

MARINE & MARITIME LEADERSHIP BREAKFAST

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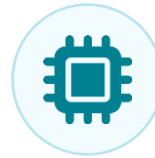
Leading the Safe Adoption of New Marine Fuels

Through Technology, People and Innovation



**SAFE OPERATIONS
ENVIRONMENTAL STEWARDSHIP
SUSTAINABLE FUTURE**

Future-ready organisations integrate systems, capability and innovation to manage the transition safely.



Technology

Digital solutions and real-time monitoring
Data-driven decision making



People

Competent and empowered workforce
Safety culture and shared responsibility



Innovation

New fuels and emerging technologies
Pilot projects and collaboration



Safe adoption of new fuels depends on technology, people and innovation working together.

4 Priorities for Maritime Leaders

Safe operations. Protect people. Ensure continuity.



1. Know Your Fuel Hazards

Understand the unique risks of ammonia, hydrogen, methanol, and other emerging fuels.

Knowledge drives safety.



2. Control Hot Work & Disassembly Risks

Apply stringent controls for welding, cutting and system interventions.

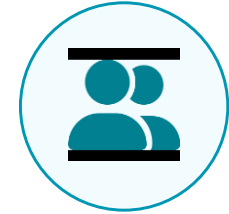
Plan. Assess. Protect.



3. Strengthen Critical Controls

Ensure ventilation, leak detection, monitoring, and emergency readiness are in place and effective.

Controls save lives.



4. Build Competence & Lead by Example

Invest in training, supervision, and a strong safety culture across your organisation.

Leadership drives results.



One goal: Zero harm. Safe operations. A resilient maritime future.

Incidents Reveal the Readiness Gap

New fuels. New risks. New responsibilities.

AMMONIA LEAKAGE ON LAND



On 24 Feb 2025, an ammonia leakage occurred at Jurong Marine Cold Storage's facility in Singapore, affecting workers and leading to the suspension of ice-making and coldstore operations.



What it shows us:

Even well-established operations face risks with hazardous substances. Process safety, detection and emergency preparedness must be robust and continuously reassessed.

Source: The Straits Times, 24 Feb 2025

HYDROGEN FIRE ON LAND



Hydrogen-related fires have occurred during testing and operations at land facilities, underscoring the challenges of handling and managing hydrogen's unique properties.



What it shows us:

Hydrogen's wide flammability range and low ignition energy demand specialised design, procedures and workforce competency.

Source: Various public reports and industry safety bulletins

HYDROGEN FIRE AT SEA



In Sept 2024, a fire broke out on the world's first liquefied hydrogen carrier vessel, Suiso Frontier, while docked in Australia. No one was injured, but the incident is a reminder that new technologies at sea come with new and evolving risks.



What it shows us:

Maritime adoption of alternative fuels is still in uncharted waters. We must close knowledge gaps through learning, data and collaboration.

Source: Recharge News, 25 Sept 2024



These incidents are signals. They are lessons. They are opportunities to close the readiness gap.

Questions Every Leader Should Ask

Instead of asking only: "Are we compliant?"



Are we learning fast enough?



Are our people future-ready?



Are we making use of AI responsibly?



Are we leveraging digital twins to reduce risk?



Are we preparing for risks we haven't yet experienced?



Are we building a culture where innovation and safety reinforce each other?



The future will be shaped by those who ask better questions today. Leadership closes the gap before it becomes an incident.

Thank you!