

LEADERSHIP

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FEEDBACK & SUBSCRIPTIONS

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CEO'S MESSAGE

A word from the CEO

As I sit down to write this, I have to be honest: I don't know what the world will look like by the time this goes to print. The situation in and around the Gulf is evolving day by day. What is true today may not be true in a week's time, let alone a month from now. But some things don't change. And those are the things that matter here

Since late February, a number of our ships have been operating in, or effectively held within, a war-risk area. For the seafarers onboard, this is not theory or headlines. It's a lived reality - with all the uncertainty and tension that comes with it.

We are fully aware of that. To sit there, doing your job, knowing that events around you are outside your control - that is not easy. It goes against the grain of how many of us have come to understand the world. Freedom of navigation was not supposed to be conditional. It was a given.

Right now, it isn't. That is frustrating. And it can get under your skin if you let it. But there is a line we need to hold. We have to understand the world as it is - not as we would like it to be. We

Prepare for the worst. Hope for the best. Get on with the job in front of you. And above all, take care of your people. Because that is ultimately what this comes down to.



have to follow developments closely, assess risks, and be prepared for different outcomes.

At the same time, we cannot afford to spend our energy on things we cannot influence.

What we can influence is how we operate.

Onboard, that means keeping standards. Looking after each other. Staying disciplined and professional, even when the backdrop is uncertain.

Ashore, it means doing the work properly - planning, supporting, communicating, and making decisions with the safety and welfare of our crews front of mind.

That is our responsibility. That is our lane.

There is a wide gap between best case and worst case in situations like this. Our job is to operate steadily across that gap - not driven by speculation, but by focus.

Prepare for the worst. Hope for the best. Get on with the job in front of you.

And above all, take care of your people.

Because that is ultimately what this comes down to. Not geopolitics. Not headlines. But responsibility - for the people we have been entrusted with.

To those of you at sea: we know what you are dealing with, and you have our full attention.

To those ashore: this is where leadership shows.

The world may move in ways we don't control.

But how we respond is entirely up to us.

Bjorn Hojgaard
 Chief Executive Officer



FEATURE

Anglo-Eastern in Greece: World-class ship management with a fine touch of localisation

Greece has long been a bellwether for ship management done properly: hands-on, owner-led, and built on relationships that span generations

It is a market shaped by family-owned companies that value legacy, operational discipline and the skills of their seafarers - and where many fleets are small to mid-sized, demanding a level of attention and responsiveness that cannot be delivered through a "one-size-fits-all" model. In a country that remains a global leader by fleet size, the expectations are clear: transparency, performance and a partner who understands what excellence looks like on the day-to-day basis.

Against this backdrop, Anglo-Eastern's presence in Greece has taken on new depth since the acquisition of Euronav Ship Management Hellas in April 2024. The priority since then has been thoughtful integration: bringing the Hellas Office into Anglo-Eastern's wider ecosystem of standards, systems and global expertise, while preserving what made the local team strong in the first place: market knowledge, practical decision-making, and a culture that reflects the Greek way of doing business. This approach has already strengthened Anglo-Eastern's footprint in the region and deepened its technical capability in the tanker segment, while staying true to a simple

principle: grow where it makes sense, and always with the right people and values in place.

To explore what that looks like in practice, we sat down with Martin Rowe, our Vice President of Business Development, and Evangelos Kartimpelis, Managing Director of Anglo-Eastern's Hellas Office. With Martin recently relocating to Greece to work closely with the Athens team, the conversation also carries a personal dimension. Martin has spent three years working at Anglo-Eastern's headquarters - where he has been providing commercial guidance to shipowners - before relocating to Greece, a place that has been part of his story since childhood. Alongside him, Evangelos, who has more than two decades of experience in the Greek shipping market, brings deep technical leadership and an operator's view of what Greek owners value most, and what it takes to deliver consistently, especially in an environment where speed, flexibility and tailored solutions are not a "nice to have", but very much expected.

In the Q&A that follows, Martin and Evangelos share their own professional

journeys, reflect on Anglo-Eastern's growing role in the Greek market, and discuss the strengths as well as the realities of building "world-class ship management with a fine touch of localisation."

Q&A

From personal journeys to market realities

Before we dive into Anglo-Eastern's position in Greece today, could you each share your own connection to the country and your professional journey in getting to this point in your lives today?

Martin: My association with Greece goes back a long way, long before I ever imagined a career in shipping. One of my earliest and fondest memories is from the early 1970s, when I was living in Greece as a child. I attended the launch of a newbuilding, MV Maria K, at Skaramangas Shipyards. She was a beautifully built vessel, reflecting the highest standards of her time. The occasion left a strong impression on me even though I was

just four: the pride around the ship, the attention to detail, and the sense that shipping in Greece was deeply family-oriented.

Greece featured again later in a more formative way. I spent my adolescence in Athens, attending Campion School, which has long been a familiar environment for many families connected to the maritime world. Living in Greece for about ten years gave me early exposure to the unique shipping culture which has stayed with me throughout my career.

Professionally, my journey has taken me across Hong Kong, London and Athens, with more than three decades in commercial roles in the maritime industry. I spent over fifteen years leading Clarksons' operations in Hong Kong, working closely with shipowners, financiers and industry stakeholders across market cycles, and have served on a number of notable industry bodies, including the Hong Kong Shipowners Association and the Hong Kong Maritime Industry Council. Those experiences reinforced a simple lesson: while markets differ, shipowners value clarity, accountability and trust.

Returning to Greece now, to work closely with Anglo-Eastern's Hellas



Office, feels less like a relocation and more like a second homecoming. It brings together my professional experience with a market that played an early role in shaping how I see shipping – not as a transactional business, but as a long-term partnership built on judgement, relationships and delivery.

Evangelos: Greece has always been both my home and the foundation of my professional journey. I built my career in a demanding maritime environment, working closely with shipowners, crews and shore teams, and developing a strong technical foundation along the way.

From the outset, my focus was on finding practical solutions and ensuring vessels performed reliably, day in and day out. As ship management evolved, becoming more complex, regulated and strategic, my responsibilities grew as well – from hands-on technical roles into broader leadership positions.

My background is in mechanical engineering, and over the years I have worked across ship management, technical operations and fleet performance in the international shipping arena. That mix of technical depth and operational perspective has shaped how I approach leadership and decision-making.

Since September last year, I have been leading Anglo-Eastern's Hellas Office as Managing Director. It is a position that brings together local market understanding with the expectations of a global ship manager.

Prior to this, I worked at Euronav Ship Management Hellas Ltd. since

2018, working with major fleet owners and focusing on technical performance, maintenance planning and the safe, reliable operation of tanker fleets. Earlier in my career, I gained valuable hands-on experience as a Technical Superintendent in the oil and chemical tanker sector, and also worked in research and development, with a focus on marine products and technical innovation.

My academic training spans mechanical engineering and manufacturing management, complemented by advanced studies in quality systems and risk and resilience management.

Today, leading Anglo-Eastern's Hellas Office is about bringing all of the expertise together. It means understanding the expectations and working culture of Greek owners, maintaining the hands-on, practical approach they value, and combining that with the scale, systems and experience of a global organisation. That balance – local insight supported by international capability – is what I believe defines Anglo-Eastern's presence in the Greek market.

Global scale, local judgement

Anglo-Eastern has strengthened its presence in Greece. What are the unique advantages and/or challenges you find in managing Greek-owned fleets compared to other international markets?

Evangelos: What distinguishes Greece is the exceptional quality of engagement within its shipping community. Greek shipowners are knowledgeable, deeply involved, and

very clear in their expectations. They possess a strong understanding of both vessel operations and market dynamics, and they place significant emphasis on performance. For any manager committed to delivering tangible value, this creates a rewarding environment.

One of the key advantages of working with Greek-owned fleets is that expertise, transparency, and demonstrable results are quickly recognised and appreciated. Greek owners value substance and professionalism, and they respond positively to partners who can consistently deliver at a high standard.

At the same time, the Greek market demands a great deal. Greek owners quite rightly expect speed, flexibility, and solutions tailored to the specific requirements of each fleet. Their close involvement with their assets also means that transparency is fundamental to building trust and maintaining strong relationships.

Therefore, you cannot enter Greece with a generic model. Success in Greece requires the combination of global scale, deep technical capability, and strong local credibility. That is precisely how Anglo-Eastern approach the market. For us, Greece is not simply another market; it is one of the most important centres of shipping excellence in the world.

Martin: It's clear that Greeks are capable of excelling across the entire maritime spectrum, from shipbuilding to top-quality management. While each market plays to its comparative advantages, in a world where the global fleet has doubled, how can Greece keep up in ship management and training talent seafarers with seafaring giants such as India, China, and the Philippines?

What we do at Anglo-Eastern helps remove some of the associated burdens and stresses of ship management from owners, allowing them to focus on commercial and strategic decisions. By choosing Anglo-Eastern, shipowners can tap into strategic ship management operations, which include a large pool of resources such as integrated systems and crews that are trained to handle the latest technologies while adhering to the highest safety standards across well-established processes.

Greek-owned shipping companies have always placed great emphasis on the training and skills of their seafarers. How does Anglo-Eastern maintain such high safety standards for crews, especially for demanding clients like the Greeks?

Martin: Our unwavering commitment and investment in our talent pool is what truly sets us apart from other managers. Through our dedicated pre-sea institution, Anglo-Eastern Maritime Academy (AEMA) and post-sea training centres (AEMTCs) in India, the Philippines, and Ukraine. At AEMA, we select only the most qualified candidates – just 1 in 40 applicants make it through our rigorous selection process.

At AEMA, we select cadets and train them to meet the highest standards. There are several vessels in our fleet where every officer has worked exclusively for Anglo-Eastern, creating a strong sense of teamwork and a unique culture of safety.

For owners, that translates into more consistent safety performance, better teamwork on board, and fewer risks during crew changes. Many of our vessels today are crewed by teams who have sailed together under Anglo-Eastern for years, giving our clients confidence that standards are understood, embedded and delivered in practice.

How is Anglo-Eastern working with a new generation of seafarers who may prioritise digital connectivity and work-life balance differently than previous generations?

Evangelos: Despite Greece's long and distinguished maritime heritage, relatively few young people today are choosing a career at sea, even though onboard conditions and compensation have improved significantly over recent decades. Attracting the next generation into seafaring is therefore a strategic priority for the industry and essential to its long-term sustainability.

The younger generation are very clear about their expectations. They are looking for a career; they want support throughout their development; and they want to remain connected with life ashore while serving at sea.

This means that the traditional model of loyalty can no longer be taken for granted. Loyalty must

be earned by offering a visible future, investing in professional growth, supporting well-being and recognising that digital connectivity is no longer a luxury, but a fundamental part of modern life and modern crew welfare.

Anglo-Eastern has taken a very deliberate approach in response to these expectations. In 2025, we launched Mission 30, an initiative designed to address the industry-wide slowdown in career progression. Its objective is that, by 2030, 30% of Anglo-Eastern's management-level officers will be under the age of 30, while keeping all the quality assurance and requirements intact.

Through personalised career ladder maps, targeted training, and early identification of potential, the programme is designed to accelerate development while maintaining rigorous safety and competency standards. For cadets and junior officers, this provides clearer visibility of the paths ahead, stronger guidance at each career stage, and the confidence that progression is driven by performance, preparedness, and commitment rather than time served alone.

On the connectivity side, our Starlink rollout has been transformative. Beyond improving operational collaboration, it has had a meaningful impact on crew morale, family contact, and access to online learning. Ultimately, this is how we build stronger bonds with the next generation, through opportunity, support, and a more human experience of life at sea.

Martin: Greek shipowners have always placed very high expectations on their crews, and it is natural to

have reservations when tapping into overseas talent. What our experience shows, however, is that with the right manager, this does not have to be a risk.

At Anglo-Eastern, we act as that bridge. We enable Greek owners to access a global pool of seafarers who are selected based on strict criteria, trained in-house, and nurtured on our managed ships. This approach allows owners to move beyond concerns about nationality and focus instead on assurance. In this way, overseas talent becomes not a compromise, but a well-controlled, high-quality solution to today's crewing challenges.

As technology advances, it has become more complex to meet various environmental regulations. How is Anglo-Eastern adapting to ensure seafarers are prepared for alternative fuels they may not have encountered yet?

Evangelos: The simple answer is that we believe training must stay ahead of demand, not behind it. The industry needs structured preparation in advance, combining theoretical knowledge, simulator-based learning, practical drills, emergency response, bunkering procedures, and above all, a clear understanding of the safety culture required for handling alternative fuels.

That is why Anglo-Eastern has invested heavily in future-fuel readiness. We operate training facilities globally, offer accredited courses, and combine simulator-based learning with hands-on practical exposure. We have already conducted a pilot training course on ammonia as a marine fuel, including practical exercises using our LNG/ammonia



bunkering skid, and we have also launched a new ME-GI training facility in Mumbai in collaboration with Everlence (formerly MAN Energy Solutions).

This is particularly relevant in the context of fleet renewal. According to Clarksons data, Greek owners account for around 14% of the global newbuilding orderbook scheduled for delivery between now and 2030. As demand for qualified crew grows, it is increasingly likely that the supply of properly trained seafarers will need to extend beyond Greece itself in order to meet market requirements.

At the same time, the Greek market appears cautious but clearly active, in its approach to alternative fuels, with LNG being the most established option among Greek owners. Looking specifically at the Greek newbuilding orderbook, around 46% are dual-fuel, of which approximately 250 are LNG-capable or LNG-ready.

Against that backdrop, our role is to ensure that training capacity, technical competence, and safety standards develop in parallel with the transition. Preparing seafarers for fuels they may not have encountered yet is an immediate operational priority.

Martin: Indeed, on the LNG front, we have developed LNG cargo-handling, bunkering and dual-fuel engine training infrastructure at our flagship training centre in Mumbai. This places us in a unique position to internally upskill our talent pool for LNG and futureproof their skills for technological advancements.

We have a team of experts who have extensive exposure and expertise in the LNG trade sector. They are experienced in providing

LNG advisory services across newbuilding supervision, bunkering (and FSRU conversion), technical management of LNG-fueled ships, performance optimisation, and third-party inspections. These services are delivered as an end-to-end offering, underpinned by our commitment to upholding safety standards.

With 2026 marking a critical juncture for IMO GHG reduction targets, what's Anglo-Eastern's approach to alternative fuels?

Evangelos: The starting point, in our view, is to accept that there will not be a single, universally optimal fuel, certainly not before the early 2030s. Therefore, a shipowner's fuel strategy should ideally be portfolio-based rather than binary. With 2026 and the following years set to be a crucial period for both regulatory compliance and commercial competitiveness, this balanced approach has become increasingly important.

Over the past decade, the maritime industry has actively explored alternative fuels and greener propulsion technologies in response to evolving regulations, shifting trade routes, changing energy supply dynamics, and broader geopolitical considerations. We are now witnessing a clear convergence towards a multi-fuel era, in which LNG, LPG, methanol, ammonia, and eventually hydrogen are expected to coexist, each progressing at a different pace depending on the trade, region and available infrastructure.

Martin: As a ship manager, Anglo-Eastern has remained fuel agnostic. We support shipowners by helping

them operate confidently in a multi-fuel, multi-regulatory environment. What we've been doing is helping our like-minded clients build their technical optionality, meaning to design newbuildings with engines, fuel systems, and tank arrangements that allow for future conversion where feasible, rather than locking the vessel into a single pathway at an early stage.

Evangelos: Rather than advocating a single solution, we focus on enabling flexibility – helping owners evaluate the right fuel mix for their fleets, ensuring vessels are managed safely and efficiently across multiple fuel types, and preparing our seafarers to operate competently in a more diverse propulsion landscape.

Ultimately, the path to decarbonisation will not be linear, nor uniformed across the industry. Our role is to ensure that, as the regulatory and technological environment evolves, our clients are well-positioned to meet their compliance obligations while maintaining commercial performance and operational resilience.

From "ship manager" to "risk manager"

With rising geopolitical tensions and shifting tariff measures, how do you anticipate global trade patterns being affected? How can Anglo-Eastern help owners mitigate risks?

Martin: That's certainly a tougher question, what we can say is that we've moved from a period of relative stability to one of greater volatility. If history teaches us anything, it's that challenging times bring disruption to trade, which, somewhat surprisingly, often turns out to be opportunities for the shipping industry.

The complexity of our industry today is truly staggering. Yet by collaborating closely with like-minded clients, we arrive at the best possible solutions – keeping ships running as efficiently as possible, with minimal disruption and the highest safety standards, even in challenging circumstances.

Evangelos: The role of a ship manager today extends well beyond traditional technical and operational responsibilities. Effective risk

management has become a core part of the value we deliver to our clients.

Leveraging Anglo-Eastern's global footprint and diverse client base, we manage risk through a combination of trade route diversification, long-standing client relationships, and real-time intelligence across multiple markets and regions. This enables us to anticipate disruption, advise proactively, and support our clients in making well-informed commercial and operational decisions.

This is further supported by our Global Security Desk (GSD), which provides continuous geopolitical, maritime security, and sanctions-related monitoring, enabling timely, informed decision-making at both fleet and commercial levels.

While geopolitical tensions and shifting tariff measures continue to test the resilience of global supply chains, they also reaffirm the strategic importance of shipping in safeguarding economic stability and the flow of global trade. It adds another layer to our responsibilities as a manager, which is to help owners navigate complexity with confidence – transforming uncertainty into a managed, structured, and strategically guided process. And this reflects the changing nature of our industry.

At Anglo-Eastern, we see this evolution as an opportunity to deliver deeper value, stronger partnerships, and greater resilience for our clients in an increasingly dynamic global environment.

Evolving environmental regulation frameworks and geopolitical tensions are both adding more uncertainty to shipping operations. How is Anglo-Eastern helping owners mitigate rising operational costs and crew fatigue during these extended transition times?

Evangelos: The response must be both operational and human oriented. Sustainable performance depends on the close integration of both. On the operational side, we support owners through voyage optimisation, machinery efficiency measures, emissions monitoring, and more sophisticated use of performance analytics. On the human side, we place equal emphasis on fatigue management, welfare, stronger ship-shore support, and

much better onboard connectivity so crews do not feel isolated during extended passages.

Anglo-Eastern has built a strong foundation on both sides. Like other owners we support globally, Greek owners can benefit from our ecosystem and the depth of expertise it offers. We provide proactive support across voyage and machinery performance, while also helping owners manage fuel efficiency, emissions exposure, and compliance with frameworks such as the EU ETS, FuelEU, and the IMO's evolving net-zero regulatory framework.

Martin: We understand that Greek owners are pretty hands-on. A key element that plays a part in this process and in our ecosystem is my.angloeastern. By providing real time visibility of vessel performance and fleet analytics, the platform supports informed decision making on fuel efficiency, maintenance planning, and route optimisation while operating within clearly defined access controls and internationally recognised information security standards.

As Evangelos has brought up, equally important is the human element: crews and shore teams are trained to operate our digital tools confidently and safely, with clear escalation protocols and planning in place.

What's next for Anglo-Eastern's Hellas Office? What are your priorities regarding the Greek market?

Evangelos: Athens has long been at the very heart of Greek shipping, and over the past five years or so, it has firmly established itself as one of Europe's leading maritime hubs, as reflected in the Xinhua-Baltic International Shipping Centres Development Index. The wider Attica region now hosts more than 1,000 shipping offices, offering Greek owners direct and immediate access to a prestigious and influential maritime network.

We have seen a clear and growing trend in Greek-owned newbuildings in pipeline. In a market where first-party management has traditionally been the prevailing practice, one of the key challenges for many owners is to ensure that existing high operational

standards are consistently maintained as their fleets expand and modernise. This is where independent ship managers like Anglo-Eastern can add meaningful value.

We are well placed to address this challenge head-on. By integrating the technical depth and operational expertise of our Hellas Office with a strengthened presence in Athens, we're ideally positioned to build long-term partnerships with Greek owners.

Martin: Despite the industry's ongoing transformation, Anglo-Eastern's core principles remain unchanged: operational excellence, integrity, safety, and long-term partnerships with our clients and crews. While technology, regulation, and the energy transition will continue to reshape shipping, Anglo-Eastern's foundation remains firmly rooted in quality ship management, trust, and human expertise alongside our broader mission to shape a better maritime future.

Evangelos: Indeed, our ambition in the Greek market is to play a meaningful role in supporting the evolving chapter of Greek shipping, through partnership, excellence, and innovation.

Greece is a market that rewards competence, consistency and judgement – proved over time and under pressure. That is precisely why Anglo-Eastern's approach in Greece has been to listen first, integrate carefully and build credibility through delivery.

As Martin and Evangelos underline, the work is ongoing. The expectations in Greece are exacting, and rightly so. Owners look for partners who can be transparent about performance, decisive when conditions change, and disciplined in execution.

For Anglo-Eastern, the commitment is to keep earning trust in the same way it always has: by putting safety, people and operational excellence at the centre, and by showing that global capability and local judgement can strengthen one another, and as our Hellas Office continues to grow within the Anglo-Eastern ecosystem, the aim is straightforward: to serve Greek owners with the standard of shipmanagement they expect, delivered with the fine touch of localisation they value.





EVENT

Anglo-Eastern Manila Conference 2026: Delivering excellence alongside a commitment to Filipino seafarers

There are few places where Anglo-Eastern’s philosophy comes into sharper focus than at our annual conference, this year rotating back to Manila for the first time since 2023. For nearly four decades, the Philippines has been central to our story: a source of maritime talent and a partner in shaping what good ship management looks like in practice

That long-standing relationship was brought into focus at the Grand Hyatt Manila between 10-12 February, alongside the extended theme of ‘Delivering Excellence’ and local design elements inspired by ‘the Balangay’, the Philippines oldest seafaring vessel.

The event brought together nearly 600 Filipino officers and ratings, alongside clients and senior leaders from across the globe and was as much about reflection as it was about direction: a reaffirmation that, in an industry facing rapid change, the fundamentals still matter.

Opening the conference, CEO Bjorn Hojgaard reminded attendees that while technology, regulation and expectations continue to evolve, the foundations of good shipping remain constant. Preparing people, he noted, is as critical as preparing ships. Scale, for Anglo-Eastern, is not the defining measure. Standards, culture and discipline are.

That discipline is not pursued for appearances, but for safety. The aspiration of a zero-detention fleet, repeatedly emphasised during the conference, is rooted in consistency of execution. Doing the right things, the right way, every single day. It is an approach that places responsibility at its core: for ships, for people, and for the ocean itself.

The event also underscored the central role Filipino seafarers continue to play in global shipping. In recognising the Philippines as one of the world’s great seafaring nations, speakers highlighted qualities that go beyond technical competence, namely: teamwork, humility and professionalism, attributes that also align closely with Anglo-Eastern’s own operating philosophy.

Perspectives from outside the Group reinforced this connection with a keynote from the Hon. Hans Leo J. Cacdac, Secretary, Department of Migrant Workers represented by

Atty Jerome T. Pampolina, Assistant Secretary for the Philippine's Seabased Division of the DMW, that underscored the shared responsibility between industry and nation in supporting seafarers throughout their careers. These exchanges grounded the conversation in local context, acting as a prelude to sessions that focused on 'excellence through localisation' with speakers including Neeraj Dhingra, Jessie Martin, Gilbert Garcia, Priyanka Gupta, Dia Cernol, Karen Ibanez, Mohit Sah and Capt Villavicencio R. Menorca.

Across the presentations, a consistent theme emerged: performance today is shaped through ensuring excellence in people, partnerships and technologies. Whether through evolving training frameworks, better integration between crewing and technical functions, or tools designed to support safer and more efficient operations, the focus remains practical rather than abstract. Innovation, as it was framed, exists to serve people and not the other way around.

This emphasis was further reflected in a milestone moment for the Group in the Philippines: the opening of Anglo-Eastern's new Manila base, located in 8912 Asean Avenue Building. Bringing together key Manila-based entities, including the Anglo-Eastern Maritime Training Centre, the new facility is designed to support closer collaboration between teams and create a more joined-up experience for seafarers as they move through the standard phases of training, deployment and career development. The goal being: to ensure that every seafarer carries not only the necessary certificates, but the competence, confidence and mindset associated with the Anglo-Eastern brand.

Together alongside our seafarers, partners and leaders in Manila, Anglo-Eastern reiterated a need to demonstrate excellence in our work so we can maintain the standards



we are known for in the Philippines and beyond. The 2026 edition of Anglo-Eastern's Manila Conference was a showcase of the Group's capabilities and demonstrated how it is continuously evolving to shape a better maritime industry while also showcasing the spirit of our seafarers and their families with a riveting song and dance medley that is sure to go down as one of the most memorable moments across our conferences thus far.

Thank you to everyone who took the time to attend, and to all the teams involved in ensuring the success of this event. We look forward to welcoming our VIP guests again in Mumbai next year!





EVENT

Seatrade Cruise Global 2026

The 41st edition of Seatrade Cruise Global once again proved to be the cruise industry's premier global gathering and Anglo-Eastern was strongly represented across both Anglo-Eastern Cruise Management (AECMI) and Anglo-Eastern Leisure Management (AELM)

With Anglo-Eastern COO, Carsten Ostenfeldt joining from Hong Kong, the week began with participation in CLIA's "Business on the Bay" event at the Pérez Art Museum, setting the tone for a highly productive and well-connected week.

On Tuesday, 14 April, a sizable Anglo-Eastern delegation attended the State of the Cruise Industry session, where leaders from Norwegian Cruise Line, MSC Cruises, Royal Caribbean Group, and Carnival Corporation alongside CLIA CEO Bud Darr, shared their perspectives on the current state and future trajectory of the global cruise sector.

The trade show floor provided a highly effective platform for engagement with clients, prospects,

suppliers, and industry stakeholders. Seatrade continues to offer a unique opportunity to connect with a broad cross-section of the industry in a concentrated timeframe, and our teams maximised efforts through a well-coordinated series of meetings throughout the week.

A key highlight was our annual Anglo-Eastern Seatrade Cocktail Reception, now firmly established as a signature fixture in our cruise marketing calendar. Hosted in Miami, our home cruise market, this year's reception was our most impactful to date, with over 280 guests in attendance. In partnership with Blue Water Shipping and Heineken, the event brought together a highly curated audience

of senior industry leaders, clients, partners, and key stakeholders - with the depth and diversity of attendees further reinforcing Anglo-Eastern's visibility and standing within the cruise sector.

Away from the exhibition halls, senior leadership including Carsten Ostenfeldt, Neil McNeil, Dietmar Wertanzl, and Frits van der Werff, engaged in an extensive programme of client and partner meetings, lunches, and dinners spanning the full Seatrade week. These included key discussions with Four Seasons Yachts, Victory Cruise Lines, Margaritaville at Sea, and Nova Logistics, alongside ongoing conversations with targeted prospects.

Carsten's presence in Miami also provided the opportunity to engage internally, with a Head of Department luncheon and town hall at the office. These sessions offered updates on the company and created space for open dialogue with the local team.

Our teams also participated in a range of conference sessions, gaining insights into areas shaping the cruise landscape—from small ships and expedition cruising to the evolving luxury segment, changing guest expectations and the increasing complexity of shipboard people management.

Overall, Seatrade Cruise Global 2026 was a highly successful week for Anglo-Eastern that deepened relationships, strengthened brand visibility, and reinforced our position as a trusted long-term partner to the cruise industry.



SPOTLIGHT

Anglo-Eastern supports Four Seasons' successful entry into the ultra-luxury cruise sector with bespoke ship management services

Four Seasons I, a 95-suite yacht that announced Four Seasons' entry into the ultra-luxury yacht segment, has successfully completed her maiden voyage in the Mediterranean, supported by Anglo-Eastern Cruise Management Inc. (AECMI) as her technical ship management partner

AECMI's involvement began during the newbuilding phase at Fincantieri's Ancona shipyard in 2024 and now includes technical management, safety and regulatory compliance, and crew recruitment and training customised to meet Four Seasons hospitality standards. Shore-side support covers fuel procurement, emissions-related compliance,

itinerary and port support, medical coordination and voyage security monitoring, with new technology being introduced to facilitate 24/7 coverage to maximise guest safety as the yacht sails through some of the world's most exclusive destinations.

Neil McNeil, Managing Director, AECMI, said: "From the outset, close cooperation with Malta Flag (Transport Malta), the shipowner and the classification society was essential. The yacht's highly customised design called for tailored operating procedures to ensure tender operations for limousines, side shell doors and floating marinas, and onboard water sports could be introduced safely and seamlessly. This is further backed by a bespoke Safety Management System."

Through its role as ship manager, AECMI continues to deliver on its commitment to its clients by translating complex vessel capabilities and brand aspirations into safe, reliable, and well-managed operations at sea.

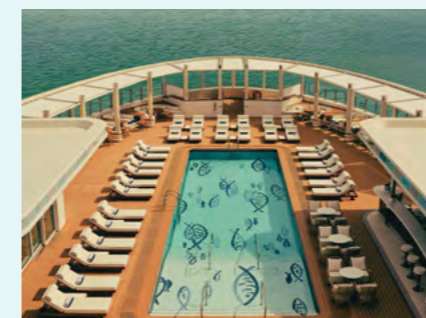


Photo credit: Four Seasons Yachts

AWARD

Building safer, more inclusive ships together

Anglo-Eastern Maritime Services is honoured to have received the Care, Courage, and Curiosity Award at Rio Tinto's annual Supplier Recognition Awards in Perth, selected from a highly competitive field that saw approximately 230 nominations and 18 finalists across multiple award categories

The award is particularly meaningful as it reflects a shared commitment to placing people at the heart of our operations and building safe, respectful, and inclusive workplaces. We were recognised for our collaboration with Rio Tinto in delivering a structured approach to enhance diversity, equity, and inclusion (DEI), across our managed fleet.

Working closely with Rio Tinto, we prioritised merit-based, bias-free recruitment and promotion, as well as



Grant Michels (right), Anglo-Eastern's Country Representative in Australia, accepts the award in Perth on behalf of AEMS.

vessel readiness, leadership accountability, and the strengthening of psychological safety onboard.

Thank you to Rio Tinto for the continued trust and partnership, and thank you to all the Anglo-Eastern teams that have contributed to this award win. We are committed to providing safe, inclusive, and high-performing ship management services that reflect our shared values.

VESSEL

Strengthening ties at sea: NYK visit to Saga Future

Senior representatives from NYK boarded Saga Future, our managed vessel, during her port call in Osaka on 24 February, as part of a scheduled vessel visit



From left to right: Ryo Sasaki (Coordination Team, Forest Product Group), Angshujit Sinha (Deputy Fleet Manager, Anglo-Eastern), Izuru Ehara (General Manager, Forest Products Group), Pranay Mhambrey (Master, Saga Future), Hiroaki Nishiyama (Managing Executive Officer, NYK Line Tokyo and Chairman, Tata NYK)

The NYK delegation included Mr Hiroaki Nishiyama, Managing Executive Officer of NYK Line Tokyo and Chairman of Tata NYK Shipping; Mr Izuru Ehara, General Manager of NYK's Forest Product Group; and Capt Ryo Sasaki from NYK's Forest Product Coordination Team. They were accompanied by Mr Futoshi Kanai, Supervisor of Saga Welco, and Mr Angshujit Sinha, Deputy Fleet Manager of Anglo-Eastern.

Following a brief introductory meeting and greetings, the visitors proceeded to the deck to observe ongoing wood pulp discharge operations. This was followed by a tour of the engine room, main deck, and navigation bridge. Lunch was served onboard, during which the delegation expressed their appreciation for both the menu and the quality of the food. A short safety meeting was subsequently held with the vessel's senior staff, focusing on NYK's safety campaigns and reinforcing shared safety priorities.

The visit concluded with an observation of aluminium ingot discharge operations. Positive feedback was received regarding the vessel's overall condition and standard of maintenance, before the delegation disembarked.

We extend our sincere appreciation to Saga Shipholding for their continued trust and long-standing partnership, as well as to the entire crew of Saga Future, both at sea and ashore, for their professionalism and support in facilitating this successful visit.

EVENT

Balance and stewardship in a shifting maritime landscape

At Marine Money's 17th Annual Hong Kong Ship Finance Forum on 28 April, our Chief Executive Officer, Bjorn Hojgaard, and Chief Commercial Officer, Niraj Nanda, took part in a fireside chat and a panel discussion examining leadership and the evolving role of independent ship management alongside the backdrop of capital stewardship and asset management

In his session, Bjorn was interviewed by Richard Kendall, Director and Chief Executive, Hong Kong Maritime Museum, drawing on key themes from his book, 'Balance: Beyond Binary'. He reflected on leadership in a complex industry environment, speaking about moving beyond simplistic either-or thinking and the importance of balance across key areas including commercial pressure and responsibility, short-term decisions and long-term consequences, process and results, and family and team structures. In an industry

shaped by constant change, his remarks underscored the need for judgement, discipline and clarity of values, particularly at moments where trade-offs are unavoidable.

Niraj joined a panel discussion moderated by Jagmeet Makkar focused on ship management and investment perspectives, where he addressed why independent ship management has become increasingly relevant for today's asset owners and financial investors. He highlighted the growing complexity of operating modern fleets - from regulation and decarbonisation to technology and talent - and the value of institutional-grade management, predictability, scale and long-term thinking in preserving asset value while allowing owners to focus on more strategic, revenue-driving decisions.

Thank you to Marine Money for bringing together a well-calibrated group of voices and facilitating an open, constructive exchange with industry peers.



EVENT

Navigating shipping's multifuel future

Niraj Nanda, our Chief Commercial Officer, represented Anglo-Eastern in March at Aarohan 2.0, joining the panel 'New Energy Frontiers' to discuss LNG, LPG and the future of green propulsion

Speaking alongside Abhishek Asija (Global CEO at GMOS World), Kaushik Seal (President at Institute of Marine Engineers, India) and Saunak Rai (Chairman at Institute of Chartered Shipbrokers ASEAN branch) on the panel moderated by Jagmeet Makkar (Independent Non-Executive Director at Heidmar), Niraj shared perspectives on why shipping is not facing a single energy transition, but an energy diversification - a multifuel era where LNG, LPG, methanol, ammonia, and eventually hydrogen, are likely to co-exist and progress at different speeds across trades and regions, unfolding against a backdrop of uncertainty that the industry has already been navigating for several years.

Niraj highlighted the growing importance of designing vessels with built-in optionality, and the critical role of effective vessel management in turning that optionality into real value. By integrating design readiness with strong operational oversight, crew competence and safety management from day one, owners can make measured investments today while retaining the flexibility to adapt as fuel infrastructure, regulation and market demand continue to evolve.

Thank you to the event organisers at Integrated Maritime Exchange for convening this meaningful discussion, and to all panellists for an insightful exchange.





EVENT

YM Centennial: Marking a milestone for Yamamaru Kisen

The naming of YM Centennial took place at a meaningful moment in Yamamaru Kisen's history. Delivered on 16 March 2026 from Tsuneishi Heavy Industries (Cebu), Inc., the vessel entered service during the company's centenary year, making its arrival both timely and symbolic within Yamamaru Kisen's long term fleet development

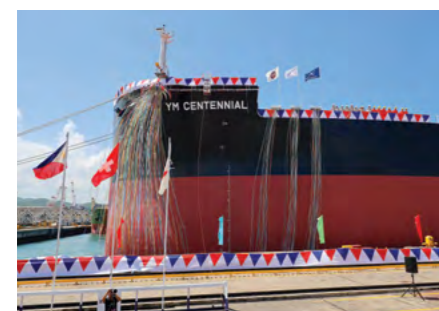
YM Centennial forms part of a management relationship with Anglo-Eastern that has developed steadily since its inception in 2004, reflecting a true partnership built through collaboration and consistent day to day operational delivery over more than two decades.

The naming ceremony was attended by Anglo-Eastern representatives, Mr Sudhir Kumar Maheshwari, Fleet Director and Mr Vivek Ratan, Deputy Fleet Manager who marked the occasion with the exchange of a

commemorative gift that acknowledged both the delivery of YM Centennial and Yamamaru Kisen's centenary year.

The ceremony concluded on a forward looking note, reflecting continuity in approach, the value of long term partnerships, and a clear operational focus for the years ahead.

Our sincere congratulations to Yamamaru Kisen on this landmark anniversary.



Hong Kong

EVENT

Anglo-Eastern Technical Summit 2026: Hong Kong and Singapore Chapters

Established this year, the inaugural Anglo-Eastern Technical Summit brought technical experts from across the organisation together to share experience, strengthen collaboration, and align on consistent fleet standards as complexity continues to grow. The initial chapters were held in Hong Kong on 26-27 February and in Singapore on 26-27 March 2026

The sessions focused on operational safety, fleet reliability, and technical performance. Participants reviewed learnings from recent major incidents and discussed emerging technical challenges affecting ship operations. Attention was given to recurring issues, with discussions centred on practical measures that can be applied consistently across the fleet.

A strong emphasis was placed on collaboration between ship, shore, and specialist teams, with the aim of strengthening technical support for vessels and crews. Sessions on digital initiatives, training roadmaps, and technical best practices highlighted the importance of alignment and consistency across business units, alongside the pragmatic adoption of new tools.

Cross-functional discussions and Q&As enabled participants to share perspectives and operational insights. These exchanges underscored the role of transparency, standardised processes, and continuous improvement in supporting sustained performance.

The forums have reaffirmed Anglo-Eastern's dedication to technical excellence, ensuring safe, efficient, and reliable ship operations. The outcomes of the discussion help align priorities and translate shared learning into actionable insights to be applied across the fleet. The European chapter of the Technical Summit is planned for May 2026, with further updates to follow.



Singapore

Photo Gallery: Memorable moments



Advancing sustainable maritime practices

In March, Mahesh Subramanian, our General Manager of ESG & Projects, spoke at Carnival Corporation's Environmental Conference in Southampton on the topic of Ballast Water Management.

Mahesh shared our experience in handling 650+ Ballast Water Management Systems installed on our managed vessels and insights gained from analysing operational data.



LNG in the multi-fuel era

At an Asia Pacific Maritime event held in Singapore in March, Uma Dutt, our Vice President of LNG Support, joined a panel discussion on the subject of 'Securing LNG's Long-Term Viability as a Shipping Fuel', sharing perspectives on how LNG continues to play a practical role in the multi-fuel era.



Online refresher training on Everlence engine

In March, AEMTC Manila conducted two one-hour online sessions for MV Indian Bulker, in response to a request for refresher training on MAN B&W ME-C Engine (presently under Everlence branding). The sessions supported engineers onboard the vessel by reinforcing further operational understanding and good maintenance practices.

Building bridges: From the field to the academy

After three days of workshops at the AEMTC Mumbai, focused on strengthening auditor networks, our QHSE teammates stationed in various offices visited AEMA to discuss seafaring careers, challenges and opportunities. Cadets spoke candidly about their aspirations and the realities of the industry, and QHSE teammates shared lessons drawn from experience.



Strengthening shipboard electrical competency

In collaboration with AEMTC Mumbai, a five-day electrical workshop was successfully conducted in March at AEMTC Manila for our Filipino engineers and electrical officers to strengthen their shipboard electrical competency, fault diagnosis skills and safety-oriented decision-making.



Celebrating Hong Kong's maritime legacy at Anchor Plaza

In January, representatives from Anglo-Eastern joined the Giants' Feast Gala hosted by the Hong Kong Maritime Museum to celebrate the newly established Anchor Plaza. Situated behind Central Piers 9 and 10 in Hong Kong, the Plaza features the iconic 36-ton anchor of Seawise Giant, the world's largest cargo vessel ever built. With a measured length of over 458 metres, the ship was longer than the nearby International Finance Centre (IFC) tower. As a founding sponsor of the Anchor Plaza, we are deeply humbled to be part of the joint effort to preserve the city's maritime legacy, and now have our name now etched in stone as a small part of it.



Backing the next generation of female seafarers

Anindya Chakraborty, Assistant General Manager of Marine HR, and Srikanth Tirukkovalluri, General Manager of Marine HR, visited Anglo-Eastern Maritime Academy in April to engage with cadets on a meaningful initiative. The visit centred on a commitment supported by a shipowner to sponsor up to 10 female cadets each year by funding their training costs as well as the expenses related to their first Certificate of Competency examinations.

ISSC: Three years of shared success

We were delighted to celebrate the anniversary of our Shared Services Centre in India (ISSC) in February, marking three years of collaboration, growth, and shared success.





Banlaygas John Vincent Galagar (third from left)

GalleyMasters: Honouring culinary talent at sea

Our Chef of the Year Award and International Chefs Day Competition are annual fixtures celebrating culinary talent across our managed fleet.

Chief Cook Banlaygas John Vincent Galagar was our 2025 Chef of the Year Award recipient and was honoured for excellence in onboard culinary standards and galley leadership. During International Chefs Day 2025 - Mystery Box Challenge, Chief Cook Salinco Roseferns Almeida won for creative, technically refined dishes, while runner up Chief Cook Mayurkumar Baria was recognised for elevating everyday shipboard ingredients through thoughtful presentation.



Mayurkumar Baria



Salinco Roseferns Almeida



Highly Commended Ship Manager

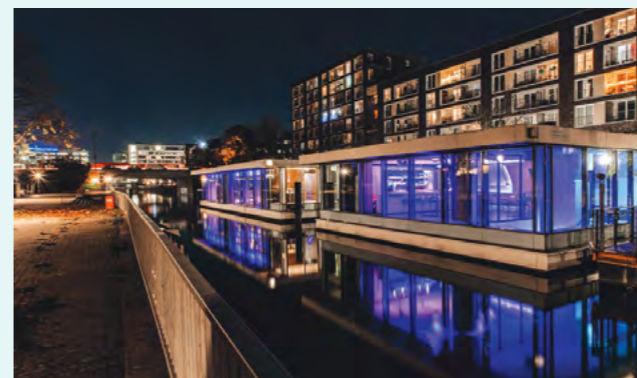
We joined and sponsored the Annual Maritime Charity Dinner hosted by The Sailors Home and The Missions to Seafarers, at Mariners in Hong Kong, in February, where we were also recognised as a Highly Commended Ship Manager for 2025. Vinay Singh (second from right), our Group Managing Director of Marine HR, accepted the certificate on behalf of the company.



Going the extra mile for a good cause

In March, Grant Michels, our Country Representative in Australia, participated in 'Up All Night', an overnight marathon to raise money for Ronald McDonald House Charities Western Australia. Ronald McDonald House is a "home away from home" for the parents and families of sick children across Western Australia when they seek medical treatment in Perth.

Annual Dinner Celebrations



Hamburg Office



Hong Kong Office



Antwerp Office



TRAINING

A full circle moment in Anglo-Eastern's training journey

Peter Cremers, Chairman of the Board, returned in March to Anglo-Eastern Maritime Training Centre (AEMTC) in Mumbai and Anglo-Eastern Maritime Academy (AEMA) in Karjat, two world-class institutions shaped by his vision for maritime training

Peter and his wife, Myriam, began their visit with a tour of AEMTC Mumbai. At the entrance, they took part in the lighting of the ceremonial lamp, a gesture symbolising the spark of knowledge. They were then welcomed by the Tree of Gratitude, an installation featuring handwritten notes from seafarers expressing appreciation for the training and support they had received at the centre.

Francis Akkara, Principal of AEMTC Mumbai, Vineet Gupta, Managing Director of Marine HR India, and

faculty members then showed them around the training centre. Established in 2001 and inaugurated by Peter, AEMTC Mumbai has grown into a 32,000-square-foot facility equipped with advanced simulators to support seafarer training. Francis thanked Peter for his continued support for Anglo-Eastern's training initiatives, noting that his long-standing motto of "doing a proper job" has helped shape the centre's focus on strengthening crew competence and maintaining high standards.

The following day, Peter and Myriam visited AEMA. They toured the academic block and were given a closer look at the academy's infrastructure, training facilities and overall learning environment. They also visited the Language Lab, where cadets use the Orell Talk software to strengthen their English and business communication skills.

The visit then moved to the AEMA Conclave session with cadets and faculty members. Peter spoke about the vision he holds for AEMA, stressing the need to connect training closely with real-world maritime operations as we navigate the changing demands at sea. As he put it, "Ships become much more complicated. How better to make sure that you have the right people around you than with your own training?"



When AEMA was established in 2009, ship management companies operating specialised pre-sea training institutes were unheard of. Reflecting on the scale of that commitment, Peter said: "It was a huge undertaking, but in the formation of this academy there is no moment that we have regretted it. Behind this, there are a lot of people who made this dream come true."

He also encouraged cadets to make the most of their time at AEMA,

describing it as "the beginning of a life-changing experience that will guide you through the world". "Whether you will go onboard a ship, or end up in an office, or somewhere else, I think what you take from AEMA will change you forever," he said.

Before departing, Peter and Myriam also took part in a tree planting ceremony, planting a tree named 'Perseverance', symbolising growth, sustainability and support

for the next generations of maritime professionals.

As the industry evolves, Anglo-Eastern continues to invest in structured, future-proof training to build a strong pipeline of skilled seafarers to support our clients' needs. Together, AEMA and AEMTC reflect the long-term vision that Peter helped shape and that continues to guide Anglo-Eastern today: nurturing our people and communities as we shape a better maritime future.



AWARD

AEMA retains top ranks in India's maritime academies for fourth straight year

A consistent focus on training seafarers to the highest standards continues to strengthen the academy's standing in maritime education

Anglo-Eastern Maritime Academy (AEMA) was awarded second rank in the Outstanding Maritime Training Institute category for pre-sea training institutes at India's 63rd National Maritime Day celebrations, an annual occasion organised by India's Ministry of Ports, Shipping and Waterways to honour the outstanding services of individuals and organisations in the maritime sector. The award was received on 5 April by Vice Principal Capt Sudhir Rai and Head of ETO Department Anil Sharma.



The committee's assessment reflected AEMA's strong standing in the industry and academic excellence of cadets. It also recognised the academy's facilities, alongside cadet accomplishments in sports and extra-curricular activities and diversity and inclusion initiatives.

AEMA has ranked among the top institutions in this category every year since 2023. This continued recognition reflects Anglo-Eastern's long-term investment in people and its commitment to developing a strong pipeline of future-ready seafarers.

Training the trainers for sustainable shipping

In April, Anglo-Eastern took part in the world's first government led Training the Trainer programme on Green Maritime Fuels, held in Hong Kong

The programme was organised by Hong Kong's Maritime Just Transition Task Force (MTTF) and the Transport and Logistics Bureau, as part of their Action Plan on Green Maritime Fuel Bunkering to train green maritime fuel-related talent. Hosted by Hong Kong Polytechnic University and supported by the Hong Kong Shipowners Association, the three-day programme equipped maritime professionals with practical knowledge on emerging fuels including ammonia, methanol and hydrogen.

Hong Kong is advancing as a regional hub for emerging marine fuels, with a clear policy focus through the establishment of a green maritime fuel bunkering centre, an incentive scheme for first-mover bunkering operations, and the completion of its first green methanol bunkering in March. In parallel, the local government is conducting feasibility assessments and preparing the regulatory ground for future bunkering infrastructure.



It was encouraging to witness the high level of participation and interaction throughout the Training the Trainer programme, advancing the MTTF's Action Plan for Mapping a Maritime Just Transition for Seafarers.

With Aalok Sharma (Group Director of Training) and Vinayak Mohla (General Manager of Cadet Recruitment & Competency Management) in attendance, Anglo-Eastern contributed as both trainers and trainees, reinforcing its commitment to capability building during the industry's energy transition in the multi-fuel era. The programme reflects Hong Kong's growing role as a hub for sustainable maritime innovation and skills development. As always, we have been dedicated to placing seafarer safety, skills development, and social protection at the heart of the decarbonisation journey.



Shaping seafarer training at IMO

In February, we participated in the 12th session of the International Maritime Organization (IMO) Sub Committee on Human Element, Training and Watchkeeping (HTW 12), alongside the second Intersessional Working Group supporting its work (ISWG-STCW 2)

Anglo-Eastern's representatives, Aalok Sharma, Group Director of Training, and Vinayak Mohla, Head of Cadet Recruitment & Competency Management, also representing Global Maritime Education and Training Association (GlobalMET), contributed to discussions focused on enhancing maritime training, strengthening global competency frameworks and ensuring seafarers are equipped with the skills needed for an increasingly complex and evolving operating environment. Key topics and takeaways at the HKW-12 session included:

- Finalisation of draft interim guidelines to support seafarer training on ships using methyl/ethyl alcohol and ammonia as fuel, alongside a work plan to develop further guidance on alternative fuels and new technologies.
- Advancement of a comprehensive review of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW), with particular attention given to future training requirements in areas such as cybersecurity, ballast water management, and the prevention of violence, harassment and bullying at sea.
- Validation of three IMO model courses covering Personal Safety and Social Responsibilities, Chemical Tanker Cargo and Ballast Handling Simulator, and Oil Tanker Cargo and Ballast Handling Simulator.
- Identification of reference documents to support further work on seafarer fatigue and work rest hours, including underlying causes and the effectiveness of existing regulations.

Through active engagement in international forums, Anglo-Eastern continues to work alongside regulators, industry peers and stakeholders to help shape a safer, more resilient and future ready maritime community.



Ratings Seminar in Daman

EVENT

Dual-city seminars: Strengthening safety culture through a shared commitment

Fednav and Anglo-Eastern jointly conducted two crew seminars in Daman and Chandigarh, India, in February, bringing together ratings and officers under the shared theme "Stronger Foundations, Safer Outcomes"

Across both locations, the sessions reinforced how operational alignment between Fednav and Anglo-Eastern contribute to consistent safety performance, disciplined operations, and effective leadership onboard.

The Ratings Seminar in Daman focused on practical safety fundamentals and assurance. Capt Mandeep Makkar,

Head of Fleet Management at Fednav, emphasised the significance of a united approach to discipline, situational awareness, and adherence to consistent onboard practices. Case studies and workshops revisited enclosed space hazards and preventive strategies. The sessions highlighted the value of

consistent standards and open discussion in strengthening frontline safety performance.

The Officers' Seminar held in Chandigarh further advanced these themes, with a strong focus on leadership and informed decision making. The programme was led by Mr Dana Wandscheider, Vice President - Fleet Management & Performance, whose sessions fostered open dialogue through joint reviews of incident learnings and operational challenges, reinforcing a culture of transparency and continuous improvement. Addressing the gathering, Capt Himanshu Chopra, Managing Director of Anglo-Eastern, highlighted the critical role of collaboration in developing capable, resilient, and safety driven maritime leaders.

Together, the seminars reflected our ongoing commitment to partnering with shipowners to strengthen safety culture, crew competence, and long-term operational resilience across the fleet.



Officers Seminar in Chandigarh

AWARD

Promoting life-long learning

The Organisational Development and Learning (OD&L) team is pleased to share our recent achievement in the LinkedIn Learning programme

At Anglo-Eastern, LinkedIn Learning (LiL) has become a key enabler of how we develop our people and reinforce a culture of continuous learning across the organisation.

We view learning, not as a peripheral benefit, but as an integral part of how we work together as a global team. On 4 March, this commitment was recognised when Anglo-Eastern received the Rising Learning Star Award during the LinkedIn Talent Awards, underscoring the impact of our learning strategy and the high level

of employee engagement (In photo: Mr Nicky Lam, Senior Manager, OD&L, receives the Rising Star Award on behalf of the OD&L team).

What distinguishes Anglo-Eastern is not only the breadth of our platform usage, but also the way learning from LiL is embedded into everyday work. Managers use the platform to support individual development plans, teams leverage courses for project-specific upskilling, and learners connect around shared topics and skills through the OD&L virtual "Office Hours" initiative.



This integrated approach has enabled the organisation to reach deeper into multiple layers of the company, support role transitions, and maximise the value of LiL in targeted areas.

As a result, participation in the LinkedIn Learning programme is contributing to enhanced performance, stronger readiness for future roles, and a more connected, future ready learning culture across our offices and fleets. These reflect just a few of the notable practices, success stories and feedback shared by both learners and their managers. Inspired by these outcomes, Batch 3 of the programme is due to commence shortly.

Mahesh Subramanian, General Manager, ESG & Projects

"I had a fantastic time learning from the LinkedIn Learning programme. My journey was very good, and I have learnt a lot and applied [this] in my job. Due to the courses that I undertook, I am using Copilot and Excel more efficiently and got hand of some very important day-to-day hacks/tools."

The management and human element related courses were excellent and provided some stimuli to reflect on specific aspects of the working environment."

Imran Vora, Vessel Manager, Technical

"I am really enjoying learning from the LinkedIn Learning app and many courses have been very useful."

Being seafarers, Vessel Managers are inherently familiar with hands-on and informal learning. From cadetship through to becoming Chief Engineers and eventually Superintendents, this experiential approach has always been central to our profession. It's encouraging to now see learning data that reinforces and validates these long-standing practices."

RECOGNITION

Safety Star Q4 – Chirapu Vasu

Wiper Chirapu Vasu, serving onboard MT Dat Mercury, has been recognised as the Safety Star for Q4 for his strong safety awareness and practical approach to risk prevention during daily operations

While working in the engine room, Chirapu noticed several issues that could have caused accidents if left unaddressed. He installed guarding for the equalising valve handle between the fuel oil auto backwash system and the bypass filter system, reducing the risk of the valve being moved unintentionally when maintenance work was taking place nearby. He also identified an unguarded section along the engine room platform and built a barrier to prevent the risk of falls in that area.

In his day-to-day work, Chirapu consistently demonstrates safe working practices. He uses proper personal protective

equipment and actively reminds others to do the same. He actively engages in safety discussions, raises concerns, and collaborates effectively with colleagues. His initiative and conduct have been acknowledged by senior officers, crew members, and third-party inspectors.

Chirapu's actions highlight the importance of speaking up and taking ownership of safety at an individual level. His practical improvements and consistent behaviour contribute to a safer working environment and help strengthen safety culture onboard.



WELL-BEING

Understanding the normalisation of deviance

Parnita Rasal, Senior Psychologist at Anglo-Eastern Maritime Training Centre, reflects on how small deviations from standards can quietly become accepted practice, both on board and ashore

Normalisation of Deviance (NoD), a concept coined by sociologist Diane Vaughan during her analysis of NASA's 1986 Space Shuttle Challenger disaster, describes how practices deviating from established standards gradually become accepted over time because they do not lead to immediate negative consequences. In short, what was once considered wrong slowly becomes acceptable.

NoD happens not only in high-risk settings but also in corporate environments. Employees cut corners or ignore protocols under deadlines and performance pressure, eroding compliance and increasing risks – especially if mental health is overlooked. These habits become ingrained, making change even more difficult.

Why does normalisation of deviance exist?

- **Work Pressure:** Limited manpower combined with high demand pushes employees toward shortcuts and violations.
- **Complacency:** When deviations do not lead to immediate negative outcomes, they are perceived as safe, thus reinforcing risky behaviours.
- **Lack of Psychological Safety:** In environments where employees fear blame or backlash, errors are hidden, manipulation increases, and office politics become more prevalent.
- **Ineffective Leadership:** Poor planning, excessive delegation without oversight, and lack of accountability create gaps where deviance flourishes.

If left unchecked, NoD can significantly impact both people and performance:

- Increased apathy and human errors due to weakened discipline
- Decline in analytical thinking and decision-making
- Rise in bullying, harassment, and unhealthy competition
- Acceptance of substandard practices
- Reduced productivity and efficiency
- Compromised safety and well-being

Over time, this doesn't just affect output but also erodes the organisation's integrity.

Strategies to manage normalisation of deviance

Addressing NoD requires both systemic correction and cultural transformation. One is suggested to:

- 1. Reinforce non-negotiables**
Clearly define and communicate critical processes that cannot be bypassed, especially those related to safety, compliance, and well-being.
- 2. Lead by example**
Leaders must demonstrate adherence to processes as what they tolerate becomes culture.
- 3. Build psychological safety**
Encourage open communication where employees can question processes, report deviations and admit mistakes without fear. A "no blame, learn fast" culture reduces hidden risks.
- 4. Conduct regular audits and process reviews**
Conduct periodic checks not just on outcomes but on how the work is being done. Focus on identifying silent deviations.
- 5. Strengthen training and awareness**
Include real-life case studies

to highlight consequences of small deviations. Reinforce why procedures exist, not just what they are.

- 6. Balance workload and resources**
Address root causes such as understaffing and unrealistic deadlines. Operational pressure should not justify procedural compromise.
- 7. Drive accountability with empathy**
Hold individuals accountable but understand systemic triggers. Correct behaviours without creating fear.
- 8. Encourage a "Stop and Think" culture**
Empower employees to pause when something feels wrong, even if it delays output. Safety and quality should always override speed.
- 9. Redefine performance metrics**
Avoid rewarding only speed or volume. Include process adherence, quality, and ethical behaviours in evaluations.

NoD is subtle, gradual, and often invisible – until its consequences become too large to ignore. What starts as a minor shortcut can evolve into a deeply embedded cultural flaw.

Recognising its presence is the first step. Challenging it consistently is the responsibility of every individual, especially leadership.

In the long run, discipline is not a constraint but the foundation of sustainable performance and safety.



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 both Industrial Organisational Psychology and Counselling Psychology, alongside a diploma in Human Resource Management.



CULTURE

Investing in values: A wall to live well

Capt Ashish Dikshit shares how a simple initiative at Anglo-Eastern's Maritime Academy (AEMA) encourages cadets to reflect beyond textbooks

"Knowing others is intelligence, knowing yourself is true wisdom"
- Lao Tzu

In one of my initial interactions with Capt Aalok Sharma (Group Director, Training), he shared his vision for AEMA. He spoke about building a strong knowledge base for cadets, reflected in their examination results. But his ambition went further: to instil values that would guide them throughout their professional lives.

The conversation ended there but his words stayed with me, and I felt drawn towards contributing to this dream in my own way.

In my journey as an academician, my approach has been much the same. For me, life is not just about learning from textbooks but about imbibing positive values from the people around us. When I share simple nuggets of wisdom with my students and see their genuine interest, it motivates me to keep trying to shape their lives for a better tomorrow.

I began reading non-academic books later in life, after spending more

time outdoors. Authors such as Dan Ariely, Yuval Noah Harari, Howard Marks and Morgan Housel encouraged me to question my assumptions and view life from different perspectives. However, the author with whom I felt a deeper connection is a relatively lesser-known writer, Vishal Khandelwal. His books have left an indelible mark on me and continue to shape the way I think and live.

It was on a Saturday, during a break, that I found myself recreating one of the illustrations from his book. My colleague, Mr Ansari, happened to see it and suggested that I share it with the students. The idea struck a chord, but I did not want it to become just another social media post. Instead, I began thinking about a more meaningful way to share it with them.

I drafted a plan and shared the proposal with AEMA's Principal, Mr Tejinder Bhamra, who listened patiently and eventually gave me his approval.

The plan was simple. I wanted my inspiration to inspire others by staying on a wall right in front of the cadets,

so that each time they looked at those ideas, expressed in simple language, the words carrying timeless wisdom would prompt reflection.

So, what exactly are these ideas, or as I like to call them, the "Wall of Ideas"? Simply printing them in the magazine would not do them justice, because their true essence lies in standing before the wall and allowing each thought to be absorbed and reflected upon. As Tolstoy once said, "Real wisdom is not the knowledge of everything, but the knowledge of what is necessary, what is less necessary, and what is completely unnecessary to know. Among the most necessary knowledge is learning how to live well." This is my attempt to prepare my cadets to do the same.

I haven't asked the cadets to study these ideas directly. Instead, I want them to engage with them in a subtle way, pausing in their own time to reflect and absorb the thoughts. These ideas are not meant only for cadets; they hold relevance at every stage of life and can be viewed differently across age groups.

Two of the earliest admirers of the Wall of Ideas, much sooner than I expected, were Mr Peter Cremers and Mrs Myriam Cremers. They particularly enjoyed Jeff Bezos' concept of the Regret Minimisation Framework, with Mr Cremers mentioning how he instantly connected with it.

My hope is that these ideas make a meaningful difference and stimulate the subconscious mind of those who take the time to pause and think.

In this small corner of the world, I have tried to contribute something to the future leaders who will one day shape the shipping industry.



Contributor:
Capt Ashish Dikshit is a seasoned maritime professional with about 30

years of experience at sea, sailing on oil and chemical tankers. Currently serving as Training Superintendent (Nautical) with AEMA since 2025, he is passionate about shaping his students into wholesome human beings so that they excel on all fronts in life.



ACTIVITY

From Shek O to Karjat: Two clean-up drives, one shared purpose

In two locations miles apart, colleagues in our Hong Kong office and cadets at AEMA in Karjat took part in clean-up activities that turned environmental awareness into action

On 21 March, colleagues joined Anglo-Eastern's "Sea the Difference" clean-up at Shek O Beach in Hong Kong, held in collaboration with Green Hour Foundation. Working along the shoreline, volunteers collected 167kg of rubbish, helping protect the local coastline while spending time together



outside the office to strengthen team bonds. It was a simple way to care for the oceans our industry depends on.

On 11 April, 40 cadets from AEMA, together with three instructors and Mahesh Subramanian, General Manager - ESG & Projects, joined a second clean-up on the outskirts of Karjat. For the cadets, it was a chance to step outside the classroom and work together to improve the area around the academy.

Both initiatives showed that environmental responsibility is not only shaped through policy, but also through simple, practical action on the ground. They reflected Anglo-Eastern's ESG focus and our responsibility to do what we can for the planet.



CSR

Planting maritime dreams early

Adopt-a-Ship programme completes another successful cycle at San Pedro with continued support from our Philippines team

The school hall at San Pedro Relocation Centre National High School felt different that morning. On 9 March, students gathered not for a regular assembly, but for the closing ceremony of Adopt-a-Ship Philippines, a programme that had quietly changed how many of them saw the world beyond their classrooms. Run in collaboration with Anglo-Eastern Philippines, the programme introduced students to maritime life in a way that felt real and relatable. Ships were

no longer just pictures in textbooks or distant shapes along the horizon. They became working places, moving bridges between countries, and proof that the world stays connected because people go to sea.

That idea stayed with the students as Deck Cadet Kristine Francisco and Ordinary Seaman Guadalupe Payot shared their experiences. They spoke openly about daily routines onboard, time away from home, and the discipline the job demands. At one point, the message was put simply: "Most people never see the ships, but they rely on them every day. Seafarers move the world, quietly and constantly." It was the kind of line that landed because it was true.

Capt Gilbert Garcia, President of Anglo-Eastern Crew Management Philippines, together with Wellbeing Officer Karen Izon brought attention to mental health and the importance of support systems at sea. Their words reminded the students that behind every vessel is a crew that needs care, understanding, and resilience to keep going.

A special message from Mr George Hoyt, IMO Goodwill Ambassador, connected the school's experience to the bigger picture, emphasising why maritime awareness matters, especially for young people. The ceremony closed with a sincere thank you message from Mr Jeffrey Aldas, Adopt-a-Ship's Philippines Representative, reflecting the school's appreciation for a programme that went beyond providing information and sparked genuine curiosity.

As students stayed behind to ask questions and share their thoughts, it was evident that the programme had achieved its goal of sharing the purpose and responsibility of a life at sea.

Building on the success of the San Pedro cycle, we now look forward to the next cycle and to welcoming a new batch of students who will continue the shared journey of learning, discovery, and maritime awareness.

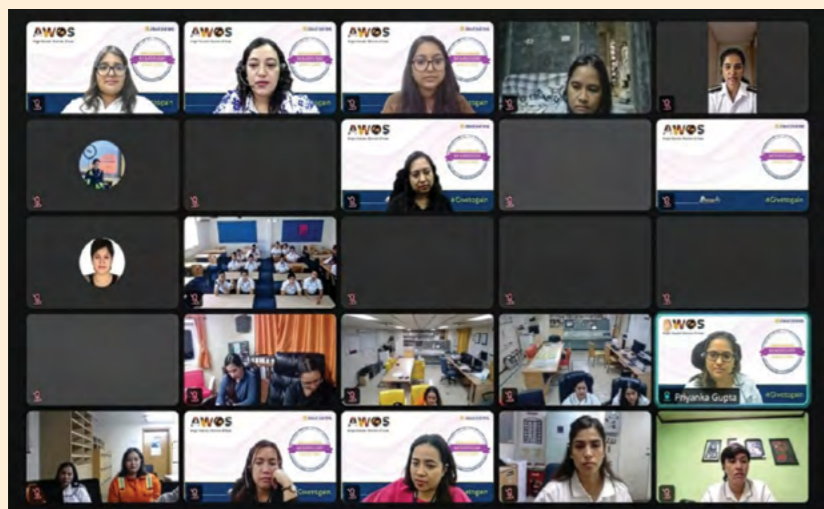
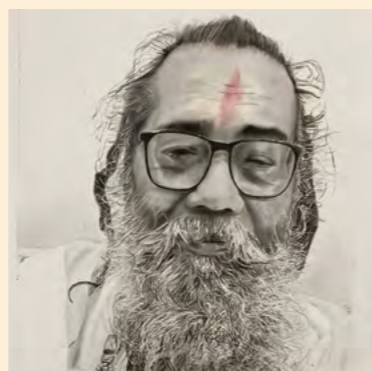
Our most important ASSET is you!



Creativity at sea: A pathway to well-being
Oiler, Mr Pramod Ganesh Mhaske, on board Maersk Gateshead, painted an artwork during his spare time.
His artwork adopts a thoughtful approach to self-expression, demonstrating how creative activities can serve as a means for fostering emotional balance and mental health at sea. In environments characterised by routine operational tasks, such creative efforts provide opportunities for reflection and personal engagement.
Creative activities on board are encouraged, as they help create an environment that supports productivity and well-being.



Drawn to the sea
As Arjun Garg begins his seafaring journey as an Engine Cadet on our managed fleet, he continues to nurture a long standing passion for realistic sketching. A graduate of AEMA last year, Arjun completed his training in December and is now in his first sailing assignment, carrying with him the same patience and discipline reflected in his artwork. Arjun's journey serves as a wonderful reminder of the diverse talents within Anglo-Eastern's team, highlighting the value of continuously fostering both our professional skills and the passions that inspire us.



International Women's Day
On International Women's Day, Anglo-Eastern Women of Seas (AWOS) brought together women from both ship and shore for an engaging webinar themed "Give to Gain".
The discussion focused on the value of women supporting one another through shared experience and open exchange. Speakers from different roles reflected on life on board, including responsibility, decision-making, and building confidence in challenging situations, as well as the resilience developed along the way.
More than a one-off event, the webinar reinforced ongoing efforts to create an environment where women feel supported, connected, and encouraged to grow together.

Mental well-being session at Manila Conference
At the Manila Conference 2026, the Well-Being Team delivered a focused session centered on strengthening mental well-being among Filipino seafarers. The session was led by Ms Priyanka Gupta, Director MHR - Marine Talent Strategy and Well-being, and Ms Dia Michaela Y. Cernol, Assistant Manager, Wellbeing.

The session highlighted the importance of speaking up and addressing mental health concerns early. Rooted in Filipino cultural values, it explored *Kapwa*; the spirit of shared identity and unity and how it can be a powerful source of support onboard. It also addressed *Hiya*, encouraging seafarers to move beyond hesitation or shame when seeking help.

An external psychologist added perspective on how cultural factors influence emotional resilience and help-seeking behaviour at sea, grounding the discussion in real onboard experiences.

Key takeaways from the session: What you can do now

- **Speak early, not silently**
Address stress before it builds into something more overwhelming.
- **Practice Kapwa daily**
Check in on your colleagues and contribute to a supportive and connected environment onboard.
- **Set aside Hiya when it matters most**
Asking for help is a sign of strength, not weakness.
- **Use available support systems**
Make the most of the We Care platform and onboard well-being resources.
- **Recognise early warning signs**
Withdrawal, irritability, sleep disturbances, or emotional fatigue can indicate the need for support.

Mental well-being is a shared responsibility, and meaningful cultural change begins when individuals choose courage over silence.
Concept, research insights, and presentation development were supported by in-house psychologists Ms Saloni Kadam and Ms Sana Sheikh.

Peter and Myriam Cremers visit Anavi
Peter Cremers and Myriam Cremers visited ANAVI's partner centres in Kolkata and Mumbai in March.

At each centre, Peter and Myriam were welcomed warmly. Children presented them with handmade tokens and gathered with enthusiasm to sing and perform. Caregivers shared reflections on their daily work and what it means to look out for each other even under difficult circumstances. Families spoke openly about their experiences and how the work the ANAVI had made their lives better.

In these moments, ANAVI's work moved beyond the idea of a corporate responsibility programme - its impact has become personal and tangible.

This sense of connection was what stood out most. While life at sea requires distance and discipline, it is also shaped by a strong sense of service. Through ANAVI, that same spirit extends ashore, bringing people together and translating professional commitment into support for real lives beyond daily work.

In ANAVI, contribution takes many forms, from giving and volunteering to learning and sharing stories. The visit was a reminder that meaningful impact is not created overnight, but grows steadily through consistency and dedication of many people.



Innovating for a better maritime future

Innovation is not about waiting for the perfect solution – it is about finding the right one, at the right time, for the right challenge. Swapnodeep Mondal, Group Managing Director of Operations and Shared Services, shares some of the latest innovations being evaluated across our fleet

Smart Air Safe (S.A.S)

In the enclosed environment of a vessel, the air the crew breathe is only as safe as the system that circulates it. Ship HVAC systems operate on an internal-circulation method, with ventilation ducts across all cabins interconnected to a common supply. If a respiratory infection breaks out in a single cabin, contaminated air can spread through the ductwork to every connected space, risking mass infection. This is not a theoretical concern: inspections of duct diffusers on vessels in service consistently reveal severe contamination.

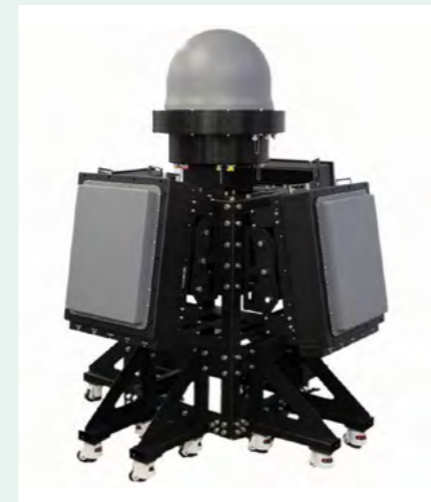
The Smart Air Safe, developed by ENFAC S&G in South Korea, is a UV-C and HEPA/Carbon filter air sterilisation system designed for direct installation into existing duct cabin units – no structural modifications required. It addresses the root cause of airborne infection spread on board by purifying air before it enters the cabin through a three-step sterilisation process.

Key features:

- **Three-step sterilisation:** Incoming air passes through a UV-C lamp, Carbon filter, and HEPA filter – neutralising viruses, bacteria, volatile organic compounds (VOCs), and fine dust before it reaches the cabin occupant
- **99.8% reduction** in airborne viruses and bacteria, certified by Korea Testing Laboratory (KTL). The UV-C method destroys microbial DNA directly, meaning resistance does not develop over time
- **Harmful gas removal:** Certified deodorisation of five harmful substances – ammonia, toluene, formaldehyde, acetaldehyde, and acetic acid (KTL and KOTITI certified)
- **Smart monitoring:** Air quality LED display with optional LCD monitor to check purified air levels per cabin
- **Low power / low noise:** Less than 50W consumption (equivalent to roughly two light bulbs)
- **Easy retrofit:** Installs directly into existing duct cabin units with minimal maintenance, making fleet-wide rollout practical

Benefits for our crew and shore staff:

- **Breaks the chain of airborne transmission** through the HVAC system – the primary and most overlooked infection vector on board
- **Improves crew well-being** – better respiratory health, sleep quality, and overall living conditions in cabins
- **Demonstrates proactive health and safety management** beyond minimum regulatory requirements, reinforcing our commitment to crew welfare
- **Minimal operational impact** – low power draw, low noise, and no structural changes mean the system fits seamlessly into daily vessel operations



Hybrid Anti-Drone System (HADS)

The threat landscape at sea has changed. The possibility of drone and drone-swarm attacks on merchant shipping has escalated significantly in recent years, particularly in the Red Sea, Gulf of Aden, Black Sea, and Strait of Hormuz. These threats are difficult to detect with conventional radar, can carry explosive payloads, and can be launched from considerable distances. The industry's existing Best Management Practices (BMP) and citadel-based security measures were designed for surface-level threats – not aerial ones. This gap demands a new layer of defence.

The Hybrid Anti-Drone System (HADS), is an integrated drone detection and neutralisation platform that combines AI-powered RF scanning, GNSS spoofing, and multi-sector RF jamming in a single system. It is designed to detect, identify, and neutralise hostile drones before they reach the vessel.

>> Legal note: Deployment of GNSS spoofing and RF jamming technology is subject to flag state, coastal state, and port authority regulations. A thorough legal and regulatory review will be conducted with our principals, P&I clubs, and legal advisors before any deployment. Care will also be taken to ensure no interference with the vessel's own navigation, communication, or safety systems.

Key features:

- **AI-powered RF scanner:** Detects and identifies drone communication protocols using AI-based algorithms; provides real-time information on drone direction, model, location, altitude, speed, and controller location
- **GNSS spoofer:** Generates spoofing signals across GPS, GLONASS, GALILEO, and BEIDOU satellite systems to divert hostile drones away from the vessel
- **Multi-sector RF jammer:** Disrupts the communication link between drone and operator; jamming range over 1.5nm
- **Web-based integrated control software:** Centralised threat assessment and response interface, suitable for bridge or security operations centre integration; provides a user-friendly environment for non-specialist operators
- **Flexible deployment:** Available in multiple configurations adaptable for shipboard installation

Benefits for our crew and shore staff:

- **Over 2 nautical miles of early warning detection** with full 360° coverage – providing critical reaction time for bridge teams and security personnel
- **Active neutralisation capability** (spoofing + jamming) – a significant step beyond the passive measures currently relied upon in high-risk transits
- **Dedicated aerial protection layer** that complements armed security teams, evasive manoeuvring, and existing BMP protocols
- **Operable by non-specialist personnel** via automated modes and an intuitive web interface – no specialist drone-defence training required

Dolphin 3 – Smart Self-Propelled Rescue Device

When a person goes overboard from a large merchant vessel, the odds are stacked against them from the first second. The vessel takes considerable time and distance to stop or execute a Williamson turn. Deploying a manned fast rescue boat in heavy weather puts additional crew at risk. And the victim – often exhausted, in shock, or injured – frequently cannot swim to a stationary, drifting life ring. The “last



mile” between throwing a lifebuoy and the person actually reaching it has historically been an unresolved gap in our rescue capability.

The Dolphin 3 is a smart, self-propelled water rescue device – a remote-controlled lifebuoy that can be deployed instantly and driven directly to a person in distress, reaching them up to three times faster than even an Olympic-level swimmer. It marks a quantum leap in lifesaving technology by solving the fundamental limitation of traditional life rings: their inability to reach a target accurately and under power.

Following successful testing on one of our RTM vessels, the Dolphin 3 has now been supplied to all 13 vessels in the fleet. Units are placed at designated locations on board, and an inspection and maintenance routine has been incorporated into our Planned Maintenance System (PMS).

Key features:

- **Instant activation and auto-righting:** Automatically activates the moment it hits the water. The Plus version recovers from a complete capsizing within 2 seconds
- **Blazing speed and towing power:** Maximum speed of 7 m/s. Capable of towing up to 1 ton, enabling it to drag multiple survivors, lifeboats, or debris
- **Dual control mastery:** Operable via ergonomic remote control or local manual override, giving rescuers zero-compromise flexibility in any emergency
- **Real-time video feed:** Integrated camera and monitor provide a live 1080p HD video feed of the water surface, allowing the operator to track debris, survivors, or hazards in real time
- **Auto-return and low-power recovery:** If the remote signal is lost, the device automatically returns to its deployment point via GPS pathing. If the battery drops below 15%

(customisable threshold), the auto-return triggers, ensuring the device is always recovered

- **Compact and robust:** Lightweight, durable construction designed for harsh maritime conditions; stored in a quick-release charging stand to keep the unit at full readiness at all times

Benefits for our crew and shore staff:

- **Zero-risk first response – the Master** can provide immediate, powered aid to a person overboard without lowering the fast rescue boat in marginal weather, eliminating the risk to additional crew
- **Drastically reduced time to contact** – reaches the victim far faster than vessel manoeuvring or a drifting lifebuoy, directly addressing the survival window
- **Any crew member can operate it** – intuitive remote control and instant deployment require minimal training
- **Real-time situational awareness** – the live video feed gives the bridge team eyes on the water surface, improving rescue coordination and decision-making
- **Fail-safe recovery** – auto-return on signal loss or low battery means the device is not lost even in the most challenging conditions



These three innovations represent our continued commitment to staying ahead of the curve – whether the challenge is airborne infection in crew quarters, aerial threats in high-risk transit zones, or the critical seconds after a person goes overboard. Some are in the early stages of evaluation; one is already saving capability across an entire fleet segment. Together, we continue to redefine what is possible in maritime operations.



Contributor:
Swapnodeep Mondal (Swapan)
is Group Managing Director of Operations and Shared Services at

Anglo-Eastern and is charged with optimising the Group's performance in operations, security and sustainability.

SPOTLIGHT

Security intelligence behind every safe voyage

In a short conversation, Swapnodeep (Swapan) Mondal, Group Managing Director, Operations and Shared Services, and John Bosco Moniz, Head of Global Security Desk and Risk Assurance Services, reflect on how Anglo-Eastern is helping clients navigate an increasingly complex maritime risk environment

Against the backdrop of recent conflicts in major shipping corridors, maritime security risks have undergone a fundamental shift. What were once discrete threat categories—geopolitical tension, piracy, criminal interference or cyber disruption—now increasingly overlap. The result is an operating environment that evolves rapidly, offers fewer clear signals, and leaves less room for reactive decision making.

“The old playbook is more or less obsolete,” said Swapan. Traditional security thinking, based largely on fortification and response, no longer reflects the realities faced at sea. “Primary defence today is no longer just hardening the vessel. It’s intelligent routing.”

That reframing lies at the heart of Anglo-Eastern’s Global Security Desk (GSD). Established as an internal centre of excellence for maritime security, the Global Security Desk was designed to act as a single source of truth for intelligence led decision

support. The team consolidates inputs from recognised military, governmental and maritime security bodies— including UKMTO, Combined Maritime Forces, MSCHOA, the French Navy’s MICA Center, the Indian Navy’s Information Fusion Centre, P&I Clubs, and trusted private providers. However, our biggest differentiator is our fleet of over 700 managed vessels, which gives us real-time intelligence from across the world’s shipping lanes, effectively being “live sensors on the ocean”.

“Our role is not to push more alerts,” Swapan explained. “It is to help people understand what actually matters for their voyage, at that moment, and what decisions might need to follow.” Intelligence is filtered, assessed and translated into practical guidance that masters, shore teams and clients can apply directly to voyage planning, routing choices and the implementation of any countermeasures in advance of alerted activities.

As risk patterns have broadened, so too has the scope of support. “The transformation has been fundamental”, said Swapan. “For years, our primary concern was piracy, with criminal enterprises focused on hostage-taking for ransom. Today, the threat has risen to one that is geopolitical in nature. We’re facing military-grade, over-the-horizon weapons including anti-ship ballistic missiles, drones. In short, the intent has now shifted towards outright disruption and destruction”.

Similar security dynamics are now evident beyond cargo shipping, also featuring in the cruise and expedition sectors, where safety, reliability and reputational exposure are subject to closer scrutiny. A request from a key cruise client in Miami prompted Anglo-Eastern to expand its capabilities further. Leveraging its Mumbai-based operations centre, the company now delivers 24/7 monitoring at scale through highly customisable Risk Assurance Services (RAS).

“It’s no longer about watching and warning,” said John Bosco. “It’s about anticipating, advising and providing assurance with round the clock monitoring and direct contact with vessels during sensitive operations”. A client can now say, “Watch our vessels’ routes and speeds

continuously and alert us if anything looks abnormal at three in the morning” which effectively extends the remit of the Global Security Desk from intelligence and planning to continuous oversight.

Technology underpins much of this capability, particularly in identifying anomalies such as electronic interference or unexpected behaviour patterns. But it is not viewed as a substitute for experience. “Technology can spot signals and inconsistencies,” John Bosco noted. “But judgement still has to come from people—people who understand ships, routes, crews and the pressures they operate under.”

The strength of the model lies in that balance: systems that detect early indicators of disruption, combined with human judgement that assesses context, consequences and proportional response. Over time, this approach reduces reliance on last minute intervention, supports calmer decision making on board

and ashore, and embeds security more firmly into everyday operational resilience.

Of course, when speaking about people, we also need to acknowledge that crews are often caught in the crossfire of prolonged high-risk periods. Factoring their welfare into the equation is at the heart of every

decision. When threat levels sit at “critical” for weeks, anxiety and fatigue build up. Human factors are a formal part of our risk assessments. If a Master says, “My crew is exhausted – we need a break,” we back them up and communicate to owners that we must pause or divert where possible.

“The RAS team also provides an immediate, personal connection”, shared John Bosco. “The crew gains reassurance from the fact that a live operator knows about their exact position and situation and can share any updates as they occur in a calm and professional manner”. This reduces psychological strain in ways that technology cannot do in isolation.

RAS provides the signal and the GSD provides the underlying intelligence. Together, they represent Anglo-Eastern’s continued investment in foresight, judgement, and disciplined execution, ensuring that even in a less predictable world, operations remain proactive rather than reactive – with safer, smoother voyages always top of mind.



INSIGHTS

Foresights: Beyond compliance: Turning fragmented carbon regulation into commercial advantage with SAPS

In our latest whitepaper, we explore the risks of the fragmented regulatory landscape as it stands today and share how Anglo-Eastern’s Sustainability & Performance Services (SAPS) helps owners and charter parties navigate this shift

Over the past two years, carbon regulation has moved rapidly from the periphery of compliance into the heart of commercial shipping decisions. EU ETS, FuelEU Maritime and evolving IMO frameworks now directly influence voyage planning, charter party outcomes and cash flow exposure.

This issue of Foresights examines the three truths now defining decarbonisation: data

discipline, operational efficiency and digital trust. We also share the path Anglo-Eastern has taken in supporting owners through this transition that has culminated in the development of SAPS, a scalable digital framework that integrates real time vessel data, lifecycle emissions modelling and regulatory interpretation.

Crucially, SAPS is not limited to vessels under Anglo-Eastern’s technical management. It is designed as a standalone service, supporting owners, operators, and commercial managers across mixed fleets and trading patterns, that enables all stakeholders to understand not just their emissions, but their commercial impact by voyage, charter and fleet.

Scan the QR code to download our full report.



INNOVATION

Seeing below the surface: How GoPro is changing hull inspections

In shipping, what we see often shapes what we do. Yet some of the most consequential factors affecting vessel performance remain hidden—quite literally—below the waterline

Traditionally, hull condition has been assessed through above waterline photographs or scheduled diver inspections. Both have their place, but both come with limitations: dependency on conditions, restricted visibility, and infrequent snapshots in time. The result is an incomplete picture of a surface that plays a decisive role in fuel consumption, efficiency, and long term asset protection.

That picture changes when the lens goes underwater.

Simple GoPro footage, deployed during anchorage or idle periods, can reveal what standard inspections miss. Fouling beneath the waterline that is often invisible until performance indicators begin to shift, at which point issues become immediately apparent. In one recent case, underwater footage directly informed the decision

to carry out hull cleaning, preventing continued efficiency loss and unnecessary fuel burn.

The value lies not just in what is seen, but in when it can be seen. Rather than waiting for ideal inspection conditions or scheduled interventions, crews can carry out checks during routine operational pauses: while drifting, at anchor, or following time spent in fouling prone regions. The insight is timely, practical, and grounded in real conditions rather than assumptions. In practice, photos of a ship are taken every two weeks and pulled into our anti-fouling predictor tool for us to proactively study the degradation factor before a ship heads out on a voyage.

This added flexibility supports faster, more confident decision making. It allows operators to act

before minor fouling becomes a material cost, and before questions arise at the point of claim or dispute. While GoPro inspections are not a substitute for class surveys or formal underwater inspections, they offer a low cost, accessible way to monitor hull condition more frequently and more intelligently.

Because in shipping, what you don't see below the surface often determines what you burn above it.

How SAPS supports smarter decisions

Our Sustainability and Performance Services (SAPS) is Anglo-Eastern's data driven platform for monitoring and analysing vessel performance. By correlating operational data, such as speed, fuel consumption, and weather conditions, SAPS helps identify deviations from expected performance trends.

When combined with visual inputs such as underwater GoPro footage, SAPS strengthens the evidence base for operational decisions. Together, they help ensure that performance issues are identified early, assessed accurately, and addressed efficiently, thereby supporting both commercial outcomes and environmental responsibility.



MT Sinnandar consistently supports uninterrupted LPG supply to ships



MT Sinnandar demonstrates precision and high performance in every ship-to-ship operation

VESSEL

A strong charter completion: Zero off-hire operations

MT Sinnandar successfully completed 530 ship-to-ship operations safely without a single off-hire incident, demonstrating consistent operational reliability and efficiency

In March, our managed vessel MT Sinnandar, a 54.5K dwt VLGC owned by Petredec, successfully completed a three-year time charter with Petrobras. The gas carrier and her crew have been commended by the charterer, Petrobras, for their strong performance during the tenure at Suape, Brazil.

Operating continuously on a 24/7 basis throughout the period, and in challenging remote conditions, the crew

maintained uninterrupted cargo handling safely despite logistical constraints.

Their ability to coordinate effectively with local authorities and to manage complex operational requirements, such as simultaneous loading and discharging, reflects high standards of professionalism and operational excellence.

In recognition of these efforts, Petrobras shared the following message of appreciation: "We take this

opportunity to thank you and your entire crew for the wonderful working moments we shared together. Thanks to the efforts of everyone under your command, the charterers were able to fulfill their role of ensuring the logistical supply of LPG to several states in the North and Northeast regions of Brazil. You always sought to share efforts and experiences to ensure that operations never stopped during the entire time that the Lady Sinnandar was in the Petrobras TCP fleet. We also extend our thanks to the owners for the partnership established during the vessel's contract period."

MT Sinnandar's consistent day to day practices are a clear demonstration of Petredec and Anglo-Eastern's commitment to safe, reliable operations - delivered with discipline, even in challenging environments.

Congratulations to the Sinnandar team, and a credit to our wider shipboard and shore teams supporting the vessel.

RESCUE AT SEA

True Courage: Where safety meets seamanship

The sea crew of MV True Courage, an Anglo-Eastern managed vessel, demonstrated strong professionalism and preparedness during a successful rescue operation in March

Acting calmly and in close coordination, the vessel's team worked together to rescue an Associated Maritime Company crew member, ensuring he received the necessary care and was able to return home safely.

The incident highlighted the importance of robust safety standards, effective training, and teamwork at sea. Clear communication and decisive action

played a critical role in managing a high-risk situation and achieving a positive outcome.

In recognition of this collective effort, Associated Maritime Company conveyed its appreciation to the entire sea crew of True Courage. While such events are never anticipated, this response stands as a reminder of our core value of safety, preparedness, teamwork, and a shared commitment to safeguarding life at sea.

Before using GoPro



After using GoPro



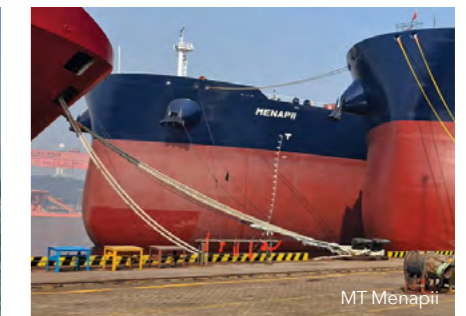
Time gap imagery highlights the gradual build-up and increasing severity of hull fouling'

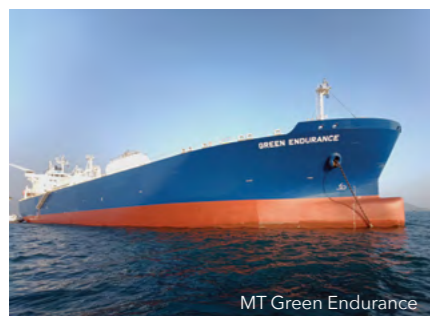
Welcome to the AE family

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 Q1 2026. Fair winds and smooth/following seas!



DATE	VESSEL NAME	VESSEL TYPE	CAPACITY	OFFICE	MASTER	CHIEF ENGINEER
27 Mar 2026	MONZA	Tanker, LR2 Prod	111,800 dwt	Hong Kong	Glen Richards Machado	Chandrasekaran Pushparaj
26 Mar 2026	EBE ARTEMIA	Bulk Carrier, Newcastlemax	208,445 dwt	Antwerp	Oleksiy Dyrmo	Voleslav Pavlovskiy
23 Mar 2026	MENAPII	Tanker, VLCC	319,000 dwt	Hellas	Tim Pintens	Prodan Stalev
23 Mar 2026	ON PRIDE	Tanker, LR2 Prod	128,882 dwt	Hong Kong	Rakesh Kumar	Govindprasad Balakrishna
16 Mar 2026	YM CENTENNIAL	Bulk Carrier, Kamsarmax	82,659 dwt	Hong Kong	Yang Jie Deng	Lian Guang Guo
13 Mar 2026	WESTERN ACACIA	Tanker, Chem IMO 2 SuS	18,708 dwt	Hong Kong	Vincent Bequilla	Debasis Daw
10 Mar 2026	AFRICAN LEOPARD	Bulk Carrier, Supramax	63,435 dwt	Hong Kong	Barry Baucit	Erwin Herman Bayaua
06 Mar 2026	ON PASSION	Tanker, LR2 Prod	109,999 dwt	Hong Kong	Sanjay Kumar Singh	Ashokkumar Dukhilal Gupta
05 Mar 2026	GREEN EXCELLENCE	Gas, MGC	32,729 dwt	Singapore	Rakesh Condillac Jaipal	Amar Shyam Ahuja
24 Feb 2026	FOUR SEASONS I	Passenger, Yacht	2,200 dwt	Miami	Kate Marie Mccue Duncan Holroyd	Samir Kolonic Mathias Fredrik Johnson
27 Jan 2026	FEDERAL PHOENIX	Bulk Carrier, Laker	34,763 dwt	Hong Kong	Ghanshyam Singh	Gaurav Singla
24 Jan 2026	MINERAL NACER	Bulk Carrier, Capesize	181,055 dwt	Singapore	Shahnawaz Mohamedshafi Patramor	Vikram Singh
24 Jan 2026	MINERAL VINCENT	Bulk Carrier, Capesize	181,043 dwt	Singapore	Volodymyr Pereverten	Vasyl Rudy
17 Jan 2026	ULTRA OSORNO	Bulk Carrier, Handy	37,883 dwt	Antwerp	Samir Abbas Kazi	Nishantha Sisira Kumara Meegasthenne Munasinghe
16 Jan 2026	EBISU	Tanker, Chem IMO 2 SuS	19,990 dwt	Singapore	Ajay Aggarwal	Shavanth Muppudathy Dathy
13 Jan 2026	BOCHEM CALLAO	Tanker, Chem IMO 2 SuS	26,589 dwt	Singapore	Swarnil Tulsidas Kamble	Nagraj Mohan Shejwadkar
12 Jan 2026	EBURONES	Tanker, VLCC	319,000 dwt	Hellas	Emmanuel Lachaussee	Ivan Donev
12 Jan 2026	GH CHRISTIE	Tanker, Suezmax	157,000 dwt	Singapore	Biswadeep Bhattacharyya	Himadri Biswas
08 Jan 2026	ASP SUNSHINE	Tanker, MR IMO 2/3	49,762 dwt	Hong Kong	Jyotish Kumar	Rohit Shirram Ghadage
07 Jan 2026	GREEN ENDURANCE	Gas, MGC	32,729 dwt	Singapore	Suhail Naim	Sethu Nalarajan
06 Jan 2026	SPA	Tanker, LR2 Prod	111,800 dwt	Hong Kong	Mario Christopher Harold Aranha	Harkesh Yadav
05 Jan 2026	GH ANGELOU	Tanker, Suezmax	157,000 dwt	Singapore	Bharat Bhushan Gupta	Shatanik Ghosh





FLEET DASHBOARD

Our managed fleet at a glance

The following dashboard provides a snapshot view of our managed fleet in terms of ports called, distance travelled, and fuel consumed by vessel type in Q1 2026

From 01 January 2026 to 31 March 2026



4,206
Total number of port calls

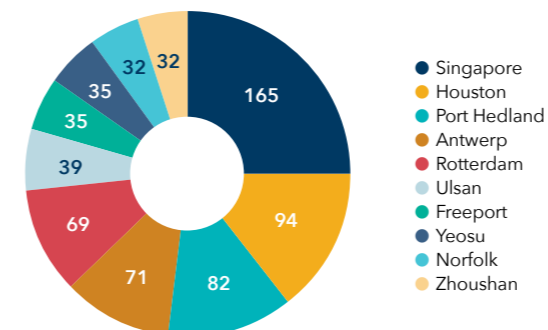


10,298,843
Total distance travelled (NM)

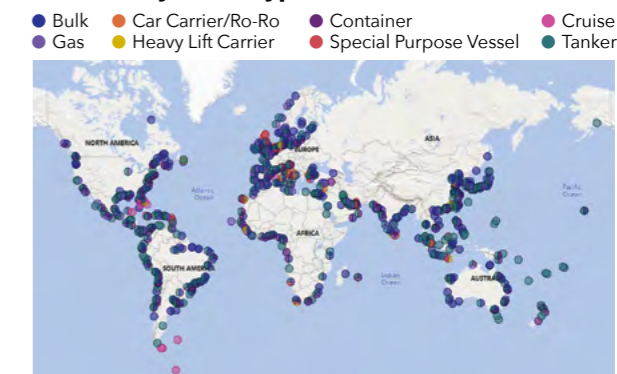


1,243,867
Total fuel consumed (MT)

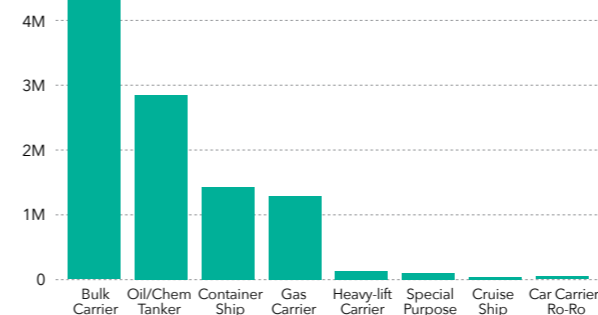
Top 10 ports called



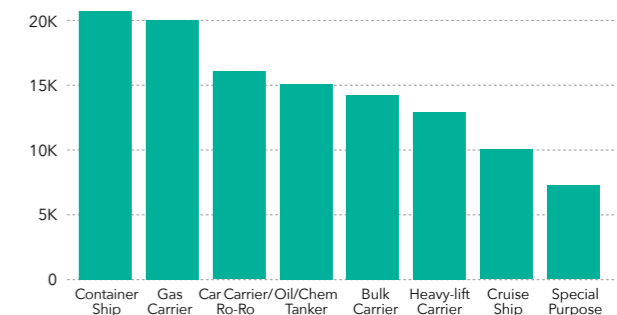
Port calls by vessel type



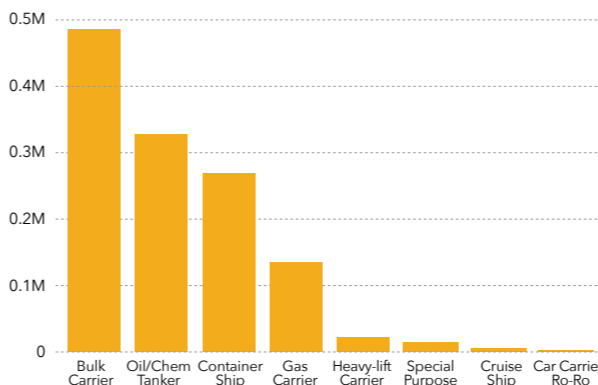
Total distance travelled by vessel type (NM)



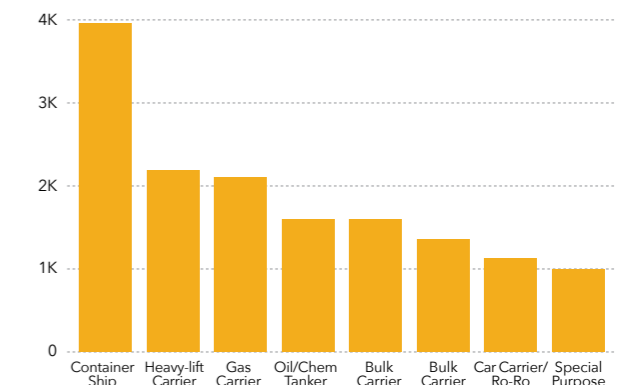
Average distance travelled by vessel type (NM)



Total fuel consumed by vessel type (MT)



Average fuel consumed by vessel type (MT)



Delivering Excellence

50 years and beyond

