

# LEADERSHIP

www.angloeastern.com

March 2026

Issue 41

Evolving with purpose  
in ship management:  
Future-ready fleet,  
human-driven excellence

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 **ANGLO-EASTERN**



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Leadership in action: Driving maritime progress at Hong Kong Maritime Week



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Building the engine for growth



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From reactive to proactive: How smart vision strengthens safety

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# Always seaworthy

This year, I want to set one clear, unifying objective for everyone on board every Anglo-Eastern managed ship: **Zero Port State Control detentions.** Not as an aspiration. Not as a stretch target. But as a non-negotiable standard



A Port State Control detention is not bad luck. It is not bureaucracy gone wrong. And it is rarely about a single missed detail. A detention is a signal - a clear one - that a ship was not seaworthy at the moment it mattered most.

And we should never, ever manage ships that are not seaworthy.

Seaworthiness is the foundation of everything we do. A seaworthy ship is safe. A seaworthy ship is compliant. A seaworthy ship is properly maintained, properly manned, properly documented, and properly led. When a ship is seaworthy, Port State Control becomes what it should be - a routine inspection, not a moment of truth.

That is why **PSC detentions are the right rallying metric.**

Let this be our shared focus for the year ahead:  
Always seaworthy.  
Zero detentions.  
No excuses.  
A zero-detention fleet is a safer fleet.

They cut through complexity. They cannot be explained away. They reflect the combined outcome of leadership, discipline, competence, planning, and culture - on board and ashore.

If we can pass Port State Control without detention, consistently and everywhere, then many other things must already be right. Safety is stronger. Maintenance is better. Procedures are followed not because they exist, but because they make sense. Risks are anticipated, not reacted to. People speak up earlier. Standards are upheld when no one is watching.

In other words, a **zero-detention fleet is a safer fleet.**

This is not about chasing statistics or polishing scores. Pride in our PSC performance is a consequence, not the goal. The goal is more fundamental: ships that are always ready. Ships that could be inspected at any hour, in any port, by any authority - and pass.

That readiness is not built the night before arrival. It is built every day - in how jobs are planned, in how defects are reported, in how temporary fixes are treated - or not treated, in how junior officers are mentored, and in how standards

are enforced, even when it is inconvenient.

Leadership matters here, at sea and ashore. Rank matters less than behaviour. Every Master, every Chief Engineer, every Superintendent, every Manager has a role in ensuring that problems are surfaced early and resolved properly - not hidden, deferred, or normalised.

So let this be our shared focus for the year ahead:

**Always seaworthy.  
Zero detentions.  
No excuses.**

If we get this right, everything else follows - safer ships, prouder crews, stronger trust with our clients, and a reputation that is earned the hard way, every day.

That is a standard worth rallying around.

And it is one I expect us all to own.

Bjorn Hojgaard  
Chief Executive Officer

# Evolving with purpose in ship management: Future-ready fleet, human-driven excellence

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



In an environment that's constantly changing, impacted by geopolitical turmoil, evolving regulations, and technology advancements, it is likely for some to get overloaded by data and information, and consequently lose touch with the context of vessel operations. As a ship manager, we are well aware of the trends; we are among the first movers of innovation, because we invest in the future and stay in the forefront; we live up to our standards in our daily operations; and we stay firm and fair - ensuring every single vessel in our managed fleet is seaworthy, safe and sound.

## Strong safety performance: PSC record and benchmarking

At Anglo-Eastern, we maintain a superior PSC (Port State Control) record among the world's top 10 ship managers - with a fleet of around 750 ships, our annual PSC detention rate has remained either the lowest or the second lowest, and our deficiency per inspection has been either the first or the second lowest for the past seven years (2019-2025). In 2025, our deficiencies and detentions per inspection are 70% and 86% lower, respectively, than the Paris MoU average.

A ship's PSC record matters because it serves as a clear indicator of how safely and professionally the vessel and the ISM company (owner, manager, or operator) are managed, showing their track record on compliance with key conventions such as SOLAS (International Convention for the Safety of Life at Sea), MARPOL (International Convention for the Prevention of Pollution from Ships), STCW (International Convention on Standards of Training, Certification and Watchkeeping for Seafarers), and MLC (Maritime Labour Convention).

## Per PSC inspection:

Our deficiencies are  
**70%**  
lower than the industry average

Our detentions are  
**86%**  
lower than the industry average

A strong PSC record reduces the likelihood of being targeted for frequent or expanded inspections, helps avoid costly detentions, delays, and unplanned repairs, and supports schedule reliability and commercial performance. It also influences charterers' willingness to work with a vessel, affects perceptions among insurers, financiers, and flags, and demonstrates a robust safety culture and ISM (International Safety Management Code) implementation, all of which enhance reputation and competitive position in the market.

Our strong safety performance record and widest commercial acceptance across all our managed ship types offers reliability to our clients to explore the best commercial opportunities for their fleet under our care.

As a critical index, zero PSC detentions has consistently been prioritised as one of our major goals. Behind this effort is our legacy, processes, ecosystem, and our people

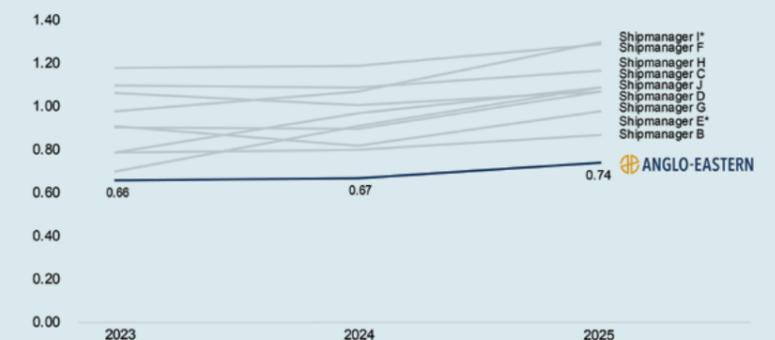
who are always striving to bring our clients the "peace of mind", the assurance that their vessels are well attended, at anytime, anywhere.

## Breadth of vessel types: Spanning conventional and new trades

Our offices across geographies operate on a common ecosystem to ensure shared learnings of best practice across the Anglo-Eastern group's full operations, with every single ship under our management benefiting each of our client partners.

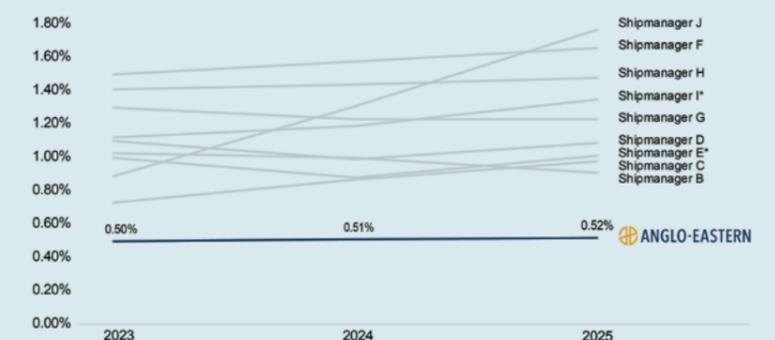
Managing conventional commercial trades has been one of our strengths, with bulk carrier, oil tanker, chemical tanker, gas carrier, container, and Ro-Ro being the major ship types that form the core of our longstanding fleet base. We are also embedded in specialised, technically demanding markets such as cruise, expedition vessel, and offshore segments. With a proven track record managing complex assets such as dual-fuel vessels, we are actively involved across

Deficiency per inspection - Five-year rolling average of Top 10 Shipmanagers



Notes:  
1. Shipmanager E data available from 2022  
2. Shipmanager I data available from 2023.

Detention rate - Five-year rolling average of Top 10 Shipmanagers



Notes:  
1. Shipmanager E data available from 2022  
2. Shipmanager I data available from 2023.

## Anglo-Eastern's dual-fuel capabilities

# 50+

active vessels under management across multiple fuel types, incl. LNG, LPG, methanol, ammonia, etc.

# 80+

dual-fuel vessels under newbuilding & project management

LNG (Liquefied Natural Gas), LPG (Liquefied Petroleum Gas), methanol, ammonia, hydrogen, and wind assist propulsion.

Our dual-fuel capabilities have expanded significantly, with 50+ active vessels under management across multiple fuel types, and a further 80+ dual-fuel vessels now under newbuilding and project management. We have been actively evolving alongside the differing fuel preferences of our clients, taking a fuel agnostic approach while ensuring optionality for the future.

Because we understand that different trades have distinct requirements and philosophies, we ensure every vessel in our managed fleet receives dedicated attention. Our business units are organised by trade type, meaning we do not mix operations - for example, tankers and dry bulk vessels are managed by separate units. Each vessel is assigned to a dedicated Managing Director and core team according to her type, trade, and trading area.

Our vessel managers are expected to visit their assigned vessels at least twice a year to monitor progress and performance. Each business unit is further supported by our onshore functional teams covering QHSE, IT, Finance, Risk Management, HR and Marine HR, Training, Commercial, and Operations.

In short, our fleet diversity and technical credibility position us as one of the broadest and most future focused ship managers globally, which has in turn equipped us with stronger technical depth, better economics, and more flexible, future-proof fleet support. This translates into a more resilient, one-stop operational set-up for the ship owner, providing solid commercial and strategic support

backed by our leadership; it also brings more flexibility to shipowners diversifying their assets.

Every single vessel in our managed fleet is treated with utmost care and specialised expertise. In addition to first-of-their-kind vessels including Windcat's CSOVs, Fortescue's Green Pioneer, Four Seasons yachts, and the world's first wind-assisted Aframax vessel, Brands Hatch. We've strived to make progress among our conventional trades with our long-term partners, for example, the series of ammonia-ready dual-fuel Newcastle vessels Mineral Polska, Mineral Cesko, Mineral Slovensko, and Mineral Slovenija.

### An integrated ecosystem

When new technologies emerge, whether it's software or hardware, the pain point often falls on integration with existing technologies and setup. We actively try to minimise this pain.

In 2025, we continued to strengthen connections between our technology systems, notably with my.angloeastern, our proprietary platform, enhancing transparency for clients and expanding data access. Our philosophy remains that every ship under our management benefits from the shared knowledge and combined scale of our entire fleet.

Our proprietary platform, integrating Wärtsilä Fleet Optimisation Solutions (FOS) and JiBe, gives clients direct access to their fleet data, translating into fewer emails, more automation, and more transparency. This is accomplished alongside our chosen partners. The solution provides integrated systems and



communications between ships, shore offices and ports, monitoring, managing and optimising everyday processes onboard and onshore with cloud-based analytics and AI facilitating intelligent automation.

Meanwhile, the built-in maritime cloud-based ERP system on our platform covers all aspects of ship management. Data from the full fleet can be leveraged in JiBe for the optimisation of each individual vessel. Its machine learning capabilities streamline user interactions, reduce operational risks and optimise costs.

### Crewing and training: Investing in people

While we believe that technology matters, we hold dear to the faith that people matter more, as we believe that a ship is only as good as her crew.

To date, we are one of the few ship managers with a full training setup that spans pre-sea to post-sea courses, long recognising the need to confront any talent shortages with our own supply of future-ready seafarers.

Our people have been at the heart of our success. Sourced from 65+ countries, our seafarers are recruited and trained at our fully-owned establishments across Asia and Europe. Our human performance strategy spans the entire talent development cycle from recruitment and training to welfare and advancement, and has contributed to a high retention rate of over 95% across our seafarer pool worldwide.

In Karjat, India, we operate the highly-regarded Anglo-Eastern Maritime Academy (AEMA), which is a dedicated, award-winning pre-sea



institution aimed at developing the finest cadets for placement within our managed fleet.

For upskilling and cross-skilling, our wholly-owned training centres in four global locations, namely Mumbai, Delhi, Manila and Odessa, are equipped with state-of-the-art simulators and training facilities and are key in upskilling our seagoing talent pool with the evolving technological needs of the industry and decarbonisation ambitions of our clients.

In 2025, we launched the world's first-of-its-kind LNG/ammonia bunkering station skid, expanded our ME-GI (Gas Injection) training facility at Anglo-Eastern Maritime Training Centre, Mumbai (AEMTC Mumbai), deployed an enhanced methanol bunkering simulator, and most recently launched our inaugural Pilot Training Course on Ammonia as a Marine Fuel. Our training facility in Manila also moved to new premises, featuring a 270° full mission bridge simulator.

In parallel, our seafarers are provided with a pool of training resources according to their ranks and roles, on our digital learning management system. The digital courses cover a variety of maritime skillsets, including but not limited to SIRE 2.0 (Ship Inspection Report Programme 2.0), MARPOL, and soft-skill training.

Our in-house initiative WE Care consists of over 60 programmes designed to enrich the lives of our 39,000+ seafarers. We launched and

have been regularly maintaining a WE Care mobile application that puts all job-related information at seafarers' fingertips.

As a ship manager, Anglo-Eastern has always taken a progressive approach to career development. We launched our Career Care Programme in 2024, as part of the company's ongoing commitment to seafarer well-being. We equip seafarers with structured career pathways, personalised guidance, and future-proof skillsets to excel in a rapidly evolving maritime industry.

The Career Care Programme, with Mission 30 being its most recent initiative, consists of a series of tools and measures to accelerate the professional growth of Anglo-Eastern's seafarers. In 2025, Mission 30 was introduced to continuously strengthen our talent pipeline. While still following all standard promotion requirements and processes, the initiative aims to accelerate career development and restore motivations in taking certifications earlier in one's career, ensuring a steady flow of seafarers that have relevant skillsets able to cater to all our clients across ship and fuel types. It isn't merely about youth, but also about readiness to adapt to new technologies and digitalisation.

### Excellence that never drifts

In modern ship management, paying for premium service is a strategic risk management decision that protects assets, reputation, and long term earnings. We invest in experienced

people, robust safety and compliance systems, continuous training, and proactive maintenance, which directly reduces off hire, PSC detentions, and unexpected repair costs.

Premium service also means stronger support in critical moments - whether responding to incidents, navigating complex regulatory changes, or handling demanding charterer and vetting requirements - so that owners can trade their vessels with confidence in top tier markets. By working with a manager that focuses on quality rather than simply the lowest fee, shipowners secure higher reliability, better chartering prospects, and a more resilient operation that ultimately preserves and enhances the value of their fleet.

**This year, we are expecting more advancements in our managed fleet, including but not limited to our first ammonia-fuelled vessel, the Four Seasons yachts, and more progress on dual-fuel training.**

**We remain optimistic amid growing complexity in geopolitics, maritime systems, and the everchanging tides, keeping ourselves strong at our core through investment across key pillars and in our partnerships.**

**As the industry evolves, so do we - anchored in safety, powered by people, and driven by a purpose that never drifts. In 2026, we look forward to a year of advancement and working with you to ensure we continue shaping a better, safer, maritime future.**

# Leadership in action: Driving maritime progress at Hong Kong Maritime Week

The 2025 edition of Hong Kong Maritime Week took place in November last year and was another eventful edition that brought the shipping community together to discuss key issues and highlight Hong Kong's role as a super connector between China and the rest of the world



Institute of Chartered Shipbrokers

Anglo-Eastern leaders and representatives were privileged to join some of the most influential forums, sharing viewpoints and insights on the future of shipping and our efforts in tackling decarbonisation and concerns around safety and talent.

#### Institute of Chartered Shipbrokers

Our CEO, Bjorn Hojgaard, participated in the panel discussion titled 'Decarbonisation vs Economic Realities: Balancing Green Shipping and Profitability', debating whether the industry is moving fast enough toward net-zero goals, and how to overcome barriers like cost, lagging regulatory clarity, and lack of technology readiness.

#### Capital Link Hong Kong Maritime Forum

Alongside fellow global shipping leaders, Bjorn joined a conversation on 'Charting the Course: Leadership in Action', a panel aiming to answer what strategic leadership means in today's dynamic maritime environment.

#### Xinde Marine Forum

Our CCO, Niraj Nanda, spoke on 'Navigating Uncertainty: Strategies for Shipping Markets & Operations'. The panel explored how shipowners and operators can adapt to geopolitical instability, evolving trade policies, stricter environmental rules, and rising decarbonisation costs, while



Capital Link Hong Kong Maritime Forum



Xinde Marine Forum

embracing digital transformation and risk mitigation for resilient growth.

#### Mare Forum

Niraj shared a ship manager's perspective on macroeconomic and geopolitical shifts impacting the maritime sector during the Mare Forum.

#### HKU-Belgium Sustainability Conference

Niraj addressed the critical role of decarbonisation and digitalisation in maritime, bridging theory and practice with global industry leaders and academics.

It was a great week meeting old friends and making new ones across and beyond the industry.

We were also pleased to have continued our sponsorship of The Captain's Table and WISTA.

At Anglo-Eastern, we believe collaboration and knowledge-sharing are key to building a resilient, sustainable future, and we are keen to share our perspectives and experience with the industry in moving it forward.



Mare Forum



HKU-Belgium Sustainability Conference



The Captain's Table



WISTA



## EVENT

## Leading with intention: Anglo-Eastern Singapore's 2025 strategy retreat

On 28 November, the Anglo-Eastern's Singapore leadership team gathered for an afternoon of reflection, learning, and forward planning, setting a purposeful direction for the year ahead

Set against the backdrop of Bjorn Hojgaard's book, 'Balance: Beyond Binary', the session drew inspiration from its call to 'embrace nuance and curiosity in leadership'. The message that 'real transformation begins with mindset and the courage to ask better questions' resonated deeply with all present.

Moderated by MD of Anglo-Eastern Ship Management's Singapore office Ashish Malik, a fireside chat featuring Anglo-Eastern COO Carsten Ostenfeldt and (now retired) Ardmore Shipping

COO Mark Cameron set the tone for the day. They offered invaluable perspectives on navigating paradoxes, balancing tradition with innovation, and sustaining high standards in our complex maritime industry.

There were meaningful discussions centred on managing day-to-day challenges through the right habits and mindsets. Participants were encouraged to identify a specific action to implement in the coming weeks, reinforcing the idea that transformation is built on small,



intentional steps. The session sparked a noticeable shift in perspective, with concrete actions emerging from the dialogue.

Drawing inspiration from these conversations, leaders examined the value of moving beyond 'either/or thinking' and 'fostering a mindset of curiosity and adaptability'.

Leadership was explored not as a function of title, but as a daily practice that shapes the culture of the organisation. Throughout the session, there was a strong emphasis on aligning leadership behaviours with organisational values, ensuring that culture is not just discussed but lived every day. Trust, open communication, and a shared commitment to 'Lead the Change' emerged as central themes. The group challenged routines, asked bold questions, and explored how to remain agile.

As we look to 2026, our commitment is clear: to lead the change with intention, empower our teams, and turn insights into actions.



## Is the future 'ammonia'? Green Pioneer's global voyage and COP30 showcase

For over one year, Anglo-Eastern has been the proud ship manager of Fortescue's Green Pioneer - the world's first operational ammonia-fuelled demonstration vessel

Since June 2024, the vessel has embarked on a global tour across Asia, Europe, and the United States, raising awareness of ammonia as a viable marine fuel and contributing to the development of international regulations.

Fortescue's Green Pioneer represents a landmark achievement in maritime decarbonisation and is a testament to Fortescue's pioneering green shipping solutions. Acquired by the company in 2022, the 75-metre platform supply vessel was converted in Singapore to run two of its four engines on ammonia, an innovation overseen by Fortescue's research and marine technology teams. Their direct involvement encompassed land-based engine testing in Australia, collaborative safety preparations with international partners, and high-profile demonstrations of the ship's capabilities at global climate forums and major ports worldwide.

The Green Pioneer's landmark voyages, including the first ammonia sea trials, have significantly advanced regulatory understanding and industry adoption of ammonia fuels, all while aligning directly with Fortescue's

corporate mission to decarbonise supply chains and show the world that practical, scalable solutions for zero-carbon shipping are within reach.

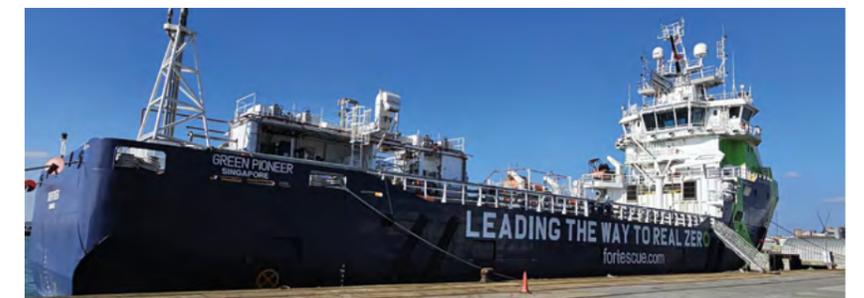
As her technical manager, Anglo-Eastern has played a critical role in ensuring the vessel's safe and efficient operations. Our crew underwent specialised training equipping them with the skills to operate the vessel using ammonia fuel. This included the successful completion of several gas-in and gas-free operations.

The Green Pioneer has been showcased at major ports including Southampton - where ammonia was burned in-port - London (Canary Wharf and alongside HMS Belfast), Rotterdam, Nice, Villefranche, Monaco, and New York's Pier 36 during UNGA

80. Operational voyages on ammonia have included Southampton, Rotterdam to Algeiras, and bunkering in Boston, USA - where our crew worked closely with the US Coast Guard to achieve this notable collaboration and milestone.

The vessel was showcased in Belem during the COP30 event, the 30th meeting of the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP). One of the key global challenges is decarbonising sectors like shipping, bunkering, and maritime transport, and COP30 will continue to shape global frameworks and may influence regulation, finance, and standards that affect shipping.

The Anglo-Eastern crew had become almost celebrities in Brazil as the vessel was moored at one of the most prominent places in Belem and they had been eagerly answering the enquiries of the many members of public who passed the vessel every day.





It was an honour to host the delegation on our campus and showcase our training infrastructure, simulation capabilities, and commitment to developing competent and safety-driven seafarers. The visit included engaging discussions on future training needs for gas-fuelled vessels, safety standards, and the evolving skills required for decarbonising the maritime industry.

A sincere thank you to SGMF, all participants, speakers, and especially the Directorate General of Shipping, India, for sharing invaluable insights into the Indian maritime landscape. We remain committed to supporting industry initiatives that strengthen safety and advance the future of environmentally responsible shipping, and we look forward to continuing our work together in driving meaningful progress for the future of shipping.

EVENT

# Driving safe and sustainable fuel adoption: Anglo-Eastern hosts inaugural SGMF Forum

The inaugural SGMF Forum in India wrapped up in success in November, bringing together industry leaders, technical specialists, and stakeholders committed to advancing the safe and sustainable use of gas as a marine fuel

Hosted by Anglo-Eastern, the event created an engaging platform for open dialogue on emerging technologies, operational best practices, and the collective steps needed to accelerate decarbonisation across the maritime sector. We were proud to facilitate these important conversations and reinforce our commitment to safety, innovation, and environmental responsibility.

On 10 November, the Directorate General of Shipping, India under the Ministry of Ports, Shipping and Waterways (India) hosted a collaborative meeting with Anglo-Eastern and the SGMF to discuss the future of fuels in shipping with a focus on green, clean, alternative solutions.

The discussions explored how future fuels, such as LNG, hydrogen, methanol, and ammonia, will shape the next generation of sustainable shipping, supporting India's transition toward a low-carbon and energy-efficient maritime ecosystem.

Anglo-Eastern has long demonstrated a steadfast commitment to the maritime community, actively supporting initiatives that drive innovation, safety, and sustainability. Through ongoing collaboration with regulatory bodies, industry partners, and educational institutions, we are fostering a culture of excellence and continuous improvement that benefits

our people and ships while also contributing to the broader goal of building a resilient and forward-looking maritime sector.

On 11 November, we hosted the SGMF Technical Committee Meeting 2025 at Anglo-Eastern Maritime Training Centre, Mumbai. It was a privilege to welcome distinguished members of SGMF, industry experts, and technical leaders to our training centre for an engaging day of collaboration and knowledge-sharing.

The discussions were insightful and forward-looking, focusing on enhancing safety, improving operational practices, and driving sustainable progress in the use of gas as a marine fuel.

On 13 November, the SGMF Technical Committee members were welcomed at Anglo-Eastern Maritime Academy with a day of activities including a special hands-on demonstration of the LNG/Ammonia bunkering station skid.





Anglo-Eastern Maritime Training Centre (AEMTC) has successfully completed its inaugural Pilot Training Course on Ammonia as a Marine Fuel in November.

## TRAINING

# Anglo-Eastern prepares for first ammonia-fuelled ship takeover with successful pilot training course

Anglo-Eastern Maritime Training Centre (AEMTC) has successfully completed its inaugural *Pilot Training Course on Ammonia as a Marine Fuel* in November, marking a significant advancement in preparing seafarers for the maritime industry's transition toward cleaner and more sustainable propulsion technologies

Held on 24-25 November, the two-day programme brought together 26 participants from a wide spectrum of shipboard ranks, including Masters, Chief Engineers, senior officers, and junior engineers, who travelled from across India to take part in this specialised training. Their diverse professional backgrounds created a dynamic, collaborative learning environment that reflected real onboard operational teams and highlighted the shared responsibility required as ammonia-fuelled vessels become a reality. The programme saw active participation from Anglo-Eastern teams based in Australia and Delhi, who joined the sessions to further strengthen cross-regional collaboration and alignment on future fuel readiness.

Participants received essential training on ammonia as a marine fuel, focusing on safety, operational readiness, and the unique challenges and opportunities presented by this alternative fuel. The course included both classroom instruction and hands-on experience at the Anglo-Eastern Maritime Academy (AEMA), where trainees practiced key procedures in a safe, controlled environment.

The training advanced to hands-on experience at AEMA in Karjat. Here, participants engaged with the Academy's globally unique LNG/Ammonia bunkering skid - a state-of-the-art facility designed for practical simulation of bunkering operations. This advanced asset integrates transfer pipelines, safety interlocks,

inerting systems, emergency shutdown functionality, gas detection interfaces, and fully operational controls, enabling seafarers to practice critical procedures in a safe, controlled environment. The facility's ability to simulate emergency scenarios and operational variances ensures trainees acquire the competence and confidence required for future service aboard ammonia-powered vessels.

Aalok Sharma, Group Director of Training at Anglo-Eastern, remarked, "This pilot course is a logical and deliberate step as we prepare to take delivery of our first ammonia-fuelled ship. As we navigate our journey toward the successful adoption of a multi-fuel future in the maritime industry, we move forward with both pride and caution. Our goal is to ensure that we continually learn while we teach, cultivating an environment of growth and innovation. The team has dedicated significant time and resources to upskill, keeping a strong focus on the invaluable feedback from seafarers - those who will be at the forefront of these operations. We as an industry must continue to seek these essential insights, as we refine our approach and enhance the training programs."

Pioneered by Prasad Nayak, General Manager of Training at Anglo-Eastern, this comprehensive programme includes hands-on bunkering simulations at AEMA, and underscores our commitment to innovation, safety, and sustainability. By preparing in advance, Anglo-Eastern is ensuring a smooth and responsible transition to alternative fuels, reaffirming its position at the forefront of maritime decarbonisation.

## TRAINING

# AEMTC unveils methanol bunkering simulator and specialised training

We launched our new methanol bunkering simulator and specialised training courses at AEMTC Mumbai in November

Developed in collaboration with Wärtsilä, our state-of-the-art simulator and comprehensive methanol and ammonia courses equip seafarers with the knowledge and hands-on skills needed for the safe handling of these alternative marine fuels. These offerings support the global transition to

low-emission shipping and drive our crews' readiness for the future of sustainable maritime operations.

"At Anglo-Eastern, decarbonisation is not just about new technologies - it's about preparing people to operate them safely and efficiently," said Aalok Sharma, Group Director of Training.

Francis Akkara, Principal & Director of AEMTC remarked on the new training offerings, "This reflects Anglo-Eastern's commitment to equipping seafarers with the operational readiness and safety mindset needed to navigate the complexities of methanol and ammonia-fuelled propulsion technologies."





## SPOTLIGHT

# Building the engine for growth

Our Shared Services Centre in India (ISSC) has made solid progress in data and operational discipline and its focus now turns to execution, automation and talent development

2025 was a year of laying the groundwork for ISSC - building the right infrastructure, embedding the right mindset and creating the conditions for sustainable, scalable excellence.

That focus was reflected in the consolidation of teams into an expanded office space in Mumbai last April. Bringing colleagues together on a single floor helped support closer collaboration and more aligned ways

of working, setting the tone for a year centred on clarity and discipline.

One of the main goals in 2025 was to prioritise data and transparency. The ISSC shifted from relying on subjective evaluations to making decisions based on data, introducing



live Workforce Performance and Spend Analysis dashboards. These dashboards offer real-time insights into operations, supporting better resource management and enabling more informed, data-based conversations with business units.

Alongside stronger data discipline, operational excellence became a central theme. Working closely with the Process Excellence team, the ISSC introduced a new framework for Standard Operating Procedures. By documenting and standardising core processes, the Centre improved consistency and established a delivery



Swapnodeep Mondal  
Group Managing Director of Operations  
& Shared Services

model capable of scaling with confidence.

One of the most notable achievements in 2025 was the launch of the Continuous Improvement (CI) Programme. The initiative gave colleagues a platform to identify inefficiencies and propose practical solutions. More than 42 validated improvement ideas were put forward, many with the potential to eliminate thousands of hours of manual work. The programme reinforced the value of employee led improvement and frontline ownership.

Reflecting on the year, Tushar Gawande, Director of ISSC, highlighted the importance of building strong foundations for our shared services hub:

"2025 was the year we built the engine for our future growth. We moved from anecdotal feedback to data driven insights, giving us a true picture of our performance and costs. The success of the Continuous Improvement programme was a testament to the incredible talent



Tushar Gawande  
Director of India Shared Services Centre

within our teams—they didn't just embrace the challenge, they owned it. With our new Automation Team being formed, we are now ready to turn those ideas into tangible productivity gains for the entire organisation."

With these foundations in place, the focus for 2026 shifts from preparation to execution, anchored on two pillars: Automation and Talent. Both are aligned to the corporate goal of delivering a 4% productivity improvement.

On automation, a four member working group has been established to translate CI ideas into tangible outcomes. Drawing on capabilities across Microsoft Power Platform, robotic process automation, Python and machine learning, the team will focus on removing repetitive, manual tasks from day-to-day operations. The objective is not to replace people, but to elevate roles by freeing teams to concentrate on higher value work that requires judgement and expertise.

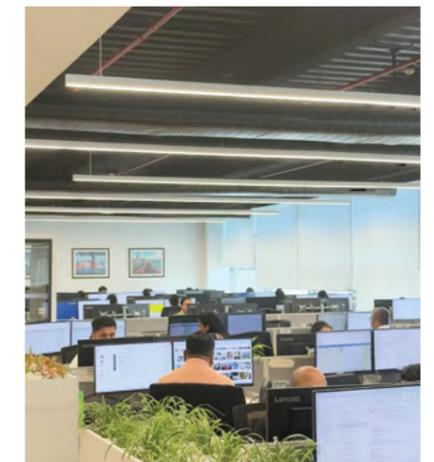
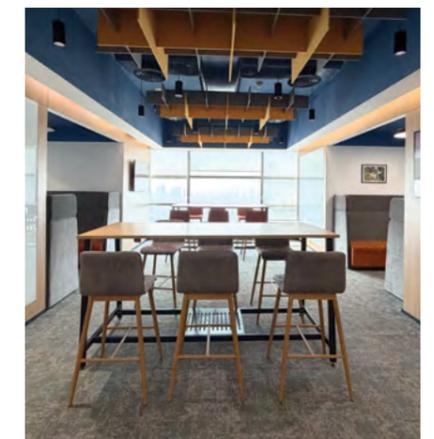
Talent development forms the second pillar of ISSC's 2026 strategy.

Launching in Q1 2026, the ISSC Graduate Trainee Programme will offer structured career pathways for fresh graduates, combining departmental rotations, formal training and clear development plans. It will also create opportunities for experienced team members to strengthen their leadership capabilities through mentoring and coaching.

For Swapnodeep Mondal, Group Managing Director of Operations & Shared Services the ISSC's progress reflects a year of robust growth in process, data and ways of working.

"I am incredibly proud of what the ISSC team has achieved in such a short time. In 2025, they built a strong foundation of process, data and culture. 2026 is about converting that potential into performance—by working smarter, empowering our people and staying true to our principle of always doing the right things."

Through continuous investment in technology, processes, and talent, the ISSC is prepared to take on a larger strategic role within Anglo-Eastern, supporting operational efficiency and creating greater value in the evolving field of ship management.





Hong Kong



Hong Kong



Hong Kong



London

AWARD

# Recognition at the 2025 AMVER Awards

We're honoured to have been recognised at the 2025 AMVER Awards in London, Hong Kong, and Athens in December for outstanding dedication to AMVER in support of lifesaving on the world's oceans

With AMVER, rescue coordinators can identify participating ships in the area of distress and divert the best-suited ship or ships to respond. Its mission is to quickly provide, on demand, search and rescue authorities with accurate information on the positions and characteristics of vessels near a reported distress. The events were occasions to recognise ships operated or managed by companies in Hong Kong, Greece and in the UK that have supported the AMVER system over the past year.

In Athens, we received a Top 10 Award among the 193 companies enlisted in the AMVER Search and Rescue Program. This is the first time our Hellas Office have won such a prestigious award and for us to be ranked in the Top 10 of all participating Greek shipowners/managers in the scheme is truly an achievement.

AMVER has helped save tens of thousands of lives over the decades, and we're proud to stand with partners who share our commitment to safeguarding those at sea. We remain dedicated to advancing safety and search-and-rescue readiness across our fleet, so everyone has the highest likelihood of returning home safely, even when challenges arise.



# Photo Gallery: Memorable moments

## Aboard the Humboldt Express: Leadership, teamwork, and excellence

Bjorn went aboard Hapag-Lloyd AG's Humboldt Express while she was docked in Hong Kong in November. His visit was a powerful reminder of the pride, professionalism, and teamwork that define our crews at sea.

From the bridge to the engine room, Bjorn witnessed firsthand the dedication and care that Capt Ajay Kumar Kaushik, CE Harikrishnan Cherupillil and their team bring to every voyage. Their quiet excellence and strong sense of ownership left a lasting impression. As Bjorn shares, "Moments like these remind me why what we do matters." Thank you to the entire crew for your hospitality and leadership.



## ICS visit to Anglo-Eastern Headquarters

In November, we welcomed a delegation from the Institute of Chartered Shipbrokers to our Hong Kong Office. The group - led by President Punit Oza, Chairman Sanjeev Verma, Managing Director Natalia Margioli, International Vice Chairman Marc Buchholz, Head of Education Athanasia Katroutsou, and Claims Director Gillian Clark - held discussions with our senior leadership team, headed by CCO Niraj Nanda.

During the visit, Managing Director Anand Sharma arranged an office tour. Both parties engaged in focused conversations on current industry trends and explored opportunities for collaboration between our organisations.



## Building trust onboard: Reinforcing safety through communication

At Anglo-Eastern, we believe safety starts with listening, learning, and acting. This message was reinforced at Anglo American's 'Safety in Focus' conference, where Vikrant Malhotra, our Group Managing Director of QHSE, discussed why active listening is critical to preventing incidents and driving operational excellence.



## Anglo-Eastern recognised for Excellence in Crew Management

Anglo-Eastern received the Certificate of Honour in the 'Excellence in Crew Management' category at the ShipTek International Awards 2025, held in October in Singapore. ShipTek International Conference & Awards is an annual ceremony celebrating achievements in the maritime and offshore sectors.



## Top 10 Shipmanagers by Lloyd's List

We are honoured to have been featured in pole position on the list of 'Top 10 Shipmanagers in 2025' by Lloyd's List for the 7th year running.



## Anglo-Eastern named among Top 50 Global Information Security Teams

We were recognised at the 2025 OnCon Icon Awards as one of the Top 50 Information Security Teams globally. This recognition reflects the ongoing commitment of our Governance, Risk and Compliance Team - our very own cyber protectors - to advancing cybersecurity, operational trust, and resilience throughout our organisation's global network.



**Cybersecurity Excellence: Honouring staff awareness achievements**

Anglo-Eastern received the Diamond Tier award from the Cyber Security Staff Awareness Recognition Scheme, which is jointly organised by HKIRC (Hong Kong Internet Registration Corporation) and ISACA (Information Systems Audit and Control Association). This honour was based on a comprehensive year-long evaluation of our awareness programmes, phishing simulations, and cybersecurity policies and procedures. The Diamond Tier is given to organisations that have reached Gold status for two consecutive years.

**Intertanko Seafarers' Seminar**

Abner Carvalho, our Marine Director of Operations, spoke at the Intertanko Seafarers' Seminar, held in Manila in November.

Abner's presentation focused on the importance of commercial inspections in the tanker sector and their impact on a vessel's tradability. He shared practical tips and insights on how seafarers can better prepare for external inspections, as well as how we support our crews through guidance, training, and a suite of digital tools and resources designed to help them excel.



**Honouring Excellence: Anglo-Eastern leaders shine at Samudra Manthan Awards**

The International Samudra Manthan Awards 2025 organised by the Samudra Manthan Foundation, and supported by the Directorate General of Shipping, India, was held in November in Mumbai.

Among the accolades, the evening honoured outstanding women achievers under the Star Women in Maritime honours, celebrating leaders who are strengthening the maritime sector, breaking barriers, and inspiring inclusivity. Recipients from Anglo-Eastern included Priyanka Gupta, our Marine HR Director of Marine Talent Strategy & Wellbeing, and Parnita Rasal, Senior Psychologist for promoting mental well-being across the seafaring community and nurturing psychological resilience among sea staff.



**CII GCC Conclave 2025**

Tushar Gawande, Director of India Shared Services Centre at Anglo-Eastern, spoke at the CII GCC Conclave 2025 in Pune. In a session focused on 'Building High Reliability Organisations', he shared his experience on cultural transformation, capability building, and operational resilience - key themes shaping India's Global Capability Centre (GCC) journey.



**Navigating emissions economics: Baltic Tanker Forum**

Martin Rowe, Vice President of Commercial, represented Anglo-Eastern at the Baltic Tanker Forum on Emissions during Bahri Week in Dubai, an event attended by more than 150 senior industry leaders. The forum featured comprehensive market updates, expert insights, and substantive panel discussions. A notable topic of discussion was the evolving cost structure in ship operations, with projections indicating that emission-related expenses may surpass fuel costs within the next decade.



**Teamwork in action: Anglo-Eastern finishes strong at KCC Corporate Sixes**

The Anglo-Eastern team finished as runners-up at the KCC Corporate Sixes 2025 in Hong Kong in November. Our team showcased outstanding skill, teamwork, and sportsmanship throughout with a dominant group stage and a thrilling final. A special shoutout goes to captain Amit Nauhwar for earning Bowler of the Tournament with a record-breaking hat-trick! Congratulations to all our players for embodying the Anglo-Eastern spirit on and off the field!



**Empowering youth for maritime careers: Our global outreach at IMO Goodwill Ambassador Meeting**

Capt Vinayak Mohla, our Head of Cadet Recruitment and Competency Management, participated in the International Maritime Organization (IMO) Goodwill Maritime Ambassador's annual meeting in Sep.

As IMO Goodwill Maritime Ambassador for the 2024-2025, Capt Mohla has been entrusted with the important task of promoting careers at sea, raising awareness about the profession, and encouraging young people to pursue a career in the shipping industry.

**Shaping the future of tankers: Riviera Tanker Conference**

Himanshu Chopra, Managing Director at Anglo-Eastern spoke at the Riviera Tanker Conference 2030 in November, where he emphasised that technology will transform tankers by 2030 but people will determine whether the industry segment thrives. He shared that compliance is not competence, and real safety comes from capability, confidence, and continuous learning.



**From pitch to pride: Anglo-Eastern shines at Pacific Basin Soccer Sixes**

The Anglo-Eastern team were the plate runner-up in the much-anticipated annual Pacific Basin Soccer Sixes in November. The game brought together 20 teams and 200 players from the Hong Kong shipping community.

As we competed fiercely on the pitch, we were reminded that we're all part of a wider maritime community, united by a shared passion, collaboration, and camaraderie beyond the game.

**A tradition that brings us together**

The holiday initiative was launched in 2020 by our Fleet Director, Sanjay Solanki (aka Santa Solanki). Originally just a chocolate-sharing gesture, it has since become an annual office tradition supported by a dedicated volunteer team. This coordinated effort now unites colleagues each festive season and helps build a positive, community-focused workplace culture in our Hong Kong headquarters.



# Mentorship at sea: A commitment to nurturing the leaders of tomorrow

In a world where the ocean never stops moving, neither does the need for strong leadership. Rohit Mehrotra, Group Director of Marine HR shares the methodology and progress of Anglo-Eastern's Mentorship Programme at sea. By investing in people, we shape a culture where every voyage is optimised for safety, success, and an opportunity for growth

With a fleet of around 750 vessels and more than 39,000 seafarers, the company's greatest strength is its people. That's why Anglo-Eastern launched its Mentorship Programme in June 2025, a pioneering initiative guiding newly promoted management-level officers and those joining the fleet for the first time. This programme bridges experience and ambition, ensuring knowledge is passed to the next generation of maritime leaders. By pairing fresh talent with seasoned professionals, we foster a culture of continuous learning, confidence, and operational excellence.

### Why mentorship matters

Life at sea is demanding—physically, mentally, and professionally. For newly promoted officers, the transition to decision-making can be daunting. Joining a new company also means adapting to unfamiliar procedures and cultures. Without guidance, these challenges can lead to stress and safety risks. Mentorship bridges this gap, providing a human connection in an environment where isolation is common.

Through the programme, Anglo-Eastern ensures that decades of experience are passed down, strengthening operational safety, building confidence, and fostering leadership qualities beyond technical skills. The programme also boosts retention and morale, which is essential in an industry facing shortages in crew with relevant skillsets.

### How it works

Experienced officers with proven leadership skills and strong safety records are selected as mentors. They bring technical expertise and interpersonal qualities such as empathy, patience, and clear communication. Mentees include newly promoted officers and seafarers new to Anglo-Eastern. The programme spans one contract period, allowing time for meaningful interaction. Regular check-ins and structured feedback help monitor progress and improve the initiative. This approach creates a dynamic learning environment, fostering confidence, competence, and strong relationships.



### Current status

The Mentorship Programme is making a tangible impact across Anglo-Eastern's global network. Currently, 140 mentors guide 108 mentees, including 78 newly promoted officers and 30 new seafarers, representing 10 nationalities. Participation spans both dry and wet sectors, with overwhelmingly positive feedback: with satisfaction rates of over 96% for both mentors and mentees alike. The initiative is fully operational in India, Philippines, Latvia, and Ukraine, with Greece joining soon.

As the maritime industry evolves, the need for adaptable, well-trained leaders is growing. The programme will play a critical role in preparing people for these challenges. Digital integration via our WE Care app will facilitate real-time communication and progress tracking. By investing in people today, Anglo-Eastern is shaping tomorrow's maritime leaders: professionals who are resilient, collaborative, and ready to lead in an era of rapid change.



Contributor:  
**Rohit Mehrotra,**  
Group Director of Marine HR at Anglo-Eastern, is a seasoned maritime professional with

over 30 years of experience spanning seafaring, vessel auditing, QHSE, and marine human resources. Rohit holds an MSc degree in Shipping, Ports and Environment from Southampton Solent University, reflecting his commitment to continuous learning and industry expertise.

### Voices from the Deck & Engine



"Mentorship isn't about giving orders - it's about sharing lessons learned the hard way. When my mentee succeeds, I feel proud

knowing I played a part." – **Chief Engineer, K. Shah, Mentor**



"Having someone to turn to during my first contract made all the difference. It's not just about procedures—it's about confidence."

– **Chief Officer, J. Singh, Mentee**

# Cultivating leaders from within: Commitment to career development

Manifesting ship management is an art. At Anglo-Eastern, every promotion, every transition at sea, and every opportunity is backed by guidance and care. Capt Edward Dsouza, Assistant General Manager of Marine HR, shares why leadership at sea is not just about moving up the ranks, but more about building the future together

In recent years, the maritime industry has faced unprecedented pressure, which has tested operational resilience and our capability to keep the human touch central to decision-making.

At one point, we were tasked with deploying 14 Chief Officers within a two-month window in a particular fleet. Rather than seeking external solutions, we completed the task with internal resources.

Since 2022, a strategic focus has been placed on cultivating talent from within. Junior Officers were cross-trained (e.g. shifted from Handymax to Capesize bulk carriers, or from Capesize bulk carriers to laker vessels), meaning they were given structured exposure across different vessel classes to broaden their competencies. Qualified Second Officers were assigned to varied ship types to accelerate readiness, and promotions were based on capability and values.

### A culture of mentorship and progression

While 2025 saw a notable increase in promotions - particularly among Chief Officers, Second Engineers, and Masters - the statistics only tell part of the story. The foundation of this growth lies in a mentorship-driven culture that supports two key pathways:

#### 1. Junior Officers → Senior Officers

Each promotion is supported by a mentor, an experienced officer who provides guidance, coaching, and transitional support. These mentors

serve not only as technical advisors but also as role models, helping shape future leaders and prepare them for potential shore-based roles through active engagement.

#### 2. Senior Officers → Ashore Roles

Sea-going experience is viewed as essential preparation for leadership ashore. Through career coaching, role-shadowing, and project-based assignments, senior officers are supported in translating operational expertise into strategic shore-based roles. Those who serve as mentors are prioritised for these transitions, reinforcing a cycle of leadership development.

More details are available in the terms of the leadership development programme which is open to all Anglo-Eastern seafarers.

### How Anglo-Eastern stands out

At Anglo-Eastern, our seafarers' career growth is not just a vision - it's a proven path.

- **Accelerated promotions:** Our in-house promotion system is among the best in the industry.
- **Structured mentorship:** Every step of our seafarers' career journey is supported by experienced mentors who care about their success.
- **Clear career pathways:** From Junior Officer to Senior Officer, and from Senior Officer to shore-based leadership, we make sure our seafarers' hard work translates into real opportunities.

"Leadership is not a title; it is the daily choice to serve people and purpose."

- **People-first culture:** We balance operational needs with empathy, respect personal commitments, and prioritise our seafarers' well-being.

"Leadership is not a title; it is the daily choice to serve people and purpose." Our ongoing promise to our seafarers: to support career growth, recognise dedication, and build a future where leadership is cultivated from within.



Contributor:  
**Capt Edward Dsouza** has served as Assistant General Manager of

Marine HR at Anglo-Eastern since 2022. Over the past four years, he has overseen the recruitment of new officers at Anglo-Eastern's Mumbai Office and now manages crew operations for the Hong Kong team. With more than 15 years of seafaring experience, primarily on bulk carriers, he brings extensive hands-on maritime expertise that reinforces his leadership role ashore.



AEMA

# Graduation of DNS 31, GME 45 and ETO 18

On 26 December, the Anglo-Eastern Maritime Academy (AEMA) celebrated the graduation of three cadet cohorts in a ceremony that combined industry insight with reflection on life at sea

The event was graced by Shri Sushil Mansing Khopde, Additional Director General of Shipping, as Chief Guest, and Shri Javed Akhtar, the acclaimed Indian lyricist, poet and screenwriter, as Guest of Honour.

In his opening address, AEMA principal, Tejinder Bhamra congratulated

the graduating batches and spoke about the Academy's focus on developing technically competent officers guided by strong values. He reminded the cadets that a seafaring career would test them both professionally and personally, encouraging them to remain

disciplined, grounded and resilient as they progressed in their careers.

Cultural performances by the cadets followed, along with presentations from the heads of department of the three academic streams. Together, these segments reflected the academic rigour of the programmes as well as the strong sense of camaraderie built during training.

In his keynote address, Shri Khopde outlined the Government of India's Maritime India Vision 2030, which aims to increase India's share of the global seafaring workforce from 12% to 20% by 2030. He highlighted the important role played by maritime training institutes in sustaining the global reputation of Indian seafarers and spoke about initiatives led by the

Directorate General of Shipping to support professional development, including structured assessments, promotions and crisis management training. Concluding his address, he encouraged cadets to pursue ambitious goals while remaining anchored in strong values, likening ambition to a kite that soars only when guided by a steady string.

A key highlight of the ceremony was the launch of the AEMA Conclave. As the first guest of this new initiative, Shri Javed Akhtar took part in an interactive session moderated by faculty member Sweta Singh, engaging cadets and faculty in a wide ranging conversation on creativity, education, life choices and the maritime profession, drawing on his own life journey and creative experiences.

Using maritime metaphors, Shri Akhtar likened life to navigating an ever changing ocean, influenced by external forces, circumstances and personal ego. He observed that no single role or quality is sufficient to navigate life successfully, emphasising the need for adaptability, balance and the ability to perform multiple roles, much like managing a vessel in unpredictable seas. He also spoke about the historical role of seafarers in facilitating the exchange of languages, literature and ideas across civilisations, noting that this cultural contribution often goes unrecognised. Responding with characteristic clarity and wit, he made complex ideas accessible and relevant to the young audience.

The ceremony also featured a message from AEMA alumnus Capt

Alome Nazareth of the DNS 02 batch, who shared reflections on returning to his alma mater after 14 years. Speaking candidly about the challenges of stress and isolation at sea, he encouraged graduates to cherish the friendships formed during training, seek guidance from seniors and strive for excellence as future Masters, Chief Engineers and Electrotechnical Officers.

The event concluded with the presentation of awards recognising the Overall Best Cadets from each stream, followed by the National Anthem. As the cadets of DNS 31, GME 45 and ETO 18 moved on from training to service at sea, they did so carrying the expectations of a field that demands competence, judgment and responsibility.



## From 'why' to 'how': Auditor Workshop 2025 & investigation training

The Auditor Workshop at Anglo-Eastern Maritime Training Centre (AEMTC) Mumbai opened with a powerful message from Bjorn: "Protecting the ocean is a privilege. The sea remembers everything." His call to be courageous, speak up, and own one's scope set the tone for the event

Group Managing Director of QHSE, Vikrant Malhotra, reinforced that auditors are not merely enforcers but catalysts for progress – empowered to challenge, support, and inspire across the fleet.

Led by Puneet Malhotra, Group Head of Quality Assurance & Compliance, and the QHSE team, sessions reframed auditing from policing to partnering, encouraging crews to make the right action the easy action. Auditors were empowered to mentor, build trust, and drive continuous improvement.

A highlight was the immersive "Journey of an Auditor" session, delivered by leaders from Quality Assurance,



Environmental Compliance, and the wider QHSE team. Through interactive labs, scenario-based exercises, and peer review, participants explored the entire audit workflow – from preparation and scheduling to the critical first sweep onboard and effective opening meetings. Emphasis was placed on risk-based audits, robust non-conformities, and systemic root cause analysis. Daily debriefs, transparent feedback, and trust building were reinforced as essential for meaningful and lasting improvement.

Training on incident investigation, led by Amit Nauhar, Group Head of Health & Safety, covered causation models, root cause tools, interviewing techniques, and evidence preservation. Real world case studies highlighted Anglo-Eastern's commitment to investigative excellence and a proactive safety culture. Closing sessions encouraged auditors to identify obstacles, propose solutions, and commit to action.

The workshop concluded with a renewed sense of purpose, unity, and commitment to resilience, capacity building, and meaningful engagement—both onboard and ashore.



## MOL Chemical Tankers officer seminar: One team, one voyage

MOL Chemical Tankers (MOLCT) and Anglo-Eastern convened their annual officer seminar in Hyderabad, India - the vibrant "City of Pearls" in November

The annual event, themed "One Team, One Voyage," celebrated the enduring partnership, collaborative spirit, and unwavering commitment to safety that define MOLCT and Anglo-Eastern.

Bringing together key personnel and crew, the seminar provided a dynamic platform for sharing insights, exchanging experiences, and reinforcing a shared commitment to safety and operational excellence. The event was inaugurated by Jasneet Manaise, Executive Officer of MOLCT, and Ashish Malik, Managing Director of Anglo-Eastern Ship Management's Singapore office, who both acknowledged the invaluable contributions of seafarers to the fleet's outstanding performance.

Over the two days, participants engaged in interactive sessions and open discussions, fostering a culture of continuous improvement, mutual respect, and safety. A highlight was the crew feedback session, led by two of the longest-serving officers, Capt Gopaljee Choudhary and CE Sequeira Malwyn Lancelot, whose perspectives underscored the importance of frontline experience in shaping company policies. The seminar also honoured dedicated service, with the presentation of long-service awards.

The partnership between MOLCT and Anglo-Eastern continues to thrive, built on shared objectives, aligned strategies, and a steadfast pursuit of safety and excellence. As both organisations chart the course ahead, this unified voyage remains the cornerstone for collaboration, fostering stronger bonds and ensuring sustained success for all.

## Athens Safety Conference

Our Athens Office brought together vessel officers and shore staff for a focused day of learning and discussion around the core topics of safety on 8 December



The conference opened with welcoming remarks from Evangelos Kertimpelis, Managing Director of our Athens Office, and Capt Fokion Zikoulis, who highlighted the importance of maintaining a strong safety culture across the fleet.

Throughout the day, participants engaged in a series of presentations delivered by subject matter experts. Capt Vikrant Malhotra, Group Managing Director of QHSE, visiting from the Hong Kong Office, conducted a session on the impact of human behaviour and communication practices on maritime safety, addressing prevailing safety trends and operational challenges. Subsequently, Capt Pantelis Patsoulis provided practical perspectives during

his presentation entitled "From Close Calls to Hard Lessons," emphasising key learnings derived from near-miss incidents.

Additional operational updates were delivered by Capt Nikolaos Steiakakis prior to Capt Fokion Zikoulis addressing key Marine HR subjects, including recent advancements in crew welfare and strategies to cultivate a culture of operational excellence on board. A subsequent Q&A session provided participants with the opportunity to discuss pertinent topics covered in the agenda.

The conference reinforced our commitment to learning from each other and keeping safety central to everything we do. By sharing experiences and honest conversations, we continue to grow and strive for excellence as a team.

## Rio Tinto Marine seminars: Leadership with accountability

In November, the Rio Tinto Marine (RTM) Officers Seminar 2025 in Jaipur and the RTM Crew Seminar 2025 in Manila brought together representatives from Rio Tinto Marine, Anglo-Eastern, and sailing teams to strengthen a shared culture of 'leadership with accountability'

At the RTM Officers Seminar in Jaipur, keynote speakers Santosh Kalyanaraman and Menand Karsan reinforced Rio Tinto's 3Cs – Care, Courage, Curiosity – and expressed an appreciation for the commitment displayed by the seafarers in the room.

From Anglo-Eastern, Managing Director, Capt Himanshu Chopra emphasised the need for leadership to be rooted in ownership and integrity. Kapil Kharkwal, Fleet Manager, presented a statistical analysis highlighting strong 2025

fleet performance, including disciplined OPEX, reduced downtime, and readiness, while outlining 2026 priorities in competence, preparedness, well-being, and energy efficiency. Capt Vinay Surendran, QHSE Manager, emphasised behaviour-driven safety.

A WE Care 2025 update by Priyanka Gupta, Marine HR Director of Marine Talent Strategy & Wellbeing, showcased progress supported by Anglo-Eastern Women of the Seas (AWOS), Gender Sensitisation (GS) training, and improved onboard infrastructure. Capt Naresh Kumar, Operations Director, reinforced RightShip preparedness, and Vipin Achan, Head of Sustainability & Performance Services, demonstrated how accurate reporting and analytics enhance efficiency and sustainability.

The RTM Crew Seminar in Manila continued the theme, uniting ship and shore leaders to strengthen safety, efficiency, and people-centric operations. Discussions stressed shared accountability, teamwork, disciplined execution, digitalisation, decarbonisation, inclusion, and owner commitment, reinforcing a culture of continuous improvement.

Both seminars highlighted the strong partnership between RTM, Anglo-Eastern, and their seafarers, valued for openness, humility, and engagement.



RTM Officer Seminar in Jaipur



RTM Crew Seminar in Manila

## Safety Star Q3 – Raju Rahul Nambiakkanali

Pumpman Raju Rahul Nambiakkanali, serving onboard MT Proteus Jessica, has been awarded the top safety honour for his proactive approach to risk prevention



During routine operations, Rahul noticed a significant safety risk: a gap between the vertical ladder and the emergency generator platform, which could have led to slips or trips. Recognising the potential danger, he designed and installed two metal plates to bridge the gap.

Beyond this corrective action, Rahul actively contributes to strengthening safety culture onboard. He participates in toolbox meetings actively, sharing his experience and encouraging colleagues to adopt safer work practices. He consistently follows PPE requirements

in line with our safety management protocols and regularly suggests practical improvements during meetings and drills. His initiative and positive influence have been recognised by both his Chief Officer and Master.

Rahul's actions demonstrate that safety is more than adhering to procedures – it is about safeguarding one another and continuously seeking ways to make our workplace safer.



## EVENT

## Inspiring the next generation of maritime professionals across Europe

Anglo-Eastern engaged with students in Belgium and Greece to showcase career opportunities and reinforce its commitment to developing future maritime professionals

On 9 December, the team joined the maritime career event at the Antwerp Maritime Academy, where they met around 180 students from the Nautical Sciences and Marine Engineering departments. Anglo-Eastern was represented by Véronique Segers, Alejandra Parra, Irma Suka (Antwerp Office), Ro Abbot (Glasgow Office), and Stefanos Kontras (Athens Office).

During the evening, the team introduced students to the cadetship training programme and discussed the possibilities of a maritime career and its progression paths. They explained the application process and distributed QR-coded materials so graduates could easily enter their information into our crew recruitment system. The discussions covered practical topics like onboard responsibilities, safety requirements, and long-term career planning, helping students better understand daily life at sea and what will be expected as they develop their careers.

On 17 December, Anglo-Eastern hosted 18 students from the University of the Aegean at its Athens Office, where Capt Pantelis Patsoulis, Capt Nikos Steiakakis, Capt Fokion Zikoulis, and Anna Katsika introduced them to the company's approach to safety management, vessel operations, and crew support. Students asked questions about training initiatives and what skills are most relevant for ship management roles. The small group setting made it easier to have in-depth conversations and gave the students a clearer sense of how these functions work in practice.

Both events provided meaningful opportunities for us to connect with future maritime professionals and showcase the breadth of career opportunities available in the industry, also reaffirming our dedication to nurturing and supporting the next generation of maritime talent.



## Tiny habits, lasting impact: A practical guide to form sustainable habits

Parnita Rasal, Senior Psychologist of Anglo-Eastern Maritime Training Centre, explains why sustainable change comes from recognising personal triggers and consistently practicing tiny, achievable daily actions



As the year sets in, we plan our personal and professional goals, and promise ourselves that this year will be different. But as days pass, life catches up - workload increases and motivation dips, and we may slip into what is known as Normalisation of Deviance - small deviations from new behaviours that start feeling "normal" until the entire habit fades away. We tend to ignore or miss small daily behaviours needed to reach the goals.

Habit formation isn't just about having a vision. It requires a mission and a method. Often, we focus only on the gap:

- I'm falling sick often; I need to exercise more.
- I look unhealthy; I must control my diet.

We sign up for the gym, buy fruits, avoid junk food. Yet after a few days, the deviance begins.

Because the focus is on the outcome, not the tiny actions. A cadet who wanted to improve his discipline and shift his reporting times. He aimed for a complete overhaul: waking up at 5am, completing checklists early, handling tasks proactively. For two days, he managed. By day three, he slipped. By week two, he was back to rushing, forgetting tools, and skipping pre-checks.

When we spoke, he realised:

- He never addressed the tiny steps such as preparing his protection gears the night before.
- He didn't set visual cues like marking his schedule on his cabin board.

- He hadn't identified triggers - late-night scrolling, skipping dinner, or feeling overwhelmed - which directly impacted his discipline. We noticed these and incorporated better systems for improvements.

Tiny steps consist of consciousness, realistic planning, alignment with your personality and lifestyle, and self-awareness. They come from understanding:

- What drains your well-being;
- Who or what triggers unhealthy behaviour (people, food, thoughts, fears);
- What you can control and what you cannot.

Recognising these triggers is the first step towards forming new habits.

### Building achievable, growth-oriented habits

#### 1. Write down the improvements you want and the "why" behind them

Writing links your emotional brain with your thinking brain. It brings clarity.

#### 2. Break each goal into tiny daily actions

Instead of "exercise daily," start with "5 minutes of stretching after waking up." Instead of "be more disciplined onboard," start with "prepare tools 10 minutes before toolbox meeting."

#### 3. Use the C.U.E. Method

- Mental cues (Habit stacking): As explained in Atomic Habits, attach a new habit to an old one. For example, after locking my cabin at night (old habit), I reflect for two minutes on my day (new habit).

- Visual cues: Sticky notes, reminders, checklists.
- Safety cues: Based on past deviations. Place tools, PPE (Personal Protective Equipment), permit boards, and emergency checklists close to the required areas.

#### 4. Track your drift weekly

- Where did I slip?
  - What triggered it?
  - What tiny adjustment can I make?
- Avoid normalising deviance. Drift happens when we stop noticing our own drift.

Habits don't start because the calendar changes. They begin the day you decide to take tiny actions with consistency. Every big transformation, onboard or ashore, is built on the quiet discipline of unnoticed steps.



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.

# Our most important ASSET is you!

## CHAMPIONING MENTAL HEALTH AND WELL-BEING



### Mind the Mind (MTM) Webinars

In the last quarter, we held two MTM webinars to offer our seafarers a welcoming space to discuss and discover well-being best practices.

The first webinar, led by our well-being service provider 3Cube, shared practical advice and resources aimed at supporting seafarers' physical and mental health during their time on board.

Later in the year, we organised the 'Hope and Resolutions' session, inviting participants to reflect on what they had accomplished, set new goals, and approach the upcoming year with optimism and fresh motivation.

### Alive Health Survey: Data-Driven Well-being

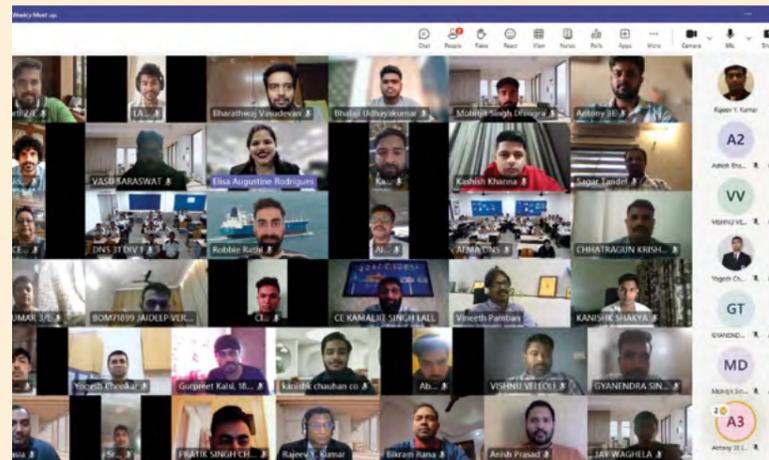
To understand the well-being needs of our seafarers better, we have appointed a third-party vendor to conduct the Alive Health Survey this past quarter.

Participants received a confidential, personalised well-being report offering clear insights into their health and lifestyle patterns. The goal is to help them make more informed choices about fostering their well-being.

### Men's Day

In November, the Well-being Team organised the Men's Well-being Voyage webinar to mark Men's Day, creating an open environment for conversations about men's health at sea. The Movember Moustache Challenge added a light-hearted touch by inviting participants to grow moustaches. Both of these activities encouraged honest discussions, built stronger community connections, and supported men's well-being on board and ashore.

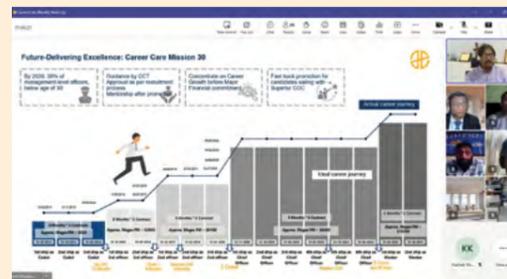
## CAREER CARE



### Mission 30 webinar

On 18 December, over 80 junior officers took part in a webinar focused on Mission 30, an initiative by Anglo-Eastern designed to increase the proportion of management-level officers under the age of 30 to 30% by the year 2030. The session gave an in-depth look at the programme and shared useful advice for young seafarers seeking to accelerate their careers.

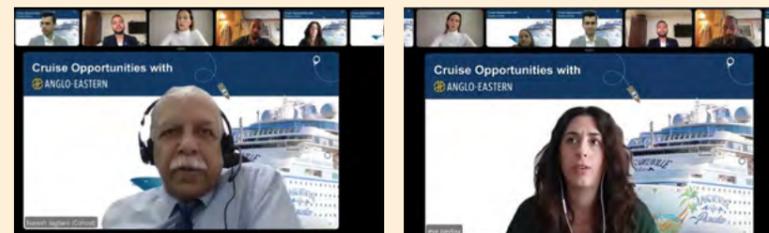
If you are interested in exploring how Mission 30 and the wider Career Care Programme can support your career progression, please connect with the Career Care Team.



### Discovering Cruise Career Opportunities with Anglo-Eastern

The Cruise Opportunities Webinar held on 23 December attracted over 200 seafarers from multiple time zones. An experienced panel covered entry pathways, training requirements, available roles and recruitment processes, providing clear and practical insights into cruise career opportunities at Anglo-Eastern.

We encourage seafarers interested in exploring cruise roles to stay tuned to upcoming opportunities and application announcements.



## Halloween

Celebrations of Halloween added a playful energy across our fleet, with imaginative costumes, themed decor, and on-deck parades that strengthened camaraderie and gave crews a chance to unwind and connect.



Team Lowlands Teal



Team RTM Dampier

## Diwali celebrations



Glasgow Express



Seoul Express



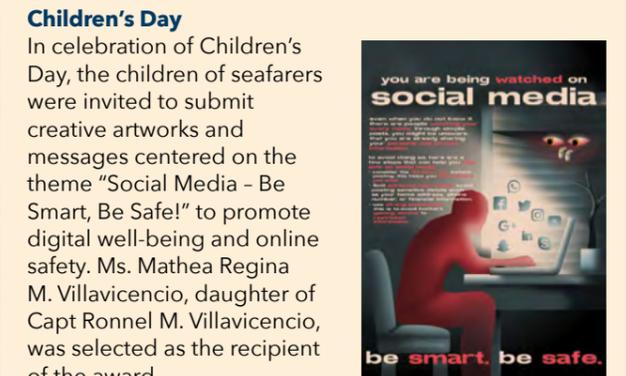
Mount Broad Peak



Ardmore Seaventure



Ubuntu Humanity



## Children's Day

In celebration of Children's Day, the children of seafarers were invited to submit creative artworks and messages centered on the theme "Social Media - Be Smart, Be Safe!" to promote digital well-being and online safety. Ms. Mathea Regina M. Villavicencio, daughter of Capt Ronnel M. Villavicencio, was selected as the recipient of the award.



INNOVATION

# From reactive to proactive: How smart vision strengthens safety

A 2.5-year partnership with Shipln, centred on its FleetVision™ platform, has helped transform onboard cameras on a pilot group of vessels from passive recorders into an active, intelligent network that enhances safety, empowers crews, and delivers tangible value for shipowners

**The “why”**

For decades, maritime safety has relied on hindsight. People review incidents, examine evidence, and apply lessons learned. In this traditional cycle, CCTV (Closed-Circuit Television) was purely reactive—providing clarity only after an event occurred.

Two and a half years ago, Anglo-Eastern embarked on a journey to strategically refine our approach to vessel safety and operational oversight. We envisioned a paradigm shift: moving from passive recording to proactive prevention. The goal was to leverage artificial intelligence to create a “smart vision” platform that

could see, interpret, and alert our crew and shore teams about risks, preventing incidents by leveraging insights from observed behaviours. This was the strategic “why” behind Anglo-Eastern’s partnership with Shipln, a maritime technology company specialising in AI-driven visual risk intelligence, delivered through its FleetVision™ smart vision platform.

**The rollout: connected decision-making**

Deploying a new technology across an active fleet is a monumental undertaking. This was not simply a software installation; it was a complex operational upgrade that required retrofitting vessels and solving intricate connectivity challenges at sea. Through a deeply collaborative effort between our like-minded clients, our technical team, and Shipln’s experts, we successfully rolled out FleetVision™ across selected fleets. The partnership was crucial, ensuring the technology was robust, reliable, and seamlessly integrated into our existing operational workflows. What makes this technology “smart”? In simple terms, the AI-powered platform

acts as a constant, vigilant “second set of eyes” on the bridge, on deck, and in the engine room. It is trained to detect specific operational and behavioural anomalies that often precede an incident. This includes:

- **Navigational safety:** Identifying potential collision risks or deviations from best navigational practices, such as an unattended or inappropriate lighting at night on the bridge.
- **Operational procedures:** Flagging non-compliance with critical safety protocols, such as incorrect PPE (Personal Protective Equipment) usage or unauthorised entry into restricted zones.
- **Situational awareness:** Alerting the crew to unexpected conditions, such as a small vessel in a blind spot or early signs of smoke.

Crucially, this is not about “monitoring” our crew; it is about empowering them. The system provides actionable insights and alerts directly to the vessel, identified over time, enabling our Masters and officers to take corrective action to prevent recurrence. For the shore team, it provides a shared, objective view of operations, allowing our managers to act as better coaches and support our seafarers more effectively. It has helped cultivate a culture of connected decision-making.

**The human element**

Introducing any new monitoring technology requires careful change management. We addressed the primary concern head-on by framing the narrative around its true purpose: safeguarding our people, our vessels, and our clients’ assets. The system has quickly proved its worth not as a disciplinary tool, but as a supportive one. The narrative naturally shifted from “monitoring” to “safeguarding,” with the AI feature being seen as a “co-pilot” that helps everyone stay safe.

**Translating insights into tangible owner value**

This is where the true return on investment becomes clear for our clients. The value of FleetVision™ extends far beyond a simple reduction in incident statistics.

- **Proactive intervention and claims reduction:** For example, an alert about a close-quarters situation

involving an unidentified craft on the bridge can prompt immediate action, averting a potential security situation. This proactive stance not only enhances safety and security but also directly reduces exposure to claims and costly off-hire periods.

- **Optimising operational efficiency:** The platform’s analytics allow us to identify systemic inefficiencies. By analysing patterns across dozens of mooring operations, we can now identify a recurring procedural bottleneck.
- **Enhanced training and a virtuous safety cycle:** Incident footage is no longer just evidence; it becomes a powerful training tool. Anonymised clips of near-misses and examples of outstanding seamanship are now discussed during daily operational meetings and safety briefings. This creates a powerful, fleet-wide learning loop where best practices are visually reinforced and lessons are learned without an actual incident.

Torbjorn Dimblad, Anglo-Eastern’s Chief Information Officer, points out, “Technology is only as powerful as the value it delivers. With this platform, we are turning terabytes of data into actionable intelligence. We are not just managing ships; we are managing risk, performance, and safety in a data-driven ecosystem. FleetVision enables us to provide a level of transparency and operational insights that our clients expect from a market leader.”

**A partnership model for continuous innovation**

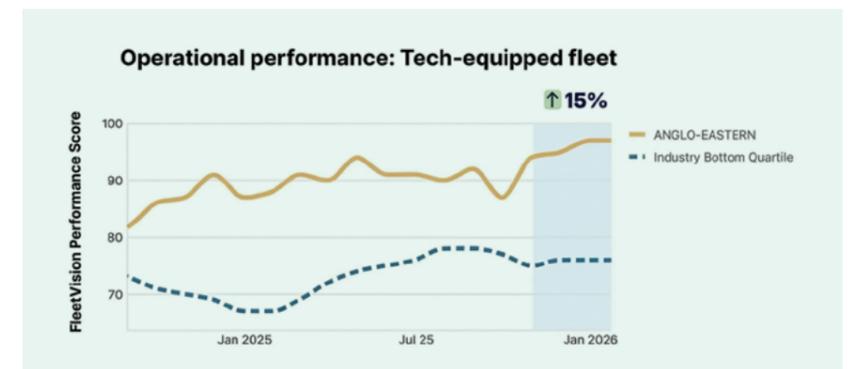
Anglo-Eastern did not simply buy a product off the shelf. We entered a strategic partnership to co-create a solution tailored to the complex realities of managing a diverse global fleet. Feedback from Masters,

Managers, and operating teams has informed the continued development of FleetVision™, helping advance its capabilities and features in line with real-world operational use.

Swapnodeep Mondal, Anglo-Eastern’s Group Managing Director of Operations & Shared Services, remarks on the partnership, “Our clients entrust us with their most valuable assets, and our primary commitment is to operate them safely and efficiently. This partnership with Shipln has allowed us to deliver on that promise in a new and powerful way. We are providing ship owners with tangible, data-backed assurance that their vessels are being operated to the highest possible standard, turning cutting-edge technology into real-world owner value.”

Osher Perry, Founder & CEO of Shipln Systems, comments, “This collaboration shows how safety technology creates value when it is applied through partnership and real operational use. Working closely with Anglo-Eastern, FleetVision has helped translate operational insight into earlier decisions, stronger safety practices, and clearer outcomes for shipowners. It demonstrates how innovation can support operations while reinforcing the value of experience.

As we look to the future, our vision is to deepen the integration of this platform with our other operational dashboards. The journey from reactive to proactive is underway, and we will continue to leverage this partnership to pioneer new ways of working, further enhance safety, and deliver unparalleled value and peace of mind to our clients.



## VESSEL

# MT Seaways Spirit – What a spirit indeed!

This 18-year-old vessel has been transformed into an absolute beauty by a truly dedicated team led by Arshdeep Singh, Senior Vessel Manager of Anglo-Eastern, including Capt Mohanram Muthu Muniyandy, CE Allen Joseph, and their crew on board Seaways Spirit. After prolonged delays, an extensive defect list, and an unusually long period of lay-up, the ship's journey back to excellence is nothing short of remarkable.

Entering dry dock, the vessel carried the burden of being idle for nearly two and a half years. What followed was an enormous challenge: extensive steel renewals, major overhauls, and critical retrofits – each executed with precision, pride, and perseverance. Today, Seaways Spirit stands renewed – not a drop of oil, not a speck of rust – a testament to uncompromising standards and disciplined execution.

Arshdeep's exceptional dedication and passion for his role did not go unnoticed. His efforts were recognised and rewarded by the owners,

International Seaways (INSW), during the Crew Seminar in Kolkata, India – a moment of well-deserved appreciation. The award was presented by William Nugent, SVP and Chief Technical & Sustainability Officer, along with a plaque signed by Lois Zabrocky, President of INSW. Mr Nugent also read out a powerful message acknowledging the extraordinary commitment demonstrated by Arshdeep. Subrata Sarkar, Technical Director of Anglo-Eastern, was also recognised for his invaluable contribution in making

this entire project a resounding success.

This transformation sends a powerful message: with commitment, teamwork, and unwavering dedication, even the most daunting challenges can be turned into exceptional success stories. The return of Seaways Spirit to trading is a technical achievement that also reflects leadership, resilience, and the true spirit of seafaring.

International Seaways' commitment is to invest in people and assets without compromise, to go beyond compliance, and uphold the highest standards of vessel care. For Anglo-Eastern, doing the right thing is not a choice – it is a commitment. It's our promise to deliver excellence. When the commitments of the shipowner and the actions of the shipmanager align, extraordinary outcomes follow. This achievement fills us with immense pride and reinforces what is possible when people, purpose, and principles come together.

In December, INSW and Anglo-Eastern held their annual crew seminar in Kolkata, India, bringing together the owner, manager, and crews to celebrate another successful year of ship operations. With the theme 'Navigating the Future – Leading with Culture, Commitment & Integrity', the message of the seminar was clear: the future belongs to learning leaders, those who guide their teams with a deep-rooted safety culture, unwavering commitment, and unshakable integrity.



## INSIGHT

## Maritime cybersecurity in 2026: From compliance to true resilience

As shipping becomes increasingly connected and data-driven, cybersecurity in 2026 is no longer just an IT concern - it is a business, safety, and regulatory risk. Xerxes Kiok Kan, our Head of Information Security, Governance, Risk & Compliance, points out that regulators, owners, and auditors now demand evidence of effective controls. For shipowners and operators, the differentiator is demonstrable, consistent resilience at scale.

### Key changes in 2026

Three structural shifts are reshaping maritime cyber risk:

- **Accelerating connectivity:** Starlink and hybrid networks are eliminating the historical isolation of vessels, exposing shipboard systems to corporate-level threats.
- **Increased Operational Technology (OT) integration:** Efficiency gains bring higher risk when segmentation or access governance fails.
- **Tightening regulation:** Cybersecurity is now governed by both maritime and shore side laws, with stronger accountability and significant penalties.

In 2026, cyber threats in the maritime industry are familiar, but their operational impact is intensifying: ransomware and extortion affecting vessel operations; business email compromise and impersonation; third-party and supply chain vulnerabilities; OT exposure and weak segmentation; and human factor risks such as phishing and procedural workarounds. The challenge is ensuring controls are consistently applied and evidenced across fleets and shore operations.

### Regulation: Catching up at sea and ashore

Cybersecurity failures now result in clear financial, regulatory, and reputational consequences.

- **Maritime expectations:** IMO cyber risk management under MSC.428(98) remains the baseline and is increasingly scrutinised. The IMO's 2025 Guidelines reference

IACS UR E26/E27, ISO/IEC 27001, and the NIST CSF, signalling a shift towards operational expectations.

- **Shoreside laws:** Maritime transport now falls under national critical infrastructure regimes, including Hong Kong's Protection of Critical Infrastructures (Computer Systems) Ordinance (effective 1 Jan 2026) and the EU NIS2 Directive, which designates maritime as a high criticality sector. Penalties include:
  - NIS2: up to €10M or 2% of global turnover
  - Hong Kong: up to HK\$5M plus daily fines

In 2026, compliance does not equal resilience. True resilience requires OT cyber discipline, asset visibility, segmentation, controlled remote access, clear roles and escalation paths, and measurable controls across shore and vessel environments. Resilience is demonstrated through practice instead of paperwork.

### Shore and vessel: One risk, one model

Modern connectivity means vessels must be protected to corporate standards: baseline hardening, identity and access governance, remote access monitoring, and practical, behaviour-focused crew training. Cybersecurity functions as an operating model.

Acceleration continues in IT/OT integration, telemetry, remote support, automation of fleet workflows, and early autonomous capabilities - each increasing dependency on governed, trustworthy systems.

### Risk spotlight: AI adoption, governance gaps, and privacy exposure

AI is rapidly entering maritime operations. The key question is governance: accountability for AI approvals, frameworks such as ISO/IEC 42001, data isolation, access control, logging, supply chain risk, and prevention of cross customer data leakage.

On the other hand, crew data privacy is critical: AI workflows often process sensitive data, creating potential joint controllership exposure and GDPR style liabilities.

### From regulation to resilience: What separates leaders

Anglo-Eastern's approach includes the following:

#### 1. Independent validation:

Anglo-Eastern has completed independent third-party validation by BSI of its NIST Cybersecurity Framework (CSF) 2.0 implementation, alongside ISO/IEC 27001:2022, ISO 22301:2019, and Cyber Essentials certifications. This assures stakeholders that controls are implemented, tested, and evidenced at scale.

#### 2. Standardisation across shore and fleet:

Standardised, repeatable controls are applied across offices and vessels, enabling predictable operations, consistent audit readiness, and operational continuity.

#### 3. Close collaboration with owners:

Anglo-Eastern partners with owners to align standards and processes with evolving regulations, focusing on practical risk reduction and operational delivery.

Leaders validate early, evidence continuously, and embed cyber resilience into daily operations, shaping how regulators assess maturity and how owners evaluate managers.



Contributor:  
With 20+ years of experience in cybersecurity and GRC (Governance, Risk, and Compliance),

**Xerxes Kiok Kan**, Head of Information Security, Governance, Risk & Compliance at Anglo-Eastern, is responsible for cybersecurity, data protection, and ISO/IEC 27001 and ISO 22301 certification management.

# Welcome to the AE family

We take great pride in our growing family and warmly welcome each and every new vessel that joins us. Below are our new joiners in Q4 2025. Fair winds and smooth/following seas!



DATE	VESSEL NAME	VESSEL TYPE	CAPACITY	OFFICE	MASTER	CHIEF ENGINEER
19 Dec 2025	<b>WINDCAT AMSTERDAM</b>	Offshore, CSOV, DP2	2,000 dwt	Hong Kong	Vladislavs Leonovs	Vadim Kevorkyan
10 Dec 2025	<b>XT SEAL</b>	Tanker, Chem IMO 2 SuS	26,484 dwt	Hong Kong	Jayesh Kandke	Shanid Cholayil
06 Dec 2025	<b>GOLDEN SAINT</b>	Bulk Carrier, Newcastlemax	207,995 dwt	Singapore	Sujeet Kumar Suhag	Abhishek Trivedi
28 Nov 2025	<b>GAS TIFFANY</b>	Gas, VLGC	54,702 dwt	Singapore	Shreekant Sharma	Sivakumar Namburu
23 Nov 2025	<b>MAERSK SHEKOU</b>	Container, 8-11,999 TEU	8,814 teu	Hong Kong	Amit Kumar	Amritpal Singh Bhatia
23 Nov 2025	<b>GOLDEN MYRTALIA</b>	Bulk Carrier, Capesize	177,979 dwt	Singapore	Naveen Kumar	Oleksandr Kovbasyuk
20 Nov 2025	<b>ASP RAINBOW</b>	Tanker, MR IMO 2/3	49,761 dwt	Hong Kong	Mahesh Kapoor	Clifford Fernandes
10 Nov 2025	<b>ATREBATES</b>	Tanker, VLCC	319,000 dwt	Hellas	Petar Petrov	Borislav Petrov
04 Nov 2025	<b>KSL SEATTLE</b>	Bulk Carrier, Capesize	181,015 dwt	Singapore	Vitaliy Tsarevskyy	Oleksandr Kravchenko
23 Oct 2025	<b>GH KAHLO</b>	Bulk Carrier, Capesize	179,859 dwt	Hong Kong	Amar Nath Pathak	Thyagarajan Pandurangan
22 Oct 2025	<b>GREEN ETERNITY</b>	Gas, MGC	32,729 dwt	Singapore	Sunny Grover	Bangalore Krishna Murthy
15 Oct 2025	<b>SUSANOO</b>	Tanker, Chem IMO 2 SuS	19,993 dwt	Singapore	Lalson Philip	Bobby Lakshmanan
14 Oct 2025	<b>KANGTING</b>	Bulk Carrier, Handy	37,440 dwt	Singapore	Balaji Sridaran	Naveen Kumar
13 Oct 2025	<b>TRUE CONRAD</b>	Bulk Carrier, Newcastlemax	207,609 dwt	Hong Kong	Prabha Shanker	Arun Kumar
04 Oct 2025	<b>TRUE NEPTUNE</b>	Bulk Carrier, Newcastlemax	207,634 dwt	Hong Kong	Saravanan Sivasamy	Sandesh Soares
01 Oct 2025	<b>TAEBAEK</b>	Gas, VLGC	54,994 dwt	Singapore	Anshul Bahl	Tapan Shetty



Windcat Amsterdam



MT XT Seal



MV Golden Saint



MT Gas Tiffany



MV Maersk Shekou



MV Golden Myrtalia



MT ASP Rainbow



MT Atrebatas



MV KSL Seattle



MV GH Kahlo



MT Green Eternity



MT Susanoo



MV Kangting



MV True Conrad



MV True Neptune



MT Taebaek

# Newbuildings in numbers

In collaboration with our clients, our newbuilding and project management divisions, Anglo-Eastern Technical Services (AETS) and SeaQuest, supported the following ships in their journeys from design to delivery in H2 2025, with the majority of newbuildings entering our management.

MONTH	VESSEL NAME	VESSEL TYPE	FUEL TYPE
Dec 2025	<b>ATHENIAN VENTURE</b>	Chemical Carrier	Conventional
Dec 2025	<b>BELUGA</b>	Bitumen Carrier	Methanol DF
Dec 2025	<b>FERESA</b>	Bitumen Carrier	Methanol DF
Dec 2025	<b>WINDCAT AMSTERDAM</b>	CSOV	Methanol DF, Hydrogen ready
Nov 2025	<b>ASP RAINBOW</b>	Tanker	Methanol DF
Nov 2025	<b>ATREBATES</b>	Tanker	Ammonia ready
Nov 2025	<b>MIZAR</b>	LPG/Ammonia Carrier	Dual-Fuel
Oct 2025	<b>GEM DIAMOND</b>	Chemical Carrier	Conventional
Oct 2025	<b>GREEN ETERNITY</b>	Gas Carrier	Ammonia ready
Oct 2025	<b>MEGREZ</b>	LPG/Ammonia Carrier	Dual-Fuel
Sep 2025	<b>MINERAL SLOVENIJA</b>	Bulk Carrier	Ammonia DF
Sep 2025	<b>ATHENIAN HORIZON</b>	Chemical Carrier	Conventional
Sep 2025	<b>BOCHEM SANTOS</b>	Tanker	Ammonia ready
Sep 2025	<b>GREEN ENDEAVOUR</b>	Gas Carrier	Ammonia ready
Sep 2025	<b>IINO INEOS VESTA</b>	Gas Carrier	Ethane
Aug 2025	<b>GEM EMERALD</b>	Chemical Carrier	Conventional
Aug 2025	<b>CAPTAIN M. KYRIAKOU</b>	Chemical Carrier	Conventional
Aug 2025	<b>MERAK</b>	LPG/Ammonia Carrier	Dual-Fuel
Aug 2025	<b>MINERAL SLOVENSKO</b>	Bulk Carrier	Ammonia DF
Jul 2025	<b>GEM SAPPHIRE</b>	Chemical Carrier	Conventional

# Our managed fleet at a glance

The following dashboard provides a snapshot view of our managed fleet in terms of ports called, distance travelled, and fuel consumed by vessel type in Q4 2025.

From 01 October 2025 to 31 December 2025



**4,299**  
Total number  
of port calls

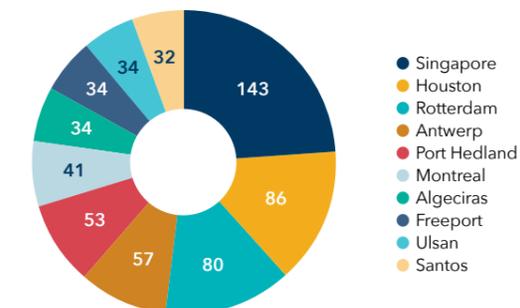


**10,135,849**  
Total distance  
travelled (NM)



**1,234,553**  
Total fuel  
consumed (MT)

## Top 10 ports called

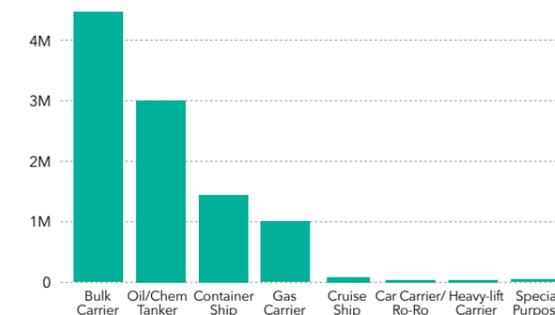


## Port calls by vessel type

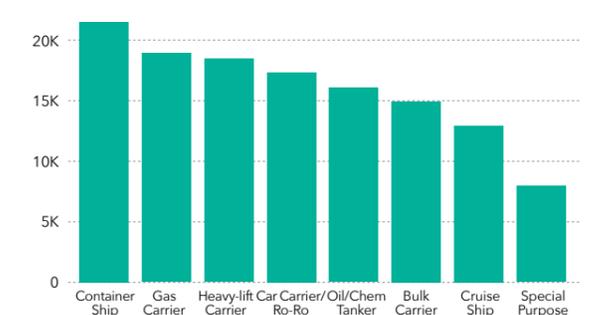
Legend: Bulk (Blue), Tanker (Red), Cruise (Purple), Special Purpose Vessel (Yellow), Container (Orange), Gas (Pink), Car Carrier/Ro-Ro (Dark Blue), Heavy Lift Carrier (Light Blue)



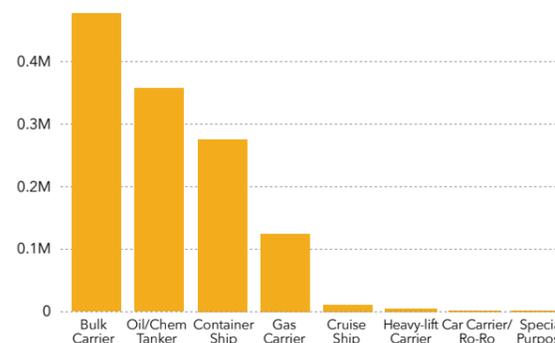
## Total distance travelled by vessel type (NM)



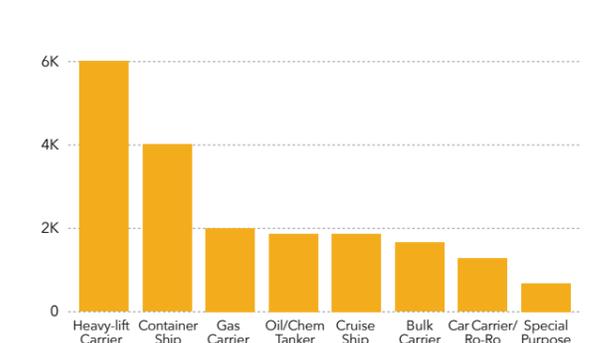
## Average distance travelled by vessel type (NM)



## Total fuel consumed by vessel type (MT)



## Average fuel consumed by vessel type (MT)



# Delivering Excellence

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50 years and beyond

