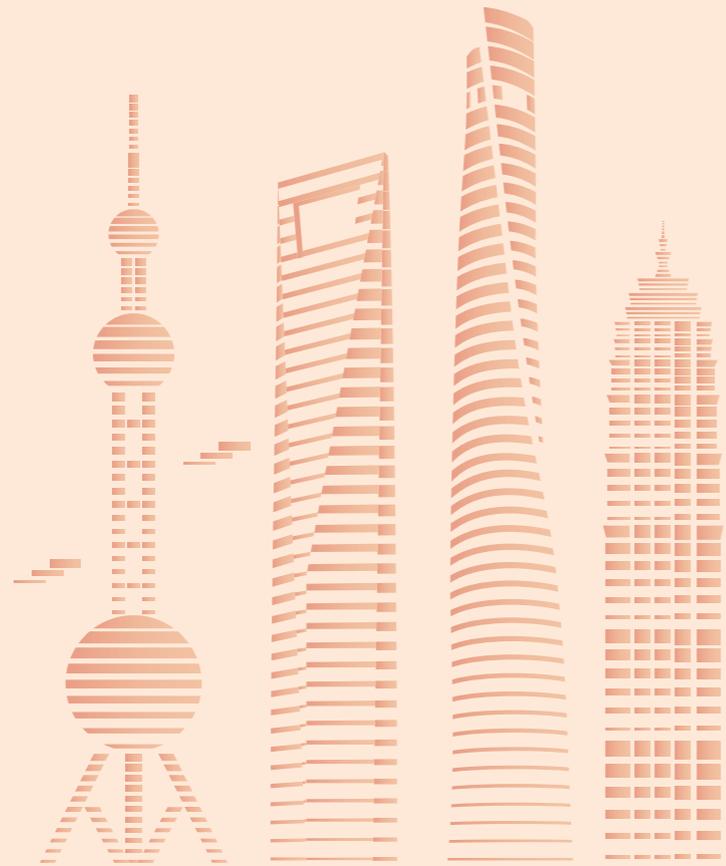


Our Journey, Your Stories

20 Years of Collaboration.



20周年特刊 | 20th Anniversary
2005-2025 | Special Edition



Our Journey, Your Stories

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Forward

CHAPTER ONE

Singhai at 20: A Journey of Commitment and Purpose



Twenty years ago, in November 2004, I took a leap of faith to pursue a dream—to establish a company that would offer professional recruitment and deployment services for Chinese seafarers to international shipowners. With limited resources but a clear vision, Singhai Marine Services was born in Singapore. Although I had industry experience, starting a company from the ground up was more difficult than I had imagined, especially in earning the trust of clients. Thankfully, the relationships I had built over the years in Singapore became a source of invaluable support. At that time, the shipping industry was booming, with new ships

being delivered and a high demand for seafarers. Singhai was able to ride this wave, and I remain deeply grateful to the five shipowners who first entrusted us with their crew supply needs. Their belief in us marked the beginning of this incredible journey.

In early 2005, I sold my only apartment in Beijing to fund the establishment of our Shanghai office. While the property had great potential value, I knew opportunities wait for no one. We had to act quickly to start operations in China and meet growing demand. In our first year, we had just six employees, three in Singapore and three in Shanghai. Their dedication and hard work laid the foundation for everything that followed.

Recruitment was no easy task. I still vividly remember a bitterly cold winter in Dalian in 2005. A record-breaking snowstorm hit the city, and I stayed nine days at Dalian Maritime University, managing to recruit just eight students. Those eight young cadets became our very first seafarers and lifelong ambassadors of Singhai. Today, over 4,000 cadets have launched their careers through us, but I will never forget those original eight. One of them, Captain Luo Cheng, now serves as our General Manager.

Navigating regulatory requirements was another challenge. In China, seafarer recruitment is a licensed activity, and without the proper credentials, we couldn't process crew documentation or deployment. We were fortunate to receive support from peers in the industry during those early days. In 2012, with the implementation of the Maritime Labour Convention (MLC 2006), China officially opened up licensing for crewing service providers. Singhai was proud to be among the first 60 companies, and the very first to be approved for seafarer deployment by the Maritime Safety Administration. This recognition marked a significant milestone in our growth and affirmed our commitment to professionalism and compliance.

As our operations expanded, we set up branches in Wuhan, Dalian, Rizhao, Shenzhen, and later in Zhengzhou, Ningbo, and Qingdao—bringing us closer to seafarers and the institutions that support them. In 2017 and 2022, we extended our footprint to Myanmar and Indonesia, building local crewing capabilities under a unified management system led from Singapore. Today, Singhai provides foreign crew services across nearly ten countries and continues to grow. Our ability to deliver diverse and high-quality crew has become one of our key strengths.

We owe much of our growth to the continued trust of our clients. The high standards of international shipowners pushed us to continuously improve our systems and service delivery. As Chinese shipowners gained prominence, we applied our global experience to offer localized, customized solutions that were widely welcomed. At Singhai, we have always served clients with deep respect, they are the cornerstone of our existence. Our seafarers are our pride. From the beginning, we have been committed to helping cadets grow into competent senior officers. With strong backing from our clients, we implemented long-term cadet development programs. Many of those who joined us as students have become outstanding captains and chief engineers, representing the spirit and quality of modern Chinese seafarers. In this special issue, five of our seafarers share their journeys—humble, real, and inspiring. We also welcome experienced seafarers who join Singhai every year, contributing to the long-term success of our clients. While clients drive our growth, seafarers give our work meaning. Our original aspiration remains unchanged, to serve every seafarer with sincerity and care. Training has always been at the heart of our mission. Over the years, we have collaborated with more than ten maritime institutions across China to develop seafaring talent through programs such as “Guaranteed Shipboard Placement Cadet Classes” and “Sponsored Cadet Schemes.” In 2011, in partnership with the Singapore Organization of Seamen and Nantong Shipping College, we established the Singapore (Nantong) International Maritime Institute (SNIMI). Since its inception, SNIMI has provided professional training to tens of thousands of seafarers, achieving outstanding results. In 2024, we launched new training centers in Shanghai and Shenzhen to meet evolving industry needs. With the rise of green energy and digitalization, maritime education is undergoing a major transformation. Continuous learning is now essential for seafarers to stay competent. These developments present new opportunities for our training business. In 2025, we plan to establish an International Maritime Academy in Hainan and have submitted the project for inclusion in the province’s 15th Five-Year Plan.

We have also embraced the digital era. In 2022, we founded AiSailings.com, a maritime technology company aimed at building an intelligent platform to enhance recruitment, deployment, and training. Our goal is to scale this solution globally, bringing greater efficiency to shipowners and better opportunities to seafarers.

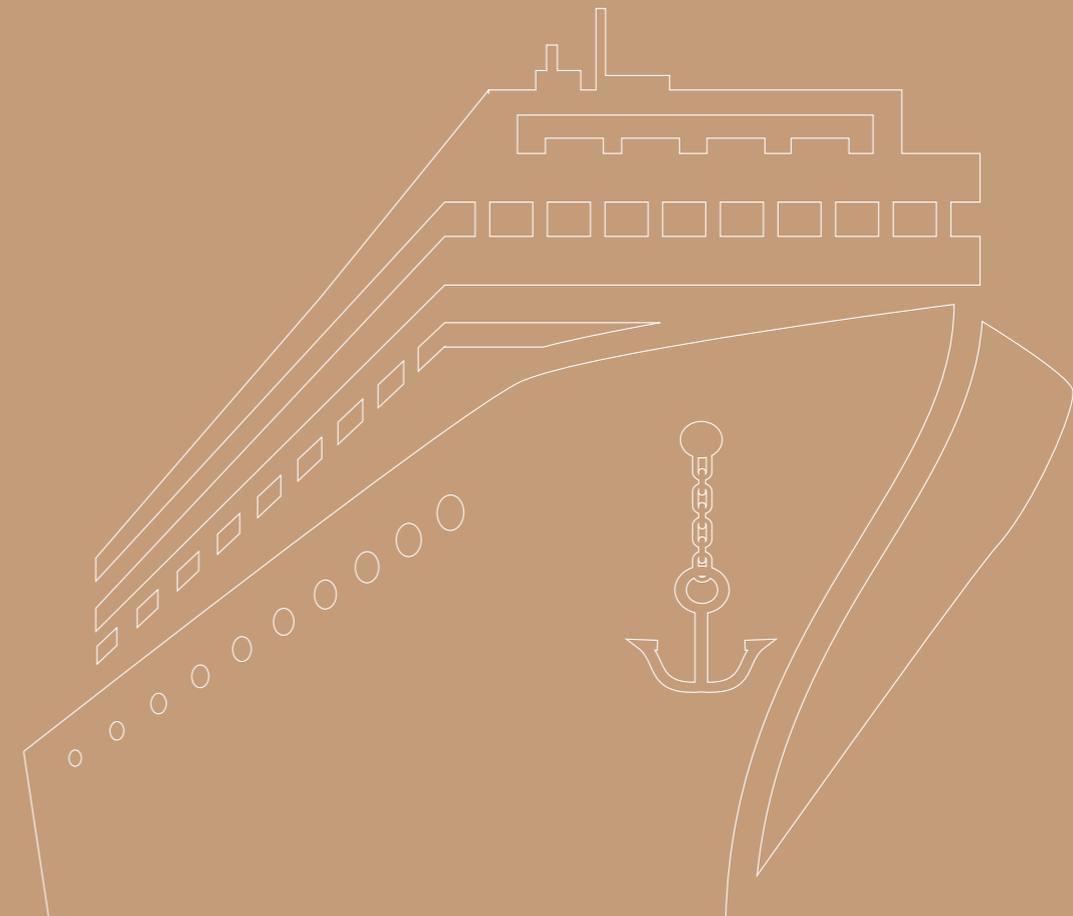
At the heart of it all, Singhai is a story of people. Everything we do is to earn and uphold the trust of clients and seafarers. Our team embodies professionalism, accountability, care, and respect, values that matter deeply in an industry where human stories unfold behind every decision and challenge. The expectations for crewing agencies have evolved. In China especially, we are expected not only to recruit but also to manage seafarers, respond to emergencies, and handle extensive support roles. I am proud that the Singhai team, at every level continues to grow with these expectations, upholding our shared values. They are our most valuable asset.

I often reflect on a quote by Ren Zhengfei, Founder of Huawei: “If a person can do one thing well in their lifetime, that is already remarkable.” For the past 20 years, Singhai has focused on doing one thing, that is crewing services. It is this singular focus that has brought us to where we are today. As we look ahead, we remain committed to our mission, embracing innovation and transformation, and striving to be a trusted force in the global maritime through Honesty, Enthusiasm, Accountability, Responsibility and Trustworthiness (HEART).

Terence Zhao
Founder & Chairman
Singhai Marine Services



Singhai 20-year Voyage Enterprise Chapter



CHAPTER TWO

20 Years Navigating Excellence: Charting New Courses



Luo Cheng

General Manager, Shanghai Singhai Marine Services

Today, Shanghai Singhai Marine Services Co., Ltd. (hereinafter "Shanghai Singhai") proudly marks its 20th anniversary. This significant milestone stands as a testament to the collective dedication and achievements of every member of the Singhai team over the past two decades. Founded in 2005 amid China's burgeoning maritime industry, Shanghai Singhai set sail from the banks of the Huangpu River. Guided by expertise and propelled by service, we have navigated the evolving tides of the industry to grow from a promising newcomer into a leading force in maritime crewing solutions. These twenty years represent not only our own journey of growth and resilience, but also our active participation in China's remarkable ascent as a global maritime power. The shared experiences that shaped our company continue to resonate strongly within us. We are not merely observers of this transformation; we are proud contributors, actively writing Singhai's distinct chapter in the industry's ongoing story.

I. Two Decades of Growth: Establishing Roots, Rising to Lead

I joined Shanghai Singhai in late 2005 as one of its first university-recruited maritime graduates. At that time, the company was newly established, the team was lean, and its partnership network was poised for expansion. Through twenty years of dedicated cultivation, our crew dispatch and management services have evolved into a diversified service matrix. We now maintain long-term strategic partnerships with over 100 leading domestic and international shipping companies, deploying more than 7,000 seafarers annually across the full spectrum of vessel types—including tankers, chemical carriers, LPG/LNG vessels, bulk carriers, container ships, offshore support vessels, and luxury cruise ships. Our dispatch model has matured from initial spot placements to a dual-track approach: "Fleet Spot Dispatch + Full-set Crewing Solutions." Furthermore, leveraging the regional strengths of our Singapore, Myanmar, and Indonesia offices, we have established a multinational crew resource pool, enabling precise talent matching based on vessel specifications and route profiles. In 2023, our proven service capabilities and industry reputation were recognized with the "China's Top Crewing Service Provider" award on the Zheng He Excellence List.

Nationally, Shanghai Singhai has strategically expanded since 2005, establishing branches in Dalian, Wuhan, Rizhao, Shenzhen, Ningbo, Qingdao, and Zhengzhou. Our shore-based team has grown from fewer than ten members to over one hundred professionals. Branch locations are strategically chosen. In major seafarer-exporting provinces like Liaoning, Shandong, Hubei, and Henan, local teams regularly host officer conferences, facilitating direct dialogue with seafarers to capture firsthand operational insights. Conversely, in key maritime industry hubs like Zhejiang and Guangdong, our Ningbo and Shenzhen teams conduct regular client visits to accurately identify emerging needs and respond swiftly. This network ensures our services remain closely connected and highly responsive to the evolving requirements of both clients and crew.

I. Recognition Earned: The Responsibility Behind the Honors

For two decades, Shanghai Singhai has embraced industry stewardship as its core responsibility, proactively contributing to sector development and propelling the high-quality advancement of Chinese seafarers. A pivotal milestone came in January 2012, when we were ranked first among the inaugural cohort of 62 "Crew Dispatch Agencies" licensed by the China Maritime Safety Administration (MSA). Our commitment has since been reflected in key leadership roles and recognitions: Vice Chairmanship of the Shanghai Seafarer Services Association; Deputy Directorship of the National Maritime Graduates Employment Consortium; Vice Chairmanship of the Editorial Committee for the China (Shanghai) International Seafarer Remuneration Index; alongside prestigious awards including "Pudong New Area High-End Maritime Service Enterprise," "Shanghai Model Employer for Harmonious Labor Relations," "Standing Council Member of the Cruise and Yacht Branch, China Communications and Transportation Association," and "Pudong New Human Resource Service Innovator." Each distinction serves as a tangible affirmation of our dedication to responsibility.

In the realm of senior officer development, we have forged deep industry-academia partnerships, notably through the Ministry of Education's "Supply-Demand Matching for Employment and Education" initiative. We collaborate with over ten maritime universities – including Dalian Maritime University, Jimei University, Bohai University, Tianjin University of Technology, and Shandong Jiaotong University – to implement industry-tailored training programs. Starting from the students' sophomore year, we deploy our "Mentor Corps," comprised of Singhai's Captains, Chief Engineers, trainers, and experts from partner shipping companies. This team provides systematic instruction in maritime systems knowledge, intensive maritime English, and career guidance, equipping cadets early with industry insights and professional expectations. Complementing this, our corporate scholarships and grants foster commitment to seafaring careers, driving the goal of "career-ready graduates." Over the past decade, we have trained nearly 2,000 maritime graduates, now serving in key positions like Captains and Chief Engineers for leading domestic and international shipping companies, their professionalism earning consistent client acclaim. Furthermore, we have invested significantly in establishing three International Maritime Training Centers in Nantong, Shenzhen, and Shanghai. Equipped with cutting-edge navigation and engine room simulators, these centers deliver customized advanced training for Chinese senior officers serving international shipping companies. This initiative empowers officers to seamlessly meet international standards and hone their core competencies, while fundamentally strengthening vessel safety at its source.

III. Our Deepest Gratitude: Honoring Every Singhai Voyager

Shanghai Singhai's twenty-year journey has been nurtured by the fertile business environment fostered by Shanghai in its role as a global shipping hub, elevated by the unwavering support and partnership of our clients, and built upon the steadfast dedication of every Singhai team member. The city, through its efficient government services, innovative policy initiatives, and robust maritime industry ecosystem, has been a constant source of momentum for our growth. We hereby express our deepest gratitude and heartfelt appreciation to the government authorities, maritime faculty and students, and our esteemed industry peers for their indispensable support in propelling our company forward.

Celebrating two decades of partnership, we are profoundly grateful that over half of our clients have journeyed with us for five years or more. You are our most valued strategic partners. It is your enduring trust that has enabled us to remain at the forefront of maritime crewing services. Your exacting standards, unwavering commitment to safety, and forward-looking industry perspective serve as our guiding light, continuously refining our service quality and ensuring our client-centric philosophy runs deep. Thank you for navigating challenges alongside us and helping to define the pivotal milestones in our shared journey.

Every member of the Singhai Marine team – from our seafarers navigating the world's oceans to our shore-based staff providing the essential services – is our most valued asset. Two decades of shared challenges and unwavering dedication have shaped our success, a testament to the collective wisdom and tireless effort of each individual. You are not only the driving force propelling the company forward, but also the living embodiment of our core values: Honesty, Diligence, Consideration, and Attention to Detail. We firmly believe that the sustainable growth of Singhai Marine is inextricably linked to the flourishing development of both our seafarers and employees.

IV. Sailing Ahead: Our Vision for the Next 20 Years

Standing at our 20-year milestone, Shanghai Singhai will navigate the transformative tides shaping our era and the maritime industry, setting three strategic courses for the next two decades:



1. Green Transformation: We will focus on cultivating talent for new energy vessels and establishing a comprehensive "Green Seafarer Competency Framework" to supply the global shipping industry with professionals equipped for the low-carbon era.



2. Tech-Enabled Crewing: We will launch an intelligent digital crew management platform. Leveraging big data algorithms, it will optimize crew-to-vessel matching efficiency, reducing costs for clients while maximizing the value and potential of our seafarers.



3. Global Expansion: We will deepen our integration of seafarer resources along the Belt and Road routes and expand our global service network. This will enable us to offer more agile and responsive solutions to meet the diverse crewing needs of international shipping companies.

This 20th anniversary marks not only a reflection on our journey but also the starting point for our next voyage. Guided by our core values of "Client Focus, Pursuit of Excellence, Dedication, and Unity of Knowledge & Action", Shanghai Singhai sails forward: with client needs as our compass, our crew and staff as our bedrock, and innovation as our driving force. Through all challenges, this vessel, steadfast in its original mission and vision, will navigate steadily forward, contributing Chinese solutions and the unique strength of Singhai to the global shipping industry.



Developing Seafarers for Sustainable Shipping



Francis Chin
Singhai Singapore Operations Director

At Singhai Marine Services, our mission is simple yet impactful: to supply the global shipping industry with reliable, skilled, and high-quality seafarers. What sets us apart is our commitment to evolving alongside the maritime industry, our clients, and most importantly, our seafarers.

Evolving Expectations at Sea

In the past, crewing a vessel was primarily about certificates and compliance. Today, expectations go far beyond that. Shipowners and operators now seek seafarers who are not only technically qualified but also multinational, culturally adaptable, safety-conscious, digitally proficient, and environmentally responsible. Equally important is alignment with diversity, equity, and inclusion (DEI), now a cornerstone of sustainable workforce development.

To meet these rising expectations, Singhai has expanded its talent pool and strengthened internal standards. While Chinese officers and crew remain a vital part of our operations, we now actively recruit from Singapore, Malaysia, Indonesia, Myanmar, Bangladesh, Vietnam, the Philippines, India, and Eastern Europe. This diverse network enables us to serve a wide range of vessel types, from tankers and bulk carriers to LNGs, offshore vessels, and cruise ships.

Understanding Generation Z: The Future of Seafaring

During our recruitment efforts, we often face challenges in engaging the new generation of seafarers. In response, Singhai has invested in understanding the values, expectations, and motivations of Generation Z, those born from the mid-1990s onwards.

The maritime industry is undergoing rapid change, shaped by technology, shifting social values, and a younger workforce. Gen Z is digitally native, socially aware, and focused on personal growth. They seek more than just a paycheck. They want purposeful work, career progression, and a healthy work-life balance. For them, seafaring must be meaningful, offering opportunities to learn, lead, and make an impact.

To attract and retain Gen Z talent, the industry must modernize its image. Adventure and travel are no longer enough. Instead, the message should highlight technology, leadership development, and the essential role of seafarers in global trade. Social media, influencers, and gamified content are effective tools for reaching and inspiring this generation.

They also expect clear career paths, mentorship, regular feedback, and practical training. Onboard, reliable internet, wellness support, and recreational activities are important. Shorter contracts, more shore leave, and better crew rotations help reduce isolation and maintain strong personal ties.

Equally important, Gen Z wants to work for companies that care about the environment. Demonstrating genuine efforts to reduce emissions, protect marine ecosystems, and support ESG goals gives their work greater purpose.

Singhai's Strategy

At Singhai, we are proactively addressing these needs through a combination of digital outreach, modern training, and a strong focus on people.

We leverage on digital platforms and social media to promote maritime careers and spotlight real-life stories from our seafarers.

Our weekly livestreams create an interactive space where seafarers share experiences and answer questions. These sessions have received excellent feedback from participants, viewers and clients alike.

Our training programs now cover digital navigation, automation, environmental awareness, and DEI education, ensuring our crew is ready for the future.

We have introduced mentorship, career planning, wellness initiatives, and family support to help build long-term commitment.

Through strategic partnerships with maritime academies, training institutes, and industry stakeholders, we ensure alignment with emerging trends, regulatory updates, and best practices.

A Sustainable and Inclusive Future

Looking ahead, Singhai remains deeply committed to excellence, innovation, and the development of a diverse and future-ready maritime workforce. As part of our non-financial reporting and long-term strategy, we are strengthening our focus on sustainability and embedding diversity, equity, and inclusion across all operations.

These are not just aspirational statements, but they are guiding principles shaping how we respond to industry evolution and embrace future opportunities. By investing in people and aligning with global sustainability goals, Singhai is proud to contribute to a smarter, more inclusive, and environmentally responsible shipping industry.

Charting the Course: Singhai's 20-Year Journey in Maritime Training



Mike Kee

Singhai Training Director

Two decades ago, Singhai Training embarked on a mission to redefine maritime education. Our unwavering conviction was that the true strength of any fleet lies not just in its ships, but in the competence, continuous growth, and unwavering professionalism of its people. This belief ignited a journey that began with just three training programs and has since blossomed into a comprehensive suite of over 70, reflecting our relentless pursuit of excellence.

Over these remarkable twenty years, we've had the privilege of guiding more than 25,000 seafarers from over 70 shipping companies through more than 2,000 meticulously crafted training courses. Each program and session has been a step forward in our shared mission to cultivate the finest maritime professionals. Our unique strength lies in our ability to listen to and understand the specific needs of each shipping company, enabling us to craft enhancement training that genuinely fosters a pool of highly competent and professional seafarers for their distinctive fleets.

Let's share the story of how this conviction translated into impact, decade by decade, program by program:

Nurturing Tomorrow's Maritime Leaders: The Cadet Journey

At Singhai, we don't just see cadets; we see the future of the maritime industry. Our passion is to attract and inspire fresh talent, nurturing them from nascent curiosity into the confident leaders of tomorrow. This commitment goes beyond simply filling current human capital needs; it's about rejuvenating the very heart of the industry.

To achieve this, we proactively launched "experimental Certificate of Competence" (COC) classes in collaboration with leading Maritime Colleges. We also designed the compulsory Maritime Enhancement Training Program (METP), a comprehensive package ensuring every cadet we recruit is equipped with essential maritime skills from day one. Our collaboration with reputable maritime universities led to the International Elite Maritime Program, a precursor to our crowning achievement: the Elite Class Cadets Scheme. We are immensely proud to see most of our pioneering Elite Class Cadets now thriving in their shipboard training—a powerful testament to their dedication and our program's profound impact. Additionally, we have established dedicated Singhai cadet classes through collaborations with various maritime universities and colleges.

Elevating Expertise: The Officer's Professional Ascent

For experienced officers, Singhai Training has been a trusted partner in their continuous professional ascent. Over the years, we've delivered a diverse array of maritime programs, meticulously tailored to the unique training matrices of various shipping companies. Beyond the classroom, we've fostered a vibrant community of learning through numerous conferences and seminars in Shanghai and Nantong, alongside specialized training initiatives for our seafarers.

A beacon in this journey has been the Senior Officers Management Conference (SOMC). Since its inaugural event in 2015, we've hosted eleven more, bringing together over 500 senior officers to share insights and strengthen leadership. Equally vital is the Junior Officers Workshop Seminar (JOWS), designed to empower our next generation of leaders. The overwhelmingly positive feedback from participating shipping companies and officers fuels our commitment to host even more SOMC and JOWS events, broadening the horizon for countless Chinese officers. In addition to these events, we provide pre-departure training for officers and ratings based on specific shipping company requirements. To ensure we provide high-quality officers, Singhai Training also conducts regular screening interviews for newly recruited candidates to assess their suitability before recommending them for selection.

Empowering the Backbone: Specialized Training for Ratings and Cooks

The strength of any vessel lies in every member of its crew. Singhai Training has been championing the enhancement of Chinese ratings and cooks, preparing them for the demands of international shipping companies. Our SEACARE Quality Ratings Training (SQRT) and SEACARE Quality Cooks Training (SQCT) are pillars of this commitment. Our reach extends beyond China, with SQRT successfully conducted in Yangon and Jakarta for Myanmar and Indonesian ratings. A highlight of this dedication was the First International Ratings Conference in Shenzhen, a landmark event where nearly 200 industry stakeholders, including the ratings themselves, converged to champion the development of this vital segment of the maritime workforce. Through these initiatives, Singhai Training has firmly established itself as a beacon of quality, renowned for adding immense value to every seafarer who steps through our doors.

Anchoring Our Growth: The Power of Permanent Training Bases

Our commitment to excellence demanded a strong foundation. In 2011, Singhai established its first permanent training base: the Singapore (Nantong) International Maritime Institute (SNIMI) in Nantong. This collaborative endeavor, jointly with the Singapore Organisation of Seamen and Jiangsu Shipping College, provided the robust infrastructure and state-of-the-art facilities that allowed us to offer a full spectrum of maritime training with unparalleled depth and reach.

Drawing from the SNIMI success story, we embarked on a new chapter: the establishment of the Shanghai Singhai Training Centre (SSTC) in Shanghai and the Shenzhen International Maritime Training Centre (SIMTC) in Shenzhen. SSTC is co-located with the Singhai Shanghai office compound, administering our in-house training for officers and ratings we manage. SSIMTC is our strategic response to the transformative trends of Green and Smart Shipping, ensuring seafarers are equipped with the complex skills needed to navigate the modern maritime world. With cutting-edge simulators and a dedicated team of international and local trainers, SIMTC is poised to lead the way into the next era of maritime expertise.

Two Decades of Cultivating Elite Maritime Talents —The Singhai Talent Development Philosophy



The Journey Continues: Navigating the Future

As we celebrate 20 years, Singhai Training has truly matured. We stand confident, ready to provide a full spectrum of high-quality maritime training to shipping companies and seafarers across the globe. Our journey forward is equally ambitious. Enhancing our virtual training capabilities is a long-term strategic priority, involving the acquisition of multiple learning technologies to build a comprehensive virtual training system for seafarer development, ensuring accessibility and continuous learning.

Beyond virtual horizons, Singhai Training remains acutely attuned to the evolving landscape of the shipping industry. We will continue to respond proactively, developing relevant training packages that equip seafarers with the competencies needed for the dynamic world of smart and green shipping.

This 20-year voyage has been one of growth, innovation, and unwavering dedication to the maritime community. We are incredibly proud of the impact we've made and excited for the future as we continue to chart the course for excellence in maritime training. Thank you for being a part of our incredible journey.



Wang Xi
Deputy General Manager, Shanghai Singhai

Twenty years may be a mere blink in the mighty voyage of maritime history, yet for Singhai, it represents an extraordinary journey—evolving from foundational concepts into a robust ecosystem, growing from modest beginnings into a formidable force in developing elite maritime professionals. As a witness and active participant in this journey, I firmly attest that talent, particularly high-caliber maritime professionals, serves as the core engine propelling this industry forward and the fundamental cornerstone of Singhai's reputation, growth, and client trust.

Through two decades of dedicated refinement, Singhai has established a comprehensive talent development ecosystem centered on excellence, spanning the entire career lifecycle. We recognize that whether navigating vessels through challenging seas or steering strategic decisions ashore, the expertise, accountability, and continuous growth of our people directly impact vessel safety, operational efficiency, and client trust. Thus, for twenty years, cultivating elite maritime talents has remained Singhai's core mission and strategic imperative.

Forging Global Excellence: Elite Seafarers as Our Foundation

To meet the stringent demands of international shipping, Singhai's seafarer development system is built on pursuing excellence:

Rigorous Screening & Quality Training: Selecting the right talent is paramount. We adhere to strict recruitment standards (integrity, diligence) and partner with leading maritime academies (e.g., Dalian Maritime University, Jimei University) to recruit 200+ graduates annually. Our structured "Order Classes" and "Elite Engineer Programs" integrate Singhai's culture, competency requirements, and client needs into academic curricula early, with our instructors delivering tailored modules—ensuring quality from the outset.



Lifelong Development: Continuous improvement is a lifelong subject. Our dynamic training framework supports seafarers throughout their careers: Pre-sea METP training enhances graduates' readiness; client-specific pre-joining briefings; onboard coaching with remote support and mental care; and advanced shore-based programs (SOMC, SQRT) covering regulations, safety management, crisis response, and leadership—keeping seafarers' knowledge and management skills perpetually updated.

Shore Career Path Planning: Recognizing diverse career development aspirations, Singhai proactively enables "Sea-to-Shore" transitions. We offer experienced seafarers with skills and opportunities for roles in operational management, maritime inspection, crew management and maritime training, then facilitate placements within shore management, ship management, and maritime service companies, including our own teams. This expands career horizons and leverages invaluable seafaring expertise across the wider industry.

Building a High-Performance Management Team

Excellence at sea requires equally exceptional shore teams. Singhai also embeds its talent development ethos into every stage of internal management, covering Acquisition, Deployment, Development, and Retention.

Values-Driven Culture: Every Singhai manager embraces our core values—Client Focus, Pursuit of Excellence, Dedication, and Integrity. Annual training and team-building activities reinforce these principles through case studies and role-modeling, ensuring decisions consistently prioritize client value.

Expertise & Service Excellence: To fulfill our mission—delivering comprehensive maritime workforce solutions through specialized services and deep talent pools—Singhai has established an internal empowerment system. This system, spearheaded by Singhai senior management team with support from external industry experts, delivers intensive training modules covering market trends, ship-owner requirements, compliance protocols, risk mitigation, leadership enhancement, AI-driven digitalization, and HR optimization strategies. Simultaneously, we actively encourage our staff to participate in academic advancement programs and skills recertification initiatives, building a "Learning Organization". Through knowledge conversion, we transform specialized competencies and services ethos into perceivable premium experiences for ship-owners and seafarers.

Enhancement Through Experience: We believe experience is the best teacher. We accelerate high-potential managers' growth into proficient industry experts through job rotation, critical projects, leadership roles, and cross-company exchanges—ensuring a vibrant and resilient management pipeline.

Cultivating an Industry-Wide Talent Ecosystem

The value of Singhai's talent philosophy extends beyond organizational excellence to actively shaping maritime human capital ecology. By forging a collaborative talent ecosystem, we transform corporate competitiveness into industry-wide credibility.

Talent Mobility Builds Reputation: Our friends—whether long-serving colleagues or those pursuing new opportunities—carry the "Singhai hallmark" of excellence. They are highly sought after by ship-owners, ship management companies, our counterparts and service providers, testament to our development quality and our inclusive ethos: "Gathering Talents, Embracing Diversity".

Industry Stewardship: Supplying elite talent is central to our social responsibility. Beyond meeting immediate client needs, we invest in the maritime sector's sustainable future. Every Singhai professional elevates industry standards in safety, efficiency, and expertise—our most profound contribution to the maritime community.

Conclusion: Charting the Course Ahead

For twenty years, "Elite Maritime Talent" has been the defining feature of Singhai's journey. Our talent development philosophy embodies the profound implementation of our core values—"Client First, Pursuit of Excellence, Dedication, and Integrity"—within maritime human resources. It reflects the meticulous craftsmanship of honing each individual's potential through a service ethos of "Integrity, Diligence, Thoughtfulness, and Attention to Detail". Furthermore, it demonstrates our foresight in building an open, mutually beneficial, and sustainable talent ecosystem, guided by the vision of "Gathering Woods to Form a Forest; Embracing All Rivers to Become an Ocean"

As the industry evolves amid technological shifts, regulatory changes, and new business models—demanding ever-higher talent capabilities—Singhai will relentlessly refine our strategies. We remain steadfast because we know: only elite talent can navigate the tides of change, and only a thriving talent ecosystem ensures enduring success. Together with our seafarers, clients, and partners, we will continue to grow alongside you, shaping a stronger maritime future.



AiSailings: Empowering Seafarers with Technology and Human Touch



Sun Kangming
Deputy General Manager, AiSailings

Imagine this: an 180,000 DWT bulk carrier needs an experienced Second Officer urgently before departure. Traditionally, this meant a needle-in-a-haystack search—leaving shipowners anxious and qualified seafarers unseen. AiSailings changes that. Our platform identifies the ideal candidate—a fully certified 2/O with 5 years' experience on comparable vessels, available immediately—in under 10 minutes.

Instantly, the seafarer receives a mobile alert from AiSailings: a perfectly matched role, competitive salary, and preferred European route. With one confirmation, digital contracts are generated in seconds, while health records and certifications clear instantly. The result? Just 3 days after the initial request, the 2/O steps aboard – contract signed and ready to sail.

This is AiSailings in action: a precision ecosystem connecting ships with qualified seafarers. We replace inefficient searches with AI-powered matching, enhanced by human expertise, transforming maritime careers from demanding jobs into valued professions.

1 Building Tomorrow's Maritime Ecosystem: From Needle-in-a-Haystack to Precision Matching

How do we make this the norm? AiSailings' mission is powerfully simple: to build the intelligent bridge connecting exactly what a ship needs with exactly what a seafarer offers—achieving perfect "Auto Match." Get shipowners exactly the right person. Get seafarers exactly the right ship.

Here are the key enablers:

- **For Seafarers:** Share your real story—beyond certificates, include your skills, desired routes, career aspirations, and health status.
- **For Shipowners:** Deeply understand the unique requirements of your ship and each role, allowing our system to precisely meet your needs. While robust data collection is essential, sustaining its ongoing accuracy is critical for true precision matching—and presents our greatest challenge. At AiSailings, we see seafarers as individuals, not entries. This commitment drove the creation of our unique "Online + Offline" Twin-Engine Model:
- **Powerful Online AI Platform:** Our intelligent engine handles core operations—matching, verification, dispatch—with lightning speed and precision.

- **Dedicated Offline Support Team:** Our key differentiator: Real People. A dedicated team proactively engages with you, listening to your evolving goals and updates, and providing expert advice when needed. They go beyond profile management; they are your committed partners, ensuring you're heard, supported, and valued. This human connection powers our technology.

2 Five Pillars of Empowerment

This ideal vision of maritime eco-system is supported by five essential strengths:

2.1 Global Precision Talent Matching

- **AI-driven position matching:** By comparing the seafarers' competency and valid certifications to the requirements of ship positions, we deliver precise bi-directional matches within 10 minutes, bypassing traditional inefficiencies.
- **Real-Time Resource Dashboard:** Shipowners can check seafarers availability and contract dates live; while seafarers can see pay ranges and route options instantly. The e-contracts can be signed and become active in seconds.

2.2 Intelligent Training & Certification

- **Remote E-Learning:** Access training anytime, anywhere on any device. Our system even suggests optimal times to learn (e.g., during port calls), and adjusts for time zones. It identifies knowledge gaps (e.g., difficulty with "main engine pressure loss procedures") and delivers personalized remediation, eliminating redundant content. Progress seamlessly with pause/resume functionality.
- **Immersive VR Training:** We use virtual reality technology to forge two kinds of surreal trainings.
- **Routine Operations:** VR lets you practice stuff like fixing gear or securing cargo in an interactive game. When you mess up a step, it immediately shows you the right move—like a helpful coach. It helps you to learn a skill like conquering a video game.
- **Emergency Drills:** VR throws you into tough scenarios – storms, engine failure – with realistic sights, sounds, even vibrations or heat. Build critical muscle memory and decision speed. Access IMO rules and manuals instantly within the simulation for integrated learning.
- **Certificates That Travel With You:** Achieve globally portable digital certificates. Secured and instantly verifiable worldwide, eliminating cross-border recognition barriers.

2.3 Health Monitoring & Telemedicine

- **Smart Health Monitoring:** We equip seafarers with smart wearables that discreetly track vital signs like heart rate, blood oxygen, and sleep patterns – with strict privacy safeguards always in place. Our AI continuously analyzes this data, proactively issuing tiered alerts upon detecting potential health risks. This enables early intervention, enhancing safety and providing peace of mind for seafarers and shipowners alike.
- **Emergency Telemedicine:** Onboard ships, we deploy intelligent telemedicine systems. In an emergency, a seafarer can initiate a critical alert with a single tap within our app. Leveraging high-speed 5G connectivity, we instantly create a real-time HD video link to shore-side medical specialists for immediate, and expert-guided instructions, significantly improving the speed and success rate of medical interventions at sea.

2.4 Your Career GPS: From Job to Journey

- **Personalized Career Map:** By analyzing global shipping trends and your unique skills and qualifications, we generate a customized, step-by-step career progression plan. (e.g., "Tanker Second Officer → LNG Chief Officer → LNG Captain").
- **Unlocking Premium Opportunities:** Premium Opportunity Access: Knowing the path is essential; accessing the right opportunities is critical. We proactively connect you to premium roles where specialized certifications unlock significant earning potential, providing targeted guidance to transform your position into a thriving, high-value career.

3 From Vision to Reality: AiSailings is Making Waves Now

Backed by Singhai Marine Services, a leader in crew management, we've moved beyond vision to robust execution—delivering measurable results from our China launch:

- The platform has amassed 130,000+ active seafarers, 80+ major shipowners, and a 700,000+ talent database to continuously supply high-quality seafarers.
- Launched an AI-powered engine exclusively for seafarer services, creating a closed-loop system (Data Collection→Algorithm Training→Deployment→Continuous Optimization) that enhances matching accuracy and user satisfaction.
- The shipowner management system digitizes seafarer profiles and enables intelligent scheduling. It monitors seafarer status/certificate validity in real-time, predicts contract expirations, and visualizes/optimizes the entire dispatch process.
- Our Crew Smart Service Platform has fully launched. It deploys AI for job matching and refines recommendations based on user behavior (e.g., repeated interest in specific ship types), minimizing irrelevant alerts.
- Beyond technology, we integrate human touch: one-to-one support for voyage planning, certificate expiration alerts, and rapid response to seafarer changes—enhancing operational efficiency and seafarer welfare.

4 This is Where Maritime Ambitions Set Sail

For seafarers, AiSailings transforms "working at sea" into "building a thriving career." Technology unlocks opportunity; dedicated human support navigates challenges; and clear career pathways replace uncertainty. Here, every voyage fuels growth, every ambition is championed—no sailor navigates alone.

For Shipowners, AiSailings translates to operational efficiency and peace of mind. We replace recruitment friction and management complexity with reliable precision, seamless efficiency, and uniquely human-centric support.

Looking into the horizon, AiSailings is expanding across Southeast Asia, break down global mobility barriers, and building an intelligent maritime ecosystem connecting millions. Our commitment: empowering every seafarer to achieve their potential and enabling every shipowner to operate with unwavering confidence.

AiSailings: Beyond Technology. Your Trusted Partner in Maritime Success.

Seafarer's Story



CHAPTER THREE

Seafarer's Story • Section Overview

For two decades, Singhai has stood alongside its seafarers, navigating every challenge and triumph together. From eager cadets to capable officers now confidently crossing oceans, their growth has been Singhai's story. Every voyage tempers their expertise; every sea carries the indelible mark of their progress.

In this section, we hear from five seafarers who have grown with Singhai for nearly 20 years: Captain Guo Yazhou (Dingheng), Chief Officer Guo Dan (MISC Group), Staff Captain Pan Tao (Star Cruises), Chief Engineer Wang Yutao (CMA CGM), and Captain Wang Wenchao (Hilong Marine Engineering) (listed alphabetically). Drawn from tankers, luxury cruise ships, container vessels and offshore vessels, they embody the Singhai spirit: professionalism, resilience, loyalty and ambition.

"From saplings to forest, as oceans embrace all streams – Singhai sails with you as you grow." is not a slogan but the true logbook of every voyage. This is far more than a motto; it's the lived reality recorded in the logbook of every journey. Through their stories, let's discover how Singhai cultivates talent with dedication, charges missions with faith, and empowers every seafaring career to shine.

(Seafarers' interviews follow)



Guo Yazhou
Marine Manager, Dingheng
Former Singhai Cadet & Seafarer

Captain Guo, please introduce yourself.

Hello, I'm Guo Yazhou from Dingheng Shipping, currently serving as the Manager of Marine Department. I graduated in 2006 from Fujian Chuanzheng Communications College with a degree in Navigation Technology and immediately began my career at sea. I spent over 15 years on specialized chemical tankers, working my way up from cadet to captain. Those years taught me the ins and outs of ship management, cargo operations, and crew training—and instilled in me a rigorous, practical approach to my work. In early 2022, I transitioned to shore-based management. This journey showed me how every link between ship and shore impacts safety and efficiency—and deepened my appreciation for the trust and responsibility our team places in me. I'm honored to turn my seafaring experience into fuel for shore-side leadership, and I look forward to sharing insights with younger colleagues as we grow together and drive our company forward.

When you joined Singhai as a cadet, how did the company help you adapt? And why did you stay with Singhai for your assignments?

Upon graduation in 2006, I was assigned as a cadet to a GBLT vessel. While intrigued by shipboard operations, I initially felt disoriented by the new environment. Despite being newly established for over a year, Singhai provided me with exceptional support: comprehensive pre-joining training, simulator-based practical training, and consistent guidance throughout my first year. Before each assignment, Singhai always briefed me with detailed vessel profiles and operational protocols, which rapidly built my professional confidence. My sustained partnership with Singhai stemmed from two fundamentals: trust and belonging. As a globally recognized crewing provider, Singhai maintains transparent and professional standards with responsive issue resolution. Their shore team's unwavering support ensured that I never felt isolated, even at sea.



As both an experienced captain and current shore manager for a ship-owner, what new perspectives has this dual role given you regarding maritime talent development? How would you encourage young seafarers to join the industry and plan their careers?

This dual role has shown me the full journey of a maritime talent—shipboard experience isn't the final port, but the launching dock. Every competent officer possesses potential to evolve into ship managers, owners, or even industry leaders.

I would suggest young seafarers: "Treat each voyage as a stepping stone—hone your skills while learning to think like an officer. Don't settle for being an executor; train yourself to become a decision-maker." I also urge them to build a career portfolio from day one as Third Officer, documenting lessons and reflections after every assignment. These records will be gold for future promotions or shore-side transitions.

If you had to define Singhai / Singhai-minded people with three keywords, what would they be? How have they shaped your career?

Professionalism: Singhai is characterized by their rigorous standards across training, crew deployment, and ship-owner relations. The standard also became my own compass when I moved ashore.

Trust: Throughout my progression from cadet to captain to manager, Singhai's consistent confidence in my abilities fortified my professional conviction.

Growth: Singhai functions not merely as an agency but as a development platform that continuously advances both technical expertise and leadership capabilities.

For Singhai's 20th anniversary, as someone who progressed from cadet to captain to shore manager, what message would you give your younger self? What are your wishes for Singhai?

To my younger self: "Persevere with conviction. Every investment of effort yields returns, though often in unexpected forms."

To Singhai: Twenty years marks a significant voyage while simultaneously representing a new beginning. Thank you for your steadfast partnership in shaping maritime careers. May the coming decades see Singhai continue guiding Chinese seafarers toward global recognition and professional distinction within our industry.



Guo Dan
MISC GROUP Chief Officer

Beyond the technical courses at ALAM, what experiences helped build the soft skills you needed for international ship-owners and leadership roles at sea?

At ALAM, alongside the technical knowledge, some key experiences really boosted the soft skills I use every day with international ship-owners and as a leader onboard:

Cross-Cultural Communication: Studying with people from so many countries meant dealing with language barriers, different cultures, and work styles. It taught me how to get my point across clearly, really listen to others, and find common ground in diverse teams.

Conflict Management & Leadership: Team projects often had disagreements. Learning to balance different views, understand priorities across cultures, and find solutions that worked for everyone gave me a solid foundation for managing a multicultural crew.

Handling Pressure: The intense military-style trainings—like early morning runs and night emergency assemblies—got me ready for the tough pace and heavy workload at sea. It also helped me quickly adjust to the different standards of international ship-owners.

Honestly speaking, building this resilience and adaptability has been even more important for my long-term career than just technical skills alone.

As a female seafarer, what difficulties and challenges have you encountered on board?

When women first step into the maritime arena, they may face doubts about their professional competence. Stereotypes linger: "Women are inherently less strong than men," leading some to conclude "women cannot endure the harsh life at sea." Furthermore, traditional ship design—from living quarters layout to work wear specification—has largely been based on male standards, creating significant inconveniences for female crew. Social expectations also pose a challenge, with the deeply ingrained notion that a woman's primary role is "managing the household and caring for her family."

Thankfully, positive change is underway. As the shipping industry evolves, an increasing number of women are joining the seafaring profession, and a culture of diversity and inclusion is gaining stronger traction. Both MISC and Singhai were pioneers in proactively recruiting female cadets early on. Today, MISC demonstrates its commitment by designing workwear that accommodates female physiques and continuously upgrading onboard facilities with thoughtful amenities—all aimed at enhancing comfort and convenience for women at sea.



On your journey from cadet to Chief Officer over 16 years, what experiences showed you that being a woman isn't a limitation but a unique strength? How did you use your professionalism to reshape colleagues' views of women at sea?

A few key moments during my 16-year career showed me the unique strengths a woman can bring to the bridge:

When dealing with disputes among foreign crew, I found my approach as a woman often helped calm things down and get people talking more openly.

The strong observation skills and attention to detail many women have turned out to be really valuable – especially for spotting risks early and coordinating the team, which is exactly what this job needs.

Women's ability to keep learning quickly and their sharp awareness fit perfectly with where shipping is going. As the industry relies less on pure physical strength, it opens up more space for the strengths many women naturally have.

Mastery of professional knowledge and skills is essential, but the true spirit of seafaring lies in bringing together diverse individuals and turning their unique traits into collective team strength.

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In an industry known for high crew turnover, why have you chosen to stay with the same ship-owner for over a decade? What specific development programs helped you grow alongside the company?

First, this company gave me my start at 19. My entire career path has been thoughtfully mapped out by them. I haven't had to worry about navigating my progression alone; each step has been solid and secure, avoiding unnecessary detours.

Furthermore, having grown from cadet to Chief Officer here, I deeply understand and align with the company's culture and values. This alignment is a major reason I've never looked elsewhere.

Most importantly, they are a true benchmark: fair international pay, zero labor issues, great management, and they really invest in training and helping crew move into new roles. As a woman, the security they offer me and my family is everything.

When it comes to personal development, I get solid onboard training that prepares me for promotions, while during shore leave, structured courses and workshops share real-life cases—keeping me up-to-date with industry shifts and growing alongside the company.



If you had to define Singhai / Singhai-minded people with three keywords, what would they be? How have they shaped your career?

Three keywords for Singhai and its people are: Professionalism, Teamwork, Resilience. These are at the heart of their culture and have deeply shaped my career.

Professionalism: Singhai members hold themselves to the highest standards – in technical skills, navigational knowledge, and emergency response, which come from rigorous training and deep respect for industry regulations.

Teamwork: Seafaring is never a solo act. Singhai instills a "team-first" ethos. Whether it's deck and engine coordination or cross-cultural communication, collaboration is constant.

Resilience: Facing storms, long voyages, or crises, Singhai people show incredible physical and mental fortitude, driven by genuine passion and commitment for the job.

Professionalism gives me the competence to handle risks. Teamwork teaches me to unite the crew. Resilience gives me the courage to persevere through tough times. Just like essential navigational equipment, these three principles are core to Singhai. They've equipped me to confidently navigate every challenge and reach my destination.

For Singhai's 20th Anniversary, what would you say to that young girl heading to ALAM after her Singhai interview? And what are your wishes for Singhai?

To my younger self:

"Time flies! Twenty years have seen you grow from a nervous dreamer into a shining beam of light in this industry. That young girl stepping into ALAM with hope and trepidation is now a pillar Singhai takes pride in. Hold onto the fire of your early dreams, and cherish the resilience you built along the way – those days weathering every storm will become the beacons guiding your future. Life at sea, like life itself, offers breathtaking vistas and hidden challenges. May your journey with Singhai always find you soaring bravely like a storm petrel, charting new possibilities with wisdom and passion. Remember, every step you take breathes fresh energy into our team and the entire industry."

For Singhai's 20th Anniversary:

"Through two decades of weathering every storm, Singhai has sailed ahead, using innovation as its sail and cooperation as its oar, cutting through industry waves to become a guiding beacon. My deepest thanks to every Singhai member – your dedication and hard work built this success. May Singhai's future not only be a commercial triumph but also reflect responsibility and warmth, giving back to society and becoming a nurturing harbor that empowers talent and drives our industry forward."



Staff Captain Pan Tao
Star Cruises

Please introduce yourself

I'm from Huanggang, Hubei, and currently live in Wuhan. After graduating from maritime academy in 2008, I made it through Star Cruises' rounds of interviews and started my cruise career. Seventeen years have flown by since then.

From starting as a cadet at Singhai to becoming Staff Captain, How did Singhai's training help you adapt?

When I first interviewed for cruise ships, good spoken English was the most important requirement. Singhai's mock interviews and English training were a huge help. Cruise ship systems are complex, but with a strong English foundation and continuous learning, you can master any skill. That's why a proactive attitude and the ability to keep learning are essential.

What has kept you loyal to one ship-owner and Singhai for nearly 20 years?

Most deck officers in my fleet are from Northern Europe—a region with over a century's expertise in luxury cruises and advanced management practices. Working alongside them has been highly instructive. The ship-owner has also provided deserved promotion opportunities and favorable conditions, which greatly supported my career.

I signed with Shanghai Singhai Marine Services right after university. For 17 years, they have efficiently managed my ship assignments, certification renewals, and training. But the true reason for my staying with Singhai is their company culture – the respect and care they show seafarers.



If you had to define Singhai / Singhai-minded people with three keywords, what would they be? How have they shaped your career?

Integrity, Responsibility and Team Unity.

Integrity is fundamental to character; responsibility is the basis for professional growth; Team Unity is the driving force for both individual and company development. Singhai always prioritizes crew career growth and competency building. Their annual Senior Officer Management Conferences are a key example of building that team unity.

For Singhai's 20th anniversary: What would you say to your younger self? What are your wishes for Singhai?

I'm grateful to Singhai for the platform to grow professionally and personally.

To my own self: "Choosing Singhai and a maritime career is a decision I've never regretted."

To Singhai on your 20th anniversary: I sincerely wish you even greater success.

To all my Singhai colleagues: Wish you all success in your work, good health, and happiness for you and your families. Fair winds and following seas!



Chief Engineer Wang Yutao
CMA CGM

Please introduce yourself.

Hello, I'm Wang Yutao, currently serving as Chief Engineer at CMA CGM. I entered the shipping industry in 2007 through Singhai, joining other eight engineering cadets sponsored by APL to study at Singapore Polytechnic. After graduating in 2010, I worked at APL until its acquisition by CMA CGM in 2016. I continued with CMA CGM and was promoted to Chief Engineer in 2024.

As one of China's first senior marine engineers operating LNG dual-fuel main engines, what do you think is the core competency shift required for engineers transitioning from conventional to dual-fuel systems?

The critical transition lies in evolving from equipment operators and maintainers to integrated decision-makers for complex systems. With conventional engines, ensuring main engine and fuel system functionality typically guaranteed safety. But on dual-fuel vessels (especially LNG-powered), monitoring the main engine and gas supply is insufficient. We must track LNG tank pressure, forecast sea conditions days ahead, and ensure auxiliary systems like nitrogen units and gas treatment plants function well. More crucially, engineers must understand the impacts of these subsystems failures and how to resolve issues safely and efficiently. To join dual-fuel fleets, safety must be paramount: strictly follow protocols, memorize emergency procedures, and maintain composure under pressure. Deep knowledge of auxiliary systems' mechanics and maintenance is also essential for preemptive risk mitigation.

As carbon neutrality drives green shipping, new technologies are emerging rapidly. Staying competitive requires continuous learning and adding value to your skillset. I see the Chief Engineer's role evolving from a technical manager to a versatile leader.



If you had to define Singhai / Singhai-minded people with three keywords, what would they be? How have they shaped your career?

I'd choose dedication, pragmatism, and family.

Dedication speaks for itself. Singhai's two-decade journey—its growth, struggle, sweat, and triumph—is something every Singhai member has lived through.

Pragmatism means focusing on solutions, not blame. Once, when a vessel's schedule moved up unexpectedly and my medical exam wasn't complete, my supervisor coordinated with a hospital for an urgent check-up over the weekend while rebooking my flight, ensuring I boarded on time.

As for family, we at Singhai are not just colleagues—we're a close-knit unit supporting each other. Even our WeChat groups are named "families": "Seafarer Family" for technical support and "Seafarer Wives' Family" sharing encouragement during long voyages.

For Singhai's 20th anniversary, what would you say to your younger self? And what are your wishes for Singhai?

To my younger self:

Life is climbing a mountain—each altitude unveils new views. When weary, pause and breathe. The summit awaits.

To Singhai:

From saplings to forests, from streams to oceans. On Singhai's 20th anniversary, I wish boundless growth and soaring horizons. May every Singhai member ride the momentum, scale new heights, and keep striving!



Wang Wenchao
Hilong Marine Engineering (Hong Kong) Captain

Please introduce yourself.

Hello, I'm Wang Wenchao, a Singhai member with 17 years of seafaring experience. Starting as a cadet after graduation in 2008, I rose to Captain in 2021. My career spans diverse specialized vessels, including 5,000-ton DP3 heave lift vessel; DP2 Jack-up vessel; Heavy lift/Pipe laying vessel; Semi-submersible vessel; AHTS(anchor handling tug supply vessel); oil tankers and bulk carriers. Currently, I serve both as an offshore vessel captain and a Training Captain at Singhai's Training Department, dedicated to passing on maritime expertise and nurturing new talent.

As a captain, what key qualities are essential for this role? How has Singhai's training system supported senior officers?

I believe five qualities define an exceptional seafarer: accountability and precision, resilience under pressure, teamwork and cross-cultural communication, continuous learning and adaptability, and proactive problem-solving.

Singhai's support has been pivotal. Before my first voyage, they provided two months of intensive English training and complimentary Tanker Safety & Operations courses. After cadetship, the company offered pre-promotion interview coaching, seamless travel coordination, and regular team-building activities to hone teamwork and leadership. Regular Senior Officers' Management Conferences (SOMC) systematically developed our managerial skills. When choosing ship-owners, Singhai matched me with ideal roles, ensuring successful onboarding. Returning always feels like coming home—I'm grateful for Singhai's unwavering support!

During leave, you serve as a Training Captain. Why did you take this role, and what does it involve?

First, I want to seize growth opportunities that enhance my communication and collaboration skills. Second, driven by gratitude, I aim to share Singhai's culture with new crewmembers and cultivate talent to strengthen our "Singhai Family."

My responsibilities as Training Captain include:

- Tracking cadets' progress and guiding logbook completion;
- Conducting pre-joining training (tailored to ship owners' requirements);
- Interviewing and evaluating crew candidates;
- Delivering regular training for cadet programs and campus seminars;
- Pre-departure training for full-set crews;
- Pre-interview training on English and technical knowledge for cadets;
- Completing additional tasks assigned by leaders.

If you had to define Singhai / Singhai-minded people with three keywords, what would they be? How have they shaped your career?

Three words aren't enough. I'll quote the five core values in Singhai's corporate culture:

1. Honesty
2. Enthusiasm
3. Accountability
4. Responsibility
5. Trustworthiness

These aren't just slogans—they're the beacons in my blood during every voyage, the compass guiding me through storms. They've profoundly shaped my career.

For Singhai's 20th Anniversary, what would you say to your younger self? And what are your wishes for Singhai?

To my younger self:

Don't doubt your choice when studies and deck duties feel exhausting. Ahead lies commanding DP consoles overlooking offshore platforms and steering colossal vessels under starry skies—the ocean's majesty will reward every sacrifice.

For Singhai:

May Singhai remain the industry's 'Path-finder': navigating waves of change with expertise, and nurturing tomorrow's maritime stars on your fertile ground. In the next two decades, let's set sail for new horizons together!



Wishes from Across the Oceans

(Messages from the Singhai Family Worldwide, Alphabetical Order)

- 1** Happy 20th Birthday to Singhai! May you stay forever young and has new chapters every year!
Bu Lichuan | Second Officer, Salvage Bureau
- 2** Proud to stand with Singhai on this remarkable journey—from setting sail to commanding the seas. Twenty years of resilience have forged true excellence! On this milestone anniversary, we sincerely wish Singhai: To chart fresh courses, launch ventures anew; Twenty years in prime—forever thriving, forever strong!
Dai Songlin | Chief Engineer, CSM
- 3** Guided by the initial conviction for twenty years, Singhai has been a lighthouse guiding us in the deep blue. Happy Birthday, Singhai!
Ding Guofeng | Second Engineer, V.Ships
- 4** Two decades sailing as one, we have crafted excellence. Cheers to 20 years—may we ride the waves onward!
Gao Dongdong | Second Engineer, Oil Tanker
- 5** I want to extend our warmest congratulations to Shanghai Singhai's 20th anniversary. Over two decades of pursuing blue dreams, you have built trust with your expertise and your integrity has navigated every challenge. May Singhai sail ahead with broader vision and bolder innovation—writing tomorrow's maritime legends.
Ji Hui | Captain, BEYOND
- 6** Singhai's twenty-year journey has been steered by innovation. Together, we sail toward new journeys and greater glory!
Liu Xiaolin | Engine Cadet, CMA CGM
- 7** First, I want to thank Singhai for launching my career! May you grow ever stronger, attracting more partners and talents worldwide!
Peng Xiaorong | Deck Cadet, Hafnia
- 8** Happy 20th, Singhai! We've seen rough waves and calm tides, but what sticks most is the fun and the crew that feels like family. Here's to 20 more years of adventures, safe trips, and making the ocean our playground.
Ru Chaoqun | Second Officer, CMA CGM

9 Happy Birthday, Singhai! May you soar higher every day.
Sun Yafei | Chief Officer, CMA CGM

10 Ships vie for glory; new triumphs await. Streams merge as one; a thousand sails set forth!
Sun Zhanjie | Chief Officer, Oil Tanker

11 Two Decades of Excellence, Crafting Dreams with Heart. Warmest congratulations on Singhai's 20th anniversary! Grateful for the journey sailed together, we forged brilliance side by side. Looking ahead, let's set sail for the future! May Singhai thrive and shine ever brighter!
Tian Wenyue | Additional Chief Engineer, MISC

12 Singhai has been our warm and safe harbor for twenty years. I am grateful to sail with you—may this mighty ship conquer every wave, carrying our hopes to the glorious future!
Wang Qiang | Third Engineer, MISC

13 After twenty years cutting through waves, new voyages now begin! On Singhai's 20th anniversary, may you stand as firm as deep-sea drilling and be as bold as offshore pioneers! I am proud of our crew's excellence. With sailors' courage and engineers' craft, let's build our next blue chapter!
Wang Wenchao | Captain, Hilong

14 For twenty years, Singhai has bridged seafarers and shipowners, remaining the vital link—matching talent with precision and fueling careers with purpose. Every ocean has witnessed partnerships forged by Singhai; every voyage through breaking waves carries our commitment and responsibility. Sail onward with expertise as your compass—connecting futures and safeguarding journeys. Happy 20th anniversary! Onward to new victories!
Wang Yuebing | Chief Officer, Maersk

15 Two decades, global unity; Smart future, greater glory!
Wang Youwei | Second Engineer, CMA CGM

16 Happy 20th anniversary, Singhai! Here's to growing and sailing together!
Xu Xijian | Deck Cadet, Hafnia

17 For 20 years, Singhai has been mastering the blue. You are the indispensable bridge between ship-owner and crew—a cornerstone of our industry. We thank you for your unwavering excellence. At this new dawn, may your course be wise and true—anchoring dreams, conquering tides, and sailing toward prosperous future! Twenty years of honor; now, new legends begin!
Yu Dehui | Additional Chief Engineer, Maersk

18 The Singhai compass, arrow of argent dawn,
 draws fresh meridians across the waking sky;
 twenty harbors fold their arms around constellations,
 each star a quiet anchor.
 Turbines whisper medals of watch,
 steel cables braid the helmsman's chronicle;
 polished arcs of metal burn the horizon's measure
 into memory's bright scale.
 See the star-wheels form their shining ranks—
 every revolution a muffled thunder,
 each pulse the opening line of a new epic.
 Mr. Terence, our guiding light,
 your steadfast beam parts the uncharted night;
 every wave we cut, every dawn we chase,
 charting Singhai's course with your hand on the helm's grace.
Wang Lixiao | Chief Engineer, Adora Cruise

19 Easing owners' burdens • Advocating crew welfare • Shaping maritime talent • Forging industry synergy
Zhou Jianxun | Captain, STELLAR

20 **Ode to Singhai's Twenty Years**
 Remember when we first sailed the open sea?
 Twenty years mastering giants beneath our helm.
 We broke through ice and storm, wild waves set free,
 Watched stars dance by as our great ships overwhelm
 The roaring tides – steadfast through night and day,
 Charting true courses where ocean depths hold sway.

We forged strong spines in lightning's fiery glare,
 Tempered courage beyond compare;
 Where our vessels sail on distant streams,
 Sea spirits gift their coral-halls and dreams.
 Now we write new legends on distant shores,
 Spread mighty wings where golden sunlight pours—
 Holding dawn and dusk within our hand,
 Commanding tides across the sea and land!

Raise a glass! Let the world rejoice,
 Singing calm seas in one united voice!
Zhang Wei | Chief Engineer, CMA CGM



Chapter Four

Shore-Based Guardians

CHAPTER FOUR

Shore-Based Guardians • Section Overview

Behind every vessel at sea stands a dedicated Singhai team—shore-based guardians who, with expertise and passion, build an unbreakable bulwark on land and keep every seafarer close at heart.

Across two decades of Singhai's voyage, it is the unwavering commitment of these guardians that has turned our "Singhai Family" pledge into reality. In this section, we invite Singhai's long-serving shore leaders to share their stories: Deputy General Managers Zhu Peipei and Sun Xue, Assistant General Manager Zhou Song, General Manager of Business Division III Thomas, General Manager of Dalian Singhai Li Shuang, and General Manager of Wuhan Singhai Duan Xiongfeng.

From midnight emergency coordination to warm holiday greetings, they embody the Singhai spirit and belief through action. They show family-like care for crews, steadfast commitment to clients, and a deeply-rooted bond with Singhai that endures. Through their eyes, let's witness their untold commitment and feel, in every heartbeat of the Singhai Family, the pulse of an oath that never once blinked.

(Shore-based managers' interviews follow)

Guardianship: the Shore's Tender Embrace —Words from a Singhai-er on land



Zhu Peipei
Deputy General Manager
Assistant to MD
GM Business Department I

My journey with Singhai began in 2008 — as a Dalian Maritime University graduate with starry-eyed dreams of the maritime industry and a heart full of devotion. Nearly 16 years have flashed by in the blink of an eye — from starting as an intern to where I stand today. Many now address me as "Manager", yet the title I cherish most remains simply "Peipei Jie"—like being called as a big sister.

This simple address connects us, and reminds me of the duty I bear. I know your life at sea fights more than waves—it's a constant battle against solitude and difficulties away from home. So here's our pledge: my team and I will always stand guard on land for you. Wherever you sail, we've got your back here onshore. Let me say this plainly: Being a seafarer is hard. You endure long separations from families, live in the same confined spaces for months, face high-pressure workloads and emergency situations, and take exhausting journeys just to board ships. We ashore working at desks can't fully feel that strain—but we recognize it. That's why you deserve our deepest understanding and respect.

That respect defines how we speak to you. I have always held myself and my team to this standard: "Speak slow. Soften your tone. Warm your words." Never will you hear "How could you miss that flight?" or "Stop bothering me for updates." Even a single harsh word can cut deep, and every seafarer deserves nothing less than kindness and care.



Over the years, I've celebrated every step of your journey—from cadets to Third Officers and Forth Engineers, then to Captains and Chief Engineers. Your successes bring me genuine joy. I always take time to patiently explain the promotion requirements and help map out your career path ahead. That's because I see beyond mere certificates and qualifications—I see the hopes of your families and the foundation upon which your futures are built.

This commitment was tested most during the toughest pandemic years, when we worked tirelessly to bring home hundreds of seafarers each month from every corner of the globe. Amidst flight cancellations, ever-changing policy shifts, and challenging cross-time-zone communication, we knew that retreat was never an option. With unwavering resolve, we poured our utmost efforts into coordinating every single journey, driven by one single hope: to reunite you with your families at the earliest possible moment.

Today, as head of the department, I constantly remind myself to stay true to where I started. What must never change is the original conviction, my profound respect for this job, and above all, the bond with every seafarer. Alongside my team, I remain committed to being your strongest backing. At this year's Singhai team-building event, when asked to write down life's defining moments, I wrote without hesitation: "The moments I shared with my seafarer friends." These memories are my compass, urging: "Stay true to where you started." Though leading brings the pressure of business growth, this goal is never in conflict with our core belief: to always stand by those who sail the seas.

If you ever feel low or lonely at sea—please remember this: We are not just your coordinators, but trusted friends ready to listen. We will hear your thoughts, share your worries, and extend support when the waves of loneliness crash. Communication forges the bridge between us, and our guardianship goes beyond duty—it's a heartfelt presence that sails alongside you.

I have always believed this work transcends a mere profession—it is a maritime calling. To stand guard is a choice we make, a steadfast commitment we keep. As long as your vessels sail upon the horizons, we remain firmly anchored onshore, keeping the harbor lights ever-burning for your safe homecoming.



Achieving Excellence through Professionalism, Safeguarding Dreams with Sincerity – Reflections on SINGHAI's 20th Anniversary



Sun Xue
Deputy General Manager
General Manager of Business Department II

Standing at the milestone of SINGHAI's 20th anniversary and looking back, I feel deeply honored to have grown together with the company. I have served in both the Business Department and the Training Department for several years. Today, as the head of two departments—Business Department II and the Certification Department—I remain filled with gratitude and privilege. Thank you for the company's cultivation and care, and for the trust and understanding of my colleagues and leaders.

Every time we sign a crew-manning agreement with a client, place seafarers on new vessels, or see our seafarers on board receive promotion letters, my heart swells with joy. Each moment carries our clients' expectations and our seafarers' hopes. For years I have upheld the belief "Professionalism as our foundation; commitment as our duty." We pursue development through exploration and show true care through service.

My boss, Mr. Zhao Wei, once stated, "SINGHAI has only one mission—crewing. If we can take this single thing to the extreme, that will already be extraordinary." More than one hundred employees strive daily toward this goal. We have built world-class seafarer training centers, brought in an international ship-management team, and set up branches at home and abroad. Every effort is aimed at better serving ship-owners and seafarers. Providing professional service to owners and matching seafarers with the right positions is the daily work of every business staff member.

"Honesty, diligence, empathy, and meticulousness"—these four concise phrases embody our service philosophy and serve as the ruler by which we measure our work. When I first joined the company, I often wondered how to care for seafarers and their families. Now I believe it is simply the old Chinese saying: "Do not impose on others what you do not wish for yourself." We put ourselves in their shoes so that every seafarer can sail with "a promised return date and someone to rely on." While chasing performance, we never forget that seafarers are our most valuable asset. Many of the seafarers who joined the company at the same time I did have transitioned to shore-based roles, and I am grateful that a large share of our new business still comes from their support and trust.

In the blink of an eye, the maritime universities' annual recruitment season arrives again. My colleagues and I travel to maritime colleges across China to speak with graduates, answering their questions face-to-face. Whenever I see the longing in their eyes for a life at sea, the seeds of "maritime culture" take root, sprout, and spread.

Twenty-year-old SINGHAI is as resplendent as a garden in full bloom. How fortunate I am to have walked alongside it. From this new starting point, I will continue to lead my team in serving our clients and seafarers. The lessons of the past and the achievements earned through sweat will propel us forward. From the bottom of my heart, I wish every ship-owner and every seafarer smooth sailing and all the best.



Caring for Seafarers, Bringing Warmth to the Central Plains: Reflections on Singhai's 20th Anniversary



Zhou Song
Assistant General Manager
General Manager of Business Department IV
GM of Zhengzhou Singhai

As Singhai approaches its 20th anniversary, I find myself reflecting on my journey. In 2013, I arrived in Shanghai from a small village in Henan – 12 transformative years that represent a significant chapter of my career life.

Looking back now at my young self when I first joined Singhai and seeing the backbone I've become for the company today, I've cherished countless formative "firsts": the exhilaration of filling an exceptionally challenging position; the nervous yet enlightening experience of resolving a problem for crew; the hard-won triumph after persistent client development efforts; and the adrenaline-fueled nights collaborating with teammates on critical projects, fueled by boundless energy.

I vividly recall accompanying Singhai Chairman Mr. Zhao on client visits. Hearing clients express "exceptional satisfaction" with both Singhai and my work always filled me with pride. These consistent accolades paved the way for my promotions. Calling my family from the company dormitory to share the good news, I could hear their profound pride through the phone.

Over these 12 years, my growth has been inseparable from Singhai's evolution. We've journeyed from a modest vessel to an industry leader in crew dispatching. Having witnessed this firsthand, I know our success stems not only from outstanding service but from genuine client trust and our unwavering commitment to every seafarer.

As a long-serving member at Singhai, I now bear responsibility for Singhai's continued growth. My mission remains clear: to serve our crew diligently and discover exceptional talent, building bridges to the blue horizon for all who sail.

On March 4, 2022, our Zhengzhou Representative Office was established, marking a pivotal milestone. I would like to extend my deep gratitude to Mr. Zhao and Singhai management team for their trust. The launch of Zhengzhou Office signifies a concrete advancement by Singhai into Henan, a key seafarer hub, establishing a crucial benchmark for enhancing our proximity and service delivery to Henan's maritime workforce.



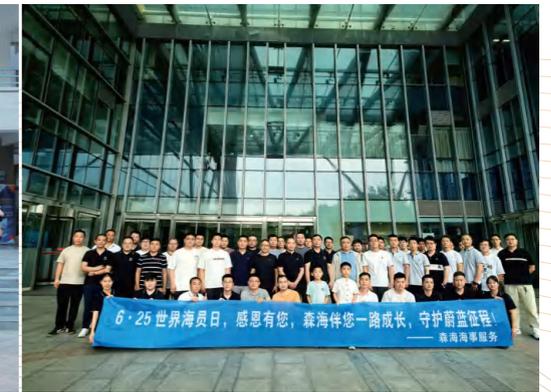
Henan, being a province with a vast population, has historically served as a crucial breeding ground for maritime professionals. Despite their exceptional technical competence, seafarers from Henan frequently experience isolation, stemming from insufficient platforms for interaction. Our Zhengzhou office addresses this need. Since inception, we've hosted multiple gatherings for Henan crews and families, including the 2024 Henan Senior Officers' Management Conference and 2025 World Seafarer Day event, where our crew converged in Zhengzhou to exchange navigational experiences and tales from the sea. This profound connection, rooted in shared heritage, forms our most valued bond.

Having navigated twenty years of relentless effort and achievement, one principle remains etched in my mind: Seafarers constitute the very foundation upon which Singhai is built. In my role as a core business leader, I consistently emphasize to my team: "Our responsibility transcends merely assigning crew to ships. It is imperative that every seafarer senses—regardless of the longitude they traverse—that Singhai is always their safe and warm port."

On this special occasion of Singhai's 20th anniversary, I particularly want to say to all Singhai seafarers: You chart your life's course upon the waves, while we stand guard for your dreams ashore. The resilience forged between land and sea will surely empower you to shine brightly on the world's shipping lanes.

Moving forward, Singhai will continue to deepen its commitment to seafarer services, enabling more outstanding maritime talent to venture into the deep blue.

Finally, I extend my heartfelt wishes to the Singhai Group: From the vibrant energy of twenty years to sailing far beyond forty, may your journey be relentless, your horizons boundless, and your harvest abundant!



Respect, Inclusion, Trust - The Voice of a Singhai Shore-Sider



Zhang Yamin
General Manager of Business Department III

"Hello, Boss Zhao!" With that first greeting, the journey began. It is now 2025—eighteen years since I joined Singhai in July 2007. Back then the Cruise Department started from scratch; today our business circles the globe, including partnerships with China's Adora Cruises. The road has been arduous, the ups and downs many. While fortunate, every milestone has been earned through relentless effort.

Looking back, we have always treated seafarers with sincerity and mutual respect, laying the cornerstone of Singhai's reputation. Many may wonder how Singhai secures nearly 90% of China's cruise-manning market. An old Chinese saying says, "Win people and you prosper; lose them and you collapse." Our success rests on decades of investment in talent development, a service-oriented mindset, and industry credibility—all amplified by the strong word-of-mouth we have carefully nurtured.

"Brother Tuo"—Even today the nickname feels particularly warm, proof that crew regard me as one of their own. The fact that no one calls me "Uncle Tuo" makes me feel I'm still young enough to strive for Singhai for another twenty years.

People often envision cruise staff enjoying comfortable work environment and traveling the world—a seemingly effortless "job that combines work with play". The reality is hidden behind the glamour: ten working hours daily are routine, each voyage hosts over 3,000 guests, constant handling of emergencies and irregular sleep. It is their sweat and perseverance that upholds the seemingly relaxing holidays the passengers enjoy.

Across Singhai's two decades I have been heartened to witness cadets rise to Captains/Staff Captains, Chief Engineers/Additional Engineers. They still credit Singhai for that first priceless cadet berth; 80% of them remain employed on luxury cruise ships today. On their behalf—and Singhai's—I wish to thank one man who, against considerable opposition, pioneered the hiring of Chinese cadets: Mr. Low Chan Wai, former Head of HR at Star Cruises, Malaysia. Please join me in a round of heartfelt applause for him.



Twenty years have flashed by—Singhai has changed, the seafarers have changed, I have changed. What has never changed is Singhai's unwavering commitment and responsibility to ship-owners and crew. Attitude and a sense of responsibility are paramount on our part. If we lack the responsibility, it would inevitably prove disastrous for both ship-owners and seafarers. Thus, I constantly remind myself and my colleagues: mistakes can be mended, but the absence of responsibility is fatal. Neither ship-owner nor seafarer will trust the irresponsible; it is a basic professional ethic.

Seafarers have their own perspectives and demands, while the company has its own considerations. At times the two seem irreconcilable. The balance requires a people-first approach grounded in reality. Sometimes it may seem like we're at a disadvantage, but the seafarers know it full well and will repay us in other ways.

Human contact breeds friction; differing starting points, values and cultures may clash. This job is a test not only of professional skills but of emotional intelligence, inclusivity and adaptability. Every resolution of misunderstanding, every consensus forged under pressure, is a mark of growth.

So we do not shrink from conflict; we meet it with greater openness to understand and communicate. For these very "differences" infuse the work with meaning and enrich our life's journey.

My boss Mr. Zhao often says, "Operate within your understanding and focus on doing one thing well—that alone is challenging enough." Indeed, the key is the unwavering focus. The tasks may appear minor, yet small things hold significance; true character is revealed in the details, demanding our careful study and earnest comprehension.

Life is an ocean; work is our vessel. Together we navigate the winds and waves, adjusting our course. We seek not fleeting gains for losses, but the composure and perseverance to meet challenges; we share not calm seas, but the faith and companionship forged through storms.

With gratitude to ship-owners and seafarers—let us join hands and win the future together!



Blossoms Along the Way: A Symphony of Growth with Singhai



Li Shuang

General Manager of Dalian Singhai
Manager of Cadet Management Department

First Encounter – A Shared Beginning

In 2005, Singhai established its domestic headquarters in Shanghai. That same year, I graduated from university and embarked on my career in the shipping industry. Leveraging premium ship-owner resources, Singhai swiftly became an indispensable bridge connecting Chinese seafarers to the global stage, attracting countless outstanding talents.

In 2007, I was fortunate to begin cooperation with Singhai. From our very first contact, I was captivated by its distinctive corporate culture. Every exchange radiated professionalism and sincerity. At that time, I interviewed our founder, Mr. Zhao, and wrote the article "Singhai Marine: Human-Centered Management that Builds Bridges." His vision and breadth of mind felt like a clear spring cleansing the spirit; his passion for seafaring profession and profound sense of responsibility moved me deeply. At that moment, I could not help but wonder: how fulfilling it must be to be part of the Singhai family—both as an employee and a seafarer.

Together – A Sense of Belonging

In 2012, destiny guided me to the place I had long yearned for, and I officially joined the Singhai family, taking charge of the media department. The shift in role and duties left me momentarily lost. Was my work truly meaningful? I had come from the market department—a revenue-generating center—whereas my new role produced no direct income and required significant expenditure.

Noticing my uncertainty, Mr. Zhao offered patient guidance: "A job's value extends far beyond monetary gain. As our seafarer family grows, those spending long months at sea need channels to understand our corporate culture, track company developments, and have platforms to showcase their lives and those of their families back home. Only then can they truly feel connected to Singhai, fostering that essential sense of belonging and the warmth of home."

Encouraged by Mr. Zhao and supported by colleagues, I started by updating Singhai's website, then gradually created our WeChat official account, launched the Singhai magazine, built Tik Tok and Red Book channels, and initiated live-streaming. Every post and clip stands as a testament to Singhai's dedicated care for our seafarer community and the collective growth of our Singhai family. This profound connection with our seafarers makes every effort worthwhile. Even during late-night edits, I find profound purpose—rooted in soil yet reaching for the stars.

Challenge – Meeting a New Self

Singhai offers a vast stage; dedication here yields unique brilliance. Once the media department was stable, Singhai entrusted me with a new role—General Manager of Dalian Singhai. The new title brought greater responsibility. Dalian Singhai evolved from supporting headquarters with individual crew placements to independently handling full-set manning operations, with annual dispatch numbers rising steadily.

The role also deepened my understanding of seafarers' challenges—especially during the pandemic when crew were stranded onboard. On behalf of the company, I dealt with urgent family matters onshore; I witnessed the tears of seafarers' wives and felt elderly parents' longing for their sons' return. This understanding bred deep respect. I constantly remind my team of Singhai's service philosophy—"Honesty, diligence, empathy, and meticulousness"—delivering ever more professional and attentive service to ship-owners and seafarers.

Later, I challenged myself by becoming Manager of Cadet Management. Every year Singhai recruits over 200 cadets from maritime academies nationwide; they are Singhai's fresh blood and our very future. During each recruitment season, I travel from campus to campus. The eager eyes during campus presentations and the late-night conversations answering cadets' questions all prove to me the immense value of nurturing Singhai's next generation. This journey has transformed me from a task-focused executor into a strategic leader bearing broader responsibilities.

Toward the Vast Horizon – Sailing for the Stars and the Sea

Looking back, I am profoundly grateful for this grand encounter with Singhai. It is this fertile soil that nurtured me from a pathfinder to a cultivator, from a participant to a leader. The lone courage of pioneering new media, the firm resolve of leading teams through waves, the ardent passion of sowing hope on campuses—every challenge is a medal Singhai has conferred upon me, every breakthrough drives my roots deeper into Singhai's earth.

The road ahead stretches on, and my heart remains as fervent as ever. I will continue to walk tirelessly alongside Singhai on this magnificent voyage. I look forward to the business blueprint I helped draw becoming ever richer, and to the young faces who entered Singhai from campuses growing into pillars of strength. May the future we co-author forever blossom along the way—a radiant, unending blossom. This is not merely one individual's story of growth, but an epic poem of mutual achievement, where Singhai and its people illuminate each other's brilliance.



Eighteen Years: Guardians of the Ever-Rolling Sea



Duan Xiongfeng
 General Manager
 Wuhan Singhai

It was summer in 2007. I stepped into the office clutching bulky luggage, feeling slightly out of place as I watched colleagues whose fingers flew effortlessly across keyboards. Could I ever sit here—calm, confident, commanding with ease? It seemed a clean, respectable career. With a self-mocking shake of the head, I climbed into the agent's car to Waigaoqiao Port and boarded my very first ship as a cadet.

Outside the window, the summer sun of 2025 burns with the same intensity it held eighteen years ago. The passing thought I once dismissed has taken root and flourished: A full decade has passed since I moved ashore.

Now, when I close my eyes and let my fingertips brush the keyboard, the voyage routes, sailing schedules, and crew names rise like musical notes, weaving an endless, ever-rolling sea in my mind. In its rolling tides flow the swift years, the continuity of work, and my most treasured memories.

Whether it's on deck or ashore, we are inseparable comrades. Four plain yet weighty words—"Smooth boarding, safe homecoming"—encapsulate our shared goal and our ceaseless concern. That sentence is Singhai's deepest promise, the starting point of every task and its ultimate achievement.

When I first transferred to the shore office, I naively believed the change was merely geographic: same keyboard, same screens, only now I can use the systems I once envied. But soon I discovered what lay behind the screen was far from cold data. The dignified master who commands on the bridge may step down the gangway, tie on a floral apron, and stir soup for his family. The sturdy able seaman whose palms grip mooring ropes also steadfastly lifts the weight of a household. Strip away the job titles and every keystroke links to a living heartbeat, to families waiting anxiously. The "rolling sea" in my head gained real warmth.

A decade ashore has taught me that "Singhai Family" is no hollow slogan; it is embodied in every act of mutual assistance.

I still hear those late-night ringtones. When a trembling voice says, "Brother Duan, emergency at home!", my heart is hammered. The keyboard turns into a bridge of hope: I rush to arrange leave, contact port agents, hunt for flights, and firmly promise, "Don't panic—Singhai will handle it." Every rapid response eases the burden on a brother far away. Only when the screen flashes "Successfully boarded flight / disembarked" can my anxiety begin to subside. The words "Thank you, brother Duan. Thank you, Singhai" is the most precious affirmation of our guardianship.

I recall the pandemic's tough days, when crew changes felt like walking on thin ice. When it was almost Chinese New Year, in order to execute a major crew change for a ship off South Africa, the whole team fought through the night, racing visas, flights, quarantine rules, while calming anxious voices on both ends of the phone. As the last crewmember texted "Safe Landed in Shenzhen" in the early morning, our silent chat group erupted. Even the coldest night seemed warmed by the collective joy.

Eighteen swift years have gone by. From pitching decks to desks tracing voyages across charts, from an inexperienced youth to now head of a department, I have witnessed Singhai's journey, and Singhai has reshaped mine. The duty of a shore-based guardian has long surpassed the "clean and respectable" career I once coveted; it now runs in my blood, an affection and duty I cannot relinquish.

What we guard is the spirit behind the word "Singhai": honesty, earnestness, thoughtfulness, precision; the belief that "many trees become a forest, a hundred rivers form the sea." Watching young faces in the office, their fingers growing surer on the keys, their eyes shining with deepening understanding and commitment, I see the torch being passed. I share these late-night stories not to complain, but to let newcomers grasp the true weight of the job—every data on the screen links boundless oceans to beating hearts and carries our profound responsibility and calling.

The sun outside is still blazing, as hopeful and vigorous as the summer when I began. Fingers dance across keys, and this "sea" has long since transcended geographical borders; it has become a deep ocean of duty, a warm current of human connection. Standing at the 20th anniversary of Singhai, we shore-side guardians aspire to be the most trusted partner of clients and seafarers, the sturdiest bulwark against every storm. Safeguarding every mile between "boarding" and "homecoming" is our deepest love letter to the "Singhai Family", our most loyal watch over the ever-rolling sea.

For the next twenty years—this sea, we will continue to guard together.



05

Chapter five

Companions Along the Voyage Clients & Partners



CHAPTER FIVE

Columbia's Collaboration with Singhai: A Valued Partnership



Demetris Chrysostomou
CEO Asia Region, Columbia Group

Columbia Shipmanagement's relationship with Singhai began in 2010, when a chance meeting in Singapore laid the foundation for what would later become a productive and enduring collaboration. That early connection gradually evolved into a formal partnership, resulting in the establishment of Columbia Shipmanagement Shanghai in 2014.



Over the past decade, Columbia Shipmanagement Shanghai has grown steadily, supported by Singhai's deep local knowledge and consistent cooperation. Throughout this journey, Singhai has proven to be a dependable partner, contributing to our understanding of the Chinese maritime landscape and supporting the development and training of Chinese seafarers—an increasingly important focus for the global shipping industry.

As China continues to solidify its role as one of the world's leading maritime nations, Columbia remains committed to cultivating strong local partnerships that align with our global standards. The collaboration with Singhai has enabled us to better navigate the unique challenges of operating in China and has supported our broader crewing and operational objectives in the region. Today Columbia Shipmanagement Shanghai has grown into a company with a very strong reputation in China with the support of Terence and Singhai as reliable and trusted partner.

Congratulations to Singhai for a remarkable milestone of 20 Years and wishing Singhai, Terence and all our colleagues at Singhai the very best and many, many more years of success and prosperity!

Two Decades of Trust: Hafnia and Singhai's Enduring Partnership in Maritime Excellence



Shivas Kapoor
General Manager
Head of Crewing at Hafnia

In the ever-evolving and demanding shipping industry, relationships that stand the test of time are a true measure of reliability, shared vision, and mutual success. We recently had the distinct pleasure of sitting down with **Shivas Kapoor, General Manager/Head of Crewing at Hafnia**, to reflect on their remarkable two-decade journey as a partner with Singhai. This insightful conversation illuminates the core of Hafnia's operational success: Singhai's exceptional crew management services and their unwavering commitment to a people-first approach.

Reflecting on a Powerful Partnership

Our conversation began by looking back at the genesis of this enduring relationship. Shivas recalled, "Our initial interactions with Singhai were marked by professionalism, clarity, and a genuine desire to understand our operational needs. From the outset, we were impressed by their deep understanding of the maritime industry and their proactive approach, which ultimately led us to choose them."

Over two decades, our collaboration has transformed significantly. "What started as a business collaboration has evolved into a trusted partnership built on mutual respect and shared goals," Shivas explained. "Over the years, we've developed a strong rapport, and the relationship has grown to be both strategic and supportive."



When asked about the most beneficial services, Shivas highlighted the core of their operational success. "Singhai's crew management services have been a cornerstone. Their unwavering commitment to crew training and high-quality recruitment has ensured that we consistently have competent and well-prepared seafarers onboard." He also noted Singhai's support for their Diversity, Inclusion, Belonging, and Equity (DIBE) initiatives by providing crew members of various Asian nationalities.

Singhai's adaptability has also been key. "Singhai has shown remarkable adaptability by embracing digital solutions, strengthening compliance frameworks, and enhancing seafarer training programs," Shivas observed. "Their approach has shifted from service provider to solution partner, always a step ahead in anticipating industry demands." This proactive stance has directly contributed to Hafnia's resilience. "Singhai has been instrumental in helping us stay agile in an ever-changing industry," he affirmed. "Their insight into regulatory changes and proactive training of crew allowed us to maintain compliance and efficiency, even in challenging times."

Navigating Challenges & Innovation Hand-in-Hand

The shipping industry has faced numerous shifts, and Singhai has consistently been a vital ally. "Singhai has consistently been at the forefront of change," Shivas stated. "Whether it was implementing ECDIS training during its rollout, ensuring timely compliance with new IMO regulations, or navigating pandemic-related disruptions, their responsiveness and support made a real difference."

A particularly memorable instance showcased Singhai's commitment during the unprecedented COVID-19 pandemic. "Singhai went above and beyond by helping us arrange flights for Chinese seafarers and navigating the complex travel restrictions in place at the time," Shivas recalled. "Their proactive and solution-oriented approach made a significant difference during a challenging period."

Beyond adaptability, Singhai has also demonstrated innovation. "Singhai has shown forward-thinking by integrating technology into crew training and performance tracking," Shivas noted. "Their investment in virtual learning platforms and data-driven assessments helped us enhance crew readiness and overall vessel performance."

The Enduring Value of Partnership



The Enduring Value of Partnership

Reflecting on Singhai's greatest strengths, Shivas pointed to three key pillars: "Consistency, professionalism, and a people-first approach stand out. Their ability to deliver quality services year after year, combined with their dedication to crew welfare and development, makes them an invaluable partner."

The continuity of such a long-standing partnership is critically important to Hafnia. "Extremely important," Shivas emphasized. "In an industry where change is constant, having a stable and experienced partner provides assurance and reduces risk. Singhai has demonstrated good staff retention over the past 4-5 years, with the same PICs consistently in place at both their China and Singapore offices." This stability has tangible benefits: "This continuity has allowed us to build a close working relationship based on mutual understanding of each other's requirements. It also reduces the time and effort needed to repeatedly train their new personnel, contributing to smoother coordination and improved efficiency."

Looking to the horizon, Shivas sees a future of continued collaboration. "We see the partnership growing deeper as we explore new technologies, sustainability initiatives, and digital transformation," he shared. "We look forward to collaborating with Singhai on innovative solutions that will shape the future of maritime operations."

In closing, Shivas offered a heartfelt reflection on their journey. "It has been a truly rewarding journey with Singhai. They have consistently demonstrated integrity, agility, and a strong commitment to excellence. We deeply value this partnership and look forward to the opportunities that lie ahead. Singhai's openness to feedback and willingness to adapt to our evolving requirements further strengthen our collaboration."



Charting Two Decades of Partnership: MISC Marine and Singhai



Capt. Fared Khan
Head HR Sea of MISC Marine

As MISC Marine and Singhai mark twenty years of collaboration, the journey from a straightforward crewing agreement to a strategic alliance speaks volumes about trust, growth, and shared values. We recently had the distinct pleasure of sitting down with Capt. Fared Khan, Head HR Sea of MISC Marine, to reflect on the remarkable two-decade partnership between MISC Marine and Singhai.

Can you recall your initial interactions with Singhai? What were your first impressions, and what led you to choose us as a shipping partner?

"Our first encounter with Singhai in the early 2000s was both memorable and meaningful," Capt. Fared shared. "Their professionalism, transparency, and authentic people-first philosophy immediately stood out. These qualities aligned closely with our own core values and made them a natural choice as a long-term partner."

Over the past 20 years, how has your relationship with Singhai evolved?

"What began with basic crew placements has grown into a dynamic and integrated partnership. Today, the relationship encompasses joint training programs, leadership development initiatives, compliance planning, and forward-thinking responses to regulatory changes," Capt. Fared shared. "Singhai has become more than a service provider; they are a strategic stakeholder deeply embedded in MISC Marine's operational landscape."

What specific services or aspects of Singhai's operations have been most beneficial to your company's success during this time? Can you provide an example?

"Singhai's meticulous crew selection process consistently delivers exceptional onboard standards," said Capt. Fared. "During the height of the COVID-19 pandemic, their swift and empathetic response to crew change challenges was remarkable. It was a demonstration of both operational agility and genuine care."

Looking back, what are some of the most significant changes or developments you have observed in Singhai's services, capabilities, or approach to business?

"Singhai's digital transformation has been notable. From adopting tech-driven recruitment tools to embracing soft skills and leadership training, their evolution is rooted in a human-centered, forward-looking philosophy," Capt. Fared reflected. "They have not only kept up with change, they have led it."

How has Singhai contributed to your company's growth, efficiency, or ability to navigate the complexities of the shipping industry over the last two decades?

"Singhai's proactive approach to MLC, STCW updates, and crew demographics has allowed us to stay agile and compliant," Capt. Fared noted. "Their expertise supported a diverse range of fleet operations, including conventional tankers and DPST vessels, helping MISC Marine maintain continuity and excellence."



The shipping industry has experienced numerous shifts and challenges over the past 20 years. How has Singhai supported your company in adapting to these changes?

"Whether responding to regulatory shifts, evolving ship technology, or decarbonization pressures, Singhai has consistently sourced future-ready, competent crew. Their understanding of global trends has kept MISC Marine aligned with industry evolution," Capt. Fared responded.

Can you recall a specific instance where Singhai went 'above and beyond' to help your company overcome a challenge or seize an opportunity?

Capt. Fared recounted a newbuilding takeover in South Korea where unexpected staffing challenges emerged. "Singhai mobilized experienced crew with speed and precision, preventing disruption and once again proving their strategic importance."

In what ways do you believe Singhai has demonstrated innovation or forward-thinking in its services or solutions during our partnership?

"Mental health programs, digital crew tracking, and structured career pathways are just a few of Singhai's forward-thinking initiatives. Their rare ability to blend innovation with empathy is what sets them apart," Capt. Fared emphasized.

What would you consider to be Singhai's greatest strengths as a shipping partner, particularly over the long term?

"Consistency, integrity, and deep knowledge of maritime operations—especially in China—are Singhai's hallmarks," said Capt. Fared. "Their unwavering commitment to crew welfare complements their operational rigor."

How important is the continuity and experience of a long-standing partner like Singhai to your business operations?

"Their familiarity with our systems, culture, and expectations enhances efficiency and minimizes risk," he explained. "In a reputation-driven industry, the value of enduring trust and shared experience cannot be overstated."

What do you envision for the future of your partnership with Singhai in the years to come?

"Looking ahead, MISC Marine anticipates closer collaboration around shaping maritime talent, driving diversity and inclusion (DEI), and leveraging data for smarter operations," Capt. Fared highlighted. "We see Singhai playing a vital role in aligning human capital and digital innovation."

Is there anything else you would like to share about your experience working with Singhai over the past 20 years?

Capt. Fared concluded: "It's been a journey of shared purpose and continuous learning. Our partnership with Singhai is anchored in humanity and reliability, and we are confident the strength of that bond will only grow."



Singhai Clients



*Sorted alphabetically by name



Chapter six

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