



**ANNUAL REVIEW 2018**



## BUILDING A BETTER WORLD

ANNUAL REVIEW 2018

### Cover rationale

Strength and diversity has driven us forward over the last quarter of a century. This year's cover demonstrates the breadth of talent and diversity derived from around 20 nationalities – all working together to deliver the AET promise. Our broad range of petroleum vessels are presented on a pristine blue ocean and above the green fields and trees of our respective countries. A solid commitment that we are working together for a greener planet. Our people and our assets – the two key pillars of AET – are embraced within the numerals two and five in celebration of our 25th anniversary year. With our logo above, this year's cover shows we are a truly global business with the shared values of people, passion and possibilities at our heart.



# moving energy

to build a better world

### Our brand

Our name AET, is presented in lower case and scripted in italics to demonstrate our forward drive, innovation and our ambition to deliver consistently better energy related maritime solutions and services. The deep blue tint on the lettering gradually fades across the name to show where the depth of the oceans meets the expanse of clear blue sky.

To the right of the lettering is the AET eagle soaring across the oceans of the world. Our eagle represents the strength, capabilities and global reach of our organisation.

Beneath our logo we make the promise of moving energy to build a better world for the next generation.

Taken together, the AET logo encapsulates a forward moving, strong and global company that is proud of its heritage and knows in which direction its future lies.

# ABOUT AET

AET is an owner operator of crude, clean petroleum and chemical tankers. We consistently strive to deliver the best conventional shipping services alongside the specialist activities of lightering, dynamic positioning and hydro-carbon capture.

We have offices and presence in Singapore, Malaysia, United States of America, United Kingdom, Brazil, Norway and Uruguay. We deliver safe, high quality ocean logistics solutions to the world's oil and gas companies, refineries and petroleum and chemical traders.



## OUR VISION

To consistently provide better energy-related maritime solutions and services



## OUR MISSION

To be consistently better, we strive:



To exceed the expectations of our customers



To promote individual and team excellence of our employees



To create a positive difference to the lives of communities



To care for the environment and operate responsibly



To drive sustainable value for our shareholders

# CONTENTS

## HIGHLIGHTS OF THE YEAR

Key Highlights of 2018 and Quarter 1, 2019	06
25 <sup>th</sup> Anniversary of AET	08
Our Journey through 25 Years	10

## OUR BUSINESS

Businesses across the MISC Group	16
Moving Energy to Build a Better World	18
Our Fleet	20
Our Services	22
Our Global Presence	25
Integrated Marine Services	26
Our Governance	30

## OUR LEADERSHIP

Board of Directors	34
Executive Leadership Team	38

## OUR PERFORMANCE

How Do We Create Value	42
Our Strategic Focus	44
Risk Management	46
Market and Financial Review	48
Corporate Events & Achievements 2018	52
Chairman's Message	58
President & CEO's Message	60
People Development	62

## OUR COMMITMENT TO SUSTAINABILITY

Sustainability Overview	72
Sustainability Strategy Updates	74
Our Sustainability Focus 2018	80

## OTHER INFORMATION

List of Vessels	86
Global Offices and Contacts	91



AET Annual Review 2018

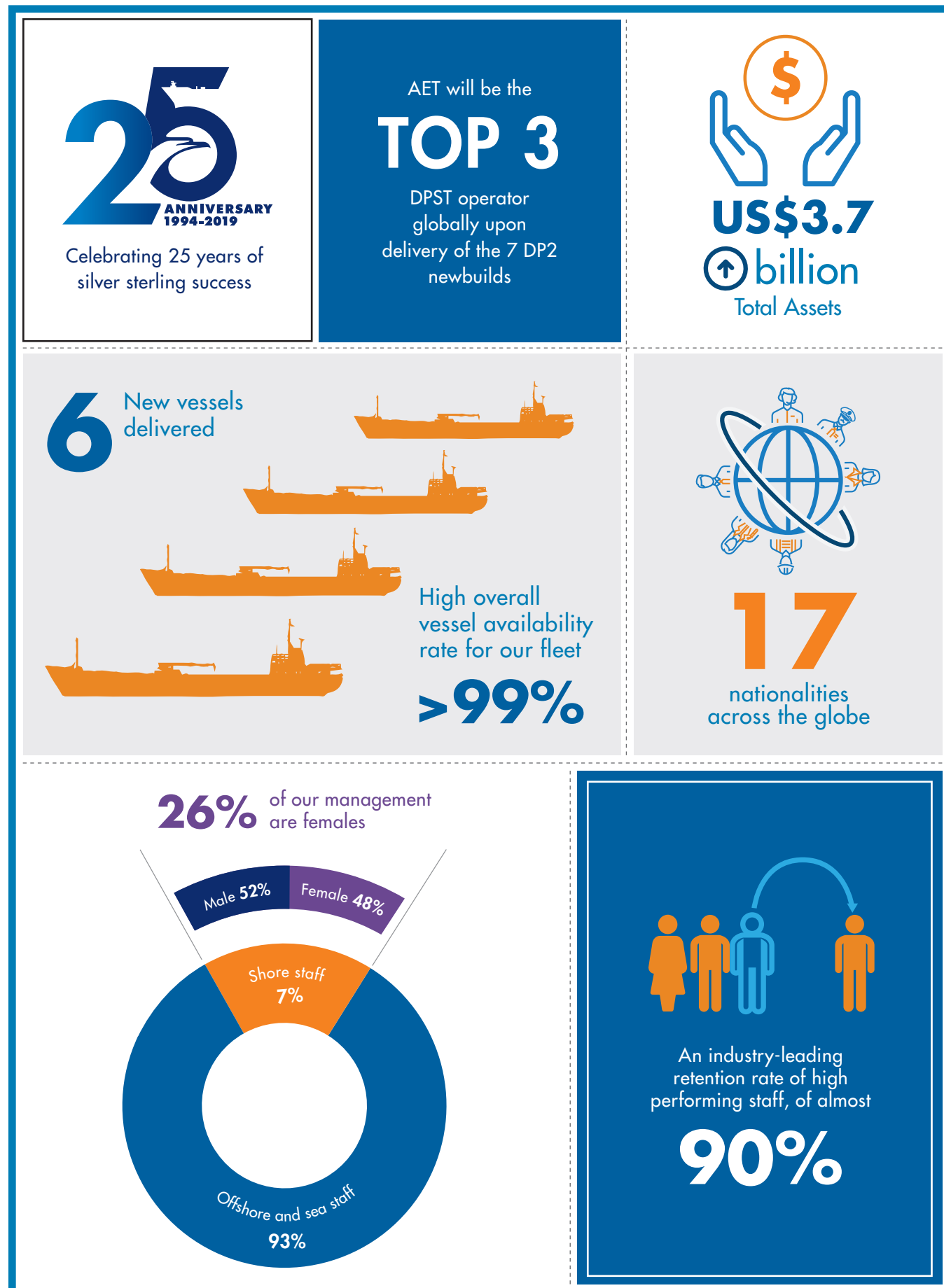
# HIGHLIGHTS OF THE YEAR

06	KEY HIGHLIGHTS OF 2018 AND QUARTER 1, 2019
08	25 <sup>TH</sup> ANNIVERSARY OF AET
10	OUR JOURNEY THROUGH 25 YEARS





## KEY HIGHLIGHTS OF 2018 AND QUARTER 1, 2019



AET TURNS 25 IN 2019. WE HAVE CHOSEN TO COMMEMORATE THIS MILESTONE WITH AN ICON THAT ALIGNS WITH OUR EXISTING BRANDING AND ACKNOWLEDGES OUR MARITIME HERITAGE AND STRENGTH.

THE GRADIENT USED IN THE BLUE COLOURING OF THE NUMBER 25 MIRRORS THE DEEPENING OF OUR KNOWLEDGE, CAPABILITY AND EXPERIENCE AS AET HAS DEVELOPED AND MATURED. THE BLUE SHADES ARE REMINISCENT OF OUR MARITIME ROOTS AND REPRESENTS HOW OUR SIGHTS ARE FIXED ON UNLIMITED HORIZONS.

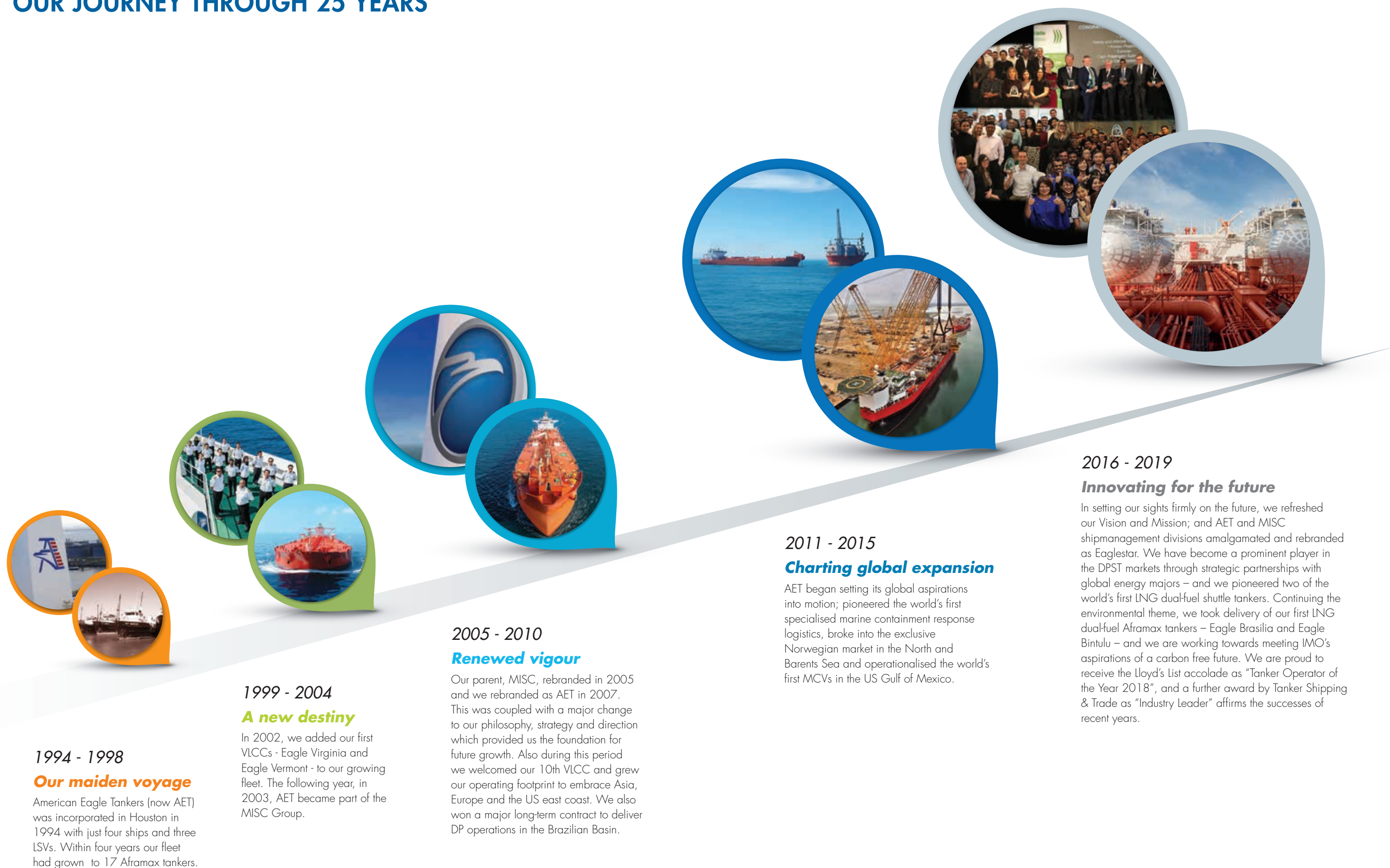
THE CIRCULAR ELEMENT OF THE NUMERAL FIVE DEPICTS THE GLOBE AND THE WORLD'S OCEAN OVER WHICH THE AET EAGLE SOARS. THE EAGLE HAS BEEN CLOSE TO OUR HEARTS FOR 25 YEARS AND DEMONSTRATES THE STRENGTH, AGILITY AND GLOBAL REACH OF OUR TEAMS AROUND THE WORLD.

THE TOP SECTION OF THE NUMERAL FIVE INCORPORATES THE PROW OF AN AET PETROLEUM TANKER, ONE OF OUR INNOVATIVE AND MODERN ASSETS, AND A RECOGNISABLE SYMBOL OF OUR CORE STRENGTH - PROVIDING TOP QUALITY OCEAN TRANSPORT FOR LIQUID ENERGY.

TAKEN TOGETHER, THIS ICON IS A SYMBOL OF AET'S PROGRESSION, STRENGTH, LEADERSHIP AND LONGEVITY, WITH FOCUS ON THE PEOPLE AND ASSETS UNDERPINNING PRESENT-DAY AET.



## OUR JOURNEY THROUGH 25 YEARS





# INSPIRING OUR TALENTS WITH ONE VISION



PEOPLE  
PASSION  
POSSIBILITIES





# OUR BUSINESS

16	BUSINESSES ACROSS THE MISC GROUP
18	MOVING ENERGY TO BUILD A BETTER WORLD
20	OUR FLEET
22	OUR SERVICES
25	OUR GLOBAL PRESENCE
26	INTEGRATED MARINE SERVICES
30	OUR GOVERNANCE



# BUSINESSES ACROSS THE MISC GROUP

MISC Group is a leading maritime transportation solutions provider which meets the energy needs of the world, of which AET is the petroleum shipping arm.

	 <b>LNG ASSET SOLUTIONS</b> Delivers Liquefied Natural Gas (LNG) across the globe with decades of proven experience as well as a distinguished reputation for overall operational excellence, reliability and on-time cargo deliveries	Over <b>9,400</b> voyages made since 1983	One of the world's <b>LARGEST</b> LNG carrier owner-operators
	 <b>PETROLEUM &amp; PRODUCT SHIPPING</b> Provides safe, high quality and comprehensive ocean transportation and specialist petroleum services to the world's largest oil companies, trading houses and refiners	One of the world's <b>TOP 10</b> crude tanker owners	The <b>ONLY</b> tanker company globally to possess Modular Capture Vessels (MCV) capabilities
	 <b>OFFSHORE</b> Delivers complete, comprehensive and innovative solutions from design to operations, catering for marginal, conventional and deepwater field developments with an excellent production and operations performance track record for all its facilities	One of the world's <b>LARGEST</b> FPSO/FSO owner-operators	Excellent asset performance with uptime of over <b>98%</b>

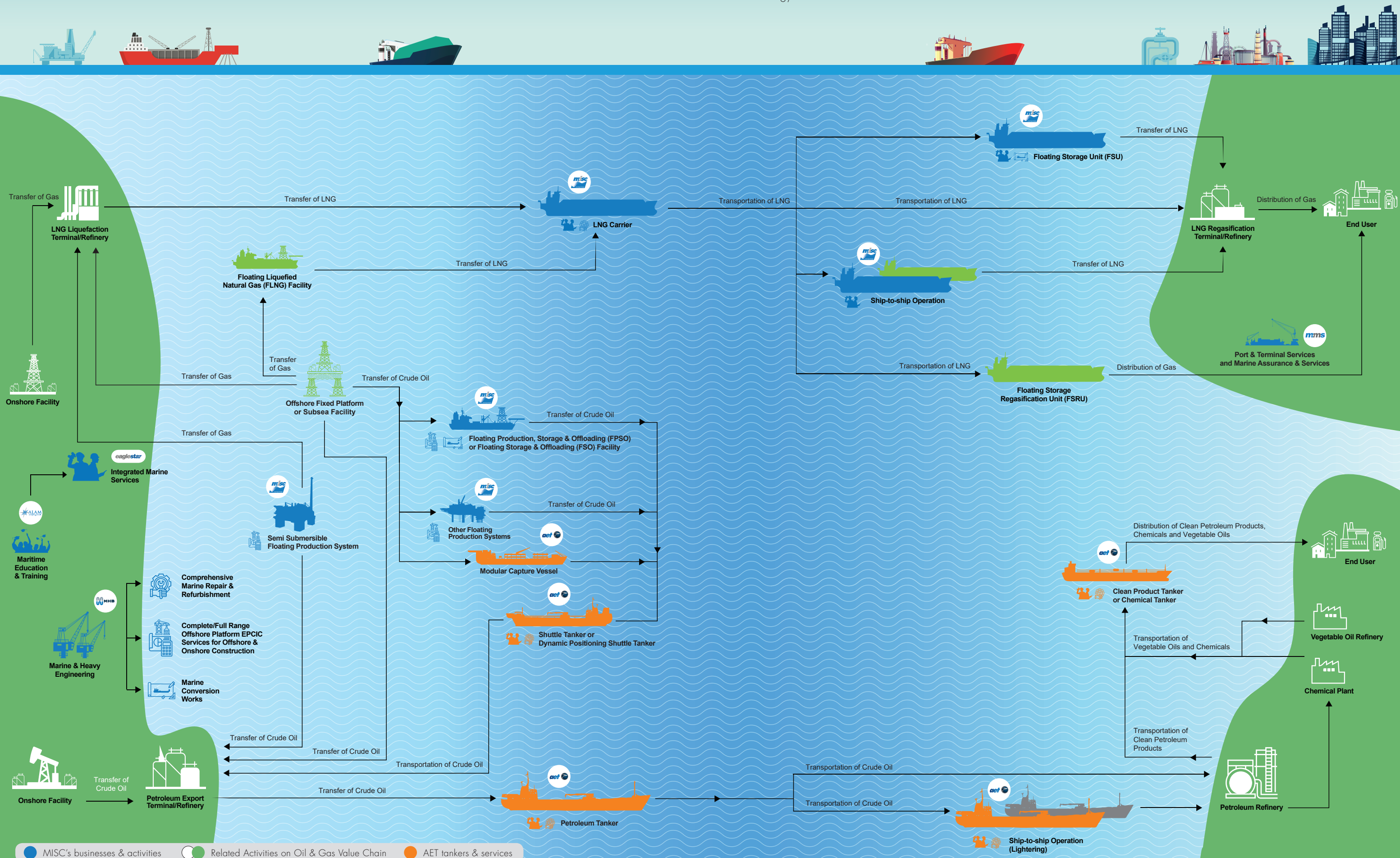
	 <b>MARINE &amp; HEAVY ENGINEERING</b> Specialises in offshore construction, conversion and marine repair. Owns and operates one of the largest marine and heavy engineering facilities in the region	One of the <b>LARGEST</b> dry docks in Southeast Asia in terms of cubic capacity	The <b>ONLY</b> yard in Malaysia capable of constructing complex offshore mega structures and marine facilities
	 <b>INTEGRATED MARINE SERVICES</b> Provides comprehensive, reliable and efficient ship management services. Operates and maintains a modern and diversified fleet of vessels, supported by a team of highly skilled, competent and dedicated professionals	High vessel availability rate of over <b>99%</b>	Consistently achieved <b>EXCELLENT</b> results throughout the years in HSSE performance and Port State Control (PSC) performance
	 <b>PORT &amp; TERMINAL SERVICES</b> Delivers world-class maritime services and expertise in marine assurance and compliance as well as port and terminal operations and management to the major oil and gas companies	Proven experience with over <b>11.2</b> million safe man-hours with zero Lost Time Injury Frequency (LTIF) since 1999	Successfully handled over <b>45,000</b> vessels of up to 350,000 deadweight tonnage
	 <b>MARITIME EDUCATION &amp; TRAINING</b> Nurtures the talent of future maritime professionals and supports the industry's growing requirement for professionally trained seafarers by providing the full spectrum of maritime training and education as well as offshore and other courses	Consistently ranked amongst the <b>TOP 10%</b> of the world's Maritime Education & Training (MET) Institutions by DNV GL	Trained over <b>13,000</b> seafarers occupying nearly all key positions in the merchant marine sector in Malaysia both at sea and shore since 1976

# MOVING ENERGY TO BUILD A BETTER WORLD

MISC GROUP CORE BUSINESS SOLUTIONS AND CAPABILITIES ACROSS THE ENERGY VALUE CHAIN

Natural gas and oil are resources which are central to our modern lives. We rely on them for fuel, electricity and all kinds of products. Today, these commodities are transported by sea over large distances to their eventual end users.

**AET, as part of the MISC Group**, is proud to play our role by providing maritime transportation solutions to meet the energy needs of the world.





OUR FLEET

	<b>Crude Petroleum Shipping</b> <b>14</b>   VLCC <b>6</b>   Suezmax <b>34</b>   Aframax <b>3</b>   LR2 <b>1</b>   Panamax
<b>Product Shipping</b> <b>13</b>   Chemical <b>2</b>   LR2 <b>3</b>   MR2	
	<b>Shuttle Tankers</b> <b>4</b>   DP2 plus 7 on order
<b>Modular Capture Vessels (MCV)</b> <b>2</b>   The only specialised Aframax vessels globally for marine containment services part of our 34 strong Aframax fleet	
	<b>Lightering Support Vessels (LSV)</b> <b>10</b>   Workboats

\* as at 31 March 2019

	<b>VERY LARGE CRUDE CARRIER (VLCC)</b>	Tanker vessel with a capacity of approximately 2 million barrels of crude oil. Used to transport crude oil over long distances in inter-regional trade
	<b>SUEZMAX TANKERS</b>	Tanker vessel with a capacity of approximately 1 million barrels of crude oil. Used to ship crude oil and has the flexibility to do longer haul cargo as well as shorter regional trades
	<b>DYNAMIC POSITIONING SHUTTLE TANKERS (DPST)</b>	Dynamic Positioning Shuttle Tankers possess dynamic positioning technology to load and carry crude oil from offshore production facilities to the shore for storage or distribution
	<b>AFRAMAX TANKERS</b>	Tanker vessel with a capacity of approximately 0.7 million barrels of crude oil. Used to carry crude oil or dirty products (i.e. fuel oil) in mainly regional trades
	<b>MODULAR CAPTURE VESSELS (MCV)</b>	Unique Aframax sized vessels that combine FPSO and Dynamic Positioning technology. The only vessels globally that form part of an innovative marine system solution designed to respond to a subsea well control incident
	<b>CLEAN PRODUCT TANKERS</b>	Includes Mid-Range (MR) and Long-Range 2 (LR2) tanker vessels with capacity of approximately 0.3 million barrels for MR and 0.7 million barrels for LR2. Used to ship refined petroleum products over both long and short haul trades
	<b>CHEMICAL TANKERS</b>	Transports a variety of chemicals and vegetable oils in both inter and intra-regional trades
	<b>LIGHTERING SUPPORT VESSELS (LSV)</b>	Transports mooring equipment and crew to conduct lightering operations



# OUR SERVICES



## CONVENTIONAL PETROLEUM SHIPPING

Offering one of the largest and most innovative fleets in the industry, we own and operate VLCCs, Suezmax and Aframax tankers (with our shipmanagement company, Eaglestar), in all key geographies to deliver a flexible and global service to the world's oil companies, refiners and traders. Manned by teams of our own exceptional seafarers and operated by in-house experts, our fleet is run according to the highest international standards of safety, compliance and environmental performance.

- 14 VLCCs are mostly engaged on long-term charters for oil companies and boasting some of the latest eco-innovations to minimise environmental footprint
- 6 Suezmax tankers including two 2018 newbuilds constructed to the very highest environmentally friendly specifications
- In Q1 2019, we took delivery of two of the world's pioneering LNG dual-fuel Aframax vessels chartered on long-term basis to an energy major, bringing our total fleet strength to 37 Aframax tankers (including three LR2s). 2018 saw a strategic realignment of our Aframax fleet to maintain a young, modern profile optimally aligned with future trades and customer requirements



## PRODUCT SHIPPING

Our product shipping portfolio reinforces our commitment to delivering end-to-end solutions for customers. The fleet grew with the MISC chemical fleet in 2016, adding capacity and flexibility.

- Two LR2 and three MR2 tankers include a mix of owned and in-charters.
- 13 chemical carriers, include our seven A-class and six L-class vessels.
- A large part of this fleet is fixed on time charters.

## SPECIALISED LIGHTERING ACTIVITIES

AET was founded on the provision of safe, high-quality and on-time lightering activities in the US Gulf. We have serviced approximately 14,000 ship-to-ship transfers and are regarded as the leading provider in the region. We also deliver lightering services to the US East Coast and Latin America.

Anticipating changes to infrastructure and oil flows, we have further added operational flexibility to our US Gulf service by way of fleet portfolio management and equipment design. This has enhanced and strengthened our abilities to accommodate US export of shale oil.

- Lightering operations offshore Uruguay and the Brazilian Basin provides our Latin American customers with additional flexibility.
- Dedicated lightering operations in Galveston, Texas.
- A fleet of purpose-built Lightering Support Vessels and full employment of our own Mooring Masters and their Assistants ensure consistently safe and high-quality support throughout the operation.
- An unparalleled track-record of reliable and on-time performance.
- Integrated lightering and conventional voyage operations deliver synergy and efficiency to many of our stakeholders.
- Leveraging on our lightering expertise, we undertook the first LNG ship-to-ship transfer in Malaysian waters.





## OUR SERVICES

### SPECIALISED DYNAMIC POSITIONING ACTIVITIES

Since 2010 we have followed a strategy of investing in the Dynamic Positioning Shuttle Tanker (DPST) to provide a specialised shipping service to our customers and to build a secured income base.

Today, we are operating four DP shuttle tankers, two in the Brazilian Basin and two in the North and Barents Sea. We have seven new DPSTs under construction.

- Two DP2 Suezmax offshore loading shuttle tankers currently being built for long-term contract with Equinor in the North and Barents Sea. Both ships will be LNG dual-fuel and the most advanced and environmentally friendly DP2 vessels when commissioned
- Four DP2 Suezmax shuttle tankers under construction for long-term contract in the Brazilian Basin for Petrobras
- One DP2 Suezmax shuttle tanker under construction for long-term contract with Shell for operations in Brazil



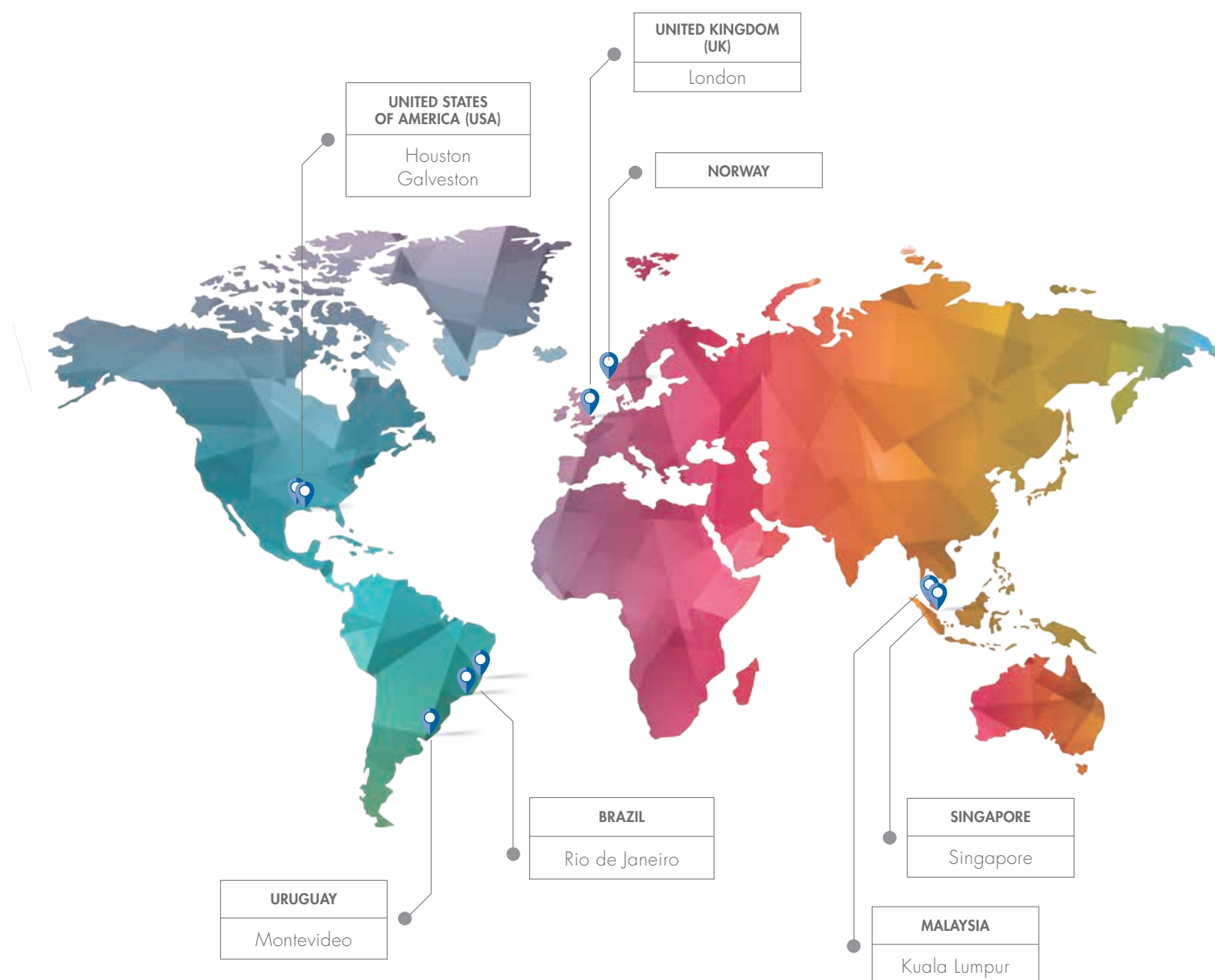
### SPECIALISED MODULAR CAPTURE VESSELS

Consistently striving for innovation and environmental protection led us to a 20-year partnership with the Marine Well Containment Company in 2011. Successfully we conceptualised, built and now operate two first-in-class specialised vessels designed to assist in hydro-carbon capture in the event of a well-head incident in the US Gulf.

- Uniquely, these vessels combine FPSO and DP technology in a single Aframax hull
- While trading normally in the US Gulf, our vessels remain in constant readiness to respond to a spill. This requires highly skilled teams and efficient processes ashore and afloat
- Adaptable design enables these vessels to handle a wide range of subsea well conditions and well head connection scenarios and weather conditions. These vessels are capable of operating at depths of up to 10,000 feet



## OUR GLOBAL PRESENCE



### AET in Brazil

#### Strategic move

Began operations offshore Brazil in 2012 with two DP2 Aframax shuttle tankers, Eagle Paraíba and Eagle Paraná, on long-term charter to Petrobras

#### DPST knowledge

An established presence with valuable knowledge and experience in ship-to-ship and the DPST sector in Brazil

#### 430 voyages

Successfully performed in cabotage trades and meeting local crew requirements RN6 (previously RN72)

#### Growing presence

Cooperating with various energy majors in developing regional ship-to-ship solutions in South America. AET will be a leading DPST operator globally, with 7 DPSTs on order



## INTEGRATED MARINE SERVICES



# eaglestar

Eaglestar is represented by 300 professionals in Kuala Lumpur, Singapore, Houston, London and Rotterdam. The company is jointly owned by MISC and AET, employs over 5,000 seafarers and delivers the full range of technical and crewing services to MISC and AET and aspires to take these services to other shipowner fleets.

Eaglestar brings together many years of experience and a wealth of capabilities in a dedicated "Centre of Excellence". This facilitates the sharing of best practice across the company, ensures our ships are being managed as safely and as efficiently as possible, and keeps costs contained. Our integrated marine services work diligently to continue and exceed our excellent record of 969 continuous zero LTIF and zero port state control detentions, as of Q1 2019. For our seafarers, employment with Eaglestar provides new and exciting career options as well as the ability to pursue extended individual training and development programmes.

### Key Highlights

High overall vessel  
availability rate of

# 99%

Operates & manages  
more than

# 100 vessels

spread across the globe

Diverse workforce of

# > 5,000

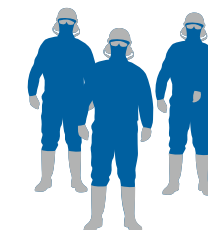
professionals from over  
30 nationalities

# OVER HALF A CENTURY

of combined industry  
experience and knowledge

## Zero

Lost Time Injury  
Frequency (LTIF)  
period extended to  
over 969 days from  
3 August 2016 to  
31 March 2019





# INTEGRATED MARINE SERVICES

## SAFETY AND OPERATIONAL EXCELLENCE VISION ROADMAP

Strengthening our safety culture was a key activity in 2018. With colleagues ashore and at sea, AET, Eaglestar, ALAM and our joint venture ELS Lightering Services, invested significant resources in identifying how best to take the safety culture for everyone both ashore and afloat to the desired leadership stage and ensure it is self-sustaining. The resulting Safety and Operational Excellence Vision Roadmap centres on re-establishing ownership and responsibility of our vessels to the onboard senior management team. Back-to-back crewing cycles will encourage ownership; and returning decision making to those at sea will foster a more mature, accountable, trusting and effective partnership between sea and shore. Our Roadmap also involves working with our cadets at ALAM to instil our safety culture at the earliest stages in their AET careers as well as improving their training to get back to the basics of seamanship and engineering.

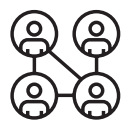
The roll-out of our Roadmap is a long-term process that is carefully phased. We are currently introducing key elements to our petroleum fleet and a number of vessels are already working towards industry leadership.



The eight key building blocks of the Roadmap are:



PARTNERING INITIATIVES



BACK-TO-BACK



SUSTAINED LEARNING



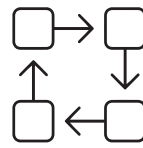
EMOTIONAL INTELLIGENCE



FELT ENGAGEMENT



ONE DATA, ONE ENTRY



LEAN SYSTEMS



FUTURE-READY

Recent Achievements	Recent Accolades
<ul style="list-style-type: none"><li>Successful delivery and management of two of the world's pioneering LNG dual-fuel Aframax tankers</li></ul>	<ul style="list-style-type: none"><li>IHS Safety at Sea Award: Safety Conscious Employer/Ship Operator of the Year 2018 winner</li></ul>
<ul style="list-style-type: none"><li>Management of the first LNG ship-to-ship transfer in Malaysian waters</li></ul>	<ul style="list-style-type: none"><li>Lloyd's List Asia Pacific Awards: Shipmanager of the Year finalist</li></ul>
<ul style="list-style-type: none"><li>Award of contract to conduct multiple LNG ship-to-ship transfers for a third-party client in Subic Bay, Philippines</li></ul>	<ul style="list-style-type: none"><li>IHS Safety at Sea Award: Crew of the Year finalist</li></ul>
<ul style="list-style-type: none"><li>We continue to attract and nurture the Group's female seafarers to Senior Officers</li></ul>	<ul style="list-style-type: none"><li>IHS Safety at Sea Award: Best Crew Safety Development Programme finalist</li></ul>



Staying safe at sea is the most important issue for our seafarers. This vision Roadmap allows our seafarers to take responsibility for their own safety as well as the safety of their colleagues. It is exactly the right thing for Eaglestar to be implementing and our seafarers are looking forward to taking up this responsibility to ensure our fleet continues to consistently operate at the highest possible levels of safety.



## OUR GOVERNANCE OVERVIEW



AET believes that sound corporate governance practices are fundamental towards achieving our ultimate objectives of enhancing long-term shareholder value and protecting its interest. Our strategy to achieve our vision and deliver our promises to our stakeholders is set by our Board of Directors. Our corporate governance framework is reviewed by the Board from time to time to ensure its relevance and ability to support operational requirements. Our Board comprises a mix of experts representing AET, our parent and is enhanced with external, independent expertise. It is chaired by Mr Yee Yang Chien.

Our Board operates the Audit and Risk Management Committee (ARMC) tasked with ensuring all our stakeholders' interests are adequately protected. The ARMC meets every quarter to review and deliberate the quarterly and annual financial statements, the Enterprise Risk Management report, Group Internal Audit (GIA) reports, related party transaction matters and other relevant matters within the ARMC's Terms of Reference.

Executive management is performed by our Executive Leadership Team (ELT) under the direction of our President & CEO, Capt. Rajalingam Subramaniam. The team comprises a rich cross-section

of skills and capabilities to ensure the company continues to deliver high quality, relevant solutions and results to all stakeholder groups. Like all our staff, the ELT works according to a clear set of procedures and limits of authority.

### CORPORATE REALIGNMENT

Delivering a holistic solution is important for our stakeholders and so we are continuing to realign our corporate structure to ensure optimal synergy between our business disciplines for our customers and others. This root-and-branch project extends into every corner of AET and will result in a realignment that will see us perfectly placed for

sustainable future growth, innovation and expansion. It will strengthen our corporate governance, significantly enhance our risk profile and ensure we remain compliant with incoming corporate legislation. Similarly, it allows us to continue meaningful discussions with third-party capital providers.

### RISK MANAGEMENT

We define risk as any event that could prevent us from delivering for our stakeholders or upholding our corporate values. The Group's Risk Management Policy guides the overall best practice of identifying, evaluating, managing, reporting and monitoring the ever-changing risks facing us and specific measures to mitigate these risks. The emphasis is to effectively reduce the impact of risks, respond to immediate risk events and recover from prolonged business disruption to ensure continuity and sustainability of key business activities as well as delivery of business objectives. Our internal teams identify potential areas of risk, conduct comprehensive assessments and implement a range of mitigation activities. This covers all types of risk including people, environment, vessels, our business and our reputation.

### CODE OF CONDUCT AND BUSINESS ETHICS

We are proud to be a full member of the Marine Anti-Corruption Network (MACN) and we are active in furthering their aim of creating a "maritime industry free of corruption that enables fair trade to the benefit of society at large". MACN operates both at government level and within shipping companies to identify and mitigate root causes of

corruption, share tools and best practice, and to raise integrity and standards across the maritime landscape.

Closer to home, we have adopted the Group Code of Business Ethics (CoBE). Key elements are distilled into our Code of Conduct and Business Ethics handbook to ensure all AET directors, staff, and related third-parties can easily understand and apply our core principles.

We subscribe to an external, independent whistleblowing process to actively encourage staff to report

any suspected wrongdoing. Reports are relayed to our Audit and Risk Management Committee.

We operate a comprehensive, internally audited compliance programme and we are working towards achieving ISO 37001:2016 – the anti-bribery management system.



AET Annual Review 2018

# OUR LEADERSHIP

34	BOARD OF DIRECTORS
38	EXECUTIVE LEADERSHIP TEAM





## BOARD OF DIRECTORS

as at 31 March 2019

### Yee Yang Chien

**Chairman**  
**Non-Independent Executive Director**

Yee Yang Chien worked in equity research and investment banking with various local and international financial institutions for 10 years before joining MISC Berhad in 2001. He led the acquisition of American Eagle Tankers (now known as AET Tankers) and served as AET Group Vice President of Corporate Planning from 2005 until 2008 after his role as Senior Manager, Research and Evaluation, Corporate Planning and Development Unit of MISC Berhad.

Yee assumed his role as President/Group CEO of MISC Berhad on 1 January 2015. Prior to this appointment, he was Chief Operating Officer at MISC Berhad, alongside his portfolio as Vice President of Corporate Planning and Development. He is the Chairman of AET's Main Board as well as Deputy Chairman of Malaysian Maritime Academy Sdn. Bhd. He is also a Director of MISC Berhad, Malaysia Marine and Heavy Engineering Holdings Berhad (MHB) and FPSO Ventures Sdn. Bhd.

Yee has been recognised consecutively as one of the top 50 most influential global maritime industry leaders since 2015 in the Lloyd's List Top 100 People in Shipping and most recently was named as one of the top 10 prominent leaders in the oil and gas shipping in Lloyd's Power List 2018.

He sits on the Advisory Council of the Global Maritime Forum (GMF), an international not-for-profit foundation dedicated to promoting the potential of the global maritime industry and is a Director of the Members' Committee of The United Kingdom Mutual Steam Ship Assurance Association (Bermuda) Limited (UK P & I Club).

Yee holds a double-degree in Financial Accounting/Management and Economics from the University of Sheffield, United Kingdom.



### Capt. Rajalingam Subramaniam

**President & CEO**  
**Non-Independent Executive Director**

Capt. Rajalingam Subramaniam was appointed President & CEO of AET Tanker Holdings Sdn. Bhd. on 1 January 2016.

He began his career at sea, came ashore in 1996 and has since held various positions in the MISC Group namely Vice President, Fleet Management Services, MISC Bhd.; Group Vice President, AET Shipmanagement and General Manager, AET.

Beyond the MISC Group, Capt. Raja also serves the industry, including as Board Member of various subsidiaries and joint venture companies within the MISC Group; Chairman, Gas Tankers Committee; International Association of Independent Tankers Owners (INTERTANKO) Board Member; GARD P&I Committee Member for a number of class societies and Honorary Commander, Royal Malaysian Navy Reservist Programme.

He was awarded the National Seafarers Icon 2017 by the Malaysia Marine Department and 2018 Tanker Shipping & Trade Industry Leader Recognition.

Capt. Raja holds a Post Graduate Masters in Business Administration; a Master Certificate (Foreign Going) from Malaysian Maritime Academy Sdn. Bhd. (ALAM), a wholly-owned subsidiary of MISC Bhd. and an Executive Education in a Finance Programme, INSEAD Fontainebleau.



### Ronald Bruce Blakely

**Independent Non-Executive Director**

Ronald Blakely was appointed as an Independent, Non-Executive Director to the AET Board in November 2016. He is a Chairman of AET's Audit and Risk Management Committee.

Ronald is an experienced executive with 38 years of service in Shell companies, including 15 years in various senior Finance roles. He has served on a variety of Boards as a non-executive in the oil and gas and industry services sector.

Ronald is a professional accountant with a CPA designation from the Canadian Society of Management Accountants.



## BOARD OF DIRECTORS

as at 31 March 2019



### Heng Hock Cheng

Independent Non-Executive Director

Heng Hock Cheng was appointed to the AET Board on 7 August 2009.

Hock Cheng retired from Shell in October 2006 after 34 years of service which spanned across Upstream, Downstream and Gas & Power divisions. He has served with various Shell entities in China, Holland and Malaysia, holding positions including Technical Director of Sarawak Shell Bhd. / Sabah Shell Petroleum Co. Ltd, Managing Director of Shell Gas & Power Malaysia and Chairman of Shell China based in Beijing.

Hock Cheng holds a Bachelor of Science (Honours) in Chemical Engineering from the University of Birmingham, UK. Hock Cheng is a member AET's Audit and Risk Management Committee.

### Vice Admiral James Card

Independent Non-Executive Director

Vice Admiral James Card enjoyed a 36-year career with the US Coast Guard where he led the marine safety, maritime security, and marine environmental protection programmes. In 2000, he joined the American Bureau of Shipping (ABS) as Senior Vice President and Chief Technology Officer.

He is very active in the maritime community. He chaired the Marine Board at the National Academy of Sciences (NAS).

Admiral Card is currently a member of the Resilient American Roundtable at the NAS and has also been selected as a National Associate of the National Research Council of the NAS.

Admiral Card is Chairman of AET Offshore Services Inc. and a member AET's Audit and Risk Management Committee.



### Datuk Nasarudin Md. Idris

Independent Non-Executive Director

Datuk Nasarudin has been on the Board of MISC since October 2004 and was appointed as President/CEO of MISC Bhd. on 15 June 2010.

He has been with the PETRONAS Group since 1978 and has held various positions including Vice President of Corporate Planning and Development; Group CEO of KLCC Holdings; Senior General Manager of Corporate Planning and Development; Executive Assistant to the President of PETRONAS; General Manager of Marketing at PETRONAS Dagangan; General Manager of Corporate Development at PETRONAS and General Manager of Group Strategic Planning at PETRONAS.

Datuk Nasarudin graduated from the University of Malaya with a Bachelor of Arts (Honours) and holds a Masters in Business Administration from Henley, The Management College (Brunel University). He has a postgraduate diploma in Petroleum Economics from the College of Petroleum Studies, UK and has attended the Stanford Executive Programme at Stanford University, USA.

### Fadzillah Kamaruddin

Non-Independent Executive Director

Fadzillah Kamaruddin is Vice President of MISC Bhd.'s Legal, Corporate Secretarial and Compliance. She was appointed to AET's Main and Audit & Risk Management Committee Boards on 1 February 2015.

Fadzillah began her legal career in the Advisory and International Division with Malaysia's Attorney-General's Chambers, after which she served the Ministry of International Trade and Industry (MITI) as Legal Adviser until 2003.

She was then Senior Legal Counsel of Domestic Operations in the PETRONAS subsidiary, PETRONAS Carigali Sdn. Bhd., before joining MISC Bhd. as General Manager of Legal and Corporate Secretarial Affairs in 2005.

She became Head of Legal and Corporate Secretarial Affairs in 2008. Fadzillah acquired her LLB (Honours) Degree from the University of Nottingham, United Kingdom, and was further conferred Barrister-at-Law (Lincoln's Inn).

Fadzillah holds directorships in, and serves as Company Secretary of, various subsidiaries and joint venture companies within the MISC Group.





## EXECUTIVE LEADERSHIP TEAM

as at 31 March 2019



### Capt. Rajalingam Subramaniam President & CEO

Capt. Rajalingam Subramaniam is President & CEO of AET Tankers. He was appointed to this position in January 2016, having served AET's parent company – MISC – as Vice President of Fleet Management Services since September 2008. Prior to that, Capt. Raja has served in various management capacities within the MISC and AET Group. Capt. Raja holds a Master Certificate of Competency (Foreign Going) and an Executive Education in a Finance Programme from INSEAD Fontainebleau. He served at sea between 1983 and 1996. He also holds a Post Graduate Masters in Business Administration.

Recognised by Tanker Shipping & Trade with an Industry Leader Award in 2018. He was also awarded as the National Seafarers Icon by the Malaysian Marine Department in 2017. Capt. Raja is a council member at INTERTANKO and chairs the association's Gas Committee. He is a Board Member of various subsidiaries and joint venture companies within the MISC Group; GARD P&I Committee Member for a number of class societies and Honorary Commander, Royal Malaysian Navy Reservist Programme.

### Peter Liew

#### Global Director, Business Development & Joint Venture Management

Joining AET's Executive Leadership Team (ELT) in August 2009, Peter Liew is the Global Director of Business Development and Joint Venture Management. Peter began his career with MISC in 1984, sailing on various types of tankers, including OBO, chemical, parcel, product and crude tankers. He took up a shore assignment in 1995 as Marine Superintendent with the MISC LNG fleet. He later went on to head the chartering department of the MISC petroleum and dry bulk fleet. After MISC's acquisition of AET, Peter was seconded in 2004 to facilitate the integration of the MISC and AET crude tanker fleets. Following the completion of this merger, Peter went on to stay with AET as Vice President of Chartering. In July 2009, Peter became Regional Director of AET Americas. In April 2010, following the reorganisation of AET's business into global business sectors, Peter was appointed Commercial Director of Aframax Atlantic, and in 2013, with the consolidation of AET Crude business units, he was appointed the Global Director of Crude Shipping.

He assumed his current post as Global Director of Business Development and Joint Venture Management in January 2019. During his service with AET, Peter has led several key projects, including helping to reshape AET's business profile from a predominantly US Gulf lightering services supplier to leading global petroleum logistics provider. A Maritime Academy of Malaysia (ALAM) graduate, Peter obtained his Master (Foreign Going) Certificate of Competency in 1994 and sits on the Board of several subsidiaries and joint-venture companies within the Group.



### John Baptist Global Director, VLCC & Shuttle Tankers Crude Shipping

As a member of AET's Executive Leadership Team (ELT), John Baptist assumed his current position as Global Director of VLCC & Shuttle Tankers Crude Shipping on 1 April 2018. John began his corporate career with AET as the Vice President of Insurance and Risk Management in 2003, having previously sailed with AET for more than 15 years. In 2005, John was appointed Vice President of Commercial Operations Europe and held that position until 2010 when he began overseeing commercial projects as Global Director of Asset Management and Commercial Projects. John has led several key projects throughout his service with AET.

With his leadership and guidance, the company broke into new territories, including DPST operations off Brazil and the North Sea, as well as marine well containment operations in the US Gulf. On 1 January 2016, John was appointed as the Global Director of Shipmanagement. When AET's shipmanagement arm integrated with MISC's Fleet Management Services to form Eaglestar in February 2017, he became its Chief Operating Officer to lend his expertise before assuming his current role with AET. John holds a Master of Law (LLM) in Legal Aspects of Marine Affairs, is a member of the Institute of Chartered Shipbrokers UK and holds a Singapore Class 1 Master Mariner license.



### Johan Munir Chief Financial Officer

As a member of AET's Executive Leadership Team (ELT), Johan Munir assumed his current position as Chief Finance Officer in March 2013. Johan comes to AET with a wealth of experience gained in the finance, shipping and oil and gas industries, having held a variety of roles in finance, accounting, business planning and operations within the MISC / PETRONAS group of companies. Prior to joining PETRONAS in 1996, Johan worked for 'Big Four' accounting firm KPMG. His portfolios in PETRONAS and MISC allowed him to venture into accounting and finance for LNG, chemical and upstream overseas operations.

His last role was as Managing Director of tank terminals in Amsterdam, a joint venture between MISC and VTTI. Johan holds a Bachelor of Arts (Hons) in Accounting and Management Science from the University of Kent. He is a qualified CPA from the Malaysian Institute of Certified Public Accountants.

### Linda Murray

#### Global Director, Human Resources & Facilities

Linda Murray joined AET and its Executive Leadership Team (ELT) in May 2016. Linda comes with over 20 years of experience in human capital. She is a commercially experienced HR practitioner having held positions in blue chip multinational companies, INGO and offshore contractors with global accountability and international expertise. Linda has a track record in delivering results and building strong relationships in fast paced businesses.

Her human resource experience spans the spectrum of the corporate human capital activities, leading in areas such as diversity and inclusion, values and culture change initiatives, change management and development of HR strategies and policies. Linda has an MBA, is a Certified Organisation Development Practitioner and is a Member of the Chartered Institute of Personnel & Development (MCIPD).



### Capt. Ron Wood Global Director, Mid-Size Tankers Crude Shipping

Joining AET's Executive Leadership Team (ELT) in January 2019, Capt. Ron Wood is the Global Director of Mid-Size Tankers Crude Shipping. From 2016 - 2018, he held the position of VP & Head of Aframax Atlantic Chartering Department, responsible for the management of Aframax Atlantic Chartering personnel, managing AET's Aframax portfolio and responsible for the P&L of the Aframax Atlantic fleet. Prior to this, he held the position of AVP of Aframax Atlantic Chartering where he oversaw the entire commercial chartering and operations of AET's Aframax tankers in the Atlantic basin. 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 obtained his USCG Master Mariner license in 1998. In 2001, he joined AET as a Mooring Master, overseeing ship-to-ship transfers in the US Gulf, before continuing his career ashore as Manager, USG Lightering Operations, managing and coordinating all AET lightering operations in the US Gulf. At that time, he served as co-chair for ITOL (Industry Taskforce on Offshore Lightering). Capt. Ron continues to be an active member in the marine industry.

### Ron Jago

#### Global Director, Legal - General Counsel

Based in AET's London office, Ron Jago assumed his position as General Counsel and Global Director of Legal and became a member of the Executive Leadership Team (ELT), on 1 May 2019.

Ron is a specialist in Shipping, Oil & Gas (LNG) and international trade, 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 driving through significant changes as part of the management team. He has both, in depth experience in the shipping and maritime industry as well as at leading London City law firms. In addition to Europe, Ron's international experience spans the Middle East, Far East, South Africa and Australia. Ron qualified from the University of Wales College Cardiff with an LLB (Hons) and has over 25 years post qualification experience.



\* appointed on 1 May 2019

# OUR PERFORMANCE

42	HOW DO WE CREATE VALUE
44	OUR STRATEGIC FOCUS
46	RISK MANAGEMENT
48	MARKET AND FINANCIAL REVIEW
52	CORPORATE EVENTS & ACHIEVEMENTS 2018
58	CHAIRMAN'S MESSAGE
60	PRESIDENT & CEO'S MESSAGE
62	PEOPLE DEVELOPMENT





# HOW DO WE CREATE VALUE

## Input Value Creation Activities Outcome



### FINANCIAL CAPITAL

Our sources of financial capital to run our business and fund our growth comprise of internally generated funds and debt financing.



### PHYSICAL CAPITAL

Our fleet comprises 97 petroleum and product tankers (modern, technologically advanced and fuel efficient). We also own 2 MCVs, unique Aframax vessels that combine FPSO and Dynamic Positioning technology, as well as 4 (and 7 on order) Dynamic Positioning Shuttle Tankers (DPSTs) that possess dynamic positioning technology to load and carry crude oil from offshore production facilities to the shore for storage or distribution.



### INTELLECTUAL CAPITAL

Our intellectual capital includes specialist knowledge and experience in the areas of newbuilding, chartering, in-house technical and commercial management, ship-to-ship transfers, technical expertise in operating the only Modular Capture Vessels (MCV) in the world.



### HUMAN CAPITAL

We have dedicated, high performing and specialised personnel at sea and on shore, which we leverage on to steer our business and operate our ships and facilities efficiently and safely.



### SOCIAL & RELATIONSHIP CAPITAL

We develop strategic partnerships and trusted relationships with stakeholders such as our key customers, suppliers, governments, port state control, regulators, unions and industry bodies.

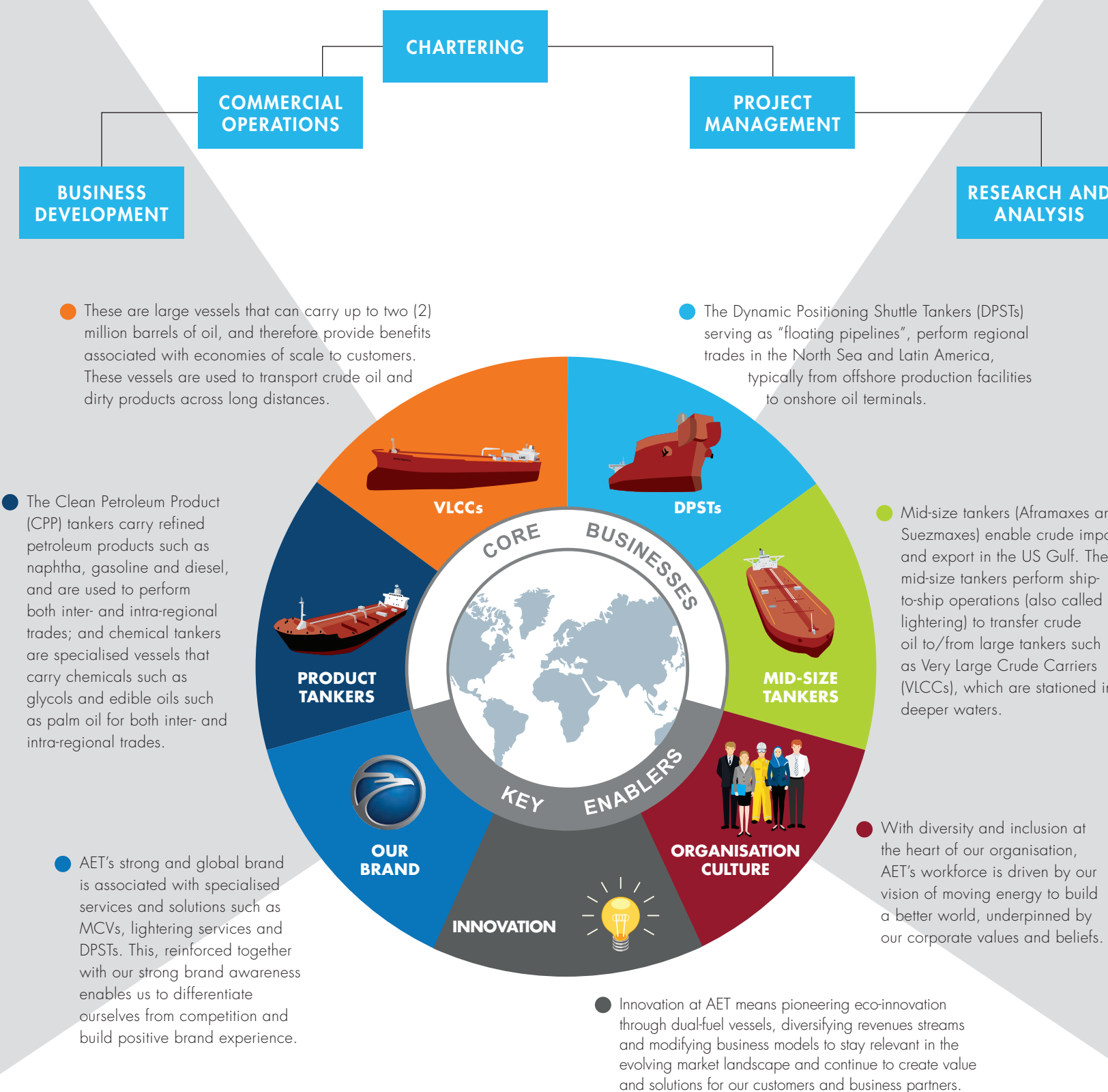


### NATURAL CAPITAL

Our business uses natural resources such as water and bunker fuel to run our operations.

Guided by our mission and vision, we create value for our various stakeholders from a wide range of interactions, activities and relationships. Value is created through our business model steered by our governance structure, risk management as well as our safety, reliability and operational excellence.

We transform both tangible and intangible inputs through our core business of petroleum logistics solutions to produce outcomes that in the short, medium and long-term will create value for our stakeholders.



### FINANCIAL VALUE

- US\$ 1.07 billion in revenue
- US\$ 248 million in EBITDA
- Total asset base of US\$ 3.7 billion including fixed assets and cash
- One of the lowest leverage ratio of 0.51 (Net Debt/Equity) in the industry



### OPERATIONAL VALUE

- Zero Port State Control (PSC) detention rate
- High vessel availability rate of > 99% for our fleet
- A market leader in lightering operations in North and South America
- Operating the only two Modular Capture Vessels (MCV) in the world
- One of the first movers into LNG dual-fuel tankers and DPSTs



### HUMAN CAPITAL VALUE

- Restructured our organisation to better support our sustainability goals
- Established a global Succession Planning Framework and supporting leadership development
- Implemented EU General Data Protection Regulation
- Implemented measures to ensure we recruit and retain the very best people
- Achieved ISO 9001:2015 certification, the international standard that specifies requirements for a quality management system (QMS)



### SOCIAL & RELATIONSHIP VALUE

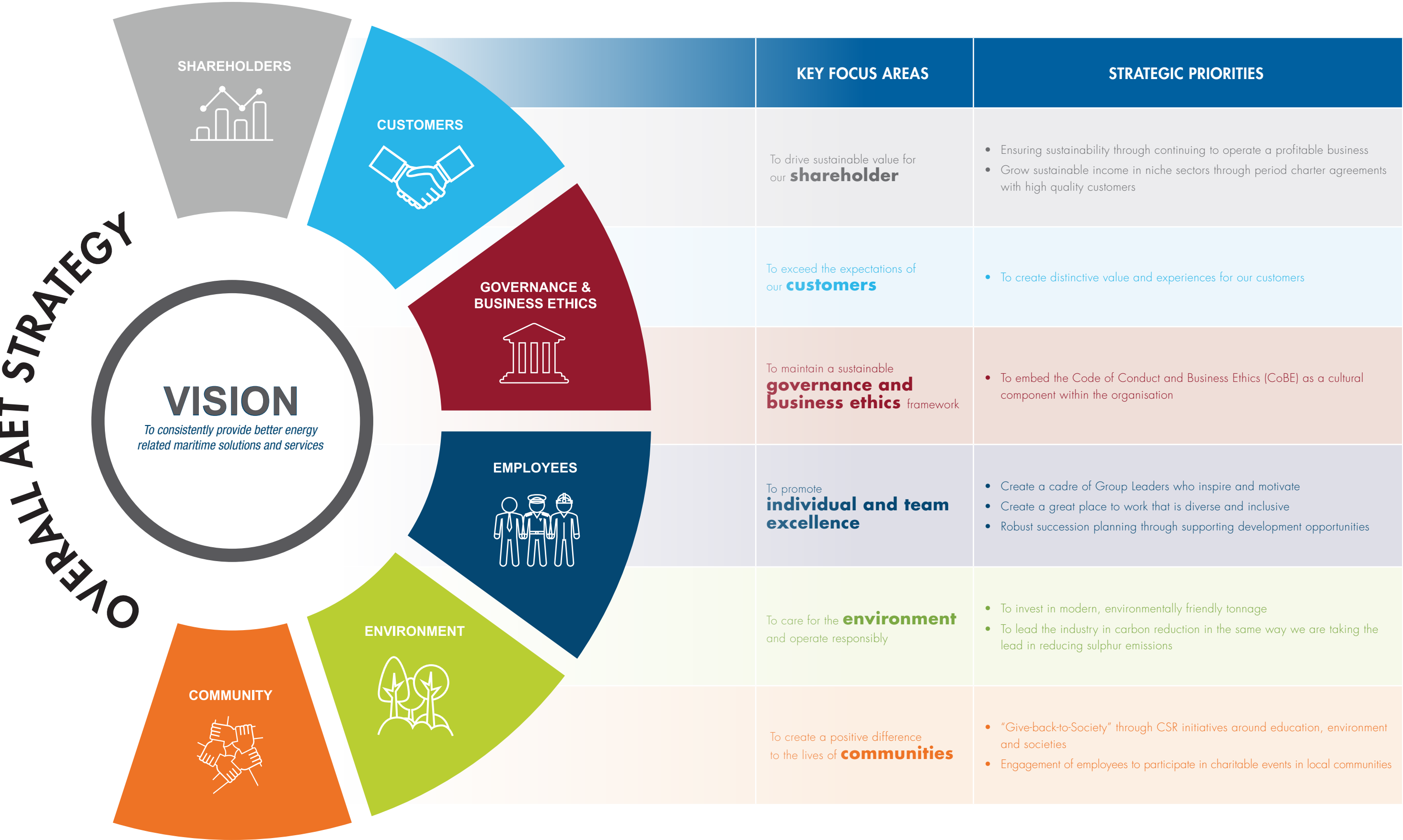
- Investing in a multi-skilling programme for deck and engineer officers, laying the foundation for future officers to be capable of operating petroleum and product tankers
- Established internship programmes that promote education amongst youth
- Compliance with regulations of the highest standard
- Good, long-standing relationship with the world's oil and gas players



### ENVIRONMENTAL VALUE

- In Q1 2019 we took delivery of two of the world's pioneering LNG dual-fuel eco-friendly Aframax tankers
- Zero incidents of major spills to the environment from all operations
- Reduction in carbon emission intensity by 8% and 10% for our petroleum and product fleet respectively, based on 2017

OUR STRATEGIC FOCUS





# RISK MANAGEMENT

## KEY RISKS & MITIGATION

At AET risk management is recognised as an integral part of governance. We utilise the optimal tools, methods and processes to manage risks, understand the impact and mitigate them.

RISKS & IMPACT	MITIGATION
<b>BUSINESS CYCLICALITY AND VOLATILITY</b> The highly cyclical and volatile nature of our markets makes it a challenge to generate predictable cash flows and earnings. At the same time, our business is also highly capital intensive requiring relatively stable cash flows to sustain our borrowings.	AET's strategic focus has been on growing the proportion of assets that generate stable long-term income while maintaining some flexibility to capture the upside when the cycles turn in our favour.
<b>GEOPOLITICAL RISKS</b> Geopolitical risks such as the ongoing USA-China trade tensions and uncertainty surrounding Brexit may lead to a slowdown of the global economy. The imposition of economic sanctions on Iran and Venezuela and planned production cuts by OPEC+ and Russia could reduce the amount of oil to be traded. All of these have the potential to reduce demand for our tanker shipping operations.	We monitor global developments closely and assess the risks of geopolitical events to our business. We regularly review our commercial strategy accordingly. We have also been growing our long-term secured income base to reduce exposure to short-term volatility.
<b>PEAK OIL</b> Plateauing of oil demand in 20-30 years time on the back of exponential growth in demand for renewable energy, advancement of energy-efficient technologies and growing environmental concerns, all this means demand to move oil across the globe would plateau as a result.	We are also exploring new opportunities to diversify our business portfolio and activities to ensure AET stays relevant and is able to continue to create value and solutions for our customers.
<b>INFRASTRUCTURE DEVELOPMENT</b> Changing refinery facilities, upgrading of ports/terminals in the US Gulf allowing direct loading of oil onto large tankers, and growing pipeline adoption and networks have the potential to change the existing oil trade flows and tanker operations. This can cause potential disruption to our current mode of operation.	A multi-faceted fleet and an eagerness to remain fully aligned with our customers' evolving requirements give us the agility to tailor our services and operations, and anticipate potential changes to infrastructure. Any risk to our STS business is likely to be compensated by growth in VLCC demand and expanding STS services to other regions.
<b>TONNAGE OVERSUPPLY</b> Tonnage oversupply in the crude oil, product and chemical tanker markets could place downward pressure on charter rates, reducing earnings for our tanker fleets.	Our strategy is to place more vessels on fixed rate long-term charters and also to focus on winning more secured income projects such as DPST contracts. As a responsible owner, we exercise discipline in ordering new vessels primarily against long-term charters or fleet rejuvenation.
<b>MAJOR HSSE INCIDENTS, FATALITIES AND INJURIES</b> Any major incidents involving any one of our assets may result in injury or loss of life, asset, cargo or cause environmental damage or reputational impact.	AET Group's Corporate Health, Safety, Security and Environment (CHSSE) division monitors all CHSSE related risks and events. The CHSSE division places high priority on ensuring that relevant regulations are complied with and best practice safety standards are applied across the Group. The division reports HSSE status to our Audit and Risk Management Committee periodically.

RISKS & IMPACT	MITIGATION
<b>IMO 2020 SULPHUR CAP</b> The implementation of the International Maritime Organisation (IMO) 2020 Sulphur Cap may require modifications to our vessels for compliance and also creates market uncertainty in relation to the availability, quality and pricing of marine fuels.	Dedicated teams have carried out detailed analysis on the regulation and its multi-faceted implications and we are actively implementing the plan to ensure safe and cost-effective compliance. AET's strategy is to use compliant fuel except for a limited number of vessels where scrubbers may be installed.
<b>DEVELOPING AND RETAINING TALENT</b> Not having the right people and next generation leaders, at sea and ashore, to effectively implement our business strategies and operations could affect our competitiveness.	Our Human Resources division has implemented various succession planning and competency development initiatives to ensure that a sustainable pipeline of talent is available to meet the Group's requirements. In addition, to ensure a continuous supply of exceptionally trained seafarers, we are investing in training through our partnership with Malaysia's Merchant Marine Academy (ALAM) and sponsoring cadets each year. We also ensure there is diversity and inclusion in our workforce.
<b>BREACH OF IT SYSTEMS</b> Breach of AET's information systems (IT) could result in disruption to our business or loss of confidential or sensitive information.	The Group has engaged independent experts to review and test our information systems' susceptibility to attacks. Improvements from the review are being implemented.

### RISKS MANAGEMENT

We define risk as any event that could prevent us from delivering to our stakeholders or upholding our corporate values. Our internal teams identify potential areas of risk at strategic, operational and tactical levels, conduct comprehensive assessments and implement a range of mitigation activities. This covers all types of risk, both inherent and emerging risks that potentially affect our people, environment, vessels, business and reputation. The Audit and Risk Management Committee (ARMC) also advises on risk management framework and processes, as well as ongoing activities for identifying, evaluating, monitoring and mitigating risks.

In addition, the following summarises the key risk management activities undertaken by AET:

#### EMBEDDING RISK MANAGEMENT INTO THE ANNUAL BUSINESS PLAN

Key Risk Indicators (KRIs) are identified and reviewed to monitor the movement of risks to the business throughout the year, thus enabling the management to act and take necessary measures in managing risks to ensure that strategic initiatives are implemented effectively and business objectives are met. For the purpose of risk reporting, the breaches of any risk events are reported to the ARMC on a quarterly basis, complete with the mitigation action plans to manage the risks.

#### PROJECT EVALUATION

AET continues to use a risk-based pricing framework to ensure that the returns of any capital investment or project adequately covers the risks assumed from undertaking such investment or project. Project Risk Assessment (PRA) is a stringent tool adopted by the Group in identifying a project's risks prior to embarking on a new capital intensive project.

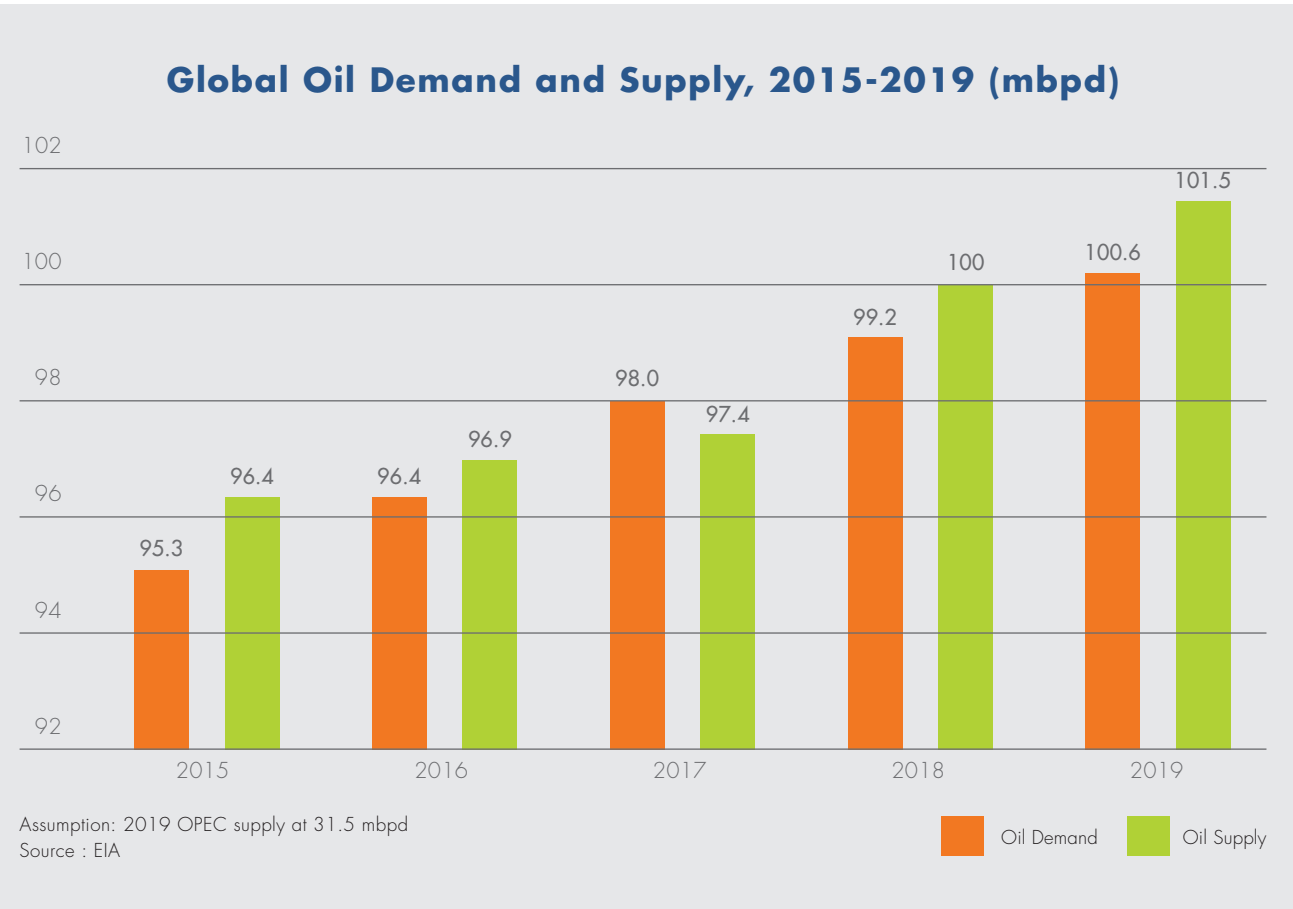
#### BUSINESS CONTINUITY PLANNING

The Business Continuity Planning (BCP) framework has been implemented in stages to ensure continuity of critical business functions in the event of disruption. BCP simulations are organised for critical functions or offices across the globe to test the resiliency and robustness of the BCP put in place as well as to familiarise employees with the business continuity plans.

# MARKET AND FINANCIAL REVIEW

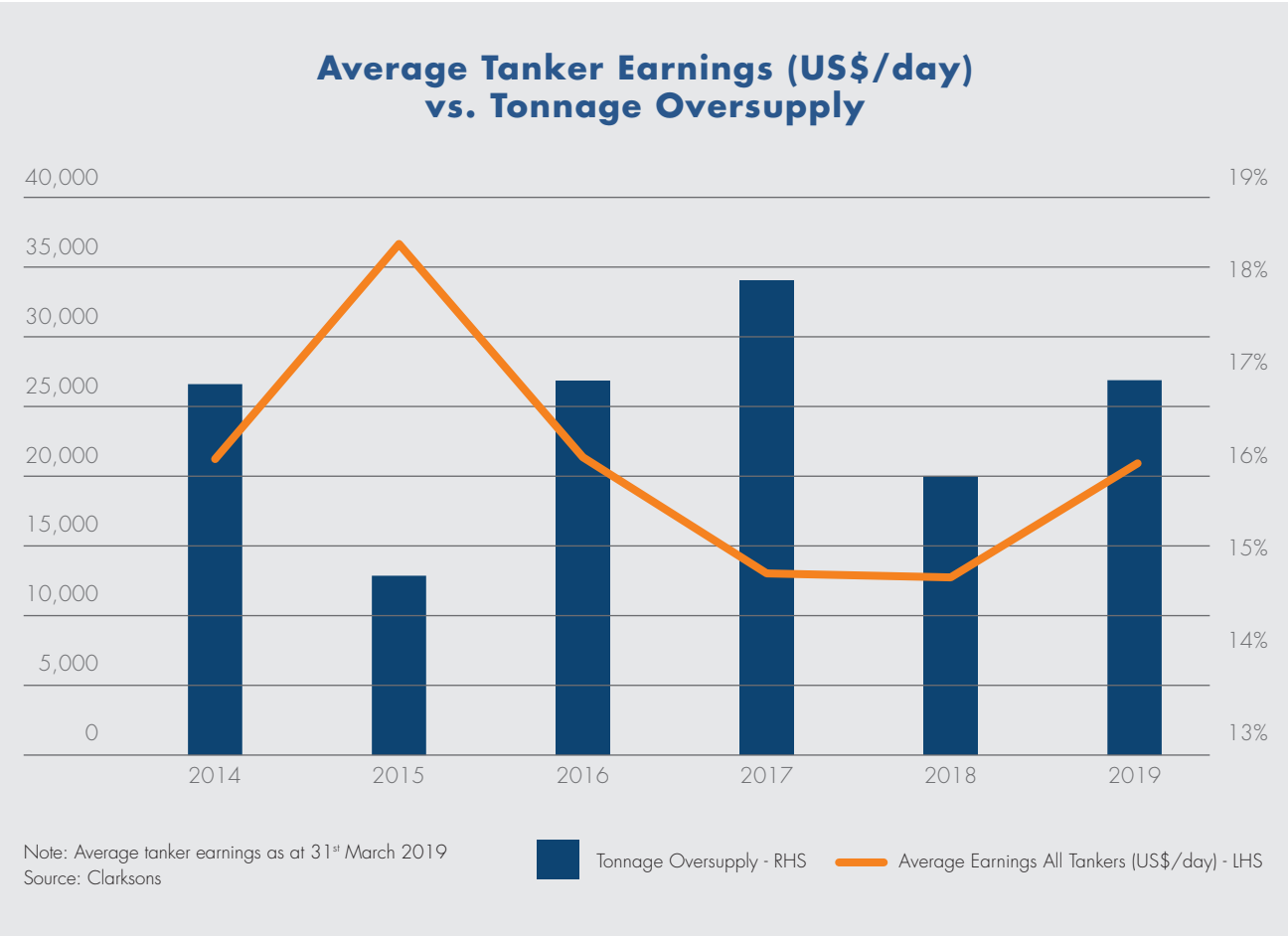
## MARKET REVIEW

Throughout 2018, global economic growth remained relatively healthy and we expect it to continue at above 3% in 2019. However, increasing uncertainty surrounding the recent and growing risk of trade wars, protectionism and other geopolitical conflict could potentially dampen expected growth. Brent crude oil price averaged around US\$70/bbl through 2018 on the back of improved oil demand-supply balance as OPEC and non-OPEC producers (OPEC+) pledged to reduce their output to counter growing supply from US shale oil. Looking ahead, in 2019 however, the market expects oil price to be range bound between US\$60/bbl – US\$80/bbl on the back of OPEC+ output cut, strong oil demand growth and growing production from the Americas.



Oil supply growth is likely to be led by the US, Brazil and Canada whilst demand growth will continue to be driven by the Asia Pacific region, spurred on by strong economic activities. Stock build-ups which saw a reduction in 2017/18 may return in the short to medium term as inventory levels have now fallen below a five-year average threshold. However, the current geopolitical picture adds uncertainty to the mix.

2018 was a weak year for petroleum tankers as average earnings declined by 2% y-o-y to reach a five-year low as seaborne trade was impacted by OPEC+ oil supply cuts and several geopolitical factors (such as US sanctions on Iran, US sanctions and declining output from Venezuela, and US-China trade war impacting crude oil trade). However, markets have exhibited improvements from the fourth quarter on the back of seasonality and stronger ton-mile demand.



In terms of tonnage, the industry witnessed heavy scrapping volumes driven by IMO 2020 and ballast water management convention, as it becomes uneconomical to fit equipment on elderly vessels or to operate them with expensive compliant fuels. Going forward, in the short term, we expect scrapping volumes to decline as compared to 2018 but will likely remain higher than the average of last five years. Asset prices have been suppressed by a weak freight market and with reduced access to capital required to comply with the incoming environmental regulations, consolidation in the industry has been driven to new levels in recent times. Such consolidation is expected to continue. With ship financing market remaining tight particularly from traditional sources, fleet expansion will likely to stay limited and this is healthy for the industry. Overall, the global tanker fleet will continue to expand especially in the first half of 2019 as the number of tanker deliveries for the year remain high though positive growth in tonnage demand is expected to keep the fundamentals balanced.

For AET, we anticipate a modest recovery in freight markets towards the second half of 2019 as a number of vessels in the global fleet briefly exit the market for sulphur compliance retro-fitting. The outlook for the dynamic positioning shuttle tanker sector is more optimistic as firming crude prices are encouraging greater offshore activities and the current orderbook comprises no speculative newbuilding. For product shipping, imbalance in refined product markets, driven by IMO 2020 regulation, is expected to support demand for clean tankers in 2019-20.



MARKET AND FINANCIAL REVIEW

FINANCIAL REVIEW



	12 months ended 31 December 2018	12 months ended 31 December 2017
Profitability (US\$ millions)		
Revenue	1,069	1,048
EBITDA	248	261
NLAT* (operations)	(46)	(11)
Impairment / loss on asset disposal	(15)	(77)
NLAT*	(61)	(88)
Key balance sheet (US\$ millions)		
Total assets (including fixed assets and cash)	3,723	3,622
Cash and bank balances	95	95
Total liabilities (including borrowings)	1,536	1,373
Total borrowings	1,217	1,042
Shareholder's equity	2,187	2,249
Net debt to equity	0.51	0.42

\* Net Loss After Tax

In 2016, AET changed its accounting policy for depreciation.

The challenging market in 2017 spilled over into 2018, resulting in continued depressed rates for most of the year. It was only during the final quarter that we saw a modest improvement. Our financial performance reflected the market conditions whilst we continued to mitigate downside risks.

Challenging markets have resulted in a net accounting loss from operations. Positively, EBITDA remained firm at US\$248 million enabling us to meet all working capital requirements and the timely servicing of our bank and shareholder loans. Net cash position remains stable at US\$95 million despite the pressure from the market. All loan covenants are also met.

The strengthening of our balance sheet to around US\$3.7 billion reflects our ongoing fleet rejuvenation and modernisation programme. In 2018 we divested eight of our older Aframax

tankers and these were replaced with four modern units.

Our strong brand, backed by a solid track record of achievements, has enabled us to build positive relationships with a number of global lenders. In April 2018, we closed a US\$575 million revolving credit facility with seven of our key relationship lenders to support our ambitious CAPEX programme of fleet development. We have received good response from the global lending market for this facility, a testament of the strong support from our lenders. Although our Net Debt to Equity ratio has risen from 0.42 to 0.51, it remains conservative. We have been successful in securing third party financing to support our ambitious CAPEX programme of fleet development. Consequently, our gearing ratio has risen, but it remains conservative compared with industry norms and is well within our financial risk appetite limits.

Our strategy has largely helped us to weather the low freight rate environment. As our DP shuttle tankers, secured with long-term time charter contracts, are delivered in 2019 and 2020 we will see a greater shift towards secured income as compared to spot earnings. Our conventional newbuilds and niche solutions have also attracted long-term charters which will further improve our income security in the coming years.

Effective and disciplined cost management remains a key focus and emphasis for the group. Overall, we ended 2018 in a sustainable financial position. This will allow us to continue to rejuvenate and develop our fleet and range of services whilst ensuring we maintain the highest levels of safety and quality in all we do.





## CORPORATE EVENTS & ACHIEVEMENTS 2018



# JANUARY



# 18

AET builds sustainable value  
with US customers and  
business partners  
*United States Coast Guards  
office in Houston, Texas*

△  
**25** Four new vessels for AET as fleet  
rejuvenation continues  
Eagle Barcelona and Eagle Brisbane  
Shipnaming Ceremony (Geoje, South Korea)

Eagle San Francisco and Eagle San Jose  
Shipnaming Ceremony (Ulsan, South Korea) **27** ▷▷



# 20

AET Singapore and US offices  
dedicate 130 man hours to  
beach cleaning Pasir Ris Beach,  
Singapore and Sunny Beach,  
Galveston Texas

# 21



# MARCH

◀◀ **05** AET's President & CEO  
Capt. Rajalingam  
Subramaniam is on  
Tanker Shipping &  
Trade's 2018 Top 50  
Most Influential People

AET Offshore clocks  
1000 LTIF free days **24** ▷▷



# APRIL

AET and Shell enter into time  
charter arrangements for our two  
LNG dual-fuel Aframax tankers **12** ▷▷



# MAY

AET closes US\$575 million  
financing deal  
St Regis Singapore **13** ▷▷





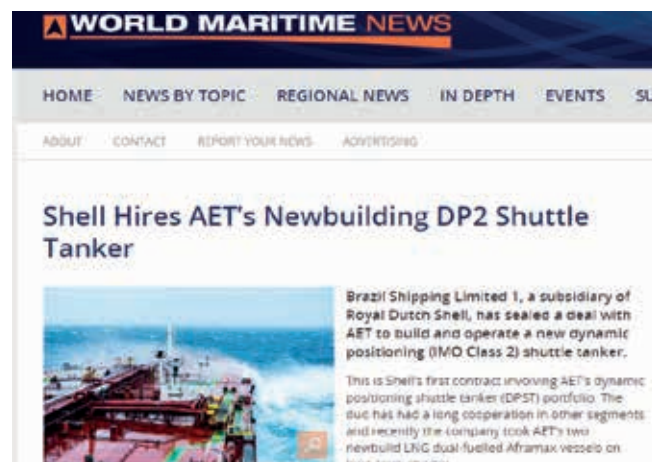
## CORPORATE EVENTS & ACHIEVEMENTS 2018



△  
**02**  
**JULY**

AET honours Time Charter and Shipbuilding Agreements for four 152,700 dwt DP2 Shuttle Tankers with Petrobras and Samsung

Eagle Paraiba receives Navy Award for Safety at Sea **26** ▷



**AUGUST**

△  
**20**

AET and Shell agree first contract for 152,700 dwt DP2 shuttle tanker

AET leadership team reinforces our commitment to sustainability and growing presence in South America during their visit to Brazil **30** ▷



**SEPTEMBER**

△  
**18**

AET advocates disciplined investments at the 17th Annual Marine Money Forum

AET's and Eaglestar's marine adventure to the Maritime Museum with kids from the Singapore Children's Society to raise awareness in maritime **29** ▷



◀ **30**

AET Houston office collects children's books for National Literacy Month



## CORPORATE EVENTS & ACHIEVEMENTS 2018



# OCTOBER



# 05

AET London helps clean up the shores of the River Thames

AET names its first LNG dual-fuel Aframax vessels, Eagle Brasilia and Eagle Bintulu

# 11



AET's successful ISO 9001:2015 certification



# 16

AET successfully completes all external audits towards achieving ISO 9001:2015 certification

# 31



Celebrating partnership at the MISC and AET Customer and Business Partner Appreciation Dinner



# NOVEMBER



# 02

MISC 50th anniversary celebration with global AET offices and Eaglestar fleet

Capt. Rajalingam Subramaniam, AET President & CEO, awarded Industry Leader Award at Tanker Shipping & Trade Conference & Awards

# 20



# DECEMBER



# 11

Lloyd's List Global Awards 2018 – AET wins Tanker Operator of the Year



## CHAIRMAN'S MESSAGE

My journey with AET started in 2002 when I led the project team for MISC to bid and acquire AET from NOL. It was in that year that I first met Captain Rajalingam who was part of the due diligence team during the acquisition period. As I played a role in bringing AET into the MISC family, my fondness and attachment to the company is unavoidable. I was equally proud to witness and celebrate another important milestone in AET's journey on 4 January 2019 when the company turned 25.

On a similar note, AET and other MISC businesses across the globe came together to celebrate MISC Group turning 50 on 6 November 2018. MISC celebrated five decades of history, growth and accomplishments. AET has been part of this journey which we reached through the commitment of our people at sea and on shore, with their passion and determination that has brought the company to where it is today. As we move into this next chapter of our journey together,

we are excited for the endless possibilities that lie ahead of us.

Celebrations across the globe for both these occasions showcased our great bond and strength as a united global maritime solutions provider.

25 years is a relatively short time in shipping, but during this period AET has grown into a mature, sustainable and high-quality solutions provider. Witnessing AET bloom and thrive throughout these years is remarkable. Having been personally involved in some of the most transformative periods of its history, I am confident of AET's tremendous potential to continuously strengthen its position as a market leader, innovator and trailblazer.

I have always championed the constant need for synergistic collaboration across the large family of companies within the MISC Group. Together, we are able to deliver a comprehensive suite of maritime solutions for the oil and gas industry, generate sustainable value to our stakeholders and ultimately deliver on our promise of building a better world.

### STRENGTHENING OUR POSITION

2018 has been one of the most volatile and chaotic years for all players in the oil and gas industry since the global financial crisis. The petroleum shipping sector continues to be dampened by various issues including depressed charter rates, vessel oversupply, production cutbacks and concerns on ensuring compliance with the International Maritime Organization (IMO) 2020 Sulphur Cap.

Despite these challenging market conditions, AET has made commendable progress in terms of its investments and charting its future growth. I am very pleased with AET's steadfastness in focusing towards strategic gains and developing innovative solutions to match the speed of the evolving industry.



Specifically, I wish to congratulate AET in winning the long-term contracts for five DPSTs destined for Brazilian waters. This reflects our capability to compete and win against the top industry players as well as provide sustainable and recurring income for AET in the longer term.

### INNOVATING FOR THE FUTURE

Our passion in moving energy to build a better world is underpinned by our agenda to grow sustainable value in the coming years by focusing on building a sustainable global maritime ecosystem to ensure the longevity of our existence.

Sustainability and environmental stewardship remains close to our hearts especially at the Global Maritime Forum (GMF) where we have the opportunity to manage vital industry issues and play an active role in shaping the future of the maritime industry.

I am very pleased with AET's Executive Leadership Team (ELT) for being committed and proactive when it comes to managing and minimising the impact of the company's operations and services on the environment. As a testament to this, I am proud to say two of AET's DP2 shuttle tankers are currently being built to operate from LNG as their main fuel and both will

be fitted with additional technology to ensure zero sulphur emissions.

At AET, we have led the way on LNG dual-fuel tankers, leveraging on MISC Group's knowledge and expertise of being in the LNG industry for more than 30 years. In October 2018, I was privileged to witness the naming of two pioneering LNG dual-fuel Aframax tankers, Eagle Brasilia and Eagle Bintulu. I have attended several of AET's shipnaming ceremonies in the past, I must say that the recent ceremony for Eagle Brasilia and Eagle Bintulu has been the most memorable and significant for me.

I know that the future remains positive for AET as we have a strong management team and staff force that place great emphasis on continuously embedding sustainability as part of our future agenda.

### NOTE OF APPRECIATION

The progress, achievements and developments we have made this year are the result of a focused growth agenda, dynamic teamwork and robust operational performance. For this, there are several parties that I would like to thank.

I must express my utmost gratitude to our business partners and customers for their unwavering trust

and partnership with AET. To my colleagues on the Board, thank you for your wise counsel and guidance in helping us steer through such a demanding playing field.

My heartfelt appreciation also goes out to the ELT and everyone who diligently helped us overcome the challenges we have faced and turned them into opportunities. Your commitment to excellence is all the more notable, given the challenges that the past year has brought with it.

I look forward to your continued support in the years ahead as we set our sights on fulfilling the next phase of AET's growth. The solid groundwork we have laid and the momentum we have gained will propel us on our journey to new heights of success.

**YEE YANG CHIEN**  
Chairman



## PRESIDENT & CEO'S MESSAGE

### ACHIEVEMENTS AND CHALLENGES

2018 was a year of positive progress despite a challenging external environment. Like all shipping companies, we faced geopolitical uncertainties, cuts in global oil production resulting in reduced sea borne crude transportation and a

general tonnage oversupply. Our task was to face these challenges head-on and not let them distract us from our mission to consistently provide better energy-related maritime solutions and services. This is at the heart of our corporate strategy and I am confident that we managed to further that aim throughout 2018.



The safety of our people, assets and the cargoes they carry will always come first and I am pleased to report zero major injuries or incidents across all asset classes. Our Safety and Operational Excellence Vision Roadmap which we initiated in 2017 is impacting AET Group positively and we will continue to invest in these worthwhile practices to ensure we are operating to the very highest standards of HSSE.

In 2018, average tanker earnings were disappointing and reached similar lows to those we experienced back in 2011. But amidst a poor market, we continued to improve the quality of our service delivery, customer base and overall business portfolio. As a result, I was pleased to see our 2018 financial results compared favourably with those in 2017.

2018 was the year we committed to a robust CAPEX programme allowing us to partner with strong counterparties and further invest in projects that would yield long-term, stable income. I am particularly proud of AET being awarded five new contracts to operate dynamic positioning shuttle tankers (DPSTs) in Brazilian waters amidst stiff international competition. This is in addition to the contracts we won in 2017 to operate two LNG dual-fuel DPSTs in the North Sea. When delivered in 2019 and 2020, our global DPST fleet will grow to 11 vessels and position us as a major, international DPST owner operator.

In 2018, we also won long-term charters for our two pioneering newbuild LNG dual-fuel Aframax vessels. We also delivered a Suezmax and LR2 vessel to a key client towards the start of the year.

As part of the MISC Group, we are able to benefit from synergies that come with being a core pillar of a large organisation. Therefore, with our recent

entry into the LNG dual-fuel sector, we were able to leverage on our Group's many years of experience in the LNG marine capability.

Lightering continues to be a core service in the US Gulf and also in South America where we continue to maintain our service delivery standards and on-time performance. Our product fleet continued to perform well with a portfolio of pool, contracts of affreightment and time-charters. We also took the opportunity to divest some of our older assets as part of an ongoing fleet rejuvenation programme which, in 2018, reduced our overall fleet age profile to nine years.

Sustainability is the heart of our strategy and we have embraced the Group's Sustainability Agenda which extends from environmental stewardship to include governance and business ethics, customers, our shareholder, employees and communities across all our operations globally.

Environmental stewardship was top-of-mind in 2018 and our investment in eco-friendly tonnage and operating practices improved our environmental footprint for carbon intensity emissions in the petroleum and product segments by 11% and 5% respectively compared to the 2016 baseline. This is consistent with our Group's environmental aspirations. Going forward, we are committed to continuous improvement in environmental performance both at sea and on shore and, as part of the MISC Group, we are already working towards IMO 2050 decarbonisation threshold.

Building relationships with banks and other international finance houses was a key focus in 2018. As a result, we were able to achieve mutually advantageous arrangements for our current CAPEX programme which is most ambitious in the last 10 years. As part of this process, we have tightened our financial discipline

to ensure we retain a relatively low gearing ratio and within acceptable level of risk thresholds. We will avoid projects that over-expose us to market cyclicality or which do not fit with our Sustainability Agenda.

Overall, 2018 became a turning point for AET marking the start of a new, sustainable future. I am proud to be working alongside a committed team of talented people at sea and ashore who are firmly bound together by our corporate values and cultural beliefs. Taking our lead from the MISC Group, I can truly say that we have been successful in turning our passion into possibilities.

And it is no coincidence that, in 2018, we were awarded the Tanker Operator of the Year award by Lloyd's List and also the Tanker Industry Leader Award by Tanker Shipping & Trade Conference & Awards. Additionally, our colleagues from our Integrated Marine Services, Eaglestar, won the IHS Markit Safety at Sea award. My heartiest congratulations go to all my colleagues across all our business segments for this industry recognition.

### BUILDING POSITIVITY

As a Group, we celebrated MISC's 50th anniversary in 2018. In 2019, as we celebrate our 25<sup>th</sup> anniversary we look back on our growth and development from a boutique lightering company operating exclusively in the US Gulf to the truly global entity we are today. And whilst we are proud of our heritage, it is the future that drives us. The milestones achieved in 2018 have set the bar extremely high for 2019 and beyond. We will continue to experience geopolitical uncertainties across the political landscape; oil production and therefore oil price fluctuation; and the tanker sector will see more consolidation as scale becomes a differentiator. Despite these challenges, I'm sensing industry headwinds turning into probabilities and opportunities for



us in AET. This possibility will propel us to achieve even greater heights over the coming years.

As we move into the next era, it gives me great pleasure to express my sincere appreciation to my Chairman and Board members for their guidance and stewardship to me personally and our organisation. To our customers and business associates for the support and faith in our organisation and people to deliver value to make a positive difference. To our staff, for their whole hearted commitment for a common organisational and industry agenda.

I am certain that our anniversary year will be another progressive year for AET and I look forward to another 25 years of bountiful opportunities in our quest of moving energy to build a better world. I am honoured to be part of this journey.

**CAPT. RAJALINGAM  
SUBRAMANIAM**  
President & CEO



## PEOPLE DEVELOPMENT



## PEOPLE DEVELOPMENT

People are the heart of AET. We think of ourselves as “people first, assets second” and that drives us to invest in and nurture our human talent ashore and at sea.

Our in-house HR function works in tandem with HR colleagues at Eaglestar to ensure the continued improvement and ongoing training of all our people and safeguard their wellbeing. Awareness and acceptance of our shared values and cultural beliefs are central to the work of HR and we are proud that, in our 25<sup>th</sup> year, we have achieved a common way of working within a truly global and committed team.

We have embraced the MISC Group’s 50th anniversary theme of “people, passion, possibilities” and are using those drivers to ensure our teams care for one another, develop strong and meaningful relationships with our customers, and service their local communities.



## PEOPLE DEVELOPMENT



### OUR PEOPLE ASHORE

Our in-house HR department is responsible for driving three central strategic aims: building a sustainable pipeline of talent; retaining competent and capable staff; and creating an environment for all our people to fulfil their potential.

We relish the diversity of almost 20 different nationalities working from our six offices in Singapore, Malaysia, USA, UK and Brazil. We are equally proud to report that we employ as many women in our offices as we do men. All staff irrespective of background are bound together by common HR policies which conform to all local regulations; and a commitment to work within our shared values and cultural beliefs.

### RECRUITMENT AND ENGAGEMENT

We aim to recruit the best and have recently embarked on a sophisticated,

advanced process that ensures each new hire and the AET way of doing things are perfectly suited to one another. Once employed, our system continues to monitor progress to determine how each individual is performing and when their next step on the career ladder should be considered.

Listening to our colleagues and acting on their feedback is a central part of our culture. At a Group level, all staff participate in a culture survey to measure opinions and perceptions which influence our future development. A more localised, AET focused survey is also conducted to ensure we maintain a close watch on AET's pulse and regularly hear from each employee.

Our high potential candidates are encouraged to develop their leadership potential through a broad range of initiatives and activities. This motivates them to develop their entrepreneurial skills and to think creatively about AET's

future. At workshops, in tandem with classroom learning, our future leaders are asked to brainstorm ideas and present intelligent solutions to future business challenges. By deploying teams from across the company, we share experience, knowledge and ideas between our offices and develop blue-sky projects. In recognition of outstanding performance, staff are given opportunities to participate in high-profile AET milestones such as a vessel naming event or customer dinner. This gives them exposure to high profile activities.

### TRAINING, DEVELOPMENT AND SUCCESSION

Our Executive Leadership Team devotes a significant amount of time to focus exclusively on the development, career progression and promotion of our shore-based teams. Our Talent Development Committees operate at various levels to identify high potentials and our HR processes ensure all staff are given ample opportunity to grow and develop their

careers. Our "My Development Plan" initiative encourages our colleagues to take ownership of their own career trajectory. Performance is monitored and measured by the employee and their line manager, and staff are given training to broaden their skills and capabilities to achieve their career aspirations.

Leadership and functional training are on-going and provided through a range of mediums. All staff are actively encouraged to widen their individual skill-sets. Compliance training is mandatory for all staff and recently our classroom sessions have been bolstered by a comprehensive programme of on-line compliance modules.

September 2018 was designated a "learning month" where staff were given a series of workshops on topics outside of their usual scope of working. More than 2 days of training per employee were delivered on topics as varied as shipping



markets, team effectiveness, impactful communication and global diversity.

Robust, scientific methodologies help us identify staff with potential to fill critical roles within AET. Rigorous succession planning drives a group-wide employment matrix detailing these positions together with an identified incumbent and successor (including their state of readiness). Skills and capabilities are institutionalised to avoid loss of competencies should staff move on.

In addition, high potentials are fast-tracked through secondments and projects assignments at our global offices, parent company and other MISC Group subsidiaries including sponsored academic courses.

### COMPENSATION

Staff reward packages are a mix of market leading fixed and variable compensation together with non-monetary benefits, both of which are regularly benchmarked with other industry participants. Compensation packages are offered across the Group to ensure all colleagues are treated fairly and to facilitate mobility between offices. A newly installed on-line employee facility gives staff comprehensive access to their salary, tax and other data in our US offices.





## PEOPLE DEVELOPMENT



### OUR PEOPLE AT SEA

Recruiting and retaining the best seagoing talent enables us to deliver the AET promise to our stakeholders. From cadet entry, through to Master or Chief Engineer, we nurture our sea staff and ensure they receive comprehensive training, pay and benefits aligned with international standards, and a rewarding career, including the opportunity to move ashore when the time is right.

All our seagoing staff are now employed in service with Eaglestar – the shipmanagement subsidiary we jointly own with MISC Bhd. Combining the AET and MISC shipmanagement divisions has delivered extended career options for our sea staff and the

confidence that we can readily fulfil our crew experience matrix obligations for our customers. As part of this process, our maritime academy now delivers a multi-skilling programme to equip sea staff with the skills required to operate the multiple types of vessels in our fleet, including LNG, petroleum and product tankers. And as we move towards more of our vessels being fuelled with LNG, we have trained more than 50 seafarers in the operation of this new technology.

### RECRUITMENT AND RETENTION

Uniquely, the vast majority of our serving officers start their AET career at the Malaysian Maritime Academy (ALAM) – the global top 10% training facility of the MISC Group. Through Eaglestar, we sponsor cadets through ALAM

each year. When at sea, our cadets are mentored by Designated Training Officers (DTOs) and we run programmes for our high-performing second officers and third engineers to ensure they are qualified for this task. Our home-grown talent are fully on board with AET's safety and quality culture, and such is the variety of career options offered including advancement prospects to Officer ranks, resulting in us enjoying a retention rate of over 90%.

Ratings are recruited either from direct hire or from our own network of crewing and manning offices. They tend to remain in service with us for many years and some have recently been honoured with 30 and 35 year long-service awards. Alongside internationally scaled compensation packages, we ensure

our ratings and their families have open access to our in-house liaison and counselling facility. We also regularly welcome colleagues and families to family days and other events.

Women flourish in the AET fleet. Since the appointment of our first woman Chief Engineer in 2009, we currently have a number of women soon to be promoted to Senior Officers. We look forward to the day we promote our first female Captain.

Alongside a structured career path, high levels of retention are also achieved through the delivery of a market competitive compensation package. Integrated Marine Services have recently completed a holistic salary study which is currently being used as the basis to review relevant remuneration packages across the fleet.

### TRAINING

On going training is a central strand of seafarer development and in 2018, Integrated Marine Services invested US\$8.7 million in training and development programmes. Recognising the importance of the superintendent to the continued safety and efficiency of our fleet, in 2018 we ran five training programmes to ensure our superintendents were fully equipped with the most up-to-date technical and soft skills they require.

Regular conferences for senior and junior officers, as well as ratings, are delivered each year to maintain the link between sea and shore, but also to update our seafarers on a range of issues; and to share best practice.

Information technology and cyber security was a central learning theme in 2018 and our sea staff participated in a range of training modules designed to raise awareness of this growing threat and measures to take to ensure the continued safety of themselves and their vessels.

### WELFARE

We take onboard welfare extremely seriously and have, in recent years, implemented a range of initiatives aimed at keeping our sea staff safe and in good health. These have included a "wellness at sea" handbook as well as mental health awareness and training.

Maintaining contact with loved ones ashore is particularly important and so we have invested in upgrading broadband access on all of our vessels as well as providing private email address for all crew members.





CONTINUOUSLY OPERATING  
RESPONSIBLY TOWARDS A  
CLEANER ENVIRONMENT





AET Annual Review 2018

# OUR COMMITMENT TO SUSTAINABILITY

72	SUSTAINABILITY OVERVIEW
74	SUSTAINABILITY STRATEGY UPDATES
80	OUR SUSTAINABILITY FOCUS 2018



# SUSTAINABILITY

## OVERVIEW

### OUR COMMITMENT TO A SUSTAINABLE FUTURE

We are committed to creating a sustainable future for our stakeholders and the communities and environment in which we operate.

We are temporary custodians of our planet and we fully understand our obligations to protect the natural environment and to leave it in good shape for our children. However, for us, the definition of sustainability extends beyond a promise to protect the natural land and seascapes where we operate.

Since 2012, we have been working with the Group towards a formal sustainability strategy that impacts our entire decision making process and includes financial management and investment, human resources, knowledge-based intangibles, key relationships, our assets and of course, the continuing good health of the natural environment.

Our sustainability strategy is a five-year Roadmap that guides and encourages us to integrate our thinking and planning across six key pillars: customers, shareholders, governance & business ethics, employees, environment and community. We are confident that this strategy will enhance our role as a responsible corporate citizen and enhance our social integrity, improve our environmental stewardship and create economic value for our shareholders.



### MISC GROUP SUSTAINABILITY STRATEGY

Endorsed in December 2016 and formally rolled out in 2017, the MISC Sustainability Strategy comprises of six identified sustainability pillars:



**CUSTOMERS**



**EMPLOYEES**



**SHAREHOLDERS**



**ENVIRONMENT**



**GOVERNANCE &  
BUSINESS ETHICS**



**COMMUNITY**



**18 SUSTAINABILITY  
STRATEGY  
WORKSHOPS**  
conducted across 6  
sustainability pillars



**SUSTAINABILITY  
STRATEGY**  
is **RELEVANT  
AND APPLICABLE**  
across the group



**SUSTAINABILITY  
STRATEGY**  
was developed based on a  
**MULTI-LAYERED,  
MULTI-STAKEHOLDER**  
approach



The **SUSTAINABILITY  
STRATEGY**  
was endorsed and  
**APPROVED**  
**IN DECEMBER 2016**



# SUSTAINABILITY STRATEGY UPDATES



CUSTOMERS

Our focus is to provide the best service and experience to all our customers through tailored maritime logistics solutions and safety, reliability and operational excellence. We aspire to delight our customers, continue to add value and affirm our status as a recognised global energy related maritime solutions and service provider.

MISSION



To exceed the expectations of our customers

OBJECTIVES



- Experience
- Recognition

PROGRESS

- As part of the MISC Group, we carried out a targeted mini-survey of our key customers with an aim to gauge their perception of our services.
- As next steps, developed an action plan with respect to the identified gaps/areas of recommendation.
- Regular senior management engagement with the customers through the customer appreciation dinner and shipnaming ceremony.

MOVING FORWARD

- Implement the recommendations identified in the action plan.
- To continuously monitor and improve customer experience we provide through investment in technology, processes and people.
- To continue to evolve to remain relevant and aligned with our customers' changing business needs.



SHAREHOLDER

We recognise the importance of engaging with our shareholder as a means to enhance the visibility of our organisation. Our strategy focuses on the delivery of broader, structured and consistent engagement activities for our shareholder.

MISSION



To drive sustainable value for our shareholder

OBJECTIVES



- Engagement
- Education
- Communication

PROGRESS

- Our participation in the Group's Annual Planning Forum ensures that we continue to engage and communicate with our shareholder on the Strategic Focus, corporate developments and industry outlook.

MOVING FORWARD

- With focus and recent wins in niche tanker markets we are able to deliver superior long-term returns for our shareholder and continue to be aligned with the vision and mission of the Group.

# SUSTAINABILITY STRATEGY UPDATES



## GOVERNANCE & BUSINESS ETHICS

As a company with a vast global outreach that operates across markets and cultures, conducting ourselves with the highest standards of integrity is a key priority. Our strategic approach is focused on continuously embedding business ethics and ethical conduct as a cultural component within the organisation. With an evolving market landscape, we continue to equip and develop our workforce with additional skills and competencies.

### MISSION



### OBJECTIVES



To maintain a sustainable governance and business ethics framework

- Transparency & Trust

### PROGRESS

- Continuous communication, awareness and training programmes on the AET Group's Code of Conduct and Business Ethics (CoBE) and Whistleblowing (WB).
- Rolled out and implemented training programmes for employees and directors, such as e-Learning on anti-bribery legislation.
- Adopted a Modern Slavery policy and statement, setting out AET's position with regard to modern slavery and human trafficking in compliance with the UK Modern Slavery Act.

### MOVING FORWARD

- Continue to monitor, review and assess the effectiveness of compliance and ethics initiatives including communications and awareness programmes annually.
- Commence CoBE awareness and training sessions for third party service providers.
- Continuous WB awareness and training on policy and procedure.
- Obtain ISO 37001:2016 status.



## EMPLOYEES

In line with our mission of promoting individual and team excellence of our employees, one of our strategic objective is to have in place a sustainable talent pipeline across job levels to ensure seamless leadership.

### MISSION



### OBJECTIVES



To promote individual and team excellence of our employees

- Training & development
- Engagement
- Safe & healthy working environment

### PROGRESS

- Third year of the REACH programme aimed at developing entrepreneurial and inspirational leaders of the future through a blend of learning and coaching opportunities including sponsored academic courses and assignments at AET's global offices and other Group subsidiaries.
- Engaged emerging leaders in strategy development workshops.
- HR learning month was held in September where bite size learning was introduced.
- Continuation of the Health, Safety, Security and Environment (HSSE) programme in workout sessions, awareness campaign and health check.
- As part of the Group, participated in the inaugural MISC Group Contractors HSSE Forum on 15 November 2018.
- Talent Development committees meet quarterly to discuss the development, progression and promotion of staff.

### MOVING FORWARD

- Continue to develop our talent pipeline for critical positions and identify emerging leaders.
- Launch the new Talent Management Solution (TMS) System which will provide an end-to-end solution for succession planning, learning management system, talent acquisition and 360-degree feedback.
- Continuous implementation of the HSSE and employee wellness strategy.
- Continue to drive diversity and inclusion strategies.
- Promote thought leadership through our mentoring programmes.
- Develop avenues to encourage infusion of talent from within and outside the industry.



# SUSTAINABILITY STRATEGY UPDATES



## ENVIRONMENT

Operating in a responsible manner and minimising impact on the environment where possible, is key to the way we manage business. The strategy will ensure our diligence in taking a proactive approach in the management of our environmental footprint with specific focus on carbon/key emissions, waste (hazardous and non-hazardous) and biodiversity.

MISSION

To care for the environment and operate responsibly

OBJECTIVES

- Carbon
- Biodiversity
- Waste

PROGRESS

- Reduction of carbon emissions intensity for shipping operations from a baseline in 2016 as follows:

	2018	2020 Targets
Petroleum	11%	9%
Product	5%	1%
- Implemented new systems, Navigator and ECO Insight software to enhance the performance monitoring and reporting for shipping operations.
- Started monitoring and reporting of carbon emissions data as per EU MRV regulation.
- As part of the IMO DCS requirement, all vessels have been equipped with approved Ship Energy Efficiency Management Plan (SEEMP) Part II.
- Reduction in overall generation of wastes on vessels.

MOVING FORWARD

- Continue with the implementation of carbon emissions reduction target plan.
- Continue monitoring and reporting of carbon performance for fleet operations in accordance to regulatory (European Union Monitoring, Reporting, Verification (EU MRV) and International Maritime Organisation Data Collection System (IMO DCS)) as well as corporate requirement.
- Continue with the implementation of waste separation and 4R programmes.
- Implementation of a Group wide campaign on responsible consumption of single-use plastics.
- Work in partnership with industry organisations to further improve eco-standards.



## COMMUNITY

Our primary focus of value creation for the wider community is through education, with an emphasis on maritime education. Our strategic objectives are aligned to our mission where we will focus our investment on the next generation through education. The initiatives include the promotion of upskilling and expansion of career opportunities for the youth and raising knowledge and awareness of our industry.

MISSION

To create a positive difference to the lives of communities

OBJECTIVES

- Investing in the next generation

PROGRESS

- Maritime museum visit and marine life experience for the Singapore Children's Society
- Annual beach cleaning project at Pasir Ris Beach, Singapore and Sunny Beach, Galveston Texas
- Preparation of Christmas gift boxes for the Houston International Seafarer's Center
- Volunteering at the Houston Boys and Girls Club
- Book collection for Houston elementary school children below the poverty line
- Beach cleaning project in Galveston, Texas
- Donations to various local charities globally
- Creation of gift boxes for London's homeless during the year-end festive season
- River Thames riverbank clean-up

MOVING FORWARD

- Formalisation of a task force to develop a CSR framework on youth development and maritime industry education.
- Encourage active engagement with interns to enhance their work experience and employability.
- Continue to encourage our staff to support their local communities.
- Sponsoring and training of the cadets, even on board our vessels.
- As a member of industry associations we are able to share best practices.
- In cooperation with ALAM and USMMA (Kings Point), we provide training on board and at shore.

# OUR SUSTAINABILITY FOCUS 2018

## ENVIRONMENT



### LNG dual-fuel vessels

As a leading adopter of this technology, in Q1 2019, we took delivery of two of the world's first LNG dual-fuel Aframax tankers, Eagle Brasilia and Eagle Bintulu, for charter to an energy major. Leveraging our parent company's long history in the LNG sector, we are committed to this environmentally sound technology and will build at least half our future fleet according to this technology.

Our new ships reduce their sulphur emissions by almost 100%, nitrous oxide emissions by 85% and particulate matter emissions by 98%. In addition, carbon will be cut by 20%. These ships are one of the cleanest Aframax tankers on the market today.

### Other eco-innovations

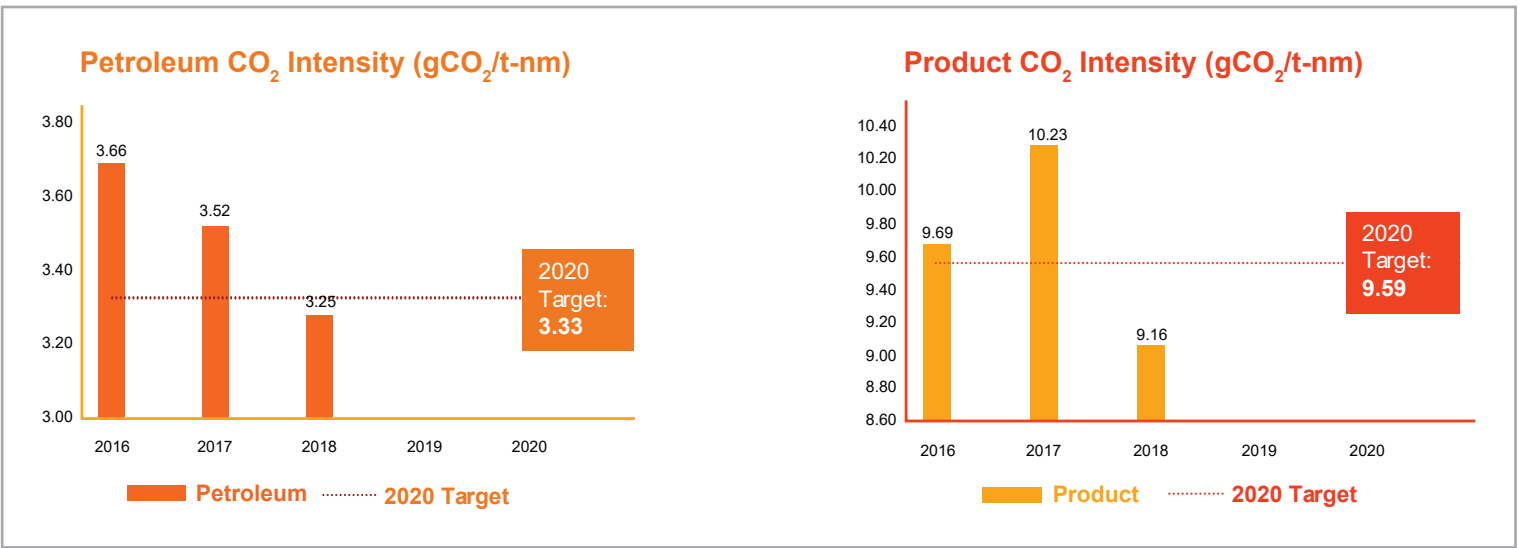
All our new ships, irrespective of propulsion system, are constructed to exceed IMO's Energy Efficiency Design Index (EEDI) targets. Streamlined hull forms are combined with energy-saving devices such as rudder bulbs, saver fins and saver stators. Hull cleaning systems, advanced weather routing and onboard monitoring ensure fuel consumption is kept to a minimum.

### LOOKING TO THE FUTURE

We are determined to stay ahead of the environmental curve by aligning ourselves with IMO's ambition to reduce shipping's carbon footprint by 50% against 2008 baseline measurements by 2050. Our newly introduced LNG dual-fuel ships go some way to assisting us with this aspirational target, but they don't go far enough. Our technical teams are already exploring new technologies and alternative propulsion systems including hydrogen, fuel-cell and wind assistance. We are confident that we will continue to pioneer new environmentally innovative technologies as they become available.

### ENVIRONMENTAL INNOVATIONS AND LEADERSHIP

In 2018, we recorded an 11% reduction in carbon dioxide (CO<sub>2</sub>) intensity from our petroleum fleet and 5% reduction from our product fleet, all against our 2016 baseline. This was achieved using better monitoring and reporting and process integrations to improve operational efficiency. Over 2018, we implemented DNV GL's Navigator and Eco Insight monitoring and reporting tool fleetwide. This enables better informed decisions on vessel energy efficiency with system generated alerts for potential fuel saving. We also continued our implementation of ISO 50001:2018 Energy Management System certification for our petroleum fleet and will roll this out to product vessels in 2019.





# SUSTAINABILITY FOCUS 2018

## ENVIRONMENT



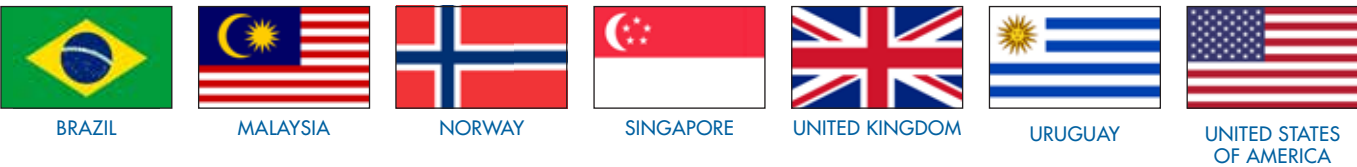
### The next generation shuttle tankers

Our partnership with Equinor to build two ultra-low emission DP offshore loading shuttle tankers cements our commitment to a cleaner planet. These LNG dual-fuel vessels will be the most advanced in the world with maximum efficiency and minimum emissions.

- ▶ Twin screw main propulsion driven by low pressure LNG dual-fuel, two-stroke engines fulfilling Tier III emissions requirements
- ▶ Industry leading volatile organic compounds (VOCs) capture system. All VOCs are captured and fed back into the propulsion system. Zero VOCs will be released and 3,000 tonnes of fuel saved annually
- ▶ Optimised hull form yielding 2.7% performance improvement over base model
- ▶ Hull appendages (thruster tunnels, rudder angle, rudder bulb etc) optimised to deliver 5.7% performance improvement over base model
- ▶ Winterised to be able to operate in harsh winter conditions, additional hull strengthening with a fatigue life of 30 years
- ▶ Latest generation bow loading system allowing larger hose connection and working sector
- ▶ Combination of onboard DC grid system and two-stroke engine shaft generator will result in reduced fuel consumption in DP mode
- ▶ 15.6% EEDI improvement over EEDI average of recently built shuttle tankers

# SUSTAINABILITY FOCUS 2018

## COMMUNITY



Local communities are important stakeholders in our business and we serve them through a range of activities and initiatives. As a responsible and active local employer, we ensure that we provide opportunities for local talent to join our teams across the Group. We commit to treating all our colleagues fairly and without discrimination, and we provide consistent levels of financial and non-financial compensation.



- Beach and riverbank cleaning
- Enhancing experience and educating children about the maritime industry and its services
- Preparing festive gift boxes including a book collection for seafarers and underprivileged
- Donations to various local charities
- Sponsoring and training of the cadets, even on board our vessels.
- In cooperation with ALAM and King's Point, we provide training on board and at shore.



# SUSTAINABILITY FOCUS 2018

## INDUSTRY

### INDUSTRY OUTREACH

Collaborating with our industry colleagues and peers allows us to share best practice and to benchmark performance. It also enables us to take a leadership position on matters of policy and practice and to help shape the future profile of our sector.



#### International Association of Independent Tanker Owners (INTERTANKO)

The International Association of Independent Tanker Owners (INTERTANKO) provides leadership to the tanker industry in serving the world with the safe, environmentally sound and efficient seaborne transportation of oil, gas and chemical products. We have been a member of this important association for a number of years and our President and CEO is the current chairman of Intertanko’s Gas Tanker Committee.

#### Society of International Gas Tanker and Terminal Operators (SIGTTO)

The Society of International Gas Tanker and Terminal Operators (SIGTTO) is the international organisation through which industry participants can share experiences, address common problems and achieve best practices and acceptable standards. One of the MISC Management Committee (MC) members is a Director at SIGTTO, and reinforces the Group’s stance on green shipping.



#### Global Maritime Forum

Global Maritime Forum is a relatively new non-profit foundation with the aim of driving the global maritime industry towards a fully sustainable, long-term future in human, environmental and economic terms. Our Chairman serves on the advisory council and we are proud to be a strategic partner and to contribute fully to the debate.

#### Chamber of Shipping of America

The Chamber of Shipping of America (CSA) represents U.S. based companies that own, operate or charter oceangoing tanker, container, or dry bulk vessels, engaged in the domestic and international trades. AET took to Chairmanship of CSA in 2018.



#### Singapore Shipping Association

The Singapore Shipping Association (SSA) represents a wide spectrum of shipping companies and other businesses allied to the shipping industry. It is a national trade association formed in 1985 to serve and promote the interests of its members, which AET is a member of, to help achieve its mission.

#### Malaysia Shipowners Association (MASA)

Malaysia Shipowners’ Association (MASA) was established in 1976 with the main objective of protecting and promoting the interest of Malaysian shipowners. The Group is represented as Deputy Chair in this association.



AET Annual Review 2018

# OTHER INFORMATION

86	LIST OF VESSELS
91	GLOBAL OFFICES AND CONTACTS





LIST OF VESSELS

as at 31 March 2019

PETROLEUM AND PRODUCT VESSELS							
TYPE	TOTAL	VESSEL	BUILT	AGE	YARD	DWT	FLAG
VLCC	14	EAGLE VERMONT	2002	16	Hyundai Heavy Industries Co. Ltd., Korea	306,999	Singapore
		EAGLE VIRGINIA	2002	16	Hyundai Heavy Industries Co. Ltd., Korea	306,999	Singapore
		BUNGA KASTURI	2003	15	Universal Shipbuilding Corp, Japan	299,999	Malaysia
		BUNGA KASTURI DUA	2005	13	Universal Shipbuilding Corp, Japan	300,542	Malaysia
		BUNGA KASTURI TIGA	2006	12	Universal Shipbuilding Corp, Japan	300,398	Malaysia
		BUNGA KASTURI EMPAT	2007	11	Universal Shipbuilding Corp, Japan	300,325	Malaysia
		BUNGA KASTURI LIMA	2007	11	Universal Shipbuilding Corp, Japan	300,246	Malaysia
		BUNGA KASTURI ENAM	2008	10	Universal Shipbuilding Corp, Japan	299,319	Malaysia
		EAGLE VANCOUVER	2013	5	Daewoo Shipbuilding and Marine Engineering, Korea	311,922	Malaysia
		EAGLE VARNA	2013	5	Daewoo Shipbuilding and Marine Engineering, Korea	311,922	Malaysia
		EAGLE VERONA	2013	5	Daewoo Shipbuilding and Marine Engineering, Korea	320,122	Malaysia
		EAGLE VERSAILLES	2013	5	Daewoo Shipbuilding and Marine Engineering, Korea	320,122	Malaysia
		EAGLE VENICE	2016	2	Hyundai Heavy Industries Co. Ltd., Korea	300,342	Malaysia
		EAGLE VICTORIA	2016	2	Hyundai Heavy Industrie Co. Ltd., Korea	299,392	Malaysia
SUEZMAX	6	EAGLE SAN ANTONIO	2012	6	Samsung Heavy Industries Co. Ltd., Korea	157,850	Malaysia
		EAGLE SAN DIEGO	2012	6	Samsung Heavy Industries Co. Ltd., Korea	157,850	Malaysia
		EAGLE SAN JUAN	2012	6	Samsung Heavy Industries Co. Ltd., Korea	157,850	Malaysia
		EAGLE SAN PEDRO	2012	6	Samsung Heavy Industries Co. Ltd., Korea	157,850	Malaysia
		EAGLE SAN FRANCISCO	2018	0	Hyundai Heavy Industries Co. Ltd., Korea	157,512	Malaysia
		EAGLE SAN JOSE	2018	0	Hyundai Heavy Industries Co. Ltd., Korea	157,512	Malaysia

PETROLEUM AND PRODUCT VESSELS							
TYPE	TOTAL	VESSEL	BUILT	AGE	YARD	DWT	FLAG
AFRAMAX	34	EAGLE SIBU	1999	19	Samsung Heavy Industries Co. Ltd., Korea	105,364	Singapore
		EAGLE TACOMA	2002	16	Imabari Shipbuilding Co., Ltd., Japan	107,123	Singapore
		EAGLE TAMPA	2003	15	Imabari Shipbuilding Co., Ltd., Japan	107,123	Singapore
		EAGLE TOLEDO	2003	15	Imabari Shipbuilding Co., Ltd., Japan	107,092	Singapore
		EAGLE TRENTON	2003	15	Imabari Shipbuilding Co., Ltd., Japan	107,123	Singapore
		EAGLE TUCSON	2003	15	Imabari Shipbuilding Co., Ltd., Japan	107,123	Singapore
		AL HABIBAH	2004	14	Hyundai Heavy Industries Co. Ltd., Korea	105,946	Saudi
		BUNGA KELANA 7	2004	14	Samsung Heavy Industries Co. Ltd., Korea	105,194	Malaysia
		BUNGA KELANA 8	2004	14	Samsung Heavy Industries Co. Ltd., Korea	105,174	Malaysia
		BUNGA KELANA 9	2004	14	Samsung Heavy Industries Co. Ltd., Korea	105,200	Malaysia
		BUNGA KELANA 10	2004	14	Samsung Heavy Industries Co. Ltd., Korea	105,274	Malaysia
		EAGLE TORRANCE	2007	11	Imabari Shipbuilding Co., Ltd., Japan	107,123	Singapore
		EAGLE TURIN	2008	10	Imabari Shipbuilding Co., Ltd., Japan	107,123	Singapore
		EAGLE SAPPORO	2008	10	Mitsui Engineering & Shipbuilding Co. Ltd., Japan	110,448	Singapore
		YASA GOLDEN DARDANELLES	2008	10	Mitsui Engineering & Shipbuilding Co. Ltd., Japan	110,828	Marshall Islands
		YASA GOLDEN MARMARA	2008	10	Mitsui Engineering & Shipbuilding Co. Ltd., Japan	110,769	Marshall Islands
		EAGLE KUCHING	2009	9	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Singapore
		EAGLE KANGAR	2010	8	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Singapore
		EAGLE KLANG	2010	8	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Singapore
		EAGLE KUANTAN	2010	8	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Singapore
		PARAMOUNT HELSINKI	2010	8	Sungdong Shipbuilding & Marine Engineering Co., Ltd., Korea	114,164	Isle of Man
		PARAMOUNT HALIFAX	2010	8	Sungdong Shipbuilding & Marine Engineering Co., Ltd., Korea	114,164	Isle of Man
		PARAMOUNT HANOVER	2010	8	Sungdong Shipbuilding & Marine Engineering Co., Ltd., Korea	114,014	Isle of Man
		PARAMOUNT HAMILTON	2010	8	Sungdong Shipbuilding & Marine Engineering Co., Ltd., Korea	114,022	Isle of Man
		PARAMOUNT HATTERAS	2010	8	Sungdong Shipbuilding & Marine Engineering Co., Ltd., Korea	114,164	Isle of Man
		PARAMOUNT HYDRA	2011	7	Sungdong Shipbuilding & Marine Engineering Co., Ltd., Korea	114,164	Isle of Man
		EAGLE KINABALU	2011	7	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Singapore
		EAGLE KINARUT	2011	7	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Singapore
		EAGLE LOUISIANA	2011	7	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Marshall Islands
		EAGLE TEXAS	2011	7	Tsuneishi Shipbuilding Co. Ltd., Japan	107,481	Marshall Islands

LIST OF VESSELS

as at 31 March 2019

PETROLEUM AND PRODUCT VESSELS							
TYPE	TOTAL	VESSEL	BUILT	AGE	YARD	DWT	FLAG
AFRAMAX		EAGLE BARCELONA	2018	1	Samsung Heavy Industries Co. Ltd., Korea	113,327	Singapore
		EAGLE BRISBANE	2018	1	Samsung Heavy Industries Co. Ltd., Korea	113,327	Singapore
		EAGLE BINTULU	2019	0	Samsung Heavy Industries Co. Ltd., Korea	113,049	Malaysia
		EAGLE BRASILIA	2019	0	Samsung Heavy Industries Co. Ltd., Korea	113,416	Singapore
DP SHUTTLE	4	EAGLE PARAIBA	2012	6	Samsung Heavy Industries Co. Ltd., Korea	105,153	Malaysia
		EAGLE PARANA	2012	6	Samsung Heavy Industries Co. Ltd., Korea	105,153	Malaysia
		EAGLE BERGEN	2015	3	Samsung Heavy Industries Co. Ltd., Korea	120,000	Bahamas
		EAGLE BARENTS	2015	3	Samsung Heavy Industries Co. Ltd., Korea	121,400	Bahamas
Chemical Products	13	BUNGA AKASIA	2009	9	STX Offshore & Shipbuilding Co. Ltd., Korea	37,961	Malaysia
		BUNGA ALAMANDA	2009	9	STX Offshore & Shipbuilding Co. Ltd., Korea	38,005	Malaysia
		BUNGA ALLIUM	2010	8	STX Offshore & Shipbuilding Co. Ltd., Korea	38,016	Malaysia
		BUNGA ANGSANA	2010	8	STX Offshore & Shipbuilding Co. Ltd., Korea	37,986	Malaysia
		BUNGA ANGELICA	2010	8	STX Offshore & Shipbuilding Co. Ltd., Korea	38,001	Malaysia
		BUNGA AZALEA	2010	8	STX Offshore & Shipbuilding Co. Ltd., Korea	37,959	Malaysia
		BUNGA ASTER	2010	8	STX Offshore & Shipbuilding Co. Ltd., Korea	37,934	Malaysia
		BUNGA LAUREL	2010	8	Fukuoka Shipyard, Japan	19,992	Panama
		BUNGA LAVENDER	2010	8	Fukuoka Shipyard, Japan	19,997	Panama
		BUNGA LILAC	2011	7	Fukuoka Shipyard, Japan	19,992	Panama
		BUNGA LILY	2011	7	Fukuoka Shipyard, Japan	19,991	Panama
		BUNGA LOTUS	2012	6	Fukuoka Shipyard, Japan	19,992	Singapore
		BUNGA LUCERNE	2012	6	Fukuoka Shipyard, Japan	19,991	Singapore

PETROLEUM AND PRODUCT VESSELS							
TYPE	TOTAL	VESSEL	BUILT	AGE	YARD	DWT	FLAG
LR2 and MR2	8	TELLEVIKEN	2005	13	Samsung Heavy Industries Co. Ltd., Korea	115,341	Bahamas
		TOFTEVIKEN	2005	13	Samsung Heavy Industries Co. Ltd., Korea	115,341	Bahamas
		TROVIKEN	2006	12	Samsung Heavy Industries Co. Ltd., Korea	115,341	Bahamas
		EAGLE MILAN	2010	8	Nikai Zosen Corporation, Setoda Shipyard, Japan	46,549	Panama
		EAGLE MATSUYAMA	2010	8	Shin Kurushima Dockyard Co., Ltd., Japan	45,942	Panama
		EAGLE MELBOURNE	2011	7	Onomichi Dockyard Co., Ltd., Japan	50,079	Singapore
		EAGLE LE HAVRE	2017	1	Hyundai Heavy Industries Co. Ltd., Korea	113,905	France
		EAGLE LYON	2017	1	Hyundai Heavy Industries Co. Ltd., Korea	113,808	Singapore
Panamax	1	BUNGA KENANGA	2000	18	Samsung Heavy Industries Co. Ltd., Korea	73,096	Malaysia
LIGHTERING SUPPORT VESSEL							
TYPE	TOTAL	VESSEL	BUILT	AGE	YARD	DWT	FLAG
Workboat	10	ELS MAITE	1975	43	Zigler Shipyard, Louisiana	1,023	USA
		NS LORETO	1982	36	Maclaren IC Estaleiros e Servicos S.A.	550	Brazil
		MALLARD	2007	11	Master Boat Builders, Inc. Bayou La Batre, AL	1,278	USA
		DIDI K	2008	10	Guangzhou Hangtong Shipbuilding & Shipping Co.	1,371	Uruguay
		OLIVIA	2008	10	Candies Shipbuilding LLC.	1,825	Uruguay
		JOSEPHINE K MILLER	2009	7	Bordelon Marine Shipbuilders, Houma, Louisiana	675	USA
		AET INNOVATOR	2011	7	Leevac Industries, LLC	1,475	USA
		AET EXCELLENCE	2012	6	Leevac Industries, LLC	1,475	USA
		AET PARTNERSHIP	2012	6	Leevac Industries, LLC	1,475	USA
		AET RESPONSIBILITY	2012	6	Leevac Industries, LLC	1,475	USA



# LIST OF VESSELS

as at 31 March 2019

NEWBUILDINGS						
TYPE	TOTAL	VESSEL	BUILT	YARD	DWT	FLAG
DP2 Shuttle Tanker	7	HN2236	2019	Samsung Heavy Industries Co. Ltd., Korea	125,000	TBC
DP2 Shuttle Tanker		HN2237	2020	Samsung Heavy Industries Co. Ltd., Korea	125,000	TBC
DP2 Shuttle Tanker		HN2277	2020	Samsung Heavy Industries Co. Ltd., Korea	152,700	TBC
DP2 Shuttle Tanker		HN2278	2020	Samsung Heavy Industries Co. Ltd., Korea	152,700	TBC
DP2 Shuttle Tanker		HN2279	2020	Samsung Heavy Industries Co. Ltd., Korea	152,700	TBC
DP2 Shuttle Tanker		HN2280	2020	Samsung Heavy Industries Co. Ltd., Korea	152,700	TBC
DP2 Shuttle Tanker		HN2296	2020	Samsung Heavy Industries Co. Ltd., Korea	152,700	TBC

# GLOBAL OFFICES AND CONTACTS

## AET Corporate Headquarters

**SINGAPORE**  
AET Tankers Pte Ltd  
11 North Buona Vista Drive  
#15-07  
The Metropolis Tower 2  
Singapore 138589  
Republic of Singapore  
**T** +65 6100 2288

## AET Commercial Business & Operations

**GALVESTON**  
AET Offshore Services Inc.  
1301 Pelican Island, Block 2  
Galveston, Texas 77554  
United States of America  
**T** +1 832 615 2040

**HOUSTON**  
AET Inc. Limited  
1900 West Loop South  
Suite 920  
Houston, Texas 77027  
United States of America  
**T** +1 832 615 2000

**KUALA LUMPUR**  
AET Tanker Holdings Sdn. Bhd.  
Level 30, Menara Dayabumi  
Jalan Sultan Hishamuddin  
50050 Kuala Lumpur  
Malaysia  
**T** +60 3 2267 4800

**LONDON**  
AET UK Limited  
Suite 8.02  
Exchange Tower  
1 Harbour Exchange Square  
London E14 9GE  
United Kingdom  
**T** +44 20 7536 5880

**MONTEVIDEO**  
ELS Lightering Services S.A.  
Artigas Building  
Rincon 487, 5th Floor, Office 503  
11000 Montevideo  
Uruguay  
**T** +598 29171618

**RIO DE JANEIRO**  
AET Brasil Servicos Maritimos Ltda  
Av. Borges de Medeiros  
633, Sala 608  
Leblon, CEP: 22430-041  
Rio de Janeiro-RJ  
Brazil  
**T** +55 21 2135 6417

**SINGAPORE**  
AET Tankers Pte Ltd  
11 North Buona Vista Drive  
#15-07  
The Metropolis Tower 2  
Singapore 138589  
Republic of Singapore  
**T** +65 6100 2288

### General Disclaimer

The material in this annual review contains certain forward-looking statements concerning the financial condition, strategy, results of operations and business of the AET Group and its objectives with respect to those items. These forward-looking statements involve risks and uncertainties. Actual results may materially differ from those discussed in the forward-looking statements due to a variety of factors, including trends in economic conditions and markets in which the company operates as well as fluctuations in foreign currency exchange rates. Unless otherwise specified in this annual review, the material herein relates to the year 2018 and up to 31 March 2019. The material contained in this annual review is copyright © of AET and MISC unless stated otherwise and all rights are reserved.



11 North Buona Vista Drive  
#15-07 The Metropolis Tower 2  
Singapore 138589, Republic of Singapore

**T** +65 6100 2288

**E** [aetcc@aet-tankers.com](mailto:aetcc@aet-tankers.com)

**[www.aet-tankers.com](http://www.aet-tankers.com)**



The mark of responsible forestry