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The Helm

**BY
GMOS
WORLD**

Global Maritime & Offshore Solutions

"Integrity at the helm, excellence in the engine room."

Crew
Management

Corporate
Finance

Maritime
Advisory

Chartering, S&P &
Newbuilding



ABOUT GMOS WORLD

We are a maritime services provider offering comprehensive ship and crew management, technical support, and commercial advisory for shipping and offshore operations.

We focus on safety, regulatory compliance, vessel operations, and digital optimization solutions for vessel owners.



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CAPT. ABHISHEK ASIJA

GLOBAL CEO

GMOS WORLD • SINGAPORE HQ

"We do not merely respond to industry change — we help shape it. Our advisory capabilities are designed to translate regulatory complexity and market volatility into actionable competitive advantage."

With over three decades spanning tankers, bulk carriers, gas carriers, container ships, and cruise vessels, sustainable maritime success rests on a clear trinity: operational excellence, financial discipline, and world-class human capital.

As the industry navigates digitalisation, evolving IMO frameworks — including CII, EEXI, and the Energy Efficiency Design Index — and an accelerating green transition, GMOS remains positioned to provide shipowners, investors, and global partners with decisive strategic clarity.

Through structured training, mentorship, and curated global exposure, GMOS actively engineers pathways to meaningful maritime careers — at sea and ashore. Our commercial performance directly fuels investment in maritime education and community development.

CAPT. RISHI SHARMA

CEO – INDIA

GMOS WORLD INDIA • NEW DELHI

“Our journey forward is guided by three unchanging principles: integrity in every engagement, discipline in every operation, and an unwavering commitment to excellence in every outcome.”



The maritime industry is currently experiencing a significant turning point due to several converging factors, including operational excellence, increasing regulatory requirements under SOLAS, STCW 2010 Manila Amendments, MLC 2006, and the IMO's decarbonization efforts. This situation underscores the need for exceptional leadership. With 36 years of experience in the maritime sector, including 16 years at sea and two decades in leadership roles, my background has informed the establishment of GMOS World India.

Our goal is to provide expert, transparent, and performance-driven maritime solutions that generate measurable value for shipowners, global partners, and seafarers. As a Master Mariner with an Unlimited Certificate of Competency from the UK, my extensive operational experience with various types of vessels informs all strategic decisions made at GMOS World India.

TRAINING

DG Shipping-aligned programmes exceeding STCW benchmarks.

COMPLIANCE

Full ISM Code, Flag State, and operational ethics adherence.

DIGITAL TOOLS

Real-time performance monitoring and client reporting.

CULTURE

People-first ethos empowering seafarers and shore teams.



GMOS with the Asyad team from Oman.

PRACTICE- FIRST INITIATIVE

GMOS World has officially opened its primary recruitment and technical support centres in India, strengthening South Asia's role as a global maritime talent hub while aligning with European operational and compliance standards.

Aligned with the IMO's 2026 World Maritime Day theme, GMOS has integrated real-time digital monitoring across its managed fleet — ensuring environmental and safety policies move beyond documentation and are actively implemented on every vessel, every day. Policy on paper becomes practice at sea.

OUR *Core* SERVICES

CREW MANAGEMENT

End-to-end recruitment, training, certification, welfare, and career growth. Technical oversight, vessel maintenance, and safety compliance — so every voyage runs to international standards.

CORPORATE FINANCE

Capital raising, restructuring, acquisitions, and investment strategy for maritime businesses. We put clients on solid financial footing so they can grow with confidence.

MARITIME ADVISORY

Strategic clarity for shipowners and investors navigating regulatory complexity, market volatility, and the energy transition — grounded in real operational authority.

CHARTERING, S&P & NEWBUILDING

Asset sale & purchase, newbuilding supervision, and chartering services — backed by leadership who have sailed and managed every major vessel category.

GMOS' GLOBAL FOOTPRINT



GLOBAL OFFICES

Singapore HQ
India
Denmark
UAE
United Kingdom
Philippines
South Korea

315+ CUMULATIVE YEARS OF
LEADERSHIP EXPERIENCE

7 GLOBAL OFFICES WORLDWIDE

ZERO LOST-TIME ACCIDENT RECORD

WHY GMOS WORLD STANDS APART

What's our edge? Why should you choose us?



INTEGRATED FULL-SERVICE MODEL

01

Ship management, crew services, sale and purchase (S&P), newbuilding, chartering, consulting, and finance — seamlessly integrated under one roof. This unified approach eliminates fragmented processes and ensures consistently aligned, strategic decision-making.

LEADERSHIP WITH PROVEN EXPERIENCE

02

Our team brings extensive seafaring and operational expertise, with experience spanning VLCC operations, cruise vessel command, and the training of tens of thousands of seafarers. Our advisory services are grounded in proven experience and industry authority, rather than theoretical frameworks..

ZERO LOST-TIME ACCIDENT RECORD

03

In an industry where safety is paramount, this track record carries greater weight than any marketing narrative. It reflects an organisation that places people, reliability, and operational integrity at the core of its values.

ETHICS-LED & TRANSPARENCY-FIRST

04

We maintain full alignment with international regulatory frameworks, including IMO, STCW, MLC 2006, ISM Code, and OCIMF standards. Transparent asset management and ethical governance are embedded as strategic priorities, reinforcing long-term value rather than serving as mere compliance obligations.

FUTURE-READY & DIGITALLY ENGAGED

05

We continue to invest in digital performance monitoring, green shipping frameworks, and technology-enabled operations, positioning ourselves to lead the energy transition rather than simply respond to it.

SHIP *&* CREW MANAGEMENT

At GMOS World, ship and crew management is treated as a single, integrated responsibility rather than a set of siloed functions. The focus remains consistent: maximising vessel performance while placing seafarer welfare at the centre of every decision.

Technical management and preventive maintenance are driven by proactive planning and disciplined oversight, ensuring vessel reliability, reduced downtime, and protection of long-term asset value.

Training and continuous development remain a priority, with programmes aligned to the IGF Code and STCW, alongside leadership development initiatives that support progression at every rank.

Global recruitment and onboarding enable access to skilled seafarers from key maritime nations — including the Philippines, India, and South Korea — with a strong emphasis on smooth integration into vessel operations.

Operational efficiency and cost control are achieved through data-led strategies that optimise expenditure while maintaining uncompromised standards of safety, quality, and crew welfare.

Sustainable, future-ready solutions are embedded into operations, with ongoing investments in green shipping practices, alternative fuel readiness, and decarbonisation planning.

Career growth and retention are supported through structured pathways that build a motivated, stable workforce, reducing turnover and strengthening operational continuity.

Together, these elements form a cohesive operating model — one that balances performance, responsibility, and long-term value creation across both vessels and the people who run them.

EMPOWERING THE NEXT GENERATION OF MARITIME LEADERS

At GMOS WORLD, we firmly believe that the strength of global shipping will depend on how seriously we invest in the next generation of maritime professionals and provide real industry exposure.

We remain focused on upskilling youth, connecting them to real maritime opportunities, and helping shape the future workforce of the industry.



EMPOWERING THE NEXT GENERATION OF MARITIME LEADERS



Our interns from IMBA at GMOS with Capt. Abhishek Asija



Capt. Rishi Sharma delivering a talk to students.



A discussion between an intern and the CEOs.

GMOS World marks a proud milestone with our recent recruitment of standout students from the International Maritime Business Academy (IMBA). This move signals our unwavering commitment to nurturing the next generation of maritime professionals who will drive the industry's future.

We believe the resilience of global shipping hinges on bold investments in youth—delivering hands-on industry exposure, skill-building, and career pathways that matter. Our focus remains sharp: upskilling emerging talent, linking them to live maritime opportunities, and shaping a workforce ready for decarbonization, digital innovation, and geopolitical challenges ahead. This aligns seamlessly with the International Maritime Organization's human-capital priorities, United Nations development goals, and India's Directorate General of Shipping efforts to bolster seafaring education.

Looking forward, GMOS World aims to double our youth training programs by 2027, forging partnerships with leading academies and offering rotations across our seven global offices. From bridge simulators to AI-driven analytics, we're equipping young professionals with tools to lead in a transforming industry.

At GMOS World, investing in youth isn't just strategy—it's our core promise.

GMOS WORLD



With Capt. Saunak Rai, Chairman ICS ASEAN



With Jonathan Boonzaier, Asia Bureau Chief at TradeWinds



With Yukie Teo, President - WISTA Singapore

@ SINGAPORE MARITIME WEEK



With Zhongyi (John) Su, Founder, Chairman and CEO of Erasmus Shipping Shipinvest Group



With Alicia Tan, Business Development - Marine, Price Forbes



With Stamatis Tsantanis, CEO, Seanergy Maritime Holdings Corp.



With Pranjal Borkotoky, Senior Director, Global Events, DN Media Group



With Malcolm Pedley, CEO (Singapore) West P&I



With Shawn Tan (Country manager) and Cynthia E. Ro (Business Development Manager) at International Registries, Inc.



ICS Asean Shipping Forum

At the TradeWinds Shipowners' Forum, sessions explored how rising tensions are reshaping trade routes, capital flows, and operational strategies. Conversations highlighted the shift from disruption to strategic adaptation, with a focus on resilient fleet planning and forward-looking investment amid uncertainty. A key theme emerged: turning geopolitical pressures into opportunities for those prepared to act decisively.

The ICS ASEAN Shipping Forum complemented this with practical insights into ASEAN market dynamics. Panels addressed AI's role in chartering workflows, from efficiency gains to risk management, alongside the evolving demands of talent development and loss prevention. Discussions on the "green premium" in freight markets underscored the need for collaborative approaches across owners, charterers, and financiers.

The EXPO@SMW offered a front-row view of innovation in action. Standouts included the MPA's OCEANS-X platform for smart port operations and the PIER71 Smart Port Challenge, where 25 deep-tech startups showcased solutions in autonomous systems and alternative fuels.

Global partnerships, such as those highlighting green shipping initiatives, reinforced Singapore's position at the forefront of maritime advancement—valuable intelligence for our client strategies.

These engagements left GMOS World with fresh perspectives to support our clients through 2026's complexities. From our seven global offices, we're equipped to translate these insights into actionable solutions for shipowners, investors, and operators. Let's connect to chart your course ahead.



With Ryan Kumar, Owner and Managing Partner, Direct Search Global



With Elfian Harun, Regional Manager Southeast Asia, India & Japan, INTERTANKO



With Haider Nawaz, COO, Scorpa Pranedyta (Singapore) Pte Ltd



With Julian Bray, Editor-in-Chief at TradeWinds, Managing Director at DN Media Group Global



With Haruka Hamataka, Marketing Coordinator, ClassNK - Nippon Kaiji Kyokai



With Rajbir Talwar (CIO) and Darryl Tan (CRO), FPG AIM Capital



By Aahana Asija

THE SEA *Under Pressure*

HOW A NEW ERA OF RISK IS RESHAPING GLOBAL SHIPPING

Geopolitical tensions, the rapid integration of digital technologies, increasingly complex sanctions frameworks, and the acceleration of decarbonisation policies have collectively reshaped the operating environment for global shipping. Developments over the past year indicate that the relative stability observed during the post-pandemic recovery phase is giving way to a more structurally complex and uncertain landscape. Navigating this environment will require a more integrated and forward-looking approach to maritime leadership.

THE NEW GEOGRAPHY OF RISK

Recent disruptions in key maritime corridors illustrate how quickly established trade routes can be affected by external shocks. The situation in the Red Sea, which began in late 2023, has extended well beyond initial expectations. By early 2026, traffic through the Suez Canal remained significantly below pre-crisis levels [1], while the Cape of Good Hope route has become an established alternative for Asia–Europe trade. Several major carriers, including CMA CGM, have indicated that this routing adjustment may persist as part of longer-term operational planning [1].



"Geopolitical tensions, the rapid integration of digital technologies, increasingly complex sanctions frameworks, and the acceleration of decarbonisation policies have collectively reshaped the operating environment for global shipping."

The operational implications are considerable. Diversion via the Cape can add between 6,000 and 11,000 nautical miles to a typical voyage, extending transit times by up to two weeks and increasing fuel costs substantially [2]. Traffic along this route rose sharply through 2024, reflecting a broader reconfiguration of fleet deployment and capacity allocation across global trade lanes [2].

At the same time, developments in the Strait of Hormuz have highlighted the continued sensitivity of energy supply routes to geopolitical developments. Escalating tensions in early 2026 contributed to increased insurance premiums and operational uncertainty for vessels transiting the region [3]. Given that a significant proportion of global oil and gas flows through this corridor, even short-term disruptions carry wide-ranging implications for shipping markets and energy security [3].

Importantly, these developments also have direct consequences for seafarers. During the peak of recent disruptions, thousands of mariners and vessels experienced delays or operational constraints in affected regions [3]. This underscores the extent to which geopolitical risk is not only a strategic consideration, but also an operational and human one.

More broadly, recent events suggest that maritime chokepoints are increasingly exposed to a diverse range of risks, including those posed by non-state actors employing asymmetric capabilities [4]. As a result, route planning and risk assessment are becoming more complex, requiring continuous monitoring and adaptive decision-making.

THE SHADOW FLEET UNDER SCRUTINY

Sanctions enforcement has evolved significantly in both scope and intensity. What was previously managed primarily through regulatory compliance processes is now increasingly influencing operational decision-making across the maritime sector.

Russia's so-called shadow fleet, which has expanded in recent years, illustrates the scale of this development. Estimates suggest that several hundred vessels are currently engaged in the transport of sanctioned cargoes outside conventional insurance and certification frameworks [5]. Over the past year, a substantial number of these vessels have been added to sanctions lists, with many operators adjusting flag registrations and ownership structures in response [5].



Enforcement actions have also become more visible, with naval authorities in multiple jurisdictions taking steps to detain or investigate vessels suspected of sanctions evasion or involvement in related activities [6]. At the same time, European regulatory measures continue to expand, with additional designations and restrictions under consideration [6].

For compliant operators, this environment necessitates a more proactive approach. Risk management increasingly involves forward-looking assessments, including the monitoring of vessel behaviour, ownership patterns, and emerging indicators of potential designation [7]. Advances in satellite tracking and data analytics are supporting this shift, enabling earlier identification of risk exposure [7].

As a result, sanctions compliance is no longer confined to legal or administrative functions. It is becoming an integral component of operational strategy, influencing chartering decisions, counterparty selection, and overall risk management frameworks.



THE DIGITAL TRANSFORMATION

Digitalisation continues to reshape maritime operations, with 2026 marking a transition from early-stage adoption to broader implementation. Technologies such as artificial intelligence, advanced analytics, and cloud-based systems are increasingly embedded within day-to-day operations, supporting greater efficiency and improved decision-making [8].

Developments in Maritime Autonomous Surface Ships (MASS) reflect this trend, with pilot programmes underway across selected routes. Industry participants, including major technology and engineering firms, are advancing solutions that incorporate AI-assisted navigation and automated systems designed to enhance safety and operational performance [9].

In the near term, however, the industry is moving toward augmentation rather than full automation. Smart vessels equipped with predictive maintenance capabilities, real-time performance monitoring, and decision-support systems are becoming more common. These developments are contributing to improved reliability and cost management, while also reshaping the skill requirements for seafarers.

As digital systems become more integrated, the role of the crew is evolving. Technical proficiency, data literacy, and the ability to operate alongside advanced systems are becoming increasingly important. Organisations that invest in training and workforce development in parallel with technological adoption are likely to be better positioned to capture the benefits of this transition.

THE GREEN IMPERATIVE

Regulatory and market pressures related to decarbonisation are continuing to intensify. The inclusion of maritime transport within the European Union's Emissions Trading System (ETS), effective from January 2026, represents a significant step in aligning shipping with broader climate policy frameworks [10]. By placing a direct cost on carbon emissions, the ETS introduces a new financial dimension to operational decision-making.

At the international level, discussions around a global framework for emissions reduction are also progressing. Proposals under consideration include mechanisms such as carbon levies on larger vessels, with the objective of supporting the development and adoption of alternative fuels and low-emission technologies [11].

[Continued on Page 19]

Addressing these challenges requires a coordinated approach that integrates regulatory compliance, technological investment, and operational planning. As expectations around environmental performance continue to evolve, sustainability considerations are becoming a central component of long-term strategy rather than a standalone initiative.



IMO Secretary-General, Arsenio Dominguez discussing the attacks on shipping.
Photo: IMO/CC BY 4.0

CONCLUSION

Taken together, these developments point to a structural shift in the global shipping landscape. Geopolitical uncertainty, evolving sanctions regimes, technological transformation, and decarbonisation pressures are increasingly interconnected factors shaping the operating environment.

In this context, maritime leadership is defined by the ability to integrate these dimensions into a coherent and forward-looking strategy. This includes aligning operational decisions with regulatory requirements, investing in both technology and human capital, and maintaining the flexibility to respond to changing conditions across global markets.

Organisations that adopt a proactive and integrated approach will be better positioned to manage risk, maintain operational continuity, and create long-term value. As the industry continues to evolve, the capacity to navigate complexity with consistency, discipline, and foresight will remain a defining characteristic of effective maritime leadership.

“Maritime leadership is defined by the ability to integrate these dimensions into a coherent and forward-looking strategy.”



NAVIGATING WHAT COMES NEXT

The maritime industry thrives on challenge. Red Sea disruptions, autonomous vessel advancements, tightening decarbonization regulations, and shadow fleet scrutiny are not insurmountable crises—they represent our generation's pivotal work.

RESILIENT ROUTES

Building adaptive routing strategies amid persistent geopolitical volatility.

CLEANER FLEETS

Partnering with shipowners to master the green transition and IMO's regulatory evolution.

STRONGER CREWS

Investing in maritime professionals ready for a digital, zero-emission future.

"The sea does not reward those who are too cautious, nor those who are too reckless. The prize goes to those who know when to take risks and do so thoughtfully."

— John Vigor, maritime writer

At GMOS World, we are active partners in industry transformation. Shipowners mitigating geopolitical risks, investors navigating volatile tanker markets, or seafarers advancing in a tech-driven sector—our seven global offices stand ready to support you.

The maritime landscape evolves at unprecedented speed, yet core principles endure: reliable vessels, skilled crews, and trusted partners. That is GMOS World's commitment. We look forward to serving you.



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