

# LEADERSHIP

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March 2025

Issue 37



## Cruising into new market segments

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- 30 Hydroponic farms on cargo vessels: the future of food at sea





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## HYDROPONIC FARMS ON CARGO VESSELS: THE FUTURE OF FOOD AT SEA?



## FEEDBACK & SUBSCRIPTIONS

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### CEO'S MESSAGE

# The art of ship management: Planning for success

Ship management, whether at sea or ashore, is a craft that requires precision, teamwork, and unwavering commitment. It is, at its core, both an art and a science - a delicate balance of strategy, execution, and, most importantly, foresight



At the heart of this endeavour is the Vessel Manager. Acting as the central coordinator, the Vessel Manager ensures that every moving part - be it safety, maintenance, logistics, or crew welfare - comes together seamlessly. But this role, critical as it is, cannot succeed without the one skill that defines the truly exceptional: planning.

Planning is much more than just a task on a checklist; it is the foundation upon which great outcomes are built. It is about setting goals, anticipating challenges, and allocating resources effectively. It is about looking ahead - sometimes around corners - to prepare for what might come next. Whether ensuring a smooth dry-docking, coordinating a safe crew change, or managing the complex compliance landscape we face today, planning is the cornerstone of excellence.

Planning underpins everything we stand for - delivering safe, reliable, and cost-effective shipping services while safeguarding our people, our ships, our cargo, and the environment.

#### WHY PLANNING MATTERS

Effective planning answers three essential questions:

- What needs to be achieved? Clear objectives ensure clarity of purpose.
- How will it be achieved? Strategies and resources align actions with goals.
- When will it be achieved? Timelines keep us focused and on track.

For those of us who have spent years in this industry - whether on the bridge of a vessel, in the engine room, or at an office desk - we know the truth of this: planning is not just helpful; it is indispensable. It provides clarity, reduces uncertainty, and ensures that teams can act decisively even in the face of challenges.

And yet, planning is not static. It is a dynamic, evolving process. It requires us to anticipate the unexpected, to prepare for multiple outcomes, and to always be one step ahead. This is what makes a good ship manager great and what ensures the safe, efficient, and reliable operation of the ships under our care.

#### A CALL TO ACTION

In the hustle and bustle of our daily lives, it's easy to let planning slip to the bottom of the priority list. The constant pull of immediate tasks and pressing demands often overshadows the long-term view. But this is a pitfall we must actively avoid. No matter how demanding the day may seem, we must carve out time to pause

and think ahead. Regularly stepping back to assess your priorities and mapping out the months or even the year ahead is invaluable. Without this deliberate effort, we risk being consumed by the urgent, while neglecting the truly important things that shape our future. Recognizing this tendency and choosing to rise above it is a habit worth cultivating.

As we look toward the months ahead, I encourage every one of you - whether you are onboard or ashore - to join me in recommitting to the art of planning. Take time to think ahead, to strategise, and to ensure that no detail, however small, is overlooked. Planning underpins everything we stand for - delivering safe, reliable, and cost-effective shipping services while safeguarding our people, our ships, our cargo, and the environment.

Thank you for your dedication to excellence, and for your continued commitment to upholding the values that make Anglo-Eastern a leader in ship management. Together, through careful planning and collaboration, we will continue to set the standard for our industry.

Fair winds and following seas,

Bjorn Hojgaard  
Chief Executive Officer



# On the radar: Cruising into new market segments with client service at the forefront

Dietmar Wertanzl, Neil McNeil, and Frits van der Werff, cruise industry veterans heading Anglo-Eastern's cruise and leisure management divisions in Miami, sat down to share an update on the cruise industry, developments at AE, and the revival of the sector in a post-Covid world

Anglo-Eastern expanded into the cruise sector in December 2022 with the acquisition of the CMI Group bringing a fleet comprising expedition and larger cruise vessels under our management. The respective divisions were rebranded as Anglo-Eastern Cruise Management (AECMI) and Anglo-Eastern Leisure Management (AELM). These ships are as tough and durable as they are comfortable and luxurious, allowing passengers to explore lesser-travelled waters in safety and style.

Expedition class vessels are built to withstand the harshest

environments and endure some of the most extreme conditions that nature has to offer when transiting waters as treacherous as the Drake Passage and the Denmark Strait. These vessels are designed for adventure cruising to the most remote locations at the very ends of the Earth. These are once-in-a-lifetime experience for most guests and are typically very high-end in terms of price point.

Two years on, our cruise management division has garnered industry attention by sealing the deal with Marc-Henry Cruise Holdings,

Joint Owner/Operator of Four Seasons Yachts, to be its ship management partner for ultra-luxury yacht, Four Seasons I. Anglo-Eastern will oversee the technical management of the vessel, which is under construction at Fincantieri's shipyard in Ancona, Italy. Four Seasons I is scheduled to commence commercial operations in early 2026. Meanwhile, Anglo-Eastern is also supporting the construction phase to ensure seamless integration of advanced maritime technology and overall operational excellence.



Ocean Victory in Antarctica  
(Albatros Expeditions)



**DIETMAR WERTANZL,**  
President &  
CEO of Anglo-  
Eastern Leisure  
Management

With over four decades of experience in the hospitality and the cruise industry, Dietmar Wertanzl, President & CEO of Anglo-Eastern Leisure Management (AELM), made his name as a "culinary innovator" by making significant impact in the sector. With an education background in hotel management from prestigious institutions in Austria, Switzerland, and the United States, Dietmar has cultivated a career that spans both shipboard and shore-side roles. His journey through the cruise industry has seen him work for large publicly traded companies, smaller enterprises, and, for the past decade, in ship management.

Dietmar's excitement about AELM's potential is palpable as the company embarks on new ventures in cruise management, leveraging the support and resources of Anglo-Eastern. Known for his decisive nature and commitment to excellence, he has a proven track record in driving growth and profitability across various

sectors, including ocean, expedition, and river cruising.



**NEIL MCNEIL,**  
Managing Director  
at Anglo-  
Eastern Cruise  
Management

Born on an island in Scotland, Neil McNeil, Managing Director at Anglo-Eastern Cruise Management (AECMI), has always been traveling on passenger vessels. He sailed professionally on ferries and Roll-on/Roll-off Passenger vessels (ROPAX) since 1998 before transitioning to the cruise industry in 2006. With over two decades of leadership experience across multiple companies in the maritime sector in the United States, Neil has recently joined Anglo-Eastern to lead AECMI.



**FRITS VAN DER WERFF,** Vice  
President of  
Commercial at  
Anglo-Eastern's  
Miami Office

As the newest member of the cruise and leisure team, Frits van der Werff, Vice President of

Commercial at Anglo-Eastern's Miami Office, brings a wealth of expertise in hotel management. Originally from the Netherlands, Frits has spent over two decades blending his passion for hospitality with the maritime sector, making him a seasoned professional in the cruise industry.

His career began with shipboard roles, where he gained hands-on experience before moving into corporate executive positions with well-established cruise lines, including Norwegian Cruise Line and Holland America Line. In late 2024, Frits joined Anglo-Eastern, where he plays a key role in supporting the company's continued expansion and success in the cruise sector, leveraging his extensive background to contribute to its growth.

As a dynamic leader in the cruise industry, Frits is known for his strategic vision and ability to drive growth. His deep understanding of both the hospitality and maritime aspects of the business allows him to bridge the gap between guest services and ship operations seamlessly. His addition to the company is set to further elevate its position in the cruise sector as the industry continues to evolve.

## Q&A Positioning & Unique Offering

**How does Anglo-Eastern position itself in the cruise and leisure management industry?**

**Neil:** Presently, third-party ship management only accounts for 1% of the global cruise sector. That figure in the merchant ship segment has expanded to 20% as years have gone by. In this vein, the cruise management could follow a similar trajectory, affording real opportunity for third party managers like Anglo-Eastern who has positioned itself to be the manager of choice for some of the larger cruise companies, and possibly, some of the

smaller cruise companies who would like to outsource their management activities at some point in the future.

**As a ship manager with over 50 years' experience in managing merchant vessels, how does AE utilise and transfer that experience to managing passenger cruise ships?**

**Neil:** We have staff in Miami who have internally transferred from other Anglo-Eastern entities. They are advancing their understanding of the cruise industry, conducting ship visits and have acquired a substantial level of familiarity with the operations. As we move forward, I can see more knowledge sharing within Anglo-Eastern, and we will likely see more transfers of staff that are required to meet the unique obligations of the cruise segment. A transfer of competencies from one division to

another will take place, and those people will be the future of AE's cruise and leisure team.

**Dietmar:** I see the cruise ship as a floating resort. The strengths of Anglo-Eastern, particularly in IT and training aspects, include our training academy in India, which are all fantastic resources. The global footprint, the research on ESG and fuel types etc.; all of this can only be achieved when you have a certain size and presence as one of the leading ship managers in the world.

It's wonderful that in the cruise segment, we now have access to resources where we can easily plug in and gain the knowledge and support, be it internal or external systems, like the client portal my.angloeastern. I believe this will strengthen the team's overall value proposition in the cruise segment, truly giving us the opportunity to obtain a larger market share and to raise our client service offering.



On the other hand, we can take advantage of economies of scale in terms of procurement, purchasing, insurance, etc. At the end of the day, this makes a difference in providing a better cost base for our clients, elevating our value proposition, and ultimately enhancing our product and service offering. The leisure division, in particular, is a new vertical for Anglo-Eastern, enabling coupling of a leading ship manager and its positioning as a player in the transportation lifestyle industry.

## Focus

### What specific segment does AECMI target at?

**Neil:** We currently operate expedition cruise vessels which generally go to the Arctic and Antarctic regions. We have two large, traditional-sized cruise vessels operating out of America and Mexico, the Bahamas, and we've recently stepped into the luxury yacht segment with the addition of the Four Seasons project which will come "alive" in November.

I don't think we are tied down to any one sector within the cruise industry. We can offer our services across a multi-range of potential customers.



Islander in the western Caribbean (Margaritaville at Sea)

**In terms of geographic markets, for people who don't necessarily have knowledge of the cruise segment, where would you say are the core areas of focus? And are there any core areas of growth that Anglo-Eastern would be looking to expand into?**

An increasing interest in luxury travel and unique vacation experiences, has made Asia a key area of growth for global cruise operators. Countries like China, Japan, and South Korea are seeing a rise in both domestic and international cruise passengers, while emerging markets

**Frits:** Having a strong foothold in the Arctic and the Antarctica regions, we are currently quite strong in the expedition sector. Margaritaville at Sea joined our fleet in December 2022. This is a popular lifestyle cruise line, based upon Jimmy Buffet that operates predominantly in the Bahamas and Western Caribbean. That brand resonates very strongly with US guests. We're anticipating further growth of the brand and are very well positioned to grow with them as they add more and larger vessels to their fleet.

Besides that, there are markets in the Mediterranean, Europe, Northern Europe that we're currently in talks with, major cruise lines that are outsourcing their ship management currently. Again, Anglo-Eastern is well-positioned right now, and having meaningful discussions to take over those vessels, first from a technical ship management side, but also ultimately from a leisure standpoint, to provide the services and guest experiences that these cruise lines are looking for.

It would only be natural to focus on our backyard when considering growth opportunities. Asia, with its rapidly expanding tourism sector, presents a vast and promising market for the cruise industry. The region's growing middle class, coupled with

like Southeast Asia and also India show great potential. This trend not only offers ample opportunities for expansion but also positions the region as a major player in the global cruise market. By focusing on Asia & India, we can tap into a rapidly growing market that is shaping the future of the cruise industry.

### At AELM, what types of services and segments are you targeting?

**Dietmar:** We aim to be the cruise hospitality experts in the industry, offering comprehensive hospitality services to any client. This includes ensuring that food and beverage services—the largest component on each cruise ship—are well managed. Our services encompass restaurants, bars, F&B-related activities, and complete housekeeping.

We also provide crewing services, assisting cruise clients with crew recruitment and training. In general, we handle nearly all hospitality services. Clients often ask us for specialised requests, such as inviting a celebrity chef, having a master sommelier on board, or setting up a gift shop or casino. We have a network of industry contacts to fulfil these needs, and we never say no. If we can't provide a service, we outsource it to trusted partners.

Each client is unique and seeks to differentiate themselves with distinctive offerings. We are always eager to facilitate these requests.

## Technical & Crewing Services

### On the technical front, what are the niche aspects of cruise and leisure management that make it differ from traditional ship management?

**Neil:** Whether it's weather-related or accommodation-related, the passenger experience is largely our number one KPI. It's about getting guests to the ice floe and back in a safe and efficient manner, and giving them that ultimate experience on the expedition side.

The number of people that are allowed on the ice floes is limited to a hundred. There is



A newbuilding ultra luxury vessel Four Seasons I was floated out at Fincantieri's Ancona shipyard in Italy on 23 January 2025. The celebratory event also served as the one-year countdown to the launch of Four Seasons I. (Four Seasons Yachts)

also an additional element in the northern hemisphere with the prospect of polar bears, so we need to have an armed guard in case any life-threatening situations should arise. It sounds exciting, but that is a different aspect to ship management on a traditional vessel.

On the Four Seasons luxury yachts, the difference there is they're going to have marinas deployed from the sides of the vessel, so the side shell doors will open on both sides and a floating marina is constructed as part of the anchored vessel. The vessel will be accompanied by two large limousine tenders with an operating capability to go 25 miles from the mother vessel. The staff operating these limo tenders will need to be trained navigators. There needs to be a more thoughtful approach and a robust process in the hiring and recruitment of the crew for the luxury yachts. Anglo-Eastern is happy to have been selected as the partner to handle the full technical management, and to also take care of the crew training for the project.

**Dietmar:** In our case, the ship "talks back" because they are people. Any deck and engine crew members switching from a merchant ship to a cruise ship will need to interact with the guests, because the ship is a stage, and they are performing.

The crew members need to go through behavioural training to be responsive and perform in a manner that aligns with the client's brand. When any guest on the ship, particularly on a Four Season luxury yacht, encounters any issue, they will reach out to any crew member for a solution and he/she needs to be able to respond while maintaining the expected standards.

### How do you go about training the crew presently? Are they from the training centres that Anglo-Eastern owns and runs, or is it a separate division?

**Neil:** It's separate at the moment in my book. The expedition crew members are former CMI employees that have transferred over to Anglo-Eastern. As for the Four Seasons project, we are running a recruitment process and coordinating with Four Seasons Yachts on the training packages.

**Frits:** A client will have its own training as well to ensure crew members are fully on brand at all times. There are multiple aspects, such as culture and etiquette, that make someone a Four Seasons or Margaritaville crew member.

In the cruise space, within the 11 vessels that are currently in AE's management, there are approximately 40 different



Victory I sails in the Great Lakes (Victory Cruise Line)

nationalities. Particular operators or brands may want to have a mixture of these nationalities on board because they operate predominantly with European guests or Spanish-speaking guests, etc.

**Dietmar:** For expeditions to Antarctica in particular, we have the second largest guest-sourcing market coming from China. We have clients who have full Chinese charters for about six voyages, and we've responded with appropriate crew members and chefs. It's a big market, and we already have a lot of relevant experience.

### How does AELM enhance the customer experience on our managed passenger ships?

**Dietmar:** Our focus is on enhancing customer experience through regional cuisine and sustainability. Guests increasingly prefer farm-to-table options, so we've shifted to local products. For instance, in Antarctica, we now offer Argentinian grass-fed beef instead of US steaks. We emphasise local flavours, especially in regions like Iceland and Europe.

We've also introduced specialty restaurants aboard our ships, including steakhouses, Italian, Spanish, and sushi bars. This year, we're excited to launch a Tuscan hot stone grill concept for the Victory Cruise Line.

Managing older ships presents challenges, particularly in refurbishing kitchens. We've developed solutions to optimise space and resources while maintaining quality. In terms of beverage offerings, we collaborate with clients to curate extensive wine lists, and some

even request a sommelier on board for tastings. The culinary experience is paramount, and we pride ourselves on high Net Promoter Scores for our service, which is a result of rigorous training programmes for our crew.

This year, we're emphasising sustainability initiatives, including a commitment to no plastic on board with our Green Programme 2.0. We're also going paperless, using digital menus and wine lists on iPads.

In Ushuaia, we've partnered with local growers to cultivate our own biodynamic vegetables. We've started collaborating with a winery that specialises in organic wines, reflecting



current trends towards natural and healthy foods. Additionally, we're developing new spa and wellness programmes to enhance the overall guest experience.

#### When did ESG become a topic in the cruise management sector?

**Dietmar:** I would say the cruise sector is ahead of the cargo sector in some respects. The cruisers have always been trying to be in the forefront. For example, we have already implemented LNG, and there were gas turbines in the 1990s. We view ourselves as a responsive industry at the forefront of these developments.

However, we do face challenges. In some ports, like Venice, there are restrictions due to the number of large ships, as they aim to protect the area. In the mornings, from 8 a.m. to 5 p.m., there can be around 10,000 cruise passengers in the village, and unfortunately, many don't make purchases, which can frustrate local residents.

Alaska is also facing challenges due to an oversaturation of cruise ships. To address these issues, we organise ourselves as a community. For example, we are members of the Cruise Lines International Association (CLIA), which serves as our regulatory, marketing, and lobbying body.

We are mindful of our environmental responsibilities and strive to be good stewards of our oceans. In particular, as a ship manager in the expedition field, we recognise the sensitivity of these areas and aim to set a positive example in stewardship.

## Trends

#### Has the pandemic altered demand in the cruise and leisure market?

**Frits:** Yes, the pandemic had a significant impact on the cruise industry, shutting it down for nearly 15 months. Unlike shipping, which continued to operate and even thrive during this period, cruise lines faced substantial losses, with major companies anchoring nearly 100 vessels worldwide and repatriating crews.

By 2021, we began a gradual restart, with some vessels taking up

to three years to return to service. However, the cruise industry has rebounded strongly since then, blooming at a record high in 2024 and representing a jewel in the tourism sector that was largely shutdown during the pandemic. In 2024, an estimated 35.7 million people are projected to embark on cruises, with projections reaching about 40 million by 2027, according to CLIA.

The popularity of cruising post-COVID can be attributed to a shift in mindset; people are eager to seize opportunities for experiences they once delayed. This has especially boosted the mass market segment.

#### What trends do you see that are shaping the cruise and leisure market? And how do you think the trends would impact our business as a whole?

**Dietmar:** The experiential trend, especially among Gen Z and millennials, reflects a different appreciation for value. The cruise industry offers unmatched value for money.

Las Vegas sees 60 million visitors annually, and Orlando has 70 million. In the broader vacation market, cruises represent a small segment. There are still growth opportunities, although not everyone prefers cruising due to factors like seasickness. However, the industry has evolved into floating resorts, catering to various budgets, from luxury to boutique experiences. Major hotel brands like The Four Seasons, Aman, The Ritz Carlton (Marriott), Virgin, Margaritaville and Orient Express (Accor) are entering the cruise market, enhancing its appeal.

**Frits:** The cruise value proposition has become even more important post-COVID due to inflation and rising living costs. Cruises maintain competitive pricing while offering comprehensive experiences, making them a more attractive option compared to land-based hotels.

**Dietmar:** Cruise line executives face the challenge of aligning their prices with hotels. However, this presents a significant future for the cruise

business and for Anglo-Eastern. Ship managers provide essential synergy and economies of scale to shipowners, especially for smaller cruise lines.

**Frits:** The expedition market is one of AE's strength and has grown significantly since before COVID. Now, younger generations, especially Gen Z and millennials, account for about 30% of the cruise market, a shift from the past.

Anglo-Eastern is well-known in the cargo space, however, we're still somewhat "the new kid on the block" in the cruise space. We are now ready to scale and fully enter the cruise market with robust resources and infrastructure.

#### The last question is about your personal cruise experiences. You must have been on cruises yourselves. What's your favourite cruise, and why?

**Dietmar:** I worked on cruise ships for nine years, so I have a soft spot for the Mediterranean, especially the Greek islands and Italy. My favourite port is Hong Kong, but I also love Sydney, San Francisco, and Stockholm.

**Frits:** I enjoy the Mediterranean; my favourite destination is the Baltic. It's unfortunate we can't visit Russia now, but cities like Helsinki, St. Petersburg, Tallinn, and Copenhagen are fantastic. You can almost walk into town from the port, except for St. Petersburg, where you need a bus. On the Pacific side, Vancouver is a favourite, and then the Caribbean hotspots like St. Bart's and Saint Martin.

**Neil:** As a hometown boy, I love cruising from Miami. A quick four-day cruise is perfect—it allows me to work while vacationing. I enjoy Curacao and Barbados, but I also appreciate a day at sea where I can relax without planning. When I do go ashore, I prefer to explore places like Saint Croix by renting a car to see different parts of the island, personalise the trip instead of taking a standard tour.

**If you fancy joining one of our cruises or learning more about our related services, reach out to our cruise experts and colleagues.**



## GROUP

# New office footprints for Singapore and Miami

As with our other offices around the globe, this will enable new opportunities for enhanced collaboration as we embark on further growth while sparking new ideas for innovation



After 25 years at Southpoint, our Singapore office began an exciting new chapter last December with a move to Labrador Tower, reflecting our commitment to fostering growth and supporting future ambitions.

Carefully designed with collaboration and innovation in mind, our new office offers a dynamic and inspiring environment with a bright, open layout featuring a variety of workspaces designed to foster teamwork and creativity. Upgraded

furniture and state-of-the-art facilities ensure a comfortable, modern atmosphere that feels like a "home away from home."

To commemorate this milestone, we hosted a grand opening in early January, complete with a ribbon-cutting and lion dance ceremony. Clients, industry stakeholders, and employees joined us to explore our upgraded workspace and experience its thoughtful design and modern facilities firsthand.

During the event, our CEO, Bjorn Hojgaard, remarked, "At Anglo-Eastern, we pride ourselves on the value of doing a proper job. Our new workspace in Singapore embodies our commitment to providing a professional and supportive work environment. It is designed to enhance teamwork and innovation, and it serves as a platform for operational excellence across our global network."

"This milestone wouldn't have been possible without the incredible dedication of our team and the support of our partners Bean Buro, LFA, and Conexus Studio. We extend our heartfelt thanks to everyone who contributed to bringing this vision to life." Mr. Hojgaard added.

Last December also marked a significant milestone for our Miami office, home to our cruise and leisure management teams, with a relocation to a new space near the Blue Lagoon area, just a short distance from Miami Airport. The new office reinforces our brand and carries through the unity and connectivity established throughout our other locations worldwide, ensuring AECMI and AELM team members feel like a cohesive extension of the Anglo-Eastern Univan Group.

In line with Anglo-Eastern's workplace transformation strategy, similar office designs and relocations have already taken place across multiple locations, starting with Anglo-Eastern's headquarters in Hong Kong in 2020.

As we settle into our new workspaces, we look forward to the opportunities this brings - driving growth, fostering collaboration, and delivering innovative solutions together. We look forward to welcoming more of our clients, partners, and colleagues to our new offices in Singapore and Miami.







# Photo Gallery: Memorable moments

### SUNSET

Picture of a beautiful sunset captured from the Master's cabin porthole (Photo by Capt. Alessandro Edward Pinto on Federal Yukina)

**CYCLING TO OUR NEW SINGAPORE OFFICE**  
Sunil Unni, Fleet Director of AE Singapore Office, takes advantage of our new office's cycling amenities, biking 24km to the office for a refreshing start to the day.



**SHAPING THE FUTURE OF SHIPPING**  
Capt. Aalok Sharma (far left), our Group Head of Training, spoke at the "Global Risks & Future of Shipping" event during Hong Kong Maritime Week 2024. Organised by the Hong Kong branches of Nautical Institute and Institute of Chartered Shipbrokers, the event facilitated constructive discussions on crucial industry topics.



### BALLAST WATER INNOVATION

Federal St. Laurent recently successfully completed a Ballast Water innovation project and is now fitted with Albion BWIP Filters. Representatives from Transport Canada and the Department of Fisheries and Oceans visited the ship to acknowledge the outstanding work carried out by Fednav and Anglo-Eastern.



### LPG/C ANTWERPEN HAILS AS THE 5,000TH EXPORT VESSEL IN BRAEFoot BAY

To recognise this milestone, the crew onboard Antwerpen received a commemorative memento from Capt. Neil Copland, Operations and Marine Coordinator for Braefoot Bay in Dec 2024.



**FEDNAV PAINTING**  
Anglo-Eastern was gifted with a painting from Fednav in celebration of our 50th Anniversary, which was unveiled at our Hong Kong office in February. The painting is from Fednav's private collection and was created upon a voyage of Canadian artist Hilton Hassell on board Fednav's ship, the Tundraland in 1974.



### ONE OF THE TOP CHESS PLAYERS

Chief Officer Eduard-Andrei Valeanu (far right), has competed in multiple chess tournaments and achieved the title of Romanian National Chess Champion in 2009. He presently serves on our managed fleet while keeping the flame of competition alive as an active chess player.





# Annual Dinner Celebrations



HONG KONG



SINGAPORE



PHILIPPINES



INDIA



## AWARDS

# Anglo-Eastern receives IBJ Special Achievement Award

Saluting teamwork and dedication in the maritime bulk industry

We were honoured to receive the Special Achievement Award at the IBJ Awards 2024 in Antwerp. Hosted by the International Bulk Journal (IBJ), the shipping community gathered to salute excellence in the maritime bulk industry, with Anglo-Eastern being represented by our Chairman of the Board, Peter Cremers, and our CEO,

Bjørn Højgaard, together with notable guests and representatives from our Group and our clients.

On accepting the award, Bjørn reflected on five key themes that have driven us over our 50 year ship management journey and made us who we are today: people that believe in what we stand for, a passion and

drive to do a proper job, a belief that outsourcing to third parties will become the norm - especially amidst rising complexity in our industry, an ability to commit to the long-haul, and lastly, an ability to secure contracts.

Thank you to IBJ for this honour, to all our people, and to all of you for being a part of our journey.



## Anglo-Eastern recognised as Seamen Partner of the Year by the Singapore Organisation of Seamen

On 15 November 2024, the Singapore Organisation of Seamen gathered with partners and members in Manila, Philippines for a night of networking and celebration of contributions to the maritime community.

During the event, Anglo-Eastern Singapore was honoured to have received the Partner of the Year, Silver Award in recognition of our efforts to enhance the welfare of seafarers. Jessie Rex Martin, President of Marine HR, received the award on our behalf.

We are thankful for this recognition and will remain

steadfast in fostering the holistic well-being and career development of our seafarers.



## Leading the way in cybersecurity excellence

We received two industry awards in recognition of our efforts to foster a culture of cybersecurity awareness and resilience amid evolving cyber threats



Anglo-Eastern is the only ship manager to be recognised under the Cyber Security Staff Awareness Recognition Scheme 2024/25, co-organised by the Hong Kong Internet Registration Corporation Limited (HKIRC) and ISACA China Hong Kong Chapter (ISACA) with the full support from the Hong Kong Government.

Taking home the Platinum Award in October 2024, the highest award tier in this scheme, our IT team has demonstrated its commitment to cybersecurity excellence by fulfilling five key requirements: comprehensive cybersecurity training, active participation in phishing drills, maintaining a robust cybersecurity policy, providing accessible reporting

channels for cybersecurity issues, and disseminating critical cybersecurity information organisation-wide.

On a separate occasion last October, our Governance, Risk & Compliance team was also named by the 2024 On Conference (OnCon) Icon Awards as Top 50 Information Security Team. Finalists were selected through public voting based on their innovation, organisational impact, and leadership.

Xerxes Kiok Kan, Head of Information Security (CISO) at Anglo-Eastern, says: "We believe the success of implementing good cybersecurity comes down to people. Building a human firewall and fostering awareness in Anglo-Eastern are fundamental building blocks for cybersecurity."

These two accolades showcase our strong commitment to cybersecurity leadership in the maritime sector and beyond. By fostering innovation, vigilance, and adherence to best practices, we remain steadfast in building a secure and resilient digital future for our people, clients and the broader community.



## INDUSTRY

# Anglo-Eastern joins the League of Whale Guardians to preserve whale lives

Whale conservation gets added to the growing list of progressive measures that we are engaging in to lead the industry towards a more sustainable future

Earlier in November 2024, we became an official member of the League of Whale Guardians. Whale Guardians™ is the international programme for the avoidance of ship strikes on whales, focusing on establishing approved traffic separation schemes and speed reductions to help the world's great whales recover to their pre-whaling populations. Preventing unintentional vessel strikes is critical for the survival of some endangered whale populations, especially the world's largest animal, the blue whale. Whale Guardians™ has a proven methodology to apply protections in a manner that is safe for whales and translates into minimal impact on vessels.

From reduced carbon emissions to higher attention on crew welfare, there are heartening developments re-shaping the industry for which we intend to be stewards of change. As an official member of the League of Whale Guardians, our managed vessels are now required to adhere to the established Whale Guardians™ routes, reinforcing our dedication to saving whale lives.

The benefit that our commitment and this collective provides to the viability and well-being of some whale species will be substantial. Blue whale females, for example, give birth about once every six years. However, for every calf born, one blue whale is lost to a vessel strike. Consequently, their overall numbers are stagnating due to ship strikes.

By joining the League of Whale Guardians™, we are taking a proactive role in global whale conservation. We hope that this action will inspire other players in the industry, and that the critical population of whales can gradually rebound.

As per the theme of this year's IMO World Maritime Day and the UN's Sustainable Development Goals, this is our ocean, our obligation, and our opportunity. Together, we can collaborate and coordinate efforts to ensure more sustainable seas and greater protection for the species that live below water.





# Hong Kong Maritime Week

The week of 17 November 2024 was an eventful week for the maritime industry in Hong Kong, with a week-long series of events and activities bringing the maritime community together for insight sharing and networking

Among industry experts from various sectors, Martin Rowe, Vice President of Business Development at Anglo-Eastern, Capt. Aalok Sharma,

Group Head of Training at Anglo-Eastern, and Capt. Shrinath Hegde, Managing Director at Anglo-Eastern Tanker Management, were invited

to participate in a series of events as panelists and keynote speakers.

At Anglo-Eastern, we have long fostered a culture of collaborating, prioritising safety, training and professionalism, valuing teamwork and the welfare of our staff at sea and ashore. We were delighted to have the opportunities to share our practices and the experiences of our experts, with our partners, counterparts, and the maritime community. Here is a summary on some of the observations and insights shared by the AE representatives during Hong Kong Maritime Week.



## HONG KONG - UK SHIPPING FORUM 19 November 2024 Panel: Counterparty compliance in a complex trading environment

Mr. Rowe, shared his insights as a panelist at the UK Shipping Forum, discussing "Counterparty compliance in a complex trading environment" with specialists from various sectors. He shared the importance of maintaining a safe and supportive environment for seafarers through risk mitigation, highlighting our work with classification societies and engine manufacturers to ensure our training helps crew and shore personnel support owners in meeting IMO decarbonisation goals through a "maritime just transition."



## WORLD MARITIME MERCHANT FORUM 19 November 2024 Thematic forum: Tanker transport & safety management

Capt. Hegde spoke on the topic of "Tanker transport & safety management". He shared the progression of technology in shipping from the 17th century to the present, with an emphasis on safety enhancements, navigation improvements, and the integration of AI technology. The adoption of AI-powered camera systems on vessels facilitates real-time monitoring,

early hazard detection, and predictive analysis to bolster safety and operational efficiency.

Furthermore, the presentation delved into the future of cameras in shipping, sharing examples of augmented reality applications, digital twin technology, the utilisation of high-frequency data for predictive maintenance, and advancements in technical support tools such as marine drones and hull cleaning solutions. Capt. Hegde's presentation underscored the critical role of technology, past, present and future, in enhancing shipboard safety, operational efficiency, and regulatory compliance.

## XINDE MARINE FORUM 20 November 2024 Panel: Shipping finance and investment

In this panel, Mr. Rowe drew attention to the current high-interest rate environment and shipping's need to deliver better long-term returns to attract investors. He talked about maritime finance from a ship manager's perspective, touching upon the need for shipowners and investors to ensure that their vessels are properly maintained while also emphasising the ever-increasing importance of carbon mitigation technologies and the ability to utilise green fuels to ensure that vessels remain fit for purpose, or in other words, attractive as an asset at the end of the investment period. He also emphasised



that a more efficient mechanism is needed to retire or recycle these substandard vessels.



## GREEN FUELS TRANSITION FOR INTERNATIONAL SHIPPING WORKSHOP 22 November 2024 Session: Ammonia bunkering

Capt. Sharma, spoke at the session about ammonia bunkering, covering "How to prepare for safe bunkering operations with a focus on crew training and

preparedness from an operator's perspective". He shared his experience and insights on this front, mentioning the need for collaboration as the industry prepares for fuel transitions. He emphasised that it is important to think outside the box when preparing training engagement tools that are relevant and can be scaled up for onboard deployment.



Contributor:  
**Capt. Aalok Sharma**  
oversees the formulation of training programmes for onshore and on-board personnel,

as well as the review and audit of procedures and performance across Anglo-Eastern's managed vessels, focusing on safety, compliance, and environmental protection.

With 15 years of practical sailing experience and another 15 years of relevant experience in training, Capt. Sharma is also an active participant in industry bodies with the purpose of furthering the cause of seafarers.



Contributor:  
**Martin Rowe**,  
Justice of Peace, Hong Kong-based experienced shipping

professional, award-winning shipbroker, negotiator, and deal closer in Asia and beyond, with over 35 years of high-level sales and management experience, has been involved in some of the notable shipping asset transactions in the industry and is presently looking after business development at Anglo-Eastern.



Contributor:  
**Capt. Shrinath Hegde** started his maritime career in 1991, steadily advancing through the ranks to head the

QHSE department at Anglo-Eastern in 2015, before taking on his most recent role as Operations Director in 2019. His background in both safety and operations positions him well to lead the management of Anglo-Eastern's tanker fleet.



# Harald Klein: Seafaring and operations are a broad education

Anglo-Eastern's COO - Europe shares insights from his experiences at sea and ashore, drawing on his background as a former Chief Engineer and operations leader across various types of vessels. We are privileged to have had the opportunity to sit down with Mr. Klein before he sets sail into retirement this April

As COO - Europe at Anglo-Eastern, Harald Klein oversees AE's managed fleet in Europe offices - namely bulk carriers, container ships, and specialty vessels (e.g. Ro-Ro carriers and offshore vessels) managed by four dedicated ship management offices in Hamburg, Antwerp, Goes (Netherlands), and London.

As a former Chief Engineer, Harald has over 15 years of seagoing experience gained primarily on-board DP drill ships, tankers and ro-ro carriers.

He came ashore in 1995 and joined Anglo-Eastern in 2004, initially in Antwerp as Senior Superintendent, becoming Fleet Director in 2006, before being transferred to Hong Kong as Managing Director.

In 2018, he was appointed COO - Dry Ships Division, and following a restructuring of the Group's dual COO function in 2021, took on the positions of COO - Europe and Managing Director of Anglo-Eastern (Germany) GmbH in Hamburg.



Aside from his responsibilities at Anglo-Eastern, Harald is a member of various class technical committees.

Having encountered diverse scenarios across various ship types and subsequently served two decades at Anglo-Eastern, Harald Klein views seafaring and maritime operations as a "broad education." He believes that being pragmatic, open-minded, and eager to learn can open many doors and prepare one for a wide range of activities.

## Career

**How did you start your career in the maritime industry, and how was your maiden voyage when you first went to sea?**

I started sailing in October 1979 on a training ship as a batch of 10 seafarers prior to being assigned to a Belgian company active in the petroleum business and the offshore sector. I found myself as an engineer on a DP drill ship, which was very exciting, and afterwards, I ventured onto tankers and Ro-Ro ships. Altogether, I sailed for 15 years on various types of ships, ultimately reaching the rank of chief engineer. It was an interesting journey within a multicultural environment.

My first voyage as a seafarer was on a general cargo ship from CMB. I went on a trip down to Congo and back. Sailing to different ports was very interesting for a young man at 19 years of age.

**What brought you to Anglo-Eastern after you came ashore?**

I came ashore in 1995 as a senior superintendent for the same company I had been sailing with. In 1998, I started to work as a site manager for what was then Exmar, which was part of the CMB group, at their newbuilding shipyard in Romania. I joined the ship management side again for Bocimar, Exmar, and Euronav.

In 2004, feeling a bit restricted in my career options, I came into contact with Mr. Liedts, and in November 2004, I went to Hong Kong for a six-week training. I joke about whether or not they "succeeded" in training me but that is how my Anglo-Eastern journey started.



team. The task was challenging, but I love challenges.

What else is challenging in ship management? As you know, there is always something new; you are always on a steep learning curve, whether it's on the technical side or the human side. You're awake and asking yourself, "How is that possible?" This is still very much a fact today.

**What are some of the proudest moments during your time at Anglo-Eastern?**

Anglo-Eastern is a great company and it's a great team, so any success is a result of teamwork. That's how I see it. As I've said, during my career at sea, I sailed with numerous nationalities. That's a fact when you're at sea—you can have teammates everywhere, and as long as you work as a team, you are bound for success. It is looking back at these moments where we have succeeded as a team that makes me feel most proud.

**What vessel types have interested you the most, and why?**

From a young seafaring age, I was engaged in offshore vessels, mostly on DP drill ships and chemical tankers, where I became a chief engineer. I ended my seafaring career on Ro-Ro ships. I think all these types of vessels are the most interesting ones and if I were to go back to sea, I would choose these ships. They're technically more complicated and more interesting, although I have enormous respect for people who sail on dry cargo ships like bulk carriers.

## Memorable Experience

**What are some of the highlights that you feel most proud of when looking back at your career?**

When I was working for the CMB Group, I was managing a Euronav VLCC that was attacked in Yemen with a suicide bomb and subsequently caught fire. As senior superintendent, I was greatly involved in the damage assessment and reactivation of the ship, spending two weeks as the only crew member and the Chief Engineer on board alongside the SMIT Salvage



When communicating with clients or negotiating, you must adapt to the locals, being friendly for starters, and politeness will guide you to where you want to be.

**What is your advice for people who are starting their careers in the maritime industry, whether they are seafarers or shore staff?**

Seafaring is a career you should pursue because you love it, not because you need a job. When you love your job, you will perform well, and this applies to both onshore and offshore work.

If you could send a message to your younger self, who just started working in the maritime industry, what would that message be?

The maritime industry is the right choice. There are some tweaks and fine-tuning required here and there, but such is life. Overall, I would consider my career to be one I am quite happy with, though time has of course flown by too quickly!

To motivate my younger self and those starting out in a similar position, I would say "whatever you do, do it with your full heart and deliver a good job, with honesty and integrity".

**When asked to share unforgettable experiences from work, Harald playfully remarked, "I've been involved in ship management for 30 years, so they probably come up after a beer or two, but it's often in the bar where you hear the most interesting sea stories".**

## Q&A



## Industry & Culture

**How would you describe your leadership style?**

Sometimes a bit too hands-on, but with a healthy dose of delegation and the ability to crack a joke from time to time.

**You've worked at sea and ashore, and after you came ashore, you've been stationed in Europe, Asia and back to Europe. In an industry that involves a diverse range of cultures, how do you navigate cultural differences in daily operations? Are there any principles that you follow when working with colleagues or clients from diverse cultures and backgrounds?**

Be yourself. Maintain a sense of humour. A pat on the back helps with communication with most nationalities, but of course, when acting as a boss, you're still the boss—you must know the nuances, walk a fine line regarding the code of cultural differences, distil the particulars, and act accordingly.







## Building bonds and elevating standards: Highlights of Rio Tinto's Ratings Seminar

RTM ratings gathered in Manila for a fruitful seminar under the theme "Safety First, Excellence Always"

Held from 19-20 November, this two-day event served as a platform for RTM seafarers to enhance teamwork, celebrate achievements, and engage in substantive discussions.

The seminar commenced with a series of team-building activities designed to foster camaraderie and collaboration among participants. The first day concluded with a lively gala dinner and a karaoke session, providing attendees with an opportunity to relax and strengthen their connections.

The second day shifted focus to insightful discussion on operational excellence. Key speakers included Capt. Himanshu Chopra, Managing Director of Anglo-Eastern, who emphasised a zero-harm approach for people and the environment, and Mr. Santosh Kalyanaraman, Owners' Representative, who shared insights from Rio Tinto regarding excellence in maritime operations.

A series of impactful sessions followed, covering critical topics such as workplace safety and seafarer wellbeing. The programme also featured a celebration of success and loyalty, with long service awards presented to honour the dedication of long-serving seafarers.

The seminar exemplified a collective dedication to safety and excellence, leaving attendees inspired and better equipped to contribute to a stronger and safer maritime community.



## MOL Chemical Tankers' officers take on an interactive approach in addressing critical topics

Held in Mumbai from 17-19 November 2024, the seminar seamlessly blended professional discussions, team building activities and recognition of dedicated service

The programme began on an auspicious note with a warm Indian welcome, featuring a traditional tilak ceremony symbolising respect and new beginnings. This was followed by a Gala Dinner at a scenic poolside venue, setting a positive and memorable tone for the days ahead.

Over the next two days, participants engaged in insightful sessions led by industry leaders, covering a range of critical topics, including vetting inspections, LNG operations, cadet training, safety practices, and crew wellbeing. One of the seminar's standout moments was the interactive tabletop exercise, designed to foster collaboration and strategic problem-solving among attendees.

Camaraderie among participants was further strengthened through the highly anticipated Box Cricket Tournament. Eight teams faced off in a spirit of fun competition, with professional umpires officiating the matches.

The seminar concluded with the long-service awards ceremony, honouring officers who have contributed five and ten years of dedicated service. This meaningful recognition marked a fitting end to an event that celebrated learning, teamwork, and remarkable achievements.



## Reliability resonates at International Seaways Crew Conference

Officers and crew of our International Seaways Fleet came together in the picturesque city of Kochi, Kerala, from 6-7 November 2024 for their annual Crew Conference

With over 100 seafarers and senior leaders in attendance, the event was characterised by vibrant energy, insightful discussions, and a collective dedication to achieving operational excellence.

Centered on the theme "Reliability - Our Key to Excellence", the two-day conference began with a safety moment and an opening address by Capt. Lekshmi Salvady, Managing Director of Anglo-Eastern, who emphasised that reliability is an essential way of working that ensures safety, quality, and trust at every level.

Key representatives from International Seaways, including Mr. William Nugent, Chief Technical and Sustainability Officer, Mr. Raghvan Narasimhan, VP, Technical Director and Capt. Yun Ho No, VP, Marine Director engaged directly with attendees to address feedback and share strategies for performance improvement. Mr. Nugent captured the essence of reliability in his remarks: "More than anything, to be reliable is to be consistent - consistently speaking up, consistently making the smart decision, and consistently leading by example."

Meanwhile, Capt. Deepak Gupta led an insightful session on "Leadership by Ownership", while Capt. Aalok Sharma, Group Head of Training, presented innovative training initiatives to bolster reliability across the fleet.

The team-building component of the seminar was a traditional snake boat race through Kochi's scenic backwater, which symbolised the power of unity and collective effort as participants rowed in harmony. Before the event concluded, the team also honoured Capt. JB Coutinho, Mr Vishnu Hegde, Mr Milind Kulkarni and retiree Capt. Ravindra Singh for their long-term service and outstanding commitment.

This seminar marked a significant milestone in the team's commitment to reliability - an approach that combines human expertise, machinery efficiency, and organisational dependability, all of which are essential to delivering excellence.



## Connecting with key figures at INTERTANKO Seminar

Proudly sponsored by Anglo-Eastern, the event provided great opportunities for seafarers to connect with key figures in the tanker segment

Anglo-Eastern participated in the INTERTANKO Seafarers' Seminar held in Mumbai on 25 October 2024. With around 300 attendees from the maritime industry, the Seminar lined up industry experts to share their insights on various topics.

Of particular note, Mr. Shyam Jagannathan, India's Director General of Shipping, highlighted India's role in the maritime industry and outlined the future of Indian shipping. Dr. Nirupama Mankad from the Sailor's Society delivered an engaging talk on seafarer wellbeing, and Dr. Phil Belcher, Marine Director at INTERTANKO, provided a comprehensive security update.

SIRE 2.0 was a major focus of the Seminar, where Abner Carvalho, our Marine Director, Operations and Vetting

Committee Member of INTERTANKO, Capt. Aaron Cooper, Programmes Director of Oil Companies International Marine Forum, Mr. Mohd Fahmi Niza M, Programmes Technical Manager of Oil Companies International Marine Forum,

Capt. Frans Ubaghs, Senior Vetting Manager and Deputy Marine Director of INTERTANKO, and Mr. Sokratis Tzanetos, Vetting Manager of INTERTANKO presented their observations and knowledge on the inspection regime.

Proudly sponsored by Anglo-Eastern, the event provided great opportunities for seafarers to connect with key figures in the tanker segment and to discuss topics of mutual interest.





# A comprehensive guide on vessel takeover procedures



Vessel at shipyard

Drawing on insights from Anglo-Eastern's seasoned professionals, Capt. Salil Chakravorty, Capt. Kerman C. Bharucha, and Chief Engineer Prashant Gaur, this article outlines the key stages of a vessel takeover process, from preparation to delivery

Taking over a newly-built vessel is a critical and complex process, requiring meticulous planning, technical expertise, and seamless coordination. This phase bridges the gap between the construction of the newbuilding and the commencement of her operational life. It involves inspections, trials, documentation, and detailed preparations to ensure the ship is seaworthy, compliant, and ready for commercial deployment.

Vessel takeover is a process that requires effective communications and teamwork. The three contributors of this piece have been key members of Anglo-Eastern's takeover team. Capt. Salil Chakravorty has been sailing with AESM since 1988, got his command in 1990 on a Fednav vessel and he's still sailing on Fednav ships from Gen 1 to Gen 5. He took care of 13 vessel takeovers comprising of both old ships and newbuildings. Capt. Kerman Bharucha is a maritime commander known for his expertise in vessel takeovers, demonstrating strategic and tactical capabilities in every operation. Chief Engineer Prashant Gaur is skilled

in dual-fuel vessel takeovers, where the nuances of complex safety systems and advanced electronics require extra care and attention.

Taking over a vessel is fundamentally different from managing its day-to-day operations. While ship management focuses on maintaining efficiency and safety over the long-term, a takeover demands a short-term, high-pressure approach to ensure the ship meets specifications and regulatory standards. This entails rigorous inspections, trials, and collaboration between shipyard teams, classification societies, shipowners, and the crew.

## OVERVIEW ON NEWBUILDING TAKEOVER

A standard new-building process starts with signing a contract between the shipowner and the builder, typically lasting 6-12 months depending on the vessel's size and type. The construction phase is closely monitored by representatives from the Classification Society, the shipowner, and the technical teams

from the shipowner and from Anglo-Eastern.

The involvement of the takeover crew begins months before delivery. An experienced team is assigned to the vessel, and a phased takeover plan is developed. The first crew members usually join the shipyard approximately one month before the vessel's delivery, with subsequent batches arriving closer to handover.

## PREPARATION: PLANNING, COORDINATION, AND FAMILIARISATION WITH NEW TECHNOLOGIES

Preparation is the cornerstone of a successful vessel takeover. The crew collaborates with the vessel manager to implement the company's Safety Management System (SMS) and ensure that the vessel is seaworthy upon delivery. This includes creating comprehensive lists of stores, provisions, and spares, which are sent to vendors well in advance.



Crew familiarisation

Modern vessels often incorporate advanced technologies such as Selective Catalytic Reduction (SCR), dual-fuel engines, and other systems designed to reduce emissions and improve efficiency. These technologies pose unique challenges and require specialised training. The crew undergoes rigorous familiarisation, including HAZID (Hazard Identification) and HAZOP (Hazard and Operability) discussions, as well as training provided by Original Equipment Manufacturers (OEMs) and the shipyard.

For dual-fuel engines, which use alternative fuels such as LNG or methanol, the crew must understand the complex safety systems and advanced electronics. Detailed procedures, risk assessments, and training materials are developed to ensure safe and efficient operations.

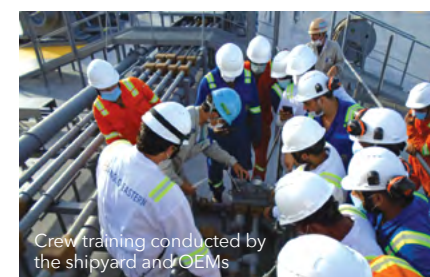
## TAKEOVER AND HANDOVER

The initial crew tends to include senior officers such as the Master, Chief Engineer, Chief Officer, and Second Engineer. Their primary tasks include familiarisation with the shipyard's layout, technology, and processes, as well as building effective communication channels with the shipyard team.

A thorough handover inspection is conducted by a joint team comprising the shipyard, Classification Society, technical managers, and crew. This ensures that the vessel meets contractual specifications and is operationally ready. Observing the shipyard's work culture and witnessing large-scale labour-intensive projects provide invaluable experience for the crew.

## SEA TRIALS

Sea trials are the first opportunity to test the vessel in real-world conditions. The ship is taken out to sea for trials lasting several days, during which various aspects of its performance—speed, manoeuvrability, fuel efficiency, and stability—are rigorously tested.



Crew training conducted by the shipyard and OEMs

Key systems such as main and auxiliary engines, pumps, and safety equipment are tested. The ship's staff observes these trials, records detailed notes, and identifies any deficiencies.

Following the trials, any identified shortcomings are addressed by the shipyard. The crew prepares a list of defects, which are rectified before the vessel is officially handed over.

## POST-SEA TRIAL ACTIVITIES

After the sea trials, the crew oversees the loading of stores and inventory, spares, lubricants, and bunkers. They also conduct additional training sessions with original equipment manufacturers (OEMs) and finalise ship-specific procedures and checklists. Safety drills, including fire and emergency steering drills, are conducted to ensure readiness.



Safety drills before vessel delivery



For vessels equipped with dual-fuel engines or designed to carry gas cargo, gas trials are conducted. These involve testing systems under actual loading and discharging conditions, ensuring all safety and operational requirements are met.



Cargo tank of a dual-fuel vessel

Before delivery, the vessel undergoes ISM (International Safety Management) and SIRE (Ship Inspection Report Programme) inspections. Once all statutory and

class certifications are verified, the ship is formally handed over to the owners.

Following delivery, the crew assumes full control of the vessel, and the ship embarks on its maiden voyage. During the initial months of operation, performance is closely monitored, and any emerging issues are addressed promptly.



Safety briefing during the takeover process

## CHALLENGES AND REWARDS

Taking over a new vessel is both challenging and rewarding. The process demands exceptional coordination, technical expertise, and adaptability. From inspections and trials to final delivery, the crew plays a pivotal role in ensuring a smooth transition. For those involved, the experience is a significant milestone in their maritime careers.

**A vessel takeover is a blend of technical know-how, meticulous planning, and practical experience. It requires collaboration between multiple stakeholders and a deep understanding of the ship's systems and operations. At Anglo-Eastern, we are fortunate to have trained and gathered world-class professionals who work together as one team to ensure our managed vessels are in good hands.**



Ship visit before takeover





Sanal Mathew (GME Batch 2) delivered motivational speeches, sharing their professional journeys and emphasising adaptability and continuous learning.

Mr. Rajeev Nayyer, President of the Indian Institute of Marine Engineers and guest of honour, encouraged the cadets to embrace the rapid technological advancements shaping the maritime industry. "The ships you board will feature cutting-edge technologies, and continuous learning will be your key to thriving in this ever-evolving field," he remarked.

The ceremony concluded with awards for the top performers, with Cadets Chaitanya Salunkhe, Lakshya Bevli, and Himanshu Singh being named Overall Best Cadet of their respective batches - DNS 29, GME 42, and ETO 16. This was followed by the launch of AEMA's magazine, Seaward Bound, and its inaugural library newsletter, AEMA Deep. The event ended with a heartfelt vote of thanks from the cadets and a celebratory lunch, marking the start of their new journeys in the maritime industry.

A big congratulations to our graduates. We wish you the utmost success as you embark on your careers at sea.

AEMA

## Graduation ceremony of DNS 29, GME 42 and ETO 16

On December 26, 2024, Anglo-Eastern Maritime Academy (AEMA) celebrated the graduation of 200 cadets, the largest group in the academy's history

The graduation ceremony of Diploma in Nautical Science (DNS) Batch 29, Graduate Marine Engineer (GME) Batch 42, and Electro Technical Officer (ETO) Batch 16 was a grand celebration attended by guests, parents, AEMA faculty and cadets, along with two AEMA alumni.

Tejinder Bhamra, Principal of AEMA, praised the cadets for their hard work and dedication, encouraging them to always strive for excellence. He reminded them, "Success is not the end—it's a stepping stone to greater achievements," and emphasised that while privilege may open doors, it's hard work and perseverance that turn opportunities into fulfilling careers.

The course reports reflected the cadets' remarkable achievements. DNS Batch 29 saw 119 out of 120 cadets graduate, with all graduates scoring above 70% in national competitions and exams. GME Batch 42 and ETO Batch 16 also demonstrated outstanding academic performance.

AEMA alumni Capt. Akhil Madhu (DNS Batch 1) and Chief Engineer



CULTURE

## Driving excellence through a strong company culture

Being passionate about fostering a robust corporate environment, Ashish Malik, Managing Director of Anglo Ardmore Ship Management—a joint venture between Anglo-Eastern and Ardmore Shipping—shares his relevant philosophies, methodologies, and rationale derived from his experiences in ship management

Although "culture" might seem like a small seven-letter word, it is of significant importance. Whether in our personal or professional lives, culture governs our behaviour, interactions, and dealings.

We often say that our culture happens when no one is watching—it's how we instinctively act, make decisions, and work together daily. While company culture is often seen as a buzzword, it's the essence of who we are and what drives us. It shapes how we solve problems, treat each other, and even celebrate success. Culture is about "doing things right, the right way."

We are often faced with difficult situations on board vessels, and this is where the company culture can govern how we act. For example, if the vessel's engine room bilge tank is full, and the crew can't discharge the bilge water through the OWS, we find alternative solutions, such as using a barge to discharge the water ashore or transferring it to an alternative tank with the proper dispensations and permissions in place. This is when the ship and shore team work together, aligning expertise and resources to resolve the issue. Essentially, it's "one team, one goal, one conversation."

Why does culture matter so much? Because it aligns us with a shared purpose. At its best, it creates an environment where people feel empowered to take ownership of their work and strive for excellence. It helps us navigate challenges and ensures that we maintain our commitment to doing things right even in high-pressure situations. For us, that means placing safety and integrity above all else. Shipping is a demanding industry where certain decisions can have serious consequences. Following safety procedures is a must—not just because regulations require it, but because we genuinely



Ashish Malik, a maritime professional with over 30 years of experience, including 16 years at sea on various types of tankers, has held multiple leadership roles in ship management since transitioning ashore in 2006.

care about the well-being of our people, our vessels, and the environment.

Transparency and openness are also critical to our success. We encourage everyone—from our onboard management team to junior officers, to ratings, and to the shore team—to share ideas, raise concerns, and intervene where required. Some of our best solutions have come from a candid conversation during a team meeting or a thoughtful suggestion raised in an open forum.

But here is an important reality: culture can't be taken for granted. It's not something that happens automatically, nor is it self-sustaining. Shaping and maintaining a strong culture requires ownership and accountability from every single team member. It is about showing up daily with a commitment to our values, taking responsibility for our actions, and holding ourselves and each other to the highest standards.

One way we reinforce our culture is by grounding it in our mission, vision, and values. These principles aren't just words on a plaque. They are the foundation of everything we do. They remind us why we're here: to deliver excellence in every aspect of our operations, from minor tasks to difficult ones. Instilling the right behaviours is a continuous effort; leadership from those in the office and on board plays a vital role.

Whether it is teamwork in a challenging situation or celebrating small victories, our culture binds us. It makes our organisation more than just a company. It makes us a family. As we continue this journey of excellence, I am proud that we are navigating it together with purpose, care, and an unwavering commitment to doing what is right.



# Our most important ASSET is you!

## CHAMPIONING MENTAL HEALTH

To mark World Mental Health Day, the Wellbeing team organised a series of activities throughout October to raise awareness of mental well-being among seafarers.

### Mental health webinars

On 10 October 2024, we hosted a webinar themed "Strengthening mental health allyship for seafarers and their families" where panellists discussed common mental health challenges in the workplace and coping strategies.

Another "Mind the Mind" webinar focusing on cultivating positive self-talk and inner strength was held on 30 October, engaging over 200 seafarers.



### Launch of Psychological safety training onboard

As part of our ongoing commitment to promoting mental wellbeing onboard, we have launched a new psychological safety training program for officers. This programme provides a platform to encourage open discussions about mental health while empowering officers to support the mental well-being of seafarers.



### MARITIME SheEO AWARD 2024

Anglo-Eastern is honoured to have received the "Seafarer Diversity Champion Award" at the Maritime SheEO Conference 2024, honouring our commitment to diversity, inclusion, and empowering women in the maritime industry through Anglo-Eastern Women of Seas (AWOS) network.

### INTRODUCTION OF SMART TV FOR SEAFARERS



## ENGAGEMENT ONBOARD

### International Chef's Day celebration organised by Galley Masters



Super Galley staff, C/Ck Regie Hipolao and MSMN Ivan Jeouvor Infante with the crew celebrating Chef's Day onboard M.V. YM Pioneer.

### Halloween celebration



Celebrations on M.V. Lowlands Orange



Halloween Party onboard Ubuntu Empathy

## Diwali celebrations



M.T. Mercury Hope

### Children's Day



Seafarers' children participated in various activities, from drawing competitions to science projects, winning exciting prizes for the most imaginative entries.



LPG/C Oriental Jubilee

Maersk Amazon



### International Men's Day celebration



### Christmas and New Year celebrations



MT Eternal Sunshine



MT Nordic Masa

MERRY CHRISTMAS FROM NORDIC MASA FAMILY TO YOURS!!



MV Delphis Finland





CSR

# ANAVI's celebrations of Children's Day and Christmas

The Anglo-Eastern backed charity brought joy, hope, and empowerment to local communities during key dates in Q4 2024

On 14 November 2024, ANAVI volunteers visited the Meera Foundation and Voice of World Charity West Bengal, Shanti Balika Vidyalaya school in Lucknow to celebrate India's Children Day with underprivileged children and their families. The volunteers enjoyed spending time with the children, who showcased their talents through dance, songs, smiles, and creativity. ANAVI members also visited Jyothis Care Centre in Taloja the following week. During the visit,

they interacted with many elderly residents, who expressed their gratitude, noting that the recent repairs and renovations supported by ANAVI had significantly improved their quality of living. The regular supply of groceries and medicines provided by ANAVI was also greatly appreciated. ANAVI also donated five computers to the Janvi Charitable Trust in Mumbai. This contribution will enable more students to access accredited courses, paving the way

for better employment opportunities in the future. On Christmas Eve, ANAVI volunteers visited the Haltu Meera Foundation. With a special appearance by Santa Claus, the visit brought joy to the children, spreading happiness and festive cheer. Whether it's supporting quality education, addressing the needs of the elderly, or simply spreading kindness, ANAVI remains dedicated to its mission of bringing joy, compassion, and warmth to the community.



CSR

# Running to give back

Runners from Anglo-Eastern India team joined the Powai Run to raise funds for charitable initiatives



At Anglo-Eastern, we are committed to nurturing our people and communities and have been supporting our people to drive meaningful changes in our communities. In the spirit of this, led by Vineet Gupta, Managing Director of India Office and Sudipto Dasgupta, Director of Marine HR, 50 runners from Anglo-Eastern India office participated in the Powai Run on 5 January 2025. Organised by the Rotary Club of Mumbai Laker, proceedings of this event will support charities across the country. Our active participation in this event not only highlighted our dedication to shaping a better maritime future for all but also provided an opportunity to promote health, well-being, and collaboration among our teams. Kudos to all our runners and we look forward to seeing more of our people engaged in impactful initiatives that uplift the communities around us.

TRAINING

# Anglo-Eastern India kickstarted new crew safety campaign for ratings

The campaign focuses on empowering our crew to say NO to any unsafe practices onboard

Ratings on the vessels are the most critical frontline workers onboard ships, therefore, ensuring that they adhere to our safety standards is a top priority. With this in mind, we have launched new crew safety campaigns at our training centres in Mumbai and New Delhi. Outside of major cities, a successful pilot batch was conducted in Valsad, Gujarat, as we have a significant number of seafarers from that area. We intend to extend the training programme

to various cities across India to ensure it remains accessible to our seafarers near their hometowns. The course is specifically designed to enhance our crew's understanding of Anglo-Eastern's safety policies and procedures, with the ultimate goal of fostering a safer working environment for everyone onboard our ships. Please stay tuned for updates on the upcoming sessions and their locations.



RECOGNITION

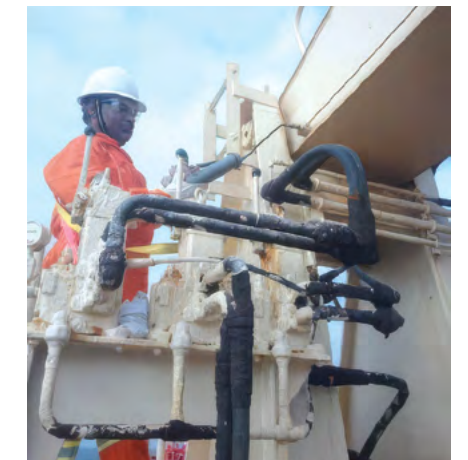
# Outstanding contributions to safety earn pumpman top recognition

Manoj Chauhan from MT Opec Victory took home Safety Star for Q3 2024 for implementing innovative safety practices on board



Mr Chauhan has gone above and beyond in his commitment to safety and innovation on board. One of his most notable contributions was fabricating a U-Clamp for the anti-piracy safety plates. This creative

solution secured the plates during vessel hardening on the bridge deck, improving stability and reducing risks in high wind conditions. In addition to this, he showcased his resourcefulness by modifying a trolley to enable the safe transfer of steel plates, significantly reducing risks associated with manual handling. During the repair of the PV valve, he followed strict safety protocols, using the proper equipment and ensuring compliance with industry standards. His dedication to preventative maintenance was evident when he completed the greasing of the hose-



handling crane, taking all necessary precautions and using the right PPE to ensure the equipment remained reliable and safe to operate. Colleagues have commended Mr Chauhan for constantly bringing fresh ideas to enhance the safety culture on board. His professionalism and willingness to take the lead on challenging tasks have made him an integral part of the team. Congratulations to Mr Chauhan on this well-deserved recognition! Let us all be inspired by his example and work together towards an even safer environment on board.



# Hydroponic farms on cargo vessels: the future of food at sea?



In light of the need for sustainable practices and enhancing the well-being of crew members, Anglo-Eastern is charting a course towards a greener future by introducing hydroponic farms on our ships, developed in collaboration with AGWA

This innovative farming system is designed to cultivate fresh produce on AE's managed vessels, creating self-sustaining ecosystems.

The hydroponic farm utilises minimal water while maximising crop output, making it ideal for long voyages where traditional supply chains and fresh produce are difficult to maintain. This innovative system significantly reduces the environmental footprint by minimising the need for food transportation, packaging, and waste. By cultivating a variety of vegetables and herbs directly on board, vessels can ensure a consistent supply of fresh, locally grown food, thereby reducing reliance on port calls and minimising spoilage.



Salads prepared from the hydroponic farm onboard AE's managed vessel MT Pacific Citrine

Unlike traditional farming, hydroponics requires up to 90% less water and operates efficiently within the contained environment of a vessel. The closed-loop system ensures optimal nutrient and water usage, enhancing operational efficiency and reducing dependency on external supply chains for leafy greens. This means that fresh food is always readily available, eliminating delays associated with waiting for produce to arrive at ports. The system is virtually monitored by AGWA, who are able to analyse and solve glitches remotely.

Access to fresh produce also has a positive impact on crew morale and well-being, allowing for a more varied and healthier diet. While Anglo-Eastern is always at the forefront of enhancing



Hydroponic installations on AE's managed vessel MT Sunrise Ray

our crew welfare and well-being, as well as ensuring vessels are managed in a safe and effective manner, this can enhance our seafarer's physical health and mental sharpness, ultimately improving overall job satisfaction, safety, and productivity.

Anglo-Eastern's adoption of this technology reinforces the company's commitment to creating a greener operation, catering to eco-conscious clients, and aligning with international green shipping standards.

In the context of growing global environmental concerns, hydroponic farming on cargo vessels represents a step toward reducing waste and ensuring a more resilient, sustainable future for maritime operations.



## Foresights: Assessing Sustainable Impact

Scan QR code to download full report



Multiple sustainability standards and frameworks are being rolled out for regulatory as well as voluntary reporting making it more difficult to ensure compliance

The reporting landscape is set to evolve this year with the EU's phased implementation of the Corporate Sustainability Reporting Directive (CSRD) initiated in 2023, alongside the introduction of the new EU Supply Chain Act also known as the Corporate Sustainability Due Diligence Directive (CSDDD).

While sustainability reporting frameworks align with evolving regulatory demands, we understand that their relevance varies among stakeholders. Regardless of perspective, accurate data remains at the core of compliance, operational decision-making, and stakeholder communication. At Anglo-Eastern, our goal is to assist clients in navigating these changes through robust data solutions tailored to your specific reporting needs and priorities.

Our latest issue of Foresights summarises the upcoming expectations of sustainability reporting as it shifts towards compliance and becoming a vital component of corporate strategy in driving innovation and improving operational efficiency while meeting stakeholder expectations.

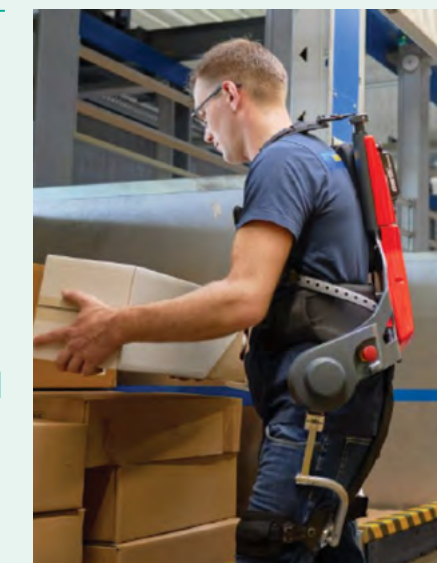
## Innovating for a better maritime future

As Steve Jobs said "innovation is the ability to see change as an opportunity - not a threat". In this vein, Swapnodeep Mondal, Group Director of Operations and Shared Services, shares some of the latest innovations in use/being considered across our managed group of vessels to foster innovative thinking and continuous improvement

### EXO-SKELETON

Exoskeletons are wearable devices that can support and amplify the physical abilities of the wearer, reducing the strain on their muscles and joints. They come in two main types: passive exoskeletons, which use mechanical means like springs and cable systems to support the

wearer, and active exoskeletons, which provide additional support through motors or pneumatic systems. In both cases, the exoskeleton is a kind of "armour" that is either used to strengthen all muscle parts or only some of them (it can, for example, strengthen only the arm as a so-called artificial arm).



In the context of shipboard usage, exoskeletons can be particularly useful for tasks that require heavy lifting, bending, or repetitive movements. The use of exoskeletons in the maritime industry is not new, noting that Daewoo Shipbuilding and Marine Engineering has already equipped shipyard workers with



exoskeletons, allowing them to manipulate loads weighing up to 30 kg freely.

The benefits of exoskeletons onboard ships are numerous, such as a) by reducing the physical strain on crew members, exoskeletons can help prevent injuries and musculoskeletal disorders, b) they can enable crew members to work for longer periods without fatigue, improving overall productivity and efficiency, c) can provide additional support and stability, reducing the risk of accidents and injuries and thus overall improve the well-being of crew members.

While the use of exoskeletons onboard ships is still in its infancy, we can expect to see more advanced exoskeletons specifically designed for the maritime industry.

#### BATTERY SYSTEMS

Battery systems on ships offer a number of benefits that can optimise vessel performance, reduce emissions, and increase energy efficiency. One of the primary benefits of battery systems is their ability to optimise load, also known as load levelling. By selecting the right size of engines and utilising battery power when needed, vessels can operate at optimal set points for most of the time. This not only reduces fuel consumption but also minimises emissions.

Battery systems also provide a range of other benefits, including peak shaving, immediate power, and back-up power. Peak shaving eliminates engine load transients, ensuring a steady engine base load and covering additional transient loads through the energy storage device. This results in fuel savings, reduced engine wear, and lower maintenance costs. Immediate power, on the other hand, provides a temporary boost to support the main and/or auxiliary engines in situations where high power output is required.



Back-up power prevents black-outs and ensures that there is always power available on the main power system. If a genset fails, the batteries can supply the needed power until a standby genset is up and running.

In addition to these benefits, battery systems can also enable cold ironing, also known as onshore power supply. This involves using shore power connections while the ship is in port to allow for zero-emission operation. By switching off auxiliary engines and using shore power, vessels can reduce noise and emissions at berth, while increasing energy efficiency. As the industry continues to evolve and prioritise sustainability, battery systems are poised to play a key role in reducing waste and promoting a cleaner, healthier environment.



#### SCANREACH - WIRELESS CONNECT POB (PERSONNEL ONBOARD) SOLUTION

ConnectPOB leverages ScanReach's cutting-edge wireless technology to deliver real-time monitoring of personnel on board (POB). This system enables both crew and management to accurately track the location of all individuals on the vessel, thereby enhancing overall safety. In the event of an emergency, ConnectPOB has proved to be indispensable for coordinating swift and effective responses and evacuations, drastically increasing the chances of safeguarding lives.

Traditional safety procedures on vessels typically rely on manual headcounts, often recorded on paper, which are not only time-consuming but also prone to errors. Such inaccuracies can lead to confusion and significantly increase the risk of loss of life during emergencies. In contrast, ScanReach's solution automates the process of tracking crew embarking

and disembarking, streamlining operations at gangways and other access points.



#### FOOD WASTE DECOMPOSER MACHINE

Regarding the matter of malodorous garbage areas on ships, traditionally, the best solution has been the use of deep freezers for storing food waste; unfortunately, they end up being inadequate, especially for long voyages.

The "Food Waste Decomposer" offers a prime advantage by reducing more than 80% of food waste volume, which significantly minimises the space required for waste storage. Additionally, this technology ensures that garbage storage is maintained in a hygienic manner.

Another significant benefit of the Food Waste Decomposer is eliminating the need for garbage deep freezers onboard. This not only frees up valuable space but also reduces energy consumption, which is critical for enhancing the environmental sustainability of maritime operations.



Contributor:  
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of Operations and  
Shared Services at

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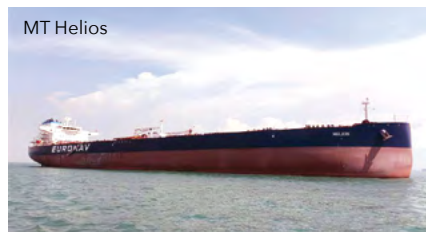
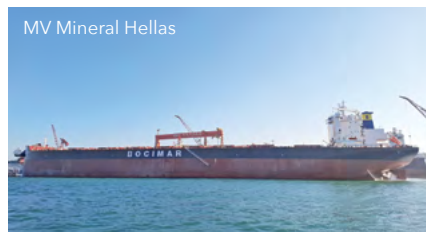
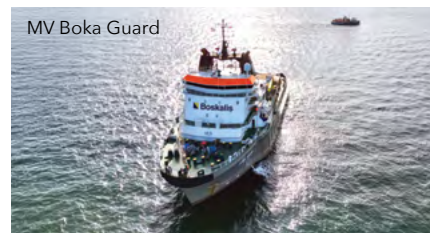
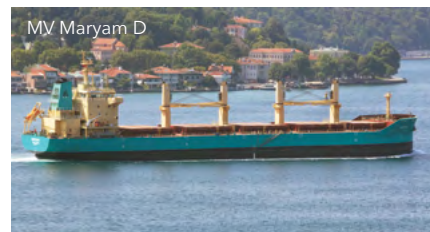
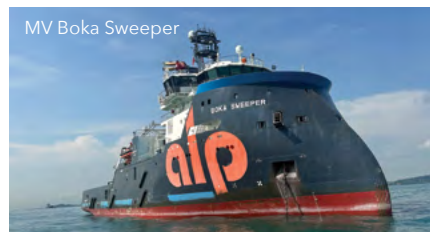
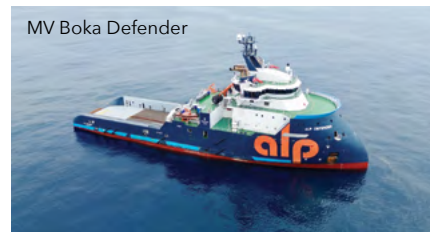
#### MEET THE FLEET

# Welcome to the AE family

We take great pride in our growing family and warmly welcome each and every new vessel that joins us. Below are our new joiners in Q4 2024. Fair winds and smooth/following seas!

DATE	VESSEL NAME	VESSEL TYPE	CAPACITY	OFFICE	MASTER	CHIEF ENGINEER
27 Dec 2024	<b>YINGHAO SPIRIT</b>	Tanker, VLCC	296,481 dwt	Hong Kong	Yogesh Rawat	Sudhakar Puchakayala
26 Dec 2024	<b>NAVIGARE TERRA MATER</b>	Tanker, VLCC	297,638 dwt	Singapore	Shubhankar Majumder	Vaibhav Sukhdev Wake
18 Dec 2024	<b>JASMINA D</b>	Bulk Carrier, Handy	35,974 dwt	Goes	Golosinda Philip Fernandez	Oleksandr Aksonov
16 Dec 2024	<b>CL EPIC</b>	Bulk Carrier, Ultramax	62,623 dwt	Antwerp	Shekhar Shashank	Ruslan Kovalyov
12 Dec 2024	<b>N-SEA GEOSEA</b>	Offshore, MPSV, DP2	1,853 dwt	Hong Kong	Adriaan De Vrieze	Peter Willem Konink
11 Dec 2024	<b>JULIETTA D</b>	Bulk Carrier, Handy	37,202 dwt	Goes	Valmores Maximo Dilao	Matulac Rey Batilo
10 Dec 2024	<b>DÜSSELDORF EXPRESS</b>	Container	4,353 teu	Hamburg	Nanda Jayawickrama Sudusinghe	Raul Gonzalo Yanez Munoz
09 Dec 2024	<b>LOWLANDS YELLOW</b>	Bulk Carrier, Post Panamax	91,991 dwt	Singapore	Nilo Cabalitag Bañes	Mark Maghari Paltriguera
26 Nov 2024	<b>SHINE SAPPHIRE</b>	Bulk Carrier, Kamsarmax	82,244 dwt	Hong Kong	Shen Jian Bao	Fu Hua Han
25 Nov 2024	<b>ORION</b>	Tanker, Suezmax	157,595 dwt	Hellas	Robert Nemaric	Drazen Colic
22 Nov 2024	<b>MINERAL ESPANA</b>	Bulk Carrier, Newcastlemax	210,805 dwt	Antwerp	Oleksandr Fedir Voronkov	Mykola Liashenko
12 Nov 2024	<b>BOKA DEFENDER</b>	Tug, DP2	4,216 dwt	Hong Kong	Volodymyr Byelovolenko	Andriy Shlyapnikov
12 Nov 2024	<b>BOKA SWEEPER</b>	Tug, DP2	4,186 dwt	Hong Kong	Kenneth John Macleod	Vasyl Pavlysh
12 Nov 2024	<b>FAIRCHEM PRESTIGE</b>	Tanker, Chem IMO 2 SuS	26,328 dwt	Singapore	Chandrashekar Sarilla	Prem Prakash Ram Ajore Upadhyay
29 Oct 2024	<b>MARYAM D</b>	Bulk Carrier, Handy	36,176 dwt	Goes	Lluz William Valenzona	Salvador Juntilo Iran
25 Oct 2024	<b>SHINE RUBY</b>	Bulk Carrier, Kamsarmax	82,266 dwt	Hong Kong	Kai Huang	Neng Jun Wang
24 Oct 2024	<b>REFERENCE POINT</b>	Gas, VLGC	55,427 dwt	Singapore	Aman Vohra	Aravind Sankar
22 Oct 2024	<b>BOKA GUARD</b>	Tug, DP2	3,609 dwt	Hong Kong	Andrii Prostakov	Yuriy Chentsov
22 Oct 2024	<b>FEDERAL NEW YORK</b>	Bulk Carrier, Laker	34,763 dwt	Hong Kong	Nikhil Vishnu Bhatt	Surendran Lakshmi Narayanan
21 Oct 2024	<b>MINERAL HELLAS</b>	Bulk Carrier, Newcastlemax	210,799 dwt	Antwerp	Anatoliy Anatoliy Sydorov	Vladyslav Maulevych
16 Oct 2024	<b>CMA CGM DOLOMITES</b>	Container	5,900 teu	Hong Kong	Guna Ranjan Meduru	Laxman Kushaji Kocharekar
15 Oct 2024	<b>BOCHEM BRISBANE</b>	Tanker, Chem IMO 2 SuS	25,998 dwt	Singapore	Arun Roy	Sivakumar Sankar
10 Oct 2024	<b>HELIOS</b>	Tanker, Suezmax	157,595 dwt	Hellas	Tim Pintens	Jan Vanslebrouck
08 Oct 2024	<b>MINERAL EIRE</b>	Bulk Carrier, Newcastlemax	210,781 dwt	Antwerp	Oleksandr Anatoliy Yatsko	Oleg Pavlo Donskoy





FLEET DASHBOARD

# Our managed fleet at a glance

The following dashboard provides a snapshot view of our managed fleet in terms of ports called, distance travelled, and fuel consumed by vessel type in Q4 2024

From 01 Oct 2024 to 31 Dec 2024



**4,415**  
Total Number of Port Calls

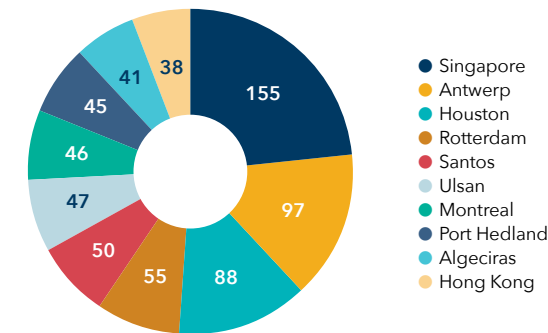


**10,175,832**  
Total Distance Travelled (NM)



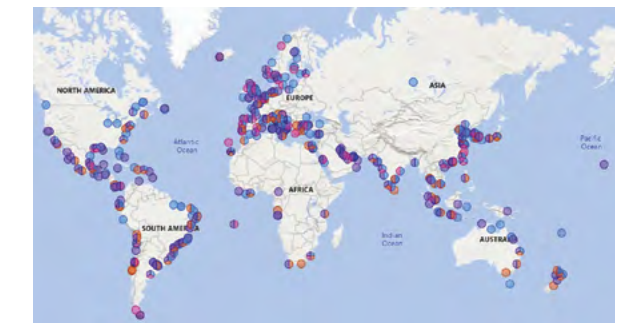
**1,121,221**  
Total Fuel Consumed (MT)

Top 10 Ports Called

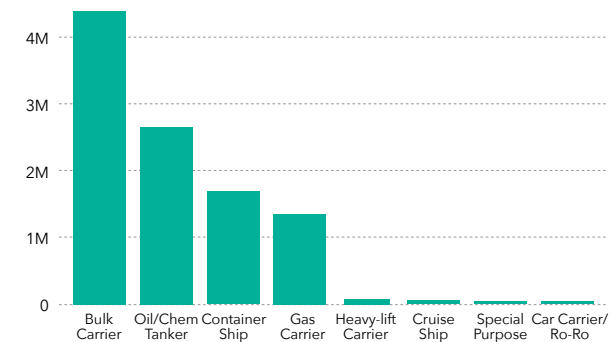


Port Calls by Vessel Type

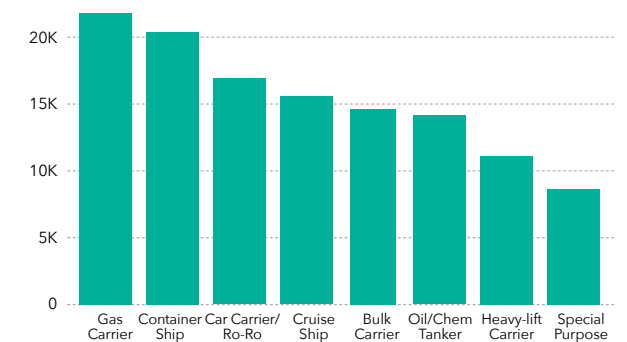
- Bulk
- Container
- Tanker
- Gas
- Cruise
- Car Carrier / Ro-Ro



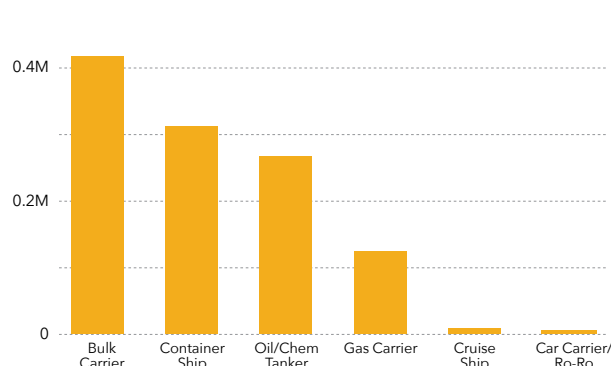
Total Distance Travelled by Vessel Type (NM)



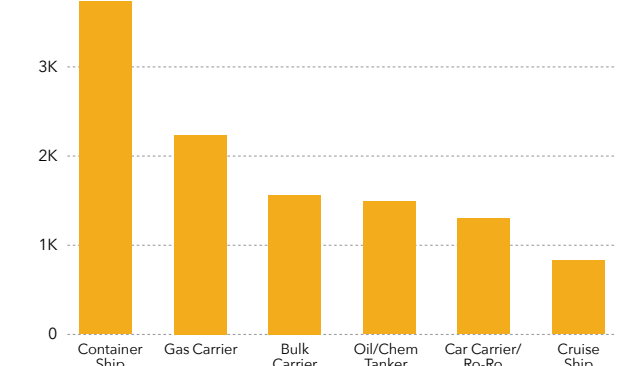
Average Distance Travelled by Vessel Type (NM)



Total Fuel Consumed by Vessel Type (MT)



Average Fuel Consumed by Vessel Type (MT)





# Delivering Excellence

50 years and beyond

