakeholders of Danaos Corporation for the accuracy, reliability, and objectivity of the information in the ESG Report, as well as that the report covers all the material issues, as identified by Danaos Corporation and its stakeholders.

Scope & Methodology

The ESG Report has been conducted in accordance with the GRI, as well as according to SASB Standards for Marine Transportation.

- The report covers all material issues as identified by Danaos Corporation and its stakeholders.
- External assurance process applied was AA1000AS v3 standard with an agreed-on 'Type 2 (moderate)' Scope
  - Type 2 requires assessment of organization's adherence with all four AA1000AS Principles (Inclusivity, Materiality, Responsiveness, Impact), and shall additionally, assess and evidence the reliability and quality of specified sustainability performance and disclosed information, providing relevant findings and conclusions, i.e., assurance on reliability and quality.
  - CSE North America's applied assurance methodology followed that Type 2 standard with sample analysis and review of processes related with / to
    - identifying / communicating with key stakeholder groups
    - identifying and defining material issues
    - key performance indicators (except for reviewing / verification of the operational efficiency of data collection and computation systems that were used to collect and process the data)
    - review of information and claims included in ESG Report
    - review concerning compliance with GRI and SASB Standards, as well as TCFD Guidelines.

General Conclusions

Based on the scope of the assurance, it was observed that:

- The description of Danaos Corporation's activities and performance during 2025, as well as the way those topics have been presented in the ESG Report, is accurate.
- Danaos Corporation complies with the principles of inclusivity, materiality, responsiveness, and impact, as defined in the AA1000AS v3 standard.
- Danaos Corporation's ESG report provides transparency on the challenges the shipping industry is facing concerning but setting out new levels of transparency on progress on the implementation of ESG in a major international company.

Key Observations

Danaos Corporation achieved significant improvements in the management and performance in corporate responsibility and sustainability during the period covered by the ESG Report aligned to their core business progress:

- The delivery of eight methanol-ready container vessels in 2024-25 (2 ammonia ready), progressing another 21 methanol ready vessels for delivery between 2026-9 highlights the implementation of the decarbonization of Danaos.
- Playing a role in developing the LNG supply chain for the global energy transition with a major strategic role in Alaska LNG.
- Achievement of the 2030 carbon intensity target 6 years ahead of schedule exceeding the IMO's 2030 target of reducing carbon intensity by at least 40% compared with 2008.

- Further progress in the annual CSA industry sustainability assessment with Danaos raising its' score to 62% making it in the top 7% of industry participants.
- Reaffirmation of the Danaos ESG strategy committing to exceeding IMO requirements and a sustainable transition of the maritime sector.
- Continued strong supply chain management underlined by the CDP Supplier Engagement Score of A-, with substantial ongoing progress assessing and engaging the value chain.
- Commitment to supplier engagement underlined by KPI's related to supplier assessment and development have been verified.
- A renewed double materiality assessment in 2025, provided new levels of transparency in this fast evolving field. The expansion of stakeholder engagement sets a strong foundation for further development and highlights three key material issues: Anti-corruption, Regulation and Shipping Operations & Performance.
- The Company has again delivered strong KPI's and data disclosure as well as showing evidence and confirming no incidents of corruption in 2026.

- Danaos, linked to the materiality assessment, has demonstrated an impressive range of stakeholder engagement. We look forward to seeing how this continues to develop with more quantification and insights from the critical stakeholder groups.

- Danaos was recognized by the QualityNetFoundation as one of the most sustainable companies in Greece 2025 (awarded 2026).

- Strong performance again on the Carbon Transition Planning approach with very detailed strategy and approach to decarbonization. As per the recommendations, more context around changing physical risk exposure (if relevant) and geo-political impacts on transition would be very welcome and insightful.

- Substantial progress on reductions in absolute and relative carbon emissions across all scopes underlining the technical progress in modernization of the fleet and a commitment to meet IMO and regulatory requirements.

- Danaos Corporation's confirmation that the development and implementation of a TNFD aligned risk management approach to biodiversity is underway.

- As digitalization and AI continues to evolve and rapidly impact all sectors of the economy, Danaos exhibits a wide range of progress, metrics and a commitment towards utilization of technological development.

Based on our observations during the assurance process, our key recommendations are:

- With respect to the principle of inclusivity, Danaos Corporation can consider to show examples where:
  - Stakeholder influence has impacted decision making processes, e.g. management response to a concern, action taken on behalf of stakeholders, etc.
  - Whilst the nature of the industry can make engagement with impacted/vulnerable communities difficult (i.e. when compared to B2C with customers considered vulnerable or excluded from the service). Consideration could be given to mapping where or if there are any vulnerable stakeholders may lie in the value chain.
  - Aim to focus on outcomes of stakeholder engagement as well as the process of engagement which is well developed.
- Concerning the principle of materiality, Danaos Corporation has developed a robust DMA process. In a fast moving environment, it is challenging to keep up with both the issues and methodology but Danaos could look to next steps in:
  - Increasing the materiality methodology transparency with additional insights into scoring, weighting logic and prioritization.
  - Ensure the human rights assessment for materiality is robust in a fast developing subject.
  - Transition risk is covered well, but physical climate risks could be covered more within the report although it is noted that further details are available in the CDP report which is publicly available from 2026.

- With respect to the principle of responsiveness, and building on the previous good work around customers in 2024-25, more disclosure linked to stakeholder interaction could be considered:
  - Greater insights into corrective action and context to missed targets
  - Examples of how stakeholder engagement has contributed to policy, strategy or actions
  - As forward-looking transition planning develops look for additional financial metrics to help analyse and assess exposure.

- Given the ever-increasing importance of managing a sustainable supply chain, Danaos established new supply chain management assessment processes and targets. As maturity develops, providing insights into success stories from the program would benefit the report, e.g. cases of remediating issues or collaborating to improve service or impacts.

- With respect to the principle of impact, Danaos already has an impressive range of KPI being communicated. Like many companies finding new metrics and methodologies are challenging, but looking ahead the following could be considered:
  - Develop quantifiable biodiversity metrics to expand on the qualitative disclosure
  - Incrementally improve the human rights impact assessment

Conclusions Regarding the Principles

- Inclusivity – how the stakeholder groups have been identified, and how Danaos Corporation communicated with key stakeholders regarding sustainability. The communication activities with the stakeholder groups include all key stakeholder groups of Danaos. Also, Danaos Corporation has implemented the appropriate principles in the development of its approach towards sustainable development.
- Materiality – how Danaos Corporation determines the importance for the selection of the material sustainability issues. The process of determining the material issues by Danaos Corporation, including the visualization of prioritizing material topics via a 'materiality matrix', provides a balanced representation of the material issues based on its sustainability performance.

- Responsiveness – how Danaos Corporation responded to the issues set by the stakeholders and how this process is described within the ESG Report. Danaos has implemented the principle of responsiveness during the selection of the issues included in the report. At the same time, its sustainability strategy responds to the general concerns of the stakeholders, and to the long-term commitment towards corporate responsibility.

- Impact – how Danaos Corporation monitors, measures, and is accountable for its impact on the broader ecosystem, people, and economy. Danaos has identified all key sustainability issues and has reported on them using the GRI Standards and SASB Standards. At the same time, Danaos Corporation's long-term strategy and goals respond to both the short-term impacts and long-term impacts and aim to adoption and mitigation.

- **Specific Performance Information.** The Specific Performance Information (quantitative data related to GRI and SASB metrics and indicators) has been collected and presented in a commonly accepted manner in ESG Report and the 'general and specific disclosures' have been reviewed during the assurance process. During the assurance process the following metrics and information were reviewed:
  - General disclosures about Danaos Corporation, its strategy, its ethics and integrity, its corporate governance, its engagement with stakeholders, and its reporting practices.
  - **Specific Disclosures about:**

    Governance / Economy

- Policies / incidents regarding corruption
- Statements regarding compliance with anti-competitive behavior laws and regulations.
- Business Ethics
- Strategy & Risk Management
- Transparency
- Roles & Responsibilities
- Shipping Management & Performance

Environment

- Energy consumption, intensity, and reduction
- Greenhouse gas emissions and their reduction.
- Production and management of waste
- Biodiversity

Social

- Occupational health and safety
- Humans' Rights Policy
- Training and Education
- Records about diversity, non-discrimination, and equal opportunities
- Child Labor
- Forced Compulsory Labor
- Security Practices
- Data privacy
- Customer Relations
- Digitalization and AI
- Labor Practices and Employees Welfare.

Exceptions and Limitations

The assurance process did not include information related to:

- Activities outside the reporting period.
- Statements about the position, policies, and principles of Danaos Corporation.
- Financial information.
- Content of other documents, reports and/or corporate websites.

Responsibilities of Danaos Corporation and the Assurance Provider

The preparation, presentation, and content of the online versions of the ESG Report is the responsibility of Danaos Corporation.

The responsibility of CSE North America lies in providing an independent assurance to the stakeholders for the accuracy, reliability and objectivity of the information included in the report, as well as to express its overall opinion based on the type of engagement, as defined by the present report.

CSE North America recognizes the need for a detailed, transparent assurance process to ensure reliability and to operate in order to improve the performance of Danaos Corporation in terms of its sustainability strategy, as well as its ESG Reporting.

CSE North America has extensive knowledge on reviewing and evaluating issues and systems regarding sustainability.

On behalf of CSE North America

Nikos Avlonas James Wallace

On behalf of Danaos Corporation

Dimitris Vastarouchas

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SASB Standards Index, TCFD Content Index, GRI Content Index

SASB Standards Index

TRANSPORTATION SECTOR
Marine Transportation

Activity Metric		Unit of Measure	SASB CODE	2025
Seagoing personnel[15]			TR0301-A	1,898
Nautical miles		Nautical miles (nm)	TR0301-B	6,838,306
Operating days[16]		Number of days	TR0301-C	21,830
Deadweight tonnage[17]		Thousands of deadweight tons	TR0301-D	▪ 5,659,063 DWT Containerships ▪ 1,760,677 DWT Bulk carriers
Total shipping fleet		Number	TR0301-E	83
Number of vessel port calls		Number	TR0301-F	4,713
Twenty-foot equivalent unit capacity		TEU	TR0301-G	464,491 TEU
Topics	Accounting Metrics		SASB CODE	2025
Environmental Footprint of Fuel Use	Gross global Scope 1 emissions	Metric tons CO_2-e	TR0301-01	3,793,839
	Description of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.		TR0301- 02	ESG Report 2025, P.34-36
	Total energy consumed, percentage from heavy fuel oil, percentage from renewables.	Gigajoules, Percentage (%)	TR0301- 03	ESG Report 2025, P.43
	Air emissions for the following pollutants: NO_x, SO_x, and particulate matter (PM).	Metric tons (t)	TR0301-04	ESG Report 2025, P.37
	Energy Efficiency Design Index (EEDI) for new ships.	Grams of CO_2 per ton- nautical mile	TR0301-05	9.2
Ecological Impacts	Shipping duration in marine protected areas and areas of protected conservation status.	Number of travel days	TR0301-06	ESG Report 2025, P.54-55
	Percentage of fleet implementing (1) ballast water. exchange and (2) ballast water treatment	Percentage (%)	TR0301-07	100%
	Number and aggregate volume of spills and releases to the environment	Number, Cubic meters (m^3)	TR0301-08	0
Business Ethics	Number of calls at ports in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Number	TR0301-09	1.02%
	Amount of legal and regulatory fines and settlements associated with bribery or corruption[18]	U.S. Dollars ($)	TR0301-10	0
Accidents & Safety	Number of serious marine incidents[19]	Number	TR0301-11	0
Management	Lost time injury rate	Rate	TR0301-12	2.39
	Number of Conditions of Class or Recommendations	Number	TR0301-13	178
	Number of port state control (1) deficiencies and (2) detentions	Number	TR0301-14	ESG Report 2025, P.77

[15] Seagoing personnel is defined as the number of employees working aboard the registrant's vessels (including direct employees and contract employees).
[16] Operating days are defined as the number of available days in a period less the aggregate number of days that the vessels are off-hire due to unforeseen circumstances (i.e., a measure of days in a period during which vessels actually generate revenue).
[17] Deadweight tonnage is the sum, for all of the registrant's vessels, of the difference in displacement in deadweight tons between the light displacement and the actual loaded displacement.
[18] Disclosure shall include a description of fines and settlements and corrective actions implemented in response to events.
[19] Disclosure shall include a description of serious marine incidents, outcomes, and corrective actions implemented in response.

TCFD Content Index

The present ESG report includes Danaos Disclosures for TCFD Recommendations.

TCFD Recommendations	TCFD Recommended Disclosures	Reported at / Omissions
Governance Disclose the organization's governance around climate-related issues and opportunities	a. Describe the board's oversight of climate-related risks and opportunities	How Danaos Is Directed, Overseen, and Held Accountable Board of Directors and Committee Oversight
	b. Describe the management's role in assessing and managing climate-related risks and opportunities	Climate Related Risks and Policies Danaos CDP submission 2025
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business strategy and financial planning where such information is material	a. Describe the climate related risks and opportunities the organization has identified over the short, medium and long term	Emissions Low Carbon Transition Plan 2025
	b. Describe the climate related risks and opportunities on the organization's businesses, strategy and financial planning	Climate Related Risks and Policies Danaos CDP submission 2025
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2oC or lower scenario	Climate Related Risks and Policies Danaos Low Carbon Transition Plan 2025
Risk management Disclose how the organization identifies, assesses and manages climate related risks	a. Describe the organization's processes for identifying and assessing climate related risks	Risk Management and Internal Assurance Climate Related Risks and Policies
	b. Describe the organization's processes for managing climate related risks	
	c. Describe how processes for identifying, assessing and managing climate related risks are integrated into the organization's overall risk management	Climate Related Risks and Policies
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	ESG Goals 2028, Emissions Energy Newbuilding program
	b. Disclose Scope 1, Scope 2 and if appropriate Scope 3 GHG and the related risks	Emissions Monitoring Scope 1 (Direct) – Scope 2 (Indirect) – Scope 3 GHG Emissions
	c. Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets	ESG Goals 2028
General Metrics and Targets		
Greenhouse Gas Emissions		Emissions Monitoring Scope 1 (Direct) – Scope 2 (Indirect) – Scope 3 GHG Emissions
Energy		Energy
Water		Water Usage and Effluents Treatment
Innovation and Markets		Customer Added Value Innovation and Digitalization
Land Use and Management		Not applicable
Forest Management		Not applicable
Resource Management		
Physical impacts		Climate Related Risks and Policies
Carbon price		Climate Related Risks and Policies Danaos CDP submission 2025 Danaos Low Carbon Transition Plan 2025

In the scope of DANAOS disclosure about the application of TCFD framework in the management of climate related risks, a gap analysis was performed, the climate related opportunities were assessed, their potential impacts and Danaos strategy to realize same were mapped. In parallel Danaos Climate risks were assessed, their potential impacts and Danaos response to these issues have been identified. Description of the identified risks, potential financial impact figures and description of the response mechanism developed to address the risk are thoroughly described in Danaos CDP report.

Description of the identified opportunities, potential financial impact figure and the strategy to realize the opportunity are thoroughly described in Danaos CDP report.

A snapshot can be found below:

Primary climate-related risk driver	Catergory	Risk type	Assets or Activities	Probability	Magnitude	Duration	Result	Accounts impacted	Company-specific description	Description of response
Energy										
Carbon Pricing Mechanisms	Current Regulation	Transition	Direct operations	Very likely	High	Short-term	Financial Impact	Increased indirect (operating) costs	The EU ETS is a mandatory 'cap and trade' system that currently applies to greenhouse gas (GHG) emissions from power stations, industrial plants and aircraft located or operated within the EU. Participants must acquire and surrender 'emissions allowances' (EUAs), which represent quantities of regulated emitted GHGs on an annual basis. Emissions from maritime transport will be included from 1 January 2024 onwards. According to current regulations company has to report on annual basis GHG emissions to the verifier, according to EU MRV requirements and surrender EUAs by the end of September each year. Failure to secure and surrender EUAs on time results to penalties' imposition, and potentially loss of EU trade contracts. Additionally to EU ETS, Fuel EU Maritime and EU Taxonomy are also under discussion and shall be soon enforced. Assessment of cost arising from the Fuel EU penalty is comparable to EU ETS cost, while its ratio is highly increasing with a 5-year interval, while it is a fact that by addressing EU ETS and minimizing GHG emissions will not subsequently influence in the same way the Fuel EU, which targets Fuel efficiency rather than energy saving onboard and optimizations. Inability to provide EUAs on time results in penalties on GHG surplus, and potentially in loss of market opportunities. For the year 2023, 25 Danaos vessels were operating in EU resulting to over USD 400 mil annual income. If the company, is not in position to surrender timely the EUAs,vessels' operation in EU will be prohibited . Of course, ships' trading changes and in 2024 there might be more or less ships in EU trade, nevertheless using 2022-2023 as a reference years, the risk of losing access to a market of USD 200-400 Mil is realistic.	R&D dptm has proactively developed an intelligent software in order to estimate with accuracy the expected annual GHG emissions in the scope of EU ETS, thus, accurate reporting of EUAS is in place . Chartering department has been working and already finalized with the majority of our clients the EU ETS clauses which set the legal framework and define the responsibilities and compliance timeframes for all involved parties , ensuring on time compliance with the EU ETS regulatory framework.
Carbon Pricing Mechanisms	Current Regulation	Transition	Direct operations	Likely	Medium-High	Short-term	Financial Impact	Increased indirect (operating) costs	Ship's performance, Carbon Intensity rating and EU ETS EUAs are directly related, since the worse ship's performance, the higher the EUAs cost. Danaos vessels operating in EU territory in 2023, had CII rating, more or less 70 % better than "C" reference level. Considering "theoretical C rated" vessels, a difference in surplus and relevant cost is estimated.	R&D dptm has developed a software for the calculation of GHG emissions, taking into account the effect of Energy Efficiency Improvement Methods, speed reduction, use of biodiesel and combination of all the above. CII rating forecast is feasible basis on the combination of various scenarios. At the same time,API preparation for online data sharing with clients, is already in place; thus the tool for assisting the decision making process on the optimization path to be followed for each vessel is in place.

Primary climate-related risk driver	Catergory	Risk type	Assets or Activities	Probability	Magnitude	Duration	Result	Accounts impacted	Company-specific description	Description of response
Carbon Pricing Mechanisms	Emerging regulation	Transition	Direct operations	Likely	Medium-High	Short-term	Financial Impact	Increased indirect (operating) costs	According to the current regulatory obligations, company has to report on an annual basis its CO_2 emissions to the verifier, according to IMO DCS and EU MRV requirements. Business activities cover global routes, international waters and EU/EEA countries. Failure to submit emissions on time will cause disruptions in ship's smooth trade. Vessels emissions' production is the outcome of the combination of: ▪ operations profile (speed, utilization, activity, route, trimming etc) ▪ fuel type used ▪ ship's design ▪ ship's condition Currently, IMO has introduced the Carbon Intensity Index (CII-AER) basis which vessels' are rated. Danaos vessels, through WAVES platform, are monitored continuously, and the deviation from "theoretically C rated" ships reference line is considered as a metric to be used as a basis for future investments and discussion with clients.	Danaos R&D dptm has run various scenarios for GHG emissions, for the pursuing years, in an effort to estimate GHG emissions production in 2026, and at the same time the surplus, if any, with "theoretically C rated" vessels, to evaluate the commercial handicap vs these vessels. For the production of the results, various reference years (2018 to 2023) have been used to assess full market cycles. It resulted that total existing fleet is expected to produce a certain amount of GHG MT higher than the theoretical-C rated vessels , amount that varies given the selected reference year to be used for the forecast. If IMO adopts a levy, tax or other Market Based Measure in 2026, then depending on the scenario selected, it is expected to have a certain commercial gap compared to a theoretically C rated vessel (where C is the C reference line) that needs to be commercially considered. To mitigate this cost difference there are various options that have to be considered case by case: 1. Energy Efficiency Improvement Methods have not yet been applied onboard. In this case investments have to be done to reduce GHG emissions. However, currently, vessels trading in EU are already optimised. 2. In cooperation with company's clients, speed could be reduced to improve vessels CII rating. There is still margin for operational improvement 3. To stay as is, if none of the above are feasible, and TRADE route's benchmarking remains at similar CII levels. R&D dptm has developed a software for the calculation of GHG emissions, taking into account the effect of Energy Efficiency Improvement Methods, speed reduction, use of biodiesel and combination of all the above. CII rating forecast is feasible basis on the combination of various scenarios. At the same time,API preparation for online data sharing with clients, is already in place; thus the tool for assisting the decision making process on the optimization path to be followed for each vessel is in place.
Enhanced emissions-reporting obligations	Current Regulation	Transition	Direct operations	About as likely as not	Medium-High	Short-term	Financial Impact	Increased direct costs	Danaos has installed and been operating SOx scrubbers on 11 vessels since 2022. This is an action that preserves the balanced commercial-environmental approach, keeping the level of SO2 within regulatory limits and at the same time, facilitating customers, reducing their OPEX and finding available fuels in specific routes. However, systems are complicated and have to be closely monitored. System's failure might lead to stoppages, high cost and complications with authorities if no proper actions are considered. For this reason Danaos R&D dptm has developed an online monitoring system that supports necessary superintendence and troubleshooting on time. MGO or LSFO costs in case of SOx SCR failure are born directly by the company according to the prevailing charter party agreement.	Danaoss R&D dptm has developed a SOx scrubber online monitoring tool. At same time vessels have onboard the necessary quantity of VLSFO/MGO to reach first convenient por in case of EGCS malfunctiont. Software is in place and "safety" quantities are already onboard, so, there is no pre-calculated extra cost required to mitigate damage. That depends on potential damage extension, port restrictions, distance to be covered etc. In parallel, Technical Dptm has prepared a back-up plan, with spares & service teams, able to solve any problem within Charter Party agreement days. Scrubber monitoring routine has been incorporated in Beyond WAVES platform.
Exposure to litigation	Legal	Transition	Direct aoperations	Unlikely	Medium	Short-term	Financial Impact	Increased indirect (operating) costs	In the event of failure to meet current IMO regulations and/or local regulations, there might be legal consequences that might cause disruptions in ships operations. To avoid such events, Danaos has inhouse legal department fully educated with regulatory requirements , while R&D and SQE departments are on top of following up IMO and local regulatory developments. All company departments meet at least twice a month with the aim to build awareness on regulatory issues and exchange feedback on the operational agenda, decide on necessary actions and shape company's strategy.	Danaos R&D department has proceeded to EEXI Technical files submission earlier than requirement and also devised in situ tools for monitoring fleets' performance in terms of CII well in advance of regulatory enforcement.
Unsuccessful investment in new technologies	Technology	Transition	Direct aoperations	Unlikely	High	Medium-term	Financial Impact	Increased capital expenditures	In view of Low Carbon Transition Plan, emerging regulations and new initiatives, Danaos is working new ideas and the investment plan for both retrofits and fleet expansion. However, in the uncertain environment of green technologies development there is always a risk for wrong decisions and unsuccessful investments. To eliminate risks, Danaos considers solutions with alternative options available eg new building projects being ECO design, methanol ready, biodiesel ready, or retrofits that have a range of savings and are supplementary to others or existing ones eg propeller and low friction paints etc.	Climate related risks are evaluated from the ESG Working Committee. New technologies are studied by Danaos R&D dptm and outcome is communicated to company's management. With the use of Internal Carbon Pricing, and alternative fuels evaluation routine, an accurate cost benefit analysis is contacted; it is communicated to all concerned parties within company. Final options selected are discussed in many cases with our clients, in the scope invaluable feedback exchange.

Primary climate-related risk driver	Catergory	Risk type	Assets or Activities	Probability	Magnitude	Duration	Result	Accounts impacted	Company-specific description	Description of response
Emissions Innovation and Markets										
Transitioning to lower emissions technology	Technology	Transition	Direct operations	Unlikely	High	Medium-term	Financial Impact	Decreased revenues due to reduced demand for products and services	Despite company's efforts to decarbonize ships, following LCTP, there are the external elements of time and availability. It is true that investment financing is not always available, nor the shipyard slots when required. In order to reduce such possibilities, Danaos R&D dptm works on future scenarios covering multiple options for different time spans. Additionally, feedback received also from technical committees where Danaos Executive Officers have board positions, (Underwritters, Classification Societies, Laboratories, Associations).	In connection to the above mentioned, Commercial, R&D and Operation dptms are working closely with the identification of current trends, popular solutions and effective investments. Scenarios analysis is incorporated in Beyond WAVES emissions related routines.
	Flood Cyclon/Hurricaine	Physical	Direct operations	Unlikely	High	Medium-term	Financial Impact	Increased direct costs	Our Head office building is our key land – based asset . This is at low risk for physical impact of climate change and disruption of operations.	A mitigation solution tailored to the scenario of total destruction, which is already in place, is the set-up of a back-up land-based infrastructure which is established in another country, while in case that that the approach to the Head Office premises is blocked by whatever reason remote operation is feasible and well tested during COVID pandemic period.
	Cyclon/Hurricaine/Typhoon	Physical	Direct operations	Unlikely	High	Medium-term	Financial Impact	Increased indirect (operating) costs	Our major lubricant and additive suppliers sustained daages due to their hurricane-damaged product berths and the consequent shortage in supply that could result in disruption in vessels operation.	We adapted our consumables management policy by optimizing the supplied quantities to our vessels whilst we devised a smart monitoring and alerting system via our WAVES data analytics platform through which we ensure the necessary quantities are always kept onboard to guarantee vessels' safe operation. On top of the above we have diversified our suppliers and supply ports in order to have alternative supply options. Finally as a measure to deal with prolonged stays at anchorage owed to extreme weather conditions ie coastal flood, heavy wind, thunderstorms that may impact port and terminals infrastructure and result in physical climate disruption we have invested in the application of top low friction paints that guarantee longer idling periods while we have adjusted our provisions management policy accordingly.

Primary climate-related opportunity driver	Opportunity type	Assets or Activities	Probability	Magnitude	Duration	Accounts impacted	Company-specific description	Strategy to realize opportunity
Energy								
Use of lower-emission sources of energy	Energy source	Direct operations	Likely	Medium	Short-term	Reduced indirect (operating) costs	Danaos R&D dptm is working on biodiesel use study, looking into alternative options, investigating other green fuels such as LNG, methanol, ammonia and H2. Since retrofit to dual fuel type engines is not available for the time being for the older engine types, alternative measures have to be considered. Danaos R&D dptm developed an algorithm in "Beyond WAVES platform" where biodiesel use is examined for various scenarios considering a range of carbon factors. The variety of biodiesel production methods, results to different carbon factors that will be updated when IMO concludes with the life cycle effect assessment of various fuels. Hence, calculation routines are flexible, ready to accommodate any Carbon Factor or biodiesel blending %. Beyond theoretical studies, R&D engineers are in contact with biodiesel producers, keeping the communication channel active. Following 2022,, in 2023 also, Danaos vessels participated in testing programs of burning B30 fuel (30% biodiesel), successfully. Waiting for EU ETS in 2024, further discussions have been done with Clients, about submission of RED II certificate of biodiesel, so as to consider o CF, since this has been accepted by Flag administrations.	In 2023, Danaos accessed a market of over USD 400 mil, with vessels operating in EU territory. Further improvement of CII and GHG emissions production, could provide competitive advantage and further increase to EU market's pie, in the range of 10 to 20%. We have requested our clients for the supplied biodiesels to comply with MEPC.1/Circ.905 sustainability criteria, that is to have been certified by a sustainability certification scheme (e.g., ISCC or RSB), and to provide a well-to-wake GHG emissions reduction of at least 65% compared to the well-to-wake emissions of fossil MGO of 94 gCO_2e/MJ (i.e., achieving an emissions intensity not exceeding 33 gCO_2e/MJ). Thus, carbon factor could be considered o in the scope of EU ETS. R&D dptm through WAVES platform runs scenarios testing the sensitivity of impact of biodiesel on emissions production . The results are communicated to our clients, in order to encourage the supply of sustainable biofuels onboard. Biodiesel impact analysis routine has been incorporated in WAVES platform.
Resources efficiency								
Use of more efficient modes of transport	Resource efficiency	Direct operations	Likely	High	Short-term	Reduced indirect (operating) costs	Danaos, being in the container business more than 30 years, has collected deep operational and technical knowledge and experience. Investing in R&D, as a key strategic action, Danaos was among the first companies that applied optimizations following the crisis of 2008. Facing new challenges, perhaps more demanding, company is moving a step forward, recalling successful investments proved in past, attempting new solutions and tuning existing arrangements. The new max engine load onboard, as dictated by EEXI requirements, creates opportunities for further tuning and optimization. Danaos the last two years initiated and follows a "Full Blasting-Low Friction Paints" program, having reaped the results of a five years field study on ship roughness and its effect on performance. With lower engine loads there is also space for further propeller improvement and electric power management onboard. With the assistance of a highly sophisticated monitoring tool, and the introduction of the latest available technology advancements , company might identify new opportunities in reducing operating costs and boosting performance. Danaos also invests in three main new approaches for further reduction of GHG emissions: 1. Investment in Carbon Capture system's study: Danaos has invested a great amount of money in a Join Industry Project experimenting on an innovative carbon capture system. 2. Company beyond ongoing technical optimizations, decided to establish a demanding and expensive cleaning program of propellers on semi-annual basis and hull cleaning according to performance analysis; data will be shared real time with clients. 3. Last but not least, Danaos ordered 10 new building vessels which are methanol ready and two if them will have in addition to methanol ready also ammonia ready notation.	More than USD 500 mil are to be paid for new building orders placed in 2022, where as remaining actions taken add extra USD 5 to 10 Mil. Full blasting and LF paints campaign, is active for 3 years now .Especially during 2023 18 dry dockings took place with and additional expected cost in the range of USD 6 mil.

Primary climate-related opportunity driver	Opportunity type	Assets or Activities	Probability	Magnitude	Duration	Accounts impacted	Company-specific description	Strategy to realize opportunity
Participation in renewable energy programs and adoption of energy-efficiency measures	Resilience	Direct operations	Unlikely	Low	Medium-term	Reduced indirect (operating) costs	Danaos having active presence of more than ten years in the research field, has been intensively involved in a number of renewable energy EU programs. Danaos R&D participates not only in energy efficiciency optimization programs such as Aircoat, Gaters etc but also in alternative fuels use related programs and digitalization initiatives too. The materialization of promising academic ideas and JIP studies into market measures is the ultimate target of this involvement.	Danaos has studied together with Daehan shipyard in Korea, the possibility to apply the revolutionary Gaters (Gate Rudder) system to new building projects in future.
Emissions Innovation and Markets								
Development of new products or services through R&D and innovation	Products and services	Direct operations	Very Likely	Medium-low	Short-term	Increased revenues resulting from increased demand for products and services	Danaos is pioneer in data sharing and reporting transparency. Company issues Annual Financial Report since 2006, Environmental Report since 2012, CSR since 2017 and ESG Report since 2020. The "WAVES" platform collects all information related to carbon emissions (submission to IMO DCS and EU MRV), financial impact (incorporating ICP), ships' performance, investment-retrofits evaluation and generates necessary reports addressed to different management levels within the company. The system is flexible and able to be netrfaced with third parties allowing secure and targeted access to the clients. Thus, a new service is available to the clients covering performance and emissions reporting benchmarking and scenarios analysis.	We do not expect additional costs, since system is already active. Clients can have access to data required subject to the availability of a suitable interface. Presently , " WAVES" calculates Scope 1 & 2 emissions, allocated to our clients as their Scope 3 part. Emissions calculation & allocation to our clients , has been incorporated to " WAVES" platform.
Others								
Access to financing	Markets	Direct operations	Likely	Medium-high	Medium-term	Increased access to capital	In the scope of meeting Paris Agreement goals, a number of initiatives have been developed and supported by governmental, financial, social and other bodies, setting new carbon emissions reduction reference lines and trajectories. Danaos joined Poseidon Principles,while we have investigated our enrollment in Gold Standards carbon credit mechanism , meanwhile we are monitoring our alignment with Climate Bonds , and SBTI targets. We expect to see more vigorous actions to be taken from financial institutes in the direction of encouraging green investments.	Ships' performance benchmarking,against Poseidon Principles , Climate Bonds and other initiatives is incorporated in "WAVES" platform while R&D researh is ongoing with the aim to be updated on the initiatives trend and feed in the financial department with info aiming at identifying and taking advantage of green financing opportunities.

GRI Content Index

GRI Content Index

Statement of use	Danaos has reported "in accordance" with the GRI Standards for the period from January 1st, 2025, to December 31st, 2025, with an annual frequency.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	There is no applicable sector standard.

GRI Standard	Disclosure	Location	Linkage with SDGs	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organisation details	p.7, 9, 14-15		A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-2 Entities included in the organization's sustainability reporting	p.9				
	2-3 Reporting period, frequency and contact point	p.8				
	2-4 Restatements of information	There is no restatement of information in the current report				
	2-5 External assurance	p.117				
	2-6 Activities, value chain and other business relationships	p.9-10, 14-15				
	2-7 Employees	p.11, 70-71, 84	8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES			
	2-8 Workers who are not employees	p. 11	8 DECENT WORK AND ECONOMIC GROWTH			
	2-9 Governance structure and composition	p.104-106	5 GENDER EQUALITY 16 PEACE, JUSTICE AND STRONG INSTITUTIONS			
	2-10 Nomination and selection of the highest governance body	p.106	5 GENDER EQUALITY 16 PEACE, JUSTICE AND STRONG INSTITUTIONS			
	2-11 Chair of the highest governance body	p.104, 106	16 PEACE, JUSTICE AND STRONG INSTITUTIONS			
	2-12 Role of the highest governance body in overseeing the management of impacts	p.104, 108	16 PEACE, JUSTICE AND STRONG INSTITUTIONS			
	2-13 Delegation of responsibility for managing impacts	p.104, 106				
	2-14 Role of the highest governance body in sustainability reporting	p.106, 108				
	2-15 Conflicts of interest	p.107	16 PEACE, JUSTICE AND STRONG INSTITUTIONS			
	2-16 Communication of critical concerns	p. 108				
	2-17 Collective knowledge of the highest governance body	p.106				
	2-18 Evaluation of the performance of the highest governance body	p.106				
	2-19 Remuneration policies	p.106				
	2-20 Process to determine remuneration	p.106				
	2-21 Annual total compensation ratio	p.84, 96		a. Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) b. Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) c. Contextual information necessary to understand the data and how the data has been compiled	Confidentiality constraints	More information about the remuneration policies, procedures and figures are provided in Danaos annual report for 2024.
	2-22 Statement on sustainable development strategy	p.7				
	2-23 Policy commitments	p.33-35, 92-95, 107-109, 115	16 PEACE, JUSTICE AND STRONG INSTITUTIONS			
	2-24 Embedding policy commitments	p.33-35, 92-95, 107-109, 115				
	2-25 Processes to remediate negative impacts	p.25, 94, 115				
	2-26 Mechanisms for seeking advice and raising concerns	p.108, 94	16 PEACE, JUSTICE AND STRONG INSTITUTIONS			
	2-27 Compliance with laws and regulations	p.83, 94-95, 107-108				
	2-28 Membership associations	p.28-29				
	2-29 Approach to stakeholder engagement	p.26-27, 116				
	2-30 Collective bargaining agreements	p.78	8 DECENT WORK AND ECONOMIC GROWTH			

GRI Standard	Disclosure	Location	Linkage with SDGs	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
Material Topics						
GRI 3: Material topics 2021	3-1 Process to determine material topics	p.17-19		A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	3-2 List of material topics	p.18				
GRI 3: Material topics 2021	3-3 Management of material topics	p.11,24, 107				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p.107	16			
	205-2 Communication and training about anti-corruption policies and procedures	p.90,107				
	205-3 Confirmed incidents of corruption and actions taken	p.107				
GRI 3: Material topics 2021	3-3 Management of material topics	p. 11, 34-37, 110				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p.40-42	3, 12, 13, 14, 15			
	305-2 Energy indirect (Scope 2) GHG emissions	p.41-43				
	305-3 Other indirect (Scope 3) GHG emissions	p.43				
	305-4 GHG emissions intensity	p.40				
	305-5 Reduction of GHG emissions	p.40-41				
	305-6 Emissions of ozone-depleting substances (ODS)	p.44				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	p.36-41				
GRI 3: Material topics 2021	3-3 Management of material topics	p.11, 48-52	3, 6, 8, 11, 12, 15			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p.48-52				
	306-2 Management of significant waste-related impacts	p.48-52				
	306-3 Waste generated	p.49-51				
	306-4 Waste diverted from disposal	p.49-51				
	306-5 Waste directed to disposal	p.49-51				
GRI 3: Material topics 2021	3-3 Management of material topics	p.11, 67-69				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p.71-72, 90	3, 5, 8, 10			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.76, 71, 95				
	401-3 Parental leave	p.82				
GRI 3: Material topics 2021	3-3 Management of material topics	p.22, 11, 72-73, 92				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p.72-73	8, 16, 3			
	403-2 Hazard identification, risk assessment, and incident investigation	p.73-75				
	403-3 Occupational health services	p.72-75				
	403-4 Worker participation, consultation, and communication on occupational health and safety	p.80-81				
	403-5 Worker training on occupational health and safety	p.80-81				

GRI Standard	Disclosure	Location	Linkage with SDGs	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
	403-6 Promotion of worker health	p.80-81	8, 16, 3			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p.73-75, 80-81				
	403-8 Workers covered by an occupational health and safety management system	p.72-73, 80-81				
	403-9 Work-related injuries	p.79				
	403-10 Work-related ill health	p.79				
GRI 3: Material topics 2021	3-3 Management of material topics	p.22, 11, 86-91				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p.70,86-87, 90	4, 5, 8, 10			
	404-2 Programs for upgrading employee skills and transition assistance programs	p.86-91				
	404-3 Percentage of employees receiving regular performance and career development reviews	p.86-91				
GRI 3: Material topics 2021	3-3 Management of material topics	p.24, 83				
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