

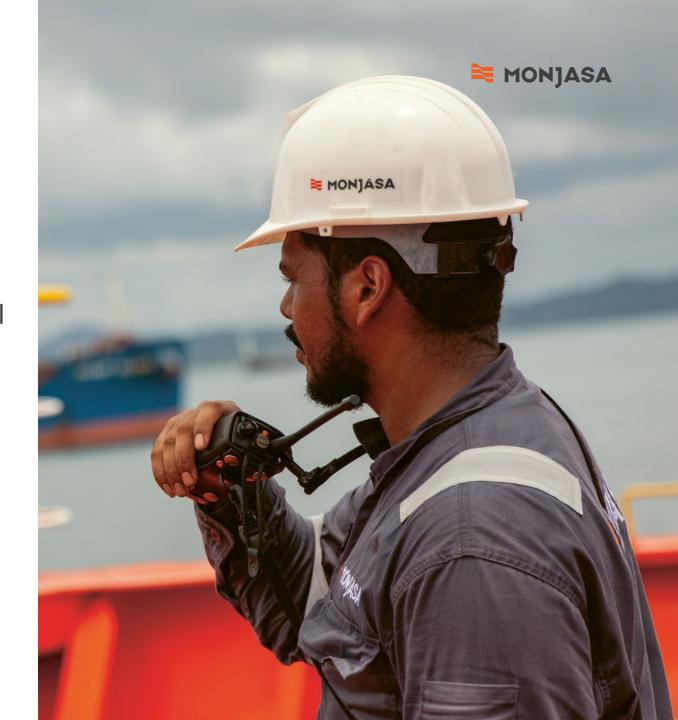


Takeaways



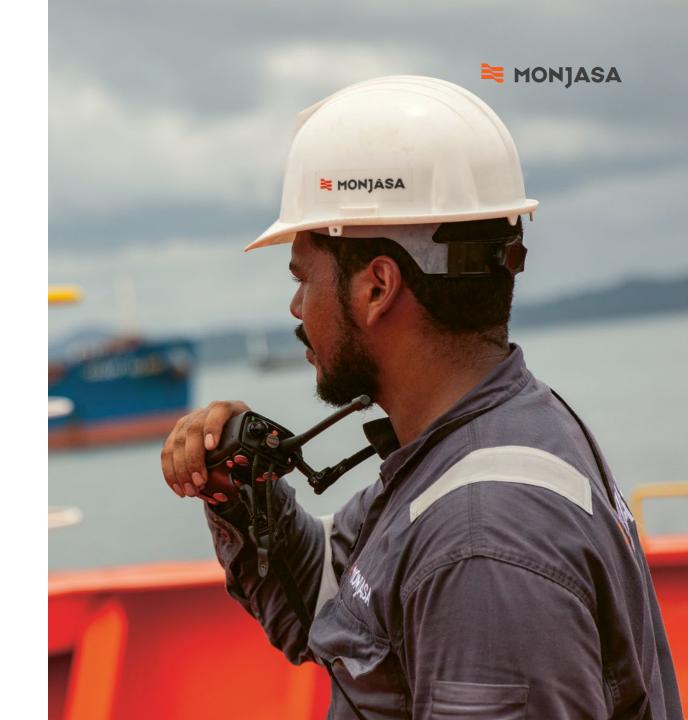
General Considerations& Influencing Factors

- Shipping vs. Other Industries
 - Voluntary approach vs regulation
 - Client feedstock war vs Petroleum Barrel
 Geopolitical influence
- Certification schemes to follow
- Port regulations, restrictions & safety
- Financial instituions role
- New technology, products & regulations education



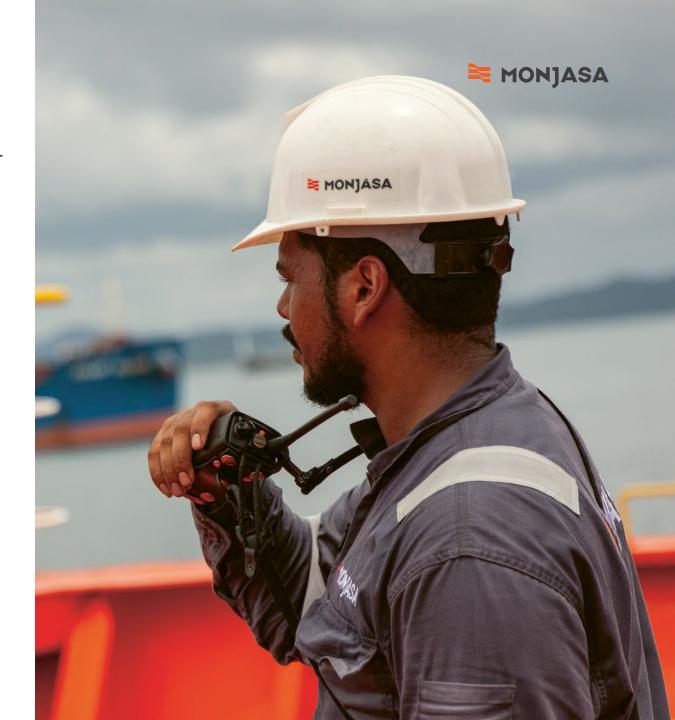
Clients / Demand

- Multifuel platforms to be available?
 - Biofuel / Renewable
 - Methanol
 - LNG
 - Ammonia
 - Hydrogen
- Dual engines and new builds
- New product testing protocols in client fleets
- In which part of the "client" supply chain will the premium be paid for the future fuels
- When will this shift into alternative energies start?
 Waiting for regulations?



Suppliers / Offer

- When and which infrastructure will be developed for the demand? Regulation.
- Commitment is key: Chicken and the egg dilemma
- The Monjasa Approach:
 - Creating supply platforms for our clients
 - Developing our organization
 - Front runners with future fuels in LATAM
 - HSEQ optimal standards
 - Connecting the supply chain (producers and clients)
 - Infrastructure for multifuel client portfolios
 - Importance of a robust financial arm
 - Global presence, local expertise
 - Observe and navigate
- Alternative fuel focus vs current supply chain
- Panama the maritime hub of Latin America





We are Monjasa in every port