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Chairman's message

A second year of the pandemic has now passed. We can only hope the end is getting closer, with rising vaccination rates and increasing natural immunity.

The toll from the past two years has been heavy. Colleagues have lost loved ones, ship staff have faced challenges getting on and off vessels, shore employees have faced the isolation of working from home. And this has come on top of all the other stresses, such as Typhoon Odette which caused destruction in the Philippines in December. We know this can impact mental health, and we are increasing our focus on ways to help, as well as projects to support the communities we operate in.

The resilience and adaptability of our teams has been commendable. In spite of restrictions and uncertainties, engagement levels remain high. Safety standards have been maintained in the fleet, vessel efficiency is high, and the job is getting done. We are thankful to all our team members around the world for their supreme effort to keep things working.

On the business front, BW has faced headwinds. Unlike our peers in the container shipping space which has been experiencing an unprecedented boom, the past year has been hard for tankers.

Reduced mobility has resulted in lower oil demand, which has come at the same time that global inventories were unusually high. The resulting reduction in oil shipments has led to one of the worst years in memory. Gas has fared better, with LPG seeing a year of huge volatility but healthy average rates, and LNG ending the year on a strong note.

With a diversified portfolio, the group as a whole is holding up well, and we have continued to grow organically and through acquisition. 2021 saw the completion of mergers between BW affiliates Epic with Lauritzen Kosan, Navigator Gas with Ultragas, Hafnia with CTI. Our new energy platforms in solar and wind continued to grow, and we invested in a new battery storage company Penso Power and a submarine internet cable business called Hawaiki. BW Offshore won a major new FPSO contract and invested in floating wind, BW Energy continues to develop its portfolio, BW LPG is making strategic divestments to prepare for the next cycle. The group's structure allows both for diversity of exposure and a high level of corporate activity.

The collective efforts of our teams are resulting in a group that is broad and deep, with a reputation for quality and for being good people to do business with. In the face of ups and downs, that is something to be proud of.

Andreas Sohmen-Pao
Chairman





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The right chemistry

In a move to create a flexible, sustainable and future-proof operation, Hafnia has acquired CTI's fleet of fuel-efficient tankers – cementing itself as the global leader in product and chemical shipping.

With a recent strategic acquisition, Hafnia has become the largest operator of product and chemical tankers in the world. A share purchase agreement was made on 11 November 2021 to acquire all outstanding shares in Chemical Tankers Inc (CTI), giving Hafnia control of CTI's fleet of 32 modern, fuel-efficient IMO II tankers.

The acquisition of CTI (formerly Navig8 Chemicals) swells Hafnia's commercial fleet to 233 tankers – 133 of which it owns. This expansion in scale and diversification increases the company's long-term resilience, boosting earnings capacity through the shipping cycle and opening up new capital markets and financing opportunities. The greener tankers will also help make Hafnia more sustainable.



Image: Hafnia product tanker BW Triton.



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Highlighting the benefits of the deal, Hafnia CEO Mikael Skov said: "It will complement our existing commercial activities by enabling better utilisation of vessels, trading flexibility through the ability to carry both clean petroleum products and chemicals, limiting ballast time by optimising triangulation, and offering material cost synergies."

Right place, right time

The purchase of the CTI tankers is a great fit for Hafnia's existing fleet and pools, and enables the company to provide a more flexible offering to its customers. Bigger fleet owners achieve greater cargo flow, and receive higher priority from charterers because they are more likely to have a tanker in the right place at the right time.

The expansion will allow Hafnia to diversify its revenue streams. Among the CTI vessels are 24 Handy and MR size vessels, increasing Hafnia's medium-range offering. Their ability to carry both clean petroleum products and chemicals broadens the company's trading flexibility. For example, if product tanker earnings outperform those of chemical tankers, the company has the option to switch its chemical carriers into the products trade – and to a certain extent vice versa – just as the company's LR2 tankers are able to switch between crude and product cargos.

The capacity for cargo switching allows the combined fleet to benefit from more efficient triangulation, increasing earnings potential by limiting ballast voyages. For instance, a global triangulation could start in the US Gulf, transporting methanol and other higher-grade chemicals to Asia. The cleaned tanks would then be loaded with renewable fuels, such as used

cooking oil from south-east Asia, and head to Europe. From there, gasoline would be carried to the US and Mexico.

The expanded fleet also multiplies the amount of operational data available, feeding into business intelligence and accelerating the digitisation of Hafnia's shipping operations – ultimately leading to even greater fleet efficiency.

Sharing in the success

For CTI's shareholders, the sale represents an opportunity for enhanced returns through access to greater economies of scale, lower cost of debt, and upside exposure to a recovering product tanker market.

"This merger will allow CTI shareholders to benefit from the scale and commercial capabilities of Hafnia, while enabling Hafnia to expand its platform with a sizeable and young ECO design IMO II product and chemical tanker fleet," said Guillaume Bayol, Managing Director at Oaktree Capital Management, which will manage funds holding shares in the combined entity. "We believe we've identified a best-in-class partner in Hafnia and are excited to embark on a promising journey alongside the BW Group and other Hafnia shareholders."

Top right: The CTI fleet includes Navig8 Topaz, a 49,561DWT chemical/oil tanker.

Right: CTI's Navig8 Ammolite, a 38,506DWT chemical/oil tanker.



The CTI fleet purchased by Hafnia consists exclusively of high-specification ECO design vessels, constructed at leading shipyards. It comprises:

- Six MR (49,000 dwt) IMO II coated tankers, built in Korea between 2015 and 2016.
- 18 Handy (38,000 dwt) IMO II coated tankers, built in Korea between 2015 and 2016.
- Eight Intermediate (25,000 dwt) IMO II stainless steel tankers, built in Japan between 2016 and 2017.

Full details of the CTI purchase

- Following the transaction, and based on the current shareholding in CTI, CTI's major shareholder – funds managed by Oaktree Capital Management LP (Oaktree) – will hold 20.4% of the shares in the combined entity.
- Oaktree is a leader among global investment managers specialising in alternative investments, with \$158bn in assets under management as of 30 September 2021.
- The transaction remains subject to consent or waivers from some of CTI's existing financiers, and Hafnia expects the transaction to close before 1 February 2022.



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Charging ahead

A new partnership with battery storage developer Penso Power will accelerate BW's diversification in renewable energy, helping to drive the UK's energy transition.

The switch to renewable energy sources is the most direct route to a low-carbon economy. But as the United Kingdom focuses on producing electricity from intermittent renewable sources, grid-scale storage solutions will be essential to provide flexibility and security of supply for transport, industry and domestic use.

Battery storage provides a scalable, functional option for balancing energy supply and demand, enabling the grid to rapidly respond to fluctuating usage and increased stress at peak times. What's more, the economics of battery storage systems does not rely on support from green subsidies.

A commitment to growth in sustainable energy

To contribute to this transition, BW Group agreed to a long-term partnership with Penso Power – a leading developer of grid-scale battery storage systems – in October 2021. The deal will see BW commit capital to fully fund the build-out of Penso Power's existing 3GWh UK pipeline over the next three to five years. The expansion includes plans for individual projects with connection capacity of up to 350MW.



Image: Penso's 100MW project in Minety, Wiltshire, is currently Europe's largest operational battery storage scheme.



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The investment makes BW Group a major shareholder in Penso, as well as a strategic partner in its storage network. "We are excited to be investing in Penso Power, a pioneer of the UK battery energy storage space," says Erik Strømsø, Managing Director of BW Renewables. "BW has a growing portfolio of sustainable energy investments, including offshore wind, floating wind and solar. We first invested in battery energy storage in 2013 with a shareholding in Corvus Energy, and remain strong believers in the technology as an enabler of the sustainable energy transition."

A powerful partnership

Founded by CEO Richard Thwaites, Penso has been building grid-scale renewable energy storage systems in the UK since 2017. The company's 100MW project in Minety, Wiltshire, is currently Europe's largest operational battery storage scheme. Although currently focused on the UK, Penso has global ambitions, with its team exploring opportunities across developing markets in Africa and Asia, where there is significant potential to make an impact.

Thwaites says: "We are delighted to have forged this important partnership with BW Group – not only one of the world's leading maritime and energy companies, but an organisation with the highest standards of governance and a strong sustainability agenda. With BW Group as our partner, we will accelerate the development and construction of our UK project pipeline, and explore further opportunities in the UK and overseas.

"BW Group's commitment is a coming of age for the UK battery storage market. A blue-chip international company is deploying significant capital to build a substantial portfolio of large-scale battery storage projects. We view the deal – considerably larger than anything else seen in the UK to date – as transformational for ourselves and the UK market."

Penso and Corvus, powering BW's charge into batteries

At first glance Penso Power might seem to have a lot in common with Corvus Energy, another BW Group affiliate company. However, while both companies specialise in lithium-ion batteries, the applications of this technology are very different. Penso is focused on using batteries for energy storage (on land) while Corvus aims to use batteries as a means of propulsion (at sea).

The distinct applications lead to different engineering challenges and business models. While there is no intention to work together immediately, there could be avenues for cooperation in the future. For instance, old maritime batteries could be used in onshore settings, where there is more space.

Top right: A simple diagram showing where Penso's facilities fit in the energy landscape.

Right: BW Renewables Managing Director, Erik Strømsø, sitting with Penso Power Founder and CEO, Richard Thwaites.

Where does Penso Power come into play?





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El Salvador welcomes BW Tatiana

El Salvador's first floating storage and regasification unit will help provide almost a third of the nation's energy, lowering carbon emissions and reducing electricity costs.

In November 2021, BW Tatiana was officially named and dedicated, becoming the first floating storage and regasification unit (FSRU) to be deployed in Central America's smallest country.

El Salvador currently relies heavily on imported fuel oil to generate power. BW Tatiana is part of Energía del Pacífico's Acajutla FSRU project, supplying a clean and efficient 378MW combined-cycle generation plant. It is expected to become the lowest-cost thermal generator in the country, supplying 30% of total demand and reducing energy imports from 25% to around 5% in 2023.



Image: BW Tatiana permanently moored off the coast of Acajutla, El Salvador.



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As well as making electricity more affordable, the project will displace oil-based energy generation. This promises to reduce El Salvador's annual carbon dioxide emissions by an estimated 376,000 tonnes each year – equivalent to taking more than 70,000 vehicles off the road.

The naming ceremony took place in Acajutla on 12 November, exactly two years after BW signed the FSRU charter contract with Energía del Pacífico ("EDP"). Before the event, various parties had the opportunity to tour the vessel alongside her godmother, Tanya Polsky – the wife of Michael Polsky, founder and CEO of Invenergy, our JV partner in the project.

BW Tatiana was originally built in 2002 by Shell. She traded as a traditional LNG carrier under the name of Gallina, until Invenergy and BW LNG bought her for conversion to an FSRU in 2020. BW Tatiana now has a capacity of 280 MMSCFD and a storage capacity of 137,000 m³. The conversion took 1.4 million man-hours, and was completed without a single accident – a very impressive safety achievement.

The global Covid-19 pandemic made the process even more complex than usual. The team included people from 12 countries, spread across six time zones. A further problem emerged when the vessel's boil-off gas compressor became trapped on board the container ship Ever Given, which ran aground in the Suez Canal. This vital component had to be airlifted out to keep the project on track.

At BW LNG, we want to support the transition to a lower-carbon society. With this project, El Salvador is leading the way. We now entrust the safe operation of BW Tatiana to our skilled and dedicated seafarers. We are confident that Captain Murray and Chief Engineer Avena will look after their crew, and will always put safety first under our "Zero Harm" policy.

A project with tangible benefits

50% reduced emissions as the FSRU enables service by a new, more efficient LNG carrier

45% fuel savings from the installation of a more efficient power unit on board BW Tatiana

Cleaner power through the replacement of existing oil-powered power plants

600,000 tonne reduction in carbon emissions per year, virtually eliminating NO_x and SO₂ pollutants associated with the burning of heavy fuel oil

30% of El Salvador's total energy demands met by the power plant

2,650 Salvadorans benefiting from investments into local conservation areas, contributing to environmental, social and cultural well-being

2,000 workers employed at peak construction – creating around 80 permanent operations jobs, in addition to stimulating economic development and job creation throughout the supply chain



Top: The latest monitoring technology is employed to ensure that operations are safe and efficient.

Above left: Crew celebrating on board BW Tatiana on the day of the naming ceremony.

Above right: Tanya Polsky, godmother of BW Tatiana, with her husband Michael Polsky, the Founder and CEO of Invenergy.



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Cooking up a cleaner, greener future

By eliminating dirty fuels and supporting a sustainable village in rural India, BW LPG is helping to build resilience into communities left reeling by the pandemic

More than three billion people around the world lack access to clean, modern cooking fuels, relying instead on burning wood, coal, animal dung or other biomass materials. It's a deadly problem. According to the World LPG Association (WLPGA), cooking-related indoor air pollution causes over four million deaths per year – more than malaria, HIV/AIDS and tuberculosis combined.

Traditional cooking fuels are also accelerating the climate crisis. Studies suggest that burning wood produces around 2% of all global CO₂ emissions, and that the unsustainable harvesting of trees and other biomass can cause deforestation and soil degradation.



Image: Helping communities to switch from traditional cooking fuels to cleaner-burning liquefied petroleum gas.



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To help enable lasting change, BW LPG is supporting ProtoVillage, an innovative community development project in India. Founded in 2014 on 12 acres of barren land in Anantapur, India's second-driest district, ProtoVillage is a model community where people blend native knowledge with contemporary technology to support sustainable living. The village is off the grid, powered by wind and solar energy, and uses LPG for cooking.

ProtoVillage is also working to support its neighbours. The Covid-19 pandemic has had a massive impact on rural healthcare, making it a challenge for residents to access city hospitals. In response, ProtoVillage is establishing a health centre and mobile clinic to serve more than 50 local villages.

The Shanti Kutiram community building is being equipped with modern facilities to treat patients on site, as well as telemedicine technology to handle patient data and help connect remote patients with doctors. The mobile clinic will enable a trained nurse to visit villagers with general ailments and create digital health profiles for them. These will provide data on common health issues to inform a targeted local healthcare plan.

The ProtoVillage medicinal herb garden will also provide a model for other villages, allowing day-to-day ailments to be treated within the community. Students with an interest in healthcare will be trained in naturopathy to manage mild conditions, and given the skills to build oxygen concentrators to alleviate respiratory issues. Medical training is one of several initiatives to upskill workers forced to return to their rural communities after Covid-19 shut down India's cities. BW LPG is also backing a 4,000-square-foot training facility in ProtoVillage – a design that can be replicated across the district.

This facility will empower local women through the Graameena Aarthika Mandali (Graamam) training model. This aims to create a network of 9,000 women entrepreneurs across 100 villages by 2024 – starting with 100 by the end of 2021 – leading nutrition, personal care and homecare enterprises. ProtoVillage will provide R&D, training, quality assurance and marketing services for a joint production company, owned by the entrepreneurs themselves.



Top: The re-roofed Shanti Kutiram will house a healthcare centre serving 50 local villages.

Right: A woman cooks using wood, which is bad for human health and bad for the environment.

Far right: Living in harmony with nature at ProtoVillage in 2021.



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Providing opportunities for women from less privileged backgrounds

BW LPG India has pledged to provide scholarships to 10 female cadets from less privileged households or military families. Each receives financial support for every year of enrolment, and a career on board a BW LPG vessel after graduation. Through the scholarships – which will involve around 50 cadets over the next five years – BW LPG India hopes to develop a community of female cadets, make maritime education more accessible, and attract and retain talent while encouraging diversity in shipping.

Helping to clean up our seas

BW LPG is pleased to support Seven Clean Seas, a social enterprise focused on removing plastics pollution from river systems in Asia. It organises clean-up operations, installs remote island infrastructure and develops innovative clean-up technology, including a high-volume, solar-powered River Plastic Recovery System (RPRS). Seven Clean Seas supports job creation by building at local shipyards, and engages closely with local communities – people who are dependent on the river for their livelihoods and way of life.



ProtoVillage is just one of BW LPG's initiatives geared to creating a more sustainable future. We are aiming to recruit female deck and engine cadets in India with scholarships and employment on our vessels. To support a transition to cleaner cooking, we are strengthening the supply of LPG into the nation by expanding the fleet of our India subsidiary.

Globally, BW LPG is backing projects to create a better world for everyone, including reducing plastic pollution in our oceans, and supporting the energy needs of financially challenged households in Singapore.

For more information on our sustainability initiatives, visit www.bwlp.com/media



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Are you OK?

We all need to take mental health seriously. We're doing more to provide practical support for the mental and emotional wellbeing of all our colleagues.

Of all the challenges arising from the Covid-19 crisis, the strain on our mental health is among the most damaging, yet least talked-about. That's why BW is stepping up efforts to help raise awareness, relieve stress, and support colleagues at sea and on shore.

BW Group's Chief Human Resources Officer Sophie Smith says the message needs to be clear: BW takes mental health seriously. "Mental health: these are not dirty words," she says. "It's as important as physical health. Both enable us to have a productive, enjoyable life. We need to normalise conversations about mental health and each do our part to stop little problems getting bigger."

Mental health initiatives began to ramp up in October, International Mental Health Awareness Month. "The World Health Organisation uses October for education, awareness and advocacy against the social stigma surrounding mental health," said Chairman Andreas

Below: Insights from the mindfulness sessions.



Sophie Smith
BW Human Resources



Mikael Skov
Hafnia



Yngvil Åsheim
BW LNG



Scott Doughty
Mindfulness coach



Porsche Poh
Silver Ribbon



Nicholas Patrick
Mental health speaker



Graeme Cowan
R U OK?



There have been times when I've been thrown off balance. I've taken time to identify what works for me. Exercise helps me.
Mikael Skov

If something doesn't feel right, it's good to sit with it and understand what's wrong.
Nicholas Patrick

A few deep breaths can actually change how you feel.
Scott Doughty

Do more of what makes you happy.
Yngvil Åsheim

Mental health isn't isolated to certain groups of people. Just because I'm a CEO doesn't mean I won't go through phases when I feel a bit out of balance.
Mikael Skov

Let a colleague know you are there to support them and that you care about them.
Graeme Cowan

Above all, be kind, be understanding and don't judge.
Porsche Poh

"Are you OK?" Three simple words can change a life.
Graeme Cowan

People who hold a managerial responsibility need to create a more authentic way of leading so that people can be more comfortable sharing how they feel.
Graeme Cowan

Sometimes those with the biggest smiles are struggling the most.
Sophie Smith

Practise self compassion. You have your own timeline. There is no rush, no deadline for you to overcome your challenges: go at your own speed.
Nicholas Patrick





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Sohmen-Pao in a message to colleagues across the Group. “Mental wellbeing is always important – and particularly now, given that the pandemic is expected to have effects that last beyond the virus's physical impact.”

On a personal note, he added: “My school's motto was ‘Mens sana in corpore sano’, which is Latin for ‘A healthy mind in a healthy body’. Mental wellbeing is as important as physical wellbeing. Maintaining both will help us to stay fit, healthy and productive.”

During October, colleagues were invited to take part in awareness-raising sessions. Headline events included a mindfulness workshop, and a virtual panel session titled ‘Together against stigma, every mind matters’.

The panel featured:

- **Mikael Skov**, CEO, Hafnia;
- **Porsche Poh**, executive director, Silver Ribbon, an organisation promoting positive mental health;
- **Graeme Cowan**, board director, R U OK?, a suicide prevention charity in Australia;
- **Nicholas Patrick**, who himself battled clinical depression for more than a decade.

BW LNG Managing Director Yngvil Åsheim helped lead the workshop, guided by mindfulness expert Scott Doughty. The event focused on practical ways to implement mindfulness at home and at work.

The positive response to both these events led to the introduction of regular mindfulness workshops and additional support initiatives.

These include:

- **Insight Timer:** A website and app with 100,000 guided meditation sessions over 200 topics, enabling you to recharge at a time that works best for you: see [insighttimer.com](https://www.insighttimer.com).
- **Mid-month mindfulness:** Short, guided sessions, enabling you to spend time with coach Scott Doughty, learning about the human brain and practising mindfulness techniques.
- **Mental health awareness training:** We are exploring training to help crew members recognise when people are struggling with mental health, and techniques to approach a conversation with anyone who may need support.

These initiatives are part of a concerted effort to create a more supportive workplace, where everyone feels they can express their concerns about mental health. Let's all help to make it a reality.

Quick tip: Try mindful 'box' breathing

1

Inhale through your nose to a mental count of four

2

Hold your breath **in** for a count of four

3

Exhale completely to a count of four

4

Hold your breath **out** for a count of four



Focusing on mental wellbeing is important all year round, not just in October. Please remember the impact of one simple question: ‘Are you OK?’ I encourage you to ask this question regularly and listen attentively to the answer.





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The next generation

We're committed to providing meaningful and rewarding internships across the Group. Here, three young recruits at the Singapore office tell of their experiences.

At BW Group, our company culture is one of diversity, inclusion and belonging. We aim to embrace differences, welcoming talent irrespective of age, nationality, gender identity, disability, sexual orientation or background. As part of this, we're focused on offering internships to as broad a range of applicants as possible. While the nature of the opportunities varies between offices, we aim to ensure the experience is valuable for everyone – employer and intern alike.

1 Daryl, finance intern

The shipping industry had always intrigued me. Fate brought me to BW Group, and I came in at the right time – the company was expanding into renewables and digital infrastructure.

As I had no prior experience, I've always taken the initiative to inquire whenever I'm in doubt. "It's better to be a fool for five minutes than for the rest of your life" is one of my beliefs. As someone who enjoys socialising in person, I found working from home because of the pandemic to be a challenge. But as long as you're willing to broaden your horizons and show passion in your profession, learning something from scratch is never impossible.



2 Jolene, human resources intern

One my fondest memories from my internship was organising a workshop, which allowed me to talk to many people in the company. Afterwards, I received messages of thanks from many colleagues who enjoyed it. I was also given the opportunity to help the HR department kickstart the PDPA (Personal Data Protection Act) project from scratch – a totally new experience for me. BW's culture was really forgiving, which gave me confidence.

Despite being interns, we were not treated much differently from full-time employees. We were each given a desk with our name on it, and the autonomy to make decisions and voice opinions. I'd advise future interns always to seek help from colleagues, rather than spend unnecessary time trying to figure things out by themselves. That's the way to learn from the experience and enjoy it.



3 Winnie, communications intern

It was the people at BW that made my internship experience unique. Everyone I met was friendly and welcoming – they didn't treat me as temporary manpower to be exploited – and the office was filled with conversation and laughter. I had the opportunity to converse with our CEOs and senior management, who were very amiable.

I joined the company when it was launching a new website. I helped curate ESG (environmental, social and governance) content, and was part of the team preparing a video thanking our crews on International Seafarers Day. My biggest professional takeaway was becoming more familiar with ESG and the function of corporate communications. However, the greatest personal takeaway was understanding how crucial seafarers are to our lives. Without them, modern life would cease to exist.





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Do the right thing

Whistleblowing protects us all. It's a vital tool in reducing corruption and ensuring BW and our staff maintain the highest standards. We're proud of our robust whistleblowing policy – just one of the procedures we've put in place to protect our reputation as a reliable, ethical company.

BW Group Chairman Andreas Sohmen-Pao says: "Our whistleblowing policy and process is a key tool in ensuring that our staff, customers and service providers have the ability to speak up where they have concerns about breaches of ethics at BW, with the reassurance of protection from reprisals or victimisation for reporting such concerns."

Committed to your safety

At BW we want our employees to feel safe and confident raising concerns openly with their manager or department head – or, in the case of seafarers, their Designated Person Ashore (DPA). Under the Maritime Labour Convention, seafarers may also report any complaint directly to the vessel's flag state.

Following industry best practice, BW has also engaged independent compliance service providers to support an external hotline. If BW employees are concerned that



If you see corruption or wrongdoing, on shore or at sea, don't hesitate to call it out. BW will support you all the way, through our clear-cut whistleblowing policy.

Potential concerns could include, but are not limited to:

Unlawful activities	Professional or ethical malpractices	Concealing serious wrongdoings or malpractices
Actions or activities that are not in line with a legal obligation or a company policy	Actions that may pose a danger to the health and safety of any individual	Actions that may pose a danger to climate or the environment (and are not timely nor adequately resolved through safety reporting)



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internal whistleblowing channels are unsuitable, this external service provides an alternative point of contact. It allows for reports to be submitted anonymously, online or by telephone, in multiple languages. Details can be found on business unit intranet portals, and are summarised in the table adjacent.

What whistleblowing means

Whistleblowing is defined as an action by a person who exposes information or activity that is deemed illegal, illicit, unsafe, fraudulent or an abuse of taxpayers' funds. In practice, says Billy Chiu, BW Group Executive Vice President, "the whistleblowing policy covers any concerns that could have an impact on BW."

Personal grievances are not covered by the whistleblowing policy, and should be raised according to the grievance procedure in the staff handbook. If a report is deemed frivolous or to have malicious intent, it will not be protected under the whistleblowing policy.

How to take action

What should a BW employee do if they witness any activity that falls under the above definition, or are included in it against their will?

First, they should keep themselves safe – this is always our primary concern. The employee then needs to consider whether they wish to report the matter using the internal or external whistleblowing process. With either option, the employee can request that their anonymity is protected.

Internal whistleblowing: Shore-based colleagues should report any concerns via the route outlined on the right for each individual business unit. Seafarers should contact their Head of Department (HoD), Master or DPA, as shown adjacent.

External whistleblowing: Within most business units, concerns can be reported to an independent compliance service provider via their external website or telephone number listed below. Details are also available on each business unit's intranet.

Reporting via any of these channels will result in approved, structured investigation procedures. Anyone identifying legitimate concerns can keep their anonymity and will be protected from reprisals or victimisation. Personal data and any other information provided will be kept confidential, and used solely for investigation of the matter.

BW guide to whistleblowing contacts:

BW Group, BW LNG, BW Solar, BW Dry Cargo, BW Renewables

Internal reporting

Ashore Head of Department (HoD), Group CFO, any member of the Executive Committee or the President of BW Bermuda

Seafarer HoD, Master or DPA

BW LPG

Internal reporting

Ashore HoD, Human Resource, General Counsel and/or members of the Executive Management Team

Seafarer HoD, Master or DPA

Hafnia

Internal reporting

Ashore HoD, People Culture & Strategy Department

Seafarer HoD, Master or DPA

External reporting

Provider Navex Global

Telephone

SGP 800-1102074 **DK** 800-100-10

USA 855-229-9304 **IND** 000-117

NOR 800-12183 **PHL** 105-11

PHL (Tagalog Operator) 1010-5511-00

BW Epic Kosan

Internal reporting

Ashore Immediate supervisor, the HR department, the CEO, the Chairman of the Audit Committee, or the Chairman of the Board

BW Offshore, BW Energy, BW Ideol

Internal reporting

Ashore Onshore and offshore personnel are encouraged to raise any concerns or questions through the Speak Up Channel. Written policy details the types of issues that should be raised to the Speak Up Channel versus those that can be raised to their immediate supervisor or line manager, or to Corporate Integrity and/or the Legal Department

External reporting

Provider The Speak Up Channel supported by Convercent (OneTrust)

Telephone

SGP 800.852.3912 **NOR** 800.24.664

USA 800 461 9330 **FRA** 0805.080339

UK (0808)-189-1053 **GAB** 242.64000036

NGA 070.80601844 **CIV**+242.64000036

IND 1.803.015.203.5129 **BRA** 0.800.892.2299

MEX 800.681.6945 **NLD** 0800.022.0441

*Seafarers may also report complaints externally to the relevant flag state



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Support on ship and shore

1 John Mark and Danielle

With eight years' service since joining as a cadet, John Mark Villaflor is a second engineer on LPG/C Kathrine Kosan. The pandemic struck while he was on a three-month shore vacation.

I had my ticket to fly out and join the vessel in March 2020 when lockdown was declared. I found myself at home for months, which affected us financially to an alarming point – I had to use my provident fund for survival. Luckily, I was able to go back on board last July. I felt blessed to be providing for my family again, but I couldn't escape worrying about the safety of my loved ones. My shipmates faced the same challenges, but with prayers and good companionship, we were able to deal with the stress.

I'm very grateful that even with all the ups and downs, our company was able to give me a chance to prove my capabilities and take on greater responsibility. After training, examinations and interviews, I am now a second engineer. Seafarers are hardworking, patient and resilient: we've been down, but we will get up again together. By keeping the faith, we can all get through this.

Danielle Nica Salvador is John's fiancée, who accepted his proposal in March 2020 – but Covid-19 meant wedding plans had to be postponed.

Being away from my partner has been challenging during the pandemic. Maintaining a healthy mind and body is our top priority – that's why I always make time to communicate with him. I don't want him to worry and overthink too much, since he has his own struggles. I share any everyday matters that have come up at home, and I remind him to be mindful of his and the crew's safety while on board. All the time we are apart, praying keeps me calm. It gives me the strength and courage to face every struggle, and live with less worry during these uncertain times.



The pandemic brought unprecedented disruption and stress for seafarers and their families alike. Here, three couples discuss their experiences, how they faced the challenges with BW Epic Kosan's help, and their hopes for the future.





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2 Gelmer and Chrishiela

Gelmer G Soriano has worked for BW Epic Kosan for 19 years, progressing from the Lauritzen Kosan cadetship programme to Master and captain.

Working during the pandemic brought many challenges. I had to implement and follow strict protocols, both in port and on board the vessel. We had to keep monitoring ourselves, because we were on the front line and exposed to people such as agents, shore authorities, surveyors and inspectors.

The biggest challenge was ensuring my crew's mental health. Although vessels have uninterrupted internet connection to communicate with our families, I felt this was not enough. Shore leave was not possible. To prevent crew boredom, we installed a basketball court in the vessel's forward space. Recreational events included a Saturday night karaoke challenge and movies after dinner.

As master, I have to motivate my crew to push through challenges, to keep our people and vessel safe during navigation and cargo operations – meaning they can get home to their loved ones safe and sound. Throughout, BW Epic Kosan supported our crew and their families, constantly looking out for our safety and helping us avoid exposure to Covid-19.

Chrishiela Valencia-Soriano and husband Gelmer have been together for 14 years.

I am very proud of my husband. He is loyal, dedicated to his work and able to provide a good life for us. He was not able to join the ship last year for a long period because of the pandemic. We enjoyed having more family time, but we experienced financial difficulty.

When he is on board, we keep in touch via the Facebook Messenger or imo app, and I always remind him to stay healthy by watching his diet, getting regular exercise and enough rest. Life can be tough, but I and my husband will give our best in everything we do – and love each other until the end of the world, wherever we are.





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3 Paul and Shiela

Paul Manolo B Villacrusis is a captain for BW Epic Kosan. He has been a seafarer for 18 years, having received his first vessel assignment at the age of 22.

Seafaring is not for everybody. We are away from our families for most months in a year, and we have to deal with challenges like bad weather, work pressure, fatigue, anxiety and sickness. The pandemic tripled the hardships. Restrictions on crew changes meant unbelievably long contracts, and shore leaves were cancelled, causing a lot of stress.

The worst thing has been worrying about the safety of our families. I lost my father from Covid-19 this year while I was on board, and other members of my family tested positive and were quarantined. I wanted to go home so much, but like many who lost a loved one, due to Covid-related travel restrictions all I could do was watch him being laid to rest via the internet.

I appreciate so much the steps taken by BW Epic Kosan to give the best assistance to crews – such as choosing the best accommodation for our pre-joining quarantine facility, and providing free Covid vaccinations. Being with a company that looks after employees' welfare and well-being is a blessing.

Sheila Villacrusis has been together with Paul for 18 years. They married when he achieved his Master's licence 11 years ago, and they have three young children.

Like many other families of overseas Filipino workers, we have numerous family occasions without my husband physically present. We celebrate most birthdays on videocall. Our kids were both born while he was on board – he has never experienced hugging a new-born baby at all. There have been numerous illnesses and hospital admissions while he was on board, and it was very difficult for me, being a mother with three small children. I pray and count my blessings, such as being able to talk to my husband every day, thanks to the internet. That makes it a lot easier, and I can see how his colleagues help him and take care of him.



BW Epic Kosan has been rolling out initiatives to support our seafarers during the Covid-19 pandemic. These include:

- An enhanced internet allowance to help seafarers stay in touch with family ashore.
- Karaoke equipment and video games consoles for crew entertainment.
- Cash advances for crew on leave, during longer-than-anticipated time at home.
- Transport for those living in nearby provinces when joining and signing off the vessel.
- Replenishment of prescription medicines, plus the supply of vitamin C and zinc tablets.
- A mental health programme, with a psychologist available 24/7 for crew, and for families on request.
- Help during family hospitalisations, or when a family member on shore tests positive.
- Assistance when crew members test positive, such as vitamins, medical teleconsultations, PPE and fruit.



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In the spotlight: Sophie Smith

How has your life experience prepared you for BW?

My career so far has been a mix of the planned and the unplanned. I started out in Rolls-Royce when it was a very solid and stable name in British engineering. I knew that if I wanted to progress in HR, I had to get more restructuring experience, so I moved to Royal Bank of Scotland at a time of significant organisational and cultural change. From there I worked in the investment industry with a private equity firm, and then on to information services with Experian, where I got a wide range of international exposure leading the HR function in Europe, the Middle East and Africa, and the Asia-Pacific region.

I've worked in a diverse range of sectors, with involvement in 37 countries. Some of the experiences I gained were unplanned, and the best learning opportunities arose through those. What was planned was my desire to travel and learn, and to challenge myself by adapting to new organisations and cultures. I hope these experiences enable me to bring some fresh ideas and perspectives to my work here at BW.

Can you talk a bit about your role at BW?

My role is to be accountable for the people strategy at a group level, and identify opportunities to collaborate with the companies under the BW umbrella. It's about understanding where it makes sense to align and collaborate and where it makes more sense for

Sophie joined BW Group in August 2021 as Chief Human Resources Officer based in Singapore – a natural step forward in a career that has included companies in many different countries.



Right: Sophie Smith, Chief Human Resources Officer.



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My job is about creating a work environment where people feel inspired, valued and fulfilled.



the affiliates to go it alone. There are so many opportunities for people to grow within our organisation. It's important to have that internal talent development and sense of community – there's no reason why people should leave the group to progress.

My job is about creating a work environment where people feel inspired, valued and fulfilled. A big focus will be how we attract new colleagues into the group, how we develop and connect our people and how we create a strong sense of belonging. As millennials come to dominate the workforce, it's also about helping to create an experience in our work-life that more closely resembles the digitally connected world we have outside work. It's about respecting all our people as individuals, and adapting our work practices to a rapidly changing world without losing sight of our legacy and our heritage.

Why did you choose human resources?

I think people are the most important element in any company. I've always been driven by seeing others realize their full potential. It's the sparks of energy that fly when people work as a team to do awesome things with the business and the world around them. I take a lot of pride in that. People say, "You'll never have to work a day in your life if you do something you love."

I genuinely love what I do. It puts a spring in my step every day because it is so diverse, and cuts across so many of the strategic, commercial and operational aspects of our business.

What motivates you?

I have a profound sense of wanting to leave something in a better place than where I found it. It's what gets me out of bed every morning – knowing that I can make a difference and I can help enable this company to progress and perform through its people.

Outside work, I like to run, and I enjoy the tropical landscapes around Singapore. Although it's hot, I find the scenery beautiful and very peaceful, and it helps me unwind and build up an appetite for all the different types of cuisine we get in Singapore!

What impact has your background had on your work life?

I am proud to have grown up in Newcastle upon Tyne, in the North of England. My father was a member of parliament in the UK Government for 27 years, so it was an interesting upbringing. I used to sit in the corner of the living room doing my homework when Dad spoke to politician colleagues. I think that's where my interest in people began. It's also where my altruistic side has come from – the idea of service and giving something back to your community. I always remember my dad walking around the house, practising his speeches. I learned from that how to prepare properly and position things with a view to other people's perspectives.



Left: Sophie with her dogs Chilli and Twizel.



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1 Stepping on the gas

Ten of our crew pose in front of Very Large Gas Carrier BW Tucana, our 10th vessel to be retrofitted with LPG dual-fuel.



1

2 The best in Japan

BW Birch was awarded the Best Quality Ship Award 2020 by the Japan Federation of Pilots' Associations (JFPA).



2

3 Force 8 and chill

Third Officer Deborah Grace Kitong on board BW Boston, appreciating Mother Nature's gale force winds over a cup of tea.



3

4 Is this the new normal?

The first crew change for BW Magnolia after the vessel's delivery, with crew members in the right protective gear.



4

5 Life in miniature

Hemangkumar Tandel, motorman on board BW Lilac, spent two months carving a model of the LNG carrier.



5

6 You look familiar

BW Brage passes BW Volans in the Houston River.



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7 Prepared for virtually anything

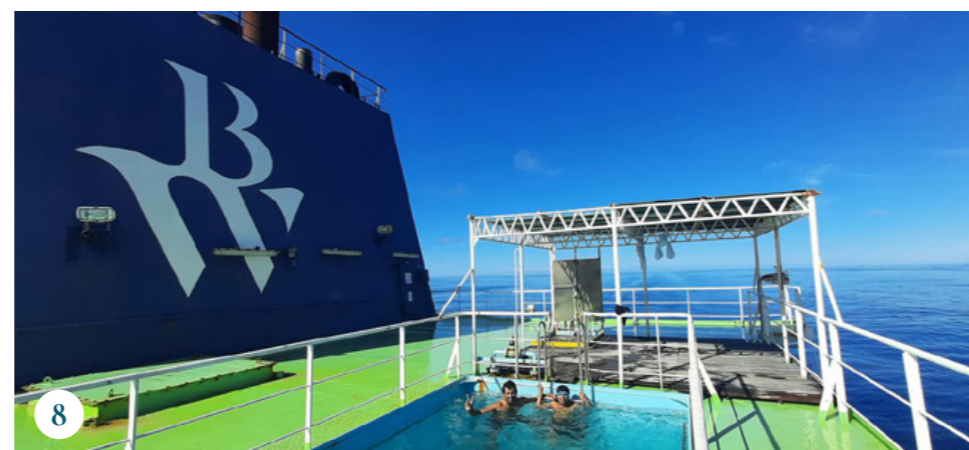
Captain Vivek Singh uses virtual reality on board BW Magnolia to maintain readiness for any situations he and his crew could sail into.



7

8 How's that for an infinity pool?

Amith Raj and Harishankar Pannekkatmana Sanjeev soak in the pool – and the sun – during some well-deserved time off. What a view!



8

9 The icing on the face

Nothing says happy birthday quite like a cake to the face – as Rehan Naglekar discovers.



9

10 Checkmate, mate

Gil Anthony Diaz takes on Keano Baldoz Quiroz on board BW Integrity.



10

11 A double celebration

The crew on board BW Pavilion Vanda mark the birth of Rajesh Kumar Tiwari's twins.



11

12 Roaring through Panama

BW Leo transits the Panama Canal soon after its conversion to LPG propulsion, as one of 15 vessels included in BW LPG's retrofitting programme.



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13 Net gains

The crew on board BW Liberty are serious about basketball. The sport has done wonders to bring them closer together – whether it's shooting hoops on the ship, playing basketball video games or designing jerseys for everyone to wear.

14 Deja boo?

The crew on board BW Liberty make another fashion statement with their homemade Halloween costumes. Pictured here from left to right: Thor (CE Jeffrey Costales), Death Reaper (OS Mark Michael Razo), Half-Bodied Man Illusion (AB Lendl Capampangan), Witch (3E Angelica Cuyno) and Aquaman (AB Gian Carlo Perez).

15 Taking the chequered flag

With Covid restrictions loosening, the BW Offshore team in Oslo were finally able to organise a team-building event. In November, 25 employees from different departments gathered for a karting race. Honours went to Sondre Thygesen (first place), Mads Bjørvik (second place) and Simen Asak Ruud (third place), who climbed the podium steps after a gruelling competition.



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14



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BW Dry Cargo

Vessel name	Built	DWT
Belmonte	2014	82,589
Berge Nyangani	2010	185,200
Berge Weisshorn	2004	171,000
BW Japan	2019	81,600
BW Kobe	2019	81,700
BW Matsuyama	2019	81,810
BW Nara	2020	81,759
BW Osaka	2020	81,796
BW Rye	2019	81,600
Meteor	2012	82,600
Sterling Svea	2013	81,510
World Crest	2020	61,800
World Diana	2020	82,031
World Prize	2021	62,496
World Ruby	2021	62,496
World Virtue	2020	62,569

BW LNG (LNGC)

Vessel name	Built	CBM
Berge Arzew	2004	138,000
BW Boston	2003	138,000
BW Brussels	2009	162,500
BW Everett	2003	138,000
BW Helios	2021	174,000
BW Lesmes	2021	174,000
BW Lilac	2018	173,400
BW Magnolia	2020	173,400
BW Pavilion Aranda	2019	173,400
BW Pavilion Aranthera	2020	173,400
BW Pavilion Leeara	2015	162,000
BW Pavilion Vanda	2015	162,000
BW Tulip	2018	173,400
H2509	2022	174,000
H2510	2022	174,000
LNG Benue	2006	146,000
LNG Enugu	2005	146,000
LNG Imo	2008	148,000
LNG Kano	2007	148,000
LNG Lokoja	2006	148,000
LNG Ondo	2007	148,000
LNG Oyo	2005	146,000
LNG River Orashi	2005	146,000
Pan Africa	2019	174,000
Pan Europe	2018	173,400

BW LNG (FRSU)

Vessel name	Built	CBM
BW Integrity	2017	170,000
BW Magna	2019	173,400
BW Paris	2009	162,500
BW Singapore	2015	170,000
BW Tatiana	2003	138,000

BW LPG (VLGC)

Vessel name	Built	CBM
Berge Nantong	2006	82,244
Berge Ningbo	2006	82,252
BW Aries	2014	84,196
BW Austria	2009	84,603
BW Balder	2017	84,142
BW Birch	2007	82,303
BW Brage	2016	84,114
BW Carina	2015	84,154
BW Cedar	2007	82,260
BW Elm	2007	82,291
BW Freyja	2016	84,143
BW Frigg	2016	84,136
BW Gemini	2015	84,134
BW Kizoku	2019	83,325
BW Kyoto	2010	83,299
BW Leo	2015	84,195
BW Liberty	2007	84,597
BW Libra	2015	84,196
BW Lord	2008	84,615
BW Loyalty	2008	84,601
BW Magellan	2016	84,171
BW Malacca	2016	84,105
BW Messina	2017	84,177
BW Mindoro	2017	84,180
BW Niigata	2010	78,908
BW Njord	2016	84,107
BW Oak	2008	82,253
BW Odin	2009	82,446
BW Orion	2015	84,196
BW Pine	2011	80,156
BW Prince	2007	82,383
BW Princess	2008	82,383
BW Sakura	2010	78,901
BW Thor	2008	82,197
BW Tokyo	2009	83,271
BW Trader	2006	78,631

BW Tucana	2016	84,113
BW Tyr	2008	82,303
BW Var	2016	83,839
BW Volans	2016	84,134
BW Yushi	2020	83,325
Oriental King	2017	84,099

BW Offshore (FPSO)

Vessel name	Built	DWT
Abo	1976	155,312
Berge Helene	1976	274,333
BW Adolo	1988	229,888
BW Athena	1994	8,834
BW Catcher	2017	127,448
BW Cidade de Sao Vicente	1976	137,684
BW Joko Tole	1988	50,071
BW Opportunity	Rebuilding	276,736
BW Pioneer	1992	96,828
Espoir Ivoirien	1975	132,500
Petróleo Nautipa	1975	141,330
Polvo	1981	247,131
Sendje Berge	1974	274,333
Umuroa	1981	118,095
Yuum K'ak'Náab	1981	360,700

Epic Kosan (Pressurised LPG)

Vessel name	Built	CBM
Epic Bali	2010	7,200
Epic Balta	2000	6,300
Epic Baluan	2017	7,500
Epic Barbados	2001	7,200
Epic Barnes	2002	7,200
Epic Beata	2011	7,500
Epic Bell	2014	7,200
Epic Bermuda	2001	7,200
Epic Bird	2014	7,200
Epic Bolivar	2002	7,500
Epic Bonaire	2016	7,500
Epic Boracay	2009	7,500
Epic Borinquen	2016	7,500
Epic Borneo	2010	7,200
Epic Breeze	2020	7,500
Epic Burano	2002	7,500
Epic Caledonia	2014	3,500
Epic Cobrador	2009	3,500
Epic Cordova	2009	3,500

Epic Curacao	2014	3,500
Epic Madeira	2006	9,500
Epic Manhattan	2007	9,500
Epic Salina	2017	11,000
Epic Samos	2016	11,000
Epic Sardinia	2017	11,000
Epic Sentosa	2016	11,000
Epic Shikoku	2016	11,000
Epic Sicily	2015	11,000
Epic St. Agnes	2015	5,000
Epic St. Croix	2014	5,000
Epic St. George	2007	5,000
Epic St. Ivan	2015	5,000
Epic St. Kitts	2008	5,000
Epic St. Lucia	2008	5,000
Epic St. Martin	2008	5,000
Epic St. Thomas	2014	5,000
Epic St. Vincent	2008	5,000
Epic Sula	2015	11,000
Epic Sunter	2015	11,000
Epic Susak	2015	11,000
Epic Susui	2015	11,000
Westminster	2011	9,500

Navigator (Semi-refrigerated)

Vessel name	Built	CBM
Navigator Adriatic Gas	2015	22,000
Navigator Arctic Gas	2017	22,000
Navigator Aries	2008	20,750
Navigator Atlantic Gas	2014	22,000
Navigator Balearic Gas	2015	22,000
Navigator Bering Gas	2016	22,000
Navigator Capricorn	2008	20,750
Navigator Celtic Gas	2015	22,000
Navigator Centauri	2015	21,000
Navigator Ceres	2015	21,000
Navigator Ceto	2016	21,000
Navigator Copernico	2016	21,000
Navigator Gemini	2009	20,750
Navigator Happy Bird	1999	8,468
Navigator Happy Falcon	2002	3,696
Navigator Libra	2014	20,600
Navigator Leo	2011	20,600
Navigator Luga	2017	22,000
Navigator Magellan	1998	20,700
Navigator Pacific Gas	2017	22,000
Navigator Pegasus	2009	22,200

Navigator Phoenix	2009	22,200
Navigator Scorpio	2009	20,750
Navigator Taurus	2009	20,750
Navigator Virgo	2009	20,750
Navigator Yauza	2017	22,000

Navigator (Ethylene/ethane capable semi-refrigerated)

Vessel name	Built	CBM
Navigator Atlas	2014	21,000
Navigator Aurora	2016	37,300
Navigator Eclipse	2016	37,300
Navigator Europa	2014	21,000
Navigator Neptune	2000	22,085
Navigator Nova	2017	37,300
Navigator Oberon	2014	21,000
Navigator Orion	2000	22,085
Navigator Pluto	2000	22,085
Navigator Prominence	2017	37,300
Navigator Saturn	2000	22,085
Navigator Triton	2015	21,000
Navigator Umbrio	2015	21,000
Navigator Venus	2000	22,085

Navigator (Fully refrigerated)

Vessel name	Built	CBM
Navigator Galaxy	2011	22,500
Navigator Genesis	2011	22,500
Navigator Global	2011	22,500
Navigator Glory	2010	22,500
Navigator Grace	2010	22,500
Navigator Gusto	2011	22,500
Navigator Jorf	2017	38,000

Epic Kosan (Ethylene)

Vessel name	Built	CBM
JBU Schelde	2008	10,054
Kamilla Kosan	2008	10,038
Kathrine Kosan	2008	10,034
Napa Spirit	2003	10,208
Sonoma Spirit	2003	8,469

Epic Kosan (Ethylene/Semi-refrigerated)

Vessel name	Built	CBM
Alexandra Kosan	2008	8,046
Helena Kosan	2007	8,053
Henrietta Kosan	2008	8,044
Isabella Kosan	2007	8,046
Leonora Kosan	2009	8,049
Sophia Kosan	2008	9,104
Stella Kosan	2008	9,108
Stina Kosan	2008	9,104
Victoria Kosan	2009	8,055

Epic Kosan (Semi-refrigerated)

Vessel name	Built	CBM
Scali del Pontino	2011	3,338
Scali del Teatro	2014	3,328
Scali Reali	2010	3,338
Scali Sanlorenzo	2010	3,338
Tanja Kosan	1999	6,390
Tenna Kosan	1998	5,897
Tessa Kosan	1999	5,896
Tilda Kosan	1999	6,387
Tristar Dana	2010	6,422

Epic Kosan (Fully pressurised)

Vessel name	Built	CBM
Emily Kosan	2012	3,664
Helle Kosan	2010	3,671
Inge Kosan	2011	3,661
Linda Kosan	2011	3,666
Monica Kosan	2011	3,663
Tracey Kosan	2011	3,661

Epic Kosan (Ethylene/Chemicals)

Vessel name	Built	CBM
Camilla Spirit	2010	5,479
Cathinka Spirit	2009	5,831
Pan Spirit	2009	5,821

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Epic Kosan (Ethylene/LNG)		
Vessel name	Built	CBM
Unikum Spirit	2011	12,022
Vision Spirit	2011	12,036

DHT (VLCC)		
Vessel name	Built	DWT
DHT Amazon	2011	314,249
DHT Bauhinia	2007	301,019
DHT Bronco	2018	317,975
DHT China	2007	317,794
DHT Colt	2018	319,713
DHT Edelweiss	2008	301,021
DHT Europe	2007	317,713
DHT Falcon	2006	298,971
DHT Harrier	2016	299,985
DHT Hawk	2007	298,923
DHT Jaguar	2015	299,629
DHT Leopard	2016	299,629
DHT Lion	2016	299,629
DHT Lotus	2011	32,042
DHT Mustang	2018	317,975
DHT Opal	2012	320,105
DHT Osprey	2016	299,999
DHT Panther	2016	299,629
DHT Peony	2011	320,013
DHT Puma	2016	299,629
DHT Redwood	2011	314,249
DHT Scandinavia	2006	317,826
DHT Stallion	2018	319,713
DHT Sundarbans	2012	314,249
DHT Taiga	2012	314,249
DHT Tiger	2017	299,629

Cadeler (Windfarm Installation Vessel)		
Vessel name	Built	DWT
Wind Orca	2012	13,105
Wind Osprey	2012	13,174

Hafnia (MR)		
Vessel name	Built	DWT
Aegean Star	2019	50,506
Angel Star	2006	48,635
Basset	2019	49,999
Beagle	2019	49,999

Black Swan	2007	47,999
Boxer	2019	49,999
Bulldog	2020	49,999
BW Bobcat	2014	49,999
BW Cheetah	2014	49,999
BW Cougar	2014	49,999
BW Eagle	2015	49,999
BW Egret	2014	49,999
BW Falcon	2015	49,999
BW Hawk	2015	49,999
BW Jaguar	2014	49,999
BW Kestrel	2015	49,999
BW Leopard	2014	49,999
BW Lioness	2014	49,999
BW Lynx	2013	49,999
BW Merlin	2015	49,999
BW Myna	2015	49,999
BW Osprey	2015	49,999
BW Panther	2014	49,999
BW Petrel	2016	49,999
BW Puma	2013	49,999
BW Raven	2015	49,999
BW Swift	2016	49,999
BW Tiger	2014	49,999
BW Wren	2016	49,999
Celsius Rome	2009	45,995
Chios Star	2018	50,506
Clearocean Ginkgo	2021	44,999
Clearocean Milano	2021	50,260
Dee4 Cedar	2010	45,994
Dee4 Dogwood	2008	47,399
Dee4 Fig	2011	50,079
Dee4 Larch	2016	49,737
Hafnia Andrea	2015	49,999
Hafnia Andromeda	2011	49,999
Hafnia Ane	2015	49,999
Hafnia Caterina	2015	49,999
Hafnia Crux	2012	52,500
Hafnia Daisy	2016	49,999
Hafnia Henriette	2016	49,999
Hafnia Kirsten	2017	49,999
Hafnia Lene	2015	49,999
Hafnia Leo	2013	49,999
Hafnia Libra	2013	49,999
Hafnia Lise	2016	49,875
Hafnia Lotte	2017	49,999
Hafnia Lupus	2013	52,500

Hafnia Mikala	2017	49,999
Hafnia Nordica	2010	49,999
Hafnia Pegasus	2010	49,999
Hafnia Phoenix	2013	52,340
Hafnia Taurus	2011	50,385
Harrier Bay	2009	48,006
Ionian Star	2019	50,506
Kouros	2008	49,999
Lysias	2008	49,999
MP MR Tanker 1	2011	51,755
MP MR Tanker 3	2010	47,962
Ocean Jupiter	2007	50,314
Oinoussian Star	2018	50,506
Orient Challenge	2017	49,972
Orient Innovation	2017	49,946
Overseas Sun Coast	2019	50,332
PS Stars	1970	49,999
Ridgebury Acacia	2006	53,688
Ridgebury Apollo	2007	47,782
Ridgebury Birch	2006	53,712
Ridgebury Galileo	2006	47,872
Ridgebury Gemini	2007	47,823
Ridgebury Mercury	2008	49,995
Ridgebury Saturn	2007	49,999
Ridgebury Voyager	2008	49,999
Sanmar Santoor	2002	47,141
Sanmar Songbird	2003	47,094
Star Falcon	2007	53,815
Star Merlin	2007	53,755
Yellow Stars	2012	49,999

Hafnia (LR1)		
Vessel name	Built	DWT
Bow Pioneer	2013	81,305
Bluebird	2016	74,074
BW Clyde	2004	73,400
BW Columbia	2007	76,604
BW Danube	2007	76,543
BW Hudson	2007	76,573
BW Kallang	2017	74,189
BW Kronborg	2007	73,708
BW Lara	2004	73,496
BW Lene	2007	76,577
BW Nile	2017	74,189
BW Orinoco	2007	76,577
BW Rhine	2008	76,587

BW Seine	2008	76,580
BW Shinano	2008	76,593
BW Tagus	2017	74,189
BW Thames	2008	76,587
BW Yangtze	2008	76,593
BW Yarra	2017	74,189
BW Zambesi	2010	74,995
Chemtrans Adriatic	2005	73,964
Chemtrans Arctic	2005	73,911
Chemtrans Baltic	2005	73,896
Chemtrans Oceanic	2005	69,990
Estia	2007	73,711
Evridiki	2008	73,740
Hafnia Africa	2010	74,539
Hafnia Arctic	2010	74,910
Hafnia Asia	2010	74,490
Hafnia Australia	2010	74,539
Hafnia Beijing	2020	75,000
Hafnia Guangzhou	2019	74,999
Hafnia Hong Kong	2019	74,999
Hafnia Nanjing	2021	75,000
Hafnia Shanghai	2019	74,999
Hafnia Shenzhen	2020	74,999
Jag Aanchal	2008	74,811
Jo Pinari	2012	69,999
Jo Redwood	2013	73,847
Jo Rowan	2013	73,810
Justice Victoria	2010	74,902
Kamome Victoria	2011	74,908
Karimata	2019	79,999
Kriti State	2006	74,999
Lila Gothenburg	2006	74,898
Lilac Victoria	2011	74,913
Mariann	2008	74,992
Maribel	2007	74,999
Mindoro Star	2009	73,676
Nordic Anne	2009	73,774
Nordmerkur	2004	74,999
Nordneptun	2004	74,999
Norstar Integrity	2006	74,065
Norstar Intrepid	2006	74,034
Norstar Invictus	2007	73,611
Ortolan Star	2008	74,992
Palawan Star	2008	73,796
Peace Victoria	2019	74,430
Ploutos	2006	73,711
Starling	2016	74,032

Summit Africa	2009	73,394
Sunda	2019	79,999
Sunny Leopard	2008	74,996
Sunny Liger	2008	74,997
Sunny Lion	2007	74,998
Sunny Lynx	2008	74,997
Tai Hu	2007	73,980
Tectus	2009	74,862
Two Million Ways	2008	73,965
UACC Eagle	2009	73,410
UACC Falcon	2009	73,427
UACC Ibn Al Haitham	2009	73,338
UACC Ibn Sina	2008	73,338
Velos Diamantis	2010	74,902

Hafnia (LR2)		
Vessel name	Built	DWT
BW Despina	2019	109,990
BW Galatea	2019	109,990
BW Larissa	2019	109,990
BW Neso	2019	109,990
BW Thalassa	2019	115,000
BW Triton	2019	115,000

Hafnia (Handy)		
Vessel name	Built	DWT
CB Adriatic	2019	37,836
CB Caribbean	2020	37,822
Hafnia Adamello	2004	39,807
Hafnia Bering	2015	39,067
Hafnia Green	2007	39,808
Hafnia Hope	2007	39,804
Hafnia Karava	2007	39,825
Hafnia Malacca	2015	39,067
Hafnia Rainier	2004	39,817
Hafnia Robson	2004	39,819
Hafnia Soya	2015	39,067
Hafnia Sunda	2015	39,067
Hafnia Torres	2016	39,067
Hafnia Victoria	2007	39,821
Ocean Dignity	2006	34,633
Nordic Agnetha	2009	37,791
Nordic Amy	2009	37,759
VS Leia	2006	38,461
VS Lisbeth	2006	38,492
VS Glory	2006	34,671

VS Remlin	2003	34,530
VS Riesa	2003	34,558
VS Spirit	2007	34,671

Hafnia (Specialised)		
Vessel name	Built	DWT
Amur Star	2010	13,019
Chantaco	2007	18,734
Chiberta	2007	18,734
Colorado Star	2010	13,021
Elisabeth Schulte	2010	16,371
Ganges Star	2010	13,019
Kongo Star	2010	13,011
Lamentin	2007	984
Mississippi Star	2010	13,054
Murray Star	2011	13,006
Pechora Star	2011	13,021
Shannon Star	2010	13,023
Sloman Helios	2011	16,421
Sloman Hestia	2017	16,473
St Sara	2007	8,019
VS Lara	2006	11,276
VS Salma	2008	8,100
VS Salome	2007	7,915

Hafnia (SR)		
Vessel name	Built	DWT
Advantage Park	2006	37,343
Advantage Point	2006	37,039

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Special thanks to...

40
years

October
Jan Yngvar Kolstø
OIM



35
years

August
Lambden William Edgar
Shorney Master



December
Mukesh Sharan
President / GM India

30
years

July
Maria Theresa Tamano
President & General Manager



Yngve Jacobsen
Manager Business Control

Jan-Ivar Teien
Manager, Technical Business Development and Projects

25
years

July
Rodrigo Adajar
Able Seaman

Irene Francisco
Specialist, Claims & Admin. Services

Øyvind Solem
VP, Special Projects

August
Ivar Wilhelmsen
Head of HSEQ

Camilo Siagan
Able Seaman

September
Singh Pradeep Kumar
Ramashankar MAS

November
Rick Duhaylungsod Monte
GPMarine

Melosito Alcomendras
Pumpman

Eduardo Delos Santos
Chief Cook

25
years

December
Herminia Dela Pena,
Senior Accountant,
General Accounts

Irene Francisco, Specialist,
Claims & Admin. Services

20
years

October
Alexandre Rodrigues,
GP Maintenance

Serene Hwee Lay Soh,
Project Executive &
Executive Assistant

Lee Diamos
Able Seaman

Jospeh Tolentino
Able Seaman

November
Kosalaraman Devarajalu
Operations Superintendent

Allan Tiongson
Third Engineer

Richardly Gomoros
Pumpman

Karman Sugarman
Camp Boss

Hong Liong Lim
General Manager,
Strategy & Corporate
Development

December
Pannu Jungsher Singh
CENG

Pacifico Jr. Bufable,
Able Seaman

Kunal Chakraborty
Senior Manager,
Head of Fleet

20
years

July
Jerry Thomas, OIM

Benito Ciriza Mayoral,
BUM GOM/Brazil/Gabon

Danilo Jr. Llanes,
Engine Fitter

Fernandes Allwyn, Cook

Rommel Dela Cruz,
Utility Operator

August
Imam Subhan,
Production Supervisor

Ivar Wilhelmsen,
Head of HSEQ

Cristian Borcila,
Chief Engineer

Randy Gabito,
Third Engineer

September
Nazario Tarol Tabares,
Mechanical Technician

Cece Danu, Camp Boss

Reniel Pecto, Oiler

Kishore Prabhu, General
Manager, Head of Fleet



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20
years

December

- Manasvee Dhotre,**
Manager, Marine Personnel
- Sakshi Gianchandani,**
Marine Personnel Officer
- Babaji Parte,** *Office Assistant*
- Vishnu Vichare,** *Office Assistant*

15
years

August

- Mari Leiro Qvale,**
Treasury Manager
- Simen Asak Ruud,**
Recruitment Specialist
- Jheremy Caralos Escobido,**
Ado_ Senior E&I Technician
- Corriea Avin Walter,** *3OFF*
- Mayyalpilli Amritrao,** *AB*
- Varghese Arun,** *COFF*
- Ronwaldo Velasco,**
Able Seaman
- Paulino Medel Gantuangco,**
GP Maintenance
- Birger Hageberg Tislevoll,**
Construction Supervisor
- Ananthakumar Devarajan,**
Contro Room Operator
- Michel Lopez Balinton,**
Maintenance Supervisor
- Jerzy Wladyslaw Stadnik,**
Dcs Specialist
- Vikas Mall,** *Hse Superintendent*
- September**
- Rune Tømmerbakke,** *Oim*
- Mirjam Skulevold,** *Vp Corporate Controlling*
- Paulraj Sahayaleon,**
Production Operator

15
years

September

- Fernandes Santarito,** *Cook*
- Dmitri John Lapasanda,**
Able Seaman
- Laly Ashokkumar,**
Marine Personnel Officer
- Juan Francisco Marquez Lara,** *Competency Assessor*
- Edwin Camo Conti,** *Marine Superintendent*
- Aleksandrs Kivko,** *E&I Supervisor*
- Nikolay Yeryomin,** *Mooring Master*
- Phulibert Obiang Obiang,**
Electrical Technician
- Wilson Chellam,** *Master Data Expert - Engineer*
- Roger Acallar Villarias,** *Rov_ Engineer Mechanical*
- October**
- Robert Karl Connor Madden,** *OIM*
- Crisostomo Caraan San Juan,** *Production Operator*
- Christian Onda Dela Chica,**
Production Supervisor
- Gregorio Caneba Escuro,**
Marine Supervisor

15
years

October

- Mulla Sharafat Allimiya,**
Mast
- Ene Gabriel,** *Chief Engineer*
- Marc Jayson Galdones,**
Messman
- November**
- Annamalai Chitrarasu (A C Arasu),** *Senior Engineer Electrical*
- Paolo Villamor Lim,**
GP Marine
- Eugene Claude Coetzee,**
Oim
- Arulmani Ganesan,**
Dcs Specialist
- Merete Skøien,**
Hc Coordinator
- Elpidio Jr. Eran Rojas,**
Gp Marine
- Oumar Coulibaly,**
Senior Production Operator
- Cioranu Marius Claudiu,**
Chief Engineer
- Beda Laurentiu Paul,**
Chief Officer
- Blaise Auguste Mboumba,**
Pna_ Assistant Process Operator

15
years

July

- Massan Carmen Ottou,**
Travel Coordinator
- Cécile Sandra Ogandaga,**
Accountant
- Wilson Vinodh Esupadham,**
DCS Specialist
- Olav Lyngstad,** *Special Advisor Technical LNG/FSRU*
- Vikas Bapu Mane,**
Production Superintendent
- Dave Mcleo Bungabong Oliver,** *Senior Instrument Technician*
- Jayanthan Janeesh,** *PUMP*
- David Albarte Apolin Gomes,** *CENG*



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15 years

December

- Gazdar Khushru Jal**, *COFF*
- Mendon Ganesh Sanjeeva**, *MSM*
- Gaylord Consengco**, *Second Engineer*
- Lyndon Inri Patajo**, *Second Officer*
- Ronar Bryan Gonowon**, *Chief Engineer*
- Rune Olaf Eriksen**, *Fleet Performance Analyst*

10 years

- Achmad Zaidan Nadjib**, *Manager, Business Solutions, EBS/Oracle Cloud Finance*
- Robelyn Gabais**, *Assistant, Crew Data*
- Chew Bee Tan**, *Manager, Financial Accounting & Analytics*
- Kavita Birade**, *Receptionist*
- Li San Ng**, *Manager, AP*
- Sugeng Riyadi Wibowo Sudarmo**, *Production Superintendent*
- Yusman Hadiyan**, *Senior Production Operator*
- Ramamoorthy Arunachalam**, *DCS Specialist*
- Maycon Moura Ribeiro**, *Safety Officer*
- Andrew John Corbett**, *Pre-Operations Manager*
- Supriatna**, *Production Operator*
- Mathieu Favre**, *Lead Wind Turbine Engineer*
- Sherry Teo**, *Assistant Manager, Claims & Collection*

10 years

August

- Hans Kristian Langsrud**, *Head of Asset Engineering & Maint.*
- Hayati Binte Yusof**, *Senior Document Controller*
- Richard Cai Chao**, *Principal Engineer Structural*
- Taufik Moch Ramdan Zulkifli**, *E & I Supervisor*
- Claus Schilling Nielsen**, *Manager Maintenance & Roving*
- Sukhveer Singh**, *AB*
- Cheng Xueting**, *3rd Engineer*
- Henriette Scherling Funk**, *Manager, Finance Pools*
- Jenny Chong**, *Assistant Manager, AP*
- Sunilkumar Dahyabhai Bhavsar**, *Maintenance Supervisor*
- Lenny Putri Tjia**, *Senior Project Purchaser*
- Kåre Rydningen**, *Offshore Installation Manager*
- Aloysius Susanto Wijaya**, *Offshore Material Coord*
- Shirley Yeo**, *Senior Sourcing Expert*

10 years

September

- Jennifer-Thao Phuong Ngo**, *Senior Manager HC Operations*
- Johan Petter Haffner**, *Sr. Mngr. Organisation Development*
- Robert Erik de Koning**, *Senior OI Advisor*
- Elson Pereira Lima**, *Medic*
- Luis Castillo Hernandez**, *Technical And Maintenance Manager*
- Rana Raman**, *3rd Engineer*
- Raje Aditya Arun**, *3rd Engineer*
- Joey Patay**, *Able Seaman*
- Nicolai Wodstrup Christiansen**, *Manager, Chartering (Handy)*
- Jessica Cheung**, *VP, Group Treasury*
- Helge Drange**, *Fleet Manager LNG/FSRU*
- Tiago Santa Brigida Leao**, *Utility Operator*
- Christopher Paul Marsh**, *Operations Superintendent*
- Frederick Chan**, *Lead Cost Engineer*
- Stephan Maborin**, *Hydrodynamics Engineer*
- Christopher Paul Marsh**, *Operations Superintendent*

10 years

July

- Eva Fariba Finzi**, *Senior Advisor Document Control*
- Berith Sjursen**, *Senior Designer*
- Anna Liza Espiritu**, *Manager IT Support & Apps*
- Estepanus Rahayaan**, *Crane Operator*
- Khan Muzammilayyub**, *MSM*
- Duo Dongdong**, *2nd Engineer*
- Yean Fong Leow**, *Senior Manager, Financial Accounting & Analytics*



Chairman's message

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10 years

October

Martin Aaberg, Senior Manager Asset OI Assurance

Ade Sandi Rosandi, Camp Boss

Fauzi Fauzi, Camp Boss

Gerry Leo Stevanus, Cook

Yuherwan Kasmus, Senior Production Operator

Marc John Davis, Cat_Crane Operator / Deck Foreman

Rahman Sugi, Cook

Abdul Rasyid Gunawan, Production Operator

Muhamad Arief Adi Nugraha, Logistics Coordinator

Vigneshwaran Sanderan, Technical And Maintenance Manager

Helio Lopes Pecki, Construction Supervisor

Saefullah Imron, Production Superintendent

Almiro Freitas Da Silva, Mechanical Technician

Bruno Fernando Oliveira Do Santos, Bosun

Mark John Enriquez, Able Seaman

10 years

Wong Zhiwei Kenneth, Senior Manager, Accounting

November

Ete Sylvain Amichia, Utility Operator

Kouakou Jean Didier Botty, Offshore Material Coordinator

Gilchrist Issogui Mangault, Gp Operator

Gavin James Scott, Cat_Senior Electrical Technician

Sri Megawati Binte Mohammad Gani, Sr. Info Mgm'T. Sys. Administrator

Thomas Bekkevold, Regional Financial Controller, Americas

Waheda Binte Mohamed Wahab, Sr. Info Mgm'T. Sys. Administrator

Pujo Himawan, Cook

Muchamad Nurul Hudha, Senior Instrument Technician

Elaine Ong, Chief Financial Officer

Thekay Cheruvath Rajiv, MAST

Patel Farzad Rummy, 2nd Engineer

Dsouza Lester Alex, 2nd Officer

10 years

Claus Ib Lund, Senior Manager, Claims

Ole Zeeb Larsen, Manager, Finance Pools

December

Stig Miljeteig Kallestad, Manager HC, Org. Development

Marco Aurelio Gonzalez Felix, Maintenance Supervisor

Robelyn Gabais, Document Specialist

Wu Xiaoming, 3rd Engineer

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Above: A glimpse into the past: Sir YK Pao (centre left) enjoys a meal with friends. Lady Pao sits three places to the left of him.

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