

# Chairman's Message



Since assuming the chairmanship of AET in 2024, I have had the privilege of witnessing firsthand the resilience, dedication and excellence that define this organisation. From the very beginning, it was clear to me that AET's greatest strength lies in its people; in their expertise, commitment and ability to navigate an increasingly complex maritime landscape with professionalism and agility. This belief was reinforced by a visit I made early in my tenure to the AET Offshore Services Facility in Galveston and the Eagle Texas. The former is the centre of excellence for all our lightering support, while the Eagle Texas operates in the US Gulf. The interaction I had with our diverse seafaring and onshore teams and witnessing ship-to-ship (STS) transfer operations deepened my appreciation for the expertise and dedication that underpin our success.

The financial year FY2024 marked a historic milestone. During the year AET not only celebrated its 30<sup>th</sup> anniversary, it also delivered one of its strongest financial performances. We achieved a net profit after tax and minority interest of US\$288 million, a 22% increase from FY2023, which was in itself a strong year. Our net debt-to-EBITDA (earnings before interest, taxes, depreciation and amortisation) improved to 1.74, down from 2.29 in FY2023, further strengthening our financial position. These results reflect strong earnings across all major business segments driven by firm tanker markets and the strategic execution of our secured income business model. The model was crucial in providing us with stability and enhancing our visibility into future cashflows.

However, our success wasn't just about numbers. In a rapidly evolving and often volatile environment, we remained agile, stayed focussed on our long-term strategy and concentrated on accelerating the execution of our Energy Transition Strategy through the rejuvenation of our core fleet.

In 2024, we placed orders for three of the world's first ammonia dual-fuel Aframaxes, signed an agreement to in-charter two Liquefied Natural Gas (LNG) dual-fuel Aframax newbuilds, and took delivery of Eagle Veracruz, an LNG dual-fuel Very Large Crude Carrier (VLCC). In the same year, we collaborated with Fleetzero to develop the world's longest-range hybrid-electric vessel.

As we transform our fleet, Health, Safety, Security and Environment (HSSE) remains at the top of our agenda and governs our entire operations. Through advanced technologies, rigorous training programmes and open communication, we are able to identify and mitigate risks early. We work closely with our stakeholders including regulators, class societies and customers to uphold the highest HSSE standards. While we have made significant progress, we remain vigilant and committed to continuous improvement in this area.

As a subsidiary of MISC Berhad, AET upholds the Group's commitment to strong governance, ethical leadership and responsible business practices. We conduct our business with integrity, transparency and accountability, adhering to the highest corporate governance standards. To ensure that all employees understand regulatory requirements and uphold ethical conduct, we provide comprehensive training on topics such as anti-bribery and corruption, data protection and compliance to sanctions.

We're committed to making a positive impact beyond shipping by supporting communities, fostering education and driving social progress. In 2024, our global teams demonstrated this commitment through several initiatives, including assembling 200 solar-powered lights for energy-poor communities via SolarBuddy LIVE's "Hour of Power," providing aid after floods in Rio Grande do Sul, and distributing 18,000 meals and essential supplies to those affected by Hurricane Beryl. To mark our 30<sup>th</sup> anniversary, we also rolled out Community Investment initiatives, supporting three beneficiaries in Greater Houston and Galveston.

As part of our continued focus on fostering education, we funded vocational training for young Brazilians through Dream Learn Work, doubled the AET-MaritimeONE Scholarships we offer, and signed an MoU with the Singapore Maritime Foundation to sponsor scholarships and internships from 2025 to 2027.

These initiatives reflect our core value of responsible corporate citizenship and our aspiration to make a meaningful contribution to society while shaping a more sustainable future.

In 2024, leadership transitions further strengthened AET's strategic direction. I had the honour of succeeding Capt. Rajalingam Subramaniam as Chairman in April 2024. Under his leadership, AET adopted the transformative secured income business model, which has proven essential for resilience against market volatility while enhancing visibility into AET's future cashflows. On behalf of AET, I extend my deepest gratitude to Capt. Rajalingam and wish him the very best in his future endeavours.

We are also excited to welcome Nick Potter as AET's new CEO and member of the MISC leadership team. With his extensive experience in maritime leadership, I am confident he will guide AET with strength and vision, ensuring the company's continued progress. I also extend my heartfelt appreciation to Zahid Osman for his leadership during his stint as AET President and CEO. As he embarks on his next role as MISC President and Group CEO, we wish him every success in leading the Group to new heights.

Looking ahead, the industry we operate in will continue to be influenced by economic headwinds, geopolitical developments and evolving climate regulations. Successfully navigating this landscape demands agility, foresight, and decisiveness in managing risks and capturing opportunities. At AET, we remain committed to sustainable growth by executing our strategy effectively, managing risks prudently, maintaining financial discipline and advancing a clear sustainability agenda.

Our target to reduce greenhouse gas emissions intensity by 40% by 2030 reflects our proactive stance in leading the transition towards a sustainable maritime future.

I would like to express my deepest gratitude to our employees, partners, customers and shareholder for their trust and support, which have been instrumental in AET's continued progress. The steps we take today are crucial in shaping a sustainable future for the maritime industry and, together, we will continue driving AET forward.

Sincerely,

**Datuk Abu Huraira Abu Yazid**  
Chairman