


IN CONVERSATION WITH THE EXECUTIVE LEADERSHIP TEAM

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Q This year marked solid delivery and real momentum across the organisation. From your perspective, what was the most defining highlight of that progress?



NICK POTTER
President and CEO

“Over the past year, the Legal & Integrity team delivered consistent, high-quality support across the business, enabling strategic progress while managing and mitigating risk responsibly. In a period of heightened regulatory, geopolitical and operational complexity, the team adapted quickly by embedding sound judgement and integrity into decision making.

The year reinforced the value of a pragmatic, collaborative legal function built on trust, clear accountability and disciplined ways of working. The focus will be on embedding resilience and agility within the team to support continued delivery in the year ahead.”



WILLIAM BLAGBROUGH
General Counsel and Chief Integrity Officer

“2025 was another challenging year not only at a macro level, but also because of the many key projects we undertook. Despite these demands, the team rallied together, supporting one another and stepping up when it mattered most. This is the true value of teamwork and collaboration, and it will continue to drive our success.

As a result, we successfully delivered our projects, achieved another year of excellent financial results, strengthened our balance sheet and deepened global banking partnerships.

Thank you all for another great year!”

WINNIE CRUZ-DING
Chief Financial Officer



“The team delivered a strong performance in 2025, maintaining high vessel availability through effective planning and close fleet coordination. It was also a significant year for decarbonisation with 17 energy-saving solutions installed and the groundwork laid for a broader retrofit programme and data-driven optimisation.


We strengthened our safety culture by enhancing our HSSE framework, increasing leadership engagement, and reinforcing a generative safety mindset across AET. On regulations, we moved early on FuelEU Maritime, integrating compliance into vessel operations and delivering a surplus compliance balance.

Above all, our progress was made possible by exceptional teamwork. The collaboration and commitment across the organisation are key strengths that position us well to accelerate in the year ahead.”

CAPT. PAVAN KUMAR
Global Director, Technical – Operations, HSSE and Decarbonisation



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“2025 proved to be another challenging yet equally interesting year for the freight market across all our asset classes and trading sectors. Market uncertainties continued to dominate, but our Chartering Team navigated these conditions through prudent asset deployment and timely scheduling of our lightering commitments.

The year kept us on our toes and taught us, as a team, how to remain resilient and agile in the face of constant challenges and unpredictability.

I firmly believe we emerged stronger, more confident and better prepared to tackle whatever 2026 brings.”

PETER LIEW

Global Director, Commercial



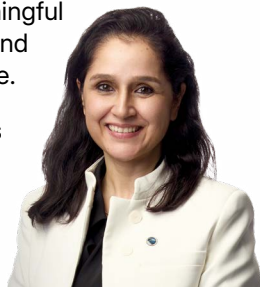
“We operate in persistent uncertainty, where trends across markets, regulation, geopolitics and energy transition are interconnected and moving at pace. Our role is to cut through this complexity, challenge assumptions and translate uncertainty into clear risk-reward choices and strategic optionality for the business.

We do not eliminate risk; we shape it, ensuring that potential downsides are understood, bounded and manageable, while positioning AET to capture meaningful upside where justified. That means disciplined thinking, a portfolio-level view and the willingness to take informed positions instead of defaulting to playing it safe.

This is how we support decisions that stick, and how we create value that lasts through volatile times.”

SMRITI SHARMA

Global Director, Strategy, Sustainability and Enterprise Risk Management



“I am most proud of how the HR function has consistently delivered strong results in support of our AET2030 journey. We maintained a compelling Employer Value Proposition, reflected in high retention, strong employee engagement, and improved leadership effectiveness. Inclusion and psychological safety remained central in enabling our talent to share ideas and drive innovation.

We also embarked on our own transformation through Project tHR1ve, delivering a new global HR system to enhance alignment and efficiency across the MISC HR function.

Our focus remains on building a resilient, agile workforce through targeted development aligned with succession planning, division-led upskilling and cross-division exposure. The AET HR team remains a trusted, responsive business partner, committed to our people and business priorities. Thank you to my HR colleagues for their part in making AET a great workplace!”

LINDA MURRAY

Global Director, HR and Facilities



“Despite a demanding year, the team performed exceptionally well to stay aligned to our evolving strategy. Two deals stood out: bringing LNG dual-fuel solutions to our Suezmax fleet and helping a new DPST client cut costs and emissions.

The team showed real agility in shifting focus to where we could create the most impact — anchoring our Customer Value Proposition in cost savings and decarbonisation to win in a complex environment.

This year reinforced our strengths in collaboration, adaptability and staying outcome-focused, positioning the Business Development and Technology unit well for 2026 with a clearer strategy, stronger cohesion and better-defined processes to drive towards our AET2030 aspirations.”

ROBERT SULLIVAN

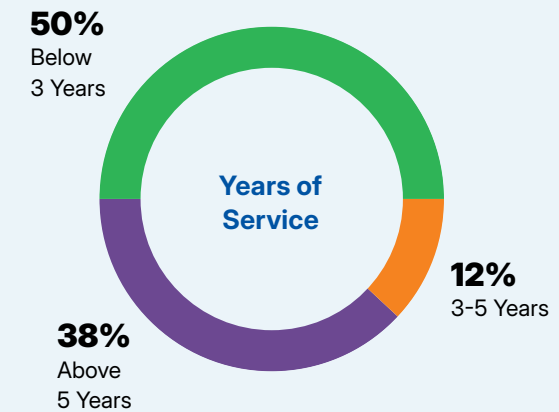
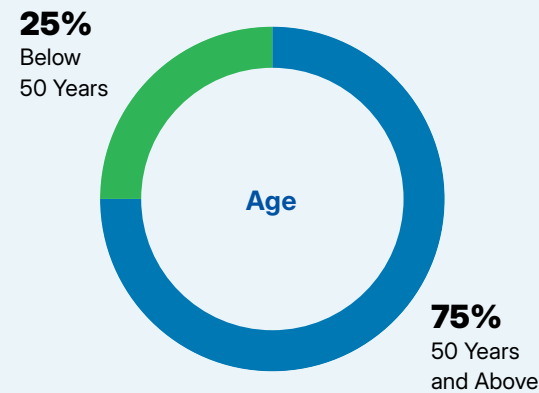
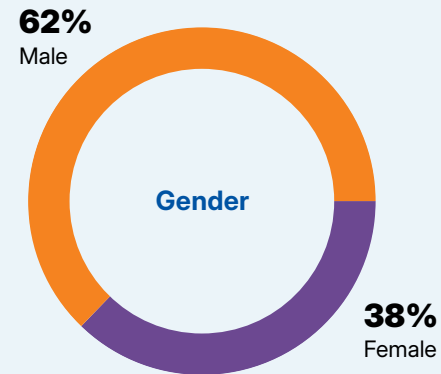
Global Director, Business Development and Technology



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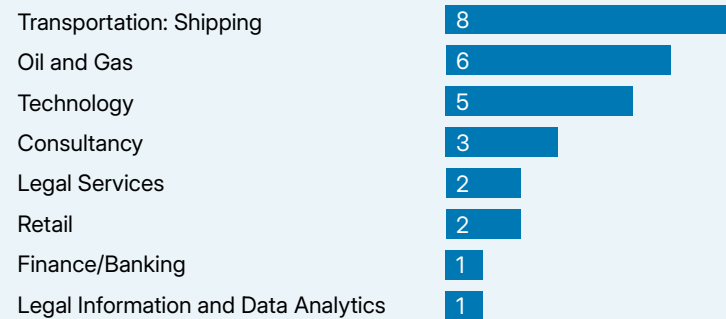
EXECUTIVE LEADERSHIP TEAM DIVERSITY



Skills



Industry Experience



Nationality

