

Singhai Marine Successfully Holds 2025 Annual Work Summary and 2026 Development Outlook Meeting



On January 23, 2026, the 2025 Annual Work Summary and 2026 Development Outlook Meeting of Singhai Marine was convened at its Shanghai headquarters, with participation from domestic and overseas branches via online platforms. The meeting systematically reviewed the company's work in 2025, analyzed industry trends, clarified goals and strategic plans for the new year, comprehensively deployed key tasks for 2026, and fostered consensus and synergy for Singhai Marine to stride towards higher-quality development.



The meeting commenced with an annual business report delivered by General Manager Luo Cheng. In 2025, Singhai Marine maintained steady growth in its overall business scale, with various business segments and regional companies collaborating effectively. Solid progress was achieved in fleet management, crew supply, and customer service, marked by new breakthroughs in full crew management services. Customer satisfaction and crew service levels were further enhanced. Facing a complex and volatile market environment, the company continued to advance business structure adjustment and operational optimization, laying a solid foundation for sustainable development. For 2026, the company has defined its annual development theme as "Consolidating Foundations, Enhancing Capabilities, and Achieving Steady Growth." General Manager Luo Cheng outlined several key tasks in his report, including the standardization of business processes, strengthening the support of digital

systems, optimizing fleet structure and customer service, and further promoting synergistic efficiency between all business lines and support departments to ensure the effective implementation of annual strategic objectives.



Mr. Francis, Executive Director of Singapore Singhai, shared the annual operational results and regional market insights of the Singapore and Asia-Pacific regional companies online. He reported that over the past year, Singapore Singhai has continued to reinforce its hub function in the recruitment, manning and compliance management of non-Chinese seafarers. It has actively expanded its service network in regions such as Myanmar and Indonesia, preliminarily establishing an integrated multinational seafarer management system covering key shipping areas. By establishing standardized operational procedures and cross-regional collaboration mechanisms, Singapore Singhai has not only improved the group's responsiveness and service depth in the Asia-Pacific market but also provided customers with more

flexible crew combination solutions and localized support. This progress signifies a substantial enhancement of Singhai's global service network synergy, with its international layout steadily advancing towards systematization and deeper localization.



Wang Xi, Deputy General Manager of Singhai Marine, delivered a thematic report focusing on the functional management system. He systematically elaborated on the company's plans and measures regarding the integration of management systems, the upgrading of compliance governance, and the optimization of human resource mechanisms. In 2026, the company will comprehensively enhance organizational operational efficiency and talent pipeline vitality by deepening the integrated application of the 5I Management System and ISO quality standards, improving company system functionality and data management, and implementing the Business Manager Development

Plan and a dual-channel talent development mechanism, thereby providing robust support for business development.



During the special work report session, Captain Wu Wen, General Manager of the Shanghai Singhai Training Center, detailed the positive progress made by the training center in supporting Singhai's business, expanding the maritime training market, and advancing the construction of the Shenzhen International Maritime Training Center. In 2026, the training center will continue to strengthen its support for Singhai's business departments while focusing on developing high-end maritime training projects for industries such as oil and gas, committed to building a maritime training brand with international competitiveness.



Sun Kangming, Deputy General Manager of AiSailings, showcased the annual progress of the company's technological products, which continue to empower Singhai's business, reflecting Singhai's firm determination to drive service upgrades through technological innovation.



Concluding the meeting, Zhao Wei, Chairman of Singhai Marine, delivered a closing speech. He first expressed gratitude on behalf of the company to all employees for their dedication and contributions in 2025. He pointed out that over the past year, Singhai had achieved solid progress in business development, system construction, and team growth. Facing future opportunities and challenges, Chairman Zhao emphasized that 2026 is a crucial year for the company to deepen its foundations, strengthen its capabilities, and achieve improvements in quality and efficiency. He called upon all Singhai personnel to steadfastly adhere to the strategic direction, continuously optimize the business structure, deepen digital transformation, strengthen talent pipeline development, and jointly pioneer a new phase of Singhai's development with a spirit of collaboration.



As an important prelude to this conference, the company held the "Singhai Business Manager Development Plan 2026 Kick-off Meeting" on the afternoon of January 22. This plan is a key implementation of the company's "Elite Talent Program" at the level of cultivating core business backbone personnel. At this special meeting, General Manager Luo Cheng officially launched the "Singhai Business Manager Development Plan," designed to consolidate the talent pipeline and empower frontline business operations. Deputy General Manager Wang Xi provided a detailed interpretation of the learning pathways and assessment requirements of the development plan, while General Manager Luo Cheng further clarified the comprehensive evaluation mechanism and promotion criteria. The meeting concluded successfully amidst active discussions by all participants and closing remarks from Chairman Zhao Wei, marking the entry of Singhai's systematic talent strategy into a new phase of implementation.



The successful convening of Singhai's 2025 Annual Work Conference and 2026 Work Deployment Conference not only served as a comprehensive review of the past year's achievements but also acted as a mobilization meeting to unify thinking, build consensus, and inspire motivation. All Singhai personnel will take this meeting as a new starting point. With firmer conviction and a more pragmatic approach, they will strive courageously towards the grand objectives for 2026, working together to create an even more brilliant future for Singhai.