

FLEET NEWS

THE MAGAZINE OF FLEET MANAGEMENT LIMITED

01/2021

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Fleet Management Limited
A Caravel Group Company



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Want to submit articles, innovation hacks, favourites, wins and photos to Fleet News? Email us at fleetnews@fleetship.com to be in the next edition!

STAYING STRONG

2020 was unique, no doubt. While it was a year of the global pandemic, it was also the year where the role and human rights of seafarers were brought into the mainstream narrative of public awareness the world over. For the first time, voices across the maritime industry, echoed in unison to designate seafarers as "key workers".

To my seafarer colleagues, words cannot capture the immense pride and gratitude I have for you, as you demonstrate resilience and courage to address the fallout from the pandemic head-on. Your drive and commitment have made FLEET the second-largest ship manager in the world today. Our portfolio stands tall, featuring 600+ vessels, ranging from methanol-propelled tankers to fuel-efficient LNG carrier, exuding the latest in automation and technology.

While 2020 was fraught with challenges, uncertainty and personal sacrifices, it also served to underline our grit, agility and innovativeness to weather these challenges. Our 9th win of the Hong Kong Marine Department's Port State Control award last year attests to our collective commitment and capabilities to manage and maintain our ships to the highest standards.

Our surging double-digit annual growth rate and the launch of two new offices in Dubai and Jaipur, India, further affirm our momentum of growth and the trust our customers have in us.

We are also ramping up our investment in technology and taking our ERP system, PARIS, to the next level. The new PARIS 2.0 is a brand-new ecosystem that will make our processes even faster and agile while driving data-driven decisions for our teams and clients.

As for 2021, the general economic forecasts do vary widely. No one is clear exactly how quickly businesses will bounce back from these latest surges in the new strains of coronavirus or about the speed of the roll-out of vaccines.

As the world still navigates the pandemic, the global maritime industry will continue to play a critical role in keeping the world trade afloat and holding the global economy together.

At FLEET, we will continue to pilot the dynamic situation of this pandemic by making decisions based on three simple principles:

- Prioritising the health and well-being of our colleagues both at sea and onshore
- Leveraging technology to deliver cost-effective and environmentally sustainable solutions for our clients
- Realising the human ambition of our colleagues and clients

Indeed, COVID-19 is the defining crisis of our times. However, as with any crisis, we may emerge stronger into the next normal if we adapt quickly and take calculated risks to drive innovation and growth.

I thank all my colleagues once again for supporting one another and staying true to the Mission and Values we stand for.

My best wishes for 2021. Bon Voyage!

Kishore Rajvanshy

Managing Director, Fleet Management Limited



COVID-19 AT SEA WEATHERING THE STORM



The word “quarantine” which we are all rather too familiar with today is actually a maritime term. It has its origins in fourteenth century Italy, at a time when the world’s most deadly pandemic ever, the Black Death, was ravaging the European continent. During this time, ships arriving in the port of Venice were required to anchor outside the city for a period of forty days before being permitted to land, to ensure that they were not carrying the disease. The term *quaranta giorni* – meaning “forty days” – emerged to describe this enforced isolation, and later this morphed into *quarantena*, from which the English word “quarantine” is derived. Where in the fourteenth century it was the maritime industry that was seen to be spreading the disease around the world, today it is this same industry that is keeping the world afloat amidst the COVID-19 pandemic.

2020 – A YEAR LIKE NO OTHER

Rife with unprecedented health, social and economic crisis, 2020 was a year like no other. However, it was also the year, which foregrounded the maritime industry’s role to hold the global economy together. For the first time, the world saw messages from ships and seafarers, assuring, “We stay on board for you to keep the supply chain open. Please keep calm and stay home.”

Indeed, we cannot live without seaborne transportation. Maritime transport underpins global supply chain linkages and economic interdependency with shipping and ports estimated to handle over 80 per cent of global merchandise trade by volume.

While the world navigates the global crisis triggered by the pandemic, the maritime industry continues to ensure the continuity of trade flows,

especially the essential goods such as food, critical agricultural products, raw materials, medical equipment and other vital supplies.

CREW CHANGE

Although world trade stops without seafarers, travel restrictions during the pandemic have pushed seafarers to their limits, resulting in shipping’s most appalling ongoing challenge: the crew-change crisis. Thousands of seafarers



have been affected and forced to work beyond their contracted period of employment.

The situation has prompted leaders across the maritime industry, including us to join forces and speak with one voice – i.e. to designate seafarers as key workers. Voices echoed in unison that our seafarers are not being treated as vital workers in a vital industry.

Following calls from across the industry, the United Nations' General Assembly called on UN member states to designate seafarers and other marine personnel as key workers and to implement relevant measures to allow stranded seafarers to be repatriated and others to join ships. Although UN General Assembly resolutions are non-binding, it does carry considerable political weight.

At FLEET, we take the wellbeing of our seafarers very seriously. Our crewing team has been working relentlessly to streamline and carry out crew movement as seamlessly as possible. Thanks to their efforts, we currently average around 450 crew changes per week. In 2020, we even got a jump on our industry peers by leading the crew change scorecard in India.

SEAFARER WELLNESS

The challenges brought forth by the pandemic have been weighing on our seafarers the most. Extended contracts, increased workload and

isolation have put their mental health in jeopardy. To help them cope with the quandaries of living at sea during this unpredictable time, we have championed a flurry of initiatives.

Crisis Response Network (CRN):

We teamed up with Sailors' Society and created a 24/7 counselling helpline, to provide counselling services over the telephone, email and live chat, to seafarers in distress. Since its launch on 25 March 2020, CRN has been receiving an average of 35 calls per month.

With the help of Sailors' Society, we have also released a series of e-resources for our crew. These resources provide practical information and advice about staying safe and healthy during the pandemic.

An in-house psychologist:

In February 2020, we have engaged a fulltime in-house clinical psychologist, Rini Mathew, to provide specialised counselling services to any seafarer in crisis.

Monetary Relief (Pandemic allowance):

On 15 April 2020, we launched the 'Contract Extension Allowance', providing monetary relief measures to seafarers working beyond their contracts. We are thankful to the Owners who have aligned with us in this endeavour. The allowance is equivalent to 25% of a seafarer's basic wage, commencing when his contract finishes plus 30 days thereon.

>> In February 2020, we have engaged a fulltime in-house clinical psychologist, Rini Mathew, to provide specialised counselling services to any seafarer in crisis.

Increased daily internet allowance:

To let our crew be in touch with their loved ones and families, we increased the daily internet data allowances across all our ships, as a token of appreciation.

Welfare calls:

Our FLEET CARE team in India organises welfare calls daily to the concerned seafarers' families, to check on their wellbeing, cater to their needs or respond to any queries they may have regarding their family member onboard. On average, 140 welfare calls are made to seafarers' families weekly.

OUR PEOPLE ONSHORE

Like our seafarers, the pandemic has also been disruptive for our people onshore. However, we have been able to manage the situation effectively. No roles have been made redundant so far, and all staff salaries are protected.

Our company policy further mandates anyone with recent travel history or living in "hotspot" zones of infection must undergo fourteen-day quarantine and a following company-arranged medical test before returning to work.

As a prudent manager, we are continually assessing the COVID-19 situation as it develops and streamlining our measures to safeguard our people.

We did, however, lose two of our colleagues to Coronavirus. Somesh Dwivedi, General Manager and Mayur Patil, Executive from FLEET India both passed away due to complications of COVID-19 last year. Somesh was with us for 20 years while Mayur for 17 years. We deeply grieve the losses.

FLEET CARE COUNSELLING HELPLINE:

**24/7 HELPLINE:
+1-202-931-5500**

INSTANT CHAT:
www.wellnessatsea.org/fleet-management

PIVOTING ON DIGITALISATION

Digitalisation of processes, communication and information sharing have been critical to the continuity of maritime operations during the pandemic. Digitalisation has emerged as a vital component of supply chain resilience-building efforts.

At FLEET, we have been leveraging our award-winning PARIS (Planning and Reporting Infrastructure for Ships) platform to drive our processes and operation efficiency, as well as remote data access and monitoring.

Last year, we have doubled down on our investment in technology to take PARIS to the next level.

The new PARIS 2.0 is a brand-new ecosystem, and its development is a multi-year programme. The purposes of the new ecosystem are to

1. Increase transparency leading to better process compliance
2. Drive faster processes and operation efficiency
3. Drive data-driven insights for our seafarers, shore teams and clients for better decision making

Last year, we have also rolled out platforms such as Microsoft Teams to drive internal communication across our different teams across the world.

INTEGRATING DIGITALISATION AND DECARBONISATION

While we cannot overlook the challenges of COVID-19, we must also be mindful of the existing longer-term challenges facing our industry. These include the need to decarbonise and explore the viability of new low carbon alternative fuels. There is pressure on us all to act quickly to find transition pathways to a decarbonised future.

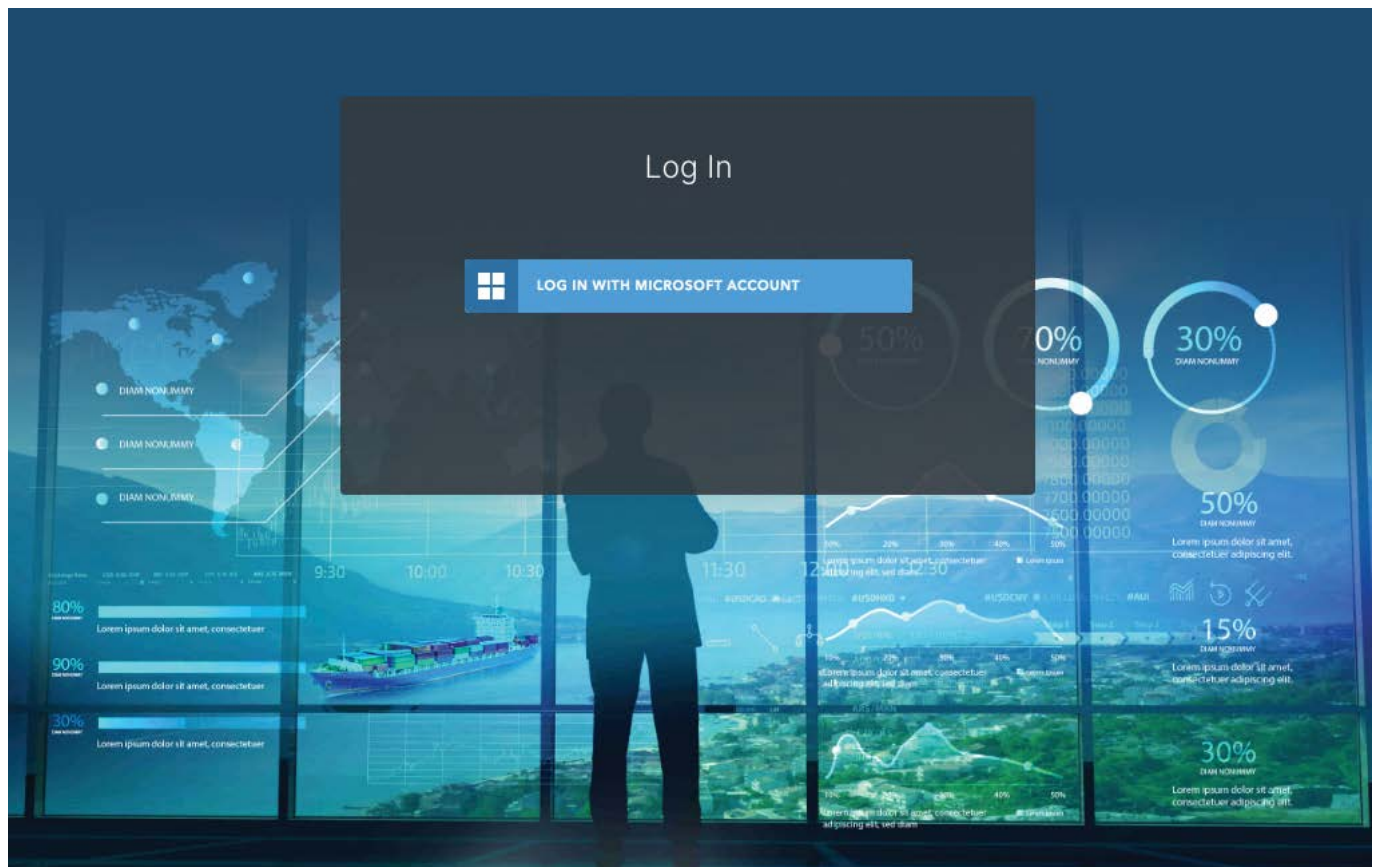
In 2019, The Caravel Group and FLEET signed the Global Maritime Forum pledge to support decarbonisation and affirm our commitment to this issue. It also heralds our willingness to collaborate with private and public enterprises to find collective solutions.

As the maritime sector explores different approaches towards decarbonisation, dual-fuel engines are becoming increasingly prevalent in the build of new vessels since they

are more environmentally friendly than other alternatives. Aside from managing one dual-fuel vessel, we have a series of new building orders lined up for vessels fitted with second generation GIE (Gas Injection Engines) and Wartsila 2-stroke Dual Fuel XDF engines. The deliveries are scheduled in the next 2 years.

Further, we are presently managing three LNG powered vessels and supervising the build of two more. Since LNG is an only viable alternative available for shipping to reach IMO2030, we will look to build more LNG vessels in the next few years.

>> At FLEET, we have been leveraging our award-winning PARIS (Planning and Reporting Infrastructure for Ships) platform to drive our processes and operation efficiency, as well as remote data access and monitoring.



>>> The pandemic has brought the significance of the maritime industry and our seafarers to the fore. We are proud to be part of an industry that is always learning how to roll with the punches, fast-evolving and moving forward, no matter what.

Beyond LNG, other alternatives like renewable methanol, hydrogen, or ammonia-powered ships are coming up. We should also not discount the opportunity presented by wind and solar energy or battery storage technology.

It is further evident digitalisation will play a crucial role to facilitate the energy transition. Data analytics will support smarter decisions from design to operations. It will be interesting

to see how the industry collectively integrates Decarbonisation and Digitalisation for a more sustainable maritime future.

FLEET'S GROWTH IN THE FACE OF THE PANDEMIC

While 2020 was a year riddled with challenges and uncertainty, we continued to grow, only due to the resilience and deep-rooted commitment of our people.

Our size, experience and scale have allowed us to operate relatively unhindered in regard to yard deliveries and dry dockings. Proper resource and project planning alongside digitisation of our processes have helped us circumvent travel restriction issues and run our operations smoothly.

Our annual double-digit growth rate across Dry and Wet fleet speaks volume of our customers' satisfaction and the trust they have in us.

In the markets we operate, we currently rank 1st in Hong Kong, 2nd in Cyprus and 5th in Singapore. Worldwide, we rank 2nd with a portfolio of over 600 vessels, from methanol-propelled tankers to fuel-efficient LNG carriers.

LOOKING AHEAD

COVID-19 is global; it permeates every facet of life, and it's ongoing.

While the world is still reckoning with the human and economic toll of the coronavirus, one thing we have all learned is to stick together.

The pandemic has taught us if we work collectively and creatively, we can find solutions to problems, in ways we never imagined.

At FLEET, we will continue to navigate the pandemic by making decisions based on prioritising the health and well-being of our people and leveraging technology to deliver cost-effective and environmentally sustainable solutions for our clients.

Indeed, the pandemic has brought the significance of the maritime industry and our seafarers to the fore. We are proud to be part of an industry that is always learning how to roll with the punches, fast-evolving and moving forward, no matter what.





Photography by Shyamkumar Iragattla, Chief Officer

2nd
largest
ship manager in the world

26 years of
organic growth

600⁺
vessels

SERVING YOU THE FLEET WAY

We believe in striving for the best to put a smile across your faces. It's because when you grow, we grow. Organically. Together. To new heights.

Know more: www.fleetship.com

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Fleet Management Limited
A Caravel Group Company



FLEET ADDITIONS

UNITED GRACE

Ship type: Cape Size Bulk Carrier
Delivery: 2019
From: Imabari Saijyo Shipyard, Japan
DWT: 182,200
Engine: MAN B&W 6G70ME-C9.5



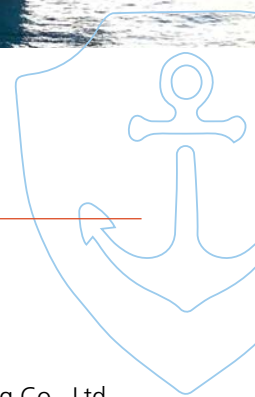
CHALLENGE PINNACLE

Ship type: Oil / Chemical Tanker
 Delivery: 2019
 From: Saiki Heavy Industries Co., Ltd, Japan
 DWT: 49,700
 Engine: MAN B&W 6S50ME-B9.5



FAIRCHEM BLUE SHARK

Ship type: Chemical Tanker
 Delivery: 2019
 From: Kitanihon Shipbuilding Co., Ltd., Japan
 DWT: 25,202
 Engine: Akasaka Diesel Ltd. 5UEC45LSE-1
 Speed: 11.3 knots



CHEMICAL ENTERPRISE

Ship type: Oil / Chemical Tanker
 Delivery: 2018
 From: Asakawa Shipbuilding Co., Ltd, Japan
 DWT: 15,945
 Engine: Akasaka-J-Eng 6UEC35LSE-Eco-B2
 Service speed: 14.08 knots



FOMENTO FOUR

Ship type: Bulk Carrier
Delivery: 2019
From: Japan Marine United, Tsu City, Japan
DWT: 209,951
Engine: MAN 7S65ME-C8.2
Speed: 12.57 knots



STREAM ATLANTIC

Ship type: Chemical Tanker
Delivery: 2019
From: Fukuoka Shipbuilding Yard, Japan
DWT: 19,998
Engine: MAN B&W 6S40ME-B9.5
Speed: 14.33 knots

TS QINGDAO

Ship type: Container Ship
Delivery: 2019
From: CSBC Corporation Keelung, Taiwan
TEU: 1,800
Engine: MAN B&W 6S60ME-C8.5



T JUNGFRAU

Ship type: Oil/Chemical Tanker
 Delivery: 2009
 From: 3. May Shipyard, Rijeka, Croatia
 DWT: 52,610
 Engine: WARTSILA 7RTA48T-B
 Speed: 12.04 knots

**YM WARRANTY**

Ship type: Container Ship
 Delivery: 2019
 From: Imazo Hiroshima Shipyard, Japan
 TEU: 14,000
 Engine: MAN B&W 11S90 ME-C 10.5
 Speed: 16.04 knots

TS PUSAN

Ship type: Container Ship
 Delivery: 2019
 From: CSBC Corporation Keelung, Taiwan
 TEU: 1,800
 Engine: MAN B&W 6S60ME-C8.5

**NORD VANGUARD**

Ship type: MR Tanker
 Delivery: 2020
 From: Hyundai Vinashin, Vietnam
 DWT: 50,000
 Engine: MAN B&W 6G50ME-C9.5



OCEAN GOLD

Ship type: Bulk Carrier
Delivery: 2020
From: Mitsubishi E & S Shipbuilding Co.
Ltd., Japan
DWT: 87,635
Engine: MAN B&W 6S60ME-C10.5



CELSIUS COPENHAGEN

Ship type: LNG
Delivery: 2020
From: Samsung Ship Building Co., Ltd.,
Korea
CU.M.: 180,000
Engine: WIN G&D W 5X72DF

GW FORTUNE

Ship type: Chemical/Oil Products Tanker
Delivery: 2020
From: Chengxi Shipyard Co., Ltd, China
DWT: 55,604
Engine: WINGD 6X52 Tier III



SOLAR SUZANNE

Ship type: Oil/Chemical Tanker
Delivery: 2020
From: Hyundai Mipo Dockyard, Korea
DWT: 25,000
Engine: MAN B&W 6S46ME-B8.5

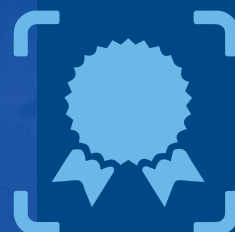




IN THIS MOMENT OF CRISIS AND UNCERTAINTY, HERE'S TO A LEADER WHO USES HIS INFLUENCE TO SHAPE HIS COMPANY AND THE WIDER WORLD FOR THE BETTER

With pride and pleasure, we announce City University of Hong Kong (CityU) has conferred an honorary doctorate on our Chairman, Dr Harry S Banga, in recognition of his significant contribution to education and the well-being of society. The ceremony took place on Friday, 30 October 2020 at the CityU campus.

"Leading universities and business leaders need to work together on the challenges facing our world today," Dr Banga said. "With the trust and faith placed on me and the other honorary doctorates by CityU in the conferring of these degrees, we will be sure to leverage this honour and do what we can to help."



AND WE DID IT AGAIN! OUR 9th WIN OF THE HONG KONG MARINE DEPARTMENT'S PORT STATE CONTROL AWARD

Yes, we are revelling in the success because the repeated wins reflect the commitment and capabilities of our teams, both at sea and shore, to manage and maintain our ships to the highest standards.

The Hong Kong Marine department hosted the 2020 marine award on 8 December 2020 to recognise companies that help maintain the reputation of the Hong Kong flag.



“A LEADER SEES GREATNESS IN OTHER PEOPLE”

INDEED! HE SAW GREATNESS IN HIS TEAM, WHICH HELPED TO TRANSFORM FLEET INTO ONE OF THE LARGEST SHIP MANAGERS IN THE WORLD TODAY

With pride and delight, we announce our Managing Director, Kishore Rajvanshy, receives the 2020 SAFETY4SEA Personality Award.



CAPTAIN JASWINDER SINGH SANDHU - TAKE A BOW

Captain Singh sets an example by leading a rescue operation that saved the lives of four seafarers in the South China Sea. His act of heroism won him the 2020 Mission to Seafarers Award, and FLEET the 2020 MPA International Safety@Sea Awards in Singapore.

“It takes years of experience, skill and confidence to, successfully, carry out a rescue,” says the Captain, stoutly.

Captain Singh has been commanding ships as a mariner for the past 15 years. On 19 December 2019, he led a rescue operation that saved four valuable lives. He said he could not have done it without the support of his team onboard Fomento Two.



SUCCESS COMES IN TWOS

We got the coveted Green Award certification.

Green Award Foundation awarded it to us for proactively implementing industry best practice and internationally accepted legislation in safe operations, quality management and environmental protection.

That's not all. Chemical Luna also gets the certificate after undergoing an extensive audit, entitling her to a host of privileges. These include discounts on port fees, vessel dues, the purchase of spare parts from selected vendors and a raft of surveys led by international classification societies.

WE NOW HAVE FULLY FLEDGED REPRESENTATIVE OFFICE IN DUBAI

With a focus on creating value for our Middle East-based customers, we have strengthened our footprint in Dubai, UAE.

With this new office, our total number of global offices climbs to 27.



OUR PARENT COMPANY, THE CARAVEL GROUP, WAS PROUD TO SPONSOR THE CAPTAIN'S TABLE TWICE IN A ROW

Organised by the Young Professionals in Shipping Network, Hong Kong (YSPN), The Captain's Table is a maritime innovation pitch competition that seeks to identify strategic innovations to real problems in the maritime and logistics industries. It's a competition for start-ups.

Our COO, Angad Banga, who was one of the inaugural judges in 2019 and part of the YSPN cohort, says, "In the spirit of The Captain's Table goal to promote mutual understanding and strengthen partnerships among people, leaders and institutions, we believe it can be a platform for a vibrant and thoughtful showcase of talent."

In 2020, our Chief Technology Officer, Shah Irani graced the judging panel.

WE HAVE A NEW OFFICE IN JAIPUR



Our new crew recruitment office and training centre stands tall and proud in the heart of the pink city Jaipur, the capital of picturesque Rajasthan state. This addition brings our tally of offices in India to 10.

Heading the new 2,718 square foot workplace, Captain Vikrant Singh, says, "This is the first-ever crew recruitment office in Rajasthan. Hence, it will not only help to create more job opportunities but also be a pivot connecting the local seafaring community." He adds, "It will also be an additional touchpoint whereby the crew can complete the sign-on and sign-off formalities alongside training whereas earlier they had to travel to a metro city to do the same".

Do join us in congratulating Mr Singh and his team and sending them shiploads of best wishes and success.



STORIES OF THE SEA



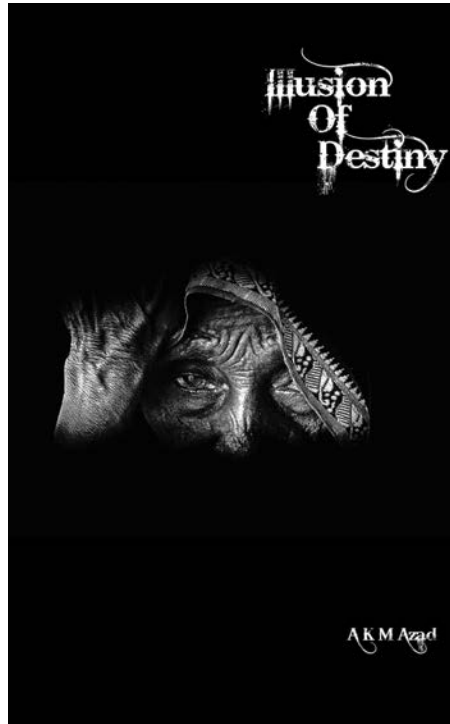
"ART MUST BE AN EXPRESSION OF LOVE OR IT IS NOTHING" – MARC CHAGALL

Ashish N Solanki, General Steward gifted his Captain a replica of the vessel Bhairavi, just a day before his sign-off as a token of his love and appreciation. He made it during his spare time on board using waste materials such as toothpicks, empty soft drink cans et al. Ashish joined FLEET in June 2018.



YOUR CREATIONS = OUR INSPIRATION

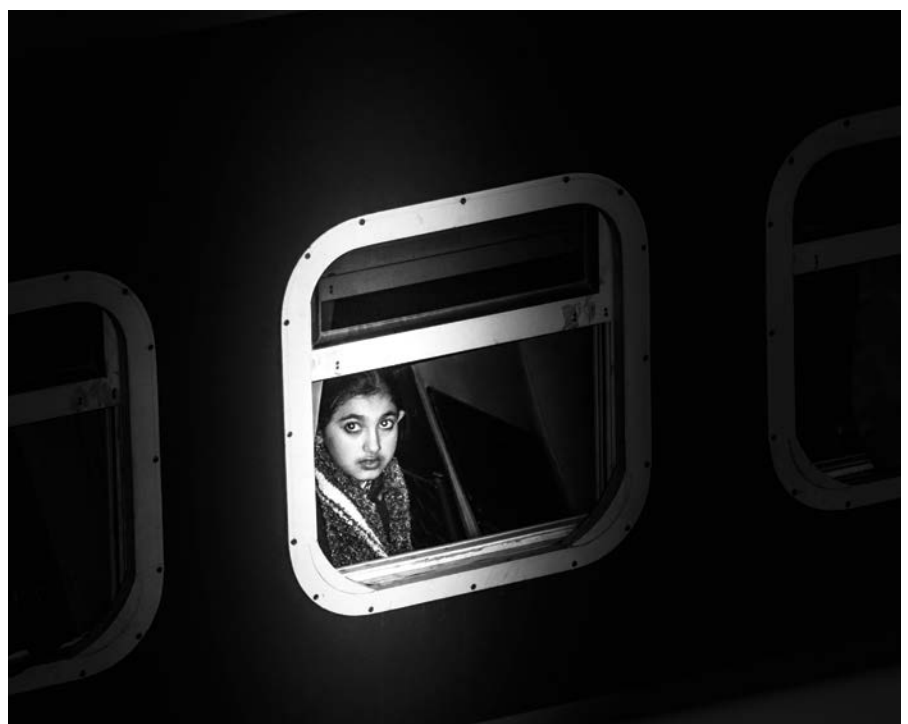
Aurur Angeleo Bigueras, Able Body Seaman, made these beautiful ship replicas when he was onboard Motor Vessel Sepang Express. He used wood dunnage, empty cans et al. to make them. Aurur joined FLEET in 2010 as a Cadet.



CAPTAIN AZAD'S BLACK AND WHITE STORIES

"My father used to tell me what you see, and feel are all in your head. When you die, your memories die with you. You must figure out a way to keep them alive forever so others can see, understand and learn from them," says Captain A K M Azad, who has been with FLEET for over ten years. "My father's words stayed with me. I decided to become a photographer so I can tell my stories through my camera and make them live forever."

Captain Azad says he is essentially a street photographer and likes to tell his stories in black and white. Having spent a good number of years and most of his childhood in Chittagong, a port city in Bangladesh, he also decided to command ships very early on in his life. His photography book titled *Illusion Of Destiny* got published last year and is available in Bangladesh. It is a compilation of vivid black and white imageries that tell the colourful stories of the people in his country.



JASVINDER SINGH KEER, LOVES TO WORK OUT AND IS A HARD-CORE FITNESS ENTHUSIAST.

"I love being fit," says the internationally certified sports nutritionist, fitness model and the second engineer at FLEET. "I have already done a lot of courses on fitness across India and the United States," he says.

Jasvinder joined FLEET in 2017 as a third engineer. "It's a challenging job,

no doubt. However, teamwork, open communication and proper planning will help you succeed in it," says he.

Jasvinder also believes safety on board should be the number one priority for everyone, and each should be responsible and accountable for his or her safety.

Back home, Jasvinder has his mom, dad and two sisters. He is especially proud of his mother, who holds a double master's degree in Philosophy and Psychology.



"FLEET FAMILY IS LIKE MY OWN. I HAVE GROWN WITH THEM AND WISH THEM ALL THE LUCK FOR FURTHER GROWTH."

Meet FLEET-bred Captain Rahul Yadav. He started his sailing career with FLEET in 2006 as a cadet.

Captain Yadav recollects that being a cadet was one of the most challenging phases in his career. However, it was his learning phase, and he passed it with flying colours with his strong will and determination. He says, "Every day is a new challenge. Being in command of a ship brings in a lot of responsibilities. Learning new things and motivating my team are the best things about my job."

Back home, Captain Yadav has a 3-year-old-son, Neil. His wife, Priyanka, is currently working as a health care specialist. Soon, he wishes to be part of the FLEET Shore team.

>> "Every day is a new challenge. Being in command of a ship brings in a lot of responsibilities. Learning new things and motivating my team are the best things about my job."

– Captain Rahul Yadav

KUSH SHOREY, EX- CHIEF OFFICER, TOPS ALL INDIA MASTER'S WRITTEN EXAM!

"I focused primarily on the course materials provided by Applied Research International (ARI) and some consulting notes," says Kush, now Captain onboard BOCHEM SINGAPURA. "My advice to other candidates: Study each topic and solve past 10-year test papers." When asked how he feels about working for FLEET, he looks back, "I joined FLEET in 2008 as a cadet. It turned out to be the best decision of my life. I could not have asked for a more positive workplace." When asked about his biggest challenge, Kush confides, "Since I could not clear my Chief Mates exam in the first attempt, my biggest challenge in preparing for the Master's exam was to stop doubting

myself. So, I assessed my areas of improvement during the past exams and worked on them. One more thing that helped me: I took breaks to continually refresh my mind. These breaks helped me clear my mind and concentrate better." Kush joined FLEET as a Cadet on 28 August 2008 and his first vessel was Chemical Tanker Vidden. Aside from sailing, he shares a passion for music and cricket. Back home, he has 2 strong ladies, his mother and wife, supporting him in his journey.



"MY FATHER ALWAYS SAID 'THERE IS NOTHING IMPOSSIBLE IN THIS WORLD. JUST BELIEVE IN YOURSELF.'"

"I lost him a few years back when I was sailing from the Netherlands to Japan onboard tanker Bochem Oslo. Losing him meant losing my biggest support system. It was the most difficult time of my life. I wish I had seen him one last time. Fifteen days later, I got signed off. It took me the next two months to put myself back together and start sailing again. The thing is, life goes on, and so do we," says Shoilee Mahmud, Junior Engineer.

Shoilee started his career with FLEET on 17 September 2017. Five years from now he sees himself moving up to the rank of a second engineer.





"IN 5 YEARS, I SEE MYSELF AS A SEASONED MARITIME INDUSTRY SPECIALIST."

Meet Sharad Kishore, Chief Officer. He recently completed his Chief Mates' exam and ranked top in North India in phase 1. Sharad started his sailing career in August 2010 and joined FLEET in May 2015 as Third Officer onboard Tanker Silver Gwen. He says, "I like the discipline we must always follow on a ship. Being out at sea, I have learned how little one needs to live."

Aside from sailing, he loves to discover new music from all over the world and enrich his playlist. He also loves to play Basketball and Badminton, work on personal fitness, cook and read inspirational stories, and photography. One of his photographs made it to top 30 of FLEET's 2018 Good Day at Sea photo contest. "I'd like to thank FLEET for giving me an opportunity to grow professionally and personally. I am looking forward to sailing as a Chief Mate on one of FLEET's managed ships very soon."

**MEET OUR YOUNG CADET
AJENG AYU PERMASIH**

She is young, fearless, adventurous, ambitious and super sassy. She joined FLEET in November 2018 and already completed her first sailing assignment onboard bulk carrier, Ocean Ace. She says, "I decided to become a seafarer because I want to travel the world. I take it as a challenge as not many women want to be seafarers like me".



"JIM CARREY MOVIES AND MY NIECE MAKE ME LAUGH."

Meet Sercan Aslan, Electro Technical Officer from Turkey. Sercan started his career at sea in 2011. He joined FLEET in April 2015 as Electrical Officer. "Every sailing is a new challenge, a new experience and a new story. This is what I love most about my job," he says. Regarding safety culture onboard ships, he says, "Cadets and crew should talk openly about all kind of risks with their officers. To me, FLEET is the best ship management company. I hope it continues its safe ship operations with zero incidents." When Sercan is not sailing, he likes bicycling and watching football. His favourite team is Beşiktaş JK.

He looks up to his father who is always so gracious. He is the only child of his parents whom he says are also his best friends. Five years from now, Sercan wants to be a Marine Engineer at FLEET.



**TEAM SAGAR SHAKTI REINFORCES
SERVING HUMANITY IS OUR DUTY,
AND WE CAN BE THE HEROES OF
OUR OWN AS WELL AS SOMEONE
ELSE'S STORY.**

On the afternoon of 18 October 2020, Sagar Shakti spotted six men adrift on what seemed like a makeshift raft, made from plastic drums and wood.

The crew with Captain Venkatamohan B at the helm and under the guidance of the nearest Maritime Rescue Coordination Centre (MRCC), shipowner Tata NYK Shipping Pte Ltd and FLEET's shore team, immediately launched a rescue operation.

After about 3 hours of a well-orchestrated team effort, the six men were brought on board and given food, clothing and medication. The crew further ensured all formalities related to FLEET's COVID-19 Standard Operating Procedure, were followed.

The ship then resumed passage to the port of Samarinda, eastern Borneo, where the survivors were taken ashore by local authorities who later declared them to be in good health.

The survivors were six Indonesian seafarers. Their ship sank after being overwhelmed by large waves.

They said: several ships had passed them during the two days they had been adrift, but Sagar Shakti was the only one that responded to their cries for help.



**MEET OUR BOYS ONBOARD
TANKER MALHARI WHO DID THEIR
BIT IN MAKING A DIFFERENCE TO
THIS PLANET**

One morning, the crew onboard Malhari noticed a young turtle clinging to the starboard side of the ship. She was tangled up in plastic and unable to move. The crew picked her up using a provision net and a bucket. They then removed all the plastic strings, one by one, from her body and released her back to the ocean to set her free.

Their message was pretty clear. Say no to plastic. Save our oceans. Our lives depend on it.



"I HAD ONLY ONE THOUGHT. WHATEVER IT TAKES, WE HAVE TO GET THESE EIGHT MEN SAFELY ONBOARD BEFORE THE SUN GOES DOWN."

- CAPTAIN SUNDEEP DUTT, RIDGEBURY KATHERINE Z

It was just another day at work for the crew onboard RIDGEBURY KATHERINE Z on 16 August 2020 when the second officer, Deepak Kumar Sharma, noticed a swarm of orange life jackets approximately 1.5 nautical miles from the vessel. He immediately informed the Master, Captain Sandeep Dutt, who after taking a closer look, saw eight men atop an overturned boat waving vigorously.

Captain Dutt right away informed FLEET's Designated Person Ashore (DPA) and called Muara Coast Signal Station (MCSS) as the vessel was on her way from Brunei to Pengerang, Malaysia.

MCSS asked the Captain to proceed with the rescue operation.

Within an hour, the Ridgebury crew successfully rescued the eight men and got them on board. They tended to them, made sure they were well-fed and arranged for them to call their families. Two hours later, MCSS sent a navy vessel to pick them up and helped them reach home.



"THE SOLE MEANING OF LIFE IS TO SERVE HUMANITY"
– LEO TOLSTOY

On one chilly evening in the Mediterranean, Vessel Chemical Marketer spots a small boat carrying 11 men, 1 lady and 3 children. They were crying out for help. Captain Chinmay Ghalsasi alerts the crew right



away and makes an announcement via VHF radio. Cartagena Mrcc receives the radio signal and deploys its Search and Rescue (SAR) craft. Meanwhile, the crew moves the ship and shelters the refugee boat. After 3 hours, the Search and Rescue craft arrives and rescues them. The rescuees were refugees from Algeria.



RESCUE ON THE SOUTH CHINA SEA

18 July 2020. 3.00pm. As the trade winds blew over the South China sea, something extraordinary happened.

The crew onboard Spar Mira spotted a fisherman in the water. He was holding onto a pile of wood and trying to draw attention.

The crew immediately raised the alarm, prepared the rescue boat and informed neighbouring vessels via VHF radio.

They took a Williamson turn and hurled a gantline at the fisherman as they got close and helped him board the vessel.

The name of the fisherman is Tran Cong Linh.

Tran stayed with the crew for two days before Maritime Rescue

Co-ordination Centre (MRCC) took him and helped him reach home.

During his stay onboard, the crew tended to his wounds, monitored his vitals, and made sure he was properly-fed, healthy and safe.

They said, whenever they went to see him, he would fold his hands and his eyes would tenderly whisper: "Thank you".





20,000
seafarers

900
shore professionals

DOING IT RIGHT THE FLEET WAY

Our people are at the heart of what we do. We learn from each other, grab every opportunity we can, and pave our journey together step by step.

For us, FLEET is family.

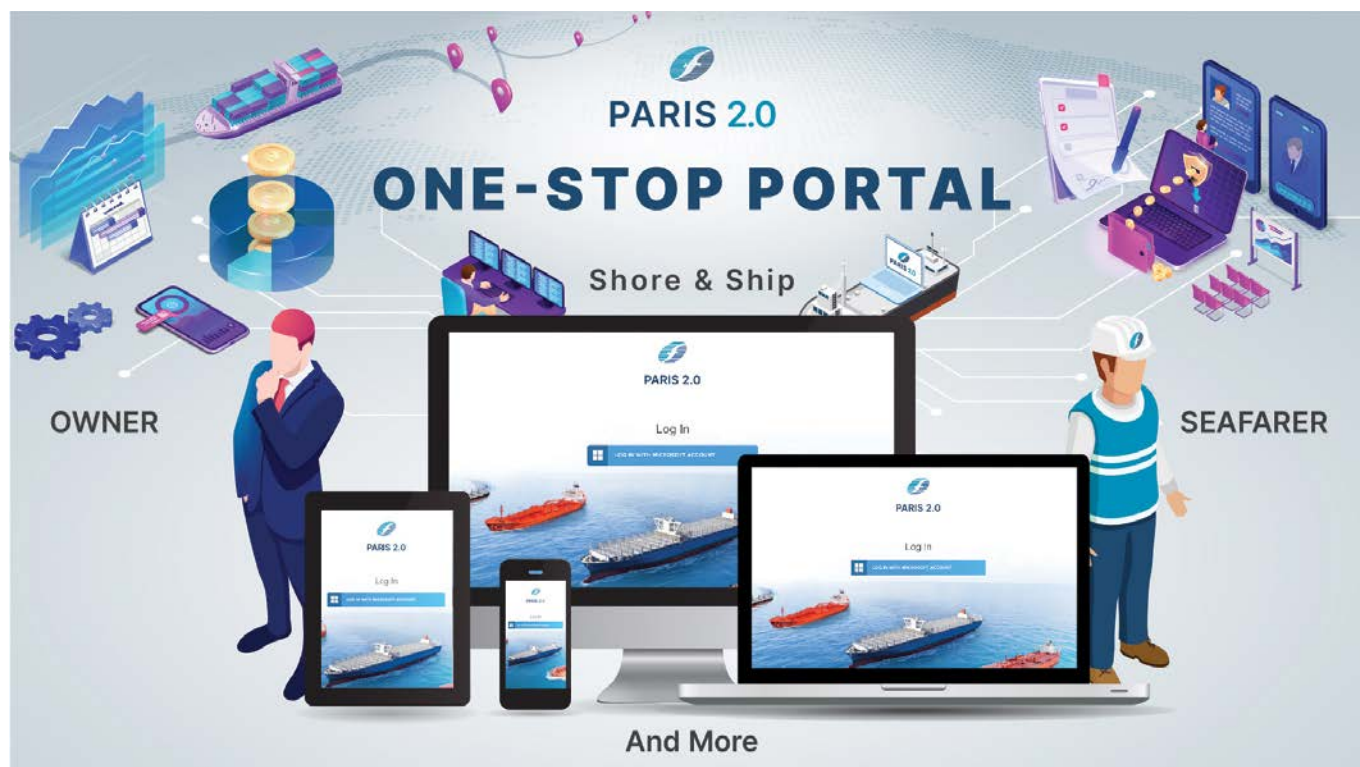
Know more: www.fleetship.com

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Fleet Management Limited
A Caravel Group Company





DIGITAL TRANSFORMATION TAKING PARIS TO THE NEXT LEVEL

Often viewed as a bellwether for driving digital transformation in ship management, our award-winning PARIS (Planning and Reporting Infrastructure for Ships) platform, was ahead of its time when launched 20 years back.

PARIS is an online visual portal that enables our clients and internal teams to monitor the ships we manage 24/7 by providing real-time data. Whilst it continues to support our operational processes, we also recognise the need to adopt newer technology to stay competitive, relevant, and drive value for our customers.

That's why we are embarking on a new journey to take PARIS to the next level. We are calling it PARIS 2.0. We hope to achieve this through the development of a brand-new ecosystem, which will scale up its capabilities further while allowing us to incorporate everything we have learned and built into the current platform.

BEFORE SETTING SAIL

As with any journey, our first step has been to make sure we are well-placed to handle the unexpected. For us, it meant ensuring our current platform is safeguarded and has the right level of stability and resilience, to let us develop the new platform in parallel. Considering some of the challenges such as the ongoing pandemic, we have also been reviewing our current hosting solutions to further cater for disaster recovery scenarios.

Following our assessment, we decided to run the new PARIS on a true multi-region, cloud-hosted environment with stronger security elements in place. That's why we collaborated

with Amazon Web Services (AWS), our hosting partner. AWS provides a flexible, cloud-based platform, which caters to all our current applications and hosting needs, cost-effectively. With a global presence, their solutions allow us to scale our infrastructure with ease, based on user demand.

Their solutions also incorporate the latest cutting-edge technology in areas such as machine learning, which we plan to leverage for PARIS 2.0.

The migration to the new cloud-hosted environment got completed earlier this year, leading to a reduction in system access time by 44% and an increased system uptime to 99.8%.

THE JOURNEY TO PARIS 2.0

Our development of PARIS 2.0 is a multi-year programme. The purposes of the new ecosystem are to:

- Increase transparency leading to better process compliance
- Drive faster processes and operation efficiency
- Drive data-driven insights for our seafarers, shore teams and clients for better decision-making

At its core, we are developing two critical components for the PARIS 2.0 ecosystem:

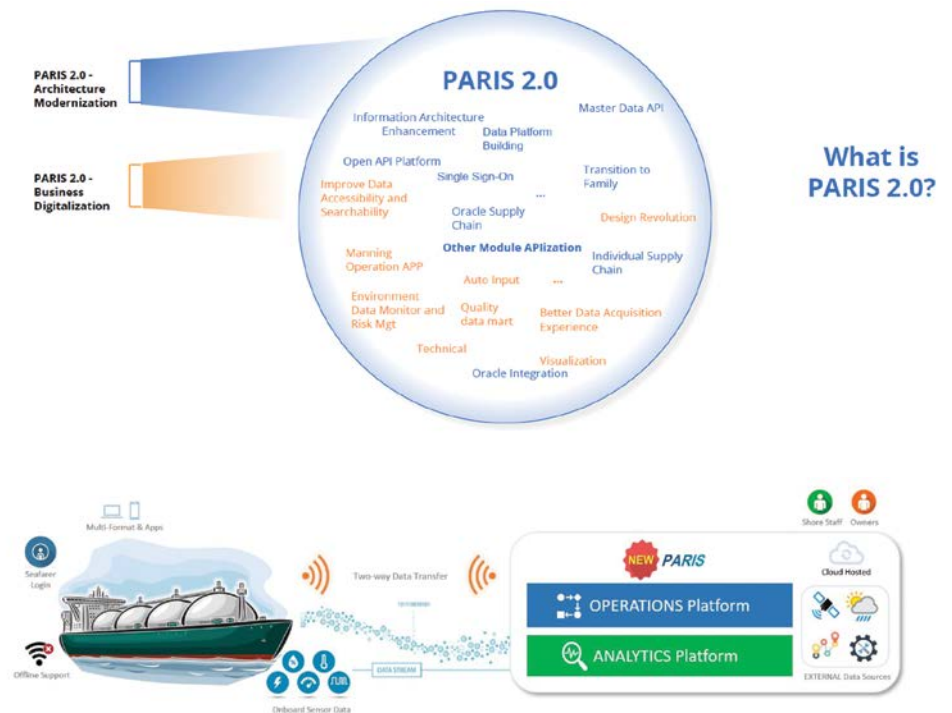
1. A core Operational (microservices API-based) platform, and
2. A dedicated Data Analytics platform – used to generate insights through interactive dashboards, underpinned with machine-learning models

While these two components are being developed in parallel, it is the interaction of the two that will deliver significant benefits for our business to pass onto our clients.

Some of the anticipated benefits of PARIS 2.0 include:

- An improved end-user experience through new screens supporting multiple formats (responsive design) as well as new apps. This will give more adaptability in how we display and capture information for different end user groups – such as those onboard ships, owners, charter parties and our support teams across offices

EXAMPLE – Owner Dashboard



- Enhanced analytics capability to identify trends and the use of Artificial Intelligence (AI) and Machine Learning (ML) to provide predictive models via dashboards, leading to better decision-making, operational efficiency and cost-effectiveness
- Ability to ingest both internal and external data sources within our analytics platform. This includes live streaming of sensor data across our fleet enabling us to analyse in near real-time what is happening and take appropriate measures. Use cases include being able to take external weather, Automatic Identification System (AIS) and routing data alongside sensor data to then prioritise for varying outcomes such as improved fuel efficiency or speed
- Ability to monitor the carbon footprint of a vessel and identify ways in which its footprint can be reduced by developing solutions leveraging the analytics platform
- Ability to constantly evolve and develop capabilities leveraging the forward-looking AWS cloud platform
- Better scalability, supportability and security due to the adoption of a modular, flexible, cloud-hosted architecture (with offline capabilities). We are also heeding cybersecurity considering cyber threats and impacts are very much on the rise

Furthermore, with technology evolving every day, the new ecosystem will let us collaborate internally as well as with external third parties to explore innovative ideas and solutions, from time to time.

The solutions we are considering in this space range from technology such as using blockchain for improved validation of key processes to smart assistant services, which will generate actionable insights in several areas, quickly and easily.

Given the nature of our industry, we also need to look at specific areas that PARIS platform must address. For example, to provide a seamless experience for our seafarers, we will be using the cloud-hosting and supported technology, to ensure the new ecosystem operates in scenarios where network connectivity may not always be 100% available onboard our fleet.

Also, with any digital transformation, a key element is to understand how to land the changes successfully across our business. With the support of our top management and key operational stakeholders, we aim to deliver the changes in phases over time so we can manage the overall risk whilst also adapting to feedback as we migrate from the current to the new PARIS 2.0 platform.

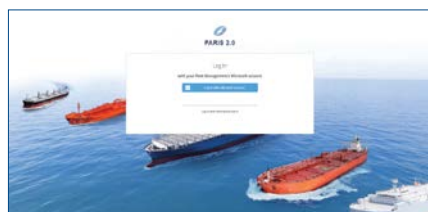
WHERE ARE WE SO FAR ON THE JOURNEY?

To begin with, our first step was to develop FLEET's overall digital technology roadmap and strategy, working closely across all functions, taking best practices from across the shipping industry and adopting the latest technology trends. We completed this at the end of 2019. We are now working on the two components of PARIS 2.0, which are Operations Platform and Analytics Platform – 'NOVA'. Here is a sneak peek on where we are at currently.

Operations Platform

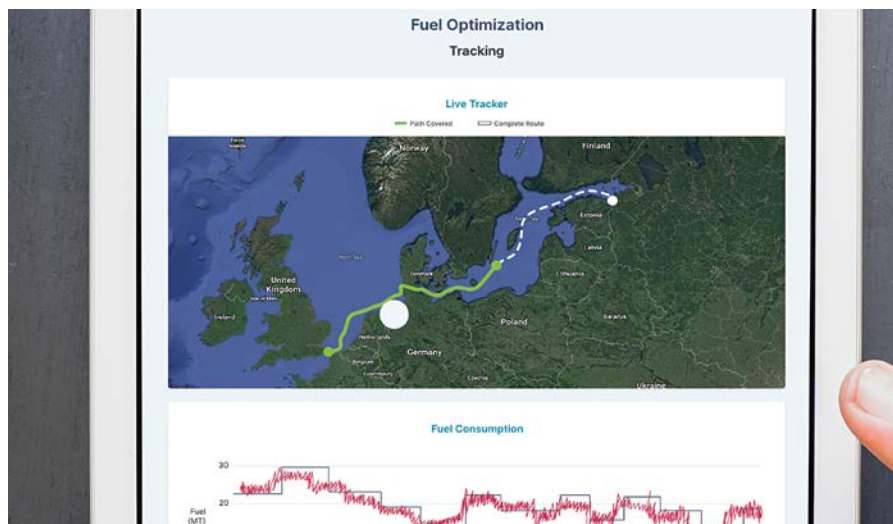
Based on our strategy, over the last few months, we have already developed the foundation of the Operations platform, including the overall user interface and design, ensuring it is robust, scalable and secured. Some key features include:

- Single sign-on functionality for ease
- Multi-factor authentication for secure login
- Comprehensive logging to enable a fully auditable trace of activity across the platform



PARIS 2.0 Login (now live for Office users)

We completed building the foundation in the first half of the year. We then started migrating the PARIS 1.0 functionality to the new platform with the first component, Vessel Data,



Indicative Fuel Optimization Dashboard

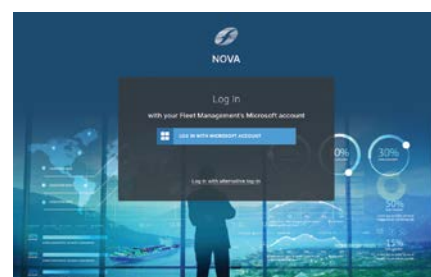
which went live on 23 October. Now any changes to vessel data (updates, deletes and creating new ones), all occur in PARIS 2.0 supported by a new, streamlined approval flow. With added data validation and a streamlined process, quality of data is further enhanced, and data entry now can be de-centralised across teams.

As with any migration, there have been quite a few headwinds along the way particularly around data cleanliness but the collaborative effort across the Digital team and with those across FLEET have enabled first module to go live successfully. Thanks to all those involved!

Analytics Platform – 'Nova'

The analytics platform is called "NOVA" – Nautical Operations and Vessel Analytics.

We have already completed building the Data Analytics foundations. This means we now have the capability to capture data – both internally



The first dashboard covering vessel performance is currently in progress and will be available in early 2021 alongside our first machine-learning models for fuel optimisation

and externally on an interval and real-time basis – which will be used as the source for the development of dashboards and development of machine-learning models.

In parallel to this work, we participated in the Data+ programme with Duke University, North Carolina, to explore how we can leverage the data captured within PARIS 1.0. During this 10-week programme, we studied data around near-misses and incidents, using Machine Learning to assess the data captured and identify how we can simplify the method of reporting onboard to improve safety. Participating in the programme has been very useful. It helped us learn how to use the rich data we have on PARIS 1.0 to generate actionable insights for our seafarers, shore staff and clients.



WHAT'S HAPPENING OVER THE NEXT 6 MONTHS?

A host of interesting developments are underway for the PARIS 2.0 Operation and Analytics platforms.

Here are a few highlights.

Operations Platform

- The addition of a New Vessel Inspection Report capability via mobile app allowing for remote inspections
- Migration of seafarer and crew assignment from PARIS 1.0 to PARIS 2.0 to streamline the onboarding process for seafarers
- Building of additional core APIs to enable the migration of further functionalities from PARIS to PARIS 2.0, incorporating elements such as Oracle Supply Chain, among others
- Start of development of the Planned Maintenance System (PMS) within PARIS 2.0

Analytics Platform

- Owner Dashboards : Implementation of the first versions of the owner dashboards, which will take existing live data and provide insights on vessel performance covering areas such as Environmental (greenhouse gas emissions, EEOI, etc) and Fuel Consumption (Speed / Fuel Consumption, Power Absorption, etc), among others
- Pilot projects: Completion of the pending pilot projects and exploring different analytics platforms to validate which one of these we should move forward with and how these would fit into the PARIS 2.0 ecosystem
- Hull fouling: Introduction of dashboard to indicate hull condition and alerts to take preventive action
- Fuel optimisation: Development of a fuel optimisation model using Machine Learning (ML) techniques, which will create a digital twin to predict and optimise fuel consumption based on variables such as weather, charter-party costs and vessel information



Shah Irani
Chief Technology Officer
Fleet Management Limited

REIMAGINING FLEET'S ORGANISATIONAL STRUCTURE

Last year, *The Caravel Group* and *FLEET Management* embarked on a journey to transform our organisation. The restructuring came at a time when we just celebrated our 25th anniversary and were reflecting on what has driven our success so far and how we can equip ourselves for the future.

Over the last 26 years, FLEET has experienced exponential growth. To ensure the momentum continues unabated, we wanted to make sure our organizational structures and processes match our scale of operation.

The key considerations made as we were going through the restructuring exercise were to institutionalise our practices from being person-driven to process-driven.

As we plan, we are implementing governance mechanisms to ensure we have the appropriate checks and balances in place. The restructuring entails changes that are primarily geared towards a more significant focus on safety and quality across our service delivery, as well as our internal processes. These changes are accompanied by significant technology investments to further enhance the experience our clients have with us.

We understand our clients are operating in an increasingly complex and competitive environment. To support them through and through, we will do whatever it takes to continue enhancing our efficiency and productivity.

The following key changes will mark the new organisational structure at FLEET:

- We have significantly streamlined our service delivery. We are now focusing on our customer segments. To address the soaring complexity and differences in the requirements for the vessels we manage, we will be organizing our technical and crewing services by vessel type going forward

The realignment will drive specialisation and build depth of expertise for specific vessel types, allowing us to provide higher quality solutions based on each vessel's requirements

- We are making significant investments in our Quality and Safety department to ensure we address safety, environment, and quality issues at the right level in the organisation. The department reports directly to the Managing Director, and we will be increasing the resourcing for this team to ensure we can deploy the highest quality standards whilst making continuous improvements to our processes
- We are also ramping up our commercial and product development efforts to build stronger relationships and provide new services to our clients. We are heavily investing in technology to enable these changes across the organisation for internal platforms as well as customer-facing applications and tools

We are confident in the ability of our augmented leadership team to drive this transformation and to provide our clients with increasingly higher quality standards of service. We are grateful for the trust our clients place in us and will ensure that we continue to preserve this throughout our transformation journey.



Rory Buchanan
HR Director
Caravel Group



Methanol powered dual-fuel tanker

DUAL FUEL EMBRACING THE ENGINE OF THE FUTURE

Dual-fuel engines are unique because they can operate on both conventional fuels, plus methanol or gas fuels.

As the maritime industry explores different approaches towards decarbonisation, dual-fuel engines are becoming increasingly prevalent in the build of new vessels since they are more environmentally friendly than other alternatives.

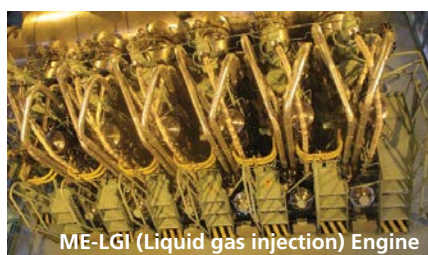
Owners are keen to install them to reduce vessels' emissions of greenhouse gases, to comply with the environmental requirements, set forth by the



ME-C Workshop at FMTI



ME -C Simulator at FMTI



ME-LGI (Liquid gas injection) Engine

International Maritime Organisation (IMO) for 2030 and beyond.

Paving the way for the maritime energy transition in shipping are MAN Energy Solutions and Wartsila, the two major producers of large marine engines. Between them, they offer several types of dual-fuel engine that are specific to the type of fuel a vessel utilises.

Vessels, generally, can be divided broadly into two groups:

Group 1 - Vessels built as per the IGC Code (International Code of the Construction and Equipment of Ships Carrying Liquefied Gases in Bulk)

Group 2 - Vessels not built as per the IGC Code, but operate using dual-fuel engines that run on gases or low-flashpoint fuels

For the latter, IMO has developed the IGF Code (*International Code of Safety for Ships using Gases or other Low-flashpoint Fuels*).

At FLEET, we are increasing our use of gases and low-flashpoint fuels to run our vessels. That's why we are doubling down on our efforts to train our crew on the IGF code requirements.

At present, the Manila-based Norwegian Training Centre (NTC) is the only

approved training center in the Asia-Pacific that conducts the IGF course. They offer it as a 2-day basic or a 3-day advanced course. We have signed a Memorandum of Understanding (MOU) with them in August 2019. So far, over forty seafarers have participated in the training.

NTC will further be arranging authorised trainers who can travel to our shipyards, when needed, to conduct the full IGF course on site.

Furthermore, to ensure our crew can safely and efficiently operate dual-fuel engines, we have launched a string of initiatives:

1. We have signed an agreement with MAN Energy Solutions and Wartsila to train our crew on dual-fuel engines.
2. We have installed a full mission engine room simulator for ME Engine with all the necessary hardware, at our Mumbai-based training institute, FMTI for simulation training. The simulator includes a Main Operating Panel (MOP), Multi-Purpose Controller (MPC), Fuel Injection Valve Actuator (FIVA), Hydraulic Power Supply unit (HPS) pump, Fuel booster, Angle encoder, among others.

Currently, for the dual-fuel vessels, we are managing, we have arranged to train the crew at NTC on IGF code requirements. Likewise, the senior engineers got their training on the LGI (Low-Pressure Gas Injection) technology, used in dual-fuel engines, at Primeserv Academy in Copenhagen.

We also have a series of new building orders lined up for vessels fitted with second generation GIE (Gas Injection Engines) and Wartsila 2-stroke Dual Fuel XDF engines. The delivery is scheduled for the third quarter of 2020.

Transitional fuels are leading the way towards industry-wide decarbonisation. At FLEET, we are fully committed to investing in and taking action to lower our carbon footprint, and we will look at every means possible to do it right.



Prakash Chandra
General Manager Technical
Fleet Management Limited



The FLEET Care Team: Captain Randhir Mahadik, Ms Tejashri Kamble, Ms Lyzann Rebello, Ms Rini Mathew, Ms Priyanka Bhattacharjee, Ms Deepa Lakshmi, Ms Pooja Rajput, Ms Priyanka Singh, Ms Ruchira Sawant and Ms Mrunal Kamble

FLEET CARE

CARING FOR OUR SEAFARERS, THEIR FAMILIES, AND THE ENVIRONMENT

Mental health is a pronounced problem in the maritime industry. From time to time, a significant number of people at sea experience emotions of anxiety, hopelessness and negativity. These emotions can lead to depression, psychotic breakdown, or worse. This is why, in October 2019, we decided to recalibrate our FLEET Care department to zero in on seafarers' wellness and their mental wellbeing.

FLEET Care, based out of India, brings together 10 highly motivated and energetic individuals, hailing from a diverse range of professional backgrounds from across India. Together they are responsible for making policies, ideating and driving a raft of programmes that support and promote the wellbeing of seafarers and their families.

FOR SEAFARERS

This year, in a bid to support seafarers and their families navigate through these unprecedented times, the FLEET Care team has launched a suite of initiatives.

Crisis Response Network (CRN):

The team teamed up with Sailors' Society and created a 24/7 counselling helpline, to provide counselling services over telephone, email and live chat, to seafarers in distress anywhere in the world. Multilingual support is available.

Since its launch on 25 March 2020, CRN has been receiving an average of 35 calls per month.

An in-house psychologist:

In February 2020, a full-time in-house clinical psychologist, Rini Mathew, joined the team, to provide specialised psychological support to our seafarers.



**Ms Rini Mathew,
in-house
psychologist**

Rini provides psychotherapeutic intervention to crew members suffering from a psychological condition. She aims to equip them with the necessary skills to effectively deal with distress while onboard. At the time of writing, she has conducted 135 psychological intervention sessions with 100% success rate.





CRN
CRISIS RESPONSE NETWORK
SAILORS' SOCIETY

ARE YOU A SEAFARER IN CRISIS?

Sailors' Society's Crisis Response Network provides a rapid response trauma care and counselling service for survivors of piracy attacks, natural disasters and crises at sea.

REGIONAL CONTACTS:

<p>AFRICA Rev J.D. van Schalkwyk: 0027 8330 18022</p>	<p>EUROPE Marc Schippers: 0032495 185691</p>	<p>THE PHILIPPINES Iris Picardal: 0063 9175 782 118</p>
<p>ASIA Gavin Lim: 0065 9222 4600</p>	<p>INDIA Manoj Joy: 0091 9884 140950</p>	

Fleet Management Limited
A Caravel Group Company





NOT ON MY WATCH
A SAILORS' SOCIETY CAMPAIGN

Dedicated Fleet Management Limited helpline:
Call our 24/7 helpline on +1-202-931-5500 for free, confidential advice and support or visit wellnessatsea.org/fleet-management.

Sailors' Society, Seafarer House, 74 St Annes Road, Southampton, SO19 9FF, UK
Registered Charity in England & Wales No: 237778. Company No: 85942



Crew movement:

Since the onset of pandemic, crew movement has been one of the biggest challenges this year. FLEET Care has been relentlessly working with our crewing team to streamline the process and carry out crew movement as seamlessly as possible.

Thanks to their combined efforts, our current tally for crew movement as of 30 November 2020 and since travel restrictions came into play, stands at 16,454 worldwide. Since the last few weeks, we have been averaging around 450 crew changes per week.

Monetary Relief (Pandemic allowance):

To provide monetary relief measures to seafarers who are working beyond their contracts in the wake of the travel restrictions, the team launched the 'Contract Extension Allowance' on 15 April 2020. The allowance is equivalent to 25% of a seafarer's basic wage, commencing from the date he completes his contract plus 30 days thereon.

Increased daily internet allowance:

To let seafarers be in touch with their loved ones and families during these challenging times, the team initiated to increase the daily internet data allowances across all our ships, as a token of appreciation.



>> **140**
weekly Welfare calls
made to seafarers' family

FOR FAMILIES

With the COVID-19 pandemic and its implications hovering over our backs, FLEET Care significantly stepped up its efforts to boost the morale of the families of our seafarers.

WE CARE Bulletin:

The team published the first edition of the We Care bulletin this year that features stories, articles, photographs, poems and artwork by the seafarers' families.

Funky Friday:

Starting this year, every Friday, FLEET Care organises a virtual get-together to connect families of seafarers across India. On average, around 120 families get together via 16 WhatsApp groups to connect, catch up and share some laughs over crossword puzzles, brainteasers, Tombola and many more. Going forward, the team looks to increase participation by 5% every month and engage families of Filipino and Eastern European seafarers as well.

Welfare calls:

For seafarers experiencing personal emergencies, the team makes welfare calls every day to the families, to check on their wellbeing, cater to their needs or respond to any queries they may have regarding their family member onboard. On average, 140 welfare calls are made to seafarers' families weekly.

Furthermore, if a seafarer sustains an injury while on board a ship, the team continues to support him and the family until he becomes medically fit. They also assist the family on issues related to medical claims.

>> **120**
seafarers' families
engaged per week
through Funky Friday



As we are all navigating through these unprecedented times, my sincere gratitude to FLEET Care for taking the initiative to connect seafarers' families of the FLEET fraternity. These small acts of kindness and sensitivity go a long way.

Urvashi Juyal, spouse of Captain, Vaibhav Juyal



Every week, I look forward to FLEET's Funky Friday. It's like a breath of fresh air. From the games to the puzzles to the laughter, I enjoy it all. Thanks, FLEET Care team for arranging it.

Soniya Srivastav, Spouse of Chief Engineer, Abhishek Mathu



FLEET Care has won a special place in our hearts. Kudos to their efforts of breaking the monotony of our lockdown lives and making at least one Friday memorable for all of us, every week.

Pooja Singh, Spouse of Second Engineer, Rupesh Singh

FOR THE ENVIRONMENT

Aside from seafarers' wellbeing, another area the team champions is the environment.

To embed action on environmental sustainability and biodiversity, FLEET joined forces with the Indian NGO Sankalp Taru on the project, Gifting A Green Life, on 25 June 2020.

The project adopts a "rural livelihood plantation model" and looks to plant fruit bearing and medicinal saplings on the fields of marginalised farmers in rural areas across India. So far, FLEET has planted 10,000 saplings - 6600 in Maharashtra and Punjab combined and 3400 in Rajasthan.

Considering the average life span of a fruit-bearing tree is 20 years, these 10,000 saplings when they grow, have the power to generate an estimated 19,980 tonnes of oxygen and sequester 10,424 tonnes of carbon dioxide, in 20 years.

Further, per season, they would produce around 717 tonnes of fruits, equating to an economic value of 0.25 million dollars for farmers.

Moreover, to drive awareness and environmental consciousness, FLEET Care has made a digital forest (<https://sankalptaru.org/c/FleetForest/>) for seafarers, where they tag the saplings planted to individual seafarers on their birthdays or when they reach a particular milestone, like completing ten, fifteen or twenty years of service at FLEET.

Through the E-forest, a seafarer can track his tagged tree throughout the tree's life cycle.

IN CLOSING

Since its inception, FLEET Care has been striving to play a significant role in addressing some key issues facing the maritime industry today. We hope the team goes from strength to strength and continue to have an impact on seafarers, their families, and the environment.



Randhir Mahadik
General Manager
Fleet Care
Fleet Management Limited

GOING GREEN

THE QUALSHIP 21 PROGRAMME AND THE PUSH FOR A MORE SUSTAINABLE MARITIME INDUSTRY



>> “No challenge poses a greater threat to future generations than climate change.”

– Barack Obama,
20 January 2015

Barack Obama is not wrong. Climate change is a phenomenon that affects us all, no matter who we are or where we come from. The global community is gradually coming to the realisation that something needs to be done if we are to conserve life on earth.

The scope and potential for preserving our planet increases when large corporations make a concerted effort to reduce their carbon footprint. This is especially true for the maritime industry, which has been reliant on pollutant heavy fuels for over a century and accounts for 2-3% of global emissions. In recent years, the industry has been working hard to change this, and transition to more environmentally aware and sustainable forms of energy. Indeed, recent initiatives by the International Maritime Organisation (IMO), such as the introduction of a Sulphur Cap on fuel in January 2020 and the implementation of a ‘Shipboard Energy Efficiency Management Plan’ have aided this process.

Here at FLEET, we adhere to these regulations and are fully committed to investing in sustainable shipping. We have voluntarily set quantifiable reduction targets for our ships’ greenhouse gas emissions and other waste streams. For example, by the end of 2020, compared with the preceding year, we aim to cut annual carbon dioxide (CO₂) emission from ships by

PRESENT INCENTIVES FOR QUALSHIP 21 VESSELS:

ALL VESSELS

- QUALSHIP 21 enrolment valid for 3 years
- Vessel name posted on U.S. Coast Guard website & EQUASIS

TANK VESSELS

- Certificate of Compliance (COC) annual examination reduced in scope. (For tank vessels, the COC annual examination occurs at the mid-period of the COC's two-year validity.)

FREIGHT VESSELS

- Three years of limited Port State Control (PSC) oversight

PASSENGER VESSELS

- No reduced PSC examination, but vessel will receive QUALSHIP 21 certificate and recognition on the QUALSHIP 21 web page & EQUASIS

1%, nitrous oxide (NO_x) emission from generators by 2% and refrigerants by 5%. We are also doubling down on our efforts to considerably reduce waste and plastic use on our ships.

Additionally, we are managing problems associated with the generation of bilge water and sludge and the discharge of slop oil. In September 2019, we joined the Getting to Zero Coalition, which aims to lead the push for the decarbonization of the shipping industry.

Sustainability begins with accountability, which is why we are taking a mixed approach towards reducing our emissions and thereby decreasing our carbon footprint.

THE QUALSHIP 21 PROGRAMME

Companies that maintain their ships to the highest standard and staff them with well-trained seafarers are recognised by many shipping bodies in the maritime industry.

NEW INCENTIVES FOR QUALSHIP 21/E-ZERO VESSELS:

ALL VESSELS

- Special recognition denoted on QUALSHIP 21 certificate
- Vessel name posted on U.S. Coast Guard website & EQUASIS

TANK VESSELS

- Vessel permitted to conduct cargo operations within six months of both the COC annual examination due date and the COC expiration date. Tank vessels must still receive a full COC renewal examination prior to the issuance of the COC and the vessel's departure from the Captain of the Port Zone

PASSENGER VESSELS

- Reduced scope for the environmental portion of the examination during COC periodic examinations

VESSEL ELIGIBILITY FOR QUALSHIP 21 PROGRAMME

- Must be a non-U.S. flagged vessel
- The vessel must be registered to a QUALSHIP 21 qualified flag administration
- No sub-standard vessel detentions in the U.S. within the previous 36 months
- No marine violations or serious marine casualties and no more than one Notice of Violation (NOV) ticket in the U.S. within the previous 36 months
- A successful U.S. PSC safety exam within the previous 24 months
- Not owned or operated by any company (listed on vessel's Continuous Synopsis Record) that has been associated with more than one PSC detention in U.S. waters within the previous 24 months
- Vessels cannot have their statutory convention certificates issued by a targeted recognized organisation (RO). Targeted RO's are those that have points assigned in the U.S. Port State Control Matrix as listed in the most recent PSC Annual Report
- The Coast Guard reserves the right to restrict eligibility in the QUALSHIP 21 program to any vessel because of special circumstances. This includes, but is not limited to, significant overseas casualties or detentions and pending criminal or civil investigations

VESSEL ELIGIBILITY FOR E-ZERO DESIGNATION

- Must be a vessel enrolled in QUALSHIP 21 programme, maintain certification for the past three years and remain eligible for re-enrollment
- Zero worldwide MARPOL detentions for the vessel in the past three years
- Zero environmental deficiencies (MARPOL, 33 CFR Subchapter O, Ballast Water Management, Vessel General Permit, Antifouling) in the U.S. over the past three years
- Zero Letters of Warning, Notices of Violation or Civil Penalties related to Right Whale Mandatory Ship Reporting or speed restriction violations over the past five years
- Installed CG type-approved Ballast Water Management (BWM) system or operating without a BWM compliance date extension letter granted in accordance with 33 CFR 151.2036

One such coveted recognition is the QUALSHIP 21 programme offered by The United States Coast Guard (USCG).

The USCG offers the QUALSHIP 21 programme to reward those companies, operators, and vessels that demonstrate the highest commitment to quality and safety and the highest level of compliance with international standards and US laws and regulations.

On 1 July 2017, they introduced the E-Zero (Zero Environmental Deficiencies or Violations) scheme, as an addition to the existing QUALSHIP 21 programme, to recognise those exemplary vessels that have consistently adhered to environmental compliance, while also demonstrating a strong commitment to environmental stewardship. Only those vessels that maintain these

high standards receive the E-Zero designation on their QUALSHIP 21 certificates.

Worldwide, only 3,274 ships qualify for QUALSHIP 21 recognition, out of which only 141 have the E-Zero endorsement.

At FLEET, we are proud to currently have 200 ships issued with QUALSHIP 21 certificates and 8 ships with the E-Zero designation. We are now working towards having the QUALSHIP 21 certificates endorsed with the E-Zero designation for all our concerned ships.

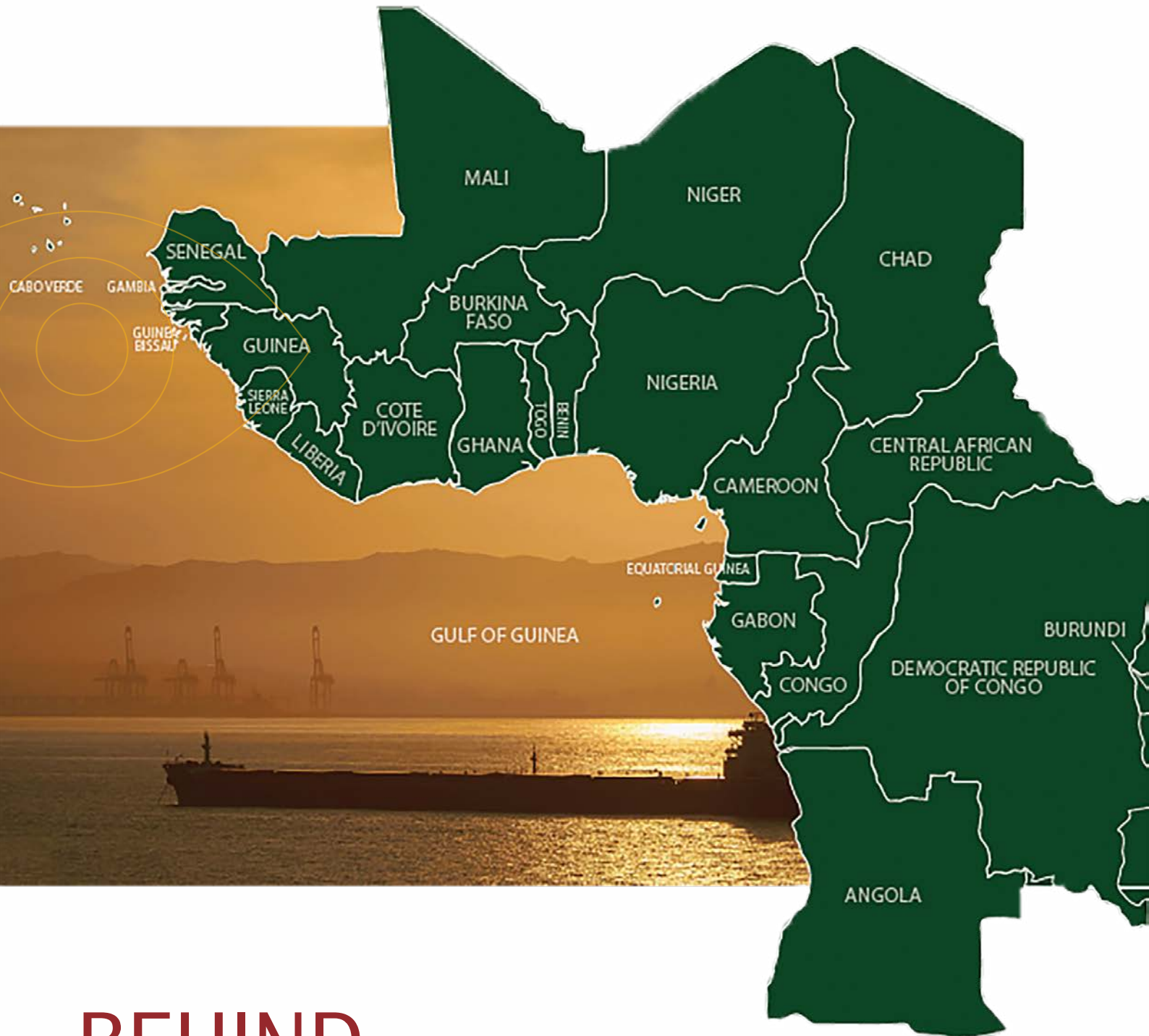
In the path towards achieving this goal, we are regularly monitoring the conditions of our ships to ensure they are functioning as efficiently as possible and educating and training

our staff in unison. This way, we aim to ensure no ship violates the environmental standards set.

Climate change is one of the most pressing concerns of our time today with global, widespread effects. We need to transition to more sustainable methods of working - be it in the maritime industry or beyond. What we do in the next few decades will ultimately determine the fate of our planet. The good news is we have made a start. It is now up to all of us to build on this and move forward conscientiously and sensibly.



Ranvir Jatar
Corporate Compliance
Manager
Fleet Management Limited



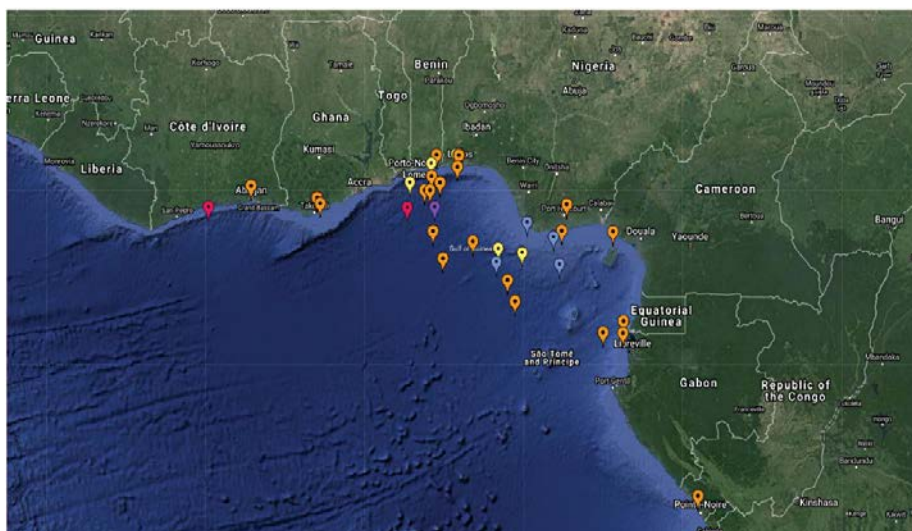
BEHIND ENEMY LINES!

PIRACY IN WEST AFRICA

When many of us think of pirates, we think of jolly, swash-buckling, cutlass-wielding men, with parrots on their shoulders, eye-patches on their faces and, more often than not, a peg leg (or two). In reality, piracy is neither so endearing nor so light-hearted. For those companies who operate in areas where piracy is commonplace, the threat posed to ships and seafarers presents a massive challenge.

>> In 2019 alone, Nigerian pirates were responsible for the kidnap and ransom of around **146** seafarers.

📍 = Attempted Attack 📍 = Boarded 📍 = Fired upon 📍 = Hijacked 📍 = Suspicious vessel



2020 (Jan-Sept) Heat map for Piracy incidents in the Gulf of Guinea

The *Gulf of Guinea* (GoG) is one such area. Piracy in the region has long been a concern for ship owners and managers alike. Recently, the situation has become far worse, putting the safety and security of seafarers on the line.

GoG waters fall within the Exclusive Economic Zone's (EEZ) of multiple West African countries, viz. Nigeria, Togo, Benin, Cameroon and Equatorial Guinea, which have the most hostile waters. It also includes Gabon, Congo, Ghana and Ivory Coast. The problem lingers on particularly due to the absence of a unified naval action between the regional governments to secure the area.

THE PROBLEM

Pirate Action Groups (PAGs) take shelter in abandoned vessels (mother vessels), offshore platforms and structures off the coast of Nigeria, which are not secured by the local navy. They use fast-moving skiffs to

attack and board merchant vessels. Usually, one or more mother vessels support them in their act. The pirates often use these mother vessels as bases to move around in the area.

The most active PAGs operate in Nigerian waters, off the Brass and Bonny rivers and offshore terminals such as Agbami and Egina. Recently, one PAG has extended its operations into the coastal belt between Lagos (Nigeria), Cotonou (Benin) and Lome (Togo).

Unlike piracy in other regions of the world, which usually limits to robberies of cargo, the pirates in the *Gulf of Guinea* aim to kidnap crew with the motive of demanding ransom from ship owners. These pirates are reportedly violent, carry weapons, and have been responsible for several casualties. In 2019, Nigerian pirates were responsible for the kidnap and ransom of around 146 seafarers. 2020 is also seeing a similar trend with 44 attacks been reported between

January to September, involving 80 kidnappings.

There have also been numerous injuries sustained by our crew, and in total, PAGs have killed four security guards and two seafarers, making West Africa the epicentre of piracy.

OUR SOLUTIONS

At FLEET, we are fully committed to combatting the threat of piracy and ensuring the safety of our seafarers. Any vessel visiting the *Gulf of Guinea* must undergo a thorough voyage risk assessment with the Company Security Officer (CSO). Ships plan voyages using the most recent intelligence to know where the pirates are operating to avoid those areas.

Moreover, we follow Best Management Practices (BMP West Africa), which outline the security measures to be implemented to deter piracy in this region. These include hardening each vessel by rigging double-layer barbed wire all around it, to restrict access to the accommodation quarters and engine room, among others.

Further, to achieve full lockdown in the event of an attack, a hardened 'citadel' is fitted on vessels. The 'citadel' prevents the ship from getting hijacked or the crew getting kidnapped. It is fully equipped with the minimum survival and communication equipment needed to outlast an attack.



Vessel hardening plan, rigging double layer barbed wires

A MESSAGE TO ALL OUR SEAFARERS

The best deterrent: Stay alert!

An alert crew is the most effective deterrent against piracy. Early detection of suspicious crafts gives vessels a good chance for avoiding an attack as they can make evasive manoeuvres. It is vital to maintain a sharp lookout by employing all available means. Use radar scanning, AIS tracking, night vision binoculars at night, and monitor the security broadcast by VHF, Sat C and security alerts.

Training for effective response

It is in the best interest of the Master to ensure his crew is well-trained to deter piracy. Conduct frequent security drills that include a complete lockdown of the *Citadel*.

Also, do not forget to activate your Ship Security Alert System (SSAS) in the event of an attack. Use the emergency communication equipment provided in the *Citadel* to alert your Company Security Officer (CSO) and the relevant Authorities.

Keeping track. Reporting!

All vessels travelling through areas known to harbour pirates are required to possess *Maritime Security Charts*. For West Africa, Chart Q6114 provides details of security reporting requirements. The vessels are required to register with the *Maritime Domain Awareness for Trade - Gulf of Guinea* (MDAT-GoG) Centre when entering this area.

Submit daily security reports to MDAT-GoG and your CSO for vessel tracking assistance. MDAT-GoG can communicate with ships and CSOs directly to disseminate Warnings and Advisories of incidents within the region. You should immediately report any suspicious activity in the area to your CSO and MDAT-GoG.

Keep your emergency contact list ready!

EMERGENCY CONTACTS:

COMPANY SECURITY OFFICER: As per company contact list

MDAT-GOG:

Email: watchkeepers@mdat-gog.org
Tel.: +33-298-228888
Website: <https://gog-mdat.org/home>

International Maritime Bureau (IMB):

Email: piracy@icc-ccs.org
Tel: +60-3-2031-0014
Website: www.icc-ccs.org

Lagos Regional Maritime Rescue Coordination Centre (RMRCC):

Email: rmrccnigeria.lagos@nimasa.gov.ng
Tel.: +234 7000 7000 10/20/30

>> We advise the vessels to stay more than **200** nautical miles away from the coast.

The voyage risk assessment considers additional protective measures, contingent on the risk rating of the port of call, such as:

1. Placing security guards onboard and escorting the vessel using a Security Escort Vessel (SEV)
2. Using a Secured Anchorage Area (SAA), where the vessel can safely anchor while waiting for her turn to berth

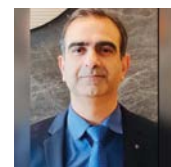
In situations when none of the measures is available, we advise the vessels to stay more than 200 nautical miles away from the coast, to steer clear of the piracy zones.

GOING FORWARD

At FLEET, we have been actively involved with our industry partners to find solutions to the problem of piracy in West Africa. We are extending our full cooperation to efforts made by organisations such as Bimco, Intertanko, Intercargo, and Hksoa. Together, we aim to find ways to address this issue and set common security standards, which will benefit all seafarers, owners and charterers.

Furthermore, through a unified approach, we endeavour to actively call on the regional Governments and Flag States to have a naval presence in the *Gulf of Guinea* to deter piracy, as has been done earlier in the case of the *Gulf of Aden*.

We are hopeful, with these efforts, we will be able to adequately protect the safety and security of seafarers, which is our foremost responsibility!



Captain Kuldeepak Sethi
Company Security Officer
Fleet Management Limited



KEEPING SAFE THE FLEET WAY

We believe a safe crew makes a happy FLEET.

Our behavioural-based SafeR+ programme has helped reduce incidents by 76% since its launch in 2010.

For us, safety is not just a word. It's a way of life.

Know more: www.fleetship.com

76%

reduction in incidents
since 2010

Fleet Management Limited

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Fleet Management Limited
A Caravel Group Company



SULPHUR CAP 2020

LESSONS LEARNT AND NEXT STEPS

In January 2020, the International Maritime Organisation (IMO) took a big step towards making the maritime industry more environmentally sustainable by introducing the Sulphur Cap 2020 regulation. The new regulation mandates all ships to limit the sulphur content of their fuel oil to 0.50% m/m.

To comply, vessels must either use Very Low Sulphur Fuel Oil (VLSFO) or employ Exhaust Gas Cleaning Systems (EGCS), commonly known as scrubbers.

Last year we asked Executive Directors Ajay Chaudhry and Sanjay Chandra to shine a light on how FLEET was preparing for the IMO 2020. Now that it has been implemented, we sat down with them again to learn about the experience and the next steps.

Ajay Chaudhry: Was FLEET prepared for the new regulations?

The new IMO regulations came into force without causing significant disruption to the industry. Most ships not fitted with scrubbers had already started using VLSFO by the third quarter of 2019.

Overall, the transition was smooth, courtesy of the close collaboration between our shore and ship staff and FLEET's Standard Operating Procedures in place for all ships.

Notwithstanding, there were a few complications along the way that had to be rectified. These included managing those ships that were still carrying non-compliant fuel and solving technical issues that arose with the use of VLSFO and EGCS.

Ajay Chaudhry: Did all FLEET's ships manage to make the transition to compliant fuel by the 1 January 2020 deadline?

Not all of our ships were able to make the transition to compliant fuel in time. This was mostly due to

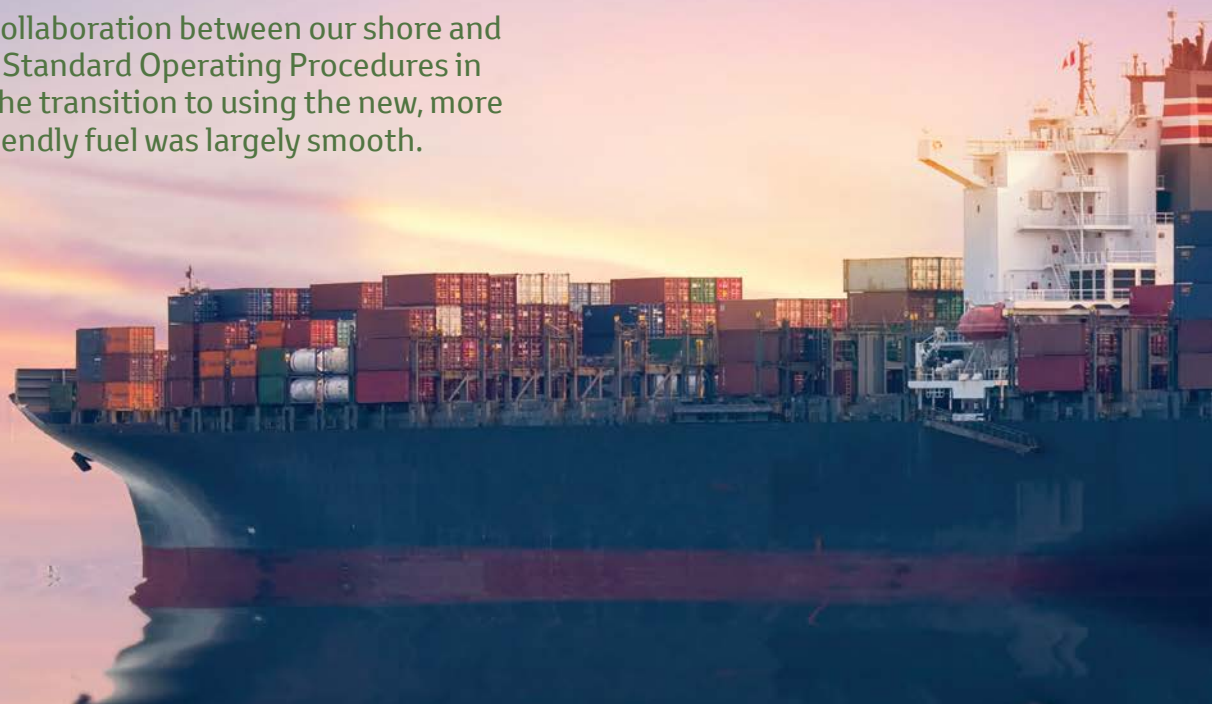
the unanticipated long port stay and changes in voyage pattern.

The ships that were still carrying non-compliant fuel were instructed to debunker before 29 February 2020, as per the IMO regulations. In the event that this was not possible, essentially due to the unavailability of proper landing facilities in ports, we took the following steps:

- Informed respective Flag State and took permission to carry non-compliant fuel
- Helped Class carry out occasional Survey to document tank wise fuel distribution and sealing on tanks
- Ensured Master of the ship in concern to declare to Port before entering
- De-bunker non-compliant fuel at the earliest opportunity

>> With close collaboration between our shore and ship staff, and with Standard Operating Procedures in place for all ships, the transition to using the new, more environmentally friendly fuel was largely smooth.

– Ajay Chaudhry



USE OF VLSFO ON OUR SHIPS

Sanjay Chandra: What were the challenges of transitioning to using VLSFO?

The transition to VLSFO has affected our ships operationally. The production of VLSFO comes from multiple processes, and hence a variety of final products are produced.

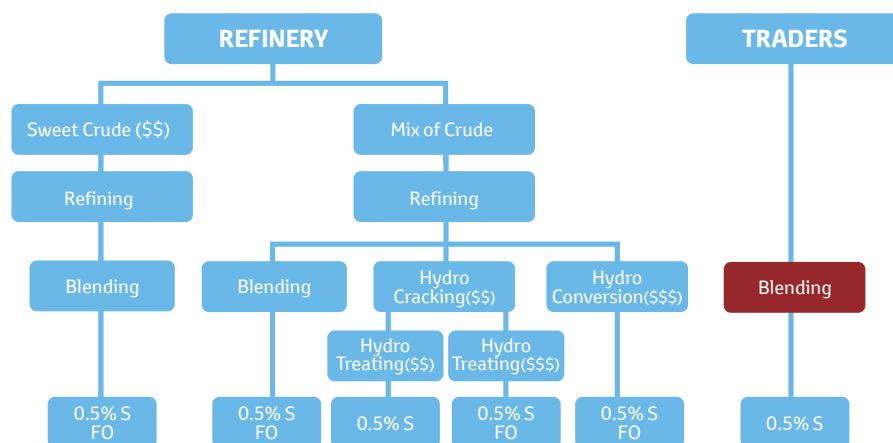
Unlike in the past, the main challenge facing us today is the significant variation in the inherent properties of these final products, such as their density, viscosity and pour points. They also vary between paraffinic and aromatic types.

As a result, onboard fuels are sometimes not compatible with each other. If these types of fuel are mixed, even in small quantities, severe clogging of filters can occur, sometimes resulting in a loss of propulsion. In fact, we have seen many a time, the bottom of the bunker tanks becoming hard and unpumpable due to the formation of hardened wax.

At the time of writing, the industry is still working on developing an ISO standard, which will regulate the quality of the final products, and will come into force in 2021. Until then, the industry must rely on *ISO 8217:2017* edition 6 to address the

challenges related to VLSFO, including catfines (catalytic fines), cold flow properties, minimum viscosity and many others. Although, existing analysis parameters outlined in *ISO 8217:2017* edition 6 do not capture and highlight all the potential compatibility issues among the different final products.

One of the most important aspects of using VLSFO is to closely monitor each parameter of the Laboratory Analysis Report and give correct advice to the Chief Engineer (CE). Since VLSFOs have relatively high pour points, high temperatures need to be maintained for the smooth transfer of fuel.



Source Viswa Lab

This diagram outlines the number and types of different 0.50% VLSFO which can be supplied on board.

The pour points of VLSFO's vary greatly and in some cases, we have experienced the pour point to be in the range of 25°C. This is a problem as the fuel must be stored at higher temperatures to prevent it from solidifying.

Storing fuel at high temperatures also has its own set of challenges, such as:

- Safety risks for bulk carriers carrying sensitive cargoes
- Damage to non-sensitive cargo – for example, on car carriers, since the bunker tank is below the cargo deck, rubber tyres may get damaged when exposed to high temperatures
- High energy costs related to maintaining high temperatures

>> One of the most important aspects of using VLSFO is to closely monitor each parameter of the Laboratory Analysis Report and give correct advice to the Chief Engineer (CE) accordingly.

– Sanjay Chandra

On these ships, using a shifter pump has proven to be quite useful.

On the other hand, stability and compatibility issues were key concerns for ships that were taking bunker of VLSFO for the first time. The ships, where the bunker tanks were not thoroughly cleaned manually, saw excessive sludge formation in purifiers that diminished after 1-2 days. However, during subsequent VLSFO bunkers, we have not experienced further issues related to stability and compatibility, as we took precautions regarding the mixing ratio of old and new fuel.

Since the Sulphur Cap regulation came into force in January 2020, the industry has also seen many cases of poor cylinder conditions, collapsed piston rings, extreme wear rates, and consequential scuffing. The reasons pertain to the fuel or the handling of it, inadequate cylinder lubrication or a combination of both.

In light of cylinder lubrication, challenges surfaced as there is no single grade of cylinder lubricating oil that is suitable for VLSFO. The makers required vessels to use cylinder oils with grades from TBN 40 to 70. However, prolonged use of either of these low detergent level cylinder oils, causes severe damage to piston rings, pistons and the liners in the engine.

Engine makers are unsure of the root cause of such damage, which is turning out to be very costly. Many

vessels have had to replace engine parts such as liners, leading to a supply shortage in the market.

Sanjay Chandra: What are FLEET's solutions for those ships that encounter problems with the use of VLSFO?

Our primary objective is to identify problems associated with the use of VLSFO before they occur, so we can work to prevent them from happening. To this end, we have taken several measures, including:

- Conducting frequent inspections of the main engine liner and piston rings to ensure they are in good condition on all ships using VLSFO. The crew is instructed to adjust the TBN (The Base Number) grade used and the feed rate of cylinder oil based on the physical condition of these pieces of equipment to ensure there is no damage to the engine. We guide the crew on what TBN grades to use to avoid damage that may result from an incorrect grade usage
- Guiding Chief Engineers on how to conduct inspections onboard vessels. The more detailed inspection reports are, the better shore staff will be able to guide vessels properly
- Analysing and comparing each parameter of fuel analysis reports with bunkers on board
- Testing purifier efficiency at the earliest opportunity on all our ships, and then every 6 months. Regular testing of filters and purifiers allow crew to identify poor fuel conditions. In the event that a filter clogging or sludging is detected, crew should report it immediately to the office. This way, we can manage the situation before it causes significant damage to our engines
- Instructing crew to confirm the proper functioning of viscotherm equipment, as this is important in ensuring that the recommended fuel temperature and viscosity is maintained. Ships not fitted with viscotherm equipment should manage the temperature of their fuel manually. Chief Engineers should check that this is properly monitored
- Providing vessels, where necessary, with an Iron Content Meter as this allows crew to test the scavenge

drain which gives early signs of liner and piston ring wear and excessive or low cylinder lubrication

Our raft of precautionary measure stood us in good stead. Early detection of problems is essential. Hence, the more alert the crew, the less likely we will encounter issues related to the use of VLSFO.

USE OF SCRUBBERS ON OUR SHIPS

Ajay Chaudhry: What are the problems associated with the use of scrubbers?

The biggest problem with scrubbers is the extraction of sulphur oxides (SOx) from the exhaust results in sulphur contamination of the scrubber wash water. Together, sulphur and water form an acidic mixture that may damage the pipework and outlets of scrubbers, which are not made from non-corroding alloys. Hence, the correct material and welding techniques must be used during the manufacture of scrubbers, to ensure these components are not damaged by acidic wash water. This drives up cost related to its production (in shipyards) and regular maintenance.

Scrubbers can either operate using a closed-looped or open-looped system. The main difference between the two systems is that open-loop operates using sea water, which is later discharged into the sea, whilst closed-loop uses fresh water which is stored in tanks on the vessel. There is presently a debate as to how environmentally sustainable open-looped scrubbers are, since they discharge this sulphur contaminated acidic water into the sea. There are MARPOL regulations in place that require ships to monitor the pH of the water they are discharging into the ocean to ensure that it is not too low. However, there is still a concern that this wastewater can cause damage to marine life. A growing number of ports and regions have banned or restricted the use of scrubbers that employ open-looped systems. For ships using open-looped scrubbers, this adds cost pressure on ship owners and charterers, as they have to ensure ships have sufficient amount of compliant fuel onboard.



Severely damaged pistons



Hard Sludge in a FO tank – CHEM NEW YORK

If ships have trouble with their scrubbers, they must immediately report it to the relevant authorities. According to Marpol regulations, vessels are required to change over to compliant fuel within an hour of scrubber failure. This is an incredibly short turnaround time and poses challenges and safety risks to crew. This situation is exacerbated when scrubbers fail in congested waters.

Ajay Chaudhry: What is FLEET doing to manage the problems associated with the use of scrubbers?

For ships fitted with scrubbers, we have taken an array of precautions to overcome the challenges. Here are a few examples:

- Since scrubber is a relatively new type of machinery, we train staff to properly operate and maintain it. We ensure all staff is familiar with the makers' manual and perform drills to prepare for emergencies.
- We closely monitor all parameters related to the operation of scrubbers.
- If and when a problem is detected, the Master of the vessel immediately informs the shore office to get correct and timely guidance.
- We have instructed Masters of vessels fitted with open-loop scrubbers, to ensure they know well in advance where such systems are accepted and where they are not, and how and where to discharge.

Ajay Chaudhry: What is better: using VLSFO or using Heavy Sulphur Fuel Oil (HSFO) with scrubbers?

Both methods have their unique challenges. However, if properly managed, both could be effective in complying with the new Sulphur Cap regulations. If we take the current volatility of bunker price into account, it is difficult to predict whether scrubbers serve as a better alternative to VLSFO.

At the start of January 2020, when the new regulations came into effect, the VLSFO-HSFO spread in Singapore stood at \$350 per metric ton (PMT). The ships, burning HSFO with scrubbers were at a significant advantage because the Return on Investment (ROI) was high.



However, these benefits were short-lived. The COVID-19 pandemic and the Russia-Saudi Arabia bunker price war caused a drop in fuel demand, which, in turn, led to a sharp plunge in bunker prices. The gap between VLSFO and IFO 380 (a type of HSFO) came down to as low as USD 74/MT in March 2020, compared to USD 350/MT in the first week of January 2020. The differential between VLSFO and HSFO has remained low ever since. In early December 2020, the differential between HFO and VLSFO was approximately USD 70/MT. Even the differential between HFO & LSMGO has been less than USD 100/MT. This has had a significant impact on those owners who operate ships using HSFO with scrubbers.

A standard scrubber installation costs approximately USD 3 million. To recover the cost, owners aim to use HSFO on these ships, which is usually much cheaper. They can earn proportionally higher hires than competitors using VLSFO on non-scrubber fitted vessels. However, with the current dramatic reduction in the price spread between HSFO-VLSFO, the ROI on scrubber-fitted ships takes about five times longer to materialise than it usually would. This is not commercially viable for these owners, and thus, presently, VLSFO seems like the better choice.

Nonetheless, most analysts agree that scrubbers are a transient technology, and cannot provide a

long-term solution for a cleaner marine environment. Shipowners will, therefore, need to look for more radical solutions to comply with IMO's 2030 and 2050 targets.

IN CLOSING

The new Sulphur Cap regulation has left the maritime industry with a welter of challenges. However, these can easily be managed by a well-trained crew, skilled at operating and maintaining ship's machinery, particularly the main engine.

The IMO has the best intentions to make the industry more environmentally sustainable, and we need to work collectively, as an industry, to drive this energy transition. It is evident, alternative fuels will pave the way toward industry-wide decarbonisation and the preservation of the environment for future generations.



Ajay Chaudhry
Executive Director
Fleet Management Limited



Sanjay Chandra
Executive Director
Fleet Management Limited

AWARDS FOR SEA STAFF

Mar 2019 - Apr 2020



Awards for sea staff

5 year service

Warren T. Quejado
Adelito Q. Anora
Karel Christian R. Angus
Reynoso R. Dultra
Nhel Nixson B. Areniego
Bobbie T. Silvestre
Jocel A. Dulfo
Roed A. Macasasa
Antonio A. Medallo
Israel A. Vila
Neptali C. Bulaoro
Joseph P. Araneta
Jubil L. Gimeno
Mark Brian S. Jumawan
Nestor C. Dominese
Alejandro P. Araham
Glendo G. Eduave
Reelds Joseph D. Laternas
Hardie C. Usison
Johnny S. Sibonga
Charito C. Bonghanoy
Jhon Mark R. Ylayron
Jonathan A. Reña
Ressan P. Calotes
Ronic D. Villamor
Damasito F. Jacob
Josua T. Ganao
Ricardo H. Supleo Iii
Rolando G. Jalop
Anthony Myler A. Saguros
Norman M. Taala
Ryan O. Arnaldo
Jonathan J. Ferraren
Teodoro C. Garcia
Eric Y. Manebo
Dennis B. Azupardo
Joromie M. Amores
Joseph Brian C. Soriano
Ronald V. Dacallo
Eldon R. Gregorio
Gilbert M. Galla
Nemuel A. Trasmontero
Joefel L. Lentija
Janus S. Rollorata
Jesus B. Esmelia Jr.
Bryan B. Tanola
Michael A. Ayeng
Bonrel H. Loro
Antonio S. Guira Jr.
Carbon, Rodel
AGDEPPA, REMELITO
Francis Christopher P. Principe
Rhyann D. Erispe
Uel-Mer X.Y. Mecha
Fernando S. Sta. Ana
Rafael Materno B. Andaya
Leo Armi F. Reyes

David Carlos Ii B. Buta
Efren D. Garde
Arthur Q. Gamas
Harold John S. Liboton
Ronald D. Mascarenas
Ruel B. Bodino
Emmanuel Benedict C. Padayhag
Ronnie L. Deposoy
Ernie Dave M. Yuson
Raimond C. Banaga
John Harrold D. Peria
Fernando C. Dominguez
Anthony F. Manuel
Mark Julius I. Cruz
Allen O. Lomod
John Lerry T. Colcol
Paul Christian R. Soltes
Elmer P. Abucejo
Gilbert O. Conchas
Erlindo O. Celino
Ernesto M. Arcede Jr.
Edilberto G. Villaber
Ricky L. Quinol
Sean Marnille F. Etang
Danilo Jr. P. Bactol
Ritchie M. Montañez
Ereneo Jr. L. Sapico
Renchie P. Nisnisan
Paul Joseph G. Antonio
Jesus Gabriel B. Angulo
Christopher B. Bugna
Mario P. Dalupang Jr
Glenn M. Remolin
Bryan D. Maglalang
Juanito R. Borjal Jr.
Jaryl Joe F. Penaroyo
Jayson A. Macasa
Adonis S. Akiatan
Juan Gabriel P. Morales
Rodison T. Creencia
Arniel C. Arenio
Deonesio R. Cayme
Dindo R. Cuenca
Edison I. Balcac
Jose Joy Y. Flores
Rafael Jazzel C. Yamat
Roy M. Montecillo
Giebert I. Dela Pena
Mark Erich C. Pilon
Felipe B. Rubio
Renon Jed C. Noble
Antonio N. Serapion
Mark Anthony B. Peregrino
John Conrad T. Calihat
Fernando P. Valenzuela
Elmer Jr A. Dimaandal
Rodel P. Amorin
Alween U. Catamco
Ibrahim John B. Andaya
Joel R. Servo
Nikko L. Orillaneda
Charlie Jay C. Tanes
Rhoderick U. Lorion
Philip S. Cataluna
Gerry C. De Guzman
Radzjay L. Kiram
Jequiry Paulo A. Alteza
Wendyll B. Martirez
Elvin James A. Buenafior

Billy C. Rubiales
John Noel C. Bagongon
John P. Medianesta
Nikko Carlo C. Alvarez
Randy B. Dalicano
Rey T. Regalado
Efren Jr. C. Candidier
Honasan B. Bungalan
Elton John I. Mojica
Mark Robel G. Villaceran
Cesar C. Francisco Jr
Ronald C. Choy
Edgar C. Corteza
John Rey C. Aloro
Rey Al B. Benlirio
Blandino Jr. S. Sagao
Robert B. Eurofan
Kim Darrel O. Valdon
Rene Boy C. Mondega
Socrates Bayani C. Delima
Arnold G. Salazar
Michael S. Fabella
Allan V. Batino
Tommy A. Fernandez
Victor B. Rabino
Joevel G. Rumandan
Ronald D. Relox
Joe Nielh J. Quering
Momar R. Matubang
Samuel A. Lepasana
Jim A. Mantac
Jonathan B. Damasco
Gregorio Jr L. De Claro
Manish Kumar
Jitendra Yashwant Pawar
Krishna Rao Surada
Rajendran Aieen Pandian
Sandipkumar Dineshbhai Tandel
Ramana Rao Garikena
Tajinder Singh
Arvind Kumar Pandey
Adinarayana Pukkalla
Gopikrishnan Ravindran
Marshal Praveen Pusphanayagam
Sanoj Kariyadan
Pramod Patil
Nilamani Sahoo
Sujit Kumar Singh
Nikhil Narayan Sawant
Ramandeep Singh
Zameer Jainuddin Shekason
Rajivkumar Laxmanbhai Tandel
Purna Bahadur Gaha
Alpeshkumar Jayantilal Patelia
Balan Chandran
Myint Soe
Rasu Mondal
Jaimalkumar Girdharbhai Tandel
Yogeshkumar Thakorbbhai Tandel
Manishkumar Virabbhai
Bambhniya
Partha Biswas
Sukamal Samanta
Akshay Kanchan Haldankar
Ranjeet Singh Sandhu
Meraj Ahmed Ansari
Farman Ali
Jiut Chauhan
Shashikantbhai Chimanbhai Patel

Mehulkumar Hirabhai Tandel
Mervin Rohit D'Souza
Dilip
Chandan Kumar
Dharmendra Chauhan
Sandip Waman Chaudhari
Jitendrakumar Dahyabhai Tandel
Mahendiran Kunjappan
Vaithiyalingam
Ashley Denis Fobler
Niketan Vasantrai Tandel
Nanhey Lal
Vishnu Mohanan
Roshan Melvin Viegas
Dhamodharan Venkateswaran
Milan Chalak
Balkrishna Jayantilal Tandel
Vimalkumar Shantilal Solanki
Pratap Kumar Behara Karunya
Waseem Akhtar
Prabhjeet Singh
Sachin Kumar Tiwari
Anton Timot Fernandes
Rosary Accumbis
Ketankumar Thakorbbhai Tandel
Sridhar Raghavan
Balveer Prabhav Yadav
Rajendra Singh
Bhupendra Dinesh Kotiya
Ravindra Biruduganti
Lajesh Vazhavalappil
Kannankuzhiyil
Hemant Ashok Rangari
Vikrant Naik
Surendra Kumar Mishra
Vinodkumar Shyamkesh Sharma
Ateek Ahmad
Anthony Camilo Ferrao
Gaurav Santosh Mapuskar
Joel Ronald Fernandes
Arvind Kumar Mishra
Kartikkumar Kantilal Tandel
Rajesh Chauhan
Vinod Kumar Chauhan
Suresh
Jai Prakash Tiwari
Vishal Valentine Nazareth
Lakshmana Rao Buddha
Neetesh Yadav
Ajai Clastan Maria Arputham
Subha
Ryan Sequeira
Samit Kumar Pan
Jayeshkumar Govindbhai Tandel
Rahimathulla Mohamadali Pathan
Rakesh Singh
Satyanarayana Konada
Kalpeshkumar Nanubhai Tandel
Mohammad Akhlaq Ansari
Sydney Assumpto Fernandes
Pradish Fernandes
Mohd Haris Ansari
Atik Iqbal Nevarekar
Rama Rao Dasari
Gaddeyya Velamala
Ajaykumar Harishchandra
Mangela
Govinda Rao Velamala
Keval Vijaybhai Tandel
Umesh Kumar Kushwaha

Pavan Ravikant Vaidya
 Uttam Jayanti Pateliya
 Shashank Shekhar Pandey
 Uday Shankar Mishra
 Devendra Dewachand Bilone
 Sergei Sergeev
 Nitinkumar Kushwaha
 Om Prakash Chauhan
 Ram Ujagir Yadav
 Vishwanath Anant Somiskar
 Rajesh Lingawal
 Shiv Kumar
 Ashish Kumar Pandey
 Guru Kesavan Subbaiah
 Ankur Manohar Potdar
 Rishi Kumar
 Pranav Pandurang
 Nandawadekar
 Shinu Kumaran
 Dattaguru Rajaram Karanje
 Ranjeet Kumar
 Jayeshbhai Khapabhai Tandel
 Kaviarasu Pugazhendhi
 Bharatkumar Parhubhai Tandel
 Manoj Kumar
 Ugandhar Badda
 Vinod Kumar Chaudhari
 Ragesh Kandenkavil Chandran
 Aswin Panachand Solanki
 Yogesh Singh Gaur
 Vijendra Pal
 Nafeesh Ahmed Ansari
 Anson Johnson Payyappilly
 Ketan Ratilal Kapadia
 Bhavik Kumar Naran Solanki
 Irfan Ibrahim Nawade
 Vakil Mritunjay Pal
 Satya Prakash Srivastava
 Vinayak Sadanand Patil
 Shahid Aijaz Guhagarkar
 Anoop Kumar Kanu
 Rajan Singh
 Tarakeshwar Rao Pydi
 Swapnil Dattatray Mandawar
 Murugaperumal Antonyraj
 Sureshbhai Gopalbhai Tandel
 Hiteshkumar Jaswantra
 Prabhakar
 Mangtu Ram
 Jagannath Roy
 Jitendrakumar Bhanabhai Tandel
 Khalil Ahmed Shaikhali Fodkar
 Anil Pandey
 Naiman Abdul Razzak Kaskar
 Babu Rao Baruva
 Kunwar Singh
 Vipul Jadhav
 Bhagaban Raut
 Vaibhav Prabhakar Desai
 Ram Babu Cheekati
 Amandeep Singh Grewal
 Mahadevan Annadurai
 Srinivasa Rao Perala
 Jayesh Hadmat Chauhan
 Shaileshkumar Naginbhai Morker
 Dipesh Jetha Solanki
 Prakash Bariya
 Saurabh Upadhyay
 Vireshkumar Hirabhai Tandel
 Altaf Rafik Mansuri
 Dipal Vinaykumar Parekh
 Deepesh Andalodan Veedu
 Kuwar Aditay Singh
 Dixitkumar Dhirajlal Tandel
 Ananth Thomson Vetha Kumar
 Vijaykumar Naranbhai Tandel
 Shitala Prasad Harijan

Rafeeqe Kolugothige
 Akbar Yusuf Harchirkar
 Umeshkumar Balvantbhai Tandel
 Pinalkumar Natvarlal Tandel
 Hiteshkumar Anilbhai Tandel
 Premkant Sharma
 Niresh Kumar Dhanasekaran
 Rizavan Kasam Khan
 Milton Maryanayakam
 Bhavikkumar Rohitdas Bamanja
 Nirdesh Virbhushan Sharma
 Mujib Sajidali Patankar
 Aakash Tapas Karmakar
 Mezar Singh
 Hemraj Singh Rautela
 Sanjay M. Singh
 Somprabh Shalikram Shrirame
 Rajeshkumar Bhagwanbhai Tandel
 Kaushikkumar Kalidas Tandel
 Dilavar Percy Bahmani
 Ronak Karshanbhai Tandel
 Taufik Ahamad
 Muktafin Jainuddin Modak
 Sagar Vilas Vardekar
 Santosh Kumar Prajapati
 Ajay Kumar
 Shiva Lal Tamang
 Pranabesh Maity
 Laksmminarayana Tarra
 Pankaj Rohidas Sawant
 Anilkumar Jayanth
 Brajesh Kumar, Director
 Abhishek Kuldeep Rana
 Zay Yar Htut
 Lakshmana Rao Mylapilli
 Sunil Kumar
 Sanjay M Singh
 Tigin Glancy Thundathil Glancy
 Jijo Joseph Manaparambil
 Prince Varghese
 Mathai Leomon Lukose
 Arunsai Devapalan Nair Sarojini
 Justine Palatty Joseph
 Dileep Kumar Divakaran Pillai
 Libin Kodavassery Lesley
 Ranjith Mathew
 George Muttumkal Ambrose
 Mani Zacharia
 Rahuldev Thottumadathil
 Reghunathan
 John Mejo Valiaparambil Joseph
 Anto Thomas
 Abhishek Vinod Kumar Krishnan
 Anish Anish Nivas Rajan
 Roney Varghese
 Rahul Muralidharan Nair
 Nithin Chandran Kundumarie
 Sujith Mohan
 George Forster
 Sudheesh Chandran
 Chandrasekharan
 Karottu Antony Andrews
 Sumesh Chandran Thundithara
 Chandran
 Sanoj Chavakkad Vijayan
 R.STALIN
 Pradeep Parthiban
 Jerald Poobalarayer Britto
 Nester Fernando Liborius
 Suyamprakash
 Anandapadmanaban
 John Paul Stephen
 Sharathram Krishnamurthy
 Michael Kamaraj Rajiah (MSTR)
 Sathish Kumar Muthu
 Bhaskar Mallichetty Balakrishna
 Manoj Kumar Aririnj

Ramakrishnan
 Antony Leo Innocent Bosco
 Pravin Prithviraj
 Immanuel Siddarth Arthur Daniel
 Navarajan
 Vinothan Rangarajan
 Winfred Emerson David
 Fareedudeen Sali Bawa
 Karthikeyan Sakkarai
 Mahendran Muthu
 Dhanasekar Sathyamangalam
 Vairavel
 Himanshu Chauhan
 Capt. Chitrothu Murali Krishna
 Mohan Krishna Utlia
 Siva Kumar Butcha
 R. C. Raman
 Rushi Raju Datla
 Srinivasa Rao Dasari
 Tejesh Guntu
 Dandamudi Krishna Mohan
 Mohammed Irfan
 Trimurthulu Dommeti
 Narendra Eagalapati
 Gunasri Harsha Tammisetti
 Srinivas Swamy Sapthagiri Anga
 Chandan Kumar Penta
 Hari Prasad Sangam
 Appala Raju Varadi
 Jacob Aseesh Pattem
 Capt. Gurvinder Singh
 Vikas Thakur
 Capt. Manav Sood
 Mukesh Gautam
 Anshul Sharda
 Maninder Singh
 Rohitbrinder Singh
 Gurkaim Singh
 Abhya Singh
 Shamsheer Singh
 Jagtar Singh Thing
 Rahul Bakshi
 Anish Sharma
 Gurpreet S Bala
 Sharat Sharma

Jenifer C. Castillo
 Snap Reymon M. Reyes
 Jeffrey V. Hill
 Niño E. Gorreón
 Rico V. Camba
 Lauro V. Cardinez
 Oriel C. Conde
 Apolinario T. Entac Jr.
 Salvador D. Baliuag Jr.
 Besmanos, Julius
 Parcasio, Mark Alison
 Juvenar Alano
 Noel Quizon
 Referendo Duran
 Jérôme Andaya
 Mn Barrido
 Allan Franco
 Lynard Mantal
 George Jr. Sy
 Joel Hufana
 Alejandro Jr. Layon
 Roy Fudalan
 Untalan, Edwin
 Johnny Aguilar
 Miguel Jr. Alba
 Samuel De Asis
 Ramon Sabenacio
 Exequiel Alson
 Adrian Songcayaoun
 Roldan Honrada
 Randy Rey Remotigue
 Antonio Macaspac
 Ronald Balderama
 Fernan Ganade
 Juanito Jr. Calar
 Leo Leibster Vailoces
 Carlos Aplacador
 Reynell Ballais
 Nilian Ral
 Andree Dondon Lomod
 Mark Anthony Maiztegui
 James Ryan Ballo
 Arnol Hisuan
 Fitzgerald Estira
 Crispin Gales
 Arnel Amor
 Crispin Jr. Balderama
 Roewen Barrido
 Rhommel John Macion
 Christopher Ampo
 Reynante Campo
 Melvin De Guzman
 Rufo Caesar Aquino
 Gilbert Hernandez
 Ryan Hans Raper
 Edison Saribay
 Forro, Cytor
 Pascua, William Felmar
 Del Rosario, Alexis
 Superales, Johnny
 Arensol, Ryan John
 Buta Jr., Julius
 Cruz, Jessie
 Gales, Anatolio
 Camara, Sherwin
 Lazo, Marlon
 Loon, Pedrito Jr.
 Valiente, Alexander
 Cortez, Edwin
 Mingote, Jury
 Roderos, Mervin
 Caingcoy, Richard
 Tabigue, Jeffrey
 Barrina, Leolons
 Poscion, Ronnie
 Limwaco, Ariel
 Picazo, Mitchell

Awards for sea staff

10

year service

Nelson G. Zapanta
 Masiado J. Norlyn
 Problynd D. Bacongong
 Alexander M. Laureta
 Daryl L. Fuerte
 Jade L. Malagum
 Renato B. Autida
 Abel M. Buce
 Alwin T. Junsay
 Erwin B. Ocdenaria
 Jc James D. Gasataya
 Julius B. Marbebe
 Jed Randolph A. Tabil
 Jess M. Amparo
 Pablito R. Añain Jr.
 Stephen O. Semillano
 Adrian L. Songcayauon
 Eduardo Y. Alaña

LONG SERVICE AWARDS

Catubuan, Tammy
Carbonel, Racquel
Paglinawan, John Mar
Cutob, Isaac Fjr
Benjamin, Mario
Dalisay, Jerald
Bello, Sherwin
Abelarde, Dexter
Garonita, Melvin
Mendoza, Ranie
Tanzo, Jimmy
Agang- Ang, Godwin
Villanueva, Ivan
De Vera, Benjie
Macasa, Ronil
Sadi, Isagani
Cual, Weddie
De Leon, Zairex
Fariñas, Arnold
Pacífico, Rolando
Lanada, Roque
Regencia, Alden
Ventura, Glen
Semilla, Joemarie
Lomongo, Miguelino
Oliquiano, Ryan
Benolirao, Jose Ronel
Basilisco, Royvie
Bunag, James Ronald
Luces, Fernando
Pimentel, Roberto
Baquero, Antonio
Gutierrez, Adonis
Angeles, Frederick
Bryan Malaca
Romeo Ladano
Roderick Razote
Crisanto Ico
Aristeo Ariesgado
Jonas Jamon
Yanesa, Amante
Yogendra Kumar Yadav
Dharamendra Kumar
Radheshyam Singh
Ganesh Nagaraju Chinna
Bhanudas Dattaram Sawant
Savio Fernandes
Jasvinder Singh
Prashant Teotia
John Aldrin Herbert Fernando
Myo Thant Maung
Mohammad Nafees
Mukunda Rao Komara
Vizbi Roger Fernandes
Firoz Ahmad Ansari
Trinadho Nagesu
Mervin Rohit D'Souza
Zaid Abdul Majid Majgaonkar
Navidanjum Kasam Vasta
Muneer Ibrahim Chikte
Nihal Ayub Kapdi
Ashish Kumar Vasant Bhai Tandel
Motilal Mansukh Fulbariya
Pragneshkumar Maganbhai
Tandel
Kadagothi Mohammed Anees
Pankaj Vinay Singh
Michael Raj Joseph
Narendra Balubhai Chitroda
Sergey Gullya
Sushil Manhas
Chandra Prakash Gupta
Manish Chandrakant Arekar
Raj Kumar Mishra
Rajeshkumar Damodarbhai
Tandel
Rajubhai Narsinhbhai Tandel

Kiran Kumar Kodoth
Padinhareveettil
Charles Fernandes
Desmond Marayan Fernandes
Abrar Abdul Rashid Juwale
Ethayan Selvaraj
Antony Vinoth Rubert Fernando
Shailendrakumar Harkishanbhai
Tandel
Subhas Chandra Yadav
Adnan Amanulla Khan
Mohammad Jasim Ansari
Kathiresan Karuppaiah
Karuppuchamy Muthusamy
Thevar
Syed Junaid Quadri
Prakash Kanji Baria
Irudhayaraja Lobo Jayakumar Lobo
Appa Rao Kundu
Jed Frayne Fernandes
Suryanarayana Chodipalli
Shikander Kumar Sinha
Ashish Arun Chavan
Brighton Fernando Leon Fernando
Kaileshkumar Ramanlal Tandel
Sanjay Chintaman Bhoir
Davis Kokkan Jacob
Mohammad Nesar Khan
Kunal Kiranlal Bachani
Amarnath Mevalal
Chinmay Madhusudan Ghalsasi
Nand Lal
Vasim Abdul Sattar Mirkar
Praveen Ranganath Rai
Shrikant Uday Velankar
Sarachandran Palakkil Valappil
Chandra Kant Ghosal
Amit Kumar
Andrei Efremov
Ashish Mishra
Pabitra Nayak
Dasnevis Nazarene
Bipinchandra Govindbhai Tandel
Bhushan Alex Gracias
Anilbhai Naranbhai Tandel
Vinod Kumar Singh
Alok Maheshwari
Omprakash Shivji Chauhan
Farhaan Abdul Razaque Palekar
Sachidanand Kumar
Jeferson Alex Fernando
Dashrathkumar Hasmukhbhai
Tandel
Dinesh Singh Yadav
Pratik Hemant Kirve
Jagdishchandra Vallabhbhai Tandel
Robiston Heldin Fernando
Hemantkumar Maheshbhai
Morker
Jigneshkumar Kantilal Bariya
Shankara Rao Vasupalli
Premal Dajibhai Tandel
Umapati Tiwari
Sreenath Unicham Vettli
Mohamad Rafeeq
Ganesh Gangada
Polayya Ganagalla
Francisco Xavier Goes
Mohammed Thithige
Nageswara Rao Thota
Praveen Kumar Mishra
Sebaston . Antony Xavier
Sharad Mahadev Jagtap
Sunil Kumar Karsan Solanki
Sandip Shenoy Kumbala
Fran Paul Koola
Ramu Chauhan

Rakhil Thappalli Ravarikandy
Tun Tun Aung
Ajay Kumar Mishra
Hassan Dathifanugothi
Giri Babu Barri
Kripa Shankar Sahaya
Vijaykumar Arjun Chauhan
Rushikesh Gulabrao Bagal
Krushna Rao Koda
Prathap Singh Rajappan
Dineshkumar Bhulabhai Tandel
Muthukrishnan Narayanan
Bijeesh Kalakkasseri Sasidharan
Arun Vasudevan Kalluvettukuzhi
Puthanveedu
Madhu C.P
Jithin Arakkandy
Sujith Kumar Hosdurg
Janardhana
Radhesh Puliyangodan
Chemmarankulangara
Ambareesh Padinjare Moolayil
Sinimon Mathew
Harikrishnan Mohankumar
Praveen Thomas
Anoop Joy
Vipin Vijay
Nithin Chandran
Kochampasseril Sivasankaran
Gopakumar
Rajeev Mena Puthiya Veettil
Manesh Edavan Puthiyaveettil
Praveen Kumar Ravindran
Manigandan Sivaji
Antony Xavier Corera Lawrence
Corera
Rajasekar Palanisamy
H. Abhiram
Muthukumarasamy Ponnupandi
Anton Roy Mathan Rayer
Narendran Ganesan
Sahaya Edward Sathish Hildass
Valerian Joseph Joice
Harish Kumar Narayanan
Vinoth Manoharan
Balaji Govindaraju
Manoj Chockalingam Sekkilar
Lakshmipathy Venkatraman
Vinoth Kumar Kalpudur
Vijayakumar
Avinash Sukumar
Alan Rosario Gautham Alan
Hearty
Viranjeet Kumar
Yuganthan Durai Raj
Vettrivel V. Rajasekar
Ragavendar Venugopal
Manikandan Phagavathiachari
Navaneethakrishnan Mohana
Krishnan
Devaprabu Baskaran Earnest
Benjamin
Danton Rozario
Lakshminarayanan Sreenivasan
Dejo Denny Francis
Manoj Krishnan
Parthiban Natarajan
Jano Amalraj
Digvijay Singh Thakur
Om Dutta
Simarjit Singh Chhina
Capt.Prabhat Kumar Pandey
Hemanth Kumar Kontham
Jeetender S L Rao Sayam
Udai Kiran Surada
Capt. Hushpinder Singh
Anuj Kaul
Amritpal Singh

Sandeep kalia
Sameep Gupta
Pratham Kalia
Mayank Kalra
Satinder Kumar

Awards for sea staff

15

year service

Dennis D. Soleres
Sonny F. Mejia
Noel M. Macahilig Jr.
Jose G. Puenteneagra
Fermin C. Oso
Carlos T. Cruz
Miguel O. Vilvestre
Michael Jasper L. Yu
Rolando S. Carandang Jr.
Arman G. Jalique
Jessie O. Arquesola
Ronel D. Estrella
Remegio H. Damandaman Jr
Eunice A. Salon
Audien Mark R. Sordilla
Viviano M. Corozo
Valentin B. Boholano
Danilo S. Manalili
Gerardo A. Borlaza
Al S. Pilones
Ervin S. Paclibar
Rolando T. Reyes
Caine Herman Robert Crasta
Jubilee Rajan Albin Lobo
Mohammad Mumtaz
Sweetson Donald
Sanjay Kumar Tiwari
Sahaya Felix Thomas
Capt. Ripan Kumar Nayar
Arun Arumugam
Pradeep Maheshwari
Jitendra V Murudkar
Olinda Chandran
Seeta Pilkhwal
L Krishnarao
Kem Joseph Pereira
Bone Joaquim Fernandes
Kalpeshkumar Bhagwanbhai
Tandel
Subit Chanda
Krishna Murty Pukkalla
Jayaprakas Kadukka Parambil
Rajendra Laxman Bamanian
Vincent Danan Poniface
Jethalal Jiva Solanki
Vinodkumar Kalyanji Baria
Rajmani Kaluram Paul
Sriram Singh
Antony Selvam Villavarayan
Jeyaraj Thommai
Vincent Frank
Suresh Kumar Kayambillythundy
Kumaran
Vinod Kumar Mishra
Khurshid Ahmad
Kistu Francis Dantas
Anup Arun Swar
Martin S Philips
Vikas Sehwawat

Vipin Hooda
Gurvinder Dhillon
Rohit Dhir
Bijaya Kumar Rana
Adil Fali Bhesania
Jagmohan Singh
Rakesh Ramchandra Patankar
Gavaksh Bhatnagar
Nareshchandra Jivraj Bamania
Karumalaiyan Sinnaalagu
Dinesh Bahadur Kamla Prasad Singh
Nandakumaran Krishnan Pillai
Hemalkumar Bhimji Patel
Srinivasa Rao Dummuru
Opendra Kumar
Mohammed Shaikh Anwar Husain
Sunil Kumar Yendada
Ranjan Oswalt
Mazher Mohammed
Gulamnabi Shaikh
Premnath Harischandra Tandel
Jaswant Singh
Madan Lal Sharma
Rajiv Kumar Sharma

Jangamayya Tai
Dinesh Ballu Ail
Milind Kunal Vilankar
Rajesh Kumar Mishra
Robert Hudson Machado
Shashikant Kumar
Nitin Narayan Chougale
Ramesh Martin Louis
Alan Premchand Christi
Shanmugam Angamuthu
Kishore Manhapra Balagopal
Praveen Vadekattu
Sambukumaran
Malcolm Oliver Joseph
Robin Kurian Cheriyan
Aravind Janardhanan Nair
Lonappan Jaison Perumpully
Ullas Krishna
Purushothaman Selvarajan
Padamattumal
Rajeev Ravindranathan
Srijith Thazhayanattu
Nandakumar
Ajai Mathew
Zachariah Puthukkeril Eappen
Rambabu Surada
Venu Siva Ram Guthula

Awards for sea staff

20

year service

Edgar B. Espiritu
Levi B. Cabrera
Andres I. Rena
Roderick P. Babaran
Juan Jr. C. Lameda
Florencio C. Vinas
Raul S. Nepomuceno
Bevis Emilio T. Casco
Vincent Jr. B. Vismanos
Farid Ashraf Syed
Joseph Douglas Bivera
Prakashkumar Maganlal Tandel
Rama Krishna Rao Ganagalla
Sanjay Singh

Rama Murthy Surada
Sumanbhai Jerambhai Tandel
Prezli Francisco Fernandes
Clive Francis Savio Colaco
Yogeshkumar Maganlal Tandel
Rajnikant Babubhai Patel
Vashisth Narayan Tiwari
Beer Bahadur Rajbhar
Jason Norman Abreo
Anil Kumar Singh
Tome Cardozo
Narendra Sharma
Birendra Kumar Patra
Abdul Rahman Kalu
Suryanarayana Seekoti
Awdhesh Mai Tripathi
Ajay Kashiprasad Dube
Bishan Dutt Joshi
Sreekumar S Pillai
Manoj Ramakrishnan
Sunil Kumar Kamalaksha
Suresh Sukumaran
Shabu Nedugattu Samuel

AWARDS FOR SHORE STAFF

Mar 2019 - Dec 2020

Awards for shore staff

5

year service

Nitesh Agrawal, Senior Superintendent
Vineet Rathi, Accounts Manager
Tony Zhang, Technical Superintendent
Mohammad Akhtar, Senior Superintendent
Amitava Majhi, Senior Superintendent
Ron Siy, FLEET Personnel Assistant
Sachin Vyas, Senior Superintendent
George Kui, Senior Technical Officer
Tim Lai, Accounts Assistant
Gagan Chaturvedi, Senior Superintendent
Anil Prakash, Senior Superintendent
Pankaj Ranjan, Manager
Dickey De Guzman, Senior Technical Officer
Venus Yu, Senior Technical Officer
Gaurav Mishra, Senior Superintendent
Bidya Dash, Senior Superintendent

Candy Kwok, Accounts Assistant
Alison Yuen, Accounts Manager
George Foris, Accounts Officer
Marin Staykov, Purchasing Officer
Eleftherios Kolleros, Technical Superintendent
Rena Tsangari, PA to Director
Inga Azeri, Purchasing Officer
Daniela Manea, Office Housekeeper
Rafaella Yiangou, Assistant Manager
Gaurav Chauhan, Manager
Gurvinder Sokhi, Manager
Tajinder Singh, Senior Technical Superintendent
Ajith Mathew, Senior Manager
Ruchi Kedia, Senior Executive
Chandani Aswaney, Senior Executive
Rohit Chavan, Assistant Manager
Karamjit Sujana, General Manager
Rathod Narsi, Senior Executive
Ranjini Achary, Senior Executive
Sreejith T D, Senior Executive
Jassal Bhanot, Senior Manager
Saurav Salampuria, Senior Manager
Vaibhav Navare, Manager
Anuradha Bishoyi, Senior Executive
Rahul Murmure, Senior Executive
Shiv Swaroop, Senior Executive
Priyadarshini Nair, Senior Executive
Ashwini Panicker, Senior Executive
Nalini More, Senior Executive
Rashmi Rai, Senior Executive

Amit Goyal, Manager
Jatinder Singh, Manager
Vichitra Kumar, Senior Manager
Kripashankar Yadav, Senior Executive
Sheetal Chavan, Senior Executive
Saudamini Swain, Senior Executive
Sanoj Sivadas, Assistant Manager
Suparna Khedekar, Senior Executive
Sarojini Swain, Assistant Manager
Manisha Sorout, Manager
Raj Kumar Singh, Senior Manager
Nitesh Patil, Assistant Manager
Bimleshwor Singh, Senior Manager
James Richards, Senior Manager
Pooja Koli, Senior Analyst Programmer
Neha Aggarwal, Senior Executive
Nandkumar Mahadik, Senior Executive
Nishant Srivastava, Manager
Leticia Paderes, Accounts Executive
Jespin Antony, Admin Assistant
Ravi Ranjan, Senior Technical Superintendent
Abhay Jain, Senior Technical Superintendent
Chandaka Prasad, Repair Tech Superintendent
Sudipto Chowdhury, Senior Technical Superintendent
Yao Huiji, Accounts Executive
Ravi Srivastava, Manager
Zulal Buyuksoy, Technical Manager

Merino Belting, Crewing Manager
Yanina Aryana Yonzon, Documentation Clerk
Jessa Mae Alteza, Accounts Clerk
Kostka Angela Pilpil, Documentation Clerk
Kristine Candice Dabu, Documentation Clerk
Bianca Bismonte, Receptionist
Guendelyn Garcia, Insurance Personnel
Abhishek Sinha, Training Director
Meetto Joseph, Electrical Superintendent
Sung Su Lee, Manager
Bimleshwor Prasad Singh, Senior Manager Training
Divya Nair, Assistant Manager
Laxmikant Bhogle, Deputy Manager
Nikhil Bole, Deputy Manager
Shashwat Keny, Deputy Manager
Esha Gujar, Sr. Executive
Ashish Naik, Sr. Manager
Chandrakant Palav, Assistant Manager
Orbin Francis Rodrigues, Assistant Manager
Rohit Pramod Chavan, Assistant Manager
Rathod Chetan Narsi, Sr. Executive
James Richards, Senior Manager Training
Sunil Kumar, Senior Executive
Priya Kaur, Senior Executive
Bhagyashree Salunke, Senior Executive

Awards for shore staff

10
year service

Vikas Grewal, Head of Business Development
Umesh Singh, Technical Manager
Debdeepo Chattopadhyay, Technical Manager
Prashant Nagaonkar, Senior Superintendent
Vikas Kumar, Senior Superintendent
Yan Cheung, Secretary
Satish Sharma, Technical Manager
Samrat Banerji, Manager
Rachel Chow, Claims Supervisor
Wing Mak, Quality & Safety Officer
Vicky Lee, Accountant
Zhang Wei, Senior Superintendent
Vivek Sawant, Senior Manager
Xavier Gracias, Senior Manager
Divya Shetty, Deputy Manager
Ajay Adarkar, Deputy General Manager
Sagar Shinde, Deputy Manager
Vinay Mayekar, Office Executive
Arjun Chowdhari, Senior Manager
Dilpreetkaur Saini, Deputy Manager
Glen D'Almeida, Deputy Manager
Mugdha Bhavar, Deputy Manager
Sandeep Hazra, Technical Manager
Sanjib Ghosal, Manager
Arvind Singh, Technical Manager
Alma Dinglasan, Senior Accounts Clerk
Cesar Tacsuan, Crewing Manager
Gerlie Namoc, Billing Officer
Ajit Gokhale, Manager

Deva Gomatam, Tech Manager
Lusine Aghajanyan, Accounts Manager
Roshan Mendon Deputy, Manager
Abhijit Roy, Office Executive
M. Arunkumar, Deputy General Manager
Ashis Dash, Deputy Manager
Sushant Matkar, Deputy Manager
Jayesh Katkar, Deputy Manager
Anita Nagpal, Senior Manager
Sandeep Salunkhe, Deputy Manager
Binu Maliackal, Accounts Officer
Anand Koli, Office Executive
Parthavi Prashant Narkar, Assistant Manager
Jayshree Suresh Kalekar, Deputy Manager
Roshan Mendon, Deputy Manager
Rangaraju A. S. Lakshmi, Deputy Manager
May Ang Bee Tat, Technical Purchaser

Awards for shore staff

15
year service

Ranvijay Rana, General Manager
Mohammad Ansari, General Manager
Rajesh Kumar, Director
Candy Yuen, Senior Technical Officer
Polly Cheng, Assistant Manager
Kishore Gulrajani, Accountant
Lakshmiopathy Ravikumar,

General Manager
Rajneesh Saklani, Deputy General Manager
Anthony Samuel, Senior Executive
Pradeep Maheshwari, Manager
Jitendra Murudkar, Deputy Manager
Seeta Pilkhwal, Deputy Manager
Ramesh Ghadi, Office Executive
Girish Koli, Office Executive
Olinda Chandran, Senior Manager
Ganesh Puthran, Senior Manager
Nitin Rawool, Senior Manager
Tanaz Vaghaiwala, Deputy Manager
Neelam Chandra, Deputy Manager
Smita Nair, Deputy Manager
Shaiju J, Deputy Manager
Peter Fernandes, Deputy Manager
Krishnarao Lingam, Deputy Manager
Ajay Khanvilkar, Travel Executive
Hemant Sapra, Director
Rajinder Thakur, Deputy Manager
Uday Sanil, Deputy Manager
Sudhir Pardhe, Travel Executive
Capt. Ripan Kumar Nayar, General Manager
Arun Arumugam, Office Assistant
Pradeep Maheshwari, Accounts Manager
Jitendra V Murudkar, Deputy Manager
Olinda Chandran, Sr. Manager
L Krishnarao, Deputy Manager
Chetan Ghadi, Office Assistant
Mayur Patil, Office Assistant
CH Venkateswarlu, Deputy Manager
Issaq Mohammad Ansari, Director
Rajesh Singh, Director

Awards for shore staff

20
year service

Sanjay Chandra, Executive Director
Dicky Ting, Lead Technical Officer
Belinda Wong, Manager
Esther Leung, Senior Quality & Safety Officer
Janet Chan, Accountant
Jackie Chui, Senior Accountant
Lea Fernandes, Deputy Manager
Joseph Titus, Office Executive
Janardan Bahirat, Assistant General Manager
Manowar Hossain, Office Executive
Pawan Kedia, Manager
Sarita Mohite, Deputy Manager
Shivram Shetty, Deputy Manager
Sangeeta Thakur, Deputy Manager
Manowar Y Hossain, Office Assistant
Sarita S Mohite, Deputy Manager

Awards for shore staff

25
year service

Dilip Nair, Executive Director
Glen Pereira, General Manager

SEAFARERS' PROMOTION Mar 2019 - Apr 2020

Masters

Akash Chauhan
Amit Paul
Anil Ratilal Solanki
Anjan Kumar Jayaraman
Anoop Madhu
Anup Kumar Uike
Arun Balaji
Arun Rajendra
Arun Vasudevan
Ashok Jha

Bhanupratap Singh
Bharat S. Bisht
Chandrakanth Pandey
Charanjit Singh Multani
Darren Joseph Vivek Jayakumar
Dashmeet Singh Oberoi
Deviprasad Shetty
Donny Aboniawan
Ganesh Bahuguna
Gaurav Sharma
George Sy Jr
Glen Ventura
Gyan Prakash
Jason Menino Fernandes
Jehan Farooq Elahi
Jimmy George

Jobin Kunnelakat Wilfred
Kamaldeep Singh
Kaushlendra Pratap Singh
Kurian Joseph
Manigandan
Mitesh Patel
Nishant Gupta
Nishant Janardhan
Pagny Motha Percy
Prithpal Singh
Punit Prasad
Rambabu Vasupilli
Ramkiran v
Sahil Chandrakant Wadhwa
Sanjay Gandotra
Sanoj Kumar

Saurab Yadav
Shashank Srivastava
Sidhartha Shanker
Sooraj Alexander
Sooraj Kolakhet
Sriganesh
Sukhpower
Sushil Kumar Singh
Tanish Joshi
Tanvir Singh Sohi
Vaibhav Singh
Vinay Bhandari
Vineet Rangwani
Vivek V. Katkar



Chief Engineers

Abhishek Singh
Ahmet K. Gokbaba
Ajay Babbar
Ajit Kumar
Amit Kumar
Amitabh Das
Anish R. Pillai
Ankit Malik
Arun Sankar
Arun Yesodharan
Ashish Kumar
Asim K. Hembram
Atul K. Tiwari
Babu Rao Senapathi
Barinder Singh
Cao V. Binh
Danish A. Siddiqui
Deepak Arvind Khot
Dipak S. Parab
Gaurav Beniwal
Gaurav Malkoti
Jenish Justin
Jose Sefil Jr
Karthikeyan Sakkarai
Kem J. Pereira
Kiran Kumar Boddepalli
Kunal Jitesh Ojha
Kunal K. Bachani
Mainak Biswas
Mani Bakyaraj
Manoj Kumar Bhuvanagiri
Mathew Joseph Kakkessary
Mayank S. Soam
Md. Forhad Hossain Biplob
Mohit Upadhyay
Mustafa K. Unluer
Navin Dhiman
Navin Kumar Chainsingh Rajput
Nikhil K. Pullolil
Nilesh V. Savji
Nitin Ponnamparambath
Pankaj Bhavnani
Peter K. Yoganathan
Pham V. Thuong
Praveen Kumar
Ragavendar Venugopal
Raghavan Manohar Vijaya
Rajesh S. Naik
Rakeshkumar M. Tandel
Ramkumar Sethu
Rishi Kumar
Saiteja Linga
Sameer Singh
Sarath Karanath
Shamsher V. Singh
Sheihu Mohamed Sait Naina Mohammed
Shital K. Choudhary
Shiv Ram Krishnan
Shyam Kinkar Kumar
Soumya Chatterjee
Soumyadeep Bhattacharyya
Sumit Kumar Samantray
Sunil K. Panjetha
Sushrut Sadashiv Gohad
Teodoro Garcia
Vijay Sagaya Thevar Gnanapragasam
Vikas Ashok
Vikrant Naik
Vyacheslav Mazilkin
Zay Y. Htut

Chief Officers

Aamir I Bhombal
Abhishek Sinha
Adhavan Boopalan
Ajay Dhand
Ajay Kumar
Amal Srivastava
Amardeep Singh Aulakh
Amit Rao
Amritpal Singh
Anand Mohan
Aneesh V M
Ani Abhishek Singh
Anmeet Singh
Anmol S Gill
Anto Thomas
Arjun Jaiswal
Arun
Arun Kamal Parakkunnath
Ashwani Kumar Tomar
Atul Mali
Atul Sharma
Avinash Kumar
Ayush Bhauguna
Baldeep Singh
Beroi Silva
Bhagat Pratap Singh
Bhargav Janapala
Cedrick Dave Redula
Chandan Kumar Sharma
Christian John Mazo
Christopher Ray Bentoy
Debmalya Gosh
Dhruv Chadha
Dinesh Sharma
Durgesh Chandan
Earl Revil
Ever Hinojado
Gerardo Quinto Jr
Gurupuram Singh
H S Tiwana
Haddgel Pagar
Harinderjit Singh Gill
Harsh Sharma
Hemadri Hasmin Jhaveri
Hemanth Kumar Kontham
Ishpreet Singh
Jaibir Singh
Jameson Culanag
Kshitij Kumar Dubey
Kusuma Rajkumar
Leo Agdeppa
Manish Dev Singh
Maria Nayagam Kulanthaisamy
Naresh Singh
Neeraj Singh Fouzdar
Ninad Parkar
Niraj Kishandas Bhagwane
Nishant Bhatia
Omkar Ramesh Dabholkar
Pankaj Malik
Paramjit Singh
Paul Christian Nineza
Pawan Charandas Sakhare
Pramod Kumar Yadav
Pratam Kalia
Prince Abraham
Rajesh Bhamoo
Rakmn Peter Almeida
Ram Pratap
Ramzon Mejorada Jr

Ravinder Singh
Rohan D'Souza
Ronit Moti Ramani
Rushikesh Gulabrao Bagal
Ryan Fabroa
Sagar Makkar
Saish J Rege
Sameep
Sampath Karkera
Sanjiv Yadav
Sebin Patani George
Severiano Guleng Jr
Shiv Shammy
Sidhesh Sawant
Srikant Padhy
Tuhin N T
Tushar Kisan Dharne
Vaibhav Vivek Rai
Venkata Krishnana
Vijendra Singh
Vishal Ahlawat

Second Engineers

Second Engineers
Abhishek Bharati
Abhishek Kumar Sinha
Abhishek Sharma
Abin Joseph
Aditya Nayyar
Akash Singh
Alok Kumar Verma
Anbuselvan Thangavel
Anil Joseph
Antomelwyn D. Nadar
Arindam Biswas
Arnel Bustamante
Arul Pavi
Arvind Kumar
Ashfaq I. Hussain
Ashok K. Balagam
Ashutosh Ashish
Ashwani Kumar
Balasupramanian Ramalingam
Bhagat Biddaiah Battiyanda Uthappa
Bhaskar Gunasekaran
Bien T. Chinh
Bikas Ranjan
Bragatheeshvaran Rajarajan
Chandru Rajasekar
Charito Bonghanoy
Chetan S. Minhas
Christopher Yee
Dheeraj Bajpai
Dineshkumar Rajendiran
Dinoop Jose
Gaurav Rajkishore Gupta
Gaurav Sagar
Gautam Chatterjee
Gene Herbert Regalado
Gonzalo Pagalan
Gowtham K. Panneerselvam
Hari Hara Patro
Harpreet Singh
Hemanth S. Iyer
Hitesh Chauhan
Jai Prakash
Jasvinder S. Keer
Jesu George Jeyareeth
Jose Mari Samonte
Joselito Recuerdo
Joseph Vimal Amal Fernando
Karthik Subramaniam
Kumar G. Singh
Kumar M. .
Kumhyon Yu
Kurien Joseph
Le T. Son
Maheep Singh
Manikandan Pitchai
Manoj K. Maharana
Mohit Kashyap
Mudit Agrawal
Muhamad Fadilah
Muhamad Ridwan
Muhandiramge Ayodya Rodrigo
Nandakumar Dhanasekaran
Narendranath R. Tiwari
Nazish Khan
Neelkumar A. Jasani
Nguyen D. Dung
Nikhil R. Choudhary
Omer Sisik
Pazhanikumar
Shanmuganathan
Piyush Goyal
Prashant Singh
Rahul Bakshi
Rahul Mittal
Rahul Shukla
Rajkumar Pandurangan
Rajkumar Panneerselvam
Ram Baidehi
Ramesh Rengarajan
Renil Mathew
Ritesh Kumar
Rodrigo Amalos
Rohit Joshi
Roshan Dixit
Sanchit Suri
Sandeep Choudhary
Sangram K. Singh
Sanjeev Kumar
Sanket S. Hendre
Santosh Kumar
Saravanan Marimuthu
Saravanaprabu Vadivelu
Sathish Kumar Muthusangili
Satinder P. Singh
Satish V. Poranki
Sekhar Karthikeyan
Shivabharath Sivakamu
Srikanth Boddepalli
Sriram Sampathkumar
Subham Sengupta
Sudhir Kumar Sharma
Suman Mathew
Sushant .
Swapnil D. Chougale
Tamizhvanan Sekar
Taru Gupta
Tejas S. Nagi
Udhayanar Murugesan
Ujjal Sen Gupta
Utpal Kant
Vaijesh S. Shinde
Valentin Boholano
Veeru A. Hanpatte
Vikash Kumar
Vineesh Thenissery Chandroth
Vishal Rana
Vishv Deep
Vivek Chandran
Yakeswara R. Kanuri
Yonghyeun Park



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