

2026 - MINUTES OF ANNUAL
MANAGEMENT REVIEW MEETING

Meeting Date: 26 Mar 2026
Place: MEETING ROOM



Tamar Ship Management Pte Ltd, Singapore

Minutes and Agenda of Management Review Meeting held on 26 Mar 2026 / 1100 - 1145 hrs SGT

Subject: Minutes and Agenda for Management Review – YEAR 2025

No.	Topic	Responsible
1	Review of the minutes of the previous meeting and the Status of Previous Management Review Recommendations for Improvement:	RISK
<p>Comment: Recommendations for Improvement for Year 2025 were reviewed. Refer to attachment Annex 4, Recommendations for Improvement for year 2026.</p>		

No.	Topic	Responsible
2	Review of Company Safety Policies Review of Company SMS	MD & DPA
<p>Comment: Company policies were reviewed in view of RightShip requirements and new company policies dated 01 Aug 2025 were implemented across fleet vessels.</p> <ul style="list-style-type: none"> • Health, Safety, Environment, Quality, Security and Cyber Security Policy • Mission, Vision and Value Statement • Drug and Alcohol Policy • Smoking Policy • Anti-Bribery Policy & Corruption Policy • Global Anti-Money Laundering Policy 		

No.	Topic	Responsible
3A	Review of Internal Audit reports and External Audit reports – NCs & Observations & Deficiencies, and discussions for actions leading to improvement.	RISK

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a.	Vessels Internal and External Audits ISM/ISPS and Internal & External MLC Inspections.	
b.	Company Internal and External Audits, and preparation for External Audit basis Internal Audit findings;	

Comment:
Refer to attachment Annex 1, Internal audits 2025.
Refer to attachment Annex 2, External audits 2025.

No.	Topic	Responsible
3B	Review of the Corrective and Preventive Actions	RISK

Comment:

- Audits and Inspections NCs and Observations are being uploaded to CFM, all TSI / MSI to follow up on CA & PA and ensure these are closed prior to target date.
- Items which require to be attended in dry docking or delayed due to long delivery time of spares are to be transferred to Defect List in MESPAS. A comment is to be made against the concerned NC/Observation in this regard in CFM before closing by PIC.

No.	Topic	Responsible
3C	Review of Top Management vessel visits & TSI + MSI Vessel visits	RISK + Technical

Comment:

- Ships Visits dates are captured in the Form filed in the shared point under Technical/Vessels Management. Ship Visit Form is updated and reviewed on monthly basis.
- CFM is used for capturing the inspection reports.

No.	Topic	Responsible
3D	Review of Deficiencies raised by Port States Controls, Flag States-Inspections, RightShip Inspections and safety score, and discussions for actions leading to improvement. a. Port State Control Records 2025	RISK

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- b. RS Inspections and Safety Score
- c. Flag States Inspections

Comment:

- PSC and RightShip inspections are discussed weekly (every Tuesday & Wednesday) in the Risk & Technical and Management meetings.
- PSC Deficiencies Rate for 2025 was 0.35 and for 2024 was 0.65, refer Annex 3 - Review of PSC Inspections.
- The Team is working continuously to improve PSC Deficiency Rate.

No.	Topic	Responsible
4	Review of Needed Resources <ul style="list-style-type: none"> a. Equipment Resources Requirements b. Work Environment and Infrastructure Requirements c. SMS Requirements d. Human Resources and Employee Training Requirements 	RISK

Comment:

- a. The Equipment to ships is supplied as and when required.
- b. SMS is reviewed/revised and updated with the industry and regulatory requirement as and when required.
- c. The forms are filed electronically in the SharePoint filing system which is common for both ship and office.
- d. Employee are trained on different company topics as required - Training Seminar was held in TMI Company/Vietnam on 12, 13 June 2025 for crew joining take over vessel Angelic Anna.

No.	Topic	Responsible
5	Review of previous Shipboard Management Reviews, including actions taken - (Including MLC 2006 Complaints)	RISK

Comment:

Summary of comments/suggestions of the Master's review for year 2025.

Angelic Anna – Nil

IVS Dunes – Form 5.2.1B - Item #9 technical: It still mentions that technical issues to be recorded in BASSnet while it is no longer being used in our fleet. – *Form Amended*

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Form 1.3.1 passage plan: There is no last-minute changes section therefore it is difficult for the deck officers to make change of passage plan in case we have to deviate from initial route (e.g. EOSS to anchorage or drifting area, anchorage to pilot station etc. – *Same form to be used.*

Form 3. SSP APPX 8: There is no DoS form for SHIP to SHIP activity - *Use same Form, write Ship's name against port facility*

IVS Kestrel - Nil

Sunny Sandra – Nil.

IVS Isogo - Suggest head office to establish the "ECDIS assessment form" to improve ECDIS knowledge & skill for deck officers. Suggest head office to establish the "Maintenance of Machinery " work permit for. – Isolation of the Machinery Work Permit published on 02 April 2026.

No.	Topic	Responsible
6	Heath, Safety and Environmental Management related: <ul style="list-style-type: none"> a. Monthly Company Circular containing Safety campaigns, industry amendments, a section of Right Ship Inspection Questionnaire, Training topic b. Serious (Safety) Accidents / Incidents involving managed vessels c. Summary of Crew Accidents / Incidents & Illnesses (Medical Cases) - d. under deductible losses and P & I Clubs Cases e. Review & Summary of Accidents Reports & Hazardous Occurrences f. Company Exercise (Ship Shore Drill) g. Drugs & Alcohol tests on board h. Environmental Actions & Matters i. Other Safety & Pollution Prevention, related topics - if any proposed. Any Staff j. Review of KPI (KPI Table to be inserted) k. Short term and Long term goals 	RISK

Comments:

Company Safety Campaign Circular is sent to ships monthly.

KPI of Tamar both Fleet vessels

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KPI's – Recorded for December 2025

		Target	December	Financial YTD	Traffic light	Remarks
Safety	Lost Time Injury Frequency (LTIF)----- <i>Full Financial Year, 2025 April 1st.</i>	<0.5 <1 threshold	0	0.99	●	No LTI's reported in the month of December
	Total Recordable Cases Frequency (TRCF) <i>12 months is rolling 12 months</i>	<2.5	1	1.65	●	A total of 1 case was reported in the month of December
	Fatality or Disability from Sea Career – work related	0	0	0	●	NIL
	Fatality or Disability from Sea Career – non-work related	0	0	0	●	NIL
Operations	Port State Control detentions	0	0	0	●	Nil detentions
	No. of Inspections	-	0	33	N/A	No PSC inspection in the month of December 2025
	Deficiency Ratio per Inspection	<0.8	0	0.6	●	NIL
	% Zero Deficiencies	>75%	0%	82%	●	All Inspections
	RightShip Rating <3	0	1	1	●	Radiant Reb - RS not done as due in Dec 2025 (For sale), Age 13+ yrs
Financial / Commercial	OPEX (fleet Average basis)	Not to exceed budget + 5%	-20%	-11%	●	Handy and Supra Fleets are favorable to YTD budget by 7% and 13% respectively. 3rd Party ships are 6% favorable on a YTD basis.
	Docking Costs	Not to exceed budget + 5%	0	-2.21%	●	IVS Tembe is presently undergoing docking in China.
Off hire	Unscheduled (hours/vessel/year)	<48 hr/vessel/year	0	7.44	●	No off-hire in December 2025
MARPOL	MARPOL violation incidents	<0	0	0	●	NIL
Crew	Retention Rate per last Quarter	>85%	89.90%	91.12%	●	Updated as of 3 rd Quarter

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No.	Topic	Responsible
7	<p>Review of Training Office & Crew Retention - Tools used, Identified Training needs, who and what, Disciplinary Records.</p> <ul style="list-style-type: none"> a. Sea Staff – Training Tools for Crew b. Shore-based Staff - Apart from assessing the training initiatives in place, recommend next steps or courses of action for improvement. c. Office Staff Retention d. Sea Staff Retention & Crew Change - Reviews & Recruitment, Qualifications and Certification Criteria e. Disciplinary Procedures Records 	Technical+ Crewing +RISK

Ship staff training

KARCO is being used on all fleet vessels for training. VOD has been removed from all vessels. Crew was trained by Crew Seminars held in Vietnam on 12 & 13 June 2025 (for newly acquired vessels Angelic Anna) and on 6 Nov 2025. Crew was trained on Confined Space Entry and Working (recognized by Marshall Islands Maritime) & Mental Health at Work Awareness Training during crew seminars and certificate is issued to them.

Date	Vessel Name Seminar	Confined Space Entry		Mental Health Awareness
		Officers	Ratings	
26/01/2025	Majestic Marina	9	12	9
15/02/2025	IVS Sparrowhawk	9	11	
19/02/2025	Singapore Office	7		
25/02/2025	Vietnam		40	
27/02/2025	Vietnam	52		52
11/03/2025	China	18		20

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13/03/2025	China		12	
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Office Staff Retention

Many office staff were retrenched due to a reduction in fleet size.

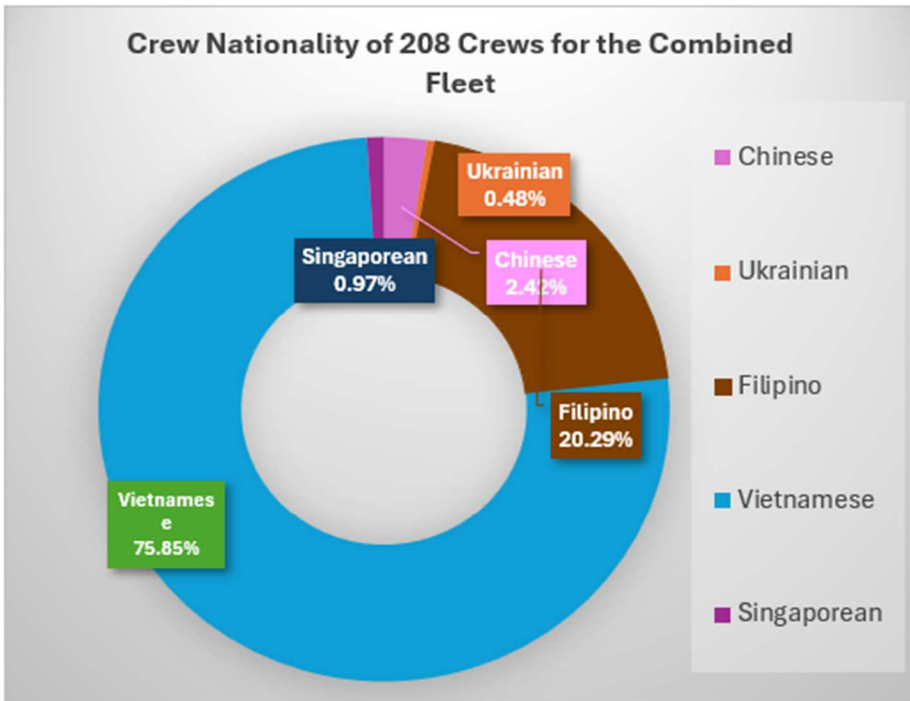
Sea Staff Retention & Crew Change

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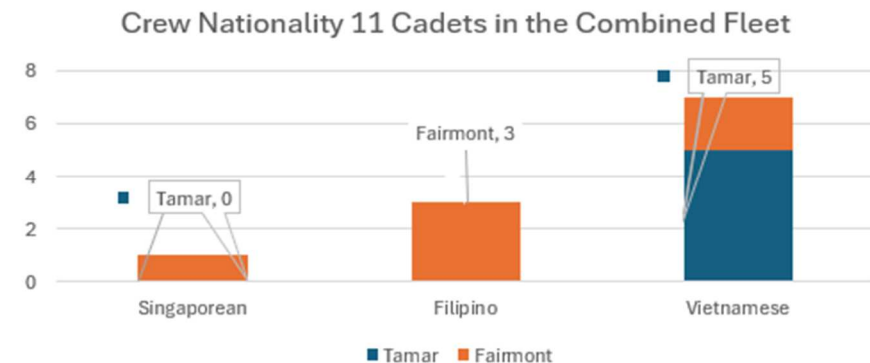


Crew Demographics Crew Nationality Make Up (Upto Dec 2025)



ALL RANKS	
Nationalities	Combined Fleet
Filipino	42
Vietnamese	157
Chinese	5
South African	1
Singaporean	2
Ukrainian	1

- These statistics reflect the nationality distribution of crew members for the month of Dec 2025.
- The three predominant nationalities onboard are Filipino (20%), Vietnamese (76%), Chinese (3%) and others (1%).
- As part of our cadet program for the current fiscal year, we plan to increase cadet intake, assigning one cadet per vessel and two cadets to selected UMS-class vessels.
- Crew transition in progress from Filipino & PRC Crew to Vietnamese crew on four vessel. Two Filipino manning agent also given notice – PTCL & PTSC.
- Our commitment is to foster an inclusive and supportive work environment, ensuring the attraction, retention, and empowerment of female seafarers, thereby promoting gender diversity and equality.



Pool Report - Age Profiling		
Category	Count	Percentage
20-29	40	19%
30-39	93	45%
40-49	66	32%
50-59	9	4%
60-69	0	0%
Total	208	
Average Age	36Y	

Industry Avg for BC: Officers - 41Y & Ratings - 37Y

*Source: ICS Inter managers report

Crew Statistics – Retention Rates 2025

Retention (Dec 2025)	Percentage (%)
SENIOR OFFICERS	89.40%
JUNIOR OFFICERS	90.50 %
RATINGS	89.80 %
Overall Retention	89.90%

- Retention rates are calculated separately for junior and senior officers across different nationalities, using the Intertanko formula.
- The higher retention rate is attributed to the reduction in fleet size and the increased availability of seafarers rejoining vessels. This trend is not related to officers designated as not-to-be-rehired (NTBR) due to terminations.
- Retention rate are being calculated on a quarterly basis.

Disciplinary Procedures Records 2025

Minor actions were taken as and when required.

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No.	Topic	Responsible
8	Management of Changes: a. Change of SMS b. Any changes in legislation or accepted working practices requiring amendments to the system c. EU MRV & IMO DCS / Decarbonization / BWMS / Ship Performance Monitoring / General overview of performance improvement projects	RISK + Technical
Comment: <ul style="list-style-type: none"> • Changes in SMS carried out as required by new regulations, industry and RightShip requirement. • BWMP amended to include BWM.2/Circ.80/Rev.1 (2024 Guidance on ballast water record-keeping and reporting) and BWM.2/Circ.82 (Guidance for the temporary storage of treated sewage and/or grey water in ballast water tanks) • EU MRV & IMO DCS 		

No.	Topic	Responsible
9	Technical Management Operational Tasks Summary and Review Review of Records of Class & Statutory Surveys- New memorandums, or any Condition of Class, and dispensations / exemptions	Technical
Comment: <ul style="list-style-type: none"> • The condition of Class is discussed weekly basis during Risk & Technical meeting. • Dispensation is obtained from flag state as and when required for a malfunctioning equipment. • Condition of Class and Dispensation record maintained in Share Point/Vessels Management • Defects on ships are captured in the MESPAS. 		

No.	Topic	Responsible
10	Review of Customer Feedback a. Note any unresolved customer feedback or complaint to identify corrective actions and recommended next steps.	RISK
Comment: <ul style="list-style-type: none"> • No official complaint from Owner/Charterer 		

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No.	Topic	Responsible
11	Review of the Company Ship Security Plan, Hardening Plan & Security Management System & Security Incidents Reports.	RISK

Comment:

- No ship transited Gulf of Aden in 2025 in wake of attacks on ships by Houthies as decided by Owners.
- The Ambrey security company was appointed for security related intelligence service and voyage planning during vessels transits in HRA and calling high risk ports for helping the vessels remotely.

No.	Topic	Responsible
12	IT Support, Communications and Cybersecurity Matters a. Review of IT support given to vessels, communications matters	IT

Comment:
Presented by Ronaldo IT Manager

- May 2025 - Distribution of USB Lock for Navigational Equipment's / Software Lock
- Mostly Phishing/ SPAM Emails – Reported (Training).
- Whitelist Issues –Sites – Upon Request
- IT/Cyber Security - Training conducted to officers before joining onboard and monthly circular to vessels.

No.	Topic	Responsible
13	Overall Review & Assessment of Effectiveness of SMS & New Targets a. Overall Assessment for last year, requirements for the subsequent period, and b. Review of the effectiveness of the SMS + New Targets for this year;	MD

Comment:

- Overall, the SMS rollover was smooth and effective.
- Familiarisation of SMS is continuous and involves all Staff.
- The filing system in the Share Point is to be closely monitored by office and Ship staff is to be assisted and guided by DPA/Superintendent where required.

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No.	Topic	Responsible
14	Any other Business a. Other Topics & Proposals as received from all participants b. Summary and Review of Recommendations made for improvement	All participants
Comment: Refer Annex 4 – Recommendations for Improvement for year 2026.		

No.	Topic	Responsible
15	General Recommendations for Improvement Indicate any general recommendation we can look into toward continuously improving the SMS.	All participants
Comment: Refer Annex 4 – Recommendations for Improvement for year 2026.		

No.	Topic	Responsible
15	CII annual management review	All participants
Comment: Refer Annex 5 – CII forecast (2025-2030) based on CII 2025		

List of Attendees

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Name and Surname	Position
Mr. Ramaras Rambhatla	Managing Director
Mr. Sonjay Bairagi	GM-Technical
Capt. Ashish Kambo	GM-Marine & Crewing
Capt. Rajesh Sharma	DPA/ CSO
Mr. Iyer Ramaswamy Subramani	IT Manager / Cyber SO
Mr. Zhengwei YIN	Ship Manager
Mr. Yogesh Negi	Ship Manager
Capt. Ning Wu	Marine Superintendent

Enclosures:

- Review of Vessels Internal and External Audits
- Review of Company Internal and External Audits
- Review of PSC Inspections 2025
- Review of Flag States Inspections
- Review of Safety & Environmental Management Related Matters Recommendations for Improvement

Annex 1 - Review of Annual INTERNAL Audits Findings (NCNs + Observations)

	2023	2024	2025			Remark
Total number of ships- avg.	13	13	9.6			Jan 2025 – 13 vessels Dec 2025 – 5 vessels Vessels sold/left management - 8
TOTAL NUMBER OF ISM AUDITS	17	13	7			

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TOTAL NUMBER OF ISM (NCNs & Def. & OBS) FINDINGS	122 (58 NCNs, 64OBS)	102 (31 NCNs, 71OBS)	38 (18 NCNs, 20 OBS)			
TOTAL NUMBER OF ISPS AUDITS	17	13	7			
TOTAL NUMBER OF ISPS (NC & OBS) FINDINGS	13 (2NCNs, 11OBS)	8 (1NCN, 7OBS)	3 (0 NCN, 3 OBS)			

Annex 2 - Review of Vessels EXTERNAL Audits ISM & ISPS

	2023	2024	2025			Remark
Total number of ships- avg.	13	13	9.6			Jan 25 – 13 vessels Dec 25 – 5 vessels Vessels sold/left management - 8
TOTAL NUMBER OF ISM AUDITS	18	8	3			
TOTAL NUMBER OF ISM (NCNs & Def. & OBS) FINDINGS	0	2NC	0			

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TOTAL NUMBER OF ISPS AUDITS	18	8	3			
TOTAL NUMBER OF ISPS (NC & OBS) FINDINGS	0	1OB	0			

2025 No NCs pointed out by external ISM Auditor

2025 No observation pointed out by external ISPS Auditor

Review of MLC Internal and External Inspections:

	2023	2024	2025			Remark
Total number of ships- avg.	13	13	9.6			Jan 25 – 13 vessels Dec 25 – 5 vessels Vessels sold/left management - 8
TOTAL NUMBER OF INTERNAL MLC INSPECTIONS	18	8	7			

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TOTAL NUMBER OF FINDINGS	0	0	7			
TOTAL NUMBER OF EXTERNAL MLC INSPECTIONS	0	0	3			
TOTAL NUMBER FINDINGS	0	0	0			

3b. **REVIEW OF ANNUAL COMPANY ISM INTERNAL AUDITS FINDINGS (NCNs + Observations)**

	2023	2024	2025			Remark
NCN	3	3	2			
OBS	1	0	2			

2025 – There were 2 NCs and 2 observations were issued during the Internal Audit conducted in Jan 2025.

REVIEW OF ANNUAL COMPANY ISM DOC EXTERNAL AUDIT FINDINGS (NCNs + Observations)

	2023	2024	2025			Remark
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NCN	0	0	0			
OBS	3	0	0			

Last DOC audit observations: NIL

Annex 3 - Review of PSC Inspections

	2023	2024	2025			Remark
Average No. of vessels	13	13	9.6			Jan 25 – 13 vessels Dec 25 – 5 vessels Vessels sold/left management - 8
No. of Port State Control Inspections	29	43	20			
Total no. of PSC deficiencies	16	28	7			
Port State deficiencies rate	0.55%	0.65%	0.35%			

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No. of PSC detentions	0	0	0			
PSC detention rate (%)	0%	0%	0%			
No. of PSC Inspections without deficiencies	20	29	15			
PSC Zero – Deficiencies inspections rate (%)	69.0%	67.4%	75%			

2025 PSC (3 or more deficiencies)

No inspection report more than 2(two) deficiencies

Review of FSC Inspections 2025

1. 6 ships were inspected by flag state.
2. Total 6 FSI were carried out, result in 6 Defs
3. Nil deficiency was pointed during 4 flag state inspection.

Tokyo MOU last 36 months data

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Name	IMO number	Town	Residence	Registration	Address	Phone	Fax	E-mail	Website
Tamar Ship Management Pte Ltd	6382321	Singapore	Singapore	Singapore	08-00,Great Eastern Centre,1, Pickering Street,Singapore 048659,	+65 6323 0048		sid@tamarshipman.com	

Company Performance



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Inspections of all ships in the company's fleet within previous 36 months while that company was the ISM company for this ships

Legend: - initial inspection - follow-up inspection - Remote follow-up inspection - Remote initial inspection

Type	Date	Place	Ship Name	Callsign	MMSI	Flag	Deficiencies (<input type="checkbox"/> : recorded/ <input checked="" type="checkbox"/> : for checking)	Detention
<input type="checkbox"/>	10.03.2026	Burnie, TAS (Australia)	IVS ISOGO	V7A6541	538011072	Marshall Islands	1	no
<input type="checkbox"/>	05.01.2026	San Antonio (Chile)	IVS DUNES	9V8335	563234800	Singapore	1	no
<input type="checkbox"/>	05.01.2026	Incheon (Korea, Republic of)	SUNNY SANDRA	5LJZ2	636022684	Liberia	3	no
<input checked="" type="checkbox"/>	05.01.2026	San Antonio (Chile)	IVS DUNES	9V8335	563234800	Singapore	2	no
<input type="checkbox"/>	20.11.2025	Tauranga (New Zealand)	ANGELIC ANNA	5LJZ4	636022686	Liberia	2	no
<input type="checkbox"/>	17.10.2025	Moji/Kitakyushu (Japan)	CANNY CAROLINE	V7A5161	538009785	Marshall Islands	1	no
<input type="checkbox"/>	27.08.2025	Kobe (Japan)	IVS ISOGO	V7A6541	538011072	Marshall Islands	1	no
<input checked="" type="checkbox"/>	24.04.2025	Tianjin (China)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	1	no
<input type="checkbox"/>	28.03.2025	Qinhuangdao (China)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	1	no
<input type="checkbox"/>	25.03.2025	Dampier, WA (Australia)	IVS ATSUGI	9VAM9	563244100	Singapore	0	no
<input type="checkbox"/>	11.02.2025	Tauranga (New Zealand)	SUNNY SANDRA	5LJZ2	636022684	Liberia	0	no
<input type="checkbox"/>	28.10.2024	Tianjin (China)	IVS ISOGO	V7A6541	538011072	Marshall Islands	2	no
<input checked="" type="checkbox"/>	28.10.2024	Tianjin (China)	IVS ISOGO	V7A6541	538011072	Marshall Islands	2	no
<input type="checkbox"/>	23.10.2024	Quynhon (Vietnam)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	0	no
<input type="checkbox"/>	18.10.2024	Zhenjiang (China)	IRIE IRIS	V7A5126	538009756	Marshall Islands	2	no
<input checked="" type="checkbox"/>	18.10.2024	Zhenjiang (China)	IRIE IRIS	V7A5126	538009756	Marshall Islands	2	no
<input checked="" type="checkbox"/>	04.09.2024	Gwangyang (Korea, Republic of)	IVS KESTREL	V7A7195	538010647	Marshall Islands	4	no
<input type="checkbox"/>	03.09.2024	Gwangyang (Korea, Republic of)	IVS KESTREL	V7A7195	538010647	Marshall Islands	4	no
<input type="checkbox"/>	22.08.2024	Dunedin (New Zealand)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	0	no
<input checked="" type="checkbox"/>	13.08.2024	Putian (China)	IRIE IRIS	V7A5126	538009756	Marshall Islands	3	no
<input type="checkbox"/>	21.06.2024	Beihai (China)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	1	no
<input checked="" type="checkbox"/>	21.06.2024	Beihai (China)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	1	no
<input type="checkbox"/>	11.06.2024	Townsville, QLD (Australia)	HB IMABARI	V7A6374	538010961	Marshall Islands	2	no
<input type="checkbox"/>	06.06.2024	San Antonio (Chile)	LA LOUISE	5LJZ3	636022685	Liberia	2	no
<input checked="" type="checkbox"/>	06.06.2024	San Antonio (Chile)	LA LOUISE	5LJZ3	636022685	Liberia	2	no
<input type="checkbox"/>	16.05.2024	Kijang (Indonesia)	IRIE IRIS	V7A5126	538009756	Marshall Islands	0	no
<input type="checkbox"/>	15.05.2024	Callao (Peru)	LA LOUISE	5LJZ3	636022685	Liberia	0	no
<input type="checkbox"/>	09.05.2024	Incheon (Korea, Republic of)	SUNNY SANDRA	5LJZ2	636022684	Liberia	0	no
<input type="checkbox"/>	17.04.2024	Yangjiang (China)	NIMBLE NICKY	V7A2559	538008601	Marshall Islands	1	no
<input type="checkbox"/>	23.02.2024	Brisbane, QLD (Australia)	HANDY HEIDI	V7A5049	538009691	Marshall Islands	0	no
<input type="checkbox"/>	02.02.2024	Cairns, QLD (Australia)	IRIE IRIS	V7A5126	538009756	Marshall Islands	0	no
<input type="checkbox"/>	12.12.2023	Amamapare, Ij (Indonesia)	IRIE IRIS	V7A5126	538009756	Marshall Islands	0	no
<input type="checkbox"/>	29.11.2023	Yingkou (China)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	3	no

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<input checked="" type="checkbox"/>	29.11.2023		Yingkou (China)	MAJESTIC MARINA	V7A4849	538009527	Marshall Islands	3	no
<input type="checkbox"/>	21.10.2023		Bataan & North Harbor (Philippines)	IRIE IRIS	V7A5126	538009756	Marshall Islands	1	no
<input type="checkbox"/>	18.10.2023		Rizhao (China)	IVS KESTREL	9V2398	564634000	Singapore	2	no
<input checked="" type="checkbox"/>	18.10.2023		Rizhao (China)	IVS KESTREL	9V2398	564634000	Singapore	2	no
<input type="checkbox"/>	05.10.2023		Kashima, Ibaraki (Japan)	IVS MERLIN	V7A5071	538009709	Marshall Islands	1	no
<input type="checkbox"/>	03.10.2023		Antofagasta (Chile)	ELEGANT EMILIE	V7RP5	538008010	Marshall Islands	0	no
<input checked="" type="checkbox"/>	03.10.2023		Antofagasta (Chile)	ELEGANT EMILIE	V7RP5	538008010	Marshall Islands	2	no
<input type="checkbox"/>	07.09.2023		Zhenjiang (China)	CANNY CAROLINE	V7A5161	538009785	Marshall Islands	1	no
<input checked="" type="checkbox"/>	07.09.2023		Zhenjiang (China)	CANNY CAROLINE	V7A5161	538009785	Marshall Islands	1	no
<input type="checkbox"/>	19.06.2023		Townsville, QLD (Australia)	IRIE IRIS	V7A5126	538009756	Marshall Islands	0	no
<input type="checkbox"/>	08.06.2023		Tauranga (New Zealand)	SUNNY SANDRA	5LJZ2	636022684	Liberia	0	no
<input checked="" type="checkbox"/>	08.06.2023		Tauranga (New Zealand)	SUNNY SANDRA	5LJZ2	636022684	Liberia	1	no
<input type="checkbox"/>	17.05.2023		Vungtau (Vietnam)	IRIE IRIS	V7A5126	538009756	Marshall Islands	0	no
<input type="checkbox"/>	24.04.2023		Hakata/Fukuoka (Japan)	HANDY HEIDI	V7A5049	538009691	Marshall Islands	0	no

Detention Index	Deficiency Index	Company Performance
Above Average	Above Average	Very Low
Above Average	Average	Low
Above Average	Below Average	
Average	Above Average	Medium
Below Average	Above Average	
Average	Average	High
Average	Below Average	
Below Average	Average	
Below Average	Below Average	

Paris MOU last 12 months data (01 Jan 2025 to 31 Dec 2025)

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Meeting Date: 26 Mar 2026

Place: MEETING ROOM



Search

IMO	<input type="text"/>	ISM Company Number	<input type="text" value="6382321"/>	Type of Inspection	<input type="text" value="Initial inspection, More detailed ins;"/>
Name	<input type="text"/>	ISM Company Name	<input type="text" value="Tamar Ship Management Pte Ltd"/>	Port State	<input type="text" value="United Kingdom, Sweden, Spain, SI"/>
Flag	<input type="text"/>	Classification Society	<input type="text"/>	Port of Inspection	<input type="text"/>
Ship type	<input type="text"/>	RO Performing Statutory Work	<input type="text"/>	Result	<input type="text"/>
Gross Tonnage (GT)	<input type="text"/> T <input type="text"/>	Period	<input type="text" value="01/01/2025"/> T <input type="text" value="31/12/2025"/>	Number of Deficiencies	<input type="text"/> T <input type="text"/>
Age	<input type="text"/> T <input type="text"/>	Inspection Regime	<input type="text" value="Port State Control"/>	Deficiency Risk Area	<input type="text"/>
				Duration of Detention	<input type="text"/> T <input type="text"/>

Search

Reset

No records

Paris MOU Last 36 months data 01 Jan 2023 to 31Dec2025

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Place: MEETING ROOM



Search

IMO	<input type="text"/>	ISM Company Number	<input type="text" value="6382321"/>	Type of Inspection	<input type="text" value="Initial inspection, More detailed ins;"/>
Name	<input type="text"/>	ISM Company Name	<input type="text" value="Tamar Ship Management Pte Ltd"/>	Port State	<input type="text" value="United Kingdom, Sweden, Spain, SI"/>
Flag	<input type="text"/>	Classification Society	<input type="text"/>	Port of Inspection	<input type="text"/>
Ship type	<input type="text"/>	RO Performing Statutory Work	<input type="text"/>	Result	<input type="text"/>
Gross Tonnage (GT)	<input type="text"/> T <input type="text"/>	Period	<input type="text" value="01/01/2023"/> T <input type="text" value="31/12/2025"/>	Number of Deficiencies	<input type="text"/> T <input type="text"/>
Age	<input type="text"/> T <input type="text"/>	Inspection Regime	<input type="text" value="Port State Control"/>	Deficiency Risk Area	<input type="text"/>
				Duration of Detention	<input type="text"/> T <input type="text"/>

Ships	Inspections	Detentions	ISM Deficiencies	Non ISM Deficiencies	Bans
10	12	0	0	12	0

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	IMO	Name	Flag	Type	Age	Date of Inspection	Type of inspection	Port of inspection	Number of Deficiencies	Result
Details	9470301	LA LOUISE	Liberia	Bulk carrier	13	29/11/2024	More detailed inspection	Lithuania - Klaipeda	0	
Details	9478470	DOUBLE DIAMOND	Marshall Islands	General cargo/multipurpose	14	10/09/2024	Initial inspection	Slovenia - Koper	2	
Details	9580027	CANNY CAROLINE	Marshall Islands	Bulk carrier	13	24/07/2024	Expanded inspection	Italy - Civitavecchia	0	
Details	9866550	HB GOLDEN EAGLE	Marshall Islands	General cargo/multipurpose	9	12/05/2024	More detailed inspection	Sweden - Oskarshamn	2	
Details	9378826	MAJESTIC MARINA	Marshall Islands	Bulk carrier	15	06/03/2024	Expanded inspection	Greece - Thisvi	0	
Details	9370422	ELEGANT EMILIE	Marshall Islands	General cargo/multipurpose	17	08/01/2024	Initial inspection	Italy - Ravenna	2	
Details	9604847	IVS MERLIN	Marshall Islands	General cargo/multipurpose	13	15/12/2023	Initial inspection	Netherlands - Amsterdam	0	
Details	9473688	HANDY HEIDI	Marshall Islands	General cargo/multipurpose	13	27/11/2023	Expanded inspection	United Kingdom - Liverpool	2	
Details	9866550	HB GOLDEN EAGLE	Marshall Islands	General cargo/multipurpose	8	27/11/2023	Initial inspection	Lithuania - Klaipeda	0	
Details	9470301	LA LOUISE	Liberia	Bulk carrier	12	11/10/2023	Expanded inspection	Italy - Venice	0	
Details	9615078	GOLD DUST	Marshall Islands	Bulk carrier	13	10/08/2023	Expanded inspection	France - Marseille (GPM)	1	
Details	9633197	RADIANT REB	Marshall Islands	General cargo/multipurpose	12	09/06/2023	Expanded inspection	Romania - Constanta	3	

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Company inspection history from the last 36 months

How many PSC inspections has the fleet undergone in the Paris MoU region?

In how many detentions have these inspections resulted?

How many Non ISM deficiencies have been recorded during these inspections?

How many ISM deficiencies have been recorded during these inspections?

Has a refusal of access order been issued to any ship of the fleet?⁽¹⁾

Calculate

Company Detention Index

Paris MoU Average Detention Ratio⁽²⁾ = 4.03 % (detentions per inspections)



Company Detention Ratio = 0.0 % (detentions per inspection)

DETENTION INDEX IS BELOW AVERAGE

Company Performance

Detention Index	Deficiency Index	Company Performance
Above Average	Above Average	Very Low
Above Average	Average	Low
Above Average	Below Average	
Average	Above Average	
Below Average	Above Average	Medium
Average	Average	
Average	Below Average	
Below Average	Average	High
Below Average	Below Average	

Company Deficiency Index

Paris MoU Average Deficiency Ratio⁽²⁾ = 3.41 % (points per inspections)



Company Deficiency Ratio = 1.00 % (points per inspection)

DEFICIENCY INDEX IS BELOW AVERAGE

Company performance in last 36 months in Paris MOU - High

Tokyo MOU last 36 months	Detention Index	Deficiency Index	Company Performance Matrix
Year 2023	0	0.55	High
Year 2024	0	0.65	High
Year 2025	0	0.35	High
Paris MOU last 36 months	Average Detention Ration	Average Deficiency Ratio	Company Performance
Year 2023	0	1.0%	High

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Year 2024	0	1.0%	High
Year 2025	0	1.0%	High

USCG inspections year 2025 – 3

Majestic Marina was inspected on 04Feb2025 – **1** deficiency (VDR) Vessel had condition of Class and USCG was informed in advance.

Magique Marline was inspected on 19 Mar 2025 – **Zero** deficiency

IVS Isogo was inspected on 12July2025 – **Zero** deficiency

Annex 4 Recommendations for Improvement for year 2026

NO.	ACTION(S) TO BE TAKEN	RESPONSIBLE PERSON(S)/ DEPARTMENT(S)	TIME SCALE/DEADLINE /TARGET	DATE OF COMPLETION	REMARKS
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1	Ship is to be guided prior arrival port for preparing for the PSC inspection using port specific findings. Office or external attendance to be arranged in sensitive ports (USCG, AMSA, Paris MOU, MSA) where possible	DPA/ Superintendents	Continue	On Going	PSC preparation is discussed in weekly meetings - Risk and Technical meeting
2	Ship is to be supported during PSC inspection using instant messaging from office by the group consisting of DPA/TSI/MSI.	DPA/ Superintendents in charge	Continue	On Going	
3	Attention is to be paid to MLC related items like toilets, wash basin, hot water, living condition, crew contract etc during audits/inspections.	DPA/ Superintendents	Continue	On Going	
4	The culture of self –reporting the defects by ship staff is to be promoted.	Superintendents in charge	Continue	On Going	
5	RightShip inspection questionnaire compliance is to be verified using the guidance notes. Pre-vetting using RISQ template is to be carried out prior to inspection.	DPA/Superintendent	Continue	On Going	
6	The proof of compliance of past RightShip and PSC findings is to be obtained from the fleet vessels for avoiding the recurrence of the the findings in the fleet.	DPA/Superintendents	Continue	On Going	RS findings and PSC deficiencies are to be circulated to ships
7	Office staff (DPA/Superintendent) to attend vessel during RightShip inspection for assisting ship.	DPA/Superintendents	Continue	On Going	

Annex 5 CII forecast (2025-2030) based on CII 2025

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Only one vessel completed the 2025 reporting period with "E" rating:



Forecast (2025 – 2030) based on CII 2025

Vessel	2025	2026	2027	2028	2029	2030
IVS Atsugi	C	C	D	D	D	D
IVS Dunes	C	C	C	D	D	D
IVS Kestrel	A	A	B	B	B	B
Canny Caroline	A	A	B	B	B	B
Handy Heidi	B	B	B	C	C	C
IVS Merlin	B	C	C	C	C	C
Majestic Marina	C	C	C	C	C	C
Magique Marline	A	B	B	B	B	B
Nimble Nicky	B	B	B	B	B	C
La Louise	B	C	C	C	C	C
Double Diamond	E	E	E	E	E	E
Angelic Anna	B	B	B	C	C	C