

Energy for today and solutions for tomorrow

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Chairman's message

It's been another busy year. As the platform of BW-related companies expands, we find ourselves in new geographies doing business in new sectors with new friends and partners.

This issue of World Horizon shares some of those stories. Our wind-related affiliates Cadeler and BW Ideol have been securing new contracts and opportunities across Europe. BW Energy is expanding in Gabon and Brazil. BW LPG has bought a trading business in Spain. BW LNG has won new contracts. BW Digital is developing cable infrastructure across the Pacific. And that is just the tip of the iceberg – other affiliates have also been developing well, from Hafnia to Navigator, from BW Offshore to BW Epic Kosan, from BW Solar to BW Water.

All of this is founded on two important elements – good people and good values. 2022 has been a year of strengthening our teams. Our HR heads across the network of affiliated companies have worked hard on new development programmes while also focusing on diversity and mental well-being. The energy that comes from the BW network has been growing, and it is encouraging

to see how readily colleagues have been helping each other with insights and support. Collaboration has been further enhanced by moving into common office space in Oslo and Singapore.

Our values are also strong. As companies grow and new colleagues join, it becomes ever more important to ensure that the way we conduct business is clear and robust. Our reputation depends on it. In short: we are always trying to do better, and to do it in a way that is unquestionably reliable, ethical, and thoughtful towards our customers and partners. Performance matters, but so does the manner in which we achieve those results. We are delighted to see customers returning to do more business with us, and new partners coming alongside. Together with the enthusiasm of employees who join us, that is the best evidence that we are getting this right.

As another year draws to a close, I would like to wish our customers, business partners and colleagues all the best for 2023. The world faces challenging times ahead but we are in a good position to tackle those challenges together.

Andreas Sohlen-Pao
Chairman





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BW MaBoMo: A new life in Gabon

In 2017, BW Energy acquired the rights to develop and produce oil from the Ruche Exclusive Exploitation Area (EEA) off the coast of Gabon. Following a two-year Covid-related pause, first oil from two new fields is due early in 2023, and further prospects for additional fields are encouraging. World Horizon spoke to COO Lin Espey about the game-changing potential of its Gabon operations, and developments across the rest of the business.





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Located 850km off the coast of Gabon, the Ruche EEA comprises six proven oil fields and rich potential for further discoveries. The active Tortue Field produces around 10,400 barrels per day and is currently served by the FPSO BW Adolo, owned by BW Offshore. BW Energy is now focusing its activities on two fields located 20km to the northwest of Tortue: Ruche and Hibiscus. The fields are developed with BW MaBoMo, a stationary production facility. Here, the company will drill a total of six wells in the first phase of the development, with first oil scheduled in the first quarter of 2023.

The planned second phase comprises a further six wells. When flowing at full capacity, the combined fields are expected to produce an estimated 40,000 barrels per day by 2024. BW Energy will then turn its attention to exploring the other fields in the Ruche EEA, where there are good prospects for further discoveries over the life of the 20-year exploration agreement.

Based on third-party estimates, the combined developments are now expected to recover gross reserves of around 100 million barrels. Furthermore, BW Energy has recently been selected as the preferred bidder on two adjacent blocks in this geologically promising area.

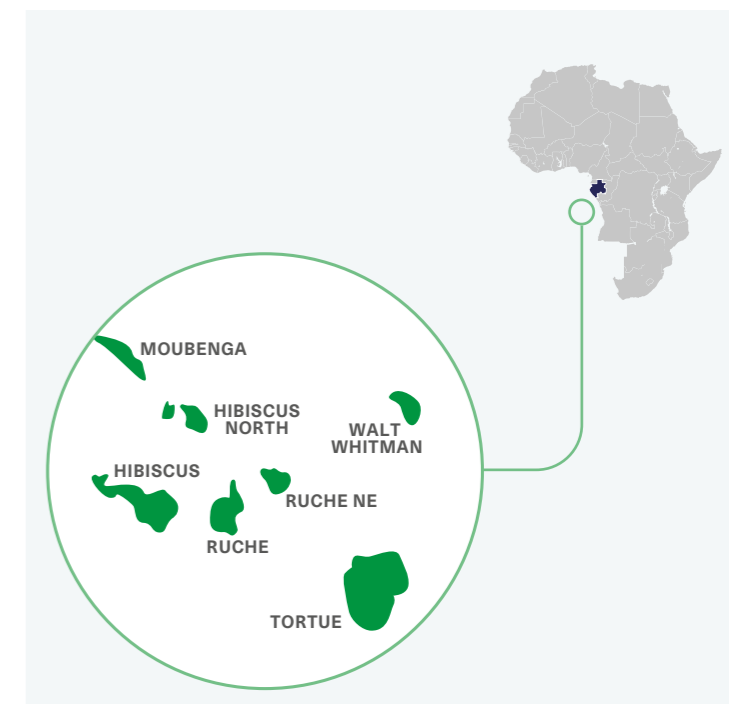
Capturing opportunities

When Covid-19 hit in 2020, causing a worldwide shutdown in drilling for new oil, the company quickly adapted its exploration plans for the assets off Gabon. The pandemic presented both challenges and opportunities. The company used the two-year drilling hiatus to pivot its original plans, acquiring assets at favourable prices. Espey says: “We initially started with a conventional platform-type concept, but Covid created opportunities across the whole oil and gas industry, allowing us to acquire two jack-up drilling rigs for a very attractive price. We then used the industry-wide slowdown to repurpose one of these rigs into a production facility in Dubai.”

The work entailed removing the drilling derrick, cantilever deck, and all associated drilling equipment. The accommodation was refurbished, with new production, power and compression facilities added. Following the 12-month refit, it was christened BW MaBoMo – “We have found fortune” in local dialect – by the Gabonese Oil Minister, Vincent de Paul Massassa. In December 2022, BW MaBoMo joined BW Adolo off the West African coast. With both vessels in place, a 20km connecting pipeline will be built between BW MaBoMo and BW Adolo, which will then act as the downstream hub for the three productive fields.

At a difficult time for the industry, when flexibility and innovation have been at a premium, one of BW Energy’s key advantages is its relationship with BW Offshore, from which it was spun off as an independent entity in 2019. The synergy in collaboration was critical to the success of the Gabon development. Espey says: “We leveraged our relationship with BW Offshore in the supply of the FPSO, which is the single most expensive component in a new field development. We discussed the project at length and thought outside the box for economically-viable solutions to develop the stranded fields. This led to developing more flexible commercial terms and innovative technical solutions. The solutions we developed together will serve as a foundation for future developments.”

Thanks to its pursuit of innovative solutions, its position within the wider BW Group and the seamless execution of the project teams, BW Energy will deliver the initial phase of the project at a cost below the original budget –



“The company has a unique low-cost development model, generating cashflow faster.”

and the team is on track to meet the initial first oil target in Q1 2023. Espey says: “It’s a huge credit to everyone involved that they were able to deliver such a complex project on time and below budget during a period of massive supply-chain disruption across the whole industry – and coupled with this inflationary period that we’re going through.”



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Strength through collaboration

BW Energy targets proven offshore fields with the potential for considerable upside to discover further reserves. Its main assets are located offshore in Gabon, Brazil and Namibia. The company has a unique low-cost development model – typically targeting existing fields that are non-core for the oil and gas supermajors. This strategy reduces the time to first oil, generating cashflow faster and with lower investment.

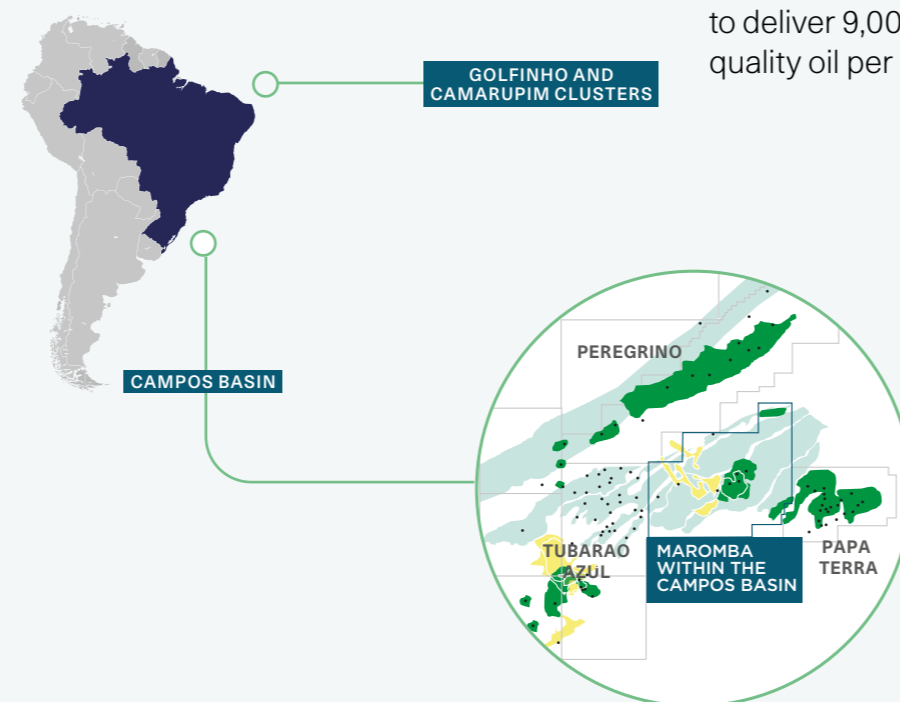
The company was established as the exploration and production subsidiary of BW Offshore in 2016, and spun off for strategic independence. Espey says: “It became obvious that we had a different model from BW Offshore’s FPSO franchise, and it also became clear that our model was rapidly growing and required capital to further fund that growth. The capital market investors that support BW Offshore’s line of business were not necessarily the same investors who wanted to invest in E&P.”

In early 2020, the company further enhanced its independent capital-raising capabilities when it successfully listed on the Oslo Exchange, with the stated ambition to achieve 50,000 barrels per day within five years. BW Energy’s extensive experience in reservoir management, exploration, geosciences, drilling and completions, complemented by BW Offshore’s proven expertise in FPSO management, has led to a unique strategic advantage in offshore oil and gas field development.

In the pipeline

Brazil Maromba

Discovered by Chevron and Petrobras, the Maromba field is located approximately 100km off the south-eastern coast of Brazil, in the southern part of the Campos Basin. BW Energy will initially drill three development wells, with umbilicals and flow lines connected to FPSO Polvo – a vessel the company is in the process of acquiring from BW Offshore, which previously operated in the adjacent Polvo field. When it becomes operational after its refit in Dubai, first oil is expected in 2025.

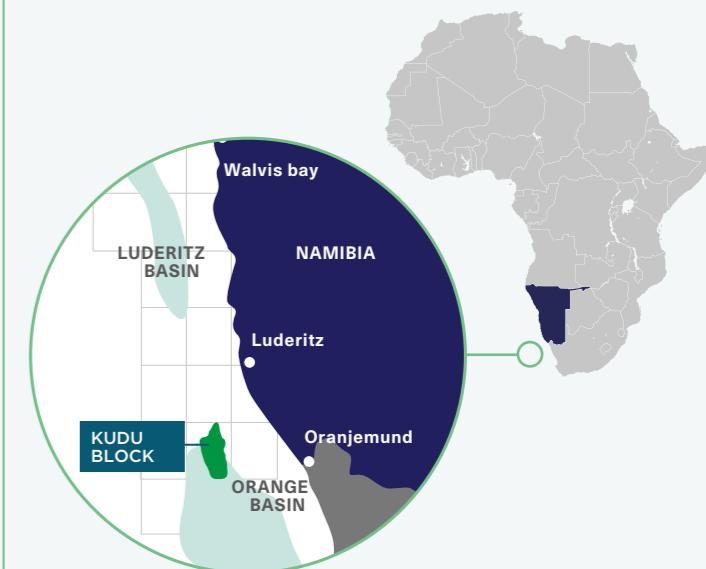


Brazil Golfinho and Camarupim Clusters

In Q1 2023, BW Energy is scheduled to complete the acquisition for the Golfinho and adjacent Camarupim Clusters from Petrobras. In addition, BW Energy will purchase the FPSO CdV from Saipem and become the operator for the field. These are located in the Espírito Santo Basin, in deep waters off the Brazilian state of the same name. The acquisition includes an FPSO, subsea system and 13 operational wells. The Golfinho Cluster has several proven low-risk development opportunities with short lead times, and good potential for long-term upside from proven gas accumulations. The development is expected to deliver 9,000 to 10,000 barrels of good quality oil per day from early 2023.

Namibia Kudu

The Kudu gas discovery is in the northern Orange sub-basin, around 130km off the south-west coast of Namibia. Since 2021, BW Energy has held a 95% interest in this large-scale gas project. Significant oil discoveries have been made near Kudu, fuelling speculation that there may be greater reserves yet to be discovered within the field – and prompting BW Energy to plan a \$30 million seismic exploration programme. The company is also in discussions with the Namibian government over a gas power generation project. Early in 2022, an agreement was made to purchase the semi-submersible drilling rig West Leo from Aquadrill LLC for use as a floating production unit for the Kudu development.



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Networking the Pacific with subsea digital infrastructure

In May 2022, we welcomed Hawaiki Submarine Cable to BW Group. BW Digital, as it is now known, operates the cables that transfer some of the data which so much of our modern economy relies on. It provides the wiring for digital trade across the Pacific region, just as BW's ships transport energy and raw materials that enable physical trade.



The backbone of the digital age

Rémi Galasso, CEO of BW Digital and founder of Hawaiki, spoke to World Horizon about the company's existing network and its ambitious plans to build the faster, cheaper, greener infrastructure of tomorrow.

Submarine cables and data warehouses are the backbone of our digital economy, without which there would be no internet shopping, social media browsing or video streaming.

Unlike most of the existing subsea cable infrastructure, which is owned and run by large telecom companies, BW Digital is carrier-neutral and independent, meaning that the digital giants that dominate our modern economy can enjoy fast and reliable intercontinental connectivity alongside telecom companies, universities and governments.

Based in New Zealand, Australia, the USA and Singapore, more than 40 employees evaluate the feasibility of routes, design the system, arrange the licensing and work with third parties to install the subsea cables. On completion, the company operates and maintains the cables and offers fast and secure connectivity to a wide range of customers with very different capacity needs. Performance levels and service standards are assured, thanks to a state-of-the-art Network Operations Centre (NOC) that provides continuous surveillance, analysis and reporting, as well as 24-hour customer support, 365 days a year.

Developing the infrastructure to power the digital age is both capital and resource intensive, and Hawaiki needed to find a partner able to realise its ambitious plans to be a regional operator across the Pacific, rather than a local operator in



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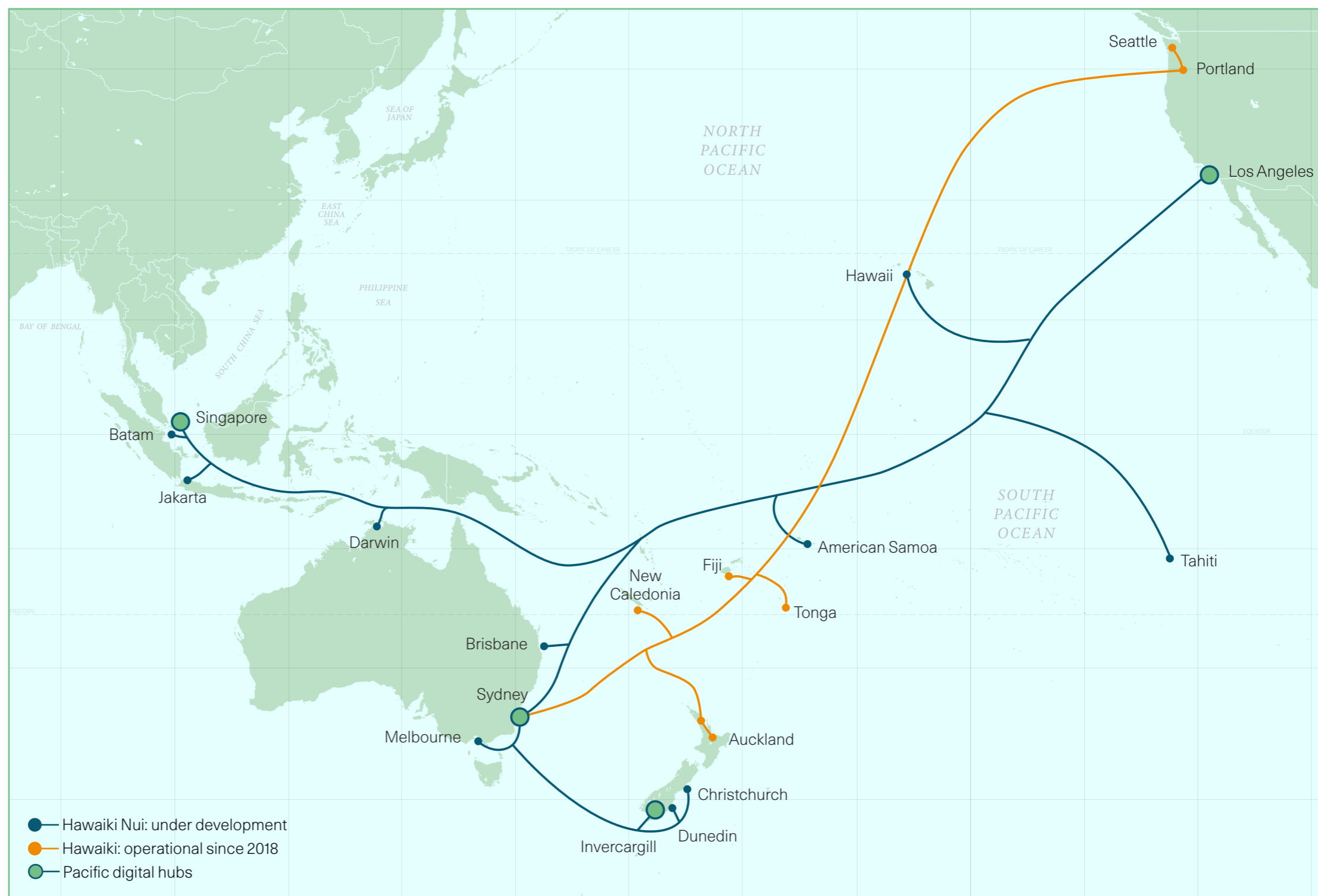
New Zealand and Australia. Rémi says: “From our first conversations with BW Group, it was clear we had a shared vision and synergies. BW Group’s global scale and decades of experience carrying oil and gas on the same maritime routes as our cables, as well as their activities in renewable energy generation and storage, made it a strategic fit. Their base in Singapore, which is a key strategic hub for us, was another important factor.”

Over the next 10 years, the company plans to reach a leading position in the Pacific with the opening of new cable routes connecting Australasia and South-East Asia with North and South America. Owning the cable systems also gives BW Digital an advantage when it comes to building data centres that serve as the landing ports of the new digital economy.

Rémi says: “The whole data industry is focused on green energy transition, with most of the largest cloud and content providers from the USA and China committed to reaching carbon neutrality by 2030. We are helping them on this journey by working to develop a carbon-neutral solution for data storage – a vital part of the supply chain for technology giants like Amazon, Google and Meta.”

Hawaiki: shrinking the Pacific

The Hawaiki network, which opened for business in 2018, is a 15,000km submarine cable system that connects more than 350 million consumers in Australia, New Zealand, American Samoa, Hawaii and the continental United States.





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Rémi Galasso
CEO of BW Digital and founder of Hawaiki



The decision to build a new subsea cable network beneath the Pacific was a calculated move to disrupt the existing provider. Galasso says: "The existing monopoly operator on the Pacific route had been in place for 20 years and was using ageing technology. We saw an opportunity to provide a much faster service at reduced prices. In terms of the development of the digital economy, 20 years is a lifespan. The existing network was laid to carry telecommunications; now we are carrying data between massive warehouses on behalf of the largest content and cloud providers.

The market was asking for increased bandwidth, and this demand has continued to accelerate. It's a hugely exciting growth market."

Following a 27-month construction period from March 2016 to July 2018, the giant cable network has now been in operation for more than four years. It serves 45 customers, including leading content and cloud service providers, telcos, internet service providers, universities, and entertainment and gaming businesses.

To cement its leadership position in data storage and transfer in the Pacific region, BW Digital is in the process of developing a new subsea cable network called Hawaiki Nui. When it opens for business, the 26,000km submarine cable will be the only system to provide end-to-end connectivity between the three main strategic hubs of the Pacific region – Singapore, Sydney and Los Angeles. Together with the existing Hawaiki cable, it will offer unparalleled connectivity and diversity to customers operating across the Asia-Pacific region.

The final part of the transpacific connectivity jigsaw is the development of the Humboldt Cable, which is a joint venture with Desarrollo País, an infrastructure fund owned by the Chilean Government, to build a 15,000km cable network connecting Chile with South Asia. This public-private partnership will leverage all of BW Digital's cable operating expertise to put Chile on the digital map and pave the way for further developments in data centres and digital technology.

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Trading places – with LPG

With its acquisition of Vilma Oil, BW LPG is expanding its presence along the LPG value chain and enhancing its ability to service clients.

In July 2022, BW LPG acquired the LPG trading operations of the Spanish company Vilma Oil. It's a deal that will bring a highly experienced team with a strong track record on board – and it will help BW LPG remain the world's leading LPG shipping company, delivering cleaner-burning energy safely and sustainably to its customers.

The acquisition fulfils the ambition to expand BW LPG's Product Services Division, founded in 2019. It was established to provide integrated delivery services for customers, delivering LPG on time and to specification using a fleet of Very Large Gas Carriers (VLGCs). The premise was simple: to capture market opportunities and diversify business offerings in a way that would improve fleet utilisation and return greater value to shareholders.

For BW LPG – one of the first pure-play LPG shipping companies to venture into product delivery – this move has proved successful. Over five years, the Product Services Division has grown to become one of the largest lifters of LPG from the US, averaging one million tons per year. It has also met its dual objective of increasing commercial utilisation and boosting time charter income.

“The idea behind the acquisition was both innovative and simple: to capture market opportunities and diversify business offerings in a way that would improve fleet utilisation and return greater value to shareholders.”





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An expanded team geared to growth

Vilma Oil was established in Madrid, Spain, by a group of entrepreneurs in 1996. Since then, it has built a solid reputation in the oil and gas trading segment, and its highly skilled employees in Madrid and Singapore run a global trading business with a strong record. BW LPG warmly welcomes 18 new colleagues from Vilma Oil – 11 in Spain and seven in Singapore. The immediate priority is for the team to get to know each other's strengths and to integrate their workflows.

With this expanded team, BW LPG will scale up its offering to provide even better service to customers. This will position the company well for future growth, while it continues to operate within disciplined capital requirements and defined risk thresholds. BW LPG

received regulatory approval in November and the transaction was successfully closed in the same month.

The combined team is expected to trade over four million tons of physical LPG annually. The transaction also adds five additional time charter-in VLGCs to the fleet, including one newbuild. Following the acquisition, the company will expand its coverage from a US-centric priority to a global focus. The acquisition brings increased agility and important insights into a volatile market, further enhancing the core shipping business. It also creates growth opportunities along the LPG value chain.

Setting strategy to face the future

Geopolitical uncertainties and energy security concerns, coupled with shifting climate ambitions, technology and regulations, make for stiff headwinds

in the near term. BW LPG remains focused on its vision, purpose and values as a company, to support the clean energy transition.

During this period of change, BW LPG has taken steps to improve its long-term resilience. This includes: expanding the Product Services Division to move along the LPG value chain; embarking on a US\$50 million share buyback programme; and expanding its presence in India, a key LPG market. As it does so, the company is investing in its people and assets – improving internal platforms for better engagement, retrofitting pioneering LPG dual-fuel propulsion technology on board 15 VLGCs, and rolling out SMARTShip monitoring technology on to more vessels.

For further information on the Vilma Oil acquisition, visit www.bwlpg.com



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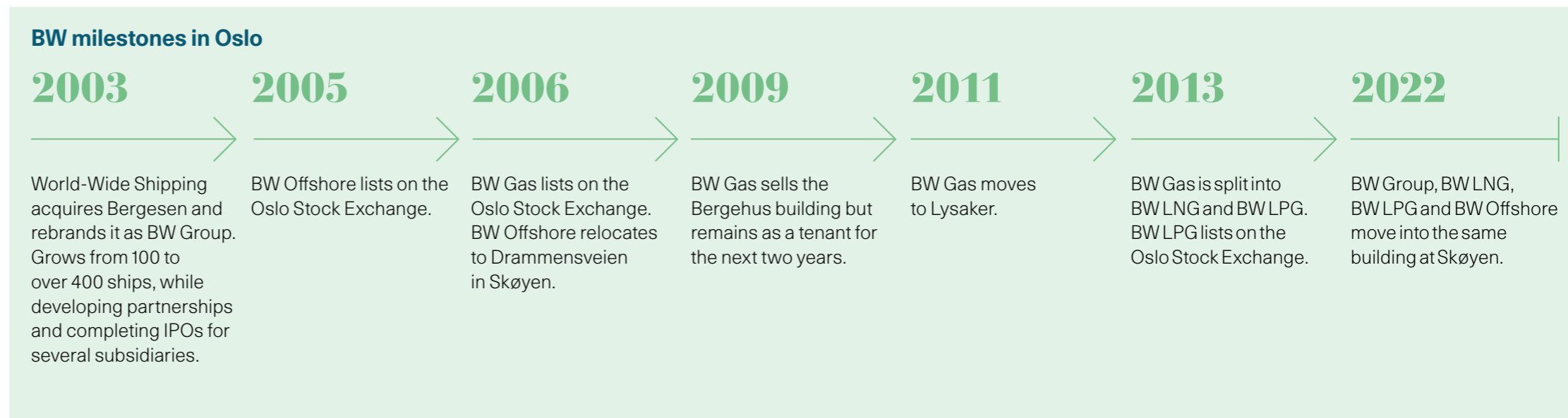
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A new BW Powerhouse in Oslo

On 10 October 2022, BW Group, BW LNG, BW LPG and BW Offshore moved into the same building in Skøyen, Norway, bringing everyone together to maximise synergies across the group.

It has been several years since the companies shared the same building. This move enables them to fully collaborate again on the BW mission to deliver energy for today and solutions for tomorrow.

“ At BW, we want to go fast and we want to go far. And that is why we have come back under one roof, to be smarter together. With this, we warmly welcome you to our new BW Powerhouse!



Above: From left to right: Marco Beenen, CEO of BW Offshore, Yngvil Åsheim, CEO of BW LNG, and Anders Onarheim, CEO of BW LPG.



Above: BW Powerhouse, located at Karenslyst Allé 6 in Skøyen, Oslo, Norway.





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Scotland floats a new plan for offshore wind

BW Ideol is developing a major floating wind project off the Scottish coast, delivering local jobs and boosting the UK's clean energy production

In January 2022, BW Ideol secured the rights to develop a floating offshore wind farm off the northeast coast of Scotland, as part of the Floating Energy Alliance. The Buchan Offshore Wind project will have a capacity of almost 1GW, and will rely heavily on BW Ideol's proven, high-local-content technology.

The consortium made its successful bid in the ScotWind leasing round, launched by Crown Estate Scotland in late 2020. The Floating Energy Alliance is a development partnership of BW Ideol, BayWa, a global renewable energy business, and Elicio, an experienced Belgian offshore wind developer, owner and operator.

The aim of ScotWind was not only to provide a significant boost for UK clean energy production, but also to benefit Scottish communities and businesses for decades to come: bidders were required to make supply chain commitments from the outset. This approach – the first of its kind – ensured a focus on supply chain capacity to develop and deliver the projects.

Seventeen leases were awarded in the ScotWind licence round, adding up to 25GW of installed capacity, including 14.6GW from floating wind projects. This represents a large, guaranteed market under active development for installation before the



end of the decade. The award, made to the Floating Energy Alliance, was for an area located 75km northeast of Fraserburgh on the Aberdeenshire coast. The 960MW lease was designated 'NE8' in the Scottish Government's Sectoral Marine Plan for Offshore Wind, and the project has since been named Buchan Offshore Wind. Following the award announcement, BW Ideol and its partners signed the formal option agreement with Crown Estate Scotland. This has allowed the consortium to proceed with the environmental studies required for the consent application process.

A campaign is under way to identify and study the behaviour of the main bird species that live near the area, and a floating lidar unit will be installed in the fourth quarter of 2022 to collect wind and metocean data. Floating Energy Alliance teams are engaged in site investigations and engineering work is moving ahead at pace, with a particular focus on grid connection.

For BW Ideol, the award of the lease has once again underlined the value of its co-development model, showing how the company's unique value proposition can contribute to a winning bid. The project's successful execution will be facilitated by BW Ideol's credible execution and industrialisation plan, accurate cost assumptions and use of proven, bankable technology.

The company is exercising the option to build the floating concrete foundations for the project locally. In September 2021, it signed a strategic partnership agreement with the Port of Ardersier to create a manufacturing hub in the north of Scotland (see next page for more information).

The Buchan Offshore Wind Project points the way to further opportunities for BW Ideol. Elsewhere in the UK, the Crown Estate has announced the preparation of a new leasing round for floating wind projects in the Celtic Sea. BW Ideol is in the process of identifying the right partners to bid with.



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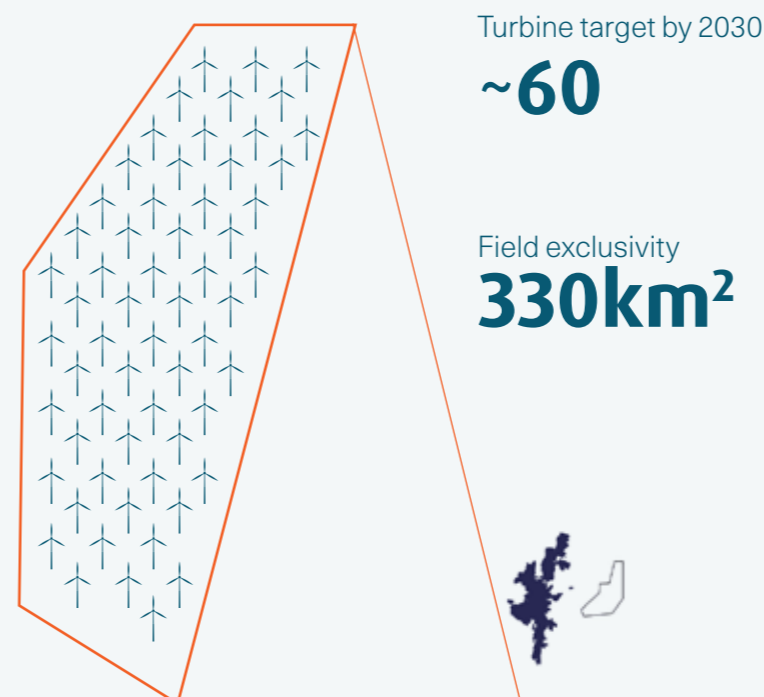
A project with local foundations

BW Ideol is committed to building Buchan Offshore Wind's floating concrete foundations in Scotland, creating an estimated 3,900 local jobs at the peak of the construction. The company has secured exclusive, long-term access to Ardersier Port, the largest brownfield port in the UK, which is near Inverness in the northeast of Scotland. In the 1970s, the site was one of the biggest oil rig fabrication yards in the world, employing around 4,500 workers.

In conjunction with the port owners, BW Ideol will set up a multi-project construction line to enable the industrialisation and serial production of the floating foundations. Work for the Buchan project alone is expected to create 3,900 jobs, but the total employment number could be higher: the production line

will not just serve the Floating Energy Alliance, but also other consortiums that could base their projects on BW Ideol's floater technology through engineering, procurement, construction and installation (EPCI) contracts.

Regeneration work is already under way. In December 2021, the Ardersier Port Authority began transforming the 400-acre port area, including more than a kilometre of quayside, into a fully circular energy transition facility. Since then, major dredging operations have been removing 2.5 million cubic metres of sand. On the BW Ideol side, teams have been working on feasibility studies to prepare the serial production line, with yard layout and configuration.



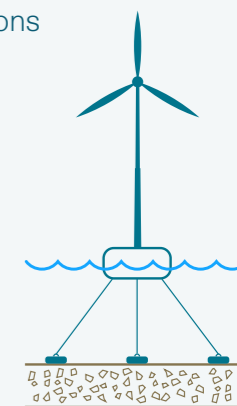
- ScotWind License Round
- Areas under option agreements
- NE8 area

Capacity potential
960MW



Excellent wind conditions

Water depth
75-105m



- More than three years of stakeholder engagement by Crown Estate Scotland and the consortium.
- Largely free from any environmental and marine use conflicts or constraints.
- Signed engineering service and technology licence agreements, securing revenues for BW Ideol.
- Grid application already secured, 80km from the coast.



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A voyage of self-discovery

September 2022 saw the launch of Voyager, our flagship leadership development programme. The first cohort of 17 senior leaders, drawn from across BW's businesses, came together in Norway to embark on the intensive nine-month programme.

Across the whole BW network, we are focused on creating a work environment where people feel inspired and fulfilled. We are committed to developing our leaders to build stronger teams and working cultures, and to drive business growth in times of change and uncertainty.

The Voyager programme has been designed to help leaders deepen their self-awareness, learn new skills, and explore their values, purpose and ambitions. Throughout the programme, participants are provided with toolkits to help them lead effectively.

Much of the learning takes place outside the classroom, with participants benefitting from external coaching and participation in a strategic project sponsored by our Chairman.

Feedback from the Voyager programme



The programme gave me the opportunity to meet and network with colleagues from across the group. It was inspiring to see them open up, share and learn. It was interesting to observe that, despite our diverse backgrounds, we all faced similar leadership challenges. It helped me increase my self-awareness and reflect on my core values, and how I project them to friends and colleagues.

Voyager required us to step out of our comfort zones, listen and reflect deeply. It was tough at times, but a very rewarding experience.

Over the course of the next nine months, I look forward to more discussions with the colleagues I met, and more tasks that will require us to step out of our comfort zones and really challenge ourselves.

I hope to apply the lessons learned on my Voyager journey to become a better person and leader.



The Voyager journey

The opening of the Voyager programme was held in the Hankø Hotel and Spa on an island in the Oslo Fjord; a beautiful natural setting for participants to walk and reflect on the values that have helped shape their leadership journeys.

The programme helped participants answer some thought-provoking questions: *Who am I and what do I stand for? How do I navigate change and disruption? What kind of leader do I want to become?*



Above: The Oslo Fjord setting. Outside the classroom sessions, the programme challenged the participants' assumptions and biases.



Below: The participants were selected from across BW Group, BW LNG, BW LPG, BW Offshore, BW Epic Kosan, BW Ideol and Cadeler.





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A winning way with diversity and inclusion

Hafnia's innovative approach to building a more diverse industry has earned a prestigious award – and the company is setting ambitious targets for the future.

In its ongoing effort to improve diversity and inclusion across the industry, Hafnia has had a successful year. On 7 October 2022, the company won the Danish Shipping Diversity Award for its pioneering Maritime DEI Lab – an open competition to find scalable solutions that can make the sector more inclusive and representative.

The DEI Lab was also shortlisted in the Innovation category of the 2022 Seafarers Awards, hosted in Singapore by the Mission to Seafarers charity. In addition, Hafnia became a new member of the All Aboard Alliance, and announced ambitious hiring targets to improve gender balance both onshore and at sea.

The Maritime DEI Lab

Now in its second year, the Maritime DEI Lab is an innovation competition supported by Hafnia, in partnership with Anglo American, RightShip, Thome Group, Wilhelmsen and Rio Tinto. Applicants – which include individuals, institutions, companies and students – are invited to submit their ideas on addressing DEI in the maritime industry. The aim is to crowdsource powerful ideas that can be developed quickly by applying rapid, agile methodology.

The shortlisted teams participate in an innovation lab to hone their pitches and prepare for a 'Dragons Den' session with industry leaders. The winning idea is then brought to life with the collaboration and funding of the partner organisations. The 2022 competition attracted over 80 entries from the seafaring and onshore community.



Above: Senior leaders across the maritime industry at the launch of the All Aboard Alliance in May 2022. Hafnia CEO Mikael Skov (fourth from right) was appointed the Co-Chair of this initiative by the Global Maritime Forum.

The final seven teams, representing more than 20 organisations, were put through an intense 72-hour lab session. Eventually, the competition delivered not one winner, but two. SeaBuddy, a joint entry from RightShip and Seapeak, envisaged a digital mentoring platform to connect people and show students what a maritime career is like. Colibri Maritime X, a team from Wilhelmsen Ahrenkiel Ship Management and Thome Group, also came up with a platform idea, which provides a practical way for companies to share diversity insights and learnings across the industry.

Hafnia's innovation team is now working with the winners to create a roadmap to refine their ideas and develop a proof of concept. They will be hoping to emulate the success of last year's winning project: the inaugural Women in Maritime Lab 2020 (as it was then called), which resulted in the creation of SeaCode, an anonymous platform where seafarers can raise awareness about problems they have faced at work.

The International Seafarers' Welfare and Assistance Network (ISWAN) has since incorporated SeaCode in its portfolio of services.

The All Aboard Alliance

In May 2022, Hafnia pledged its commitment to a more diverse maritime industry by joining the All Aboard Alliance. Founded in 2022, the initiative by the Global Maritime Forum brings together senior industry leaders to focus on structural long-term challenges that can only be remedied through strategic collaboration.

The Alliance aims to tackle issues including the attraction and retention of employees, in the context of a global talent shortage, and stakeholder demands for diversity and inclusion. It recognises that the need for innovation – particularly in decarbonisation, automation, and the digital landscape – has brought a greater demand for diversity in terms of skills and perspectives across all levels.



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Hafnia CEO Mikael Skov was appointed co-chair of the All Aboard Alliance. He said: “This is an industry imperative at a pivotal time. Diversity of skills and competences is paramount if we are to innovate our way through the developments taking place in decarbonisation, digitalisation and automation.”

Improving women’s representation

The maritime sector is lagging behind when it comes to attracting and retaining the diverse talent needed to succeed in times of increasing uncertainty and complexity. Women represent only 1.2% of the global seafarer workforce, according to the BIMCO/ICS 2021 Seafarer Workforce Report. There is also a significant lack of minority ethnic and female representation in

senior roles (as reported by the Diversity Study Group 2021). To help remedy this, Hafnia is proactively working with diversity data analytic tools to set ambitious targets that women should account for at least 35% of its onshore team. Targets for women seafarers are also being analysed and implemented, to surpass the industry norm. Mia Kroglund Jørgensen, Vice President and Head of People, Culture and Strategy, said: “It’s better to set the bar high: change will not occur overnight, but we have to keep pushing. Diversity goes beyond gender, although it’s one of the most visible elements. It encompasses a diversity of skills and competences that are essential to help us innovate through the new maritime reality we live in.”

Creating a home away from home

Whether onshore or offshore, we aim to foster the same culture of diversity, inclusion and belonging across BW Group. In October 2022, we piloted the Respect and Belonging at Sea programme with seafarers in our BW LNG and BW LPG affiliates. The pilot ran over five weeks and the programme centres on a key message: a safer ship feels like home, where everyone feels respected, included, and welcome despite having different backgrounds.

The pilot scheme has shared tools and techniques on what we can all do to work better with teammates from different cultures, genders, sexuality, nationalities and backgrounds on board. The training helps participants explore their role in supporting fellow seafarers against discrimination that may arise. Importantly, it focuses on the small, everyday actions everyone can take towards building a safe and inclusive environment at sea.

More than 60 participants took part in three core sessions: “Building bridges”, “Ignite inclusion” and “Respect me”. Senior participants also completed two additional leadership sessions on “Leading inclusively” and “Fair warning”.

The Respect and Belonging at Sea pilot is a collaboration between BW Group’s HR, Crewing, and Fleet Management teams, and was tested on focus groups prior to the pilot rollout. The programme was developed in partnership with MindGym, a leading global behavioural science company driven by psychology-based organisation transformation.



Above: Engagement materials created for the Respect and Belonging at Sea programme.



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In the spotlight: Yngvil Åsheim

Yngvil is Chief Executive Officer (CEO) of BW LNG, based in Oslo. She joined BW in 2010 as Managing Director for BW Fleet Management, becoming Managing Director for BW Shipping in 2013 and Managing Director for BW LNG in 2015.

How did you become the CEO of BW LNG?

My career has been fuelled by a passion for the maritime and natural gas industry, a curiosity for learning and a genuine interest in people, coupled with the willingness to take calculated risks and make tough decisions. I have been extremely lucky to work with brilliant competent people who broadened my perspectives and challenged me to step up. Besides tireless hard work, I also think it's a little bit of luck – being in the right place at the right time!

“ I’m energised by passionate and engaged people who want to make a difference. I thrive on seeing the results of what we can achieve together as a team. ”





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What's it like being one of the few female CEOs in the maritime industry?

The maritime industry is often associated with a traditional male-dominated hierarchical culture. Being a female CEO here goes beyond your job title and forging your own path – you have an important responsibility to uphold Diversity and Inclusion for the industry. It is about being a positive influence on young talent, an example that it is possible to have both a family and a rewarding career. Lastly, it is also about balancing the trade-offs, sacrifices and priorities in your private and professional life.

What motivates you?

First and foremost, I am energised by passionate and engaged people who want to make a difference. I thrive on seeing the results of what we can achieve together as a team. I am also a 'lifelong learner' and enjoy diving into new areas and exploring new opportunities. I also get a lot of energy working with our customers, from driving our commitment to excellence, and finding innovative solutions to complex challenges.

What excites you about the future of BW LNG? What are some key things to expect?

I am a firm believer in the role natural gas plays in decarbonisation. As the cleanest fossil fuel, LNG serves as a reliable bridge between traditional fuels and intermittent renewable energy sources – a critical part of the world's transition to a low-carbon society.

At BW LNG, I think we have some of the industry's brightest and best people. We remain a leading developer, owner and operator of floating gas infrastructure solutions, and will continue to

“ I am a firm believer in the role LNG plays in decarbonisation. It serves as a reliable bridge between traditional fuels and renewable energy sources. ”

reduce our carbon emissions through a number of measures for sustainable shipping. At the same time, we will work with our customers to help bring LNG into new markets – such as through our FSRU BW Tatiana in El Salvador, which now supplies 30% of the country's total energy demand, replacing much more polluting fuels. Being part of this transition and building infrastructure solutions is something that excites me every day.

What trends are shaping the growth of LNG?

There is an increasing global focus on energy security, and a realisation that we need a cleaner source of fuel as a reliable baseload to buffer the intermittency of renewable energy. These are clear drivers for the LNG market.

What role does LNG play in our transition to a decarbonised world?

By shifting reliance from coal and oil to LNG, carbon emissions can be reduced by up to 50%, while eliminating local pollution that causes millions of deaths annually. For power plants that run on gas, it is easy to ramp capacity up or down – we get to keep the lights and heat on, even in the absence of solar or wind energy. The uptake of LNG prepares the world for a zero-carbon future, which can gradually be blended into the natural gas demand, and where much of the infrastructure can be reused.





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Celebrating success, learning from failure

With activities across BW Offshore's locations globally and a special awards ceremony in Singapore, the first We LEAD Day is a commitment to an inclusive culture of leading with integrity.

On 12 October 2022, BW Offshore came together for the inaugural We LEAD Day. All around the world, we took time out to reflect on our achievements and the importance of learning from failure. We LEAD Day is a company-wide commitment to our values – 'We LEAD with Integrity' – across our 12 offices and seven operational units, supporting a culture where we learn and develop together.

Since 2021, we have run a quarterly award scheme for individuals and teams who have gone the extra mile in supporting our mission to ensure Zero Harm for our people and assets. There are five award categories: Operational Excellence, HSSE Excellence, Technical Excellence, Culture Programme, and Learning from Failure. On We LEAD Day, BW Offshore gathered 36 award representatives in our

Singapore office for a celebration and a formal award ceremony.

For many people, failure is a negative word, and one that they prefer not to use too often. Within organisations, talking about failure often results in a culture of placing blame. At BW Offshore, we believe that it is not always a bad thing to fail.

How we react to failures, both individually and as an organisation, is critical in producing a culture where speaking up is the natural reaction for all our employees.

Aligning culture with values

Across BW Offshore, there is a strong commitment at management level to deliver on objectives aligned with our values. By rolling



Above: Honouring BW Offshore's commitment to excellence at the inaugural We LEAD Day in Singapore.

“Winston Churchill said that those that fail to learn from history are doomed to repeat it. We need to learn what goes wrong, so we can avoid it in the future. But even if you change something, it may still be wrong, and you must change it again, or improve it – which is why continuous learning is critical.”

Alfredo Nicholas Marine operator, BW Pioneer



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Above and below: We LEAD Day united BW Offshore's offices and units worldwide. BWO's 12 offices and seven operational units came together in their own time zones to celebrate successes and learn from failure.



Above and below: During We LEAD Day in Singapore, delegates participated in major hazards awareness and safety training workshops, with interactive discussions between colleagues. Learning from failure means going beyond big, obvious failures that pose risks in our industry: it also means detecting small, everyday gaps and shortcomings, and learning to manage them better.



out a large-scale culture programme, we are training our workforce in eight leadership behaviours that have been identified as key to developing our culture.

The behaviours focus on building trust and care, having an open mind and the willingness to learn, the importance of two-way feedback and speaking up, as well as handling dilemmas and working in teams.

Dan Spencer, production supervisor on board BW Pioneer, says: "Each individual needs to be open-minded, and realise that we are not always correct – that other people may have experienced things we haven't, or have better ideas or a new input to any situation. Then, we can work more safely, prevent future accidents and grow together as a team."

Safety first

At BW Offshore, we are always focused on promoting and developing a culture of safety. With our inaugural We LEAD Day, we have taken a major step in ensuring we can all learn from our failures, while celebrating our successes.

“Time and time again, our teams are delivering great results in challenging circumstances.”



Michael Ince PTW co-ordinator, BW Catcher



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Alexis Medina, construction supervisor on board *Petróleo Nautipa* in Gabon and quarterly awards nominee, reflects on the company's first We LEAD Day.

The offshore installation manager (OIM) told me I had won one of the award categories in the last quarter of 2021, after I spoke up on an issue I felt passionate about. I hadn't been expecting a nomination.

Rewarding everyday excellence

Celebrating successes is a good way to engage people in ongoing initiatives. It encourages others to see how small things can make a big difference. Offshore teams can sometimes feel disconnected from what's happening on shore, but we can only evolve our culture if our initiatives reach the entire organisation. We LEAD Day helps to enable this.

When we see failure anywhere in the organisation, the root causes are often

similar. To address the real issue, people need accurate knowledge about what happened. Being open is critical.

Together in Singapore

We LEAD Day will be a game changer in how seriously the workforce takes the quarterly awards. By inviting nominees to Singapore for a global event, it becomes a lot more exciting. Many employees belong to local organisations, so the event provides an opportunity to let everyone feel part of BW Offshore, giving them a sense of belonging.

When we arrived in Singapore, we found the local employees were genuinely interested in meeting us and speaking with us. The nominees were a very diverse group, with different backgrounds, positions and seniority, and it was great to interact with offshore employees from different units.

Learning from failure

We participated in workshops and presentations, including ones on floating offshore wind and the Barossa project, plus Virtual Reality (VR) training and Learning from Failure sessions. An award ceremony was organised for all the nominees. Although I didn't win the annual award in my category, it was a great experience.

Back on my unit, my colleagues were keen to know more about the programme, and there was great online engagement with We LEAD Day. Hosting an event like this really increases participation throughout the workforce.



Above: The BW Offshore team in Gabon

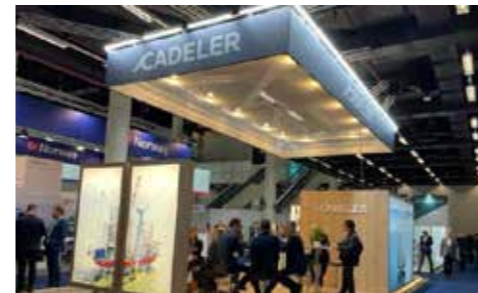
We are proud of our workforce's participation in our first We LEAD Day, and look forward to making it an annual event – highlighting our successes and acknowledging the efforts of individuals and teams across our organisation.



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Events and highlights



5-8 September 2022

Gastech 2022, Milan

45,000+
attendees

13-14 September 2022

Value Negotiation Workshop, Oslo

26-29 September 2022

Rio Oil & Gas 2022 Congress, Rio de Janeiro

40,000+
attendees

27-30 September 2022

WindEnergy Hamburg Germany

35,000+
attendees

15 September–13 October 2022

Pareto Securities' 29th Annual Energy Conference, Oslo

6 October 2022

The Seafarers Awards 2022, Singapore

Gastech 2022 hosted more than 40,000 trade attendees, 750 exhibitors, 4,000 delegates and 600 speakers from more than 100 countries. The BW LNG team attended in full force (pictured here with the Norwegian Ambassador in Rome, His Excellency Johan Vibe, and his team). Next year, BW LNG, BW LPG, BW Offshore and BW Epic Kosan will come together for Gastech 2023 in Singapore.

At BW, we invest in our people and believe in continuous learning. Our employees are key to our mission of delivering energy for the world today and finding solutions for tomorrow. At Rodrigo Gouveia's Value Negotiation Workshop, 30 colleagues came together in Oslo to sharpen their negotiation skills – from BW LNG, BW Offshore, BW Epic Kosan, Cadeler and Hafnia. These cross-group collaborations are a great way to foster new connections and drive solutions for a sustainable future, while having fun together.

The BW Offshore team was at Rio Oil & Gas 2022 Congress, the largest such event in Latin America and one of the largest events globally for the energy, oil and gas sector.

Pictured from left to right: Larissa Sigiliano, Jon Harald Kilde, Rune Bjorbekk, Una Holmen, Marita Sandvoll, Michael Skyum, Ewout Voors, Karthikeyan Duraisamy, Daniela Gomez, Ana Locatelli, Alexander Guntert and Gonzalo Ramirez (BW LNG).

Cadeler participated in the WindEnergy exhibition in Hamburg – the largest global offshore wind trade fair, with more than 35,000 visitors from 48 countries. The biennial event provides a platform to connect the global wind value chain. Cadeler's booth featured a new immersive exhibition concept with a digital vessel model. The event was a success, generating several leads in sustainable supply chains, floating versus fixed, underwater sound sensors, green hydrogen production and exploration of wind market potential in Australia.

It has been a busy season for BW LPG, with CEO Anders Onarheim speaking at Pareto Securities' 29th Annual Energy Conference in Oslo, and then at the Capital Link Forum in New York. The following month, he participated in the ABG Sundal Collier Shipping Seminar in Oslo and spoke at another Capital Link Forum in London. The panels covered the outlook on US LPG production, as well as current geopolitical uncertainties and their impact on LPG shipping and the VLGC order book. On his right is Mads Peter Zacho, CEO of Navigator Gas, where BW is the largest shareholder.

Hafnia's Captain Rohit Minocha received the Seafarer of the Year Award at the Seafarers Awards on 6 October 2022. The annual award recognises an individual for their significant contributions to welfare at sea. Nominated by Hafnia, Rohit Minocha lives by the motto that "team work makes the dream work", and has been described as being "in the business of collecting smiles". These efforts are aligned with Hafnia's People First strategy.



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13-14 October 2022

Creating Currents Together, Manila



The BW LNG team attended the Norway–Philippines Maritime & Energy Conference – Creating Currents Together. As part of the Greener Shipping Panel, CEO Yngvil Åsheim shared insights on the challenges of data collection and connectivity for deep sea shipping, and discussed the merits of utilising alternative fuels and technology for maritime decarbonisation. On the energy front, commercial analyst Torjus Halden spoke about the importance of LNG for energy security and transition, the benefits of FSRUs, and our upcoming project in Batangas.

BW Paris will be renamed BW Batangas ahead of the launch of the Batangas LNG import terminal in 2023. She is expected to commence her five-year charter and operations by Q3 2023.

1-2 November 2022

Danish delegation visit, Vietnam



Cadeler CEO Mikkel Gleerup and CCO Jacob Christian Gregersen visited Vietnam as part of the official Danish business delegation led by the Danish Crown Prince and Princess. The visit formed part of the 50th anniversary of Danish–Vietnamese diplomatic relations, which were established in November 1971. The visit strengthened the two countries' partnership and opened new co-operation opportunities, with a key focus on green transitions and the entire value chain of the wind industry. Vietnam plans to invest in offshore wind in the coming years, and Cadeler is looking forward to continuing the discussion on how to secure sustainable offshore wind solutions in the region.

8 November 2022

Seatrade Maritime Awards, London



Corvus Energy was awarded the Marine Technology Award 2022 in recognition of its innovative energy storage system technology, enabling emission-free sailing with battery power on Kystruten's cruise vessel Havila Castor's journey in and out of Norwegian Geiranger fjord, a UNESCO World Heritage Site. This is the first time that a large passenger ship has sailed such a long distance completely silent and emissions-free, and marks the start of a new era in eco-tourism and sustainability in the cruise industry.

Pictured: Senior Vice President of Sales and Business Development at Corvus Energy, Finn Arne Rognstad, received the award on behalf of the company.

9 November 2022

Riviera Maritime Tanker & Trade Conference, London



Hafnia was awarded the Tanker Shipping & Trade Tanker Operator of the Year Award 2022 by Riviera Maritime Media at their annual conference and awards exhibition. The Tanker Operator of the Year Award recognises a tanker operating company that has set new industry benchmarks or broken new ground since November 2021. Here's a proud moment for Hafnia team members in Copenhagen!

14-18 November 2022

LPG Week, New Delhi



BW LPG India participated in LPG Week in New Delhi, India. Organised by the World LPG Association, the event was well attended by top government officials and key industry leaders. Shri Rameswar Teli, Honourable Minister of State for Petroleum and Natural Gas, and Shri Shrikant Madhav Vaidya, chairman of the Indian Oil Corp Limited, came to our booth and tried on our virtual reality headsets. Other key customers, including representatives of Bharat Petroleum Corporation Limited (BPCL) and Hindustan Petroleum Corporation Limited (HPCL), also visited our booth. BW LPG India is the country's largest owner and operator of Indian-flagged Very Large Gas Carriers, and has plans to expand its presence further.

17 November 2022

Singapore Registry of Ships Forum, Singapore



BW's latest LNG newbuilds, BW ENN Snow Lotus and BW Cassia, were awarded the Green Ship Award Certificates under the Maritime and Port Authority of Singapore's Green Ship Programme. The award recognises shipowners and ships that have contributed towards sustainable shipping by reducing the environmental impact with low-carbon fuels and energy efficient technologies. The two vessels were delivered in August to long-term charters with ENN and BP respectively.

Pictured from left to right: Our team from BW Group, BW Epic Kosan Ltd. and Hafnia. Jody Leong, Ralph Juhl, Billy Chiu, Pranesh Kumar and Anand Mannath



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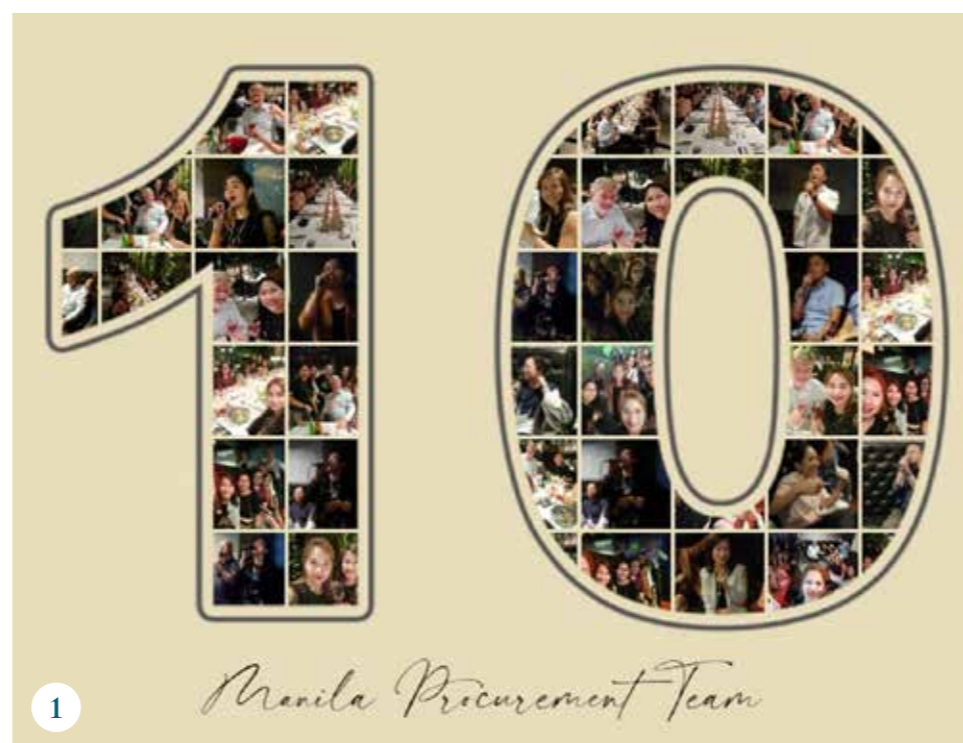
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Around the world

1 Manila Procurement Team marks a decade of excellence

The BW Manila Procurement team celebrated 10 fruitful years of looking after BW's vessel needs and ensuring economies of scale. The team was set up in 2012 to manage the operational purchasing needs for the fleet. While each business unit now has their own purchasing setup, the MPT remains united and works closely together with colleagues from both Singapore and Oslo.



2 Breakfast Together in Singapore

BW held its first in-person office event of the year with Breakfast Together in Singapore. Held in August, the event welcomed new colleagues and allowed everyone to socialise over delicious food for the first time since Covid.

3 Building stronger sea-shore connections

Our BW LPG and LNG Senior Officers' Conference in Manila saw a full house with over 100 officers coming together from 23-24 November. Starting with a welcome dinner, the two-day event shared business updates, best practices, and ideas to improve our operations at sea. The event also reinforced BW's Anti-Bribery and Anti-Corruption Policy and Zero Harm approach to safety. The Senior Officers' Conferences are held twice a year in India and the Philippines.





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4 BW's got talent!

Ever wondered what a vessel looks like from above? Self-taught photographer, Chief Officer Anselm Joaquim Pereira, created this artistic interpretation of BW Helios, taken East of Philippines in the Pacific Ocean.



4

5 Celebrating diversity, inclusion and belonging at BW

The Bridge Team on BW Pavilion Aranthera – seven Officers from seven different countries – came together as one to embrace their different backgrounds, nationalities and languages.



5

6 Congratulations to BW Integrity, BW Boston and LNG Oyo teams!

At BW, safety is our top priority, and we are committed to ensuring all our employees work in the safest environment possible. We strive for Zero Harm to people, the environment, cargo, and property.

a) BW Integrity achieved 2,000 days with no Lost Time Injury (LTI) with 215 STS operations! BW Integrity is one of our five FSRUs (Floating Storage and Regasification Units). Located in Pakistan, it plays a critical role in supporting the country's energy needs by helping reduce the country's gas deficit and optimise cost savings in annual foreign exchange.

b) BW Boston achieved 2,000 days with no Lost Time Injury (LTI) or Total Reported Case (TRC).

c) LNG Oyo achieved 3,000 days with no Lost Time Injury (LTI) or Total Reported Case (TRC).



6a



6b



6c



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7 BW LNG delivers two newbuilds: BW ENN Snow Lotus and BW Cassia

The two Singapore-flagged vessels feature a state-of-the-art design that enables even greater focus on safe operations and flexibility, as well as the industry's lowest fuel consumption and emissions profile. Following the delivery in August, both vessels commenced long-term charters with ENN and BP respectively.



8 BW LNG hosts Italian delegation

BW LNG hosted a delegation from Italy as part of a study trip organized by the Royal Norwegian Embassy in Rome. The session shared info on our FSRU project in Ravenna with Snam S.p.A., as well as on the wider renewable businesses at BW Group: BW Ideol for offshore floating wind solutions, Penso Power Limited for battery energy storage and solutions for the carbon capture and storage value chain.



9 BW Ideol strengthens Exco

BW Ideol welcomes our newest Exco members – Sophie Fella as our Head of Legal and Cynthia Moutier as our Chief Human Resources Officer.



10 Ship-to-Ship operations

BW Carina and BW Princess pictured in a Ship-to-Ship operation in Suape Port, Brazil. The Suape Port is one of the main ports in Brazil and Latin America.





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11 BW Offshore at North-Scotland Career Fair, Aberdeen, Scotland

BW Offshore shared information about their Summer internship and Graduate Programme with students at the North-Scotland Career Fair in October. The BWO Human Capital Team is joined by three former interns/ graduates here.

From left to right: Louis Patience, Pradeep Raghunath, Jacob Laird, Mireia Gabarro and Johan Petter Haffner.



12 BW Epic Kosan celebrates new Singapore office

In November, BW Epic Kosan moved into their new Singapore headquarters in Mapletree Business City. They are now located together with BW Group, BW LNG, BW LPG and Hafnia in the same building. BW Offshore is a stone's throw away.



13 BW sisters in Panama

BW Prince en-route to Panama Canal, while sister vessel BW Volans makes her exit from Cristóbal, a port town in Panama.

14 Wellness in the Pacific Ocean

The crew on BW Liberty reach for the sky with teamwork and camaraderie.

15 BW Prince's Team Kathrina takes pole position

BW Prince's Admiral's Cup 2022 Season 2 concluded with Team Kathrina bagging the overall championship with wins in both basketball and darts.



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16 Happy Halloween from the high seas!

Halloween celebrations onboard are a night of creativity and fun. From Halloween-themed dinners and art competitions to the famous costume contests, here's a selection of the goriest outfits from our vessels!

a) BW Boston Halloween Costume Party 2022

b) BW Magellan Halloween Costume Contest 2022

c) BW Liberty Happy Green Halloween 2022 and some of the best-dressed list – Lego Batman, Thor, Cereal Killer, Squid Game, Scare Crow, Witch, Capt. Hook, Crayon, Zombie, Cat woman, Half-body Illusion, Mother Sea, Goblin, Grim Reaper, and CORONA Man!



17 BW LPG's Annual Photography Contest – 'A Career At Sea'

This year's theme for BW LPG's annual photography contest, 'A Career At Sea', received over 50 submissions. The first prize was clinched by BW Prince Chief Engineer Jeffrey Costales, for his image of Chief Cook preparing a feast for the crew (17a). The second prize was awarded to BW Gemini Third Engineer Angelica Cuyuno for her powerful image of a female engineer at sea (17b), and the third prize went to BW Frigg Third Captain Ardee Solatorio for his image of the crew posing as, well, themselves (17c)!

18 What's Cookin' at BW LPG?

The winners of BW LPG's Cooking Contest are... Chief Cook Julio Barreto of BW Magellan and Chief Cook Rolando Hiteroza from BW Prince! The Chefs receive US\$250 for their efforts, while everyone onboard gets a BW LPG backpack!





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Special thanks to...

RETIREMENT

- December**
Amihere Moise
Camp Boss L2
- Eva Finzi**
Senior Advisor Document Control
- Kale Alexis**
Utility Operator
- Konan Akpoue**
Galley Boy
- Maria Yong**
Director, HR & Admin
- Mark Carroll**
Manager, HSSE



35
years

September
Tor-Egil Gjulem
Head of Procurement



October
Geoffrey Pearson
General Manager, Global Head of Fleet Security

30
years

July
Harald Ystanes
Senior Engineer Electrical



November
Viktoras Berzanskis
Mooring Master

December
Eduardo Que Calasin
Fitter

25
years

August
Jesper Kjersgaard
Senior Operations Manager

Linda Ng Li Qing
Accounts Receivable Executive

October
Roar Gillebo
Technical Superintendent

Melchor Jr. Namucatcat Persegas
GP Maintenance

December
Bradley Pereira
Head of Crewing

15
years

August
Boon Sin Tey
TI Offshore Applications

Mia Storgaard Andersen
Head of Marine & Business Control

Morten Brømnes
Engineering Manager

Ramesh Dorlekar
Instrument Technician

Sergei Piatnitcev
E & I Supervisor

Shenyong Chia
Senior Project Engineer

September
Adrian Cruz Torres
Laboratory Technician

Andrejs Urbans
Maintenance Supervisor

Arnold Dagaraga Gabuco
Senior CCR Operator

Gopalakrishna Pillai Pillai Ramachandran
Senior Cmmms Engineer

Low Mei Fah, Jane
Manager, AR & Disbursement

Shakeel Ahmed Zahiruddin Mohammed
VP, Project OI Assurance

20
years

July
Wilfredo Baluyut Briones
Electrician

October
Elmo Regan Davids
Asset Manager

Oleg Belousov
Fitter

15
years

July
Dhinesh Ayyavu
Senior Engineer Instrumentation

Ronald Ereno Pura
Offshore Material Coordinator

Timothy William Shanks
Maintenance Superintendent



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15 years

October

Elin Anne Dommersnes
Financial Controller

Hock Tong Yeo
Senior Document Controller

Huub Johannes Hendrikus Dashorst
Asset Manager

Mahesh Chandra Katiyar
Electrician, BWO

Uta Urbaniak-Sage
Chief Financial Officer

Yark Huey Yong
UI/UX Designer

November

Jitendra Bhikhubhai Jilka
Senior Engineer
Instrumentation

Johnny Francisco Revuelta Acosta
Laboratory Technician

Linda Teh Keat Luan
Head of Corporate Affairs &
Group Corporate Secretary

Marvin Ocido Sto. Tomas
Marine Operator

Ridwan Mardiana
E & I Supervisor

Yoke Peng Audrey Neo
Secretary Legal

December

David Andrew King
Technical & Maintenance
Manager

Jose Bernardo Portillo Lopez
Executive Admin Staff &
Payroll Executive

10 years

Nadiah Rosli

Assistant Manager, HSEQ

Wei Zhang Woon

Senior Project Engineer

July

Balaji Ganapathy Subramanian
Chemical Injection Specialist

Casper Kofoed
Manager, Chartering

Daniel Conner Spencer
Production Superintendent

Fabio Ferreira Santos
Senior System Administrator

Lawrence Starlight
Technical & Maintenance
Manager

Marx Jaures M'Bongo Libecka
Assistant Fitter

Pay Shuzhen
General Manager, Corporate
Finance & Treasury

Pehe Temomon Eugene Oula
Cook

Satyaki Datta
Maintenance Manager

August

Jayesh Suresh Madre
Instrument Technician

Royston Stanley Cota
Cook

Samir Piriye
Senior Engineer Integrity

Vellyn Furtado
Cook

September

Chiranjeev Swain
Senior Manager, HSEQ
Superintendent

Chong Peiqi, Jess
Assistant, AR

Desmond King Yee Yip
Planner

Jaime Estoque Dulos
Electrician

Katja J. Heggedal
Head of HR

Marco Beenen
Chief Executive Officer

Murdoch Macleod
Crane Operator, Deck Foreman

Shirley Eng
Head of HR

Thomas Moe Young
Chief Strategy Officer

October

David Lawrence Ravey
Production Superintendent

Haresh Kumar Vishrambhai Barot
Electrician

Jinshan Sun
Construction Supervisor

Ming Yen Yip
Senior Corporate Counsel,
Company Secretary

Pauline Yong
Accounts Executive

Pintukumar Shah
Senior Manager, Chartering (LR)

November

Eugene Stan Engelber Amoyot Pet
Medic

Robert John Walsh
Senior Project Manager, HSSE

Robert Zola
Marine Superintendent

Simon Vasseur
Structural and Mechanical
Engineering Manager

December

Clemo Dias
Camp Boss

Jovial Jollister Fernandes
Steward

Lavleena Krishan Kumar
Manager, HSEQ

Robert George Clark
Senior Engineer, HSEQ

Ying Zhe Miao
Senior Contracts Administrator



Above: A glimpse into the past: Sir YK Pao was knighted by Queen Elizabeth II in 1978.

“On the passing of Her Majesty Queen Elizabeth II, my sincere condolences to all our colleagues from the UK and those affiliated with the country. She was a greatly admired head of state and a role model to the world for her grace and dignity.”
Andreas Sohmen-Pao's message to colleagues at the time of Queen Elizabeth's passing.

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