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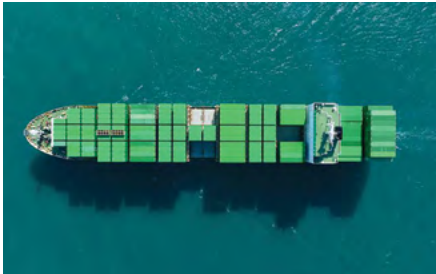


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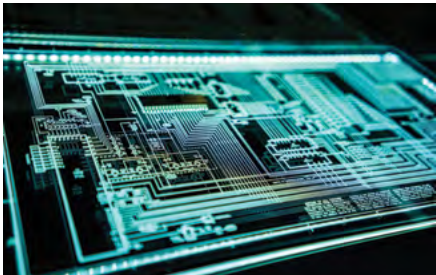
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CEO'S MESSAGE

A year to remember

As 2025 draws to a close, I want to express my heartfelt thanks to each and every one of you – at sea and ashore – for your commitment, professionalism, and care

This has been another year of great effort and steady progress, and none of it would have been possible without the dedication of our people and the trust of our clients.

For me personally, one week stands out above all others – the days I spent sailing onboard *Federal New York* through the Great Lakes. To be back at sea, side by side with our crew, feeling the rhythm of shipboard life once more – it was humbling, inspiring, and deeply reaffirming. It reminded me of where I come from, of what first drew me to this profession, and of the sense of purpose that unites us across decks and offices alike. Seeing the professionalism, teamwork, and pride of our people in action was the highlight of my year.

As we now look to 2026, the fundamentals remain unchanged. Safety, health, and welfare – of our seafarers, our shore staff, and our ships – must remain front and centre in everything we do. When we get those right, everything else follows. A strong safety culture is the backbone of good ship management; it gives our people the confidence to perform at their best, and our clients the assurance that their ships are in the safest possible hands.

Every voyage is a reminder that we are custodians, not just operators. The sea gives us our purpose – and it asks only that we treat it with respect. That principle must guide us in every decision, every discharge, and every day's work.



Equally, our responsibility to the ocean that sustains our livelihood continues. Every voyage is a reminder that we are custodians, not just operators. The sea gives us our purpose – and it asks only that we treat it with respect. That principle must guide us in every decision, every discharge, and every day's work.

We manage ships. We move cargo. We safeguard lives. We protect the oceans. And we do it with pride, discipline, and craftsmanship. This is what Anglo-Eastern stands for – and what makes our work matter in a world that depends, often unseen, on the people who keep ships moving safely and reliably across the seas.

To all our colleagues ashore – thank you for your perseverance, professionalism, and attention to detail. To our seafarers – thank you for your courage, skill, and dedication in representing Anglo-

Safety, health, and welfare – of our seafarers, our shore staff, and our ships – must remain front and centre in everything we do.

Eastern around the world. To our clients and partners – thank you for your confidence in us, and for sharing the belief that doing a proper job, with care and integrity, will always stand the test of time.

The world around us changes fast, but the essence of what we do does not. Together, we will keep doing it – properly, safely, and proudly.

Thank you all for an outstanding year. Wishing you and your families fair winds, calm seas, and a restful close to 2025.

Bjorn Hojgaard
Chief Executive Officer

ON THE RADAR

Managing Windcat's Elevation Series: Redefining offshore operations with next-generation CSOVs

Commissioning Service Operation Vessels (CSOVs) are essential assets in the offshore sector, dedicated to supporting the commissioning and operational phases of wind farms

These specialised vessels facilitate the seamless transfer of technicians and equipment required to bring turbines online and maintain their performance.

By 2030, 730 wind farms and 30,000 turbines are expected to be in operation globally, with the contribution of offshore wind to global energy supply projected to grow from 0.4% today to 6% by 2050 according to Clarksons Research. This boom in wind farm production has increased demand for associated vessel types, providing additional opportunities for shipowners and investors that also requires expertise in operating and managing these ships. Anglo-Eastern is rising to that challenge.

Windcat CSOVs: Pioneering technology and sustainability at sea

Windcat is a specialised offshore crew transfer and support vessel company that operates as part of CMB.TECH. Its CSOVs distinguish themselves through cutting-edge design and tailored operational features that represent a significant leap forward in addressing the unique demands of commissioning activities at sea while also reflecting Windcat's commitment to sustainability.

In 2021, Windcat placed its confidence in Anglo-Eastern Technical Services (AETS), our newbuilding and project management arm, to oversee the construction of six of these sophisticated future-proof CSOVs which form its Elevation Series. All six vessels are also set to enter our management upon completion, with the 90-metre long Windcat Rotterdam being the first to do so in August this year.

Strategic collaboration: Anglo-Eastern's expertise in CSOV management

Alongside the uptick in wind farm projects, Anglo-Eastern has played an increasingly larger role in supporting their construction. We have also had substantial first-hand experience in transporting a variety of special cargoes, from converter platforms to wind turbine foundation jackets, monopiles, blades, and other components – and now CSOVs.

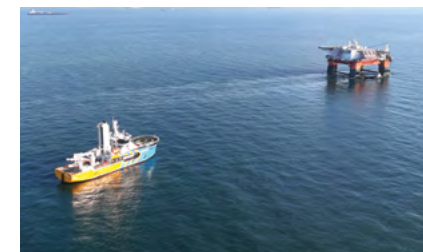
Our partnership with Windcat represents a significant development in Anglo-Eastern's strategy to expand its technical consulting services and fleet management capabilities in the offshore renewable energy sector.

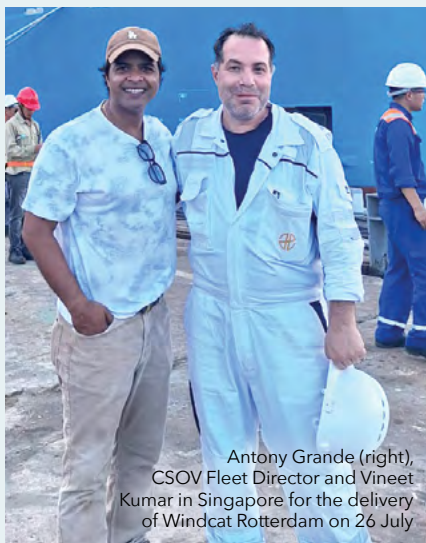
The Elevation Series vessels are distinguished by their hybrid diesel-electric propulsion system augmented with battery storage and four azimuth thrusters, which enable exceptional manoeuvrability essential for precise offshore operations. A standout innovation is the integration of a dual-fuel hydrogen-ready auxiliary generator, positioning these vessels at the forefront of decarbonisation efforts in the maritime sector. They also feature advanced offshore tools such as a 3D motion-compensated gangway with a high vertical range and the world's first

10-tonne 3D motion-compensated crane, allowing safe and efficient personnel transfers and heavy lifts even in challenging sea conditions.

By managing specialised vessels engaged in supporting offshore wind operations, we have developed a deep understanding of the requirements involved while being able to positively impact a wind farm's levelised cost of energy.

The technical management of CSOVs involves complex requirements distinct from those of conventional vessels. They must ensure exceptional stability, integrate sophisticated access and safety systems, and meet even more rigorous regulatory standards to handle the intricate processes involved in commissioning.





Antony Grande (right), CSOV Fleet Director and Vineet Kumar in Singapore for the delivery of Windcat Rotterdam on 26 July

Antony Grande, CSOV Fleet Director

My walk-to-work journey began exactly 20 years ago in Singapore, when we converted a newly delivered Offshore Support Vessel into the very first to carry out walk-to-work operations in the Southern North Sea. That first step marked the beginning of a new approach to offshore logistics.

Being in Singapore for pre-mobilising the first purpose-built Commissioning Service Operations Vessel of the Windcat Elevation Series and to get to work for the same end-client is just amazing. It feels like a full-circle moment, it's impressive to see how far we've come over the last 20 years.

Q&A with Antony Grande

Leading Anglo-Eastern's Offshore Wind division is CSOV Fleet Director **Antony Grande**, who has been focused on the offshore industry for over 27 years in both sea and shore roles, managing all aspects of offshore vessels, from technical management, operations and QHSE, to newbuilding and conversion design and project management.

To gain deeper insight into our CSOV offerings and technical expertise,

we sat down with him for an in-depth Q&A session, with highlights as follows:

What motivated Anglo-Eastern to establish a dedicated offshore wind division, and how does this align with the Group's broader ESG and decarbonisation goals?

Antony: CSOVs are meant to support offshore oil and gas projects and offshore renewable energy projects. The CSOV concept originated in the offshore renewable energy sector, but the concept is now also being accepted in the more traditional offshore oil and gas sectors because of efficiency gains compared to helicopter usage, and the improved comfort provided by these stable, hotel-like platforms.

The vessels are part of a new generation of low-emission Offshore Support Vessels (OSVs) that utilise hybrid-electric propulsion in combination with alternative fuels. CSOVs have predictable sailing and bunkering patterns and are zero-emissions ready. Gained experiences are expected to be transferable to other fleet units in the future.

Anglo-Eastern established its dedicated offshore wind division to actively support the global transition to renewable energy and address the maritime industry's growing decarbonisation demands. This strategic move aligns with the Group's broader ESG goals by expanding its capabilities in sustainable shipping and contributing to cleaner energy solutions. It reflects Anglo-Eastern's commitment to climate action, regulatory compliance, and long-term environmental stewardship.

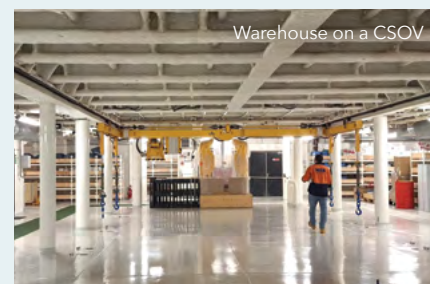
What specific requirements are needed to manage CSOVs compared to managing conventional vessels like containers or bulk carriers?

Antony: CSOVs are basically OSVs: Offshore Service Vessels - a ship type that services offshore windfarms and oil fields from the construction phase through their full-service lives. To be efficient, these vessels are designed to perform a wide range of tasks, so-called 'multi-role' vessels that have been optimised for the transportation of a single type of cargo. In addition, these vessels trade locally, usually in a single country (cabotage) and come into port typically every 2-4 weeks for 12-18 hours compared to deep sea vessels trading internationally that make fewer but longer port calls.

Managing OSVs in general means being very flexible in continuously changing the vessel configuration to client needs, applying more pitstop like maintenance strategies involving the local supply chain, and having more interaction with project teams to ensure adherence to their schedules and understanding of the vessel's capabilities.

CSOVs are known for their advanced features such as dynamic positioning and hybrid propulsion systems. How does Anglo-Eastern ensure optimal performance and uptime for these vessels?

Antony: The complexity of the systems involved requires the selection of various partners to ensure the technical availability of the vessel. We take a more analytical approach on who to source goods or services from, looking at multiple factors beyond cost such as prioritised service technician availability, guaranteed availability of spare parts etc. We prioritise negotiations with suppliers and careful management of the relevant relationships.



Warehouse on a CSOV

What role does Anglo-Eastern play in supporting the adoption of dual-fuel and hydrogen technologies on CSOVs?

Antony: We're attracting vessel managers with experience in LNG as fuel, not as cargo where the IGF code (International Code of Safety for Ships Using Gases or Other Low-flashpoint Fuels) applies, and combining this with the Group's expertise on the implementation of dual-fuel on other ship types. For hydrogen, our principal role is sailing Crew Transfer Vessels (CTVs) with hydrogen. We take advantage of the hydrogen expertise CMB.TECH has and has deployed on the vessel.

Can you elaborate on the unique crewing and QHSE requirements of CSOVs, and how Anglo-Eastern addresses these challenges?

Antony: The crewing requirements are often driven by the context of local requirements (territorial waters, Special Economic Zones). This can mean that a large part of the crew needs to be replaced by local crew to meet these requirements and support the local economy. If the vessel is on a spot-charter, this could mean frequently training and familiarising new crews on board of the vessels. To reduce this effort, we spend lots of effort standardising technology, applying ergonomics in design, developing competences/assurances with reference matrices and handbooks, having roving referent masters, C/E, Electro-Technical Officers (ETOs), safety officers for coaching, and developing a multi-system simulator to create a realistic training environment and verify/validate procedures etc.

What specific trainings are required for crews operating CSOVs?

Antony: The main difference with the main fleet is that the crew operates the vessel. The maintenance to the mission equipment cannot be performed during operations for safety reasons and is mostly done via service agents during port calls when the crew is busy storing, bunkering, crew changing etc. The crew are typically multi-skilled (generalists) assisted by specialists from shore. The Engine Room crew receives makers training for most of the systems to allow them to troubleshoot and get



Wheelhouse on a CSOV

specialist support, systematically define the problem and gather all relevant information. The deck crew gets additional training to operate the mission equipment such as the gangway or the offshore crane and gets trained in landing helicopters on the helideck and operating fast rescue crafts to be capable of retrieving casualties from the water when the vessel is performing Man Overboard Duties next to offshore installations etc.

What's special about the Windcat CSOVs? Are there any advanced requirements in managing these CSOVs?

Antony: Windcat's focus is on delivering best in class service to the charterers. To be able to do so, their vessels have been built with a strong focus on operability and maintainability.

For maintainability: Windcat has built a series of vessels, and they expect us to manage them as a series, not as six separate CSOVs. To do so, we're looking into details relating to maintenance management and logistics support: for the different maintenance tasks or repairs, we assess the tools, the skills, and the parts needed and then decide whether the spares should be sourced, kept on board, locally in a repair centre or guaranteed availability with the maker, and whether services should be covered by a service agreement.

For operability: Windcat is currently developing a multi-system replica simulator to train crews and rehearse procedures to be able to limit settings and safely reach the operational limits.

Anglo-Eastern has highlighted its ability to capture and utilise big data across its fleet. How is this data leveraged to improve CSOV performance and maintenance planning?

Antony: Through Windcat and their CSOVs, we are part of a joint development with DNV and Marine Technologies. The project is structured in four sub-deliverables: Data ingest which includes the mapping of the data collected on board and the interfacing with DNV Vista. Azimuth Connect is a tool to monitor the thruster performance and compare the collected data to baseline data and acceptance criteria agreed with the OEM and DNV. In Advanced Safety and Regularity of the power production and distribution system, we use simulations to compare the behaviour of the powerplant during fault conditions which are impossible to trial. In Data Driven Verification, for the Dynamic Positioning (DP) system to reduce the mandatory annual DP testing requirement by monitoring the system during operations and sharing the data with the classification society.

What predictive tools or models are currently in use to support decision-making for offshore wind vessels?

Antony: The most important decision support tools are the windfarm planning tool and the Activity Specific Operating Guidelines (ASOG) decision making and workability assessment tools. The tools utilise weather forecasts, wave radar input, wind data, gyro, stability systems to provide estimations for optimal positions and headings for upcoming walk-to-work operations. They assist in determining the best vessel heading and position when entering walk-to-work operations, aiming to minimise gangway tip movements.

In what ways does Anglo-Eastern help CSOV owners reduce their levelised cost of energy and improve commercial viability?

Antony: In OSVs, it's not the owners that pay for the fuel but the charterers. On this ship type, it's a thin line between cost and energy efficiency and safety. Depending on the type of operation



Helideck on a CSOV

the vessel will perform, she'll need to be configured in the right way to achieve the maximum fuel efficiency (often called a task appropriate mode of operation) or maximum safety (often called a critical activity mode of operation).

To make the most out of the flexibility built-in these ships without exposing our clients and the charterers to unreasonable risk, the management team needs a strong understanding of the processes the ships get involved in, understanding the hazards, combined with technical knowledge. Anglo-Eastern is a member of the relevant trade organisations and applies operating standards published by these organisations.

How do longstanding partnerships and economies of scale benefit CSOV clients in terms of pricing and access to innovation?

Antony: OSVs and CSOVs are a specialised segment of the shipping industry. To properly manage them requires a deep understanding of the operations these ships get involved in; it requires specialist knowledge and local presence. It's not just a service one could outsource based on cost. To me, managing OSVs in third party ship management can only work when clients intend to build deep, longstanding relationships with a mutual understanding of each other's needs, preferences, and goals, and by then tailoring the ship management services and systems accordingly.

With the offshore wind sector expected to grow significantly by 2030, how is Anglo-Eastern preparing to scale its CSOV management capabilities?

Antony: For the first series of CSOVs, it took us two years to lay the groundwork: building the team with a very modern collaborative culture, building the relationships with the supply chain, adapting our tools and processes to this new ship type etc. Now the organisational bases are tried and tested, we're ready to leave start-up mode and scale-up by trying to integrate all this within the larger Group structure.

Supporting CSOVs across Anglo-Eastern

Alongside our dedicated technical specialists, Anglo-Eastern is also able to support CSOV management through our Marine HR, IT and Leisure Management teams, thereby providing a truly comprehensive service offering in this niche segment.

Expert crewing for CSOVs

Anglo-Eastern stands out in CSOV crewing services via its robust compliance procedures, specialised training programmes, and deep experience in managing complex shipboard operations. We ensure crew readiness and safety by mandating certifications like Dynamic Positioning (DP) and Global Wind Organisation (GWO), providing tailored training for specialised roles such as gangway and crane operators, and leveraging its in-house JiBe system for crew logistics and welfare management. By recruiting and upskilling seafarers with renewable energy experience, we actively support the energy transition and demonstrate expertise in handling the unique challenges of CSOV operations.

Cybersecurity for CSOVs

While all Anglo-Eastern vessels adhere to rigorous baseline cybersecurity standards, the Elevation Series CSOVs incorporate next-generation controls to address the increased complexity of their operations. These advanced vessels require additional layers of protection and design. Unlike conventional vessels, CSOVs integrate:

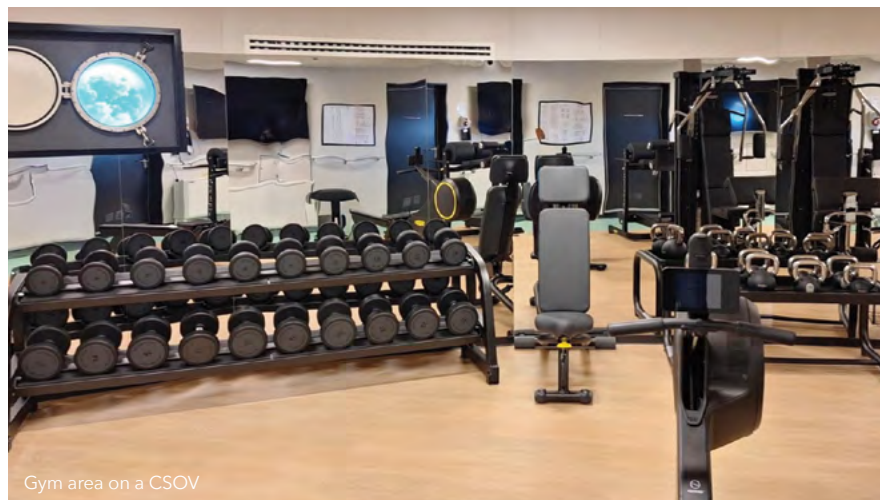
- Enhanced redundancy in communication systems
- Additional monitoring layers for mission-critical OT systems
- Stricter access controls

Anglo-Eastern adopts a robust, layered "defence-in-depth" approach to cybersecurity on CSOVs. This comprehensive strategy ensures the protection of both operational and information technology systems, as well as crew welfare.

For example, Windcat Rotterdam features enhanced redundancy through multiple Starlink satellite connections, alongside Anglo-Eastern's standard firewall, to filter all network traffic. This ensures protection and maintains secure communication links with shore teams. Key protocols include: network segregation, firewall and intrusion detection, endpoint protections, endpoint hardening and patch management, satellite communication, continuous monitoring, tabletop drills and training refreshers, access controls, centralised security monitoring, crew awareness training, and penetration testing.

Our framework aligns with ISO/IEC 27001 for information security and IACS UR E26/E27 requirements for cyber resilience of vessel systems. In addition, we incorporate guidance from the NIST Cybersecurity Framework and IMO recommendations.

These enhancements reflect the unique demands of CSOV operations, where digital complexity and offshore conditions require elevated protection.



Gym area on a CSOV



Dietmar Wertanzl, President & CEO of Anglo-Eastern Leisure Management

With years of experience in CSOV catering, Anglo-Eastern Leisure Management applies its cruise-industry hospitality expertise to deliver exceptional service and comfort for offshore crews around the globe.



Xerxes Kiok Kan, Head of Information Security

Anglo-Eastern is leading the shift toward cyber-resilient operations, ensuring every vessel sails with safety, security, and digital trust at its core. Drawing from decades of fleet experience, we apply the same rigorous cyber security principles to CSOVs under our management, ensuring resilience from shore to offshore.



Louise Culhane, Marine Personnel Manager

Being involved with building our CSOV crewing capability has been a significant but rewarding challenge. When we started, these vessels demanded a completely different skillset - blending offshore, marine, and renewables experience. We had to identify, train, and support a new generation of seafarers who could adapt to the unique demands of CSOV operations.

Cruise-level comfort for CSOVs

Windcat's state-of-the-art CSOVs are also designed to set new standards in terms of comfort for the crew onboard. Anglo-Eastern Leisure Management (AELM) has been appointed to deliver hotel and leisure services that match the vessels' technical excellence.

AELM stands apart as a hospitality specialist with a proven track record of delivering consistently high standards, even in challenging and remote operating environments. Leveraging global experience and a sophisticated vendor network, AELM brings cruise-level service to the offshore market, elevating standards while ensuring efficiency and reliability at scale.

Accommodation and wellness facilities

Windcat CSOVs are purpose-designed for both comfort and functionality,

ensuring that crew and technicians feel well cared for during their rotations. Modern amenities include private meeting rooms, a fully equipped gym, a cinema, high-tech gaming facilities, lounges, and inviting dining areas. These facilities are accessible and practical, supporting wellbeing during typical 2-3-week deployments, with a focus on maximising comfort and morale throughout each rotation.

Health and safety

Each vessel features a medical facility with select treatment capabilities, scalable according to charter requirements. For emergencies, the helideck enables rapid evacuation. All personnel receive a comprehensive safety briefing at embarkation, supported by training videos available on cabin TVs.

Catering and housekeeping

AELM aims to bring cruise-quality dining and service to the offshore environment, raising the benchmark for food and accommodation at sea. Menus are designed to balance protein, fibre, and carbohydrate intake, with an emphasis on fresh produce and fruit.

Four meals are typically served daily to match long working hours, and menus can be tailored to regional preferences and crew demographics. International food safety and sanitation standards



Cafeteria on a CSOV

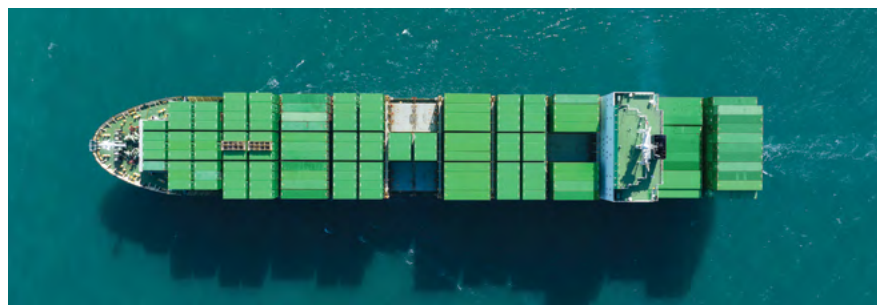
are followed, supported by documentation and internal audits. Cabins and common areas are cleaned regularly, with activities logged, and provisions are rotated on a strict First-In-First-Out basis to ensure freshness.

Sustainability and innovation

Sustainability underpins every aspect of AELM's operations. Offshore vessels, as part of the renewable energy supply chain, are ambassadors of efficiency. Single-use plastics are minimised, and waste management follows strict sustainability protocols. Innovative features include process design for galley and buffet areas to improve workflow, energy efficiency, and overall safety, ensuring both sustainable and high-performing operations.

Powering the offshore wind sector

As the offshore wind sector continues to pick up momentum, Anglo-Eastern is uniquely positioned to add value through its comprehensive approach. By leveraging our experience and collaborative culture, we are ready to support Windcat and the wider industry in scaling up for the renewable energy transition—delivering safer, more efficient, and more sustainable operations at sea.



SPOTLIGHT

Launching SAPS: Anglo-Eastern's Sustainability and Performance Services

Anglo-Eastern has officially launched a next-generation digital service to help charterers and commercial operators tackle decarbonisation, optimise fleet performance, and cut fuel costs.

SAPS integrates artificial intelligence with real-time vessel and voyage data to provide data-driven intelligence to optimise fuel consumption, improve route planning, and ensure compliance with evolving environmental regulations. The comprehensive platform is a direct response to the industry's most pressing challenges, offering a powerful tool to manage the requirements of the EU Emissions Trading System (EU ETS), FuelEU, Carbon Intensity Indicator (CII) and other global and local regulations. It comprises seven key service categories encompassing crew training and empowerment, vessel performance monitoring, vessel inspection and optimisation, AI-enabled vessel performance forecasting, charter-specific performance contracts, paint performance and advisory, and environmental and compliance audit services.

SAPS has already been rigorously tested across Anglo-Eastern's managed fleet. From 2023 to 2025, the underlying systems monitored over 800 vessels across nearly 46,000 voyages, with over 4,300 crew members trained for vessels optimisation, and over 739,000 performance reports analysed, achieving a reduction of over 700,000 MT in CO₂ emissions and over 225,000 MT in fuel usage. This has translated into cost savings of approx. USD 135 million.

The SAPS platform's intelligent analytics empower fleet managers and crews to make informed decisions that reduce costs, enhance safety, and minimise the carbon footprint of maritime operations. Key benefits of the platform include:

- Real-time voyage optimisation based on weather, vessel performance, and operational constraints.
- Predictive fuel consumption modelling with scenario-based recommendations.
- Seamless regulatory compliance management for international maritime standards.
- User-friendly dashboards enhancing communication between onboard and shoreside teams

Vipin Achan, our Head of Performance, affirmed the significance of SAPS, "From first mile to last tonne - we make performance more than a metric, but a habit that cultivates operational excellence."

As a subscription-based service, Anglo-Eastern's SAPS further strengthens its position at the forefront of digital transformation in ship management, supporting owners, charterers, and operators in meeting both commercial goals and environmental responsibilities.

Q&A

In conversation: SAPS origins and impact

Niraj Nanda, Chief Commercial Officer, and Swapnodeep Mondal, Group Managing Director of Operations and Shared Services, share the vision behind this new offering alongside its tangible impact in a candid discussion below:

Why has Anglo-Eastern chosen the current time to launch SAPS and what is the core problem it is attempting to solve for our partners?

Niraj: SAPS is our answer to a seismic shift in the industry. For decades, the primary operational expense was fuel. Today, the landscape has changed dramatically. With EU ETS, FuelEU, CII, and other regulations evolving so rapidly, we've reached a point where the cost of staying compliant can often exceed the fuel costs themselves.

Clients, charterers, and commercial operators are navigating a perfect storm of rising costs, immense regulatory pressure, and the urgent need to decarbonise. SAPS was created to provide the data-driven intelligence and tools needed to manage both fuel efficiency and compliance costs efficiently. It's about turning a complex, expensive burden into a manageable, strategic advantage.

What does the SAPS offering constitute, and how does it work?

Swapnodeep: Its architecture is key. SAPS is more than just another software product; it's a holistic platform that brings together the deep expertise of our sustainability



and performance teams with intelligent technology. It integrates artificial intelligence with real-time vessel and voyage data to provide actionable insights.

It's a comprehensive green solution comprised of seven key service categories structured in a way that enables us to support our entire client base and their charter parties with tailored, hands-on guidance that drives meaningful operational outcomes, rather than just providing a dashboard filled with data.

Who is the primary audience for this service, and how does it change the way they operate?

Niraj: SAPS is designed to empower charterers and commercial operators directly. These are the stakeholders who are increasingly responsible for voyage efficiency and emissions reporting. By offering SAPS as a subscription-based service, we give them direct access to the tools and expertise needed to reduce emissions, enhance voyage efficiency, and ensure they meet their commercial goals.

It changes the game by moving them from a reactive to a proactive stance. Instead of just calculating their emissions exposure at the end of a voyage, they can use SAPS for real-time voyage optimisation based on weather, predictive fuel consumption modelling, and



seamless compliance management. It puts them in control of both their environmental responsibilities and their bottom line.

With so many features, what do you see as the single most powerful benefit for a commercial operator using SAPS today?

Niraj: It's the ability to make smarter, faster decisions with financial clarity. Take EU ETS, for example. SAPS allows an operator to track their financial exposure in real-time and run scenario-based recommendations. They can see how a small change in speed or route could impact their fuel burn, and hence, their carbon tax liability.

This transforms compliance from a penalty box into a field for strategic optimisation. That integration of performance data with financial and regulatory consequences is, I believe, its most powerful immediate benefit.

Technology is only one part of the equation. How does SAPS address the human element and empower the crew on board?

Swapnodeep: That is a critical point and central to our philosophy. Technology is an enabler, not a replacement for expertise. A key pillar of SAPS is crew training and empowerment. To date, we have trained over 4,300 crew members on vessel optimisation.

The platform features user-friendly dashboards that enhance communication and create a transparent feedback loop between the crew and shoreside teams. When a crew can see the direct impact of their actions on fuel consumption and efficiency, they become active partners in the process.

What makes the SAPS approach unique for a charterer or commercial operator compared to other performance monitoring tools on the market?

Niraj: Our key differentiator is that we are moving beyond simply providing a tool and into providing a complete service. Many companies will sell you a software license and leave you to figure it out. We see that as a job half-done.

With SAPS, our clients get a dedicated team of experts—our key account managers and performance analysts—who work alongside them. We help them interpret the data, implement changes, and train their crews. We can even structure charter-specific performance contracts. It's the difference between being given a map and having an experienced guide for the entire journey. We are in it with our clients, helping them make smarter, faster decisions across their fleet.

Looking ahead, what does the launch of SAPS signify for the future of Anglo-Eastern and the clients you serve?

Swapnodeep: SAPS is the foundation for the future. The data-driven framework we've built is the same one that will help us and our partners safely navigate the next wave of challenges, from adopting new fuels to managing greater automation. It's our commitment to building a cleaner, safer, and more profitable future for the entire maritime industry.

Anglo-Eastern continues to lead the digital transformation in ship management.

To learn more about SAPS, scan the QR code:





EVENT

London International Shipping Week 2025: Empowering people via technology

At London International Shipping Week (LISW) 2025 in September, our executives were delighted to have been able to engage in constructive conversations with their peers



"Technology will matter, but people will matter more."

At the International Shipowning & Shipmanagement Summit (ISSS) during LISW, our CEO Bjorn Hojgaard spoke on the evolving nature of leadership in maritime, emphasising that the future of shipping will be shaped not just by technology, but by talent.

In a sector influenced by changes and paradoxes, Bjorn called for a mindset shift: balancing urgency with patience, confidence with humility, and innovation with care. He

reminded us that "culture is our true safety net," and that shipping remains, at its core, a people-driven industry.

From empowering seafarers with data-informed decision-making to fostering a culture of care over blame, his keynote underscored the importance of enabling our people to act with confidence - both at sea and ashore.

Further downtown at the 2025 ABS Sustainability Summit, our Chief Commercial Officer, Niraj Nanda, joined a panel discussion alongside Robert Desai, CEO at V. Ships, and Robert Gaina, SVP Commercial at Ardmore Shipping, to explore the role of digital compliance solutions in driving sustainability across the maritime industry.

In this thought-provoking session, Niraj highlighted the significance of the "single source of truth" in environmental compliance - built

on verified, unified data that enables seamless sharing across stakeholders, reducing administrative burdens both onboard and ashore.

In 2024, our Fleet Performance Centre (AEFPC) monitored over 640 vessels, achieving a reduction of 63,000+ MT in fuel usage and 189,000+ MT in CO₂ emissions. This translated to a cost saving of USD 38 million, demonstrating a clear business case for digital-driven optimisation. For further details, please refer to Page 10, the launch of our SAPS offering.

As Niraj shared in the panel, we believe operational excellence is the key metric to measure the effectiveness of digitalisation. With incremental gains in productivity, we are able to enhance performance and improve crew well-being - a belief that is well reflected in our daily processes.

We extend our appreciation to ISSS, LISW, and American Bureau of Shipping (ABS) for hosting these meaningful dialogues and to our fellow panellists for their valuable perspectives. To our industry peers, let's continue to lead with integrity, invest in our people, and shape the future of shipping.



SPOTLIGHT

Championing seafarers and shaping the future of shipping

Our CEO, Bjorn Hojgaard, was elected as Chairperson of BIMCO's Marine Environment Committee and the Maritime Safety & Security Committee at BIMCO's General Meeting earlier this year

On 30 September and 1 October, both committees held their first meetings, with Bjorn later sharing his reflections and a roundup of the discussions.

The meetings discussed some important topics within security, safety, and environmental matters. These are increasingly interconnected, and by bringing them up in these joint committees, BIMCO enables a practical and experience-based

groundwork that can inform policy for BIMCO going forward.

As Chairperson of BIMCO's Marine Environment and Maritime Safety & Security Committees, Bjorn plays a pivotal role in shaping regulatory frameworks that prioritise safety, sustainability, and operational integrity. He advocates for practical, consensus-driven policies that reflect the real-world needs of shipowners and operators

SPOTLIGHT

Navigating leadership with purpose: Bjorn Hojgaard authors new book, *Balance: Beyond Binary*

Anglo-Eastern is delighted to announce the release of *Balance: Beyond Binary*, now available on Amazon in both Kindle and print formats

In this deeply personal yet widely relevant work, Bjorn Hojgaard invites readers into the nuanced world of leadership - one shaped by decades of experience at sea and in the boardroom. Far from a prescriptive manual, *Balance: Beyond Binary* is a reflection on the paradoxes that define modern leadership: confidence and humility, urgency and patience, action and reflection.

Bjorn describes the book as an "open door" - a space for intentional thinking, better questions, and principled leadership. It's a compass for those navigating complexity, whether they're seasoned executives, emerging leaders, or curious professionals seeking clarity in an uncertain world.

As a global maritime leader and CEO with decades of experience navigating both ocean storms and boardroom challenges, a former ship captain and current head of one of the world's largest ship management companies, Bjorn brings a rare perspective on leadership, responsibility, and the discipline of balance. He began his career as a deck officer with A.P. Moller-Maersk, served as CEO of Univan Ship Management, and later led the merger that formed Anglo-Eastern Univan Group. Known for his principled

yet pragmatic leadership style, Bjorn has championed innovation, crew welfare, and sustainability across a fleet of approximately 750 ships and 39,000+ seafarers worldwide.

"Leadership isn't black or white. It's a balance. It lives in paradox," Bjorn writes. "If you're seeking easy answers, this book is not for you. But if you're ready to lead in the real, messy, beautiful world - complexity and all - then welcome."

Whether you're at sea or ashore, *Balance: Beyond Binary* offers a unique opportunity to hear from Bjorn in his own words. It's a timely contribution to the maritime industry and beyond - one that reflects Anglo-Eastern's and Bjorn's commitment to thoughtful leadership, lifelong learning, and integrity in action.

In *Balance: Beyond Binary*, Bjorn shares candid stories, philosophical insights, and lessons learned through both triumph and challenge. The book explores how presence, pain, and paradox shape character, and why good leadership is less about having the right answers and more about framing the right questions.

To learn more or purchase a copy, scan the QR code.





AWARDS

Anglo-Eastern Maritime Training Centre receives two prestigious awards

We are honoured to share that the Anglo-Eastern Maritime Training Centre in Mumbai (AEMTC Mumbai) has been recognised with two prestigious titles in September

AEMTC has been recognised as the best training centre in India, receiving the Antariksh Navigator Future-Ready Training Award at the 75th Anniversary Commemorative Ceremony of the Directorate General of Shipping (DG Shipping) of India; and awarded by INMEX SMM India at the Maritime Excellence Awards in the category of Maritime Learning and Development Excellence.

In the former recognition, assessed on maritime training institutions' curriculum, placement outcomes, facilities, and industry partnerships, AEMTC has distinguished itself through the adoption of forward-looking skills and technologies in maritime training. The latter recognition was granted for the centre's initiative, Alternate Fuel Training Supporting the IMO GHG Strategy, reaffirming AEMTC's position as a leader in maritime education, sustainability, and innovation.

AEMTC's efforts in preparing seafarers for the evolving demands of the industry - particularly in technology adoption, decarbonisation, and high-value upskilling training - have been pivotal. The centre now houses 13 advanced simulators, including dual-fuel engine simulators from major manufacturers - Everllence (formerly MAN Energy Solutions), RT Flex, and

WinGD - supporting hands-on learning in alternative fuel technologies and carbon emission reduction systems which are commonly used in modern propulsion.

Aalok Sharma, Group Director of Training at Anglo-Eastern, observes, "Receiving the recognition from the DG Shipping is a memorable moment - not only for AEMTC Mumbai but for our entire global team. It reflects our long-term commitment to excellence, innovation, and future-readiness in maritime training. We firmly believe that skill enhancement in ship operations and maintenance is best achieved through hands-on practical training and simulator-based learning. And our guiding principle in training our crew remains the same: *Crew, Fit for Purpose.*"

We extend our heartfelt appreciation to the DG Shipping, the Ministry of Ports, Shipping, and Waterways, and INMEX SMM India for the prestigious honour. Above all, we are grateful to every team member worldwide whose support made this achievement possible.

Sharing knowledge, shaping the future

As part of the DG Shipping's 75th Anniversary celebrations, a Knowledge

Sharing Conference was held in Mumbai on 25 August, bringing together maritime leaders, policymakers, and industry experts to discuss the future of maritime safety, training, and sustainability. Anglo-Eastern was honoured to contribute to these important conversations, with two of our senior leaders participating as panelists.

Prasad Nayak, General Manager of Training at Anglo-Eastern, joined the panel on "*Transforming Training for Competence, Confidence and Compliance*", where he emphasised the importance of simulation-based learning, practical skill-building, and curriculum reform to future-proof seafarers in an increasingly digital and regulated environment.

Mahesh Subramaniam, General Manager of ESG & Projects at Anglo-Eastern, spoke on the panel "*From Sea to Shore: Expanding Career Pathways for Maritime Professionals*", highlighting the value of continuous self-learning, adaptability, and a flexible mindset in navigating career transitions within the maritime industry.

Their insights reflect Anglo-Eastern's broader commitment to shaping a resilient, future-ready maritime workforce - an ethos that underpins the outstanding performance of AEMTC Mumbai.



EVENT

Anglo-Eastern's Manila Office opens its doors to a unified, collaborative workplace

As part of Anglo-Eastern's ongoing workplace transformation strategy, the company recently consolidated all its Manila-based entities into a single office space, relocating to Aseana City, Parañaque

Anglo-Eastern's Manila Office was first established in 2001 and has since evolved to become one of the company's major crewing sites, with crew management and training being its key offerings. The new premises, located in 8912 Aseana Avenue Building, bring together the offices of Anglo-Eastern Crew Management Philippines Inc., Anglo-Eastern Tanker Crew Management Philippines Inc., Skanfil Maritime Services Inc., Navigo Management Services Inc., and the Anglo-Eastern Ship Management's branch office.

Set within a vibrant business district along Manila Bay, the new location offers a modern and accessible

environment, with proximity to Roxas Boulevard and the city's iconic sunset views - a fitting backdrop for Anglo-Eastern's forward-looking vision.

Designed to support contemporary workflows, the office features minimalist workstations, smart-enabled meeting rooms, and collaborative zones that foster seamless communication. Integrated technologies, such as digital access control and secure document handling systems, ensure efficient visitor management and safeguard sensitive crew-related documentation.

This strategic consolidation supports greater operational efficiency and reinforces Anglo-Eastern's collaborative ethos, guided by the shared motto: One Team, One Goal, One Conversation. The move mirrors similar relocations across the organisation, including the openings of its new workplaces in Singapore and Miami this year.

Through this relocation, the Manila-based entities reaffirm their roles within Anglo-Eastern's global network, continuing to support the development of maritime talent and the evolving needs of the shipping industry.





EVENT

Building dual-fuel capabilities for tomorrow

As the maritime sector faces increasing pressure for decarbonisation, Anglo-Eastern is committed to supporting our clients in advancing dual-fuel adoption across their fleets. Recent initiatives have demonstrated the effort of our Singapore-based fuel cell and other in-house teams in driving this transition

Navigating new fuels with a people-oriented approach: A conversation between ship and shore

In a recent episode of Anglo-Eastern's internal podcast, Vice President of LNG, Uma Dutt, and Captain Pranay Dsouza, who commands one of the Ubuntu LNG bulk carriers under our fleet, shared their insights on managing the transition to dual-fuel operations.

"The learning curve is steep," notes Captain Dsouza. "Operating vessels with cryogenic fuels require a thorough understanding of safe handling procedures and efficient utilisation." He highlights the structured support, such as weekly engagements with the LNG fuel cell and targeted bunkering training, delivered in collaboration with engine manufacturers and system providers, have been very useful to help his team to get up to speed and stay close to industry developments.

Echoing this sentiment, Uma highlights the importance of capability building: "Our priority is to ensure our teams are not only technically proficient but also empowered to operate safely and effectively." He underscores the

need to foster a culture of open communication: "Speak the language of the seafarers," he says, noting that clear, practical dialogue helps crews navigate advanced technologies and systems onboard with confidence.

Seafarers can access the full podcast episode also featuring the perspective of Capt. Pranay Dsouza on the WeCare App.

Advancing Industry Readiness: Participation in Marine Fuels 360 Conference

On 7 October, Uma participated as a panellist at the Marine Fuels 360 conference, discussing 'The Future of LNG in Shipping'. He shared updates on tackling methane slip – a major challenge for LNG as a long-term marine fuel. Recent WinGD engine trials with Variable Compression Ratio (VCR) have shown promise, and several manufacturers are developing solutions. Uma also highlighted the rapid expansion of LNG bunkering and called for stakeholders to collaborate on strategies and models to support infrastructure growth.

At Anglo-Eastern, we have a team of over 1,200 officers specialising in gas and dual-fuel operations. Their expertise is continually enhanced through bespoke simulator-based training at our centres, in partnership with engine makers, to ensure our crews are well-equipped with knowledge of engines and systems prior to joining onboard.

As we move forward, our focus on technical excellence and continuous learning equips our teams to master dual-fuel operations and accelerate the shift to greener fuels including LNG.



Photo Gallery: Memorable moments

PSC Award for 2024

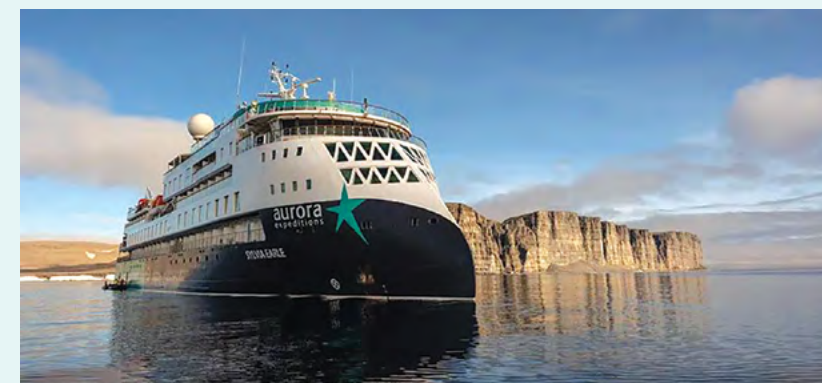
We are honoured to have received the Outstanding Performance Award in Port State Control (PSC) for the year of 2024 from the Hong Kong Marine Department and the Hong Kong Shipowners Association. The award was accepted by our CEO Bjorn Hojgaard on 29 August and recognises our management of Hong Kong-registered ships and their continued demonstration of excellence in PSC performance. Assessments were based on PSC inspection records from 2024, with the highest-scoring companies reflecting strong fleet management and safety standards.



HK office certified by Hong Kong Green Organisation

Our Hong Kong office, headquartered at Kingston International Centre (a Platinum-certified green building in Kowloon Bay) was recently acknowledged as a Green Organisation under the Hong Kong Green Organisation Certification scheme, which reflects:

- 40% green coverage across the premises
- 100% use of sustainably sourced timber
- Optimised energy and water efficiency systems
- Compliance with Indoor Air Quality (IAQ) standards and annual IAQ assessments



Historic milestone in polar navigation

Congratulations to our partners at Aurora Expeditions as the Sylvia Earle successfully completed the 100th passenger transit of the Northwest Passage, officially recorded by the Scott Polar Research Institute at the University of Cambridge. Navigating one of the most remote and challenging regions in the world requires not only cutting-edge expedition ship design but also exceptional seamanship, planning, and operational support. We are proud to stand behind the safe and sustainable navigation of such historic passages.

Undocked podcast with our CEO

Bjorn Hojgaard, our CEO, recently appeared on the Undocked podcast with Nick Chubb and Raal Harris to discuss how leadership, technology, and people are shaping the future of ship management.

In the episode, Bjorn shares his journey from seafarer to CEO, reflecting on how life at sea has influenced his leadership style - from fostering trust and accountability to balancing empathy with operational discipline. The conversation explores the evolving role of ship managers, who are transitioning beyond pure service providers, becoming strategic partners in decarbonisation, digitalisation, and talent development.





ABS FuelEU Solutions & Digital Innovation Seminar

At the FuelEU Solutions & Digital Innovation Seminar, co-hosted by the Hong Kong Shipowners Association and American Bureau of Shipping Hong Kong, Capt. Mrugeshkumar Balasubramanian, Carbon Services Manager at Anglo-Eastern, delivered compelling insights on how digitalisation is transforming maritime compliance and operations. Mrugeshkumar emphasised that digital platforms are the key to turning regulatory complexity into clarity. By consolidating data into a single, trusted view, these tools empower faster, smarter decision-making - benefiting both shore teams and seafarers. He highlighted that digital adoption varies across organisations, but the real challenge lies in data standardisation and building trust in digital solutions.

INMEX SMM India

Prasad Nayak, our General Manager of Training, recently joined a panel on 'Pathways to Energy Efficiency and Green Fuels in Existing Ships' at INMEX SMM India alongside industry leaders, policymakers, shipbuilders, and innovators. Prasad shared his perspectives on the challenges and opportunities in adopting alternative marine fuels, a critical step toward accelerating maritime decarbonisation and building a more sustainable shipping ecosystem.



Meet Captain Duncan Holroyd: A steady hand at the helm of Four Seasons I

Following the announcement of Captain Kate McCue earlier this year, Four Seasons Yachts continues to assemble its maritime dream team with the appointment of Captain Duncan Holroyd. His arrival brings more than the operational expertise that might dazzle on paper, delivering the kind of seasoned, unflappable presence that can only be earned through decades of reading wind, weather, and the subtle moods of the sea.



Boskalis Crew Seminars in Istanbul and in Riga

Held in Istanbul on 25 September, the recent Boskalis Crew Seminar was primarily organised for our Russian crew members. All arrangements were handled with precision, ensuring a smooth and productive experience for all participants. As a part of the programme, the team enjoyed a memorable Bosphorus boat trip, which served as a fantastic team-building activity and added a special touch to the overall event. In parallel, we held the Boskalis Crew Seminar for our Latvian and Ukrainian crew on 23 September. We truly hope that in the near future, it will be possible to bring all nationalities together as in the past for a single, unified event.



Maritime Cyprus 2025 Conference

Martin Rowe, our Vice President of Commercial (third from right), and Evangelos Kartempelis, Managing Director of Anglo-Eastern's Athens Office (second from right), attended Maritime Cyprus 2025 Conference in Limassol in October.

Entitled 'Unlocking the Future of Shipping', the well-attended conference featured various high profile dignitaries including Arsenio Dominguez, Secretary General of International Maritime Organization (IMO) as well as the President of Cyprus, Nikos Christodoulides and Secretary General of International Chamber of Shipping, Thomas Kazakos. Robust discussions were had amongst panelists and attendees about impending United States Trade Representative Regulations (USTR).

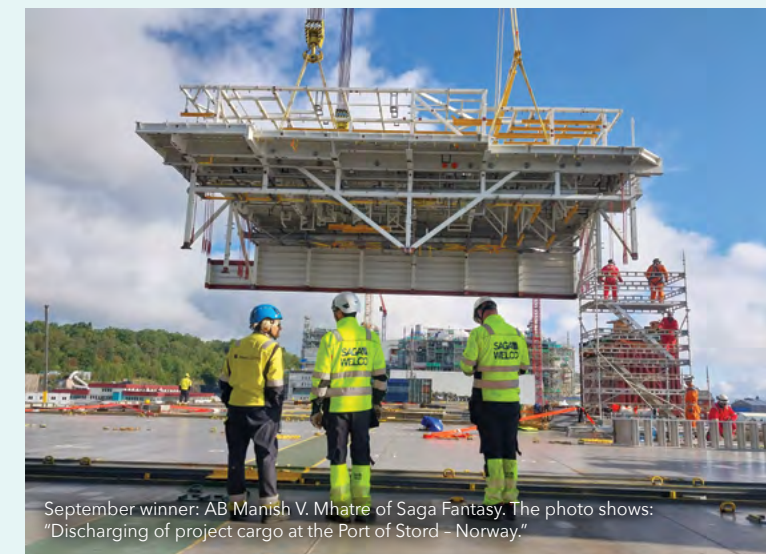
On 8 October, at the kind arrangement of Mark Klerides (Hong Kong Chinese-Cypriot Shipowner of Ocean Fleet Shipping Company), our representatives met the Cyprus Shipping Minister, Ms Marina Hadjimanolis (third from left) and her team who very graciously received them and with whom they had an excellent discussion.



August winner:
3/O Kristofer Kim Jardin
of Saga Faiths

Saga Welco photo contest

Photos taken by our crew onboard Saga Welco vessels were recent winners of the company's photo competition.



September winner: AB Manish V. Mhatre of Saga Fantasy. The photo shows:
"Discharging of project cargo at the Port of Stord - Norway."



GME 44

AEMA

AEMA celebrates graduations of GME 44 and ETO 17

A combined Passing Out Parade (POP) for Graduate Marine Engineer (GME) 44 and Electro Technical Officer (ETO) 17 was held on 29 August at Anglo-Eastern Maritime Academy (AEMA)

The event, hosted in the AEMA auditorium, was attended by graduating cadets, faculty, staff, and parents. The Chief Guest was Shri Praveen Nair, Deputy Chief Surveyor-cum-Senior Deputy Director General (Tech), Directorate General of Shipping, Mumbai. The Guest of Honour was Dr. Bharat Shah, Director, Institute of Renal Sciences, Gleneagles Hospital, and General Secretary, Zonal Transplant Coordination Centre, Mumbai.

Cadets Anargha Kannothe and Sahil Kazi served as hosts. Principal Tejinder Bhamra welcomed everyone, reflecting on the cadets' journey and praising the faculty and staff for their support. He emphasised the responsibilities of Marine Engineers and Electrical Officers, highlighting professionalism, discipline, teamwork, and humility. He also reminded cadets of safety protocols and shared practical advice from his own seafaring experience, concluding with, "Fair winds, strong

cadets, stressing integrity, honesty, and ownership—doing the right thing even when unobserved. He encouraged creative problem-solving and staying connected with supportive families.

Chief Guest Shri Praveen Nair congratulated the cadets and faculty, reassuring parents about the safety and rigour of the shipping industry. Drawing on his 27 years at sea, he advised graduates to communicate truthfully, value teamwork, and maintain their health and a positive attitude. He discussed new challenges, such as ships powered by alternative fuels like ammonia, and highlighted digital initiatives in maritime training. He encouraged graduates to stay in touch with friends and family and to uphold the standards of Indian seafarers.

In the prize distribution, Cadet Anargha Kannothe was named Best Overall Cadet and Cadet Shrihari Govind Pawar the Academic Topper for GME 44. For ETO 17, Cadet Nikita Maity was awarded Best Overall Cadet and Cadet Shubham Singh Academic Topper.

The event concluded with a Vote of Thanks and a proud rendition of India's national anthem.

engines, and may your overhauls always remain a little greasy. Jai Hind."

The batch course report was presented by Mr. Yogesh Chonkar and Mr. Anil Sharma, Heads of GME and ETO respectively, receiving applause for the cadets' achievements. A lively cultural show followed, featuring music and dance.

Mr. Francis Akkara, Principal & Director of Anglo-Eastern Maritime Training Centre (AEMTC), congratulated the



ETO 17



AWARDS

Double win at the Innovation in Maritime Awards

Our team at Anglo-Eastern Maritime Academy (AEMA) took home two Innovation in Maritime (IIM) Awards at Technology in Maritime 2025, building on our win in 2024:

- 1st Prize - Smart Helmet & IoT-Enabled Wearable System for Enclosed Space Safety
- 2nd Runner-Up - Augmented Reality HUD in Bridge Navigation



Hosted by The Naval Connection, the event serves as a platform for maritime professionals, academicians, and cadets to explore the latest technological advancements and leadership trends shaping the maritime industry.

One of the key verticals of the event, the IIM Awards attract maritime colleges across India to submit their innovative entries in the form of research papers and prototypes through video demonstrations. From a large pool of submissions, the top five projects were shortlisted and invited to attend the TIM conference held on 10 October in Mumbai - a remarkable achievement for our academy, with two of our projects making it to the top five.

We are proud to celebrate the brilliant minds driving maritime innovation and extend heartfelt congratulations to the winners on this exceptional result.



AWARDS

AEMA shines at IMO Mock-2025 (I-Eskimo 25)

Anglo-Eastern Maritime Academy (AEMA) once again demonstrated its academic and professional prowess at the 5th edition of the IMO Mock I-Eskimo 25 Finals, held on 9 October in Mumbai.

Competing against leading maritime institutions across India, four out of nine AEMA teams reached the semi-finals, with two advancing to the finals.

The IMO Mock is India's premier maritime simulation event, replicating the structure and functions of the International Maritime Organization (IMO) through committees such as the Maritime Safety Committee (MSC), Marine Environment Protection Committee (MEPC), Ship Design and Construction (SDC), and Human Element,

Training and Watchkeeping (HTW). Participants debate on global maritime issues, develop regulations, and advocate for their policies, capturing the essence of the maritime profession.

The finals were attended by distinguished guests, including Shri Shantanu Thakur, Minister of State for Ports, Shipping and Waterways, and Shri Shyam Jagannathan, Director General of Shipping. The event was presided over by Mr. Rajeev Nayyar, President of IME(I), and further graced by Dr. Malini V. Shankar, Vice Chancellor, and Dr. Rajoo Balaji, Pro Vice Chancellor of Indian Maritime University.

This year's themes included:

- MEPC: Reducing GHG emissions from ships, focusing on economic aspects and Industry 4.0
- MSC: Cybersecurity standards for ships and port facilities
- HTW: Mental health - promoting healthy and happy seafarers
- SDC: Guidelines for using fibre-reinforced plastic (FRP) in ship structures

AEMA's teams (MEPC-B1, MSC-B1, HTW-B1, and SDC-A1) showcased outstanding research, technical expertise, and communication skills, reaching the finals in each stream. MSC-B1 and MEPC-B1 participated in person, and both secured first runner-up positions in their categories.

Notably, AEMA has participated in the event since 2022, consistently winning multiple awards each year. Last year, AEMA teams achieved both winner and runner-up awards.

Congratulations to the guides and campus coordinators for preparing and mentoring the cadets, enabling them to present and defend their work to the judges and a 200-strong audience.



EVENT

Vessel Managers' Conference in Tokyo: Reaffirming commitment to safety and operational excellence at NYK Line event

The second Vessel Managers' Conference, organised by NYK Line's Dry Bulk Division, brought together leading ship management professionals for a day of insightful dialogue on safe ship operations and efficient vessel management on 25 September

This year's theme, Sharing Company Initiatives for Safe Operations and Enhanced Efficiency, set the stage for robust exchanges among eight prominent ship managers, including NYK's own management team.

The pre-lunch session featured opening remarks by Capt. Akira Kubomoto, General Manager of NYK Dry Bulk Marine Quality Control Group, followed by a series of insightful presentations from NYK's Marine, Technical & Optimisation teams, as well as contributions from industry partners including Kansai and Jotun.

Representing Anglo-Eastern, Capt. Anand Dalela (Fleet Manager, QHSE), Mr. Angshujit Sinha (Deputy Fleet Manager, Technical), and Capt. Rohit Mehrotra (Group Director of Marine HR) played instrumental roles in steering key discussions during post lunch sessions.

Capt. Dalela led with an overview of our comprehensive safety initiatives, underscoring Anglo-Eastern's unwavering commitment to maintaining the highest safety standards throughout our fleet. His insights reflected the company's proactive approach and leadership in prioritizing shipboard safety, driven by frontline crew engagement and the strategic adoption of innovative technologies.

Sinha followed, spotlighting the Anglo-Eastern Fleet Performance Centre's (AEFPC) ongoing efforts

to bolster fleet performance. His presentation detailed innovative technical solutions and data-driven strategies, reaffirming our drive for operational excellence and efficiency across all managed vessels.

Addressing the human element, Capt. Mehrotra highlighted Anglo-Eastern's crew welfare initiatives, reaffirming the company's commitment to the wellbeing of its global seafarer community and its direct impact on ship performance. He spotlighted Mission 30, a forward-looking programme designed to fast-track high-potential officers under 30 into leadership roles through mentoring, accelerated training, and early command exposure. The role of the Career Care Team, a dedicated support system offering personalised career guidance and development throughout and beyond crew contracts was also touched upon.



The event also featured an open session for industry-wide discussion of challenges and best practices. A spirited exchange on Port State Control (PSC) and Rightship inspections was jointly led by Capt. Dalela and managers from three other companies including the NYK team. Together, they explored proactive strategies for vessel preparation, aiming to elevate performance and compliance standards across the sector. The post-lunch session included an engaging energizer led by Prof. Tetsuya Yoshioka, professor from the Department of Marine Electronics and Mechanical Engineering, the Tokyo University of Marine Science and Technology, featuring a captivating narrative on the history of Porsche and its journey to global prominence.

The event brought together senior management from NYK Line's Dry Bulk Division along with key industry players. It concluded with closing remarks by Mr. Kentaro Sato, Deputy General Manager of NYK Dry Bulk Marine Quality Control Group, followed by a cocktail dinner reception personally addressed by Mr. Hiroaki Nishiyama, Chief Executive of NYK Dry Bulk Division, and Mr. Koichi Hamazaki San.

Anglo-Eastern's participation at the VMC was both an honour and an opportunity to reinforce industry partnerships, share knowledge, and demonstrate leadership in safe and efficient ship management. We look forward to continuing our collaboration with our business partners and the wider maritime community, driving excellence and innovation at every turn.



RECOGNITION

Cobelfret Officers & Ratings Seminar 2025

Held in Manila on 3-4 September, the two-day event brought together Cobelfret officers and seafarers for discussions under the theme of "Leadership by Accountability"

The seminar commenced with a keynote address from Mr Manoj Pandalaghat, Cobelfret's Director & Head of Technical, who highlighted the owners' unwavering commitment to operational excellence and recognised the vital contributions of those who make it possible. This was followed by an inspiring session led by Capt. Himanshu

Chopra, Managing Director of Anglo-Eastern Maritime Services, who encouraged officers and ratings to embrace an ownership mindset, as accountability is directly linked to safe and efficient vessel operations.

A highlight of the second day was the team-building programme, where officers and ratings participated side by side in engaging exercises designed to strengthen trust, collaboration, and communication. These activities fostered camaraderie and reinforced that teamwork is the backbone of long-term success in the maritime industry.

Complementing these leadership and team-building elements were technical and operational sessions covering PSC performance, fleet initiatives, incident learning, and crew welfare. Open forums encouraged candid dialogue and reflection, while long-service awards and a gala dinner provided moments of recognition and celebration for Cobelfret's dedicated seafarers.

The seminar's core message was clear: leadership rooted in accountability is essential for safety, efficiency, and lasting success.



Unity in Motion: Celebrating our sports talent

This season, our colleagues across the globe have come together to compete on pitches, courts and tables, celebrating teamwork, resilience, and the vibrant spirit of the Anglo-Eastern community

Corporate Soccer Series

In July, Anglo-Eastern claimed the championship at the Corporate Soccer Series in Mumbai, a tournament featuring 21 corporate teams from the region. After a closely contested final that ended in a draw, our team secured victory with a 3-2 win in the penalty shootout and demonstrated remarkable resilience and dedication, suffering only one loss throughout the tournament. Congratulations to everyone involved for your outstanding efforts.



HKSOA Table Tennis Tournament

Colleagues across departments represented our company in the Hong Kong Shipowners Association's Table Tennis Tournament on 15-16 October, competing against players from other shipping companies. In the lead-up to the event, a table tennis table was set up in the office for players to hone their skills and strategise together.

On event day, the team showed strong skills and teamwork. Matthew Ng won Youth Champion in Men's Singles, Sudhir Maheshwari earned Bronze in the Senior Category, and Matthew Ng with Siu Chung Lee claimed the Men's Doubles title. Two Anglo-Eastern teams also delivered solid performances in the Mixed Teams category with competitive yet friendly matches.

Thank you to everyone who contributed – your support made the event memorable. We look forward to more success next year.



Mariners Premier Cricket League 2025

The Anglo-Eastern team also triumphed at the Mariners Premier League 2025 (Corporate Category – Plate), held at the Singapore National Cricket Grounds in August. The event was a true celebration of camaraderie and teamwork. Led by captain Amit Chaudhary and vice-captain Rajiv Chaudhary, the team displayed exceptional spirit and sportsmanship. Special recognition goes to Amit Chaudhary (Best Batsman, Corporate Category) and Avijit Dutta (Best Player aged 45+, Corporate Category). Other team members included Amit Maheshwari, Arun Sudhakar, Kalpesh Pardeshi, Kapil Kharkwal, Sanjeev Puthalath, Siva T.P., and Sujit Sarangi. Well done to the entire team for making Anglo-Eastern proud!



Croquet Day in Riga

In August, staff from the Anglo-Eastern Riga office enjoyed a team-building day learning something new – Croquet! The event provided a fantastic opportunity to bond, laugh, and enjoy the outdoors, strengthening team spirit and reinforcing the value of collaboration.



From croquet lawns in Riga to football pitches in Mumbai, cricket grounds in Singapore, and table tennis courts in Hong Kong, Anglo-Eastern's sporting events have united colleagues in the true spirit of teamwork and friendly competition. Each event has contributed to a stronger, more connected community that celebrates both achievement and participation. Here's to more games, more laughter, and more victories – on and off the field.

ACTIVITY

Drumming up team spirit

Our colleagues in Athens came together for a creative team-building experience that used rhythm and music to strengthen communication and collaboration



At Anglo-Eastern, we are committed to fostering a culture of collaboration, innovation, and professional growth across all our offices and business units. In line with this ongoing commitment, our Hellas team took part in an unconventional team-building activity called "Drumcommunication" – an event designed to harness the power of music to enhance communication, coordination, and unity among colleagues.

The session offered a wonderful opportunity to welcome new team members, fostering an inclusive atmosphere where everyone could connect in a relaxed setting. Participants picked up drums and other percussion instruments, building rhythms together. Through this shared musical experience, they practised attentive

listening, coordination and synchronisation to co-create harmonious music as a team. The energy and enthusiasm throughout the session sparked a renewed sense of connection and appreciation for each colleague's unique contributions.

As the last drumbeat faded, colleagues left the session with stronger bonds and a sense of shared achievement. Experiences like "Drumcommunication" remind us that teamwork is the cornerstone of our success. When we come together, listen to one another, and celebrate our uniqueness, we build not just better teams but a stronger, more connected workplace. The energy from this event will carry forward, inspiring us to approach every challenge with unity and an upbeat spirit.

ACTIVITY

TMSA Seminar: A celebration of commitment and camaraderie

The Tanker Management and Self-Assessment (TMSA) Seminar in Lucknow was successfully held on 9-10 September at the prestigious Hotel Taj, bringing together a vibrant mix of seafarers and shore staff for two days of meaningful engagement and celebration

The event commenced with a cocktail and dinner, setting a warm and festive tone. The following day featured a full day seminar, where participants engaged in discussions and updates relevant to the maritime community. 56 Officers, Engineers, and Ratings from various pools attended the seminar, including nine technical office staff from the Singapore Office and the Hong Kong Office. Among the attendees were Capt. Vinay Singh, Mr. Vineet Gupta, Ms. Priyanka Gupta, Mr. Nikhil Kapoor, Ms. Ragini Chaturvedi and Ms. Mrityika Shajwani.

A special moment during the dinner was the presentation of the 15-year Long Term Award to Capt. Amar Bahadur Singh, honoured with a watch by Capt. Vinay Singh. As Capt. Amar was onboard at the time, the award was graciously received by his wife. A Retirement Plaque



was also handed over to his family. Their joy and gratitude were palpable, and Capt. Amar extended a heartfelt thank you to the entire Anglo-Eastern family for their unwavering support throughout his career.

The seminar was a testament to the enduring bonds within the Anglo-Eastern community and a celebration of the dedication and service of its members.



WELFARE

World Mental Health Day 2025: Prioritising mental wellbeing in maritime emergencies

Parnita Rasal, Senior Psychologist, shares key updates on seafarer rights and how to mobilise efforts in support of mental health

10 October marked World Mental Health Day, with this year's theme "Access to Services- Mental Health in Catastrophes and Emergencies", highlighting the importance of timely and effective access to psychological services, especially during emergencies. This article explores mental health support for seafarers in times of crisis.

A turning point in seafarer rights

In a landmark decision earlier this year, the International Labour Convention officially recognised seafarers as 'key workers'. Following the April 2025 revision of the Maritime Labour Convention (MLC), the International Transport Workers' Federation (ITF) introduced several improvements to seafarers' lives:

- Enhanced access to medical care and travel
- Stronger protections for wellbeing
- New provisions to prevent violence, harassment, and bullying

These changes go beyond policy—they represent a commitment to dignity and care.

Workplace challenges and mental health impacts

Seafarers face a range of stressors, including: public health emergencies (e.g. disease outbreaks), natural disasters (e.g. storms, rough seas, fires), human-caused incidents (e.g. collisions, piracy), daily operational pressures, sleep deprivation, and isolation, bullying and harassment, large-scale catastrophes (e.g. oil spills, vessel sinking).

These cumulative challenges can lead to anxiety, depression, and hopelessness; psychological trauma and insecurity; isolation and reduced social interaction; survivor's guilt and PTSD; cognitive decline due to prolonged stress; suicidal ideation in extreme cases. The emotional toll often leaves lasting psychological scars.

Building resilience through self-care

Despite the challenges, proactive self-care can protect mental health. Recommended strategies include:

- Physical activity: Exercise, yoga, stretching, walking
- Mindfulness: Meditation and breathing techniques
- Sleep hygiene: Prioritising rest over screen time
- Meaningful connections: Engaging with family beyond operational talk
- Hobbies: Music, writing, dance
- Peer support: Buddy systems, empathy, and cultural sensitivity

These practices foster resilience and help maintain emotional balance during long voyages.

Psychological support in times of crisis

Mental health care during emergencies must be immediate, sensitive, and sustained. Key interventions include:

- Immediate support: Helping colleagues regulate breathing and remain calm
- Post-crisis debriefing: Acknowledging fear, loss, and emotional impact
- Monitoring wellbeing: Observing changes in sleep, appetite, and behaviour

Expanded access to services should include:

- Psychological first aid and emergency preparedness training
- Emotional resilience workshops
- Tele-mental health and shore-based counselling
- 24/7 access to psychological professionals

Anglo-Eastern's in-house initiatives

At Anglo-Eastern, we have always prioritised the wellbeing of our cadets and seafarers. At the Anglo-Eastern Maritime Academy (AEMA), the cadet's mental wellbeing is supported through various counselling, training, and group intervention initiatives. For seafarers, our training centres enhance knowledge on the handling of issues related to mental health, psychological safety, and interpersonal relationships. Their wellbeing continues to be a focus even when they are onboard, with support from the wellbeing team with diverse background in HR, psychology, sociology, legal, social work and analytics.

Through our in-house wellbeing initiative WE Care which consists of more than 60 innovative wellbeing

activities, we enable our seafarers to find the right balance by providing solutions that integrate wellbeing into their daily work and culture while supporting business goals. Our customised well-being initiatives meet the unique needs of every seafarer, creating a supportive work environment and driving business growth. Our various platforms for emotional, mental and physical wellbeing support have provided accessible features for seafarers, making a meaningful impact over the last three years.

To strengthen the bonds, various initiatives such as Buddy System, gatherings, celebrating festivals and birthdays have been introduced and followed.

Our seafarers are supported at each level in their journey, as we strongly believe in mental wellbeing. From 2022 to 2024, 9,300 seafarers and 36,000 families were connected through wellbeing intervention programmes.

A shared responsibility

Mental health is a collective responsibility. By promoting awareness, offering training, and creating safe

spaces for dialogue, we can build a culture of care across the maritime sector.

Whether at sea or ashore, proactive self-care and social care are essential.

Let us honour World Mental Health Day by committing to the wellbeing of our seafarers and shore teams. Mental health is vital - not only for safety and productivity, but for the resilience of global maritime operations.

Contributor:

Parnita Rasal

is a seasoned psychologist with over 14 years of professional experience, including nine years

dedicated to the maritime industry. She specialises in applying psychological principles to enhance human performance and safety, bridging psychology, human factors, and maritime training. She holds master's degrees in Industrial Organisational Psychology and Counselling Psychology, along with a diploma in Human Resource Management.



RECOGNITION

Safety Star Q2: Shoaib Irshad Mukri

Able Seaman Shoaib Irshad Mukri, serving onboard MT Cepolis, has been awarded the top safety honour for his proactive approach to identifying and resolving safety risks

During routine operations, Shoaib noticed a significant safety risk: the foam monitor platform had a large opening for the foam line, wide enough for a crew member's leg to slip through. Recognising the potential danger, he took the time to design and install an additional grating, effectively closing the gap and making the platform safer for the rest of the crew.

Shoaib's dedication to safety goes beyond offering technical solutions. He has been an active participant in daily toolbox meetings, sharing his experiences and motivating fellow crew members to embrace safer working practices. His efforts have earned praise from both the Chief Officer, who commended Shoaib's ability to inspire others, while the Master also highlighted his commitment to adopting robust safety practices onboard.

Shoaib's initiative and positive attitude shows that safety isn't just about following rules - it's about always looking out for each other and speaking up when you see something that could be improved. His practical solutions and willingness to help others make him an inspiration to the whole team.



Our most important ASSET is you!

CHAMPIONING MENTAL HEALTH AND WELL-BEING



Mind the Mind Webinars
At the start of the year, hosted by the Well-being team, a series of webinars was attended by over 250 seafarers. These sessions focused on introducing the work of the WeCare team and support platforms for seafarers, the importance of mental wellness, and the concept of effective leadership as a two-way street.



Suicide Prevention Month
September is designated for suicide prevention awareness, with World Suicide Prevention Day held on 10 September to encourage self-care and support for others.

World Heart Day
World Heart Day was observed on 29 September, highlighting the importance of cardiovascular health for those working at sea.

Launch of Alive Health Survey
As part of our ongoing dedication to seafarers' well-being, the WECare team has recently launched the Alive Health Survey, a confidential assessment focused on health and wellness. To date, more than 1,000 seafarers have participated in the survey.

Long Service Awards



Career Care: Mission 30 - Star Award
Anglo-Eastern supports seafarers' professional growth through its flagship Career Care programme, Mission 30. One of its key initiatives is the Seafarers' Training, Achievement, and Recognition (STAR) Awards, which recognise outstanding young officers who have gone the extra mile to accelerate their career development.

Epaulette Ceremony

We extend our heartfelt congratulations to all the officers honoured at the epaulette ceremony. Wearing these epaulettes is both a recognition of your accomplishments and a symbol of the responsibility you carry.



Well-being and Engagement Awards

The Well-being and Engagement (WE) Awards were given to vessels that received the highest seafarer feedback rating (SFR), had no grievances reported, and fostered a positive work environment. Well done to all the winners for truly embodying the spirit of 'Happy Ships'.



SOCIAL ENGAGEMENT

Appreciate Your Colleague campaign

The "Appreciate Your Colleague" initiative encourages senior leaders to formally acknowledge the efforts and achievements of their teams, with the goal of fostering a culture of appreciation onboard. Since its launch in 2025, over 550 officers have participated in this programme.

Philippines National Heroes Day - 25 August

On the Philippines National Heroes Day, we honour both the nation's heroes and our seafarers. This year, crews participated in dress-up contests, video challenges, and cooked traditional Filipino dishes to celebrate heritage and teamwork.



Chilean National Day



Onam celebration



Ganesh Chaturthi



SPOTLIGHT

From deck to desk: Evolving through the Blue MBA

At Anglo-Eastern, lifelong learning is more than a value - it's a commitment to shaping resilient, forward-thinking maritime professionals

The Blue MBA at Copenhagen Business School exemplifies this ethos, offering a transformative experience that blends academic rigour with real-world relevance. Recently, our Chief Operating Officer Carsten addressed the graduating class, reaffirming the importance of continuous development in a rapidly evolving industry. A fun fact is that Carsten graduated from the programme in 2007 and has been part of the worldwide alumni ever since.

We also spoke to several other colleagues who have undertaken the Blue MBA to hear how the programme has shaped their careers and perspectives.

Matthias Becker, Managing Director who heads Anglo-Eastern's Hamburg Office, enrolled in the Blue MBA in 2009 when he was working for Wärtsilä in Switzerland, driven by a desire to deepen his understanding of business administration and strategy within a shipping context. Despite initial concerns about balancing studies with work and family, he found the programme's shipping-focused modules and diverse cohort invaluable.

They had intense sessions on shipping business, supply chain management, ship financials, design, legal frameworks, strategy and



Matthias's graduation photo



Nishant

passionate professionals." Matthias graduated in 2011 and returned in 2024 for a refresher course in ship management, underscoring his belief that "learning will never end."

Nishant Kumar, part of the operations team at Anglo-Eastern Cruise Management in Miami, a Class of 2019 graduate, was inspired by CEO Bjorn Hojgaard to pursue the Blue MBA.

With a maritime career that began at 17, Nishant found the programme both rewarding and transformational, fostering close connections to discuss industry challenges. His Integrated Strategy Project explored Anglo-Eastern's potential diversification into the cruise industry. "Lifelong learning is instinctive for ex-seafarers," he noted. "To grow, adapt, and find purpose, we must embrace continuous learning."

Rahul Balani, Deputy Fleet Manager in our Hong Kong Tanker Team, completed his MBA between 2019 and 2021, motivated by a desire to understand all verticals of the shipping industry. He valued the diversity of the cohort and the calibre of the faculty.

"My fellow students were drawn from many different professions and segments within the global maritime industry, and we would all sit and discuss the various challenges we were given, offering our unique perspectives. Lawyers, technicians, executives and managers all came together to create solutions, and that's a great way to learn. The dynamics and widespread competencies available in the classroom are amazing. At the same



Rahul's graduation photo



Anindya (far left) and his classmates

time, you have strong and reputable teachers who are well-known and well-versed in all the intricacies of the industry, and their insight is invaluable," he said.

Rahul's final research paper proposed strategic improvements to Anglo-Eastern's tanker management framework. "I didn't have a weekend off for two years, and I made a sacrifice to complete the course whilst in parallel running a full demanding day job - all of us did - but you need to really want it if you are to succeed." Rahul emphasised the importance of resilience and prioritisation, adding, "You need to invest in yourself. The skills I gained help me every day."

Anindya Chakraborty, Assistant General Manager, Marine HR in Mumbai, is currently enrolled in the programme, viewing it as a leadership responsibility. Working in Marine HR, Anindya is passionate about building talent pipelines and future-proofing the industry. "Shipping is about people," he said. "By investing in my education, I'm shaping better systems for career progression and safety." He believes lifelong learning is essential for staying relevant and driving innovation in areas like decarbonisation and digitalisation.

As any well recognised programme, the Blue MBA is not merely a qualification, but also a journey of growth, connection, and contribution. As the aforementioned stories show, lifelong learning empowers maritime professionals to lead with insight, adapt with agility, and shape a better future for the industry.

INSIGHTS

One year on: Reflections on SIRE 2.0

2 September marked the first anniversary of SIRE 2.0 becoming mandatory for all OCIMF (Oil Companies International Marine Forum) Vetting inspections

The industry has gained valuable insights into its impact on tanker inspections and safety culture. With most tanker vessels and officers having undergone at least one inspection, several themes have emerged that warrant attention:

Avoidable observations

Documentation errors - such as incorrect entries in the Harmonised Vessel Particulars Questionnaire (HVPO) and the Pre-Inspection Questionnaire (PIQ) - continue to generate negative observations. These include misreported vessel specifications and equipment details, which could be avoided with greater diligence and professional oversight.

Observation multiplicity

A single defect can trigger multiple observations across hardware, process, and human factors. In some cases, up to six separate observations have been recorded for one issue, underscoring the need for comprehensive defect management and reporting.

Open defect reporting

SIRE 2.0 requires a printed list of "Open Defects" to be provided at the start of inspection. This can create

a dilemma of sorts - "which defects to include and which ones to be left out." To promote transparency, OCIMF has assured that wherever due defect management process has been followed, it should not result in negative observations. SOLAS Chapter 1, ISM requirements, OCIMF guidance and a pragmatic approach together with office oversight are key to meeting this requirement.

Area safety inspections

This sub-chapter under Safety Management has proven pivotal. Observations often highlight missed safety issues that should have been identified during routine inspections. The emphasis is on truly "seeing and comprehending" risks - not merely "looking".

Interlinked chapters

The SIRE 2.0 Question Library reveals how observations can cascade across chapters. A missed defect may point to lapses in safety inspections, reporting systems, or procedural gaps, placing significant responsibility on ship staff.

Process observations

Non-compliance with SMS procedures and procedural inadequacies are

key contributors. Familiarity with company procedures is essential, especially for new joiners. Masters can support improvement through annual SMS reviews.

Training & human factors

Regular drills and hands-on practice - such as donning safety gear and calibrating equipment-boost crew confidence and inspection outcomes. The inclusion of Performance Influencing Factors (PIFs) helps identify root causes of human error, from fatigue to poor communication.

Final thoughts

SIRE 2.0 represents a robust, well-structured evolution in vetting. By shifting data responsibility to operators and enhancing inspection integrity through tablet-based systems, it offers a clearer picture of shipboard conditions. More than a compliance tool, it is a catalyst for safety, accountability, and continuous improvement.



Contributor:

Capt. Rajendra Bhat, Assistant General Manager of Training at Anglo-Eastern

boasts over 12 years of experience in maritime training. Previous roles include about 2 years in tanker operations and 10 years sailing experience as ship master on product and crude oil tankers. He also has a post graduate diploma in Shipping Management from Narottam Morarjee Institute of Shipping, Mumbai, India.

Setting the tone for sustainable oceans: Cadet-led solutions for a greener maritime industry

On the occasion of World Maritime Day, Anglo-Eastern was delighted to spotlight four exploratory projects developed by cadets at our in-house maritime academy, Anglo-Eastern Maritime Academy (AEMA)

Spanning shipboard anomaly prediction, energy saving, energy generating, and ballast water quality testing, each project was conceived and executed under faculty guidance as part of AEMA's technical training curriculum. Some are already in use in our classrooms and campus, while others are undergoing active development and testing. Together, they represent promising ideas and preliminary models that have the potential to evolve into the next generation of maritime solutions - designed by aspiring seafarers, for the future of shipping.

Anomaly prediction by machine learning

This project introduces a predictive maintenance system using machine learning (ML) to forecast machinery faults before they occur, thereby improving operational safety and

protecting the marine environment. Currently integrated into classroom simulations at AEMA, it helps cadets understand fault detection and condition monitoring in real time.

How it works

The system is trained on real-world case studies based on operational data from ships that have experienced faults, analyses patterns using multiple ML models, and predicts potential failures, helping crews respond before issues occur.

Multiple ML models and prediction algorithms are used to help reduce errors and improve reliability. A live dashboard alerts the crew and links each alarm to a relevant case study, enabling proactive troubleshooting.

What it means

- **Our ocean:** The project reduces the likelihood of incidents including

oil spills or emissions spikes by identifying faults early.

- **Our obligation:** It supports safe, compliant operations through data-driven decision-making.
- **Our opportunity:** A highly valuable tool for fault finding and preventive maintenance on board which supports the safety and reliability of ship operations.



Real-time energy efficiency dashboard

LoRaWAN (Long Range Wide Area Network) is a wireless communication protocol designed specifically for Internet of Things (IoT) devices. A shipboard energy consumption monitoring system has been developed using LoRaWAN technology to collect live data from energy monitoring devices installed across the vessel. The dashboard has been deployed at AEMA for campus energy conservation, demonstrating practical applications of smart monitoring technology.

How it works

Wireless sensors track fuel consumption, generator load, propulsion efficiency, and CO₂ emissions. Data is transmitted to a central LoRaWAN gateway and visualised on the real-time dashboard, allowing crews to optimise operations instantly.

By enabling long-range, low-power wireless communication, the system enables seamless integration of multiple monitoring points without extensive cabling. This empowers crews to identify inefficiencies, balance loads, and optimise machinery operation instantly. The system is intended to help reduce fuel consumption, lower greenhouse gas emissions, and compliance with IMO decarbonisation goals, all while supporting sustainable operations.



What it means

- **Our ocean:** The system is set to reduce emissions and pollutants that harm marine ecosystems.
- **Our obligation:** It empowers crews to make informed decisions and to optimise vessel operations, thereby meeting IMO decarbonisation targets.
- **Our opportunity:** It enables cost-effective, scalable energy monitoring across vessels, utilising smart communication systems to improve efficiency and safeguard the ocean.

Sand battery

A completed and trialled energy storage system that captures and stores waste heat from ship engines, boilers, and solar panels, the innovative solution uses heated sand as a thermal battery.

How it works

Waste heat is stored in sand beds at high temperatures, where the sand acts as a thermal battery holding the energy for an extended period. When needed, air is circulated through the sand to release thermal energy, powering ship systems and extending operational range.

What it means

- **Our ocean:** The installation cuts fuel use and CO₂ emissions, reducing ocean acidification, helping safeguard marine ecosystems from climate change impact.
- **Our obligation:** The installation reclaims energy that would otherwise be lost. It aligns with our duty to reduce our carbon

footprint, directly supporting IMO's decarbonisation targets.

- **Our opportunity:** Demonstrating an innovative solution to preserve energy, the installation turns an overlooked byproduct - waste heat - into a valuable asset.



Eco-One ballast water quality tester

Ballast water is essential for vessel stability but can introduce invasive marine pathogens when discharged in different locations, threatening local ecosystems. The IMO Ballast Water Management Convention mandates treatment of ballast water to prevent environmental harm.

Although various technologies are in place and being used extensively across the industry, there are limitations and side effects, and filters are prone to clogging, especially in muddy ports, making operation unreliable.

Based on the new Ballast Water Management System (BWMS) Eco-One launched by the company Echchlor, a chemical injection BWMS that uses Chlorine Dioxide (ClO₂) as an oxidiser to disinfect the ballast water and eliminate microorganisms, a prototype tabletop model is being developed by our cadets to display both ballasting

and de-ballasting operations along with the chemical injection process. Our cadets are actively developing and testing the concept.

How it works

ClO₂ is produced onboard by mixing sulphuric acid and purate (a blend of sodium chlorate and hydrogen peroxide), then injected into the ballast line to disinfect the ballast water. When discharging ballast water, the treated water is released overboard after a required holding time to ensure disinfection. ClO₂ concentration is controlled via a flow control valve and monitored with an optical analyser. The system maintains a set ClO₂ dosage (4.25 mg/L), and residual ClO₂ must be below 0.2 mg/L before discharge.

Water samples are taken from different tank depths to verify disinfection and compliance before discharge. The system eliminates the need for filters and harmful chemicals, and works in both fresh and seawater. Sampling points ensure compliance with discharge standards.

What it means

- **Our ocean:** The system prevents the spread of invasive species and protects biodiversity.
- **Our obligation:** It complies with the IMO Ballast Water Management Convention using safer, more sustainable methods.
- **Our opportunity:** The installation offers a flexible, low-impact solution adaptable to diverse trading routes.

Looking ahead

The aforementioned initiatives exemplify our commitment to sustainability, safety, and innovation - values that resonate deeply with this year's IMO theme: "Our Ocean, Our Obligation, Our Opportunity." At Anglo-Eastern, we are dedicated to cultivating innovation and environmental stewardship. Celebrating World Maritime Day 2025, we reaffirmed our belief that the ocean is not only our workplace, but our shared responsibility. By empowering cadets to think boldly and build sustainably, we are investing in a future where maritime excellence and ecological integrity go hand in hand, building a mindset that flows through our culture and continues to drive us forward in cultivating innovation in the maritime industry.



SPOTLIGHT

Navigating safely in a digital world: Anglo-Eastern's cybersecurity commitment

In an era where digital transformation is reshaping the maritime industry, cybersecurity has emerged as a cornerstone of safe and efficient vessel operations

Ships are increasingly digital, with navigation, propulsion, and cargo systems connected to IT networks. A single cyber incident can disrupt voyages, compromise safety, and cause reputational and financial losses.

At Anglo-Eastern, cybersecurity is not a siloed IT function - it is a shared responsibility embedded across ship and shore, underpinning the safety, compliance, and continuity of over 750 vessels under management. Treating cybersecurity as an integral part of business processes enhances vessel safety, environmental compliance, and commercial continuity remain intact in a world where threats evolve as quickly as technology itself.

"Anglo-Eastern is among the first ship managers to treat cybersecurity as a

core element of safety and compliance, not just an IT function," Xerxes Kiok Kan, Head of Information Security at Anglo-Eastern, remarked. "With our ISO/IEC 27001-certified Global Contact Centre and a dedicated IT security framework spanning over 750 vessels, we are setting industry benchmarks. While others view cybersecurity as an add-on, we embed it into every voyage, making us one of the most trusted names in maritime cybersecurity today."

Cybersecurity starts before the voyage

Before any managed vessel sets sail, Anglo-Eastern's IT team initiates a rigorous pre-departure protocol designed to fortify digital defences. These procedures include:

- **Endpoint hardening** to ensure devices are secure against unauthorised access.
- **Antivirus and endpoint detection updates** to maintain protection against emerging threats.
- **Critical software patching** to close vulnerabilities.
- **Backup and recovery readiness checks** to safeguard data integrity.
- **Satellite connectivity testing** to ensure reliable communications.
- **Network segregation** across IT, Operational Technology (OT), and Crew domains to prevent cross-contamination of systems.

Asset inventories and security baselines are also refreshed to confirm alignment with company standards, IACS UR E26 regulations, and international frameworks, ensuring vessels are digitally seaworthy from the outset.

Vigilance at sea: cybersecurity never sleeps

Once a vessel is underway, Anglo-Eastern's cyber vigilance intensifies. Measures include:

- **Continuous monitoring** via our Global Contact Centre (GCC), with satellite integration to detect anomalies in real time.
- **Secure patching and threat intelligence updates** pushed from shore.
- **24/7 incident response coordination** between onboard crew and shore-

based cyber teams to ensure alignment on risk management and quick escalation amid incidents.

- **Scheduled training refreshers and just-in-time alerts** to reinforce awareness.
- **Secure audit trails** to ensure data is transmitted back to shore for analysis and compliance reporting.
- **Tabletop preparedness drills** to validate readiness and response capabilities.

This hybrid coordination model - crew vigilance onboard, supported by real-time oversight ashore - ensures that operational continuity and safety are never compromised.

Ship and shore in sync

At Anglo-Eastern, cybersecurity is maintained through seamless collaboration between our Vessel IT team and our Global Contact Centre (GCC). The Vessel IT team develop the technical architecture, establish baselines, and pushes secure updates to the fleet, while the GCC provides 24/7 monitoring, real-time threat

detection, and incident response coordination.

When anomalies are detected, GCC analysts work directly with onboard officers and the Vessel IT team ashore to investigate, escalate, and remediate, ensuring no vessel is ever isolated in its cyber defence. This integrated ship-to-shore model combines the technical depth of our Vessel IT specialists with the operational vigilance of the GCC, delivering a continuous protective layer for our managed fleet.

Strategic partnerships and audits

Anglo-Eastern collaborates with global cybersecurity partners and undergoes third-party audits to validate resilience. We partner with industry players to conduct penetration tests and ISO/IEC 27001 assessments regularly. These activities range from annual certification audits to quarterly penetration testing and continuous monitoring via external threat intelligence providers.

Our GCC is ISO/IEC 27001 certified, which means all processes are aligned with international standards and audited annually. ISO/IEC 27001 also underpins Anglo-Eastern's wider information security framework, ensuring consistent governance, risk management, and compliance across both shore and fleet operations.

We also rely on Handshake Networking Ltd.'s years of penetration testing expertise to deliver both internal and external penetration tests across our fleet critical assurance steps that directly validate system resilience against real-world scenarios.

Anglo-Eastern's cybersecurity infrastructure is not just a technical achievement - it is a strategic enabler of safe, compliant, and resilient maritime operations. At Anglo-Eastern, cybersecurity is not only IT's responsibility; it is a joint responsibility shared between ship and shore. In a world where digital threats evolve as swiftly as technology itself, Anglo-Eastern remains steadfast in its mission to navigate safely, securely, and smartly.

INSIGHTS

Foresights: The human element: people at the helm

Our recent whitepaper explores how we are reshaping maritime careers with Mission 30, an initiative that aims to accelerate the advancement of young officers and foster a culture of growth, accountability, and internal leadership.

Traditionally, maritime professionals spent their entire careers at sea, but today, fewer than 25% plan to do so, with many seeking shore-based roles within 15 years. Career expectations have shifted and so has the age profile of the workforce. Promotions and certifications are occurring later in life, often delayed by career breaks, retraining, and the emergence of multi-stage careers. This trend carries operational implications and prompted Anglo-Eastern to launch Mission 30: a bold initiative with a 2030 target that aims for 30% of officers to be promoted to management-level before they reach 30 years of age, while still following all standard promotion requirements and processes.

Supporting this, the Career Care programme offers structured guidance, clarity, and support, including personalised career maps and mentorship from senior officers. The STAR Award further motivates early leadership and recognises officers who demonstrate drive and initiative.

Since Mission 30's launch, internal promotions have surged, exam participation has doubled, and retention

rates have improved. The focus remains on internal development, cultural alignment, and leveraging technology—such as digital career tracking and the upcoming Talent Acquisition Platform—to ensure fair, transparent advancement.

Ultimately, Anglo-Eastern's strategy centres on people. As CEO, Bjorn Hojgaard emphasises, "Technology will matter, but people will matter more." The company's systems are designed not to replace, but to empower, the human element at the heart of maritime success.

Scan the QR code to download our full report and see how we are ensuring stability through growth and retention:



MILESTONE

Commitment to trust and resilience: Anglo-Eastern reaches new ISO certification milestone

In a year shaped by evolving cyber regulations and an intensified focus on digital resilience, Anglo-Eastern Ship Management continues to set the benchmark for security, continuity, and trust across its global operations.

Anglo-Eastern has successfully completed 15.5 man-days of auditing for the ISO/IEC 27001:2022 Information Security Management System and ISO 22301:2019 Business Continuity Management System.

This year's audit marks a significant milestone, with the certification scope expanded to include three additional offices, our Miami Office, and the Anglo-Eastern Training Centre in Mumbai - reinforcing Anglo-Eastern's global commitment to operational excellence, resilience, and data protection.

As cybersecurity regulations evolve, such as NIS2 in Europe and the forthcoming Hong Kong Protection of Critical Infrastructure (Computer Systems) Bill, Anglo-Eastern remains proactive in ensuring compliance and resilience across all touchpoints. As a key player to the maritime industry, we embed Information Security and Business Continuity into every process supporting our fleet operations, crew, and clients worldwide.

"At Anglo-Eastern, we view information security and business

continuity not only as obligations or checklist exercises, but also as strategic enablers that strengthen the business," said Xerxes Kiok Kan, Head of Information Security. "They allow us to maintain trust, ensure service reliability, and navigate the challenges of a rapidly changing digital and maritime environment."

Why it matters

These internationally recognised certifications reaffirm Anglo-Eastern's commitment to safeguarding sensitive data, ensuring service continuity, and maintaining operational integrity.

- **ISO/IEC 27001:2022** outlines how we manage information security risks, from cyber threats to data privacy.
- **ISO 22301:2019** ensures our critical operations can continue with minimal disruption during unforeseen events, protecting our crews, vessels, and clients.

For shipowner partners and clients, these certifications offer assurance that

Anglo-Eastern operates under globally recognised frameworks that protect data, ensure operational stability, and minimise risk across our managed fleet and offices.

Together, these frameworks reflect our dedication to resilience, compliance, and the trust our clients place in us every day.

Supporting Vessel IT Operations

In parallel, Anglo-Eastern ensures its Global Contact Centre (GCC) team who provide round-the-clock support for Vessel IT Operations - remains fully compliant and certified under ISO/IEC 27001. This alignment guarantees that our vessel operations uphold the same standards of security, consistency, and reliability as our shore-based offices, reinforcing the integrity of our end-to-end IT ecosystem across sea and shore.

"At Anglo-Eastern, we view information security and business continuity not only as obligations or checklist exercises, but also as strategic enablers that strengthen the business."

Xerxes Kiok Kan,
Head of Information Security

Looking ahead

Anglo-Eastern continues to invest in new technologies, automation, and global collaboration to enhance resilience across our fleet and offices. Our focus remains clear: to stay ahead of emerging regulations, evolving cyber risks, and the growing expectations of our clients and partners.

This audit is a reminder that certification is not the destination, but part of an ongoing journey. We remain committed to maintaining and continually raising the bar in safeguarding our systems, people, and partners - ensuring trust and operational continuity across the organisation.

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 Q3 2025. Fair winds and smooth/following seas!



DATE	VESSEL NAME	VESSEL TYPE	CAPACITY	OFFICE	MASTER	CHIEF ENGINEER
30 Sep 2025	NAJWA	Bulk Carrier, Supramax	56682	London	Shukla Dhiraj	Yuzyk Oleksandr
26 Sep 2025	MINERAL SLOVENIJA	Bulk Carrier, Newcastlemax	210786	Hong Kong	Fernandesfranky Savio	Sood Ankit
26 Sep 2025	XT SEA LION	Tanker, Chem IMO 2 SuS	25974	Hong Kong	Shrivastavranjan Kumar	Tiwari Rahul Jamunaprasad
23 Sep 2025	VENUS 9	Tanker, MR IMO 2	49330	Hong Kong	Dharambir Kumar	Gnanasambandam Balamurugan
18 Sep 2025	BOCHEM SANTOS	Tanker, Chem IMO 2 SuS	26584.4	Singapore	Singh Manish	Kero Ajit
10 Sep 2025	GREEN ENDEAVOUR	Gas, MGC	32729	Singapore	Jaipal Rakesh Condillac	Antil Naveen
05 Sep 2025	GOLDEN EARL	Bulk Carrier, Newcastlemax	207999	Singapore	Antil Rajesh Kumar	Srivastava Vineet
28 Aug 2025	GH HOPPER	Bulk Carrier, Capesize	181218	Hong Kong	De Zoysa Agampodi Buddhika Lalith	Thomas Jithin
20 Aug 2025	ARDMORE PERSISTENCE	Tanker, MR IMO 2/3	49688	Ardmore	Dua Sachin	Sadasivam Sivakumar
14 Aug 2025	ARDMORE PURSUIT	Tanker, MR IMO 2/3	49709	Ardmore	Borah Sachin	Renjith Mohan Gopalan Ramanujan
13 Aug 2025	ARDMORE PURPOSE	Tanker, MR IMO 2/3	50192	Ardmore	Gupta Rajeshkumar Basanturam	Varma Rajendra Prasad
08 Aug 2025	MINERAL SLOVENSKO	Bulk Carrier, Newcastlemax	210786	Hong Kong	Kashyap Manish	Pal Indra
06 Aug 2025	TRUE CHAMPION	Bulk Carrier, Capesize	179156	Hong Kong	Roy Debadatta	Gandham Kiran
28 Jul 2025	GH FRANKLIN	Bulk Carrier, Capesize	182443	Hong Kong	Abhyankar Ashish Ashok	Gunatilake Sumedha Wishwajith
28 Jul 2025	GOLDEN EMERALD	Bulk Carrier, Newcastlemax	207999	Singapore	Subramaniam Shankar	Barreto Michael Francis
24 Jul 2025	WINDCAT ROTTERDAM	Offshore, CSOV, DP2	2000	Hong Kong	Vukic Goran	Kevorkyan Vadim
17 Jul 2025	MARYAM	Bulk Carrier, Supramax	56784	London	Job Bibu	Teppala Gopi Krishna
10 Jul 2025	GOLDEN SAPPHIRE	Bulk Carrier, Newcastlemax	207999	Singapore	Concessio Grenville Noel	Fernandes Manuel James
07 Jul 2025	GH PAPAGAYO	Bulk Carrier, Capesize	182205	Hong Kong	Kazi Mubin Mahmud	Hasda Sudhir Shantinandan





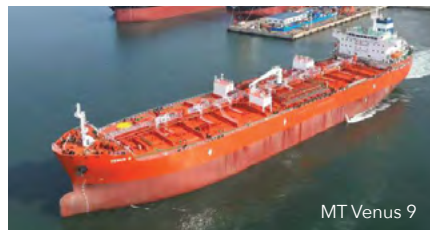
MV Najwa



MV Mineral Slovenija



MT XT Sea Lion



MT Venus 9



MT Bochem Santos



MT Green Endeavour



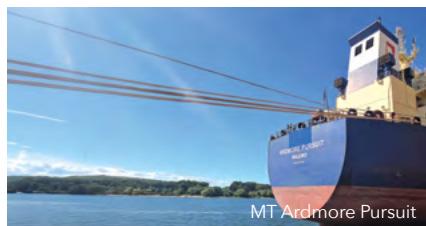
MT Ardmore Persistence



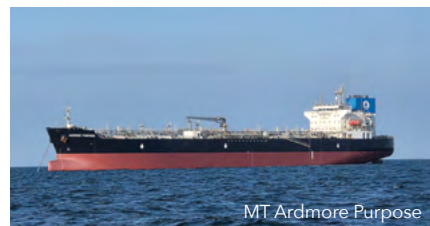
MV Golden Earl



MV GH Hopper



MT Ardmore Pursuit



MT Ardmore Purpose



MV Mineral Slovensko



MV GH Franklin



MV Golden Emerald



Windcat Rotterdam



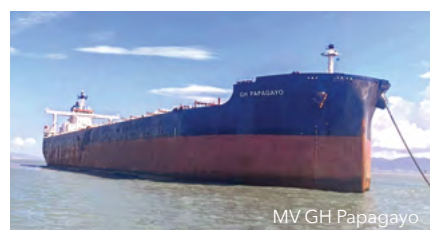
MV True Champion



MV Maryam



MV Golden Sapphire



MV GH Papagayo

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 Q3 2025.

From 01 July 2025 to 30 September 2025



4,590
Total number
of port calls

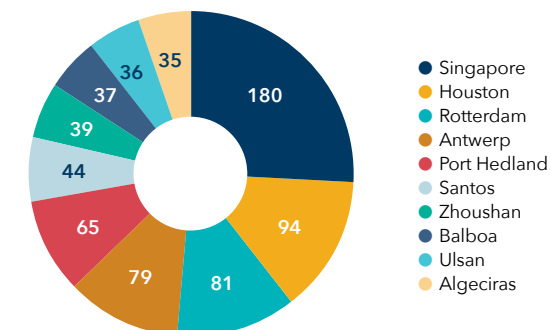


10,724,459
Total distance
travelled (NM)



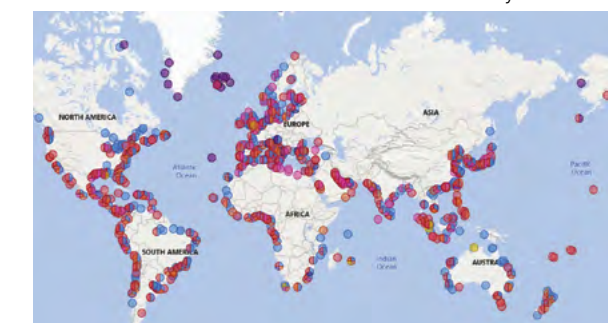
1,240,322
Total fuel
consumed (MT)

Top 10 ports called

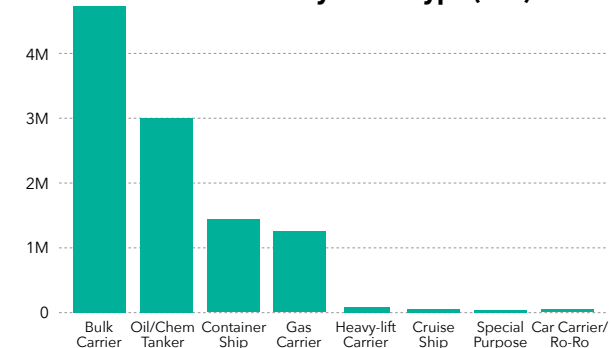


Port calls by vessel type

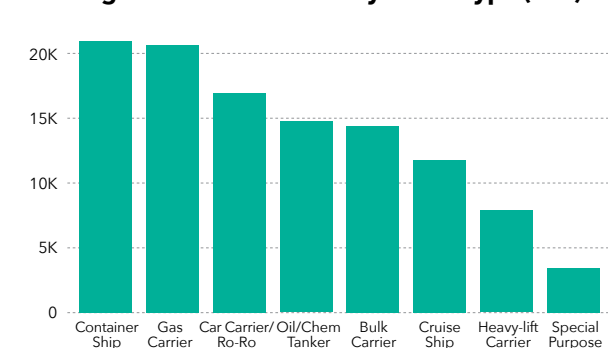
● Bulk ● Tanker ● Cruise ● Special Purpose Vessel
● Container ● Gas ● Car Carrier/Ro-Ro ● Heavy Lift Carrier



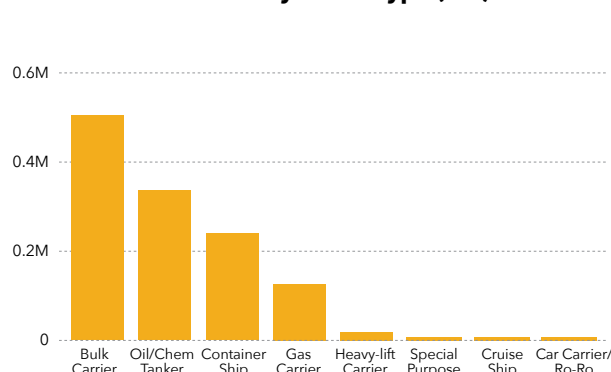
Total distance travelled by vessel type (NM)



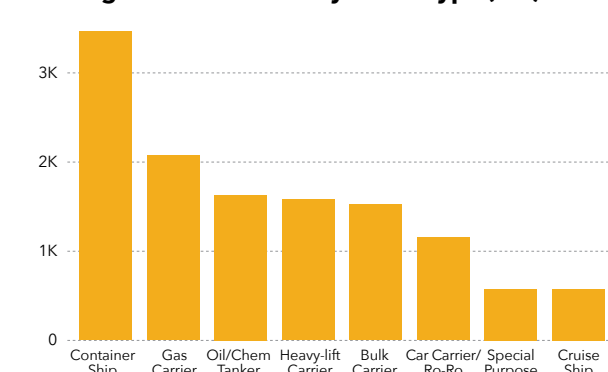
Average distance travelled by vessel type (NM)



Total fuel consumed by vessel type (MT)



Average fuel consumed by vessel type (MT)



Delivering **Excellence**

50 years and beyond