

DryLog Ltd

# Value2Society™ Report

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It is my pleasure to introduce our second **Value2Society™** report, communicating our effort to integrate sustainability & associated Environmental, Social and Governance (“ESG”) considerations into the day-to-day operations of our business.

**Athanasios Thanopoulos**

## Contents

<b>Introduction</b> .....	<b>3</b>
<b>About this report</b> .....	<b>4</b>
Standards, Guidance & ESG Reporting	5
Scope	5
<b>Reading this report</b> .....	<b>8</b>
Interpretation	9
<b>DryLog Ltd</b> .....	<b>10</b>
<b>Headline results</b> .....	<b>12</b>
<b>Sustainability at DryLog</b> .....	<b>15</b>
<b>Value2Society™</b> .....	<b>19</b>
<b>Value@Stake™</b> .....	<b>28</b>
<b>Journey</b> .....	<b>30</b>
<b>Appendix</b> .....	<b>30</b>
About <b>Value2Society™</b>	30
Associated Documents	31
Associated Links	31



# Introduction

It is my pleasure to introduce our second **Value2Society™** report, communicating our effort to integrate sustainability & associated Environmental, Social and Governance (“ESG”) considerations into the day-to-day operations of our business. Our position in and impact on society and the natural environment has been a front and centre concern since the formation of our company and builds on the long tradition of our Shareholders in environmental protection initiatives.

This report, and the information systems that now underpin it, provide a new level of transparency and accountability that we believe will strengthen the understanding of our role in society and the relationships with our stakeholders – our employees, our customers, our suppliers, and the multiple communities with which we interact.

Further we contend **Value2Society™** offers our maritime transportation industry sector a novel and potentially more actionable approach to sustainability and ESG reporting.

We still have much to learn and improve, in terms of our sustainability / ESG performance and its communication. But the prism of **Value2Society™** undoubtedly poses questions and challenges us to reconsider the meaning of value – how it is created, destroyed, and shared. From this enriched understanding of value, we believe can foster greater resilience in our business. This, from our perspective, is the real purpose of sustainability and associated ESG efforts. If you have the time, please do offer feedback. I look forward to hearing from you.

**Athanasios Thanopoulos**

# About this report

You are reading DryLog Ltd.'s ("DryLog") second **Value2Society™** report, communicating the value DryLog creates for all stakeholders utilising all capital stocks, namely: natural, human, intellectual, social, manufactured, and financial capital.

This report presents our approach to understanding and tracking sustainability, the associated ESG considerations, and our necessary method for providing a more expansive and informative view on our business performance. It comprehensively reflects the positive and negative external impacts of our business activities, and in this second publication throughout the value chain. This report accordingly goes beyond the more typical Sustainability and ESG reports by trying to integrate Sustainability and ESG performance with financial performance.

## Standards, Guidance & ESG Reporting

The report has been shaped by the standards, frameworks and principles encapsulated by the Value Reporting Foundation, now part of the International Financial Reporting Standards (IFRS) Foundation. Total Capital Accounting, which underpins this **Value2Society™** report extends conventional accounting principles by making the use of, and dependency on, the full,

six capital complement (beyond physical assets and cash) explicit. Environmental performance, the "E" (of ESG) is reflected in our Natural Capital performance. Social performance and governance, the "S" and "G" (of ESG), is captured and reflected across our Human, Intellectual & Social Capital performance.

## Scope

This report refers to our 2020 operating period, and presents the value our company has created, preserved, and eroded for all our stakeholders. Our impact is quantified and reported across our full value chain: 1) the impact of our Direct Operations, shore side and ship side; 2) the

impact of our Procurement in international supply chains, plus our trading & chartering activities; and 3) the impact of Commodities we transport (i.e., coal, grain, maize, soybean, wheat) (indirect-downstream).

## Our Value Chain



### Supply Chain

Indirect-Upstream: The impacts resulting from our procurement, chartering and trading activities.



### Direct Operations

The impacts resulting from the operation of our vessels & shore side offices.



### Services

Indirect-Downstream: The impacts enabled from our transportation services.

# The 6 Capitals

Impacts across the value chain are assessed and evaluated according to the direct and indirect (upstream and downstream) changes, positive and negative, quantitative and qualitative, on six types of capital stock:

## Human

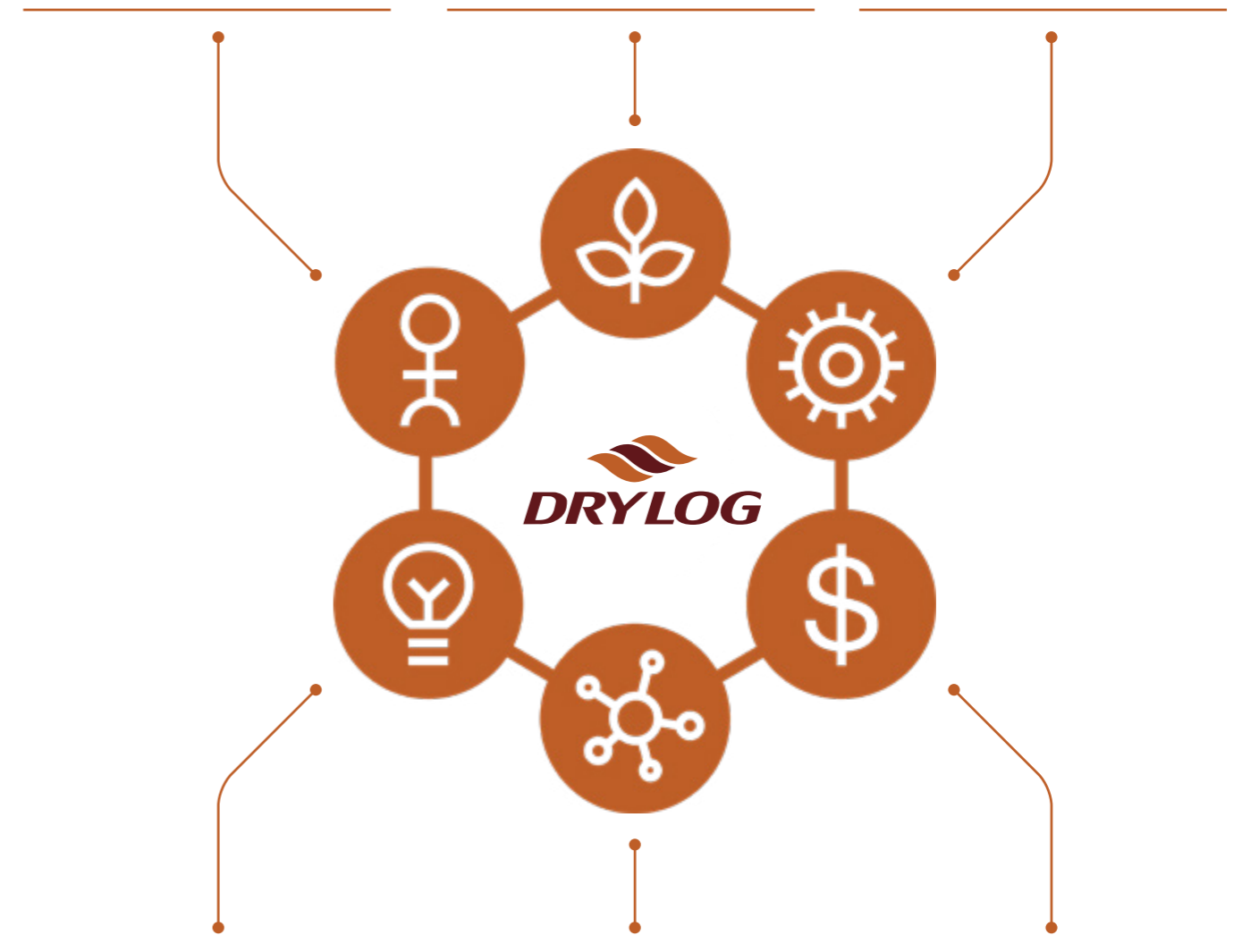
People and the changes to health and wellbeing.

## Natural

The natural environment and changes to the provision of ecosystem services.

## Manufactured

Physical assets (e.g. property, plant and equipment) – and changes to functioning.



## Intellectual

Know-how and the changes to application.

## Social

Trust and the changes to relationships.

## Financial

Cash and cash equivalents and the changes to monetary value.

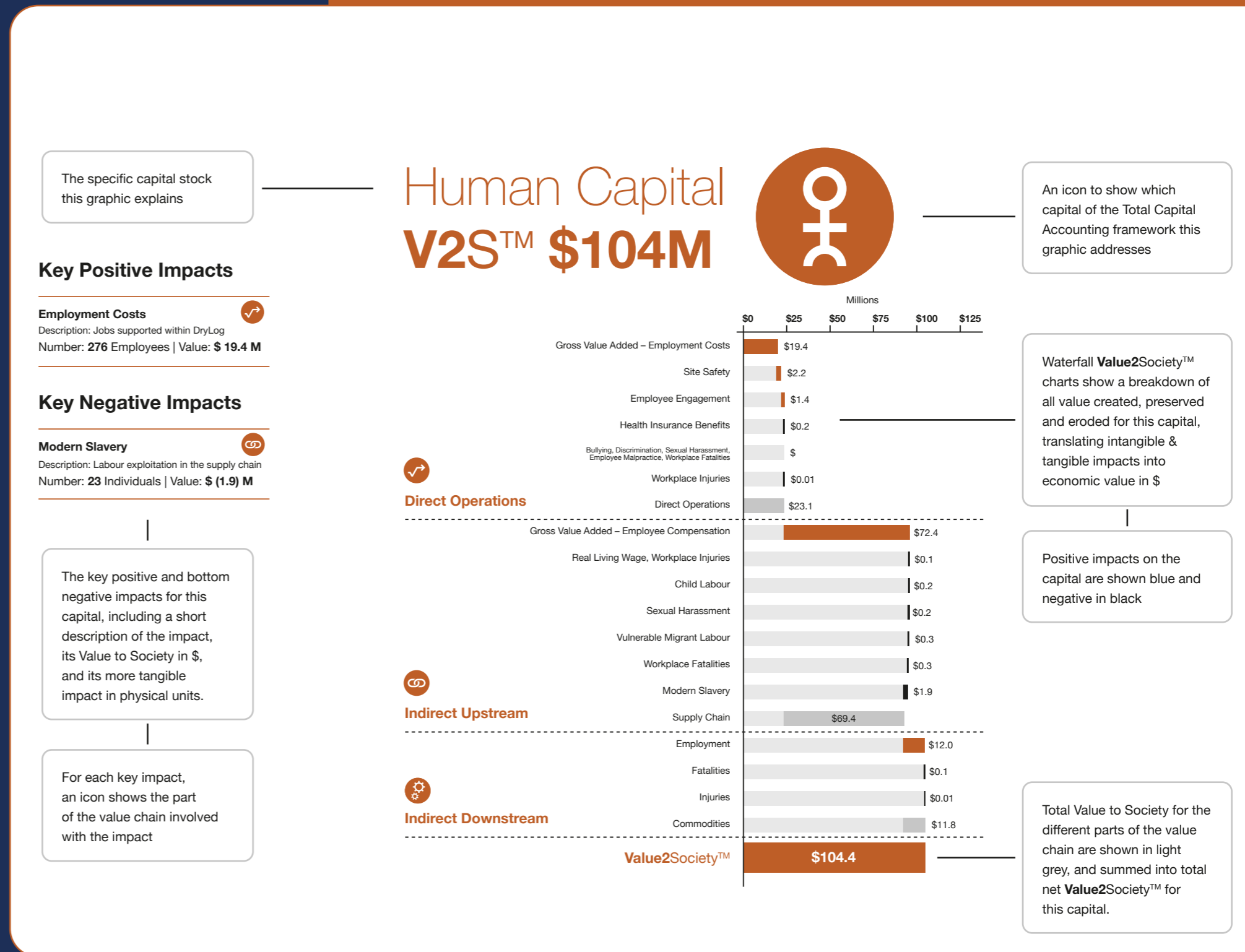
# Reading This Report

This report is divided into 7 sections:

- Section 1** | **Company Presentation** (pages 10 to 11) offers an overview of DryLog Ltd. ('DryLog'), the company, and the core assets we deploy to deliver our services.
- Section 2** | **Headline Results** (pages 12 to 13) offers an overview to our annual Value2Society™ (V2S™) performance and the key impact drivers, across the value chain.
- Section 3** | **Sustainability Approach** (pages 15 - 17) details how we approach sustainability, offering clear definition, our strategy, and the relationship to Value2Society™ and the beginnings of our sustainability governance systems.
- Section 4** | **Value2Society™ Performance** (pages 18 to 27) provides details to all impacts across the six capitals and value chain.
- Section 5** | **Value@Stake** (pages 28 to 29) explains, and exemplifies with greenhouse gas emissions, the relationship between Value2Society™ and financial performance.
- Section 6** | **Value2Society™ Journey** (page 30) provides details on our next steps in understanding the total impacts of our business activities; and
- Section 7** | **Appendix** (pages 30 to 31) provides supporting information underpinning Value2Society™.

## Interpretation

In association with this report are a set of interactive results dashboards. Summary results are provided within this report and the associated graphic explains how to interpret each summary set. In this instance, Human Capital based impacts.





# DryLog Ltd.

DryLog Ltd. is a dry bulk shipping company established in 2001 as a fully owned subsidiary of Ceres Shipping Ltd, with the mission to “efficiently carry dry bulk commodities and serve the demands & needs of our worldwide customers”.

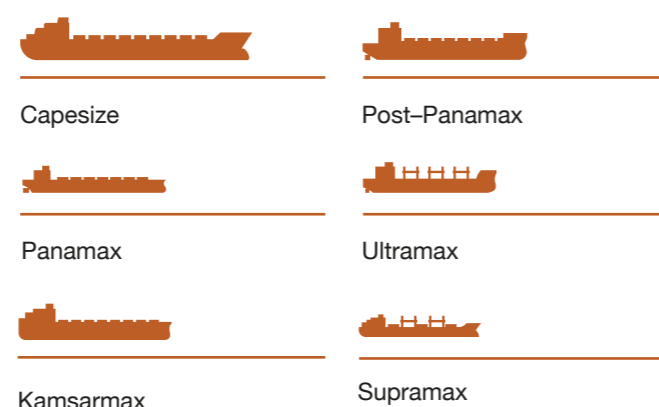
The company now controls a fleet of between 70 and 80 owned and time-chartered bulk carriers and today comprises operational, chartering and trading subsidiaries. Ensuring employee well being (ship side and shore side), vessel safety, environmental protection, high quality proactive service and a professional and courteous attitude are the core operational attributes that make us effective.

The company operates a combination of modern, owned and chartered vessels. The fleet varies between Capesize, Kamsarmax, Post-Panamax, Panamax, Ultramax and Supramax vessels, predominately built in Japan. With a mixed strategy of spot and period charters, vessels are fixed out to major companies, commodity traders and other industry operators, globally. The company is considered a leader in the maritime transportation of dry bulk commodities, which include iron ore, coal, grains and fertilisers. In 2020 c. 36.5 million Metric Tonnes of commodities were transported by DryLog.

## Vessel Class & Commodities Transported

### Our Vessels

In 2020, the year of analysis, only 13 vessels were directly controlled by DryLog. Today there are 28 vessels in the fleet



### Our Cargo

In 2020, the year of analysis, DryLog’s 13 vessels transported 36.5MMT of commodities

- Grain: **5.7M Metric Tons**
- Fertilizer: **1.0M Metric Tons**
- Iron Ore: **4.4M Metric Tons**
- Other Minerals: **12.6M Metric Tons**
- Other Commodities: **2.9M Metric Tons**



Our 2020  
**Value2Society™**  
**\$122M**

# Headline Results

In 2020 DryLog Ltd., across the full value chain, generated a net positive Value2Society™ (V2S™) equal to \$122 M, largely driven by our positive impacts on human and social capital.

Our direct operations generated a net loss of \$(47) M, due mostly to financial losses combined with our negative impact on the world's natural capital. Our procurement generated a net V2S™ profit of \$61 M within our supply chain (supporting c. 2.5K employment opportunities in Greece) and our transportation role in multiple commodity chains generated a net V2S™ profit of \$107 M.

## Key Insights

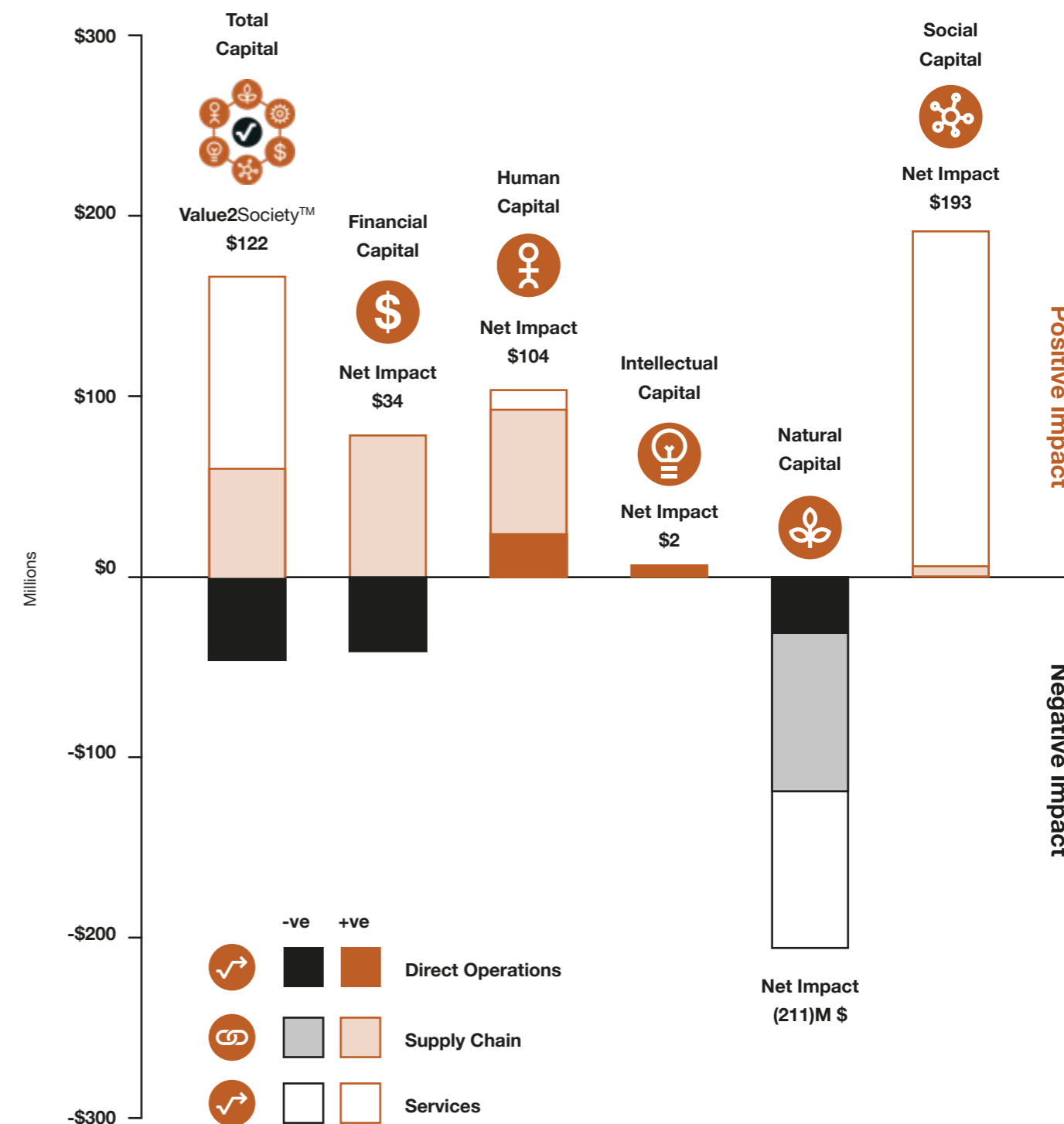
DryLog eroded significantly more natural capital value than it created, resulting in a net natural capital loss of \$(211) M, driven by the negative impacts associated with our own greenhouse gas emissions (from fuel combustion, \$(20) M), those within our supply chain (\$(48) M), and from the production & use of coal products we transport (\$(84) M).

That said, the use of coal products continues to provide significant access to energy and this security leads to social capital formation equal to \$103 M (from a total of \$193 M).

Further the foodstuffs we transport deliver food security and associated social capital formation equal to \$86 M (from a total of \$193 M).

Further our role in Human Capital is significant, across the value chain, with a net positive impact of \$104 M, through the jobs supported (c. 2.5K within Greece) and the investments made in seafarer safety.

## Value2Society™ Performance Overview



## Material Impact Indicators By Capital & Value Chain Component

Impact Polarity / Value Chain	Upstream	Direct	Downstream
<b>Positive</b>	DryLog's Supply Chain's Profits <b>\$77 M</b>  Employee Compensation #6,098 Individuals <b>\$72 M</b>	Employee Compensation # 276 Individuals <b>\$19 M</b>	Access to Energy # 678 GWh of electricity <b>\$103 M</b>  Provision of food # 91.9 B Kcal of energy <b>\$86 M</b>
<b>Negative</b>	Greenhouse Gases # 0.5 M Tonnes CO2e <b>\$(48) M</b>  Air Pollutants # 5 K Tonnes <b>\$(35) M</b>  Water Consumption # 5 M M <sup>3</sup> <b>\$(7) M</b>  Modern Slavery # 23 Individuals <b>\$(2) M</b>	DryLog's Losses <b>\$(43) M</b>  Greenhouse Gases # 0.2 M Tonnes CO2e <b>\$(20) M</b>  Black & Grey Water # 18 M Litres <b>\$(5) M</b>  Air Pollutants # 7 K Tonnes <b>\$(1) M</b>	Greenhouse Gases # 0.9 M Tonnes CO2e <b>\$(84) M</b>  Water Consumption # 7 M M <sup>3</sup> <b>\$(9) M</b>

In addition to these key negative and positive external impacts, and in the absence of a comparable time series demonstrating annual changes in our Value2Society™, we are proud to disclose we experienced zero environmental incidents, zero workplace fatalities and zero incidents of workplace malpractice or workplace bullying, discrimination, and harassment.

- 0 environmental incidents
- 0 workplace fatalities
- 0 incidents of workplace malpractice, bullying, discrimination, and harassment

The prism of Value2Society™, refracting multiple comparable impacts, poses important questions we don't typically ask ourselves. This is exactly the point of sustainability and ESG reporting.



# Sustainability at DryLog

Sustainability can be defined as the capacity for continuance, indefinitely.

To ensure our business resilience, continuance, and leadership we routinely consider the external operating environment (macro-economics, sectoral shifts and customer trends & demands), sustainability orientated risks and opportunities (e.g., carbon pricing regimes) and the expectations of our key stakeholders. These considerations are distilled into our sustainability strategy, which can be summarised as maximising our value to society and minimising our value at stake. The strategy propagates three key, inter-laced, actions:

- (i) Performing a sustainability orientated thematic Materiality Assessment;

- (ii) Defining / reviewing our Short, Medium Long Term Sustainability Objectives; and
- (iii) Quarterly / Annual quantification & reporting of our Sustainability / ESG performance. The quantification supports the materiality understanding which infuses our objectives.

Regarding the governance supporting this strategy: The company operates departments of Marine Operations, Quality Assurance & Safety, Commercial Bulker Operations, Human Resources, Purchasing & Forwarding, Accounting, Finance, Revenue Control, IT, Legal, Insurance, Chartering and Sales, holds ISO9002, ISM, ISO14001 certificates and adheres to all regulatory operating standards. At this early stage of our journey, representatives of these departments are members of our company wide Value2Society™ working group that convene bi-monthly.





**External Environment**

- Unstable political situations and conflicts impact trading in areas such as Black Sea, Russia, and Middle East.
- Volatile crude oil prices and wider energy crisis bring uncertainty to the shipping industry.
- Inflationary environment pushes up cost of business (e.g. increase of salaries, increase of costs of products and services).

**Sustainability / ESG Risks & Opportunities**

**Strategic Risks**

- Poor ESG performance or greenwashing accusations due to loss of reputation
- Flawed ESG reporting leads to increased cost of capital

**Operational Risks**

- Environmental incidents result in significant fines
- Poor sustainability track-record significantly reduces access to talent

**Key Stakeholders**

**Stakeholders Example Capital Stock Focus**

Owners	Total Capital
Management	Total Capital
Employees	Human (e.g. wellness) Intellectual (e.g., development)
Customers	Manufactured (e.g. Operations), Natural (e.g. Climate)
Suppliers	Social (e.g. timely payments)
Peers	Manufactured (e.g. operations), Natural (e.g. Climate)
Finance	Financial (e.g. cash flows), Natural (e.g. Climate)
Government	Social (e.g. Compliance), Natural (e.g. Marine Environment)
Communities	Human (e.g. employment), Natural (e.g. Marine Environment)

- Tightening environmental requirements increasingly challenge the industry.
- Society and employees expect businesses to take on societal and environmental leadership as they growingly distrust government and media.

**Strategic Opportunities**

- Better ESG reporting and track-record enable differentiation and lower cost of capital
- Strong ESG performance attracts – and retains – the talents of tomorrow

**Operational Opportunities**

- Strong execution and communication on of ESG efforts increases employee’s productivity and engagement

Maximise Value2Society™

Minimise Value@Stake™

**Business Model**

**Materiality Assessment**

- Materiality is currently determined via the Value2Society™ framework, which translates all business impacts, throughout the value chain, into comparable value terms
- This allows DryLog to place all issues on a common scale, and prioritise actions according to their contribution to our Value2Society™ performance
- The intention is to supplement this approach with the more traditional qualitative stakeholder engagement process in subsequent years, as our sustainability strategy matures

**Short-, Medium- & Long-Term Strategic Objectives**

- Set and review integrated business goals on yearly basis to ensure alignment between DryLog’s industry leadership and sustainability ambitions
- Widen scope of data collection and reporting, establish a 3-year baseline, measure progress towards strategic goals and compare with peers
- Continuously improve and retrofit fleet, for increased efficiency and reduction of greenhouse gas and air pollutants emissions
- Explore beyond technical retrofitting with research in next generation eco-friendly fuels and engineering modifications for further emissions reduction

- Integrate sustainability into decision making processes for optimal societal / financial trade-offs in capital and operational expenditure process in subsequent years, as our sustainability strategy matures

**ESG Performance Measurement & Reporting**

- Further evolve DryLog’s business performance reporting for greater alignment with Value Reporting initiative (incorporating both Integrated Reporting Sustainability Accounting Standards Board (SASB)), now part of the IFRS foundation
- Demonstrate continuous improvement in our overall Value2Society™
- Engage key suppliers on Value2Society™ to further strengthen our upstream performance
- Engage key customers on Value2Society™ to further strengthen our downstream performance
- Share Value2Society™ amongst industry peer group to engage on strengths & weaknesses and improve overall industry performance

Once the approach is embedded, the intention is develop, implement and incentivise performance targets.

# Value2Society™

DryLog Ltd., across the full value chain, generated a net positive **Value2Society™ (V2S™)** equal to \$122 M largely driven by our positive impacts on human and social capital, and the positive financial performance of our supply chain.


Our direct operations generated a net loss of \$(47) M, due mostly to financial losses and our negative impact on the world's natural capital. Our procurement generated a net **V2S™** profit of \$61 M, and our transportation role in multiple commodity chains generated a net **V2S™** profit of \$107 M. Performance across the relevant capitals is detailed in the associated graphics.


# Natural Capital

Our performance in natural capital creates a significant net negative equal to \$(211) M. Our direct operations, incorporating ship and shore side operations, generates a net natural loss equal to \$(28) M, with greenhouse gas emissions, and black and grey water generation and release by our vessels being the largest drivers.

## Key Positive Impacts


**Fuel Efficiency with Low Friction Hull Coating**   
 Description: DryLog's reduction of air pollution  
 Quantity saved: **5.0 K Tonnes** | Value: **\$66 K**


**Fuel Efficiency with Engine Modifications**   
 Description: DryLog's emissions reduction with engines  
 Quantity saved: **1.5 K Tonnes** | Value: **\$18.5 K**


**Land Use**   
 Description: Use of DryLog's supply chain's land  
 Quantity: **4.1 K Hectares** | Value: **\$2.7 M**


Our supply chain spend generates a net negative equal to \$(90) M, mostly due to the emission of greenhouse gas emissions and other air pollutants by our chartered vessels (classed as supply chain inputs). Our enabling transportation role, in the coal, grain, maize, soybean, and wheat value chains, generates a net **V2S™** loss of \$(93) M, again, predominantly driven by the associated greenhouse gas emissions, with water consumption a further material impact.

## Key Negative Impacts

**Greenhouse Gas Emissions**   
 Description: GHG emissions from DryLog's vessels  
 Quantity: **204 K Tonnes** | Value: **\$(19.7) M**

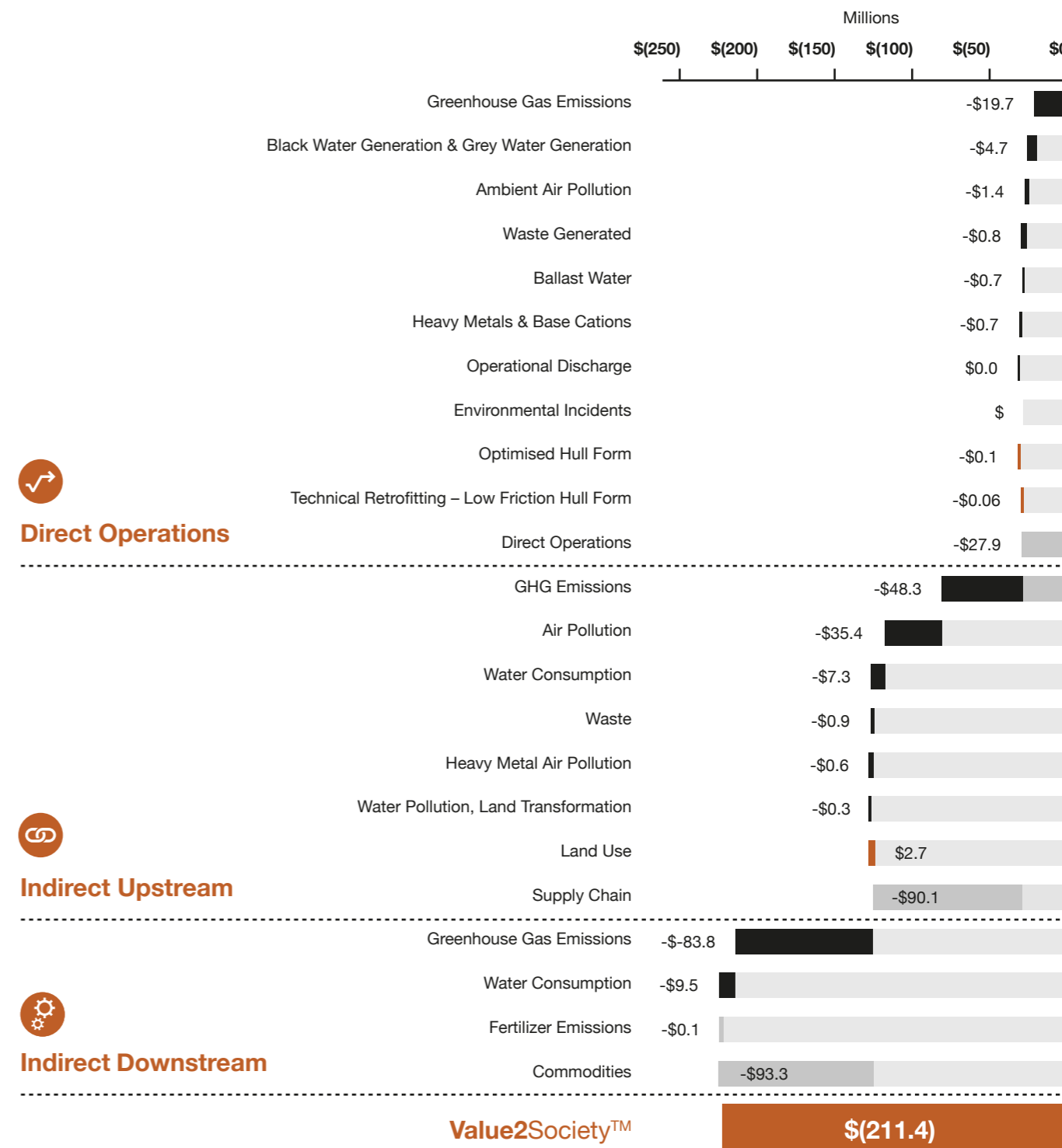
**Greenhouse Gas Emissions**   
 Description: GHG emissions from DryLog's supply chain  
 Quantity: **501 K Tonnes** | Value: **\$(48.3) M**

**Air Pollution**   
 Description: Supply chain's harmful pollutants emissions  
 Quantity: **4.6 K Tonnes** | Value: **\$(35.4) M**

**Greenhouse Gas Emissions**   
 Description: GHG emissions from use of coal  
 Quantity: **870 K Tonnes** | Value: **\$(83.8) M**

# Natural Capital

## V2S™ \$(211)M



 **Direct Operations**

 **Indirect Upstream**

 **Indirect Downstream**

# Human Capital

Conversely our performance in human capital creates a significant net positive equal to \$104 M. Our direct operations, incorporating ship and shore side operations, generates a net positive equal to \$23 M, with employee compensation and investment in vessel safety and accident prevention being the key drivers.

Our supply chain spend generates a net positive equal to \$69 M and our enabling transportation role, in the food commodities value chain, generates a net positive of \$12 M. Again, employee compensation is the dominant positive driver. Despite the overall positive the analysis does reveal supply chain risk exposure (across supply chain tiers), especially to modern slavery, but also, to a lesser extent, to workplace fatalities, vulnerable migrant labour, sexual harassment, and child labour. Once we have established our V2S™ performance baseline we will engage key suppliers on both climate and human rights-based issues.

## Key Positive Impacts

### Employment Costs

Description: Jobs supported within DryLog  
 Number: **276** Employees | Value: **\$19.4 M**



### Site Safety Programmes

Description: DryLog's investment in accident prevention  
 Investment: **\$360 K** | Value: **\$2.2 M**



### Employment Costs

Description: DryLog's supply chain jobs supported  
 Number: **6,098** Employees | Value: **\$72.4 M**



### Employment Costs

Description: Commodity value chain jobs supported  
 Number: **1,691** Employees | Value: **\$12.0 M**



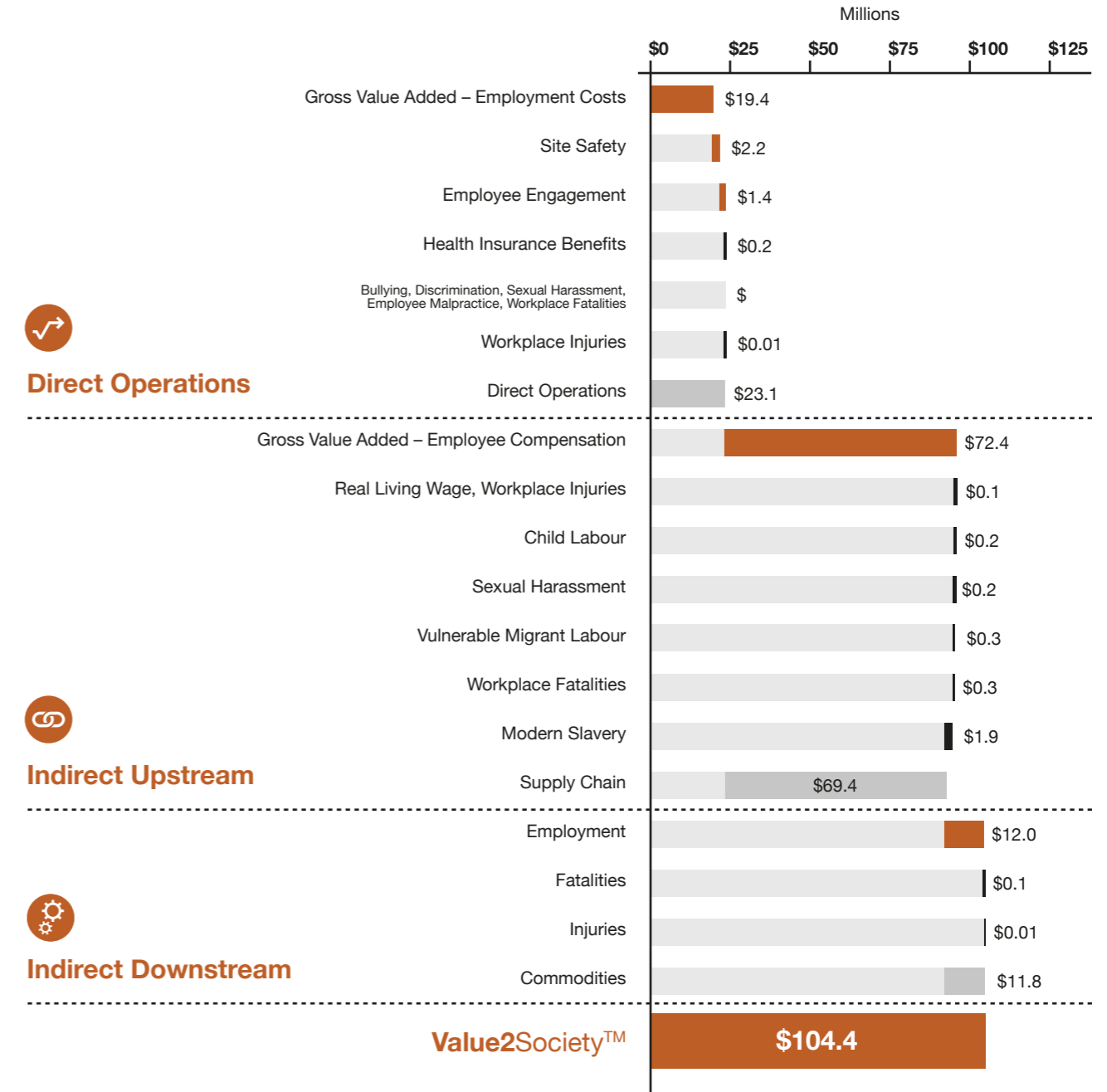
## Key Negative Impacts

### Modern Slavery

Description: Labour exploitation in the supply chain  
 Number: **23** Individuals | Value: **\$(1.9) M**



# Human Capital V2S™ \$104M



# Intellectual Capital

Our direct use and dependency on intellectual capital creates a net positive equal to \$2 M, driven by our training & development programmes. The positive effects of investments in the development of our workforce are only minimally offset by the negative impacts of employee turnover (equal to \$(0.1) M).

## Key Positive Impacts

### Training Programmes

Description: DryLog's investment in people training  
Investment: **\$290.1 K** | Value: **\$2,050 K**



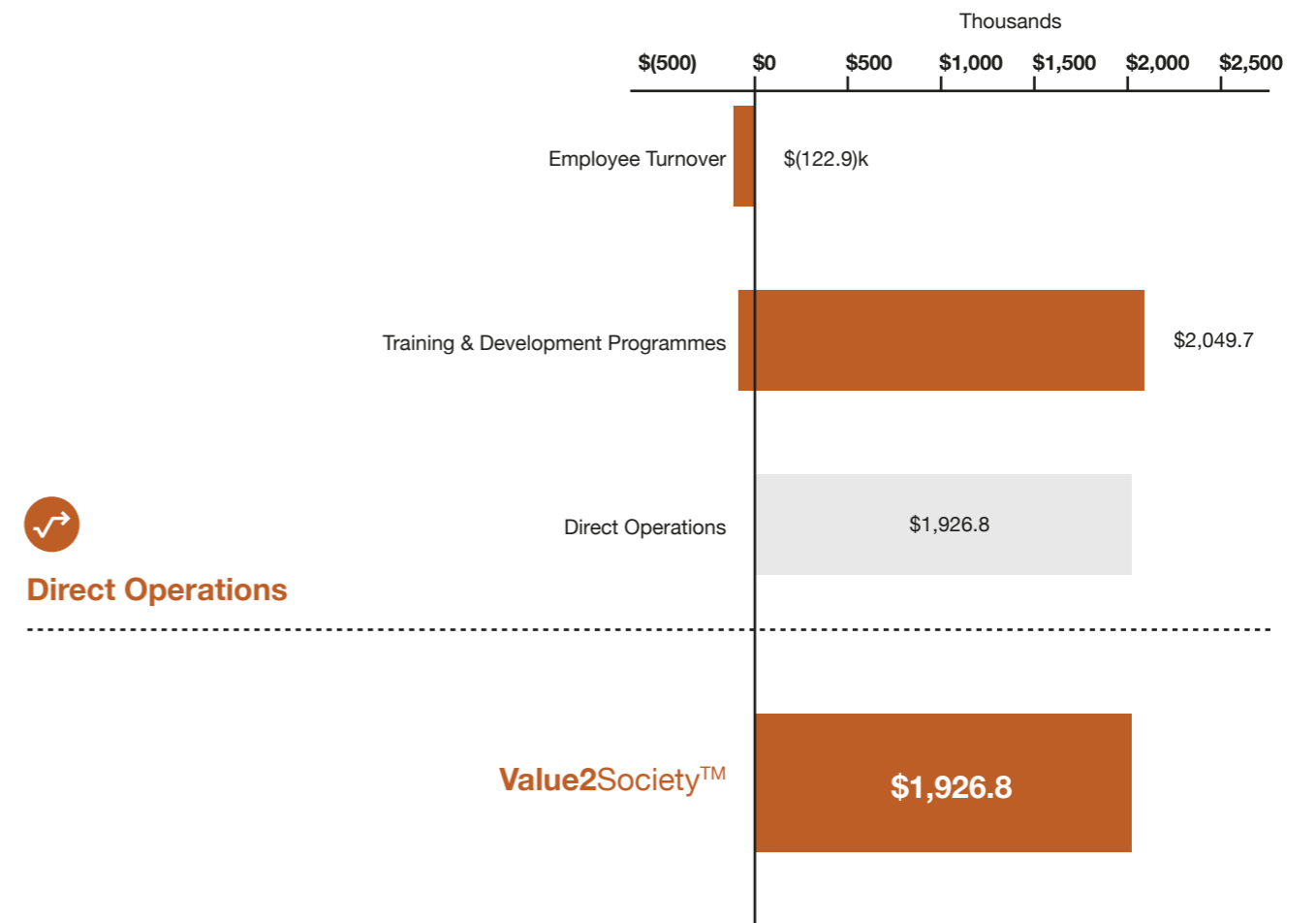
## Key Negative Impacts

### Employee Turnover

Description: Employees leaving DryLog  
Number: **7 Employees** | Value: **\$(122.9) K**



Intellectual Capital  
**V2S™ \$1,927k**



**Direct Operations**



# Social Capital

Our social capital performance yields a significant net positive (\$192.8 M), driven in most part by our transportation role in commodity value chains. Coal, from extraction to final use, has numerous negative impacts but it also delivers access to energy with significant well-being benefits (equal to \$103 M).


One benefit is energy security, the value of which is estimated by the concept of Value of Lost Load. Similarly, the transportation of Grain, Maize, Soybean, and Wheat, contribute to the provision of food security, equalling a positive Value2Society™ of \$86 M.


A further component of our social capital performance, specific to our industry sector, concerns Port State Control (PSC) inspections. PSC inspections are performed in national ports to ensure foreign ships comply with regulations issued by the International Maritime Organization (IMO), A total of ten regional agreements on Port State Controls have been signed, including the Paris Memorandum of Understanding (PMoU), AMSA (Australian Maritime Safety Authority) and The United State Coast Guard (USCG).


In 2020, DryLog achieved an average of 0.19 observations per inspection and no detentions, overachieving the targets set and re-confirming the effectiveness of DryLog's operations. A total of 26 Port State Controls (PSC) inspections

were performed on DryLog owned vessels in 2021, 21 of which were with no deficiency raised (0.19 deficiencies on average), and zero detentions. The target set for 2021 was less than 2 observations per inspection and zero detention. Currently PSC inspections have not been translated as an impact indicator informing the V2S™ metric. Further, our performance in Social Capital extends to our full adherence to all regulatory standards, globally.


## Key Positive Impacts

**Tax**   
 Description: Taxes paid by DryLog's supply chain  
 Value: **\$4.6 M**

**Access to energy**   
 Description: Energy generation from coal  
 Quantity: **677.7 K MWh** | Value: **\$102.5 M**

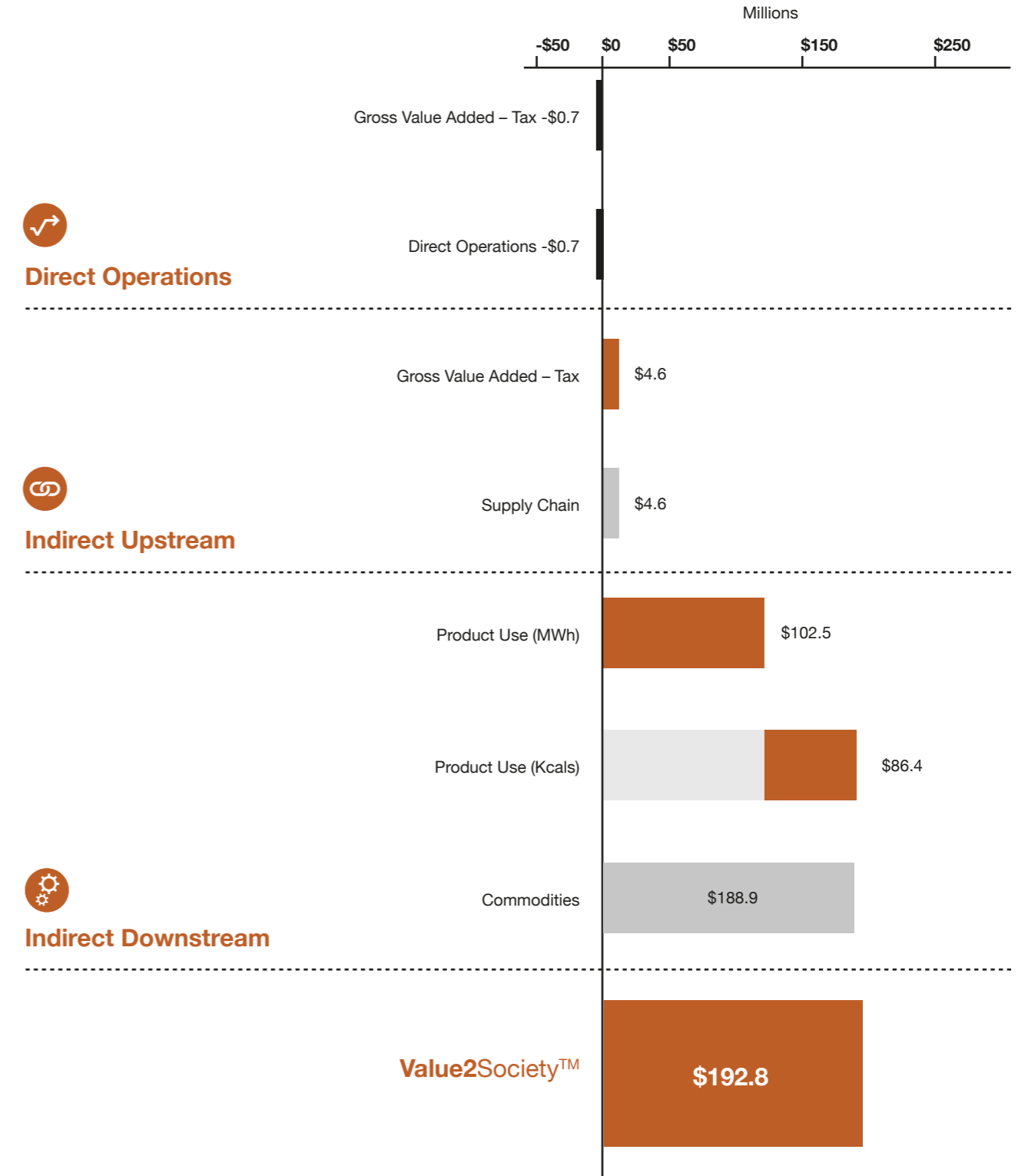
**Provision of food**   
 Description: Consumption of grain, maize, soybean, wheat  
 Quantity: **91.9 B Kcal** | Value: **\$86.4 M**

## Key Negative Impacts

**Tax**   
 Description: Pay from government due to DryLog's losses  
 Value: **\$0.7 M**

# Social Capital

## V2S™ \$193M



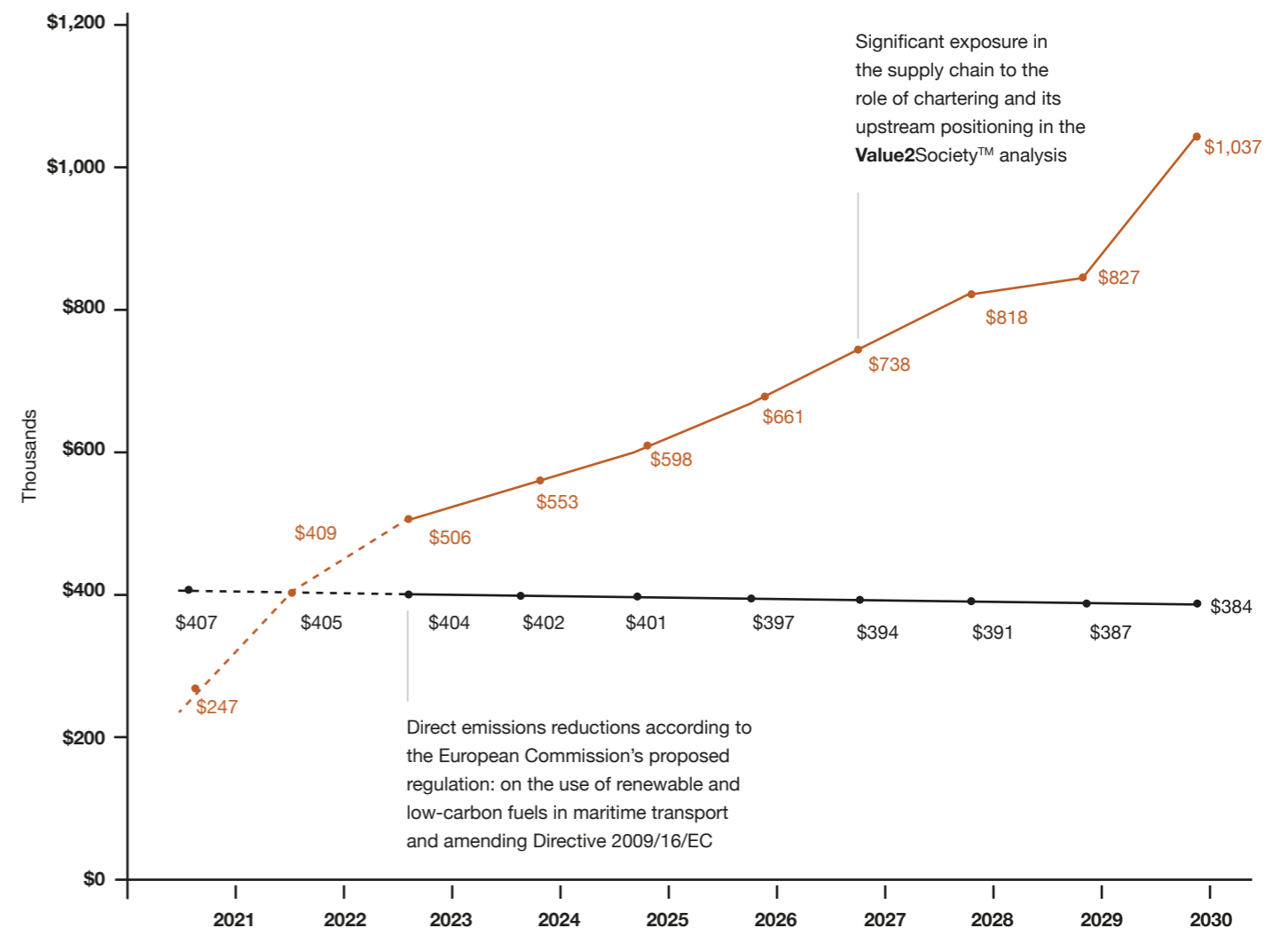
# Value@Stake™

Whereas Value2Society™ primarily concerns the external impact of our direct and indirect operations, Value@Stake™ (V@S™) quantifies the likelihood of these external, negative and positive, impacts becoming ‘internalised’ and translating to real financial costs and revenues.

This internalisation process takes place through both physical (e.g., severe weather events etc.) and transitional events (e.g. strengthening environmental regulations), and this logic forms the basis of Task Force on Climate-Related Financial Disclosures (TCFD) reporting. Therefore V@S™ really is where the bow meets the waves in terms of the financial consequences of sustainability and associated ESG performance.

The associated chart exemplifies the V@S™ concept using our direct and upstream-indirect greenhouse gas emissions and the introduction of sectoral (maritime transportation) carbon pricing and the further evolution of national carbon pricing regimes. Our direct emissions over time follow the European Commission’s proposed reduction trajectory and, in this

example, the International Chamber of Shipping’s proposal of \$2 / Tonne carbon price is used. Accordingly, our operations are directly and indirectly (through the supply chain) exposed to a potential carbon cost equal to \$9M over the next 8 years. Going forward our intention is to apply V@S™ to our other material external impacts.



	Direct (ICS) @\$2 / Tonne	Upstream Mixed Pricing Regimes	Direct (EU ETS) @\$50 / Tonne
2023 to 2030 total	\$3M	\$6M	\$78M

# Next Steps

This report represents the second year of DryLog Ltd.'s Value2Society™ journey. Key next steps comprise: (1) Improve the associated data collection & management via the V2S™ Platform; (2) Increase the scope of reporting to cover all commodities transported by DryLog; (3) Ensuring all relevant impacts, incl. sector specific impacts (e.g. Port State Control (PSC) inspections) are fully reflected within DryLog's Value2Society™; (4) Establishing the Value2Society™ performance baseline (a three-year rolling average); (5) From this baseline, developing, implementing, tracking and incentivising performance targets; and (6) increase integrated business performance ambitions year-on-year to secure industry leadership.

# Appendix

## About Value2Society™

The gap between what markets value and what society values is closing. Investors are increasingly focused on the fact that risks & opportunities linked to sustainability are tangible and can have a significant impact on business performance. Many business leaders are now adopting a more balanced optimisation of the stakeholder value management mantra. Optimising stakeholder value will present new trade-offs, in particular for resource allocation. Value2Society™ can help leaders make these trade-offs in a more objective manner as they seek to pursue becoming a more valued & valuable company

Value2Society™ provides a novel approach to extend financial reporting and capture sustainability and ESG considerations. It is underpinned by Total Capital Accounting (aligned to the Value Reporting Foundation's "multi-capitals"), which permits the quantification and economic valuation of all inputs and outputs of business activities. The Value2Society™ (V2S™) metric is a measure of DryLog's contribution to society and builds on the conventional measure of economic contribution, Gross Value Added (GVA). V2S™ adds positive external impacts (e.g. employee volunteering) to and subtracts negative external impacts (e.g. greenhouse gas emissions) from GVA, providing a more complete view of business performance.

$$\text{Value2Society}^{\text{TM}} = \text{Gross Value Added} + \text{Positive Impacts} - \text{Negative Impacts}$$

Evidence suggests companies with greater V2S™ to Profit ratio outperform, long term. Outperformance is based on purpose-strategy-business model(s) that: **(1) realise internal operational efficiencies** - the expanded view of performance can help prioritize sustainability initiatives and augment existing decision-making systems (e.g., investment appraisal) for more optimal outcomes **(2) expand the view on risk - understanding 'value at stake'** - the likelihood of external costs and benefits becoming real financial costs and revenue opportunities - enhances risk management; **(3) innovate on products-services** - Illuminating a product's life cycle impacts can focus innovation that delivers competitive advantage and strengthen customer acquisition and loyalty; **(4) continually build trust amongst stakeholders** - succinct, routine & contextual communication of societal net contribution and the relationship between financial & non-financial performance demonstrates leadership; and **(5) building on the prior, raise their societal standing.**

Value2Society™ solutions and metrics emanate from Route2 (www.route2.com). Route2 has been operating since 2011 and are specialists in impact quantification and valuation, working across sectors and regions.

### Associated Documents

V2S™ Direct Operations Impact Quantification & Valuation Methods

V2S™ Upstream Impact Quantification & Valuation Methods

V2S™ Downstream Impact Quantification & Valuation Methods

Value@Stake™ Methods

Value2Society™ Results Dashboards

### Associated Links

[www.valuereportingfoundation.org](http://www.valuereportingfoundation.org)

[www.ifrs.org](http://www.ifrs.org)

[www.fsb-tcfd.org](http://www.fsb-tcfd.org)

[www.route2.com](http://www.route2.com)



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