
Subject: ANPRO Management Excellence Award
Date: Tuesday, 4 October 2022 at 13:52:01 British Summer Time
From: Thomas Thomsen
To: Sean O'Hara
CC: Per Ekmann
Attachments: image001.jpg, image002.png

Dear Sean

We would like to thank you for the ANPRO Management Excellence Award presented to us by Andreas Morgan last week.

The process we went through in 2018 has given us valuable insight and helped us create a firm foundation for Uni-Tankers. Project Swan which we launched as part of this process was a huge success for Uni-Tankers, with the entire organization fully engaged and motivated all the way through the project. In fact, it was so successful that we decided to follow up by launching both a Project Swan 2.0 and a version 3.0 to ensure our continued focus on cost.

Following Project Swan, we have continued our growth, and Uni-Tankers is now stronger than ever. We are still reaping the benefits of this work – and to give you a few examples, we can mention that

- Uni-Tankers had a small profit in 2019/20 – a direct result of among others Project Swan
- We are in the process of selling two of our non-core vessels with handover in OCT/NOV-2022
- We hired Head of Strategy in 2022 and completed an 8-week rapid assessment with McKinsey in Q1-2022
- We have seen continuous profit since DEC-2021
- We have state of the art IT-systems, where all data knowledge is stored in Power BI – in fact, McKinsey noted that even the USD 10bn companies, they visit, do not measure up to our detailed level of data, data quality, and easy access to data'
- Uni-Tankers issued our first ESG report as part of our 2021/22 annual accounts.

We now have a strong and streamlined organization ready for any challenges. Thank you again for the awards – they are now watching over us every day keeping our minds fully focused.

Best regards

Thomas and Per

Best regards,

Thomas Thomsen
CFO

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