



Federation Of ASEAN Shipowners' Associations (FASA)

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Letter to FASA From the EXCO of 2025

A Commitment to Collective Leadership and Lasting Impact

As entrusted stewards of FASA, we write this letter to reaffirm our shared commitment to strengthen FASA as the unified and recognised voice of ASEAN shipowners. This letter is a declaration of will. It marks our collective decision to lead with integrity, shared responsibility, and purpose.

What We Commit to Build Together

A Connected and Credible Voice for ASEAN Shipping

FASA will represent ASEAN shipowners with positions that reflect the views and priorities of all its members in ASEAN, ASA, and global maritime platforms.

Inclusive Participation Across All Members

We will strengthen onboarding, mentoring, and relationship-building mechanisms to ensure all members, regardless of size, capacity or experience, can contribute meaningfully to FASA's work. It is how we uphold credibility and unity.

A Strong Transparent Secretariat and Governance Model

We will strengthen the FASA Secretariat by investing in necessary tools, establishing standard protocols, and setting up support systems that enable it to operate effectively and consistently. Decisions will be documented, responsibilities will be shared, and transparency will be embedded into daily practice.

The Leadership Culture We Uphold

We commit to a leadership culture defined by the values we have collectively adopted:

- **Shared Responsibility:** Every member contributes their unique strengths in service of FASA's common objectives and acts in the best interests of the association.
- **Credibility:** We speak with operational insight, present well-considered views, and engage with integrity.
- **Transparency:** We make decisions with clarity.
- **Inclusiveness:** We listen to and enable participation from every corner of our membership.
- **Institutional Trust:** We invest in systems that build confidence in FASA's continuity and reliability.

We acknowledge that FASA's effectiveness is measured by the impact of our contributions and the consistency of our engagement.

Our pledge to the Future Stewards of FASA

By 2030, FASA will function as a recognised ASEAN association that endures beyond personalities, terms, or national circumstances. We will have:

- Built a shared platform for policy influence, respected in ASEAN, ASA, and international circles.
- Enabled each member to participate, contribute, and lead with confidence.
- Created institutional systems that ensure continuity, cohesion, and credibility for future leadership teams.

This is the legacy we pledge to shape for ourselves and for the future stewards of FASA.

With determination,
FASA Executive Committee

Signed,

1. **Ms. Carmelita Hartoto**

Chairman, Indonesian National Shipowners' Association (INSA)



2. **Hj Awang Hj Ali**

Chairman & CEO, Brunei Shipowners' Association (BSA)



3. **Mr. Safwan Othman**

Chairman, Malaysian Shipowners' Association (MASA)



4. **Mr. Dario Alampay**

Chairman, Filipino Shipowners' Association (FSA)



5. **Ms. Caroline Yang**

President, Singapore Shipping Association (SSA)

6. **Mr. Suraphon Meesathien**

Chairman, Thailand Shipowners' Association (TSA)



7. **Mr. Nguyen Anh Dung, VSA**

Vice-President, Vietnam Shipowners' Association (VSA)



26th MAY, 2024

JAKARTA, Indonesia

50th FASA AGM

