

EXECUTIVE LEADERSHIP TEAM



CAPT. RAJALINGAM SUBRAMANIAM
President & CEO



RON JAGO
Global Director,
Legal – General Counsel



LINDA MURRAY
Global Director,
Human Resources & Facilities



CAPT. RON WOOD
Global Director,
Mid-Size Tankers Crude Shipping



JOHAN MUNIR
Global Director,
Corporate Strategy & Planning

NATIONALITY



YEARS OF SERVICE

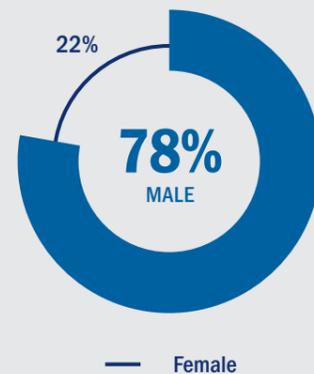


AMIT PAL
Global Director,
Dynamic Positioning Shuttle
Tankers (DPST)

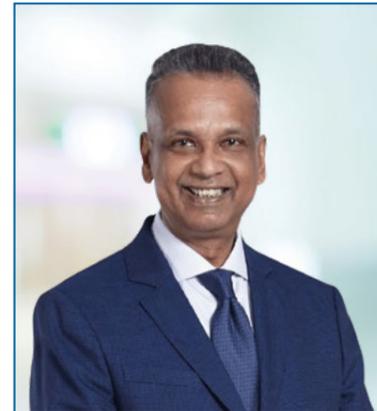


PETER LIEW
Global Director,
Business Development &
Joint Venture Management

GENDER DIVERSITY



WINNIE CRUZ-DING
Global Director,
Finance



JOHN BAPTIST
Global Director,
VLCC/Product Chemical
Shipping (PCS)

SKILLS AND EXPERIENCE



EXECUTIVE LEADERSHIP TEAM



RON JAGO

Global Director, Legal - General Counsel

“ For a petroleum and product shipping company like AET, which serves some of the largest oil producers, traders and industry counterparties around the world, governance and compliance is the bulwark for business operations. For our customers, shareholder, lenders, and business partners, this means greater confidence in AET’s business practices. For AET, a high standard of integrity and business ethics is a reflection of our commitment to enhancing long-term shareholder value and protecting the interest of our stakeholders.

An important achievement for AET on the governance and compliance front was the attainment of the ISO 37001:2016 Anti-Bribery Management System certification in 2020. This has enhanced and crystallised an already well-embedded company governance ethic, to ensure that our actions and deliverables continue to build sustainability for our communities and the environment.

Whilst embracing these certification standards has bolstered our standing among financiers, insurers and others in the international shipping community, our main drive has been to ensure a complete understanding and buy-in from every individual in the organisation, so that together, we can also support a green future more responsibly, and in a manner that adheres to AET’s ESG objectives. ”

BIOGRAPHY

Ron joined AET in 2019 as General Counsel and Global Director of Legal, managing AET’s legal teams across London, Houston and Singapore. Ron is a shipping, oil and gas, and international trade specialist with extensive experience in management, commercial, finance, insurance, litigation, risk and corporate governance. Before joining AET, Ron held the General Counsel role in a major shipping company, after earning his stripes in leading London law firms. Ron has an LLB (Hons) from the University of Wales College Cardiff and over 25 years of post-qualification experience.



LINDA MURRAY

Global Director, Human Resources & Facilities

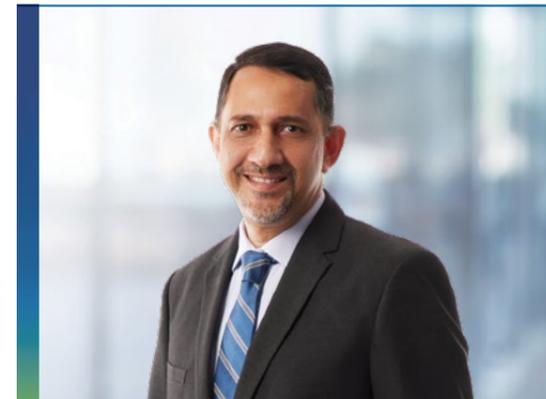
“ The resilience of our people and global teamwork were truly put to the test in 2020. I am proud of the empathy, passion and commitment of our colleagues around the world, as they supported one another and coped with new working norms, while staying focused on performance and business sustainability. We consider these qualities to be core to AET’s DNA.

From an HR perspective, our aim is to build a global, diverse and multigenerational workforce able to thrive, innovate and stay resilient in an increasingly complex and fast-changing world. Inclusivity is key, as every individual has a part in ensuring AET’s success, and therefore we incepted the Diversity and Inclusion framework in 2020. Our continued focus on establishing a sustainable talent pipeline is evidenced through our comprehensive succession planning and leadership planning programmes.

Human capital development remains our priority, along with ensuring that the training and development outcomes are well-aligned with business goals. Despite the pandemic, we achieved over 4,000 learning hours and garnered more than 2,000 learning places through virtual facilitator-led training. We also engaged our teams, nurtured their core competencies, and provided them with the required support to take AET to its next growth phase. Over and above these, employee well-being took centre stage in 2020, as we strive to maintain a highly engaged and motivated workforce despite the physical separation. ”

BIOGRAPHY

Linda has over 20 years of experience as a HR practitioner in several blue chip multinationals, non-governmental organisation and offshore contractors. She brings with her a wide spectrum of knowledge and expertise on corporate human capital development practices. These range from the formulation of diversity and inclusion strategies, and values and culture-change initiatives, to the development of change management programmes and HR strategies and policies. Linda has an MBA from the University of West London. She is a Certified Organisation Development Practitioner and is a Fellow of the Chartered Institute of Personnel & Development (FCIPD).



AMIT PAL

Global Director, Dynamic Positioning Shuttle Tankers (DPST)

“ As a player in conventional product tanker services, AET’s focus has always been to provide customers with safe, quality and comprehensive solutions. To this end, we operate a fleet of product vessels and chemical tankers that allow us the flexibility to support different customer requirements.

While good customer service remains vital to the continued success of AET’s shipping and shuttle tanker operations, we are equally focused on profitability and securing stable cashflows through term charters. That’s why we constantly manage and optimise our vessel fleets to strengthen business resilience.

As I take over the company’s DPST portfolio from John in 2021, my priority would be to build on his achievements as well as AET’s solid foundation in the Brazilian Basin, the UK Continental Shelf, and in the North and Barents Seas. Safety and reliability will continue to be key as we further entrench our presence in these regions with the addition of six new DPSTs, scheduled for delivery in 2021-2022. To achieve higher operational efficiencies with our expanded fleet, we will draw from our experiences with the existing DPST fleet to improve our performance and service levels. ”

BIOGRAPHY

Amit joined AET in 2008. He had served as the Head of QAHSSE, Head of Commercial Projects, Director of Technical Operations, Vice President of Business Development, and Head of Product & Chemical Shipping, before assuming his current role in March 2021. Prior to AET, Amit had sailed and served in various capacities with A. P. Moller Maersk. He has also served with committees under the Singapore Shipping Association, Singapore Maritime Employers Federation, Maritime and Port Authority of Singapore, DNV and INTERTANKO. Amit holds a Class 1 Master Mariner license (Foreign Going), an MBA from Birmingham Business School - UK, a Master’s in Applied Finance from Adelaide University - Australia, and a Bachelor of Science in Nautical Science from the University of Mumbai. He is also an Associate Certified Coach accredited by the International Coaching Federation.



PETER LIEW

Global Director, Business Development & Joint Venture Management

“ On the business development side, we look for opportunities and partnerships that offer a good fit with AET’s growth agenda. As shipping is a highly cyclical industry, the key priority has always been to improve the quality and growth of our secured income base while staying true to our ESG goals. Today, many of our key programmes are centred on long-term charters with good visibility of cashflow, and fleet rejuvenation driven by eco-friendly investments.

To strengthen the success of these endeavours, we nurture robust working relationships with customers, many of whom look to AET’s expertise to meet their energy transition needs. We’re also focused on building like-minded partnerships and joint venture collaborations that bolster our requirements for scale and risk mitigation.

In 2020 and early 2021, the agreements with energy majors like Total and Shell for the construction and time charter of five groundbreaking dual-fuel VLCCs underscores our pledge to deliver on these principles. As a strategic partner, we will continue to support the green agenda of our customers as we continue to grow our long-term portfolio of greener shipping solutions that strengthen our secure quality income. ”

BIOGRAPHY

A Malaysian Maritime Academy (ALAM) graduate, Peter began his career with MISC in 1984, sailing on various types of tankers before transitioning from sea to shore. He has held numerous roles at both MISC and AET including AET’s Vice President of Chartering, Regional Director of AET Americas, Commercial Director of Aframax Atlantic and Global Director of Crude Shipping. Peter’s efforts have been instrumental in helping to reshape AET’s business profile from a predominantly US Gulf lightering services provider to a leading global petroleum logistics partner of choice. Peter holds a Master (Foreign Going) Certificate of Competency and sits on the Board of several subsidiaries and joint venture companies in the Group.

EXECUTIVE LEADERSHIP TEAM



CAPT. RON WOOD

Global Director, Mid-Size Tankers Crude Shipping

“ 2020 was an unprecedented year for oil markets, and energy and tanker industries. Although 1H 2020 was dominated by strong demand for MST fleet, driven by increased global oil supply and inventories, subsequent production cuts by OPEC+ to mitigate oversupply caused tanker earnings to soften substantially in 2H 2020. The MST Division was able to navigate these volatilities through proactive fleet management – locking in attractive fixed-rate charters when the tanker market was strong and deploying our vessels in the more secured lightering trade.

Through AET Offshore (AETO), we continued to consolidate our expertise and successfully replicate our services in Latin America and Brazil. This has resulted in more flexible and seamless support to our global customers across their supply chains. It has also given us the opportunity to further differentiate our offerings, build stronger customer relationships, and improve our resilience to market challenges.

Beyond these achievements, 2020 marked AETO's fifth year without Lost Time Injury (LTI), a remarkable milestone considering the 3,800 lightering operations carried out over the period. Furthermore, 58 of our vessels became recipients of the Chamber of Shipping of America (CSA) Jones F. Devlin Award for Safety, and the CSA Annual Environment Achievement Award in 2020. ”

BIOGRAPHY

Capt. Ron started his maritime career in 1988 as a seafarer onboard US-flagged vessels and moved up the ranks sailing with various US shipping companies. He joined AET in 2001 as a Mooring Master, overseeing ship-to-ship transfers in the US Gulf, before moving into the commercial team as Manager for USG Lightering Operations, Assistant Vice President of Aframax Atlantic Chartering, Vice President and Head of Aframax Atlantic Chartering and finally, his current role. Ron obtained his USCG Master Mariner license in 1998. He has served as co-chair for Industry Taskforce on Offshore Lightering (ITOL) and is an active member on industry committees.

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JOHAN MUNIR

Global Director, Corporate Strategy and Planning

“ The CSPD team operates like a think tank, constantly developing strategies to keep AET one step ahead of the competition. To do this effectively, we've got to have our ears to the ground – keeping watch over geopolitical shifts and ensuring that our strategic plans, resource allocation, and growth outcomes are balanced with business risks.

While success metrics like profitability and performance indicators are vital to AET's success, our growing focus is on sustainability. All investment decisions are rigorously assessed against their potential impact on material environment, social and governance (ESG) factors. To drive positive results, we continue to engage with multiple stakeholders across our value chain – not only to strengthen our governance frameworks and mitigate our impact on the environment, but also to deliver meaningful and sustainable value to our customers, communities, employees and shareholders.

The fact that 2020 was largely 'business as usual' despite a raging global pandemic goes to show that AET has placed its priorities and strategic resources in the right places. I am confident that our fundamentals will keep us on an even keel in the medium to long term. ”

BIOGRAPHY

Prior to assuming the role of Global Director, Corporate Strategy and Planning Division in November 2020, Johan was AET's Chief Financial Officer, a position he had held since March 2013. He joined the organisation with a wealth of experience gained in the shipping and oil and gas industries, having held a variety of roles in finance, accounting, business planning and operations within MISC, PETRONAS and their joint venture companies in Malaysia, Singapore, Egypt and the Netherlands. Johan holds a Bachelor of Arts (Hons) in Accounting and Management Science from the University of Kent at Canterbury, UK. He is a qualified CPA from the Malaysian Institute of Certified Public Accountants and had completed his articleship at KPMG at the start of his career.



WINNIE CRUZ-DING

Global Director, Finance

“ As an asset-heavy organisation, financial resilience and ready financing will always be critical to AET's success. We are, therefore, constantly focused on AET's financial sustainability through securing recurring income streams. This has provided AET with the financial flexibility and capacity to ride out various market cycles as well as seize strategic opportunities.

Our financial capital is independently sourced from our operations, while our debt financing is backed by our strategic banking partners. Having recently taken over the Global Director of Finance role, I have been building on my predecessor's efforts and my team's strong and professional relationships with the financial institutions. In a challenging year like 2020, it was clear to me that AET's sustainability drive, along with our sound governance and performance track record, has kept us a cut above the competition when it comes to securing quality lenders.

The ability to secure funding for the seven newbuilds delivered to AET at the peak of a pandemic, when banks were extremely cautious with lending, makes a good case in point. We will continue to focus on capital management and strengthening liquidity in support of our fleet rejuvenation strategy and sustainability agenda. ”

BIOGRAPHY

Winnie has over 20 years of experience in finance. Prior to joining AET in November 2020, Winnie held CFO and financial leadership positions with large multinationals in various industries, including technology, hospitality, publishing, legal research information solutions, and private investment. She has held interim CEO and HR Head roles that provided her a rich and broad experience in business strategy, controllership and compliance, corporate finance, driving transformation programmes, setting up and running shared services, and M&A. Winnie is a qualified CPA with an MBA from the University of Dubuque in the US, and a Bachelor of Science in Commerce from the University of Santo Tomas in the Philippines.



JOHN BAPTIST

Global Director, VLCC/Product Chemical Shipping (PCS)

“ Our VLCC and shuttle tanker fleets, which operate under long-term contracts, remain the key contributors to AET's secured income portfolio. Given that the global crude oil market is subject to various factors – be it production cuts or the sudden ramp-ups in OPEC+ crude outputs as well as an unprecedented demand decline in the wake of the pandemic, our VLCC and DPST portfolio has continued to provide AET with steady revenues, enabling us to capture and respond to market opportunities.

2020 was a milestone year for the Division. Two of our world-first dual-fuel DPSTs with LVOC systems were entered into service with Equinor in the North and Barents Seas. Additionally, we delivered four eco-friendly DPSTs to Petrobras in the Brazilian Basin, with the fifth vessel, delivered to Shell, joining the fleet in January 2021. Accomplishing these commissions amidst a pandemic attested to the resilience, determination and operational excellence of our teams.

As I hand over my DPST portfolio to focus fully on growing the VLCC segment in 2021, I am looking forward to setting our next precedent with the delivery of five LNG dual-fuel VLCCs – two in 2022 and three in 2023. Over time, our proven track record, customer-centric solutions and sustainability drive, will cement our status as a “premier-league player” in the VLCC and DPST market. ”

BIOGRAPHY

John assumed his position as Global Director of VLCC/Product Chemical Shipping (PCS) in AET in March 2021. John began his corporate career with AET in 2003 as Vice President of Insurance and Risk Management, having previously sailed with AET for more than 15 years. He has since served as Vice President of Commercial Operations of Europe, Global Director of Asset Management and Commercial Projects, Global Director of Shipmanagement, Chief Operating Officer of Eaglestar, and Global Director of VLCC and DPST before assuming his current position. John has contributed to AET by breaking into new territories, including DPST and marine well containment operations. John holds a Bachelor of Laws (LLB) and a Master of Law (LLM) in Legal Aspects of Marine Affairs. He is a member of the Institute of Chartered Shipbrokers UK and holds a Singapore Class 1 Master Mariner's license.

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