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Mineral Europa: The making of a maritime first

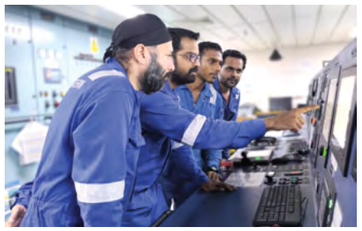
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ANGLO-EASTERN

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FEEDBACK & SUBSCRIPTIONS

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CEO'S MESSAGE

What our name stands for



There are many good ship managers in our industry. We operate under the same international conventions, work with many of the same classification societies, equipment manufacturers and suppliers, recruit from many of the same pools of talented seafarers, and increasingly have access to much the same technology

Every serious ship manager speaks about safety, quality, efficiency and operational excellence.

So what makes one company different from another?
I have thought about this quite a lot over the years. There is obviously no single answer. People matter enormously. So do experience, scale, systems, technology, training and the ability to learn. But I increasingly believe that one of the most important differences between organisations is something rather simpler: the standards they set, and whether they are prepared to insist upon them.

It is easy to have high standards when meeting them is easy. The real test comes when maintaining a standard is inconvenient. When it costs more than somebody had hoped. When it delays something. When a client disagrees with us. When a colleague asks for an exception. When commercial pressure enters the equation. Or simply when "just this once" seems a perfectly reasonable thing to do.

That is when a standard becomes meaningful.
This should not be confused with inflexibility. I have little sympathy for doing something simply because "that is the way we have always done it". We should constantly challenge the way we work. If experience, evidence or new technology tells us that one of our standards is wrong, outdated or unnecessarily burdensome, then we should change it. Indeed, we have an obligation to do so.

But there is an important difference between challenging a standard and compromising it.
We can debate vigorously about what the right standard should be. We should listen to different views and be prepared to change our minds. But once we have decided what good looks like, we have to deliver it consistently. Otherwise it is not really a standard at all. It is an aspiration which applies when circumstances allow.

Why does this matter so much to me?
Because our standards are not there for the sake of our systems, our manuals or our auditors. They exist because people depend upon them.

A seafarer joining one of our ships should be able to trust that we have done what is reasonably necessary to make that ship a safe and professional place to work. A Master facing a difficult decision should know that we will support good professional judgement, even when that judgement may be inconvenient. A superintendent should be able to tell us that something is not good enough, without wondering whether commercial considerations will cause us to look the other way.

And a client entrusting us with a ship should expect the same thing.
Ship management is, after all, an extraordinary position of trust. Owners place assets worth tens or sometimes hundreds of millions of dollars in our care. More importantly, they entrust us with people, their reputation and, increasingly, a very complex web of operational, regulatory and environmental responsibilities.

Our responsibility cannot simply be to do what we are asked. A professional manager must also be prepared to say what needs to be said.

Sometimes that means telling a client that something needs to be repaired, replaced or improved. Sometimes it means explaining why the resources available are not sufficient to achieve the standard we have mutually committed to. Sometimes it means disagreeing. I would hope that we always do so respectfully, constructively and with a proper understanding of the commercial realities our clients face.

"People matter enormously. So do experience, scale, systems, technology, training and the ability to learn. But I increasingly believe that one of the most important differences between organisations is something rather simpler: the standards they set, and whether they are prepared to insist upon them."

> "Standards matter because our people depend upon us. Our clients depend upon us. The ships entrusted to us depend upon us. And because when people see the Anglo-Eastern name, I want them to know something about what stands behind it."

We should never mistake being difficult for being professional.

But neither should we mistake acquiescence for good service.
In fact, I believe one of the most valuable things a client receives when choosing Anglo-Eastern is precisely this. They should be able to rely on us to exercise our professional judgement, including when the easiest answer would be to remain silent. That is part of what stewardship means.

Of course, there is another side to this bargain.
We cannot simply insist on ever higher standards and expect somebody else to bear the consequences. We have a responsibility to deliver those standards intelligently and efficiently. Our scale should help us procure better. Our systems should help us work smarter. Technology should remove unnecessary work. Experience should prevent us repeating mistakes. Training should make us more capable. And when a requirement no longer serves a useful purpose, we should have the courage to question it.

High standards are not an excuse for bureaucracy, inefficiency or unnecessary cost. Quite the opposite. The challenge is to find better ways of achieving them.

There will nevertheless be occasions when doing the proper job costs more, takes longer or requires an uncomfortable conversation. There may even be occasions when we have to conclude that we cannot responsibly do what is being asked of us.

Those moments matter.
Because ultimately, every exception establishes a precedent. If we accept something today which we said yesterday was unacceptable, we need to have a very good reason why. Otherwise, little by little, the standard moves. Not because anyone deliberately decided to lower it, but because enough individually reasonable exceptions eventually become the new normal.

That is how standards erode.
Anglo-Eastern has been around for more than fifty years. Over those decades, tens of thousands of people have contributed to building the reputation we enjoy today. Some of them are still with us. Many have retired. Some are no longer here. None of us, including me, can claim that reputation as our own.

We inherited it.
And for however long each of us is part of Anglo-Eastern, we are its custodians.

That applies whether you are a cadet joining your first ship, a Chief Engineer who has spent decades at sea, a superintendent, someone working in one of our support functions, or the CEO. Every decision we make either adds a little to the trust associated with our name, or draws a little from it.

That is why standards matter.
Not because rules must never be questioned. Not because Anglo-Eastern is always right. And certainly not because inflexibility is a virtue.

They matter because our people depend upon us. Our clients depend upon us. The ships entrusted to us depend upon us. And because when people see the Anglo-Eastern name, I want them to know something about what stands behind it.

Many years ago, Peter Cremers expressed it much more simply: "Do a proper job."

I still find it difficult to improve on that.



Bjorn Hojgaard
Chief Executive Officer

FEATURE

Mineral Europa: The making of a maritime first

Mineral Europa began as an ambitious question: could green propulsion be made workable on a commercial bulk carrier?

Eight years later, the world's first ammonia-powered bulk carrier is at sea, backed by the engineering, operational preparation and close partnership required to bring a first-of-its-kind project into service.

A 15-minute meeting that ran into the night

In October 2019, shortly after the delivery of another vessel, representatives from CMB.TECH and Anglo-Eastern Technical Services (AETS) met to discuss the results of their alternative-fuel studies. The meeting had been scheduled for 15 minutes. It continued late into the night.

The two companies had been working together on the novel vessel since 2018, initially examining whether hydrogen could displace part of the fossil fuel used by a 64,000 dwt bulk carrier. The concept proved commercially unviable, mainly because hydrogen could displace only a limited proportion of conventional fuel while requiring substantial storage space. The result redirected the work towards ammonia.

By the end of the 2019 meeting, the project had a clear direction. AETS would continue researching an ammonia dual-fuel design and pursue certification. If the concept received approval, CMB.TECH would proceed with vessel orders. A short technical discussion had become a commitment to attempt something that did not yet have a proven template. The target also

Photo credit: CMB.TECH



grew from a smaller bulk carrier concept to a 210,000 dwt Newcastlemax.

That decision captures the partnership behind Mineral Europa. CMB.TECH supplied the vision, investment and willingness to accept the technology and commercial risks involved in moving early. Anglo-Eastern contributed the engineering, project, newbuilding, training and operational capabilities needed to carry the chosen pathway into service.

"Mineral Europa demonstrates what can be achieved when an owner's conviction is matched by deep engineering and operational capability," says Bjorn Hojgaard, Chief Executive Officer of Anglo-Eastern. "CMB.TECH had the vision and courage to commit capital and move decisively while the pathway was still being shaped. Anglo-Eastern brought together the capabilities needed to help turn that ambition into operational reality. For me, that is the real significance of this project: our ability to work alongside an owner from an early idea all the way through to safe operation at sea, whichever technology pathway they choose."

Designing while the framework was taking shape

During 2019 and 2020, AETS developed the concept for a 210,000 dwt ammonia dual-fuel bulk carrier, including its fuel-supply arrangements, while ammonia-specific marine-fuel rules and guidelines were still taking shape. The team therefore followed a risk-based process, drawing on the IGF Code (International Code of Safety for Ships Using Gases or Other Low-flashpoint Fuels), classification requirements and recognised standards for risk management and assessment.

How would ammonia be contained? How would a leak be detected and controlled? How could the vessel retain its commercial purpose?

AETS and CMB.TECH submitted the first concept to Lloyd's Register in February 2021. Following class review and a hazard-identification workshop, the concept received Approval in Principle in March. A modified concept was then submitted to the American Bureau of Shipping and received Approval in Principle in December 2021. The approvals applied to the concepts and provided an independent assessment of their technical feasibility.

"The technical challenge was not just accommodating a new fuel.

"Mineral Europa demonstrates what can be achieved when an owner's conviction is matched by deep engineering and operational capability."

Safety, containment and operational requirements all had to work together as an integrated system without compromising the vessel's primary purpose as a commercial cargo carrier," says Arunava Sengupta, Managing Director of Anglo-Eastern Technical Services. "Our risk-based approach was supported by extensive safety studies to develop a design that was commercially viable, practical to build,



"Seeing the vessel progress from a feasibility study to successful ammonia operation is a significant milestone and a proud achievement for everyone involved."

and equipped to manage the identified risks in day-to-day operation.

Seeing the vessel progress from a feasibility study to successful ammonia operation is a significant milestone and a proud achievement for everyone involved."

Turning the concept into a ship

When the ships were ordered in 2023, the required engines were still under development. AETS worked with CSSC Qingdao Beihai Shipbuilding Co., Ltd and the China Ship Design & Research Center to develop a newbuilding arrangement that would reduce the scope of later conversion work.

Structural strengthening and insulation were completed during construction. Space was reserved for the ammonia tanks and fuel-supply equipment, and the routing for double-walled piping was planned into the ship. This allowed the main engine and associated systems to be installed or modified as the technology programme matured, while preserving the ship's commercial functionality.

The wider project brought together several specialised organisations. CMB.TECH worked with WinGD on the dual-fuel ammonia engine. AETS worked with SunRui on the fuel-supply system. CSSC Qingdao Beihai Shipbuilding Co., Ltd built the vessel, the China Ship Design & Research Center served as ship designer, and Lloyd's Register provided classification oversight.

Steel cutting began in December 2024. The vessel completed a sea trial on conventional fuel in January 2026. Main-engine retrofit work was completed in June, and the ammonia sea trial followed successfully on 31 August. Delivery took place smoothly on 9 October 2026.

Mineral Europa is equipped with a dual-fuel ammonia engine. The intention is to operate on ammonia, using marine gas oil as pilot fuel. In the event of a fault, the system can change over to marine gas oil, and the engine can also operate on conventional fuel.

"Mineral Europa is the result of a clear commitment to make ammonia propulsion workable at sea. Anglo-Eastern has worked closely with our team from early on. That continuity, together with the expertise of every project partner, has helped bring the vessel from its early development through successful sea trials and into service," says Alexander Saverys, CEO of CMB.TECH, "It marks a big milestone in our decarbonisation journey. We are



proving that decarbonising shipping is no longer a distant ambition. It is happening today. Mineral Europa is the first vessel of its kind, but many more will follow in the months and years ahead."

Engineering for toxicity

Ammonia changes the risk profile of marine fuel operations. Its toxicity places particular demands on containment, detection, isolation, personnel protection and emergency response.

The vessel's design passed successive hazard identification (HAZID) and hazard and operability (HAZOP) studies as the engine, fuel-supply system and regulatory framework developed.

The project also included dispersion studies, assessment of leakage from the double-wall annular space into the engine room under several conditions, and a voluntary proof-of-concept test at RISE Fire Research AS, a fire-safety research and testing organisation in Norway. During that test, leakage scenarios were simulated at scale and the proposed mitigation measures were evaluated.

The resulting protection philosophy uses several independent layers. These include continuous monitoring, defined alarm and shutdown levels, emergency shutdown and fuel changeover, isolation, ventilation, vapour control, protected accommodation and air intakes, and backup arrangements for critical functions. Managing these risks in operation requires the engineered protections working together with operating limits, permits, maintenance requirements and trained human response.

Building the capability to operate

While the ship was taking shape, Anglo-Eastern was also building the capability to operate it. The company developed vessel-specific operating, bunkering, maintenance and emergency arrangements, then incorporated learning from design reviews, risk assessments, trials and training into the vessel's Safety Management System.

A train-the-trainer programme was conducted in February 2025 to introduce Anglo-Eastern's instructors to the ship's design and safety philosophy. Work on a three-dimensional digital twin began in January 2026. The training environment also brought together classroom learning, an ammonia fuel-gas-supply-system simulator and hands-on bunkering familiarisation.

Practical preparation also took place at Anglo-Eastern Maritime Academy in Karjat, where an LNG/ammonia

GROUP

bunkering station skid enables seafarers to rehearse fuel-transfer sequences, safety controls and emergency response in a controlled environment. Inaugurated by Alexander Saverys, Chief Executive Officer of CMB.TECH, in February 2025, the facility provides another link between the owner's investment in ammonia propulsion and Anglo-Eastern's work to prepare the people responsible for operating it.

In November 2025, Anglo-Eastern Maritime Training Centre completed its inaugural Pilot Training Course on Ammonia as a Marine Fuel, marking a significant advancement in preparing seafarers for cleaner and more sustainable propulsion technologies.



Training focused closely on ammonia's safety challenges, gas detection, alarm interpretation, personal protective equipment, containment, leak mitigation, evacuation, rescue, decontamination and decision-making under pressure. Senior officers also took part in yard and sea trials, working with the project team, equipment manufacturers and technical specialists.

"Readiness is built through repetition and rehearsal, until unfamiliar procedures become habit," says Aalok Sharma, Group Director of Training at Anglo-Eastern. "Our training course was built around how crews are expected to behave under pressure, not simply what they know in a classroom. Seafarers were assessed on whether they could make sound, appropriate decisions within the established operating controls. That is why we developed system-specific simulators and bunkering skids, so the crews learn those operational lessons in a controlled environment rather than a live one."

With no established pool of seafarers with direct ammonia-vessel experience, Anglo-Eastern drew on its existing dual-fuel fleet. Personnel were selected for their technical record, relevant certification, takeover experience and safety leadership, with particular attention paid to creating a balanced onboard team.

"Our approach is centred on developing capability from within," says Vinay Singh, Group Managing Director of Marine HR at Anglo-Eastern. "Where possible, we selected officers who had already worked together successfully on dual-fuel projects, then added ammonia-specific training, vessel familiarisation and practical exposure. This first group will help us broaden the talent pool as further experience is gained."

The first bunkering: six months of preparation put into practice

On 13 October 2026, six months of preparation met its first live test.



> "Seafarers were assessed on their understanding of the systems, alarm interpretation, use of protective equipment and their response to leak, rescue and decontamination scenarios."

Mineral Europa completed its first ship-to-ship ammonia bunkering in Zhoushan. For Anglo-Eastern's team, the operation brought six months of planning, technical review, training and joint preparation into a live operating environment.

The preparations covered vessel and bunker-barge compatibility, mooring studies, hose and manifold interfaces, emergency shutdown and communication links, operating limits, weather assessments and the Joint Plan of Bunkering Operations (JPBO). Anglo-Eastern worked with CMB.TECH, the vessel team, Andefu, the bunker-vessel team, Shenghang, Zhoushan MSA officials and other regulatory stakeholders to align responsibilities, communications and decision points ahead of the transfer.

Within Anglo-Eastern, responsibilities were assigned across vessel readiness, technical oversight, QHSE and risk management, and external coordination. Joint drills allowed the participating teams to rehearse ammonia leakage, uncontrolled venting, personnel rescue, and the use of gas-tight chemical suits and self-contained breathing apparatuses.



> "We combined regulatory training with ship-specific familiarisation, practical exposure and repeated drills."

The onboard team had completed a wider programme combining Basic and Advanced training under the IGF Code, ship-specific familiarisation, yard attendance, commissioning exposure, sea trials, practical ammonia training using the vessel's digital twin and the Fuel Gas Supply System simulator. Senior officers had also gained direct exposure through yard attendance, commissioning and sea trials.

"Simulation was one part of a much broader competence-building process. We combined regulatory training with ship-specific familiarisation, practical exposure and repeated drills, enabling our seafarers to understand not only what to do, but why each control and operating sequence mattered", says Rajeev Salwan, Managing Director at Anglo-Eastern, "The successful bunkering operations in Zhoushan and Port Hedland reflect the collective effort of our shipboard and shore teams, together with the owner and all participating partners. Technology and procedures provide the safeguards against ammonia-related risks, but their effectiveness ultimately depends on competent people applying them consistently, with discipline and without shortcuts. I am proud of how our teams turned months of preparation into safe and confident execution."

Changing weather conditions in Zhoushan required the parties to review the timing, anchorage and operating sequence shortly before execution, keeping the transfer within the agreed weather limits and demonstrating the value of maintaining a dynamic, risk-based plan through to the point of transfer.

The operation was completed safely and gave the vessel and shore teams experience that could not be gained through studies or simulation alone. Lessons from Zhoushan have since been incorporated into the JPBO, including refinements to pressure management, purging and the bunkering sequence for future operations.

Those valuable learnings will now strengthen the procedures, competence and preparation supporting the vessel's future bunkering operations.

Capability beyond one vessel

Anglo-Eastern remains fuel-agnostic. Owners are assessing LNG, LPG, methanol, ammonia, hydrogen and other pathways against different trades, lifecycles, infrastructure, regulations and commercial requirements. Our responsibility as a ship manager is to understand the chosen route and assemble the engineering, newbuilding, crewing, training and operational support needed to make it workable.

Mineral Europa provides a clear example of that approach. The same relationship followed the project from an early study through concept design, class review, construction, system integration, training and full technical management. Knowledge moved with the vessel rather than being left behind at each project stage.

The project also carries an obligation to keep learning. Procedures, competence frameworks and technical support will develop as operational experience grows. The measure of success will be found in disciplined daily work: a correct decision during bunkering, an alarm interpreted promptly, maintenance completed to the required standard, and a ship and shore organisation prepared to respond when conditions depart from plan.

The idea that took shape in a late-night meeting is now an operating vessel. The next chapter will be written in disciplined decisions on board and ashore, one bunkering, one watch and one voyage at a time.

Mineral Europa matters because it is a first. Its longer-term value will lie in what the project enables next.





MV Arvik 1

INSIGHT

Decades of newbuilding milestones

When Mineral Europa, the world's first ammonia-powered bulk carrier, began her maiden voyage this October, the milestone had been eight years in the making.

She is also the latest in a long line of milestone ships that Anglo-Eastern's newbuilding teams have helped bring to life, from icebreaking bulk carriers and semi-submersible vessels to some of the largest bulk carriers ever built and, more recently, LNG and hydrogen-capable vessels.

Across these projects, the vessels, technologies and requirements have changed considerably. Each provides a different chapter in a newbuilding portfolio developed over decades.

Umiak I, Nunavik and Arvik I: Built for the Canadian Arctic

Long before alternative fuels became part of the newbuilding landscape, Anglo-Eastern's teams were working on another challenge: bulk carriers designed to break ice independently, without icebreaker escort.

Fednav's Umiak I, delivered by Universal Shipbuilding in Japan in 2006, was the prototype for a series of icebreaking bulk carriers for the Canadian Arctic. Nunavik, delivered in 2014, and Arvik I in 2021 followed her design with practical refinements, both built by Japan Marine United, Universal's successor. Anglo-Eastern's newbuilding team was involved with all three ships from concept design through to delivery.

Fednav describes Nunavik and Umiak I as the most powerful icebreaking bulk carriers in the world. In 2014, Nunavik made an unescorted transit of the Northwest Passage carrying Arctic nickel concentrate, the first cargo of its kind on that route.

Arvik I later brought IMO Tier III main and auxiliary engines to the series.

Yacht Express: Prototyping semi-submersible carriers

Yacht Express presented a very different type of vessel. Delivered by Yantai Raffles Shipyard in China in 2007 for Dockwise Yacht Transport, the ship was purpose-built to transport yachts by floating them directly on and off a submersible dock bay. Anglo-Eastern's newbuilding team was involved with the prototype from design to delivery.

At 209 metres long and 32.2 metres wide, Yacht Express has a dock bay measuring 165 metres by 31 metres. To load, the ship ballasts down until the main deck is submerged. Yachts then sail into the dock bay, where divers position supports beneath each hull, before the vessel de-ballasts and lifts them clear of the water. Accommodation for owners and crews travelling with their yachts completes a vessel that is part heavy-lift ship, part liner.

The team's semi-submersible experience later carried over to Dockwise's larger ships. Anglo-Eastern was involved in the specification and design development of Dockwise Vanguard, now BOKA Vanguard, the world's largest semi-submersible heavy transport vessel, and Anglo-Eastern's teams have remained closely involved in her project-based modifications.



MV Yacht Express

Valemax: Building at a different scale

If Yacht Express represented a more unusual vessel concept, the Valemax programme brought a different dimension: scale.

In March 2011, DSME delivered Vale Brasil, the first 400,000 dwt Valemax and, according to Guinness World Records, the largest bulk carrier ever built. Anglo-Eastern's newbuilding teams supervised the construction of three of the seven Valemaxes built at DSME, along with four more 400,000 dwt-class very large ore carriers at Rongsheng Heavy Industries in China for Oman Shipping Company. In total, the teams supervised seven of the largest bulk carriers ever built across two yards in two countries.

At 362 metres long and 65 metres wide, Vale Brasil has a deadweight of approximately 402,000 tonnes and seven cargo holds totalling almost 220,000 cubic metres. A single MAN B&W 7S80ME-C8 engine of 29,260 kW gives the vessel a speed of around 15 knots. Vale estimated approximately 35% lower carbon emissions per tonne of ore compared with a conventional ship of around 200,000 tonnes. The vessel also won the Nor-Shipping Clean Ship Award in 2011.

Legacy: Moving into dual-fuel shipping

By 2021, the portfolio was extending further into dual-fuel vessel technology.

Delivered by Hyundai Mipo Dockyard that year, Legacy is a 38,000 m³ LPG carrier capable of burning her own cargo as fuel. She was the first mid-size dual-fuel LPG carrier and the first vessel built to Hyundai Mipo's new LPG-SAFE double-hull design.

Anglo-Eastern's newbuilding team was involved from design through to delivery for the vessel's owner, a Mexican LPG group, assessing each stage of the prototype design and keeping the project moving through Covid-19 using virtual meetings and remote inspections. The design meets IMO Tier III NOx limits and EEDI Phase 3 even when operating on conventional fuel.

From ships to floating terminals

Anglo-Eastern's newbuilding teams are also involved in floating storage and regasification units, or FSRUs, covering both purpose-built vessels and conversions of existing LNG carriers.

The two approaches start from very different positions. With a newbuild, terminal functions can be designed into the vessel from the outset. A conversion is instead a rebuild of an existing trading ship. The team assesses the remaining life of the hull and cargo system before integrating a complete regasification plant and upgrading cargo handling, utility, offloading, electrical and automation systems in a vessel that was never designed to carry them.

Both routes require close control of the interfaces between the hull, topside and owner's systems, together with a commissioning plan that proves the unit both as a ship and as a terminal.

The Ubuntu fleet: A new era of dual-fuel shipping

Between December 2022 and February 2024, Shanghai Waigaoqiao Shipbuilding delivered a series of made-to-order LNG dual-fuel Capesize+ bulk carriers for Anglo American's chartered Ubuntu fleet, which Anglo American describes as the largest of its kind in the world. Anglo-Eastern's newbuilding team supervised construction of four of the



MV Vale Brasil



MV Legacy

GROUP



MV Ubuntu Empathy

vessels, including Ubuntu Empathy and Ubuntu Humanity.

Each ship is approximately 190,000 dwt and uses an MAN ME-GI high-pressure dual-fuel engine, whose high-pressure gas injection minimises methane slip. Two C-type LNG tanks provide a design range on gas of around 20,000 nautical miles. Anglo American estimates approximately 35% lower CO_2 emissions compared with a conventionally fueled ship through the combination of LNG and design-efficiency measures.

Anglo-Eastern subsequently took over technical management of ships in the series, beginning with Ubuntu Empathy, the company's first LNG-fuelled bulk carrier under management.

Windcat Elevation: Hydrogen-capable CSOVs

The emergence of offshore wind and hydrogen has brought another generation of technologies into the portfolio.

In October 2021, Windcat selected Anglo-Eastern's newbuilding team to oversee construction of its six Elevation series Commissioning Service Operation Vessels, built by Damen at Ha Long Shipyard in Vietnam. The first, Windcat Rotterdam, was delivered in July 2025 as the first CSOV designed to run on hydrogen.

A CSOV serves as a floating base for an offshore wind farm. It can remain in the field for up to 30 days, accommodating as many as 120 technicians and crew and transferring them to turbines using a motion-compensated gangway while the vessel holds position on dynamic positioning.

The Elevation series was developed by Damen, Windcat and CMB.TECH following four years of evaluation, drawing on Windcat's experience with Hydrocat 48, the world's first hydrogen/diesel dual-fuel crew transfer vessel.

A portfolio built over decades

These individual projects form part of a much broader newbuilding portfolio. Anglo-Eastern's combined newbuilding teams have supervised more than 1,000 newbuildings at over 50 shipyards, covering more than 20 vessel types and sizes, as well as more than 80 conversions and retrofits.

The tanker portfolio alone includes more than 35 VLCCs, 55 Suezmaxes and 45 Aframax/LR2 tankers. Gas experience spans more than 100 LPG carriers, ranging from VLGCs and MGCs to LEGs and ammonia-capable designs, alongside seven LNG carriers, two LNG bunkering vessels, five VLECs and three FSRU projects.

Across the portfolio, Anglo-Eastern's newbuilding teams have worked at most of the world's major shipyards and with its leading design houses. Each milestone project has built on the experiences of those before it.

Mineral Europa is the latest, bringing the story back to where it began: the world's first ammonia-powered bulk carrier, and the latest new technology to enter Anglo-Eastern's newbuilding portfolio.



Windcat Rotterdam



Cake-cutting ceremony to mark the 20th anniversary of the partnership.

PARTNERSHIP

Twenty years of trust: Setting standards with Hapag-Lloyd

In September, the Crew Seminar jointly hosted by Anglo-Eastern and Hapag-Lloyd in Goa, India marked an important chapter in a partnership built over two decades

It was a celebration of what Hapag-Lloyd and Anglo-Eastern have achieved together, and a renewed commitment to the standards that will carry the relationship forward.

Twenty years of partnership represents far more than the passage of time. It reflects trust earned through everyday decisions, challenges addressed openly and a shared commitment to safe, reliable vessel operations.

That was the focus when representatives from Hapag-Lloyd and Anglo-Eastern gathered in Goa on 10 September. The anniversary was marked alongside the Crew Seminar under the theme "Setting the Standards. Every Decision. Every Operation. Every Day."

Anglo-Eastern welcomed Johannes Becker (Director of Technical Fleet Management), Lucas Böttcher (Director of Fleet Analytics & Performance), Christian Schneider (Senior Manager & Deputy CSO), Danica Menze (Senior Superintendent, 3rd Party), and Vikramaditya Singh (Senior Manager, Voyage Performance) from Hapag-Lloyd.

Opening for Hapag-Lloyd, Johannes Becker addressed fleet review and shipyard performance. Christian Schneider focused on management systems, while Lucas Böttcher examined fleet performance. Their contributions set the context for discussions on safety and compliance, technical reliability, operational excellence, crew management, well-being and technology onboard.

One message from Hapag-Lloyd captured the responsibility behind the partnership: "Anglo-Eastern carries Hapag-Lloyd's reputation on every vessel it manages."

For Anglo-Eastern, that responsibility is deeply felt. Serving our clients means protecting their assets, supporting their people and representing their values through every operational decision. It requires capable seafarers, committed shore teams, disciplined systems and the confidence to speak openly when something can be improved.

As Matthias Becker, Managing Director of Anglo-Eastern's Hamburg Office shared, "The strong partnership has been built on trust, shared expectations and the willingness to address challenges openly and improve together."

The dialogue in Goa reflected that spirit. Participants exchanged practical perspectives and considered how shared learning could lead to stronger everyday performance.

That sense of partnership extended beyond the conference room. During a team-building session, participants from both companies worked alongside one another in a more informal setting. The day concluded on a lighter note with a reception as well as a simple but memorable ceremony marking the 20-year milestone.

It was a fitting celebration marking two decades of cooperation, and its greater meaning lay in what comes next. We value the trust Hapag-Lloyd has placed in us, and we remain committed to earning it every day.

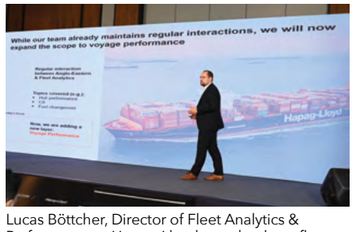
Together, we will continue setting standards through safe operations, technical reliability, responsible leadership and consistent performance.



Matthias Becker, Managing Director of Anglo-Eastern's Hamburg Office, gives an opening speech.



Johannes Becker, Director Technical Fleet Management at Hapag-Lloyd, gives an opening speech.



Lucas Böttcher, Director of Fleet Analytics & Performance at Hapag-Lloyd, speaks about fleet performance.



Rajiv Kapoor, Group Head of Health and Safety, speaks about QHSE review of the fleet.





EVENT

Splash Singapore: Rethinking resilience in shipping

At the inaugural Splash Singapore in September, our CEO Bjorn Hojgaard joined "The Big Issues" panel alongside other senior leaders from across the shipping industry, discussing how organisations must transform to operate in today's disruptive environment

Bjorn spoke about the shift from a "just-in-time" mindset to a "just-in-case" one – prioritising optionality over prediction to cater to various scenarios, as forecasting itself becomes less reliable. At Anglo-Eastern, this has translated into deliberate redundancy: parallel data infrastructure across Hong Kong and Singapore, and banking relationships spread across different geographies.

Speaking about talent, Bjorn distilled what we look for in our people into three words: intelligence, integrity and drive, the ability to adapt when old assumptions no longer hold, sound judgement when the answer isn't clear-cut, and the follow-through to turn analysis into results at sea. These principles continue to shape how we develop our seafarers and shore teams.

EVENT

Asian shipping in perspective: The last 25 years and the next

At Marine Money Week Asia 2026 in Singapore, our Chief Commercial Officer Niraj Nanda joined industry leaders to discuss how Asian shipping has evolved over the past 25 years and what may shape its future

Hosted by Punit Oza, the panel brought together perspectives from ship ownership, maritime finance and ship management.

During the discussion, Niraj highlighted how ship management has evolved from traditional technical and crewing services into a broader role that helps owners navigate operational risk, regulatory complexity, decarbonisation and data-driven decision-making. He also shared why independent ship managers are increasingly valued for their ability to provide scale, expertise and operational insights across diverse fleets.

On maritime talent, Niraj emphasised that while technology and automation will continue to transform operations, the future of shipping remains firmly centred on people. Besides strong technical foundations, the next generation of seafarers will need adaptability, leadership, digital judgement and a commitment to continuous learning. As Asian nations continue to play a leading role in supplying global maritime talent, investing in training and people development remains critical to the industry's long-term success.



Speaking during the panel 'Giants of the Sea: Industry Leaders in Conversation' at the Marine Insight Summit in October, Niraj reflected on the capabilities the industry needs to navigate change. As he said, shipping's ability to adapt depends on informed decisions, capable people and strong collaboration across the industry.

Niraj shared Anglo-Eastern's view that modern ship management increasingly brings operational risk, compliance, data, technology and human factors together to support shipowners through increasingly complex conditions. He also emphasised that technology delivers value when it gives people better information and enables earlier, sounder decisions.

These themes reflect Anglo-Eastern's longstanding commitment to supporting shipowners through changing industry demands while investing in the development of future-ready maritime professionals.





EVENT

Investing in people: What keeps good seafarers staying?

"Would you recommend a career at sea to your own son or daughter?"

That was the question Ashish Malik, Managing Director, put to the room in his session 'Seafaring as a Career' at the Nautical Institute (Singapore) Conference 2026 in August.

Ashish addressed one of the industry's most pressing challenges: attracting, developing and retaining the next generation of seafarers. Drawing on his experience at sea and in shore-based leadership, he made the case for moving beyond recruitment to sustainable career pathways built on quality training, well-being, career progression and clear sea-to-shore opportunities.

That thinking sits behind our well-being initiatives WeCare and Career Care Programme. The latter guides our seafarers through certification, promotion, reskilling to different vessel types and the move into shore-based roles. We maintain a retention rate above 95%, and 72% of officers were promoted from within.

Investing in people is fundamental to the resilience of global shipping. For owners, that continuity shows up as safer, better-crewed vessels.

EVENT

SMM 2026: Connecting maritime digitalisation to process

A connected fleet depends on more than bandwidth. It depends on trusted data, secure systems and people who are prepared to use both well

At SMM 2026 in Hamburg, Matthias Becker, Managing Director of Anglo-Eastern's Hamburg Office, brought this operational perspective to two industry discussions.

During the HANSA-Lounge seminar hosted by Inmarsat Maritime, Connected to Perform, the conversation focused on data hygiene, stronger ship and shore interaction, and the role of connectivity in supporting better decisions on board, seafarer well-being and professional development.



In a separate fireside chat hosted by DNV Cyber, Matthias joined CyberOwl's CEO Russell Kempley to discuss operational technology safety. Their exchange covered crew preparation for cyber incidents, the different challenges presented by older vessels and newbuildings, and the need for collaboration with original equipment manufacturers and across the maritime industry.

These conversations reflect a shared principle at Anglo-Eastern: technology delivers value when it strengthens human judgement, operational readiness and resilience across ship and shore.

OWNER PERSPECTIVE

Beyond OPEX: What the dashboard could miss

Raghvan Narasimhan, Vice President and Technical Director of International Seaways, explains why a sustainability dashboard can show control without revealing resilience, and why long-term asset stewardship still depends on sound engineering judgement and the confidence to act on it

During more than four decades in shipping, I have seen ships evolve from relatively simple machinery to sophisticated vessels supported by digital monitoring, KPIs and benchmarking. These tools bring real benefits, but also a risk: confusing what is measurable with what matters.

A vessel may be within its OPEX budget, report high planned-maintenance completion and have no overdue class recommendations. Yet an experienced superintendent may walk through the engine room and feel uneasy.

Temporary repairs may have become permanent. Small failures may recur. Housekeeping or pipework standards may be slipping. A chief engineer may stop raising defects because earlier requests were repeatedly deferred. None may immediately turn a KPI red. Together, they can indicate that the vessel is losing technical resilience.

Cost control protects the current budget; technical resilience protects the vessel's ability to operate safely and reliably over time. Postponing an overhaul, deferring steel renewal or extending maintenance intervals may improve this year's OPEX. The technical cost may not appear for years.

Ships have long memories. Today's saving can become tomorrow's off-hire, vetting failure, casualty or dry-docking bill. The vessel remembers every maintenance decision, even when the organisation no longer does.

Condition monitoring and predictive analytics provide valuable information, but they should strengthen engineering judgement, not replace it. A dashboard shows what has been measured. An experienced engineer asks whether it is the right information, whether it is reliable and what it may fail to show.

This matters particularly in third-party ship management. The manager operates the vessel, while the owner protects the asset over its working life. Their time horizons may differ. Low expenditure therefore deserves the same scrutiny as high expenditure. What was deferred? Which defects recur? Is critical equipment becoming less reliable?

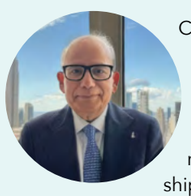
High-reliability industries depend on people being willing to deliver uncomfortable technical messages, and on management being willing to hear them. A chief engineer must be able to say, "We should not continue operating this machinery." A superintendent must be able to say, "We need to spend the money." Senior management must be prepared to hear, "The numbers look good, but the risk is not acceptable."

If everyone feels pressure to keep the dashboard green, it becomes a reporting tool rather than a risk-management tool. Good governance tests the assumptions behind the numbers and supports early escalation.

A well-managed ship cannot be defined by one number. It combines disciplined expenditure with competent people, sound engineering, effective ship-shore communication and the resilience to remain safe and reliable over time.

OPEX matters. KPIs matter. Digitalisation matters. None is a substitute for engineering judgement.

The simplest test of good ship management may be this: are we leaving the vessel in better technical condition, with greater operational resilience, than we found her? That answer matters far more than whether this year's OPEX finished below budget.



Contributor: **Raghvan Narasimhan** is Vice President and Technical Director at International Seaways. A marine engineer with more than four decades in shipping, he progressed from junior engineer to chief engineer before moving ashore into third-party ship management and later owner-side fleet leadership. His experience spans shipboard operations, technical management, and long-term asset stewardship.



OWNER PERSPECTIVE

Feeling safe is not the same as being safe

Capt Jayakumar Sankaran, Director of Fleet Operations at NYK Bulkship (Asia), explains why real safety depends on questioning assumptions, recognising risk and having the courage to speak up

Safety is one of the most frequently used words in shipping. It appears in meetings, campaigns, procedures, inspections, audits and reports. Yet after years at sea and ashore, I still return to a simple question: what do we mean when we say safety?

For some, it means following procedures or achieving compliance. For others, it means zero accidents or simply going home safely. All are valid. For me, safety is the ability to recognise danger before danger recognises you.

A question that prevented an incident

Many years ago, during a routine onboard operation, everything appeared normal. The weather was good, the team was experienced and the procedure had been completed many times before. During preparations, an ordinary seaman asked: "Chief, are we certain this is the correct valve?"

We stopped and checked. The valve line-up was wrong. No accident, pollution or injury followed, and there was no investigation or headline. Yet that simple question may have prevented a serious incident. It reminded me that safety is often invisible. Some of the greatest safety achievements are the accidents that never happen.

Familiarity can hide risk

Feeling safe and being safe are not the same. A machine may have worked reliably for years while an unseen defect develops. A task completed successfully a hundred times may appear safe only because nothing has gone wrong before.

Repeated success can create comfort, comfort can create familiarity, and familiarity can lead to complacency. A shortcut taken once without consequence becomes easier to repeat. A step skipped without incident begins to look unnecessary. Past success should never be mistaken for future safety.

Safety requires more than words

Meetings, observations, permits and checklists all matter, but they do not remove the hazard. A mooring line does not become safe because a meeting was held. An enclosed space does not become safe because a permit was issued. Words and documents support safety; action controls risk.

The best seafarers I have worked with ask practical questions: What can go wrong? What am I missing? What barriers are in place? What happens if they fail? What is our back-up plan? These questions may not include the word "safety", but they create it. Safety is logic applied before an incident occurs.

The courage to speak up

Safety also requires the courage to say: "I do not understand." "Can we check again?" "Something does not look right." "Can we stop for a moment?"

Sometimes the safest action on board is asking one more question. Real safety is not a slogan, certificate or completed checklist. It is a continuous state of awareness, found in the assumptions we challenge, the risks we recognise, the decisions we make and the care we show one another.



Contributor: **Capt Jayakumar Sankaran**, MBA, PG Dip., AFNI, FICS, is Director, Fleet Operations at NYK Bulkship (Asia) Pte. Ltd., Singapore. He has more than 36 years of maritime experience spanning shipboard operations, technical and commercial management, safety and organisational leadership.

GROUP



Margaritaville at Sea Beachcomber



Ocean Endeavour



Terra Nova Adventurer

PARTNERSHIP

Three ships, three missions: A busy autumn for Anglo-Eastern's cruise team

From a large Caribbean cruise ship to accommodation in Greenland and expedition voyages in Antarctica, three current projects demonstrate the range of work underway across Anglo-Eastern's cruise and leisure divisions

Margaritaville at Sea Beachcomber: our largest cruise ship yet

On 15 September, Anglo-Eastern took the former Costa Fortuna into management under her new ownership and name: Margaritaville at Sea Beachcomber. At 102,669 GT, she is the largest cruise vessel in Anglo-Eastern's portfolio. She was renamed and reflagged to Portugal in Brindisi before sailing to Harland & Wolff in Belfast, the yard that converted her sister-brand vessel, Islander, in 2024.

Over a twelve-week period, the ship's former Costa interiors are being transformed to reflect Margaritaville's beach-inspired identity. The work includes new public spaces, refreshed staterooms, a new aft pool complex and technical upgrades.

In January 2027, Beachcomber is scheduled to begin four- to eight-night Caribbean cruises from Port Miami, accommodating up to 2,700 guests. Delivering the project within a 12-week window requires close coordination across our technical, crewing and procurement teams.

Ocean Endeavour: a new role in Greenland

In one of the cruise team's most unusual projects to date, Ocean Endeavour will be based in a Greenland fjord near the Tanbreez rare earth project outside Qaqortoq. The vessel will provide accommodation for approximately 200 to 300 mine workers for eight months of the year.

The ice-strengthened vessel has extensive polar experience and most recently accommodated Danish and NATO personnel in Nuuk. She is undergoing a major refit to restore class and flag compliance, including the addition of a helideck.

The project illustrates how experience developed in expedition cruising can be applied in a different operating environment.

Terra Nova Expeditions: preparing for Antarctica

Anglo-Eastern has signed an agreement with Terra Nova Expeditions, a new expedition operator founded by Greg Carter, co-founder of Chimu Adventures.

The operator's first voyages are scheduled to depart from Argentina for the Antarctic Peninsula in November. They will take place aboard Terra Nova Adventurer, formerly MS Expedition, a vessel with an established history in polar expedition cruising.

Over a six-week period, the vessel will reposition from Poland via Las Palmas to Montevideo. In parallel, Anglo-Eastern's hotel team is establishing the onboard operation, including procurement, IT, crewing and preparations for the vessel's first Antarctic season.

One group, varied expertise

The three projects involve different passenger ships, clients and operating models, but draw on capabilities from across the same cruise and leisure division.

Together, they demonstrate how Anglo-Eastern Cruise Management Inc. (AECMI) and Anglo-Eastern Leisure Management (AELM) can support passenger-vessel projects through technical management, hotel operations, crewing, procurement and start-up services, wherever the vessel is operating.

Photo Gallery: Memorable moments



Two journeys, one shipyard

Built in Ha Long Bay, Windcat Antwerpen sets out on her first voyage while Windcat Rotterdam returns for upgrades following a year in service.

A special note to MV Yuhsan

After nearly 24 years with Anglo-Eastern from newbuilding through to sale and transfer, Yuhsan leaves an exceptional safety and inspection record: no lost-time injuries since 2007, and an average of 0.37 deficiencies across 38 Port State Control inspections. Both inspections in 2026 recorded no deficiencies, including her final inspection in Balboa, Panama. This performance reflects the professionalism and care of generations of onboard and shore teams.





Windcat at the academy

Willem van der Wel, Managing Director of Windcat, and Robbert van Rijk, Chairman of Windcat, visited the Anglo-Eastern Maritime Academy to gain a closer understanding of its pre-sea training and approach to developing industry-ready seafarers. The programme included discussions with cadets and faculty, along with demonstrations at the academy's wheelhouse, workshops, dual-fuel training centre and virtual-reality facilities.







Chef of the Year
Chief Cook Neeraj Kumar Yadav of MV Maersk Amazon, named as GalleyMasters' Chef of the Year 2025–26 for his professionalism, high catering standards and commitment to life on board.



Sharing alternative-fuel expertise
Prasad Nayak, General Manager of Training, led a session for officers and staff of the Mercantile Marine Department in Chennai, India, covering safety, training and regulatory considerations of new fuels including LNG, ammonia and methanol.



Supporting the maritime community
Mihir Kumar Sarkar, Assistant General Manager of Marine HR, has been appointed Vice Chairman of Nabik Griha Samity, which provides affordable accommodation for seafarers in Kolkata and supports maritime education through the Maritime Academy of India.



Winning together
The Anglo-Eastern Singapore cricket team brought home the Corporate Shield Cup after competing in the Corporate category of the Mariners Premier League 2026.



Cycling through Hong Kong
Mahesh Subramanian, Head of ESG and Carbon Service, and Puneet Malhotra, Director of Quality Assurance & Compliance, completed the 32 km Sun Hung Kai Properties Hong Kong Cyclothon in October, riding through two tunnels and across two bridges.

CAREER

Beyond wages: Rethinking the value of a career at sea

The stronger question for maritime employers is no longer only, "What do we pay?" It is, "What kind of career are we offering?"

Competitive pay remains fundamental, but salary alone cannot resolve shipping's talent challenge. Employers must consider the wider value of a seafaring career, from safe working conditions and reliable relief to development, well-being and family support

For decades, seafarer compensation has been discussed mainly in terms of wages. When skilled people became harder to recruit, salaries rose. Yet higher pay has not removed the industry's underlying challenge: attracting capable people, developing them for more demanding roles and giving them reasons to stay.

The officer market remains under pressure. Recent workforce analysis points to demand for qualified officers rising faster than the supply pipeline, while the skills required at sea are expanding to cover new fuels, digital systems and cyber awareness.

This calls for a broader view of compensation. Wages are the foundation, but not the full proposition.

Anglo-Eastern's 2025 Seafarers' Priority Survey illustrates the point. Among 10,838 participants, 92.9% placed a safe working environment among their three leading priorities. Higher wages and timely joining and relief were also ranked prominently. The findings do not diminish the importance of pay. They show that seafarers assess their employment as a complete experience.

"An employer's offer increasingly includes predictable assignments, fair treatment, capable onboard leadership, support during difficult periods and a visible route through the profession. A modest wage advantage may attract someone to a company, but the experience of working there will influence whether that person stays while building their career."

The implication is practical. An employer's offer increasingly includes predictable assignments, fair treatment, capable onboard leadership, support during difficult periods and a visible route through the profession. A modest wage advantage may attract someone to a company, but the experience of working there will influence whether that person stays while building their career.

Career development is therefore part of the value equation. Anglo-Eastern's Career Care Programme supports progression to the next rank, movement from ratings to officer roles, reskilling for different vessel types and transitions ashore. Mission 30 adds a defined objective: by 2030, 30% of the company's management-level officers should have reached that level before turning 30, without reducing promotion or competency requirements.

Well-being support matters for the same reason. WeCare combines feedback, medical and mental-health support, onboard engagement and family-focused initiatives. Anglo-Eastern has maintained a seafarer retention rate above 95%, while the monthly Seafarers Feedback Rating registered 96,582 entries and an overall approval rating of 96.8% during 2025.

For shipowners, this is not simply an employment-policy discussion. Stable, trained vessel teams preserve operational knowledge and support succession as ships and regulatory requirements become more complex.

The future of seafarer compensation will not be wages versus benefits. Competitive wages will remain non-negotiable. The change is that pay will increasingly be judged alongside safety, reliable relief, development, leadership and support for life beyond the contract.

The stronger question for maritime employers is no longer only, "What do we pay?" It is, "What kind of career are we offering?"



Contributor:
Rohit Mehrotra, Group Director of Marine HR at Anglo-Eastern, is a seasoned maritime professional with over 30 years of experience spanning seafaring, vessel auditing, QHSE, and marine human resources. Rohit holds an MSc degree in Shipping, Ports and Environment from Southampton Solent University, reflecting his commitment to continuous learning and industry expertise.

EVENT

Listening: The leadership skill behind safer operations

Behind every strong safety culture is something surprisingly simple: people who listen



Not just during meetings and presentations, but in the conversations that follow, where experiences, concerns and insights are shared openly.

That was the enduring message from the Anglo-Eastern Officers and Ratings Safety Workshops in Manila, where more than 100 Filipino officers and ratings joined Capt Vikrant Malhotra, Group Managing Director of QHSE, to discuss safety, leadership and operational excellence.

While the workshops highlighted the Group's strong safety and PSC performance, expansion into new vessel segments and new JiBe capabilities, discussions repeatedly returned to a simple principle: great organisations improve when they learn to listen.

Drawing on the principles of Human and Organisational Performance (HOP) and Learn From Normal Work, participants explored how learning is strengthened when frontline experience is heard and understood. Several fatal accident case studies reinforced the importance of the Fatality Prevention Programme, emphasising the need to identify critical risks, strengthen barriers and learn from past events rather than assign blame.

Participants were also reminded that most incidents occur during routine activities. Manual handling, maintenance and cargo operations can all become high-risk when complacency, fatigue, time pressure or poor communication creep in. Safety is not separate from work. It is how work is done.

Technology will continue to support this effort through new JiBe capabilities, including the Fatality Prevention Programme app, e-permits and enhanced risk assessment tools. Yet technology is most effective when it complements, rather than replaces, human connection.

Ultimately, the workshops reinforced three leadership principles: communicate openly, listen to understand, and have the courage to do the right thing. These principles lie at the heart of Anglo-Eastern's purpose of building trust, driving performance and shaping a better maritime future. Because when people listen, learning grows, trust strengthens and safety improves.

EVENT

Leading as one, achieving excellence collectively

Operations and QHSE leaders gather in Mumbai to strengthen collaboration, judgement and organisational excellence



More than 40 Operations and QHSE managers from across Anglo-Eastern came together in Mumbai on 14-15 September for a leadership workshop. Held under the theme "One Team - Align. Collaborate. Learn. Transform.", the workshop brought colleagues from across the global organisation together to share perspectives, challenge thinking and explore how closer collaboration can strengthen ship management excellence.

The programme opened with a video message from CEO Bjorn Hojgaard, who encouraged leaders to rely on professional judgement rather than compliance alone. He highlighted five qualities that underpin effective leadership: judgement, courage, curiosity, humility and accountability.

Led by Vikrant Malhotra, Group Managing Director of QHSE, and Swapnodeep Mondal, Group Managing Director of Operations and Shared Services, discussions focused on recognising weak signals, encouraging people to speak up, looking beyond the human error to understand underlying causes, and exploring how AI can reduce administrative tasks and create more time for higher-value work that supports vessels and customers. The programme continued with tours of the Anglo-Eastern Maritime Academy in Karjat and the Shared Services Centre, providing further insight into the wider organisation and the people who support it every day.

A clear theme emerged throughout the workshop: excellence is achieved collectively. Building on this, participants agreed on five shared commitments: act on weak signals, challenge constructively, verify that controls work, learn through people, process and plant, and create capacity for higher-value work.



Interactive session



LDT Seminar at Riga



HMT Seminar at Riga

EVENT

Stronger connections, safer operations

Two fleet seminars in Riga brought Boskalis seafarers and shore teams together for practical learning, candid discussion and team building

From 5 to 7 October, Anglo-Eastern and Boskalis hosted two dedicated seminars in Riga for seafarers from the Boskalis LDT (Long Distance Towing Tug) / AHTS (Anchor Handling Tug Supply) and HMT (Heavy Marine Transport) fleets. Across the two full-day programmes, participants exchanged operational experience, discussed current challenges and explored how learning can be applied across the wider fleet.

Safety remained central. Interactive sessions examined fleet statistics, fatality prevention and lessons from critical operations. Working in groups, participants considered the causes behind operational cases, how situations could have been managed differently and what preventive measures could be introduced. Seafarers also shared questions and feedback directly through dedicated dialogue sessions.

The programmes extended beyond operational safety. Sessions addressed seafarer health and work-life balance, technical practices, regulatory developments, crewing matters and future fleet operations. Together, these discussions connected personal well-being with the technical knowledge, sound judgement and preparation required on board.

Team building brought another dimension to the seminars. LDT/AHTS participants navigated Riga in teams during a city-wide scavenger hunt, while HMT attendees took to the bowling lanes. Evening gatherings, joined by some partners and spouses, offered further time to reconnect with colleagues.

By combining structured learning with informal connection, the seminars strengthened dialogue between ship and shore and between Boskalis and Anglo-Eastern. They also created space for the people closest to vessel operations to share experience, challenge assumptions and learn from one another.

AWARD

TIM 2026: AEMA recognised for maritime innovation and mentorship

A strong maritime talent pipeline begins well before a young cadet steps on board. It starts with access to the right information, honest guidance and experienced mentors

Anglo-Eastern Maritime Academy (AEMA) received several honours at Technology in Maritime (TIM) 2026, held in Mumbai on 1 October.

AEMA's project, FlowVolt: A Flow-Induced Energy Harvesting and Wireless Sensing System for Reduced-Cabling Marine Applications, was named first runner-up in the Innovation in Maritime Awards. Selected among five finalists from submissions by maritime colleges across India, the project was developed under the guidance of ETO faculty member Kishore Alapati.

The recognition highlights the value of combining technical knowledge with practical problem-solving. Through projects such as FlowVolt, cadets gain opportunities to examine maritime applications, develop ideas and communicate their work beyond the classroom.

AEMA was also named second runner-up in Yuva Tarang, the event's cultural programme, following a duet and group dance by its cadets.

Capt Vinayak Mohla, our Head of Cadet Recruitment & Competency Management, was separately awarded the title of Nau Acharya, or Youth Icon, for his contribution to mentoring and inspiring aspiring maritime professionals.

A heartfelt congratulations to all our winners. Together, these recognitions reflect Anglo-Eastern's commitment to developing maritime talent through technical education, experienced mentorship and opportunities that build capability beyond the curriculum.



Capt Vinayak Mohla, Head of Cadet Recruitment & Competency Management (middle)



Innovation in Maritime Awards first runner-up



Yuva Tarang second runner-up



GME 47 Batch

AEMA

From classroom to career: AEMA celebrates GME 47 and ETO 19

The Passing-Out Parade for GME Batch 47 and ETO Batch 19 on 31 August marked an important milestone for a new generation of maritime professionals preparing to begin their careers at sea

Held at the Anglo-Eastern Maritime Academy (AEMA), the ceremony brought together cadets, families, faculty and industry leaders to celebrate the achievements of the graduating batches. Principal Tejinder Bhamra reminded graduates that while certificates open doors, it is competence, integrity, humility and sound judgement that build lasting careers.

Throughout their training, cadets developed both technical expertise and professional skills. ETO cadets completed a programme that combined classroom learning with leadership development, safety training and exposure to emerging technologies, while GME cadets undertook extensive theoretical and practical training covering marine engineering, alternative fuels, cyber security, high-voltage systems and digital technologies.

Guest of Honour Capt Sudipto Dasgupta encouraged graduates to focus on continuous self-improvement, emphasising that true success comes from challenging themselves to learn and grow throughout their careers. Chief Guest Mugilrajan Devarajan reinforced the importance of discipline, leadership and responsibility, urging the cadets to look beyond their first assignment and envision the wider opportunities that lie ahead.

The ceremony also recognised outstanding achievement, with Cadet Anil Thomas named Overall Best Cadet and Academic Topper for ETO Batch 19, while Cadet Yash Bhardwaj received the same honours for GME Batch 47.

As the graduates embark on their seafaring journeys, the event reflected AEMA's ongoing commitment to developing capable, future-ready maritime professionals for an increasingly complex and evolving industry. For the cadets, the takeaway was simple: school is over, and the voyage is about to begin!



ETO 19 Batch

INSIGHT

Leadership lessons from the next generation

Capt John Bosco Moniz, General Manager, Shared Services at Anglo-Eastern, reflects on what he learnt after welcoming six graduates into the business and giving them the opportunity to contribute across the organisation

In August last year, I had a simple idea. What if we opened our doors a little wider and invited young graduates in, not just to learn from us, but to bring something new to us?

At the time, it felt like a small experiment. Today, it has become one of the most rewarding things I have been part of in my career.

Where it started

Every organisation needs fresh thinking. Over time, even the best teams settle into familiar ways of working. Our experience is valuable, but it can also make us slow to see what could work better.

I wanted to create a structured programme to bring new talent and new ideas into our Shared Services Centre, giving young people a real start in the maritime industry and our organisation a steady pipeline of capable, curious minds. That is how our Graduate Trainee Programme was born.

Six from nine hundred

When we opened applications, nearly 900 graduates applied. That number alone told us that there is real hunger among young people to build careers in our industry.

After a careful selection process, including talent assessments and several rounds of interviews, six graduates joined us. They came from different backgrounds: data analytics, information technology, business and international relations. That mix turned out to be one of the programme's biggest strengths.

Learning the business from the inside

Rather than placing them in one team, we rotated them through departments across the business, from operations and procurement to accounts, technology, catering, security and port agency work. Each rotation was guided by a senior colleague who acted as their mentor in that area.

The idea was simple. Let them see how the whole organisation fits together before they decide where they belong, and let each department see what fresh eyes can do for them.

They went beyond observing: tackling real tasks, asking challenging questions and taking on their own projects, from developing digital tools and analysing costs and backlogs to supporting security work. Some of their ideas have already been implemented.

What it taught me

Managing a new generation is different. They want to understand the "why" behind every task. They are comfortable with technology in a way many of us are not. They will readily try three ways of solving a problem before asking which one is "correct". This approach may seem unfamiliar at first, but becomes refreshing over time.

I learnt to listen more and instruct less. I learnt that a question from a 23-year-old can be just as sharp as one from a seasoned manager. I learnt new tools, new shortcuts and new ways of looking at problems I thought I already understood.

It was a humbling experience. After all the years since my sailing career, it is easy to believe you have seen most things. These young people reminded me that there is always more to learn and that good ideas do not depend on age or rank.

Why this matters for organisations today

Research reflects what we experienced. In a 2019 Harvard Business Review article, Jennifer Jordan and Michael Sorell discuss "reverse mentoring", where younger employees share their knowledge with senior leaders. It can help leaders stay current while giving younger employees greater confidence and a stronger connection to the organisation. It is a valuable exchange for both.

In our case, graduates gained real experience and a clear view of the industry. Our teams gained energy, new methods and a fresh look at work they had been doing the same way for years.

For any company embracing the future, the lesson is clear. Bringing young people in is an investment in how the organisation thinks.

Looking ahead

We started with six graduates, and plans are already under way for the next intake. We're also looking at extending the programme beyond India. Ultimately, we want to give young graduates the opportunity to build long-term careers with us.

A word of thanks

I am grateful to the Anglo-Eastern leadership for trusting the idea, to the department heads and mentors who gave their time generously, and to our HR colleagues who helped bring it to life.

And to our six graduates, thank you. You came to learn from us. You ended up teaching us just as much.

If there is one thing I would say to other leaders: open the door, bring young people in, give them real work and be willing to learn from them. You may be surprised by how much they give back.



Contributor: **John Bosco Moniz** is General Manager, Shared Services at Anglo-Eastern. He oversees a portfolio of operational transformation programmes, including the Shared Services Centre, Agency Hub, Vetting Desk, Global Security Desk and Procurement Hub.

INSIGHT

Fatigue at sea: More than feeling tired

Fatigue goes beyond simply feeling tired. It can affect our alertness, judgement and the decisions we make. Two contributors look at the subject from different perspectives, exploring how fatigue can be recognised and managed at sea, and the psychology behind decision fatigue



Recognising and managing fatigue at sea

By **Rajendra Bhat**, Assistant Programme Head, AEMTC

Fatigue is a state of physical and/or mental exhaustion that reduces a person's ability to perform tasks safely and effectively. It remains one of the most significant human-factor issues affecting maritime safety and operational performance.

Fatigue is a workplace hazard that can adversely affect a seafarer's performance and decision-making. It can impair alertness, judgement, reaction time, situational awareness, memory and concentration. A particular concern is that fatigued individuals often fail to recognise the extent of their impairment.

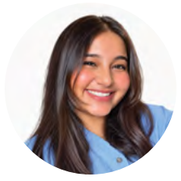
Common signs include frequent yawning, microsleeps, irritability, delayed responses, reduced concentration and impaired judgement.

For ship staff, contributing factors can include insufficient or poor-quality sleep, frequent port calls, long or irregular working hours, vessel motion, noise and vibration, occupational and personal stress, sleep disorders, and increasing administrative and regulatory demands.

The body's biological clock also regulates sleep and wakefulness. Fatigue is often greatest between 0200 and 0600, known as the Window of Circadian Low, when human alertness naturally declines.

Adequate, quality sleep is the most effective defence against fatigue. Most adults require seven to eight hours of restorative sleep daily. Compliance with work and rest-hour requirements is important, but rest periods do not necessarily equate to sleep periods.

The Master and senior officers play a key role by planning ship operations effectively, coordinating activities and protecting crew rest periods whenever practicable. During demanding periods such as port calls, effective planning, delegation and allocation of resources can help manage workload and reduce fatigue-related risks.



Too many choices? Let's talk about decision fatigue

By **Sana Sheikh**, Well-being Officer and Psychologist

Ever wondered why a decision that seems easy in the morning feels impossible by the end of a long day? Or why, after hours of solving problems, even a simple conversation can feel exhausting?

Now imagine making those decisions at sea, where every day brings operational demands, safety considerations, changing circumstances and the responsibility of working as a team.

Your brain is constantly making choices, even when you don't realise it. What needs attention first? How should a situation be handled? Should you speak up or wait? Each decision takes mental effort. And when that mental fuel starts running low, something interesting happens: you don't necessarily stop making decisions. You may simply start making them differently.

This is called decision fatigue.

It can make us more irritable, less patient and more likely to postpone difficult decisions or choose the easiest option. At sea, where clear judgement, communication and teamwork matter, recognising these signs becomes especially important.

However, it isn't always about trying harder. Sometimes, it's about making fewer unnecessary decisions. Checklists, standard procedures and planning can reduce the mental effort spent on repetitive decisions. Adequate rest, regular breaks, hydration and proper meals support attention and judgement. Before demanding operations, reviewing plans and clarifying responsibilities can help reduce last-minute pressure.

Leaders who encourage open communication can also help crew members raise concerns before mental strain affects performance.

The next time you feel exhausted by a seemingly small decision, ask yourself: "Am I struggling because this decision is difficult, or because I've already made too many today?"

Because protecting the quality of our decisions begins with understanding the people who make them.

WELL-BEING

When we listen, we begin to heal

Parnita Rasal, Senior Psychologist at AEMTC Mumbai, shares why listening to lived experience can help leaders better support seafarers following difficult events

Some conversations remain with a psychologist long after they end.

Recently, when I met a seafarer who had experienced the uncertainty and fear associated with the conflict and disruption around the Strait of Hormuz, I found myself listening differently. His words were not merely an account of an incident at sea. They were an account of fear, uncertainty, responsibility, helplessness and the emotional weight of not knowing what might happen next. As I listened, I had a very human thought: how different an experience can feel when you are living through it rather than hearing about it afterwards.

When unexpected events affect emotional well-being

Seafaring has always involved occupational risks. However, situations involving armed conflict, geopolitical instability, threats to navigation, prolonged uncertainty or being stranded away from home can introduce another dimension of psychological stress. In such cases, the body may respond with heightened alertness: heart rate increases, attention narrows and the brain prioritises immediate needs. But what happens when the uncertainty ends and the mind remains on alert?

This may lead to post-traumatic stress that interferes with daily life. People may re-experience memories, avoid certain places or conversations, remain highly alert, or notice changes in their thoughts and emotions. Returning to a vessel may also bring reminders of the experience.

The invisible journey after coming home

A common misconception is that the psychological journey ends when a person reaches physical safety. It does not always.

A sound, news report, smell, place or situation may trigger a memory or sense of unease. Sleep and relationships may change, and the person may become unusually irritable or withdrawn. This is why "coming home" and "feeling safe" are not necessarily the same psychological experience – and why emotional support matters alongside physical safety.

Resilience does not mean "being unaffected"

Human well-being is also part of safety. Emergency mental-health and psychosocial support networks can help people process difficult experiences after the immediate situation has been addressed. Integrating mental-health considerations into emergency response reflects an important shift: psychological support should not be treated as an optional addition to technical response. The technical emergency may end, but its psychological effects may continue.

There is another important misconception we need to challenge.

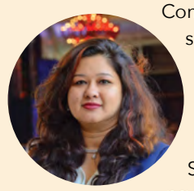
We often describe seafarers as resilient – and they are required to demonstrate enormous courage, adaptability and professional responsibility. However, resilience does not mean being unaffected. It can mean: "I was affected, I acknowledged it, I sought support, and I found a way forward."

From listening to action

What matters is how we respond. Resilience grows when people feel safe to share their experiences and know they will be heard. Meaningful engagement allows those experiences to shape services, policies and decisions.

Listen → Understand → Respond → Learn → Change

Behind every uniform is a person; behind every vessel, a human story; and behind every difficult event, a lived experience. Sometimes, being heard is the first step towards healing. Let us not only ask, "Are you okay?" but stay long enough to hear the answer.



Contributor: **Parnita Rasal** is a seasoned psychologist with over 14 years of professional experience, including nine years dedicated to the maritime industry. She specialises in applying psychological principles to enhance human performance and safety, bridging psychology, human factors, and maritime training. She holds master's degrees in Industrial Organisational Psychology and Counselling Psychology, along with a diploma in Human Resource Management.

ACTIVITIES

Care in action in the Philippines

Across the Philippines, Anglo-Eastern colleagues have been supporting young learners, connecting with seafarers, giving back to local communities and encouraging healthier habits



Blood donation activity: Anglo-Eastern and Scanmar volunteers donated blood through the Philippine Red Cross on 1 October.



Maritime job fairs and outreach: Recruitment teams connected with aspiring and experienced maritime talent in Iloilo, Cebu and Cavite, sharing career opportunities across Anglo-Eastern.



Adopt-A-Ship Programme: Seafarers introduced pupils in Laguna to life at sea and the role shipping plays in everyday life.



Connecting with future seafarers: Anglo-Eastern joined the 30th Recognition Ceremony at Lyceum-Northwestern University, sharing career insights with maritime students.



Biggest Loser Challenge 2026: 51 colleagues took part in the weight-loss contest, building healthier habits and supporting one another along the way.

RECOGNITION

Safety Star Q2: Yashesh Mahendrabhai Patel

Oiler Yashesh Mahendrabhai Patel has been recognised as Safety Star after identifying and addressing a potential slip, trip and fall hazard aboard MT XT Seal

After noticing an open space near the fresh water generator, Yashesh proposed installing a railing to secure the area. Black-and-yellow precautionary markings were also added to make the hazard more visible.





The vessel's QHSE committee commended Yashesh's idea and encouraged other seafarers to report similar suggestions that could improve safety and help prevent incidents across the vessel.

Congratulations to Yashesh on this recognition. His initiative shows how paying attention to everyday risks and speaking up can strengthen safety at sea.

CREW ACTIVITIES

Our most important ASSET is you



ISWAN x STI SEAS knowledge-sharing session
To foster a safe and inclusive working environment at sea, we held a knowledge-sharing session on 25 August with active manning agencies, together with ISWAN and STI SEAS. It focused on preparing crew, especially women seafarers, for life on board.



Connecting with our seafarers
During the visit to MT Ardmore Explorer, the Well-being Team walked the crew through the WeCare initiatives and support services available to them, and invited them to share feedback and talk openly about their well-being. These interactions help strengthen our connection with seafarers and deepen our understanding of their onboard experiences and well-being needs.



Creativity at sea
For Chief Cook Eric Ramo Etoc, building miniature replicas of vessels is a way to channel his creativity, practise patience and find satisfaction in the details. Each model offers an opportunity to slow down, focus on the present and create something meaningful beyond his daily responsibilities.

Celebrating traditions, strengthening connections



MV True Condor - National Heroes Day



MV Ore Korea - Dussehra



MV Mineral Latvija – Ganesh Chaturthi



MV Maersk Amazon – Onam festival



MV Humorist – Onam festival



Crew onboard MV NSC Bingo organised the Istoryahe ("Tell Us Your Story") stick board activity for seafarers to share their most memorable stories, celebrate special moments and strengthen bonds on board.

Caring for our community

Every meaningful change begins with an opportunity to make a difference. Through partnerships with NGOs in Mumbai and Kolkata, ANAVI supports initiatives that expand educational opportunities, improve access to healthcare and help individuals and families build a better future.



Haltu Meera Foundation, Kolkata
Students are showing encouraging progress in communication, confidence, social interaction and academic performance. Alongside classroom learning, the programme promotes teamwork, good manners and healthy hygiene, helping children develop positive daily routines.

Janvi Charitable Trust, Mumbai
From ocean awareness and cyber safety to artificial intelligence, creative storytelling, map skills, entrepreneurship and career guidance, engaging educational programmes are helping children develop practical knowledge, digital awareness and skills for the future.

Jyothis Charitable Trust, Mumbai
By distributing essential medicines to women, the Trust helps address healthcare needs and improve access to necessary medical supplies, supporting women's health and well-being.

Aarush Memorial Trust, Kolkata
For children undergoing cancer treatment, access to care and everyday support can make a meaningful difference. The Trust provides an in-house cooking facility, subsidised 24-hour ambulance services and continued treatment assistance. Since operations began in June, the Home has supported 10 children, including two international patients.



TECH OPS

INNOVATION

Safe ships, safe ports, shared responsibility

Anglo-Eastern-managed ships call at Port Hedland roughly once a day, year-round, accounting for about one in every ten vessel calls at the port. Across Australia, our managed fleet makes around 1,000 port calls a year.

At that scale, port and terminal requirements directly shape our seafarers' daily work. Attending the Safe Ports Forum 2026 in Perth alongside a meeting of the Association of Resource Companies, Ship Operators, Ports & Terminals (ARCSOPT) prompted me to reflect on a broader question: how should ships, ports and terminals share responsibility for safe, efficient operations?

Three themes stood out, each relevant to how Anglo-Eastern supports its fleet.

Standardisation where it makes sense

Ports operate in different environments, and genuinely local risks sometimes need local solutions.

But every additional port, terminal or reporting requirement has to be managed somewhere, and much of that burden still finds its way onboard. A requirement that looks modest from one port's perspective can look very different to a Master encountering a new variation at every call.

With vessels trading globally, Anglo-Eastern sees that cumulative effect clearly. Our role is not only to comply, but also to engage constructively with ports, owners and industry partners where greater consistency could achieve the same safety outcome with less complexity.

The principle is simple: Where the risk is common, the standard should be common. Local requirements should address genuinely local risks. Efficiency ashore should not mean workload on board.

More efficient port calls should benefit the whole supply chain, but not by shifting additional complexity or workload onboard. That ship-shore balance is something we have been looking at within Anglo-Eastern.

Our Agency Hub centralises much of the coordination and administration surrounding port calls, rather than leaving every vessel and business unit to manage these activities independently.

Our Vetting Desk takes a similar approach to inspections. Lessons from one vessel's experience can be analysed centrally and used to improve preparation across the wider fleet, rather than every ship learning the same lesson independently.

The philosophy behind both is the same: Centralise information and specialist expertise, while keeping operational judgement where it belongs.

The objective is not to diminish the Master's authority or the crew's responsibilities, but to provide better support and more time to focus on safe operations.

Technology should simplify, not add

The same thinking shapes our approach to AI, automation and digitalisation.

A port call can still involve the same information being provided several times to agents, ports, terminals and authorities. Automating each individual step helps, but there is a more fundamental question: If we were designing port-call processes today, with AI and automation available from the start, would we design them this way at all?

For seafarers, the measure of success should be straightforward: does the technology remove repetitive work and make it easier to focus on the operation so that they can spend more time applying judgement and expertise, or has it simply created another system to manage?

Designing the whole system

Perhaps the strongest takeaway from Perth was the importance of looking beyond individual parts of the system.

As ships become larger and more efficient, port infrastructure, towage, mooring, communications, emergency response and digital information exchange must evolve alongside them.

Where local requirements begin to influence vessel equipment or design, we also need to remember that ships trade globally for decades. The industry should therefore consider carefully whether the safest solution lies onboard, ashore or in better coordination between the two.

Managing more than 700 vessels gives Anglo-Eastern a broad view of where ship-shore interfaces work well, and where greater consistency, collaboration or redesign could make them better.

Safe ships need safe ports. Achieving both requires us to look beyond our individual part of the operation and consider the system as a whole.

That, for me, is what shared responsibility really means.



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.

MEET THE FLEET

Welcome to the AE family

We take great pride in our growing family and warmly welcome each and every new vessel that joins us. Below are our new joiners in Q3 2026. Fair winds and following seas!

Date	Vessel Name	Vessel Type	Capacity (DWT/TEU)	Office	Master	Chief Engineer
29 Sep 2026	**JASMUND**	Bulk Carrier	39,000	Hamburg	Varghese Jacob Kizhakkethadathil	Francisco Javier Orozco Ramallo
28 Sep 2026	**ELEANOR**	Gas/Methanol Ready	18,000	Singapore	Liston Paul Blase Dmello	Vivek Sangal
28 Sep 2026	**TORNELLO**	Bulk Carrier, Capesize	181,469	Singapore	Adeeb Ahmed Mukadam	Arvind Kumar Rajdev Khantwal
24 Sep 2026	**LEFKADA**	Bulk Carrier	37,951	Hamburg	Ruchira Lakmal Kumarapeli Kumarapeli Arachchilage	Yevgeniy Safonov
23 Sep 2026	**ASP SERENE**	Tanker, LR2 Prod	113,779	Hong Kong	Ranjyot Singh	Merlin Alex Thomas
22 Sep 2026	**GOLDEN ARION**	Bulk Carrier	82,188	Hong Kong	Pramod Kumar Yadav	Pawan Ranjan Trivedi
21 Sep 2026	**NICE**	Gas, MGC	44,639	Singapore	Jay Chauhan	Dawoodaniff Yassin
18 Sep 2026	**MINERAL SEONHWA**	Bulk Carrier	179,041	Hong Kong	Kashyap Vaikunthray Shukla	Saumitra Ghosh
15 Sep 2026	**GOLDEN FAITH**	Bulk Carrier	84,987	Hong Kong	Gilbert Songcayauon Guilas	Brian Dapon Aguirre
15 Sep 2026	**MARGARITAVILLE AT SEA BEACHCOMBER**	Passenger	8,200	Miami	Theodoros Mitropoulos	Athanasios Prokopios Skourlis
15 Sep 2026	**WINDCAT ANTWERPEN**	Offshore, CSOV, DP2	2,000	Antwerp	Piotr Pawel Rosinski	Bartosz Marian Olejniczak
08 Sep 2026	**ARGOS EXPLORER**	Tanker, VLCC	313,525	Hong Kong	Victor-ionut Stanoiu	Arumugaraja Mani
08 Sep 2026	**PROMISE**	Tanker, VLCC	299,999	Hong Kong	Igor Juretic	Vasile Detcov
03 Sep 2026	**GH EARHART**	Bulk Carrier	100,560	Hong Kong	Ranjith Peter Kattady	Kapil Kaushik
03 Sep 2026	**MINERAL DANGJIN**	Bulk Carrier	180,491	Hong Kong	Joby Jacob	Mayur Awadhut Lawande
30 Aug 2026	**MINERAL SUMIRE**	Bulk Carrier, Capesize	182,610	Antwerp	Vasyl Oleksandr Tsybiskov	Volodymyr Evgenievich Shynyayev
28 Aug 2026	**PIONEER**	Tanker, LR2 Prod	115,026	Hong Kong	Sergiy Mardashov	Enver Iremadze
26 Aug 2026	**FRONT FORTH**	Tanker, VLCC	306,000	Athens	Ajaybalaji Shanmugham	Alvaro Augusto Herrera Pinto
24 Aug 2026	**BELLAVISTA**	Bulk Carrier, Capesize	182,060	Singapore	Neil Alex Xavier Silveira	Sudhir Shantinandan Hasda
19 Aug 2026	**WESTERN CARNATION**	Tanker, Handysize IMO 2/3	18,680	Hong Kong	Abraham Sam	Joelito Tolentino Sietereales
19 Aug 2026	**LUMI AURORA**	Gas, VLGC	61,063	Singapore	Ritesh Mehra	Prashant Gaur
17 Aug 2026	**SAGA ISOLDANA**	Bulk Carrier, Open Hatch	44,691	Hong Kong	Shailendra Kumar Rai	Suranga Sanjeewa Herath Herath Mudiyanselage
31 Jul 2026	**ALTERA**	Offshore, CMV, DP2	7,400	Antwerp	Adriaan De Vrieze	Michiel Buurman
29 Jul 2026	**MINERAL KAEDE**	Bulk Carrier, Capesize	182,486	Antwerp	Artur Vladyslav Komarnytskyi	Andriy Terentyev
28 Jul 2026	**JASMINE GLORY**	Bulk Carrier, Handy	35,700	Hong Kong	Vijay Prabhakar Vaishampayan	Somanna Gopal Koopadira
27 Jul 2026	**SUMATRA**	Bulk Carrier, Handy	38,943	Hamburg	Abid Ahmed Syed	Vikram Gallah
26 Jul 2026	**MOUNT ANNAPURNA**	Bulk Carrier, Capesize	180,730	Singapore	Sanjeev Chopra	Saanil Babani Naik
23 Jul 2026	**MINERAL CUMULUS**	Bulk Carrier, Capesize	180,499	Hong Kong	Joby Jacob	Manuel James Fernandes
21 Jul 2026	**GOLDEN GINGER**	Bulk Carrier, Kamsarmax	81,487	Hong Kong	Diosdado Cordero Prangga	Angelo Saway Lolong
17 Jul 2026	**MINERAL ARCUS**	Bulk Carrier, Capesize	180,478	Hong Kong	Guna Ranjan Meduru	Debraj Roy
14 Jul 2026	**EMBLEMATIC**	Gas, Ethylene Tankers	23,794	Singapore	Rohan Ronak Dsouza	Sandeep Vazhapilly
14 Jul 2026	**SENZEAL**	Tanker, Aframax	105,071	Hong Kong	Ankan Mukherjee	Srinivasa Reddy Thummuru
13 Jul 2026	**AFRICAN JACARANDA**	Bulk Carrier, Handy	18,909	London	Mohamed Hanif Hasan Surve	Oleksiy Moskvin
13 Jul 2026	**AFRICAN LILY**	Bulk Carrier, Handy	28,341	London	Rommel Savio Rasquinha	Amritpal Singh Bhatia
11 Jul 2026	**AFRICAN HHB**	Bulk Carrier, Handy	28,358	London	Guna Ranjan Meduru	Sunil Koshy
03 Jul 2026	**FRONT OTRA**	Tanker, VLCC	306,000	Athens	Boris Marusic	Dmytro Baptidanov


MV Jasmund


MV Eleanor


MV Tornello


MV Lefkada



MT ASP Serene


MV Golden Arion


MV Nice



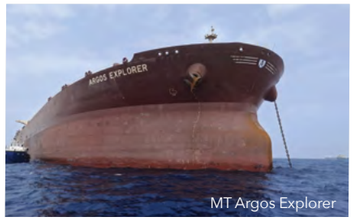
MV Mineral Seonhwa



MV Golden Faith


Margaritaville at Sea Beachcomber


Windcat Antwerpen



MT Argos Explorer


MT Promise


MV GH Earhart


MV Mineral Dangjin



MV Mineral Sumire



MT Pioneer


MT Front Forth

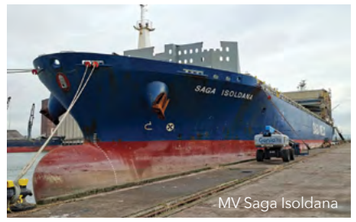


MV Bellavista



MT Western Carnation


MV Lumi Aurora



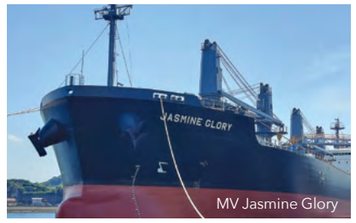
MV Saga Isoldana



Altera



MV Mineral Kaede



MV Jasmine Glory


MV Sumatra



MV Mount Annapurna



MV Mineral Cumulus



MV Golden Ginger



MV Mineral Arcus



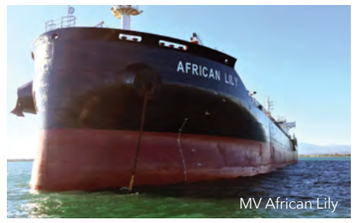
MV Emblematic



MV African Jacaranda



MT Senzeal



MV African Lily



MV African HHB


MT Front Otra

FLEET DASHBOARD

Our managed fleet at a glance

The following dashboard provides a snapshot view of our managed fleet in terms of ports called, distance travelled, and fuel consumed by vessel type in Q3 2026.

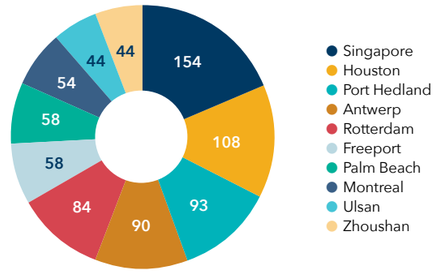
From 01 July 2026 to 30 September 2026

5,410
Total number of port calls

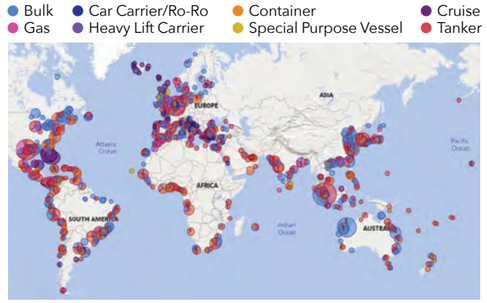
11,822,001
Total distance travelled (NM)

1,375,225
Total fuel consumed (MT)

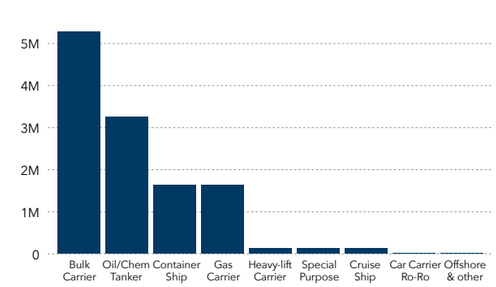
Top 10 ports called



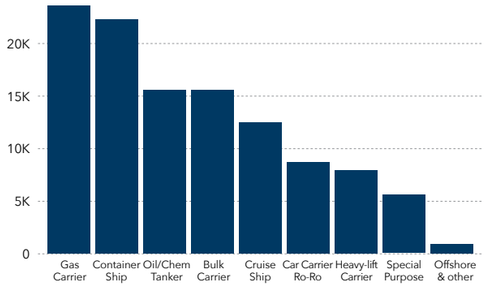
Port calls by vessel type



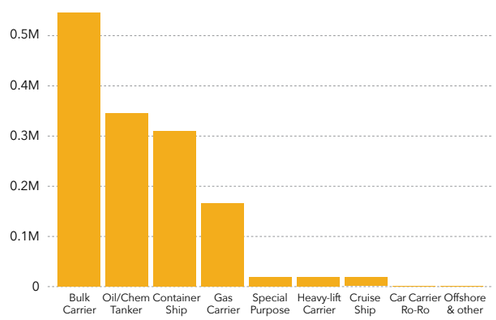
Total distance travelled by vessel type (NM)



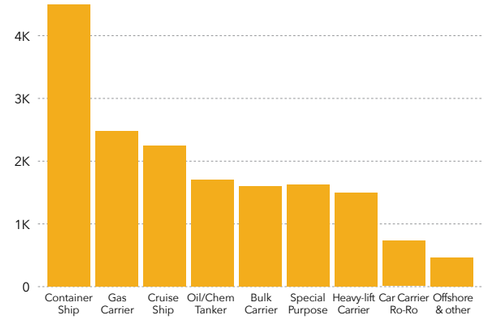
Average distance travelled by vessel type (NM)



Total fuel consumed by vessel type (MT)



Average fuel consumed by vessel type (MT)



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